

Change Management and Creativity during Pandemic Covid-19 in Indonesia

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ABSTRACT

Change Management is one of the changes in regulating business organizations which originates only from Planning, Organizing, Actuating and Controlling. If it is related to the sudden COVID-19 pandemic, change management becomes relevant because most business organizations inevitably have to be able to adapt to survive. This paper aims to describe management change and creativity in dealing with the COVID-19 pandemic. The facts reveal that there are social and economic inequalities in society, both individually and in groups. The author collects news, both from various journals and social media related to the relationship between leaders and subordinates. The results of this paper are expected to provide positive input about Change Management as a whole.

Keywords: Change Management, Creativity, Health Protocol, Industrial and Innovation

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INTRODUCTION

Covid-19 suddenly became a world problem and attracted the attention and responses of policy makers around the world. Various policies have been taken by the government, including one of which is instructing people to carry out their activities at home, such as working, studying, and even praying at home. The application of social distancing and physical distancing in Indonesia aims to inhibit the chain of transmission of Covid-19.

Organizational change is a necessary effort during a pandemic to survive these uncertain conditions. Organizations that adapt quickly to environmental changes are organizations that survive. Change requires the development of creative ideas, so that the workflow continues to run well, amid the Covid-19 pandemic. Basically, change itself is a must for an organization given the changing times and needs of society which change continuously. This change then led to the birth of a new policy that was better than the previous one. Change is not an easy thing for organizations, because system changes will automatically cause organizational members to adapt to things that are not necessarily well accepted, therefore good management by a leader is needed. Good management certainly requires an effective strategy so that the change process runs well. Change also requires the development of creative ideas which of course cannot be separated from planning, organizing, actuating, and controlling which play a role in the sustainability of the organization.

LITERATURE REVIEW

Change Management

According to Coffman and Lutes (2007), change management is a structured approach and is used to help the team change from its current state to a better condition. Meanwhile, Nauheimer (2007) states that change management is a process, technique, and tool used to manage the change process on the individual side to achieve a required result and to implement change more effectively with change agents, systems, and more teams. large. In essence, change management is an effort and approach that is carried out in a structured and systematic manner with the aim of helping individuals, teams or organizations by applying the means, resources and knowledge to realize changes from current conditions to better conditions efficiently and effectively to minimize impacts. of that change process. Change management is a form of business undertaken to manage all the consequences resulting from changes in a company. Change management is a tool, process, and technique for managing people in the change process in order to achieve the required results and bring about change effectively. However, large and rapid organizational changes are very difficult because organizational structures, cultures, and routines often reflect the continuous and difficult to remove "traces" of the past period, which are resistant to radical changes even like the current environment (Christopher & Andras, 2013). Change management is a process that adopts a management approach, namely

planning, organizing, actuating, and controlling in order to make changes to a company. Change management is carried out to produce the business solutions needed to be more successful in a way that is also more organized through methods of managing the impact of change on those who are in it.

(Davidson et al., 2005) stated that the occurrence of cultural differences in an organization will affect the preparation of a change plan appropriately. Companies can choose one of four approaches to change management, namely the rational-empirical approach, the normative-re-educative approach, the power-coercive approach and the environment-adaptive approach. These approaches include: (1) a rational-empirical approach, where this approach is used on the basis of the belief that people's behavior can be predicted. Understanding these behaviors will provide changes to a useful strategy for moving forward. These components believe that all targets for change will be covered with various myths, ignorance, false truths, even though they still maintain their rationality. They will change accordingly when they receive more informative, effective communication and when there are incentives for change, they consider more adequate. The second approach is the normative-reeducative approach, which is an approach that is more focused on how a change manager has the ability to influence or behave in certain ways, so that then the manager's members are able to make changes. Basically, people will change when there is a separate company that changes are in the best interests of the world. Change is most readily occurring when one person in the group enters into change and adheres to the group's value and belief system.

Then the power-coercive approach. This approach will force the management of change to do it arbitrarily by some parties naively by some others, and often becomes the standard form of change management. The environmental-adaptive approach is the main premise of the management approach, that even though they change based on instinct, they try to avoid all forms of loss, so they actually have the ability to adapt to various new conditions and situations.

Grundy's theory explains that there are three types of change in an organization based on their nature, namely: Smooth incremental change (static), change will occur slowly, systematically, and predictably and cover or a whole series of changes at a rate that tends to be constant. Bumpy incremental change is a change that has a period of relative calm and is occasionally interrupted by an acceleration of the movement of change triggered by changes in the organizational environment and can also come from internal, such as demands to increase efficiency and improve work methods. Discontinuous change is a change marked by a rapid shift in structure, culture, strategy and all three simultaneously. This change is more revolutionary and faster.

Meanwhile (Haines et al., 2005) said there are several phases that can be taken in carrying out change management, namely: Phase A: Positioning Value (determining a strategic position). This phase is the stage in a system of thinking in which the objectives or strategic position of the company can be clearly explained. This position will be achieved in a company or organizational change. Phase B: Measures Goals (measuring goals). This phase will determine the various measures and mechanisms needed to assess whether the goal has been achieved or has been achieved. Phase C: Assessment Strategy. In this phase, the gap between the current

situation and the desired situation will be determined, so that policies can be determined to better achieve all situations and conditions. Phase D: Actions Levels (change activity). This phase is the phase of implementing and explaining the strategy, which will then integrate all activities, processes, relationships and changes needed to reduce gaps or to implement the objectives set in phase A. Phase E: Environment Scan (identification of the external environment). This phase will carry out the entire identification of the external environment that is capable of influencing change. The results of the identification will provide direction and changes that will be made.

The COVID-19 pandemic is a "wicked problem" characterized by multiple competing and conflicting problems (Lakowicz & Weber, 1973), for example: health protection vs. maintaining livelihoods / economy. However, these problems have the potential to be overcome through creativity and innovation, which have begun in response to the pandemic. Several innovations have helped reduce exposure to the coronavirus, such as an alcohol distillery that produces hand sanitizer, and maker of its own 3D printing face shield. Other innovations have helped increase healthcare capacity, such as engineering companies making new ventilator machines (Dyson and William, 2020) and pharmaceutical companies reusing existing drugs to reduce COVID-19 symptoms (Simonite, 2020). To help solve global problems, which are changing dynamically, it is necessary to develop these innovative efforts using creative problem-solving techniques.

Creativity

Creativity and innovation refer to 2 distinct stages of the same basic process. Creativity involves creating new ideas that are useful for solving problems (Amabile & Pratt, 2016), whereas innovation involves applying and refining those ideas to create tangible products, processes, services, or technology that can be adopted by end users (Smith, 2017). Important dimensions of the environment that affect creativity include various problems that need to be satisfied (for example, goals, objectives, criteria) and the resources available to develop solutions (for example: knowledge, materials, finance, time) (Amabile, 2018). Together, the scope of the problem that may occur and the resources associated with the task form the total knowledge landscape that must be navigated as they seek new and useful solutions to problems. One effective process is called directed creativity, in which people tie their efforts to a clearly defined problem and then engage in a broad search across resources to develop viable solutions to the problem (Amabile, 2018).

(Torrance et al., 1979) explain that creativity is the process of an individual's ability to understand the gaps or obstacles in his life, formulate new hypotheses and communicate the results and as far as possible modify and test the hypotheses that have been formulated. In order to do all that requires encouragement from the environment based on the creative potentials that are owned so that it can accelerate the development of creativity in individuals. Bowd, McDougall and Yewchuck (1994) explain the characteristics of the cognitive aspects needed to produce creative thinking which include: (1) Fluency: fluency in answering questions; (2) Flexibility: able to produce unusual ideas; (3) Originality: able to see from different points of view and able to produce original ideas; (4) Elaboration: able to elaborate and implement concepts; (5) Visualization: able to imagine and visualize concepts; (6) Transformation: able to change an object / idea to other objects / objects and see the meaning & benefits in new

ways; (7) Intuition: the ability to see the hub / relation of one thing to another in conditions of limited information and (8) Synthesis: the ability to combine parts into a compact and logical whole (Ancok, D, 2012: 68).

Mel Rhodes (1961) argues that creativity is a phenomenon, where a person communicates a new concept (product) obtained as a result of the mental process (process) in generating ideas, which is an attempt to fulfill a need (press) which is influenced by pressure. ecological. In the discussion of creativity, it contains four things, namely person, process, press and product.

Guildford (1959, in Kim, Roh & Cho, 2016) states creativity as an individual's capacity to come up with ideas based on divergent ways of thinking rather than convergent ways of thinking.

Stenberg, Kaufman and Pretz (2002) state creativity as the ability to produce new, appropriate products of high quality, which most researchers end up using as a general definition of creativity.

According to Weisberg (2006), creative thinking is a way of thinking that brings something new (innovation). The thinking process that underlies a product of innovation is the same as the thought process that underlies everyday activities (ordinary thinking). And a creative person is someone who produces innovation.

Meanwhile, according to Perkins (Stenberg, 1988) creative thinking is when the creator looks back at old ideas, then doubts, or rethinks then takes and rearranges them into a new way. Creative results are results that are original and appropriate and creative people are those who create regularly.

According to Munandar (2009), creativity is the ability to make new combinations based on existing data, information or elements. The result of creation does not always come from something completely new but can also be an amalgamation of existing ideas from experience and knowledge that the individual already has.

Based on these definitions, the authors conclude that creativity is an individual's intellectual ability to create and develop things from a collection of experiences, knowledge and concepts that have been obtained. Creative individuals are people who are open in mind so that they are able to develop their imagination.

Weisberg (2006) suggests three aspects of creative thinking:

- a) Input: in the form of stimuli
- b) Process: in the form of ordinary thinking. Creative thinking uses ordinary thinking as a complex activity,
- c) Outcome: in the form of creative products.

Guilford (1950) states that creative products need to have:

- a) Fluency: fluency, is a person's ability to be able to produce many relevant ideas within a certain time.
- b) Flexibility: flexible, is a person's ability to think flexibly. For example, creating many categories for the ideas that have been raised, or being flexible in finding solutions.
- c) Originality: namely the authenticity of one's ideas compared to others.

The Combination of Change Management and Creativity

The main source of change basically comes from internal and external factors of an organization. In detail, Drucker (1993) states that the sources of change in an organization can come from: the unexpected, the incongruity, innovation based on process need, changes in industry

structure or market structure, demographics, changes in perception, mood and meaning, and new knowledge. It can be interpreted that the source of organizational change can come from unexpected internal and external conditions, the emergence of irregularities, innovation based on process needs, changes in industrial structure or market structure, demographics, changes in perceptions, atmosphere and meaning as well as new knowledge, all of which will lead to demands for self-development.

All organizations must change and develop themselves due to pressure from the internal and external environment. Organizations can change goals and strategies, technology, job design, structures, processes, and people. Changes in people always accompany changes in the organizational side, especially on factors related to organizational software.

Lewin (1951) in (Bhattacharyya, 2020) suggests three steps for the effective process of organizational change: the first is Unfreezing (disbursement), which means making the need for change so clear that individuals, groups and organizations are ready to accept that change is needed. This step is usually associated with diagnosis using external experts called change agents, namely organizational development specialists who carry out a systematic diagnosis of the organization and identify work-related problems. Diagnoses help employees become aware of their behavior problems. The second is Changing (change), which is finding and adopting the attitudes, values, and behavior of the group and the entire organization when going through the process. Individuals then experiment with new behaviors and learn which new skills can be used in the work environment; this is where the Refreezing stage occurs. In this phase there is a transformation of behavior patterns into new norms through strengthening and supporting mechanisms. Individuals apply new values and organizations reward them, which can be seen from the evaluation and reinforcement of behavior. Implicitly, the three-step model institutionalized by Lewin (1951) in (Bhattacharyya, 2020) is an acknowledgment that changes that are not serious and comprehensive will not produce optimal results. Unsuccessful attempts at change can be considered a failure, and that failure is understood as a reflection of what Lewin's model has to offer.

METHOD

This study uses a qualitative method to explain change management in the conditions of the COVID-19 pandemic. The analysis used is based on the study literature related to change management in the COVID-19 pandemic.

RESULTS AND DISCUSSION

Ivo De Loo's study is the third study sourced from the book *The Management of Innovation* (Burns and Stalker, 1961) then reviewed by Miriam Green (2009) with the title of the book *Management Scholarship and Organizational Change: Representing Burns and Stalker* and the journal *Analysis of a Text and Its Representations: Univocal truth or a situation of undecidability?* Furthermore, Miriam Green's books and journals were reviewed by (De Loo, 2020) with the title *Review of Management Scholarship and Organizational Change: Representing Burns and Stalker* by Miriam Green.

Based on Loo's analysis of Green which is a description of Green's book, there are similarities and differences between Burns and Green. In his book, Green refers to Burns and Stalker which presents a critical analysis of the commonly used conceptions of change management and

organizational change management, which must be repeated so that it can be felt, thought about and communicated in the form of research papers, organizations, classes, and so on. This book seeks to explain to researchers, teachers, consultants and students about change management, and the views of various experts, who appear to add to the knowledge of current change management research, as Green briefly describes. Green's book consists of nine chapters, the initial chapter focuses on Burns and Stalker (1961), and then gradually explains in full the reasons why change management has become so popular, and describes current academic research, especially publishing on change management, as well as publishing regularly. other general. Meanwhile, Burns and Stalker in their book discusses three main factors that they believe organizations need to consider when they face environmental changes. One of the problems is the question of structure (flexibility). The other two are the creation and preservation of employee commitment to recommended changes in the organization; and the role of the chief executive or managing director (MD) in bringing about and supporting organizational change. Burns and Stalker highlighted the many difficulties chief executives or managing directors (plus) MDs face when they try to initiate and engage with the change process in their organizations. They carry out investigations into the relationship between the organization and its environment. Their original study investigated two forms of organization: mechanical and organic. Mechanical forms usually exercise control from top to bottom in a hierarchy, communication is vertical. Organizations need loyalty and conformity from one member to another. To managers and to the organization itself in terms of policymaking and methods. While the organic form is intended for organizations that face situations that are initially stable then turn into unstable, uncontrollable, and changing conditions. Firms that adopt an organic form will reshape themselves in the face of new problems and create contingency systems (they were the initiators of contingency theory), rather than rigid and job-specified structures, a fluid organization designed as adaptation with flexible facilities and redefining work. The existence of sections, sections, and teams is interpreted as parts that already exist and will be formed again, communication is created laterally rather than vertical communication, with an emphasis on a network or network, rather than as a hierarchy.

According to Green (2019), Burns and Stalker (1961), it is best viewed as a study in dysfunctionality rather than as research that provides solutions to complex problems facing organizations due to environmental changes. However, this book is generally considered a collection of solutions, where the complexity of the problems mentioned is incomplete. Green questioned and emphasized the possibility of two interrelated explanations, namely:

First, Green shows how many representations of Burns and Stalker's book, in research papers, textbooks developed for educational purposes, and popular writings, are used as the main principles of research or as simple reasons for research conclusions. This occurs because management in general and organizational research has been based on a positivistic and realistic paradigm for more than 60 years, which makes ontological assumptions unable to answer questions about the complexities of everyday organizational life. As stated, Burns and Stalker paid a lot for this complexity in their books, but this is

rarely acknowledged when the book is cited and used in current empirical research.

Second, Green argues that the reading and conclusions drawn by scholars of Burns and Stalker (1961) tend to be partial and limited. While this is often the case when one study is mobilized into another, Green argues that general opinion about Burns and Stalker is often very partial. Burns and Stalker discussed three main issues or factors that they believe organizations need to consider when they face environmental change, namely regarding structure (flexibility), creating and maintaining employee commitment to recommended changes in the organization; and the role of the chief executive, or managing director (MD) in bringing about and supporting organizational change. Of the three, only the first has been discussed at length in the management and organizational literature to date.

Publishers Green (2019) (Routledge) states on its website that "[originality ... [Green] book lies in an in-depth comparison of ... [a] monographs, organizations facing technological and commercial change, with ... the way of working it has been represented and used as a basis for teaching and research". This is exactly what Green has done - in a way that is so captivating and original on the one hand that it seems to be derived, methodologically, from textual analysis and phenomenology; but on the other hand, it is firmly based on Green's own sufficient knowledge of the literature. On top of all this, Green explicitly discusses the effects of power and politics on organizational change, which can encourage an understanding of change initiatives outside of mainstream conceptions of change. He brought up some of the 'forgotten' arguments put forward by Burns and Stalker (1961). His analysis is accompanied by a well-developed discussion of the nature of management studies and the influence and dominance of certain paradigms in social science in general - an issue that is all too easily overlooked when the 'quality' of research results in so-called 'top' journals is discussed recently.

Green (2019) took the time to develop his argument, although some of the basic ideas underlying his thinking (eg, performativity, text representation, interpretation, etc.) are well known to many readers of this book. It is always a challenge to define the adage of the 'average reader' of a book, and with so many potential readers in mind (as indicated at the start of this review), perhaps it is particularly the first few chapters of the book that are considered somewhat complicated and / or repetitive. I can still warmly recommend this book, as the last chapters develop some very convincing and partly new arguments about the increasingly dire state of academia, and academic research and publishing in particular, where free-flowing debate and discussion is considered to be less.

Green's Study of Burns is based on preliminary research, sampling in the 1950s, Burns and Stalker studied a large sample of UK-based organizations facing technological challenges related to post-World War II market changes. The result found is that organizations are most successful when they have succeeded in converting hierarchical, 'mechanical' organizational structures to decentralized 'organic' structures in response to these challenges. Their original study investigated two forms of organization: mechanical and organic. Mechanical forms usually exercise control from top to bottom in a hierarchy, communication is vertical. Organizations need loyalty and conformity from one member to another. To managers and to the organization itself in terms of policymaking and

methods. Members need sufficient legitimacy to operate within organizational boundaries. While the organic form is intended for organizations that face situations that are initially stable then turn into unstable, uncontrollable, and changing conditions. Companies that adopt the organic form will reshape themselves in the face of new problems and create contingency systems (so they are the initiators of contingency theory). Rather than a rigid, job-specific structure, a fluid organization is designed to adapt to flexible facilities and redefine work. Departments, sections, and teams are defined as parts that already exist and will be reconstructed, communications are created laterally rather than vertical, with an emphasis on a network, rather than a hierarchy.

What is used in Green's book comes from the literature, although useful, but does not explain the whole, without taking into account the existence of an objective approach, the influence of other factors from his initial research, for example the effects of power, politics, resistance and the influence of employees on the results of change and other organizational processes. there are important consequences regarding the understanding of change initiation by academics or practitioners.

The source used in this study is the main book by Green, which according to Loo is the main point of this book, which describes descriptively change management which is a popular representation of previous Burns and Stalker (1961). This can be applied to more general texts and research. Based on this, we must limit the reading and interpretation based on the results of hearing and vision when conducting research, and with certain criteria to make a problem, so that there can be open and reflective discussions wherever we are (for example in class, company, as advisor, and / or in our personal lives). However, Green did not explain the existence of Limits. For example, there are several general interpretations that are used to a limited extent by Burns, so they are interpreted differently because of quotations that are used repeatedly but do not use the original source of the author. Nonetheless, Green clearly discusses the effects of power and politics on organizational change, which can drive understanding of change initiatives beyond the general understanding of change, and also explains the existence of factors that Burns, and Stalker do not explain.

Change is a very important and unavoidable process in organizations, which is generally a challenge for managers and often the initiation of change management fails. The Management of Innovation is often the basis of research in the majority of management journals and is considered an important and popular theory and a management reference book. The problem posed is a classic problem that practitioners and academics can still use today. In Green's book, it contains a critical analysis of the general concepts of change management through representations of existing texts. The authenticity of this book lies in the in-depth comparisons of organizations dealing with technological and commercial change, with in-depth analysis for use in research and education.

However, there is another interesting book that discusses change management, namely Making Sense of Change Management (Wassmuth et al., 2009). This book consists of 3 parts with 10 chapters. In part one, there are four chapters that explain the theory of change in individuals, groups, organizations, and those that initiate change itself. The second part discusses the implementation / implementation in organizations, which discusses restructuring, mergers and acquisitions, cultural change, and IT-based change processes. The third section

discusses overarching change and outlines good ways to manage change.

There are several types of changes, namely changes in structure, changes in technology, and changes in human beings. This is supported by research journals, namely Factors That Impact The Success of an Organizational Change: A Case Study Analysis (Appelbaum et al., 2017) emphasizes organizational change when two companies merge, and the most important factor in this success is the human factor., which is generally reflected in the presence of employee commitment, the influence of leadership in motivating and leading change, communication between leaders and employees, so that it can affect job satisfaction which has an effect on the success of change. According to Kotter (1995), in carrying out change management there are 8 steps of a transformation model that can be carried out, but in this study, it is adapted using four steps, namely first, building a sense that change is important through cooperation and communication so that it can be understood by the need for change. and its effect on employees, so that employees feel proud to be part of that change. Second, build and communicate the company's vision by explaining the new strategy so that the team can carry out its new role clearly because the uncertainty felt by employees is the most important psychological factor in organizational change readiness. Third, avoid obstacles in living the new vision and provide short-term success, that is, the organization realizes that there are small successes made by employees to achieve long-term goals that the organization will achieve. Celebrating successes can motivate employees so that employees believe they are doing the right thing. Fourth, strengthen, generate more changes, and create a new approach to organizational culture, emphasizing the importance of the leadership to show the development of success that has been made by the team that is part of the organizational culture.

Change itself occurs because of the influence that requires the organization to have a competitive advantage. To be a superior organization, creativity and innovation that gives uniqueness is needed to adapt and compete for its market. Creativity and innovation, though different are often understood to have things in common. According to (Amabile, 1983) explains that creativity is *"A novel and appropriate, useful, correct, or valuable response to the task at hand and the task is heuristic rather than algorithmic."* Meanwhile, according to Fadee e.al (2014), creativity is an intellectual activity needed to create new ideas, while innovation is to turn creativity into an action or produce something. Thompson defines innovation as "the generation, acceptance, and implementation of new ideas, process, products, or services". Innovation is a complex process consisting of several stages, starting from basic research to market penetration of a product (Hollenstein, 1996, 2003 in (Ferreira et al., 2020). Creativity emphasizes general ideas while innovation emphasizes the application of these ideas that are realized. in real products, processes, and services, both of which have a close relationship (Amabile and Pratt, 2016; Maqbool et.al. 2019; Zhu et al, 2017 in (Uddin et al., 2019). Creativity is involvement in the creative process based on ideas are the main problem, while innovation is the adoption of existing ideas to be a solution (Ammabile, 1988, 1986 in (Uddin et al., 2019). Changing creative ideas into innovative products and services is very important to gain a competitive advantage and organizational sustainability (Chatzoglou and Chatzoudes, 2018; Stojic et.al, 2018 in (Uddin et al., 2019). An organization that has many ideas cannot be considered as having have innovations until the idea

becomes real and is designed through profitable products or services (Abu Salim et al., 2019). (Roberts & Armitage, 2015) and Wang et al (2012) state that creative individuals can innovate and have new ideas but cannot sell them. Thus, creative individuals are often considered innovators, but every creative individual is not always innovative. Creativity is the root of all innovation. Previous studies stated that creativity is the basic form of ideas and innovation is the implementation of existing ideas. Without creative ideas, nothing can be implemented.

If it is understood carefully between Burns Book, Green Book, Ivo's study, Cameron Book, and the journals mentioned above, it is very interesting to discuss change management because it complements each other with various points of view adapted to the conditions when the book / journal is published. Burns and Stalker with a background in the 60s, which is discussed again by Green (2019), while Cameron discusses implementation in the 2009s with the rapid development of technological backgrounds, while the two journals with case analysis in the United Arab Emirates and America explain other factors. that affects change. However, to support change, many factors are needed in order to realize competitive advantage, including creativity and innovation.

In Indonesia, the impact of the Covid pandemic is very large, all aspects of life force people to quickly change drastically according to existing conditions. In the health sector, when it first occurred, everyone would not have thought that this pandemic had a long effect, when it was initially announced that PSBB would be carried out because of the fast rate of transmission through droplets that caused death, everyone was required to carry out physical distancing and use masks and hand sanitizers , then the stock of goods has become very scarce in the market and causes the price of goods to be very expensive, so that it is a great opportunity for many organizations to produce the medical devices needed, so that many organizations have changed their strategies for producing them. What is particularly hard hit is in the transportation and consumption sector, where everyone is required to carry out every activity in his house which causes at least public transportation users so that the owners of online transport services, such as motorbikes and grabs, do not have income so that there are many who cannot meet the target. daily, resulting in unfulfilled economic needs. Another sector, namely restaurants, they are prohibited from opening and selling, while many employees must be paid. What happens during a pandemic causes leaders and employees to have creative ideas to make it an innovation, resulting in various sales that require adapting to conditions. Creative ideas can be in the form of online sales through market share, or home delivery where all services are carried out indirectly and buyers can continue to make transactions even though they are active at home. Initially, when organizations are resistant to change, when conditions require, creative ideas and innovations will emerge as an effort to survive.

CONCLUSION AND SUGGESTION

Green has not provided any feedback on limits. For example: there are several commonly used interpretations of Burns, and how their texts are abused and interpreted differently, partly due to repeated citations - without going back to the original source of the claims associated with this author.

Although, Green explicitly discusses the effects of power and politics on organizational change, which may drive our understanding of change initiatives outside of mainstream

conceptions of change. he brought up some of the 'forgotten' arguments that Burns & Stalker put forward.

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