



Researchers' View on R&D Organizational Change Using the Grief Cycle

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ABSTRACT

When change becomes a need, research and development organizations must likewise be adaptable to new challenges. The necessary changes will provide difficulties for management to manage human resource development. Failure, stagnation, or success is the eventual consequence of every organizational reform. Organizational changes are effective or unsuccessful based on the implementation strategies used, emphasizing the significance of human development managerial skills, leadership communication, and organizational interpersonal communication. This study aims to present an empirical study of changes occurring in research and development companies using grief cycle analysis. This research utilizes a variety of aspects and documents from prior studies to analyze the collective grief cycle phenomena associated with organizational changes in the R&D sector. The empirical description of the grieving cycle analysis demonstrates that the outcome of the grief cycle process indicates that the organization is not prepared to undertake changes, resulting in the crisis of certain workers. An empirical account of grieving cycle analysis reveals that time and the process of habituation play a significant influence in organizational members' acceptance of changes in research and development organizations. Leadership communication and organizational interpersonal communication are critical in influencing organizational members' comprehension and acceptance of organizational goals and change processes.

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I. INTRODUCTION

Change is necessary for an organization to remain adaptable and nimble when confronted with challenges. Organizational change may occur at any level or kind of organization, whether a corporation, a service, a government agency, or another type of organization. However, it is overshadowed by the complicated issues that accompany organizational transformation. Occasionally, companies are unable to overcome challenges because they lack mature resources and tactics. This matter results in reform attempt failing, stagnating, or even destroying the organization.

The human resource element is a critical aspect in determining the success or failure of organizational transformation attempts. Humans cannot be seen as readily relocated or repurposed items, which is related to people's inherent people's self-regulation (Shah, 2021). Many organizational leaders and managers, on the other hand, do not comprehend this concept and see all corporate assets, including people, as things or statistics.

The ego and emotions are significant components of how humans interact with their environment; especially change. Even Freud (1920) stated that individuals have a wish to survive only because of their ego. The ego generates human emotions. On this basis, it is possible to explain why change must be evaluated in terms of how human emotions react to change.

One method to view the changing state of human emotions is through the notion of the grief cycle, which Kubler-Ross initially proposed in 1969. The grief cycle is a curve that depicts individuals' emotional condition when confronted with significant life transitions (Kübler-Ross, 1969). The emotional condition of end-stage cancer patients was used to create this curve. The grief cycle curve may be viewed and understood as a process of transformation, regardless of whether it proceeds smoothly due to the involvement as few human emotions as possible. In this instance, the organization will be treated similarly to an individual who undergoes a significant transformation (terminal health problems) (Zell, 2003). The use of this grief cycle curve can be linked with change management ideas, such as those of Lewin (1951) or Kotter (1995).

The research and development organization as a space for humans to work and create demonstrates their ability and secures financial resources for survival. R & D organizations, like other organizations, require modifications to remain competitive and contribute to the country, much more so if the R & D organization is state-owned. Additionally, modifications can increase state institutions' ability in the field of STI for the organization's and country's growth (USAID, 2017). Additionally, because the primary characteristic of research and development activity is uncertainty (Hronszky, 2005), a shift in both the research subject and organizational structure is required. However, each change must have a reason for occurring. Change cannot be justified purely based on an assumption or an irrational desire for change. South Korea, for example, altered its R&D system in the early 2000s in response to a dramatic rise in R&D funding, both public and private sectors (OECD, 2002). Another factor that complicates transformation in an R&D company is the organization's character as a knowledge-generating organization, with a more individualistic type of work or working in small teams, which results in a high degree of individualism for each staff member (Teng & Yazdanifard, 2015). Without sound strategy and preparation, these traits make change difficult to achieve due to a basic and broader lack of understanding, which results in a lack of care for the organization's overall interests. Additionally, a government-owned research and development agency has fixed resources and a lack of understanding of the desire to compete, believing that the power to maintain the status quo is enormous.

A significant shift in a person's life will result in a significant psychological shock. The shock's amount depends on both the size of the change and the individual's mental condition. If the individual is already prepared to deal with change, the shock they experience should be minimal. A common vision of change also influences readiness for change. Each individual must understand why the change is necessary and the direction in which the change will take place (Kotter, 1995). If only the organization's leadership is aware of the change, ignorance regarding the change's objective will result in resistance

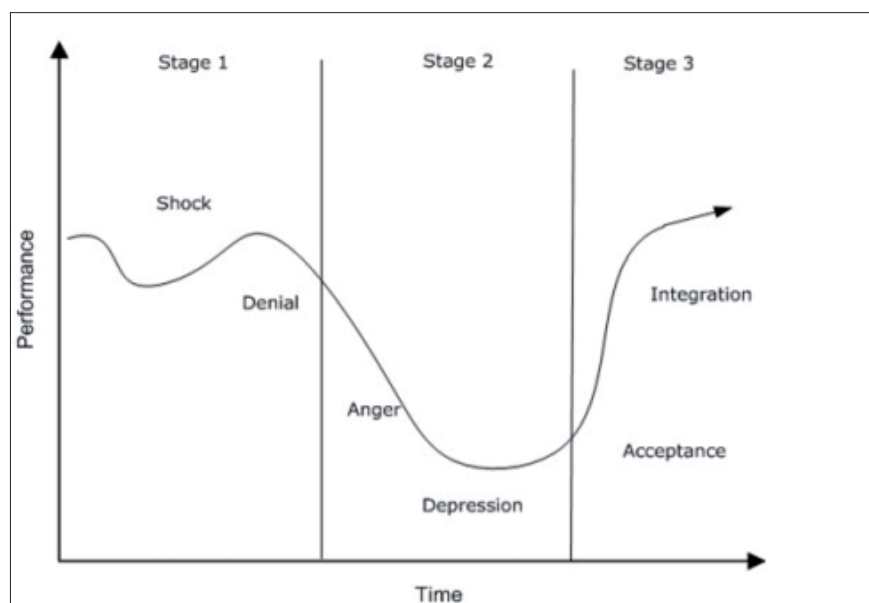
to change, lowering readiness to change as well. Similarly, employees in organizations undergoing transition will suffer shock when they are forced out of their comfort zone. The grief cycle model is used to describe how workers react to organizational changes.

Through a grief cycle approach, the phenomenon of organizational change in an R&D organization will be very interesting to examine and study. In general, grief cycle research has been conducted in manufacturing or service companies, as Kearney and Hyle (2003) discovered in the context of education (school) management. Friedrich and Wüstenhagen (2015) discovered and suggested that the emotional aspect of strategy and organizational change implementation at the individual or organizational level be included in their research on energy companies. Castillo, Fernandez, and Sallan (2018) conducted research at a Spanish company and discovered that everyone can experience depression as a result of accepting the changes made. It can have an impact on people's relationships with their social environments. The bargaining stages will be critical in reducing the negative emotions of depression and anger that occur to superiors during the change process. There has, however, been no research on the grief cycle in organizations that produce knowledge and require individual

creativity to work to produce the organization's final product. The mental state of each individual is important in dealing with change, and personal factors are the easiest to see and can be seen collectively using the grief cycle model.

Surprisingly, this study seeks to discuss changes in Indonesian government-owned R&D organizations in the collective meaning of the grief cycle. There has been a lot of internal turmoil during the 2017–2020 period due to major and fundamental changes that were implemented in a short period of time. It is intriguing to investigate further using the grief cycle framework because there was a fairly large shock within the R & D organization, resulting in a high level of stress at the individual level of the organization's employees.

The purpose of this study is to determine how researchers perceive the picture of organizational change in R&D based on mental processes using the Grief Cycle framework. Within the framework of the grief cycle, this can provide an empirical picture of organizational changes in R&D organizations. The benefit of this study is that it adds new empirical knowledge about the importance of emotional analysis (psychological aspects) in the Grief Cycle within the scientific scope of organizational change management and science and technology HR management.



Source : Exeter University (2010)

Figure 1. Phases of Grief Cycle

II. GRIEF CYCLE THEORY

In general, the grief cycle consists of five or occasionally six phases, each of which is grouped into three stages or levels. These phrases describe a person's psychological condition when confronted with significant changes until he or she can accept reality. The phase may be seen in Figure 1. below by examining the passage of time on one axis and performance on the other.

The grief cycle curve may be illustrated in Figure 1 by examining the time and performance of individuals in a position inside an organization. Each time a change occurs that is unexpected, it is invariably followed by a major decline in work performance (Greve, 1998).

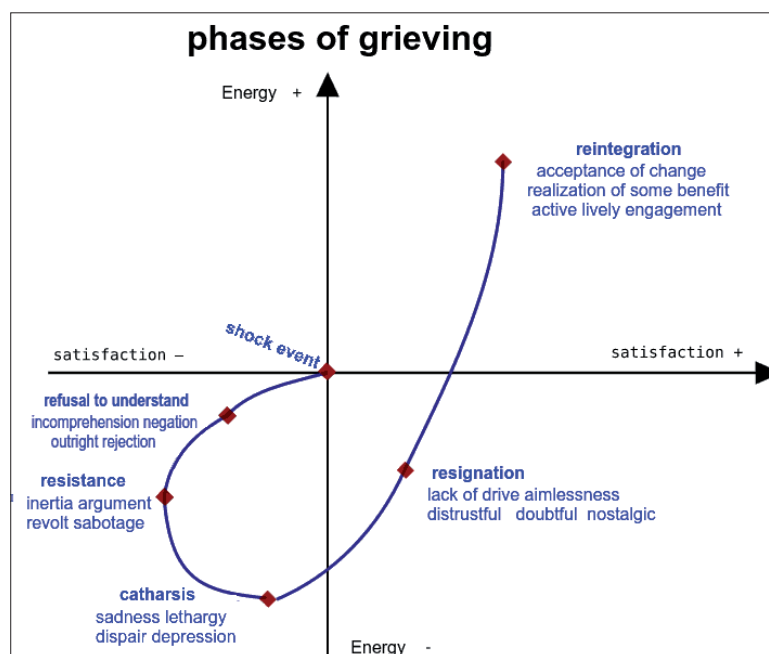
As noted previously, the grief cycle is divided into numerous stages. The steps are explained as follows:

- Denial is the initial reaction to a shock or change. This is a rejection reaction.
- Anger, when people or organizations see that resistance cannot continue, they get irritated, particularly with those in their immediate circle. Certain psychological responses occur in an individual through this period.
- The third stage is bargaining, in which the individual or organization hopes to escape

the source of shock, change, or sadness. Typically, talks entail conditions that have been altered. Individuals or organizations confronted with less severe trauma may bargain or seek a compromise.

- Depression. Individuals, communities, or organizations will despair throughout the fourth stage due to their incapacity to recognize their changes. If this occurs to a person, they may withdraw within themselves, avoiding visitors and spending most of their time grieving and sulking.
- Acceptance. At this point, the individual, group, or organization can accept the inevitable mortality or future resulting from change. The dying person may precede the survivor in this stage, typically characterized by a calm retrospective view of the individual and a stable emotional state.

The grief cycle curve may be shown in the graphic below as a line connecting the energy that leaves the individual or organization and the satisfaction felt by the individual or organization. This graphic was created by France Telecom SA, or Orange SA, a French telecoms firm (Caredda, 2020).



Source: Caredda, 2020

Figure 2. Personal Energy in Grief cycle

Furthermore, there are two possible outcomes for the conditions indicated by the grief cycle: either integration happens, as evidenced by an increase in the individual’s or person’s performance; or, if the individual is unable to overcome the shock situation, there will be no acceptance phase. In this case, depression will ultimately develop into a crisis. This is seen in Figure 3 below.

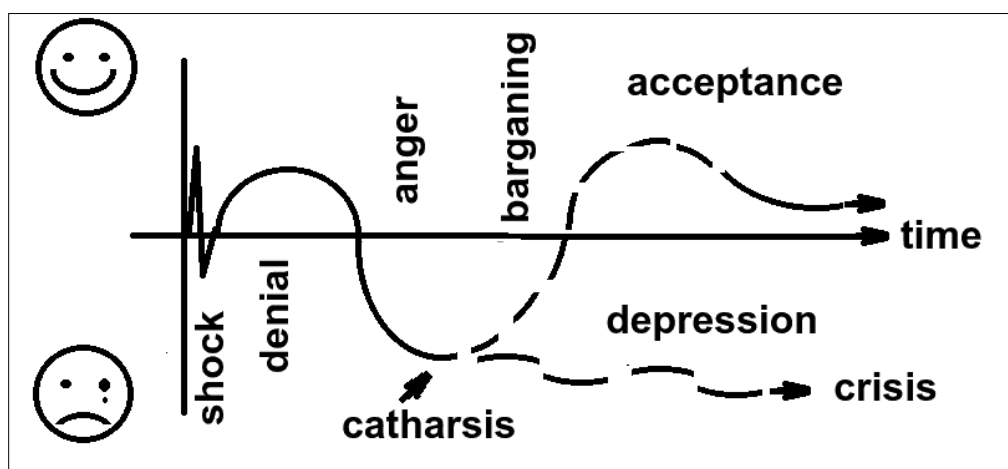
The condition above states that there are two alternative consequences of change, both of which will occur in an organization, as the organization comprises individuals impacted by the grief cycle curve described above. The key condition, notably catharsis, decides whether an organization or individual can traverse the grief cycle curve and return to productivity or integration. This cathartic state is decided by a person’s, group of people’s or organization’s fundamental state. This phase will demonstrate if a person or employee in an organization can fully accept the change and cross the crucial period required for a person or organization to increase their performance again. The crucial phase is when a person concedes to reality in order for life to continue as normal.

According to the grief cycle theory, it can also be analyzed collectively to explain the analysis of each individual’s emotional stages, which is viewed collectively in terms of observable and measurable organizational behavior.

III. METHODOLOGY

The author employs a grief cycle framework in this study, were presented descriptively. The data utilized was from the PAPPITEK-LIPI (now P2KMI-LIPI) research conducted in 2016 (Romadona, Setiawan, Manalu, Fizzanty, & Yuliar) and the bureaucratic reform data collected in 2019 (Tim Manajemen Perubahan RB LIPI), as well as other observational data collected throughout the changes occurring between 2016 and 2020. Semi-structured in-depth interviews, internet and print media material, observation, audiovisual and research report papers, and scientific journals were all employed as tools. The data was analyzed using qualitative descriptive methods to scientifically define the phenomena of organizational change within the context of the grief cycle. The organizational change phenomena as researched in natural settings is centered on the meaning of experience in general (individual and group behaviour or attitudes), providing a comprehensive explanation (Creswell J. W., 2013).

The author employed a grief cycle paradigm because it enables a more in-depth examination of the other side of organizational transformation. This research was more empirical due to including the psychological aspects of organizational changes that occur inside members. Additionally, the researcher described the changes in the flow from the time of the changes that occur as a result of the grief cycle, which incorporates other findings. According to Creswell (2007), in the



Source: Adopted from Adams & Hopson (1977)

Figure 3. Grief cycle flow as a mental process

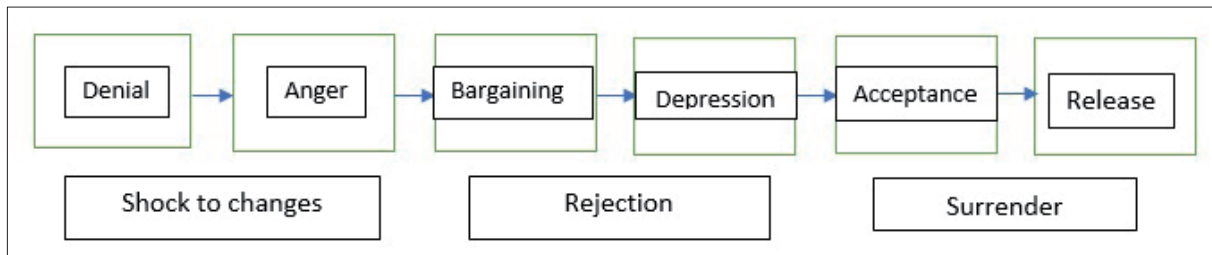


Figure 4. Framework using adaptation of Grief Cycle Model

qualitative approach, the researchers attempted to analyze and triangulate the data gathered using the framework.

The author modified the grief cycle paradigm for this research to reflect the psychological processes encountered by each researcher who encounters cumulative changes in their R & D organization. The psychological process described in the phases of the grieving cycle process was the flow of psychological analysis that each researcher encounters and accumulates inside an organization. Phenomena illustrating the reality of change in R&D organizations served as a source of data in 2016, supplementing prior studies on R&D culture.

IV. RESULT AND DISCUSSION

A. Description of Respondent Demographic Data

The researchers obtained the results by comparing the value of organizational readiness to change at multiple distinct points in time, respectively before and throughout the change process,

particularly in 2016 and 2019. The findings of this data can be seen in Table 1, which compared the time before and during the change and the value of the organization's willingness to change, which was not statistically significant.

The 2016 research gathered data from 137 respondents from all levels of researchers within the Institution. The figure 5 illustrated the distribution of data down to the researcher level.

When respondents were classified according to their years of work, the distribution of respondents according to their length of work is shown in Figure 6. As can be observed, most respondents were employed for 11-20 years, followed by 20-34 years. However, there were a significant number of junior groupings, indicating that responses were quite evenly distributed.

For 2019, data were obtained from a larger survey involving 1,255 employees. The distribution of survey results can be seen in the Figure 7.

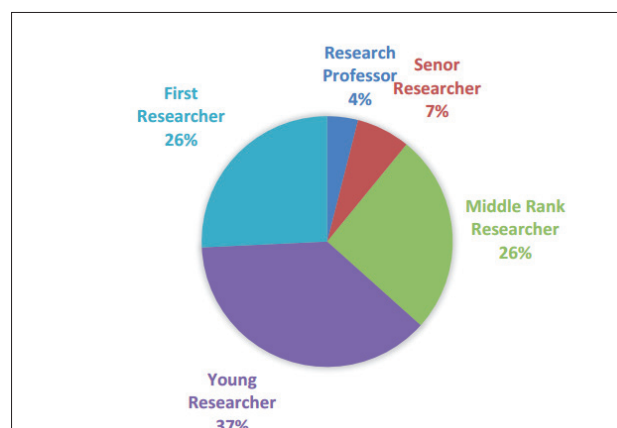


Figure 5. Distribution of Researchers by Functional Level in 2016 Data

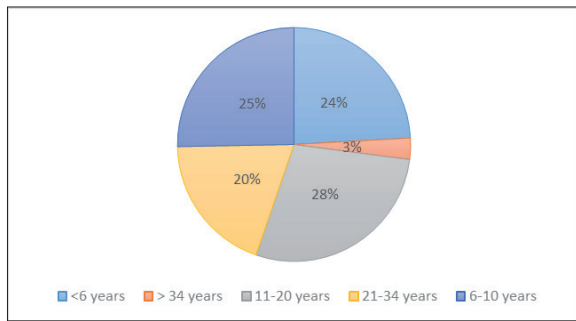


Figure 6. Distribution of Working Time

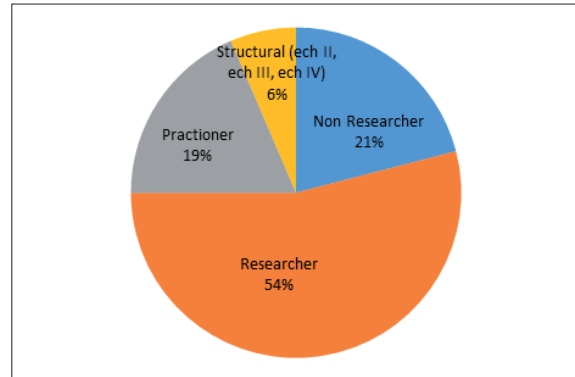


Figure 7. Distribution of 2019 Data

The distribution of respondents in 2019 was more diverse and more numerous, and was due to the distribution of the organizational readiness questionnaire to change within a year after the implementation of the R&D organizational change.

B. Result

By viewing organizational transformation via a psychological perspective as an interesting empirical phenomenon, the author used the grief cycle paradigm to create a reasonably thorough picture.

The first stage in establishing whether an individual or a group of workers successfully navigated the grief cycle model’s phases was to assess their fundamental capacity for change, namely their readiness to change. The more prepared an individual or an organization as a whole dealt with change, the more successful the outcome, and vice versa. If preparedness is inadequate, more procedures were required to guarantee that the transition occurred successfully.

According to preliminary studies, the outcomes of the change values were lower to

moderate than ready to change level (Table 1). This fact demonstrated the unpreparedness of organizational personnel or their individual belief that organizational transformation was not expected during the next five years. This table was about organizational readiness to change adaptation from concept Timmor and Zif (2010) and was divided into three dimensions.

The table above summarized the value of organizational preparedness for change in 2016 (Romadona, Setiawan, Manalu, Fizzanty, & Yuliar) and 2019 (Tim Manajemen Perubahan RB LIPI). For example, in 2016, the organization made no changes yet, and in 2018, the organization began making changes. The data were using a Likert values with a range of 1-6.

According to the data in the table above, there were three primary indications of an individual’s willingness to change, as defined by Timmor & Zif (2010), with a value range of 1-6 and 2016 findings. The average value is less than 4 anticipated to be more than 80%, or 4.8. While the lowest permissible number is 40%, or 2.4, at which time the adjustment was considered to have failed (Pandya, 2017). The first value is the

Table 1.
Readiness to Change in 2016 and 2019

Organizational Change Readyness Dimension	2016	2019
Trigger Identification	3.79	4.12
Gearing up to take action (preparing)	3.87	4.09
Action’s degree of novelty	3.80	4.15
Total ORC	3.82	4.12

Source: Romadona et. al., 2016 and RB data 2019

ability to identify triggers, i.e., the capacity to understand why the change was necessary. The calculated value was rather low. The number was 3.79 and 4.12 from the maximum of 6, indicating that it is still less than 80% or the 4.8 established by Pandya (2017) to ensure the success of the change, or is still around 36.8 percent which does not feel the need for organizational change and hence resisted change. The second number associated with gearing up to act is a readiness to execute change, which ranges between 3.87 and 4.09. The role of organizational management in preparing for organizational change implementation was critical here to reduce opposition. This number was not ideal since it remained below the Pareto limit (80%), increasing the likelihood that modifications will be more difficult to implement. While the third value, the level of novelty of the action's degree of novelty, indicated the importance of the initiative in implementing changes, the values of 3.80 and 4.12, indicated that it may cause implementation issues.

The overall value of willingness to change was 3.82 in 2016 and 4.12 in 2019, indicating no statistically significant difference. Organizational transformation takes simply a leadership decision to alter the organization's design, but without the long-term support of organizational members, the change will fail. The difference is too small; there was an average difference of 4.96 percent between the two.

At the individual level, several features of a person's personality might influence his willingness to undergo certain changes, affecting his cathartic process. The better prepared an individual was, the more probable he or she will experience his or her cathartic time. There was a correlation between the degree to which one was prepared to confront change and the possibility of experiencing catharsis.

Additionally, as mentioned previously, the willingness of an organization's workers to change will influence the shape and conclusion of the grief cycle model. Organizational change readiness may be quantified by examining the organization's readiness to change from the perspective of its personnel. The stronger the willingness to change, the easier it was to accomplish the

change and the more effective the mental process within the grief cycle framework will be. When they had a low degree of preparedness to change on an individual level or when the shock was too great, they cannot sustain the weight of change and suffering during the cathartic phase of the grief cycle. If this occurred frequently enough, the prospect of organizational reform will be thwarted by a crisis. This phenomenon occurred when organizational productivity declines and organizational integrity was jeopardized; many staff members felt uneasy and sought individual solutions, which was detrimental to the business as a whole. As a result, if a change was sought, but the degree of readiness to change remains low, further efforts and strategies were required to guarantee that change occurs successfully.

The data above demonstrated a negligible gain in preparedness over two years spent executing organizational reform. Although the value increased from 3.82 to 4.12, the rise was insufficient to discern the organizational preparedness level.

According to the findings of in-depth interviews performed throughout the research, businesses underwent significant changes in a short period of time and without enough planning. This instance has resulted in excessive shocks, which can have a detrimental effect on employee performance and, ultimately, organizational performance. Additionally, the outcomes of this shift will almost certainly be negative, and the organization will almost certainly enter a crisis phase after the cathartic part of the grieving cycle.

When paired with an initially low number for change readiness, a period of fast transition can dramatically raise the chance of failure. Naturally, this is undesirable and takes specific management to overcome.

When the various events that occur during organizational change were considered, these events may be classified as corresponding to the grief cycle's various phases. These classifications were addressed in further detail below.

According to the grouping data above, a similar picture can be drawn since 2016. Most researchers recognized the importance of organizational transformation to promote researchers

Table 2.
Grief Cycle Phases

FASE	2016	2018	2020
<i>Denial</i>	The majority of researchers want more positive changes to the organization and their careers in the future	Feelings of rejection of the way change are felt to the extreme	No longer present
<i>Anger</i>	Not present yet	Conducting demonstrations to protest against organizational change	It is starting to subside and does not seem to be churning on the surface
<i>Bargaining</i>	Not present yet	Researchers and organizations seek to negotiate	Researchers continue to negotiate with themselves and colleagues
<i>Depression.</i>	Not present yet	Researchers feel down with the changes that must be made and feel that change affects their career development and personal life.	The researcher shows a demotivating attitude towards his work and works in a flowing manner based on his main task
<i>Acceptance</i>	Not present yet	Researchers accept workplace shifts and changes	Researchers have shown resignation to decisions and policy changes that occur and have an impact on career and organizational development

and individual organization career growth favorably. Organizational improvements to research management and human resource development policies were required to expand the role of research in advising policymakers, increasing scientific publications and patents, and commercializing research and industrial products. When organizational change began and occurred in 2018, a variety of events occurred. The researchers were split. There were advantages and disadvantages, but they essentially desired a change in the research structure. It is only that divergent views on how organizational management should carry out change were deemed to make policy difficult for researchers and non-researchers alike. The main reason for the researcher’s rejection: organizational change is deemed too drastic and robs the research organization of its spirit. Organizational change does not appear to address the root causes of the challenges encountered by the researchers in this study.

A detailed description of the analysis (Table 2) for each phase of the grief cycle was as follows:

The denial phase is the rejection reaction. At this stage, individuals believed the diagnosis or reality was incorrect and clung to a fake reality favored by the individual or organization. As a result, organizations and individuals frequently develop misconceptions that situations were normal. When R&D organizational change happens, the majority of researchers and non-researchers respond negatively. This phenomenon had been the case since the start of the reform, specifically in 2018, when multiple rallies against, and negotiations to postpone the policy, the change occurred temporarily. Current and retired research academics and active researchers at various levels and non-researchers across departments all favor the formation of anti-organizational reform groups. The rejection occurred because the change was deemed abrupt and excessive, and there was no discernible reason for it, thereby killing the spirit of an R&D organization. This news was described by news quoted from the Antara News Agency (2019)

The following phase was anger. When individuals or organizations recognized that resistance cannot continue, they were frustrated,

particularly with those in their immediate circle. Certain psychological responses experienced by someone going through this phase due to the upheaval of resistance to change, disrupt the status quo. The reality was that various active and retired research professors and researchers were actively engaged in discourse, discussion, and vote collection both directly and indirectly, as evidenced by news coverage of the Ministry of Home Affairs R&D. (Balitbang Kemendagri, 2020). They channeled their rage through articles published in the mainstream media, social media, and internet media, as well as through voter mobilization, culminating in demonstrations, dialogues, and negotiations with the leadership, the MPR, and the DPR to temporarily halt the transformation process (Aji, 2020).

Bargaining was the third phase. The third stage entailed the hope that the individual may avert the source of change that resulted in sadness by taking action. At this level, it will alter individuals' behavior in order for them to comprehend better the changes that were occurring. At this point, members of the organization had begun bargaining to accept policy changes by adjusting to increased workloads, changes in the work environment, and the agreement to meet work target: all of which affected the continuity of position levels and promotions, and performance allowances. This kind of bargaining was a sort of negotiation motivated by an innate desire to continue doing well and contributing to the institution's goals.

According to the phenomena, most employees attempted to accept change by claiming that accepting change results in changes to the organization or their own lives. Alternatively, certain personnel (researchers) proposed multiple alternative answers that were frequently published widely; for instance, there were articles on alternative solutions in the Kompas newspaper (Aminullah, 2019). They or these employees struck a deal with themselves that accepting this change improved their lives. However, as time passed and change progressed toward feared or unfavorable outcomes for particular employees, the grief cycle will progress to the next phase.

The fourth phase or stage was depression. Individuals or organizations were desperate to accept their fate. The individual may become silent, reject others, and spend the majority of their time lamenting and sulking. At this level, researchers and organization members were more silent and merely follow commands regarding policy changes. They were more apathetic and focused exclusively on advancing their careers and meeting institutional objectives; they lacked the will to foster an organizational climate during transformation.

In this phase, there was a resignation to reality, a lack of initiative. Many people simply go with the flow, performing their responsibilities to meet their contractual obligations as employees. If a query concerning the changes was posed, they will attempt to avoid it by stating that it is none of their business, it is up to their supervisor, and so on. Many people are either too demotivated or too self-centered to take the initiative and accomplish something for themselves.

This phase was a critical phase, also known as a cathartic phase, in which if it is not sustained in terms of time and quality, it will fail to progress to the next stage. Instead, it will fall into a crisis phase, where depression will become more severe, to the point where a person will be unable to wake up again. If this happens to enough people, the organization will eventually lose its ability to innovate and produce something spectacular. To avoid or revive a person from this phase, a significant incident or large shock was required or was deemed positive by the individual. If there were repeated bad experiences, the crisis will develop deeper and, of course, stronger, finally reaching a breaking point where the accumulation of emotions became a significant mental health problem that can be fatal both for organizations and individuals. Unfortunately, many researchers were in this condition, even though they have not yet reached the acute stage, has and no fatal impact as yet.

Individuals or organizations will be able to embrace their fate or the inevitable future, or loved ones, or other terrible events during the last stage or acceptance phase. A person who

resigns will have a calm emotional state and a clear retrospective view of the individual.

At present, there was little to see for this final step. This fact was described previously, as the organizational transformation was still occurring. Some people have been able to go to this stage and resume normal activities. This phenomenon, however, was frequently tied to the stability of a person's job and environmental conditions in the shape of the person's local organization. However, this was still an imaginary state. The grief cycle was not completed until the shift occurs, just as a terminal patient has not yet reached the stage of a terminal illness. Resignation of researchers and other organizational members signals an acknowledgment of the realities of changing conditions and policies that pervade all facets of work. They recognize and embrace it as an understanding that they will be required to work to survive.

Naturally, this acceptance phase was divided into two parts: the positive, in which people accepted reality and resumed work as usual, and the negative, in which a prolonged crisis occurred, and this phase concluded with the acceptance of negativity, indifference, and giving up. This was preferable to reaching the breaking point, where one cannot enter the acceptance phase, and one's mental health was jeopardized, if not fatal.

A cursory examination of the field revealed that the second group was currently more numerous than the first. While some people appeared pleased about the change, it was part of an attitude of security toward oneself, leading to the second group of acceptance attitudes. This caused the population of the second group to cover almost the entire population of employees/researchers, thus increasing the number of people entering a crisis condition.

C. Discussion

Organizational change was essentially a generic activity that takes the shape of organizational dynamics carried out in response to changing needs within and outside the company. As a result, it was essential to properly plan a change strategy as a kind of preparation for organizational change in order for it to run optimally and smoothly. This

was due to the big challenge in implementing organizational change strategies where there was a conflict of interest between the organization and individuals who were the organisation's core business. This problems caused the need for analysis using a Grief Cycle

Because each person's journey through the grief cycle was unique, some phases may manifest themselves simultaneously for them in a changing organization. This instance was because each individual's mental state differed when confronted with the stresses of change (Winters, 2017) and (Holland, 2018). In light of the preceding, was observed that the dates and events in the explanation above were not always in chronological order.

Readiness for change is a cognitive state that precedes behavioural opposition to or supports change initiatives (Armenakis & Harris, 2002). Inadequate preparation before implementing changes was seen by the high level of resistance displayed during the change process. During the course of this grief cycle, the presence of resistance was quite apparent. Furthermore, when the phenomena of organizational change in the grief cycle framework was observed from how the organization prepares for and implements it was observed in the role of organizational communication. When comparing the organization's readiness to change to the reaction when changes were introduced, it was clear that the organization was not prepared. One of the most important factors in an organization's capacity to achieve its goals and reduce opposition was the company's or leader's ability to communicate strategy and plans to all members of the organization through a variety of media and information channels, including social media (Romadona & Setiawan, 2020). Clampitt et al. (2000) also verified that attention should be paid to the communication tactics employed by managers in the context of organizational change.

After doing his research, Elving (2005) discovered that well-managed organizational communication during a transition period had a favorable influence on planning for change and dealing with the uncertainty that came with ongoing changes. Moreover, according to DiFonzo and

Bordia (1998), Lewis and Seibold (2016), and Schweiger and DeNisi (1991), organizational communication was not only a critical factor in determining the success of organizational change, but it also played a critical role in the effectiveness of putting organizational change into practice. As a result of its critical role in preparing human resources to support and deal with the uncertainties of organizational change had gained widespread recognition. Individual members of the organization will be influenced by the efforts of organizational leaders and management in communicating organizational change plans in a well-planned and open manner. As a result, they will gradually shift their mentality toward behaviour that was supportive of the change. Individual emotions will be more stable in the face of uncertainty resulting from organizational change due to this.

When the emotional repercussions of organizational change were not appropriately managed, there will be rejected as a form of resistance to the changes being implemented. This can be seen when change takes place; the communication does not become intensive; it was more reactive. Kearney and Hyle (2003), who agree with Kubler-Ross (1969) that the grief cycle construct was very appropriate to describe important points in an effort to understand the emotions of individual resistance during times of organizational change, as mentioned by Kubler-Ross (1969), who concluded that each individual has a unique and different emotional experience when dealing with change as a “process.” This finding was supported by previous research by Castillo, Fernandez, and Sallan (2018), who found that grief cycle analysis results helped managers predict and anticipate actions that will reduce the emotional impact of organizational change and the impact of individual negative emotions on the organization.

By reviewing the grief cycle process as it affects the entire organization, they may collectively articulate their emotional response to the organization’s inability to plan for and implement change. This is primarily due to a lack of initial preparation for the change in the form of information and media coverage about the organizational change plans and objectives that

should be provided by management or leaders, shocking organizational members and evoking a rejection reaction. Further information was either unavailable or confusing during the change, which raises resistance to change. These events eventually demonstrate a lack of organizational and leadership communication capabilities in conveying change plans that should be communicated freely and in two directions.

V. CONCLUSION

The researcher’s acceptance of organizational change in R & D in this research case study demonstrated qualitatively that time was an important aspect to consider in the researcher’s acceptance of organizational change. The psychological reassurance process of each researcher was intimately tied to the passage of time, which had a cumulative effect on the loyalty and inter-individual researcher relationships. According to Jones and Van de Ven (2016), time plays an important role in changing resistance to changes that occur. This confirmed the importance of carefully determining the timing of the implementation of organizational change strategies in order to reduce negative emotional reactions to these changes.

Like Romadona and Setiawan (2018) and Romadona (2019), several researchers have explained that when organizational change was not prepared with optimal planning and strategy, it resulted in significant opposition. According to findings, it was determined that this was caused by researchers’ shock at what they regarded to be an abrupt and severe change and a lack of communication from management.

Organizational readiness to change value was increasing in 2019. However, the changes were minor because the research community, in general desired organizational and policy reforms in science and technology. Researchers expected changes in organizational management, particularly in management, to be more easily accessed and so that the flow and rigidity of organizational management bureaucracy was reduced. If implemented, this change can make research activities more flexible and easily accessible to the public and make their performance more efficient.

However, in practice, the changes that occurred are drastic, do not make the researcher's task any simpler, create much confusion and uncertainty. All of this creates higher resistance.

As evidenced by findings in the field regarding the phenomenon of organizational change in research conducted from the perspective of grief cycles, time plays an important role in the acceptance of researchers by demonstrating an attitude of being willing to work together in order to achieve individual and organizational goals, according to the researchers. Since organizational change has occurred over time, researchers must learn to adjust to even more dramatic changes in the future so that they can reduce their anger and experience fewer surprises in the future. The role of the leader is very important in the change process, whether it is successful or not because not all individuals are able to do it

Organizational changes that have been implemented and are now in progress have not been labeled as successful or unsuccessful because they are still in progress. However, it is now seen that many researchers are in a state of crisis caused by a prolonged phase of depression or changes that are too big for them to accept emotionally. To reduce these problems, it should be emphasized that the role of the leader as the core of the changed policy in achieving organizational goals must be in line with the change process itself. The role of the leader is needed to be a reliable communicator and can calm and motivate researchers so that they can relieve turmoil, resistance, and depression. The position of the leader is essential since it requires a dependable communicator who can also calm and motivate researchers in order for them to alleviate unrest, resistance, and melancholy. Organizational communication skills play a significant role in management. This skill should be the primary technique pursued to reduce and minimize impact to study participants. This skill will impact the interaction between researchers and managers, and organizational leaders in the future, particularly in terms of trust, acceptance, and motivation.

Organizational change research is a complex phenomenon to investigate. The researcher is

interested in organizational change as it relates to qualitative analysis of grief cycle models. The research's limitation is the elaboration of the phenomenon of R&D organizational change in the concept of the grief cycle model as an emotional cycle from the psychology of each individual member of the organization viewed collectively. The process of emotional flow as a cycle accepted by every individual in the organization is a description of the analysis of psychological processes that influence organizational behavior changes that are observed collectively. As a result, the phenomenon of organizational change requires further investigation using other analytical models.

One of the other study's shortcomings is that it only covers a short period of time, from 2016 to 2019. Another limitation is that it only covers internal data access that develops over time. The time limit for this study pertains to the collection and processing of data for the investigation. Because of the vast amount of data available, the researchers' restricted goal is to assess numerous elements that can influence the process of organizational change to make informed decisions. Based on this fact, the author and the researcher recommend that additional research be conducted on the same topic, but with a more thorough emphasis, considering the limits of this study. Also proposed is the use of quantitative assessments on the same or various individuals to measure the grief cycle analysis more objectively, enriching the results and allowing the results to be generalized across subjects.

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