

**EMPLOYING KÜBLER-ROSS' MODEL OF CHANGE  
MANAGEMENT TO EXPLORE AND INTERPRET  
'HABIBIE & AINUN' FILM AND BEYOND AND ITS  
IMPLICATION ON LEADING AND MANAGING  
ORGANIZATIONAL CHANGE****Dela Jaskara<sup>1</sup>, Iman Permana<sup>2</sup>**

Faculty of Business, President University,

[1delajaskara@student.president.ac.id](mailto:delajaskara@student.president.ac.id), [2iman.permana@president.ac.id](mailto:iman.permana@president.ac.id)**ABSTRACT**

*There are limited studies that use analysis of film as the key resource of management study. This paper examines Kübler-Ross' five stages of grief model through the story of a feature film titled Habibie & Ainun. This paper describes the emotional responses exhibited by Habibie, the main character in Habibie & Ainun affected by the shocking change, analyzes these responses using the Kübler-Ross stages of grief, and assesses the usefulness of the Kübler-Ross stages of grief model for understanding any changes in life, including its implication on leading and managing organizational change. Explorative and interpretative study in qualitative research approach. Content analysis will be used as a method of analysis. The study used the Five-Stages Model of Grief, introduced by Elisabeth Kübler-Ross, to analyze how the character of Mr. B.J. Habibie (BJH), as portrayed in the film, transitioned through his grief from analysis of the narrative, scenes within the film, and recorded interviews in a talk show (Mata Najwa & Indonesia Satu). Later they were classified into the theoretical framework of Kübler-Ross's five stages of grief model. This analysis results demonstrated that the grieving process of BJH after the loss of Ibu Ainun could be used to be a learning experience of grief based on the Kübler-Ross grief model, encouraging reflection and critical assessment on the subject, which contributes to a better understanding of our self and our surrounding during the grieving period due to any significant changes in life and how it implies on leading and managing organizational change.*

**Keywords:** Grief, Kübler-Ross Model, B.J. Habibie, Habibie & Ainun. Organizational Change

**1. Introduction**

Grief is a strong, sometimes overwhelming emotion for people, regardless of whether it stems from the loss of a loved one or from a terminal diagnosis they or someone they love have received. It is the normal reaction to loss. Grief is both a universal and a personal experience. Individual experiences of grief vary and are influenced by the nature of loss (Mayo Clinic, 2016). Some examples of loss include the death of a loved one, the ending of an important relationship, job loss, loss through theft, or the loss of independence through disability.

Feature film *Habibie & Ainun* (2012) was used as a source for analysis because this film beautifully captured Baharuddin Jusuf Habibie (BJH) 's a journey on his coping mechanism throughout the phases when his late wife, Hasri Ainun Habibie, was diagnosed with Ovarian Cancer, including through treatments in Germany, as well as visualizing their love journey until the moment Ainun passed away. The film itself was adapted from BJH's book, also titled "Habibie & Ainun" (2010). An additional source of analysis was also used, such as the recording of BJH's interview at Mata Najwa talk show in 2017, talking about the

backstory behind the book "Habibie & Ainun," where it was revealed that the writing itself was a therapeutic effort conducted by BJH after some hardships dealing with Ainun's passing.

A major change in the organization can trigger loss and grief. Organizations must accept this; even if we see change as something positive, the change could disrupt the current familiarity and connections that existed. Making the decision to proceed with a positive change in a more informed way can be useful. The additional insights through the understanding of the theory will help individuals be more prepared. However, if there is grief involved in the process, it is important to acknowledge it. Failing to do so does not make the emotion fade away. The positive feelings regarding change would not erase the grief (Gorman, 2019). Any Change involves some sort of loss; people become emotionally attached to things, and the more important these things are, the more individuals want to hold onto them. The awareness of loss is, therefore, much more profound and creates more anxiety (Klerk, 2017).

### 1.1 Subject of Analysis

The feature-length film titled *Habibie & Ainun* (dir. Faozan Rizal, 2012) is based on a memoir written by Indonesia's third President and one of the world-famous engineers, B.J Habibie, reminiscing his journey with his late wife, Hasri Ainun Habibie. Released in 2012, the film loosely adapted the memoir and told the story of B.J Habibie's life story, about his job as an engineer, his bureaucratic duty within the Indonesian government, including his unintentional rise to the presidency, and as the title suggests, about his soulmate, Hasri Ainun Habibie. The writing process of the memoir itself, also titled "Habibie & Ainun" (2010), is one of his coping mechanisms to process his grief and bereavement after the loss of her beloved wife in May 2010.

#### *Film Synopsis*

Rudy Habibie (B.J Habibie), an aircraft expert, has a huge dream: to create a "flying truck" that can unite the vast archipelago of Indonesia. Ainun is a smart, young doctor with her whole career wide open. In 1962 these two friends from junior high school met again in Bandung. Habibie is instantly swept off his feet, whereas Ainun not only falls in love but also believes in Habibie's dream and vision. They got married and lived in (West) Germany. Their love grows on a journey to build a dream. The cold German snow, sacrifice, pain, loneliness, and power or treasure's temptation as they return to Indonesia accompany the two lives that become one. (wetv.vip).

#### *Interview recording with BJH (Matanajwa & Satu Indonesia)*

1. Mata Najwa talkshow "Menuju Final Catatan Tanpa Titik Bersama Habibie (2)"  
Mata Najwa is a talk show program which is hosted by Najwa Shihab, who, as a journalist and host, is known to be assertive, piercing, and at times provocative. The program previously aired on MetroTV from 2009 to 2017 before returning to Trans7 starting in 2017. This particular interview was recorded and uploaded on the channel's official Youtube account on August 23rd, 2017.  
Youtube link : [https://www.youtube.com/watch?v=tH\\_TAeti-tk&t=311s](https://www.youtube.com/watch?v=tH_TAeti-tk&t=311s)
2. Satu Indonesia - Official NET News "B.J. Habibie" (duration 48:12)  
The program was aired in March 2015, hosted by Marissa Annisa, interviewing BJH about his current life story in an intimate setting, with the host accompanying BJH on his daily routine, including visiting Ibu Ainun's cemetery to send a prayer.  
Youtube link: <https://www.youtube.com/watch?v=LNYUz77NN4I>

### 1.2 Problem Statement

There are limited studies that use analysis of film as the key resource of management study, such as the application of a change model in analyzing a movie of a grief period of a well-known person, particularly a former president. The topic of death and grief, moreover in Asian countries, is not a common theme to discuss; it is often assumed that the pain will recede as time passes, with no "proper" mechanism to deal with and process the pain. This condition often ends up prolonging the grief. How people grieve depends on many aspects of their lives, including gender, belief about death, personality, and own perception of the loss. Grief is a conventional state of despair and grimness; however, it is also a life-turning point in an individual's life. (Salah et al., 2018).

Films, and any work of storytelling, be it fiction or otherwise, about death and grief can be a useful learning tool of action for managing our own misfortune or finding out about the misery experienced by others. Stories articulate strongly held beliefs about what we value, what we fear, what inspires us, and what alienates us. Films actively enable us to "feel" about such a situation, not only how we "think" about it (Ganz, 2006). How people react to changes in grief may help in understanding how people react to changes in the organizational context. Different stages of grief/shock result in different stages of resistance to organizational change. Leading and managing employees to cope with transitions from one stage to another can drastically improve employee acceptance to change (Leybourne, 2007).

### 1.3 Research Objective

This study addresses some aspects;

1. To describe the emotional response of the main character (B.J Habibie) in the film *Habibie & Ainun*, whose life was greatly affected by the shocking change, namely cancer diagnosis and then the loss of his wife (Hasri Ainun Habibie).
2. To analyze these responses using the Kübler-Ross stages of grief.
3. To assess the usefulness of the Kübler-Ross stages of grief model for understanding any changes in life and its implication for leading and managing organizational change.

### 1.4 Limitation

The scope of the study is limited to analyzing the grieving process from the point of view of BJH from the moment he knew his wife was diagnosed with ovarian cancer until the point when she passed away, using the five stages of grief of Kübler-Ross. The analysis will be based on the content of the movie *Habibie & Ainun* (2010) and on the information based on the interview of BJH with Mata Najwa (aired 2017) and Satu Indonesia NetTV (aired 2015).

## 2. Literature Review

Death is inevitable and, just like grief, is one of the phases of life that every person must go through. Grief is a stage we may encounter in life, while death is the end of our life story. Therefore, grief is the emotional response to loss and the complex combination of excruciating effects, including sadness, anger, helplessness, guilt, and despair. It consists of psychological, bodily, and emotional aspects (Strobe et al., 2007). The time after a significant loss is full of the feeling that we usually have spent a lifetime trying not to feel. Sadness, anger, and emotional pain sit on our doorstep with a deeper range than we ever felt. Their intensity is beyond our normal range of human emotions (Kübler-Ross & Kessler, On Grief and Grieving).

The loss of a significant person in one's life is a unique social stressor that requires an individual to adapt, which differentiates it from other stressors such as caregiving, a conflictual marital relationship, or unemployment (Keicol-Glaser JK et al., 2010). In order to further realize how significant change or traumatic event, bereavement, and grief may impact on the individual level, this study analyzed how the character of B.J Habibie (in *Habibie & Ainun* Film) manages his emotional responses while facing the loss of the loved one. *Habibie & Ainun* is a biopic film based on the real story of Bacharuddin Jusuf Habibie (BJH) as written in his book with the same title "Habibie & Ainun" (published 2010), in which the writing process of the book was one of therapeutic activity during his grieving period after the loss of his wife.

This study uses film as one medium for analysis because films, utilizing visual and immersion techniques in addition to telling stories, could be powerful and influential. Good stories do more than create a sense of connection. They form familiarity and trust, then enter the story where they are, making them more open to learning (Boris, 2017). The immersive technique results in one quality that sets the film apart from literature, namely its ability to stimulate more senses through the combination of sound and visuals. In an interview with TODAY, psychologist Jeffrey Zacks said that our emotions are easily influenced by films due to a process called the "mirror rule." "[the rule] says that it's a good idea to mimic the visual input that you are seeing. So if you walk up to somebody and they smile at you, it's good to smile back (Pawlowski, 2014). Therefore, the film helps us to see the world through the eyes of others and to understand things that were previously alien. It enables us to empathize with the characters, see their struggles up close, and will them succeed. A film can also deliver some fact-based learning and inspire its viewers to learn more about the subject (Hickmore, 2019).

## 2.1 Habibie & Ainun feature film (2012)



Directed by : Faozan Rizal  
 Written by : Ginatri S. Noer  
                   Ifan Adriansyah Ismail  
 Produced by : Dhamoo Punjabi  
                   Manoj Punjabi  
 Starring : Reza Rahardian  
             Bunga Citra Lestari  
             Tio Pakusadewo  
 Prod.Company : MD Pictures  
 Release Date : December 20. 2012  
 Duration : 118 minutes

Figure 1. Official Flyer “Habibie & Ainun” derived from [www.imdb.com](http://www.imdb.com)

With attendance amounted to 4.5 million viewers’ during its show time in December 2012, and its stay on the theatres for two months, the film was considered as one of the biggest box offices of its time in Indonesian cinema. It is also the has the highest viewing within the specific category of biopic (biographical film feature) in Indonesia in the last decade. Currently, *Habibie & Ainun* Movie also can be streamed in Disney+ HotStar OTT channel.



Figure 2. source: [www.filmindonesi.or.id](http://www.filmindonesi.or.id)

Although high attendance doesn’t always equal quality, in *Habibie & Ainun's* case, it can be argued that is the case, considering at least two observed phenomena: first, the film contributed to a significant cultural shift regarding BJH as a public figure. Prior to the film, common Indonesians were already familiar with BJH’s persona as a genius technocrat that was a target of aspiration by at least an entire generation of Indonesians. During his duty as the Indonesian Minister of Research and Technology within the period of 1978 until 1998, there was an excitement and awe of seeing that the nation was also capable of technological achievement, so it was common for Indonesian parents to encourage their children to “be smart at school, so you will be like Bapak Habibie.” Afterward, with his brief stint as president of the republic, perceptions were mixed, considering the tumultuous time that Indonesians went through as a nation, although it can be argued that BJH’s legacy as president was and still are significant in democratizing Indonesia. Second, the positive sentiment was also reinforced after *Habibie & Ainun* received several awards in 2013, such as:

1. Citra Award for Best Actor – Reza Rahadian.
2. Citra Award for Best Costume Designer – Retno Ratih Damayanti
3. Bandung Film Festival for Commendable film main Actor – Reza Rahardian
4. Citra Award for Best Screenplay – Gina S Noer & Ifan A Ismail

## **2.2 Kübler-Ross 5-Stages of Grief**

The Kubler-Ross Model – 5 stages of Grief was formulated by Elizabeth Kübler-Ross, a Swiss-American psychiatrist, in the 1960s. She proposed a model that was later modified to expound on how people deal with loss, Grief, and change. The model is commonly referred to as the Five Stages of Grief. She developed this model to find universal patterns in the grieving process, and it emerged from her own work with a group of terminally ill patients. Despite the fact that Kübler-Ross's theory had not been empirically tested, several researchers noted in 2011 that Kübler-Ross was at the time considered a "guru" and that the stages presented by the theory had been generalized in both popular and professional circles to cover all kinds of Grief – across individual, cultures, and different kinds of losses (Kohler & Konigsberg, 2011).

The kübler-Ross framework of Grief comprises five stages which are known as "DABDA" – Denial, Anger, Bargaining, Depression, and Acceptance. (Kübler-Ross: 1969; 2004).

### **2.2.1 Denial**

The first stage of Grief is Denial. This stage can initially help to survive the loss; in this stage, individuals might think life makes no sense, too overwhelming. Denial may look like disbelief. In the denial stage, we may respond at first by being paralyzed with shock or blanketed with numbness. Emotions include; Avoidance, confusion, elation, shock, and fear.

### **2.2.2 Anger**

This stage presents itself in many ways when the individual recognizes that denial cannot continue. Anger arises after suffering from Grief and starts asking the question, "why me?", "that's not good enough" "How can this happen to me?" "Who is to blame?". Emotions include; frustration, irritation, and anxiety.

### **2.2.3 Bargaining**

The third stage is Bargaining. This involves the hope that the individual can avoid a cause of Grief. Before the loss, it seems we will do anything if only our loved one may be spared. "Please, God," we bargain. Guilt is often present as the Bargaining's companion during this phase. Emotions include; Struggling to find meaning, reaching out the others, or telling one's story.

### **2.2.4 Depression**

In the depression stages, empty feeling presents themselves, and Grief enters on a deeper level. Depression after a loss is too often seen as unnatural: as a state to be fixed. The loss of a loved one is a very depressing situation, and depression is a normal and appropriate response. In this stage, an individual may become silent, refusing social interactions and spending much of the time mournful and sullen. Emotions include; overwhelmed, helplessness, hostility, and flight.

### **2.2.5 Acceptance**

Acceptance is often confused with the notion of being all right or okay with what has happened. This stage is about accepting the reality that our loved one is physically gone and recognizing that this new reality is the permanent reality. This last stage typically comes with a calm, retrospective view of the individual and a stable condition of emotions. Emotions include; Exploring options, putting a new plan in place, and moving on.

While it is important and necessary to recognize the stages, it is as important to notice that passing through the stages is not necessarily a linear process. There is a progression, but at any given moment in time, anyone can be in any stage because each individual perceives and experiences loss differently. Kübler-Ross expressed that the stages "are not stops on some linear course of events in pain" (Kübler-Ross, 2004). The experiences are different and personal to every person, and one cannot do them in a "recommended" sequence or arrangement.

## **3. Research Method**

The theoretical framework of Dr. Elizabeth Kübler-Ross is used to obtain the objectives of the study. The research design used in this study is qualitative in nature with an exploratory and interpretative approach. This study uses intrinsic analysis as suggested by Wellek and Warren (1949). The intrinsic approach

involves language, character, structure, and the text in the film's script. Content analysis is used as a method of analysis since this method provides a deep understanding of the concept (Shannon, 2005).

#### 4. Results and Discussion

In the film of *Habibie & Ainun*, the grief stages experienced by BJH begin when Ainun was diagnosed with ovarian cancer stage 3 or 4 from an MRI result. At that moment, it was noticed that BJH found it hard to believe since Ainun's ovary had been removed in another surgery several years ago. BJH directly booked a flight to Munich, Germany, for his entire family, as well as arranging advanced procedures at Ludwig-Maxmillian University Hospital on the outskirts of Munich in order to have Ainun treated. The observation will be presented below, where each observed stage will be described in relation to the selected scenes within the film, using known criteria in order to recognize and ascertain characteristics of any stages. The medium used is the version of *Habibie & Ainun* as streamed in Disney+ Hotstar platform. Each scene described is provided with timestamps to indicate its occurrence in the film. For example, "[00:29:30]" means that the corresponding scene occurred 0 hour, 29 minutes and 30 seconds into the film.

##### 4.1 Denial

Table 1. Scene in the film displaying symptoms of denial

Stage	Scene
Denial	<p><b>Scene A [01:38:00]</b> MRI results indicated that Ainun was diagnosed with ovarian cancer stage 3 or 4. BJH displayed his skepticism, mixed with shocked expression or disbelief, because as far as her medical history goes, her ovarium was removed several years ago.</p> <p><i>There shouldn't be any left. But, this? How can this be?</i></p> <p>Wasting no more time, BJH booked a flight to Germany for further treatment at <i>Ludwig-Maxmillian University Hospital</i>.</p> <p>BJH conversation with Ainun:  <i>"we leave for Munich tonight; I have arranged it"</i>  <i>"I have contacted the best doctors there to heal you, and the best equipment, all the latest technology"</i>  <i>"the surgery is as usual, everything will be alright, you will be healthy again"</i>  <i>"after that, we can go back to our honeymoon"</i>  <i>"and you are strong, stronger than me"</i></p> <p><b>Scene B [01:42:00]</b> At the Ludwig-Maxmillian University Hospital, Ainun awoke from her surgery; she asked BJH about his condition instead. BJH replied that he is just fine, and asked her to not be afraid about his condition and focus on her health. BJH said to Ainun:  <i>"You have to be strong, don't leave me"</i></p> <p><b>Scene C [01:47:00]</b> After several surgeries with no significant results, the doctor said that no one can make such a guarantee on how many more operations until Ainun is cured, or even that one can be really completely cured. BJH is seen ruminating with himself, that:  <i>"Ainun is strong, she is strong, you can do it, be strong"</i>.</p>

In scenes described above, there are some traits and attitudes present which fit the characteristics of the first stage of the Kübler-Ross model, which is denial. Denial can be understood as a “makeshift” shield in the face of something devastating, which in this case is the critical condition of a loved one that can be potentially fatal (advanced cancer diagnosed). We all want to believe that nothing bad can happen.

In scene A, BJH denies and questions the doctor’s diagnosis of ovarian cancer, referring back to his knowledge that Ainun’s ovaries had been removed several years back. In this scene also, there are displayed characteristics of shock, fear, avoidance, disbelief, anger and overwhelmed at once.

Denial is the overwhelming feeling that typically happens right after finding out someone (our loved one or our significant one) is ill or has passed. Grief is surely not linear: it is entirely normal to feel the full effects of all stages at once (Schumacher & Benner, 2021).

*Implication on Organizational Change (Denial Stage)*

Every change in an organization, also affects the emotional state of each affected individual. The initial phase of denial occurs in employees because they have to get out of previous familiarity activity / procedure zone (comfort zone). Denial is sometimes being a temporary defense to absorb news of change before moving on to other stages (Connelly, 2020)

This denial stage can be mitigated by providing information, communication regarding the need of change, education and demonstration in addition creates such an environment where inputs are welcome that may help employees to overcome this denial stage.

**4.2 Anger**

Table 2. Scene in the film displaying symptoms of anger

Stage	Scene
Anger	<p><b>Scene D [01:45:00]</b>                      After surgery, the doctor explains that the cancer has spread, that the surgeon team will have to focus on another surgery in order to clean it all out. BJH laments, with a clear display of annoyance and upset, <i>“This is the ninth time my wife has been operated on, how many more operations she has to endure till she is cured?! Can you guarantee?”</i></p> <p><b>Scene E [01:50:00]</b>                      After several surgeries and treatments, Ainun was visited by Arlis, her best friend who happens to be a doctor. Arlis seems to understand Ainun’s condition. When Arlis mentioned to BJH that he might have to start considering Ainun’s funeral, BJH snapped back.                      BJH : <i>“What funeral?!, who is dying? Ainun? No!”</i>                      Ibu Arlis : <i>“How many more operations does she have to endure?”</i>                      BJH : <i>as many as it takes until she is cured, I know exactly what she is like, she is strong, she is got to survive, so that I can give back what she has sacrificed for me</i></p> <p>At this scene, Arlis emphasizes that Ainun never felt she was sacrificing anything on her part, that she chose BJH and had faith on him from the start. She reminds BJH to let Ainun go.</p>

A person could be angry with him/herself that he could not stop the loss or the potential of it from happening. Most of all, one may be angry at this unexpected, undeserved and unwanted situation (Kübler-Ross, 2004). This stage presents itself in many ways. We might be angry that we did not see this coming and when we did, nothing could stop it. BJH is a very logical person, he is a scientist as well as a technocrat with a very great aptitude in numbers and calculation. Ainun’s worsening condition is something that cannot be predicted or calculated in exact manners, therefore making it something that can overwhelm a person

like BJH. He did everything as best as he could with what he considered best consideration, best medication and treatment, yet all those efforts seem futile.

Anger, also known as wrath or rage, is an intense emotional phase involving a painful, uncomfortable and non-cooperative reaction to a perceived provocation, hurt or threat (Videback, Sehila, 2006) (Alie Klei, et al, 2020). In scene A, BJH is projecting his anger to the doctor regarding the insignificant progress even after several surgeries done upon Ainun. In Scene E, BJH expresses his anger toward Arlis, provoked by her statement that he might need to prepare Ainun’s funeral. Anger occurred, accompanied with his still firmly held belief that Ainun will eventually be cured with all these best treatments.

*Implication on Organizational change (Anger stage)*

Anger is often the common emotional response towards change in organization. It can manifest itself in many different ways such as frustration, irritation and or anxiety.

The first step for anger management is to ensure the members of the organization understand the reason to change, this is why it is essential to plan in advance for it. Each person’s reaction will vary, it is also important for a leader to identify his/her people that could have more intense reactions and deal with them upfront.

Communication is again a critical aspect and should be focused on the source of anger. Leader’s approach could be formed as reassurance, validate the past and explain improvement. Maximize communication and spark motivation.

Providing opportunities for employees to feel heard and appreciated, encouragement and preparing the necessary support makes this stage go through more smoothly. Listening to aspirations and providing appropriate direction can increase participation in changes that occur (Shoolin, 2010).

**4.3 Bargaining**

Table 3. Scene in the film displaying symptoms of bargaining

Stage	Scene
Bargaining	<p><b>Scene F [01:50:00]</b>                      BJH replies to Arlis’ statement that maybe it’s time that he might consider planning Ainun’s funeral.</p> <p><i>Ibu Arlis : “How many more operations does she have to endure?                      BJH : as many as it takes until she is cured, I know exactly what she is like, she is strong, she is got to survive, so that I can give back what she has sacrificed for me</i></p> <p><b>Scene G [01:52:00]</b>                      BJH comes to Ainun’s room after surgery. In this scene, Ainun is already installed with extensive life support equipment. BJH holds her hand and tells her that today is their 48<sup>th</sup> wedding anniversary. BJH says that he promised to always accompany her and always be by her side. Then BJH said a prayer, presented as a poem:</p> <p><i>Thank you God, you have brought me to this world for Ainun, and Ainun for me. Thank you God, for making us meet on the 12 May 1962. You gave us the seeds of love that were pure, sacred and true, perfect and everlasting.</i></p>

The third stage, bargaining, follows the anger stage very naturally. It’s a normal reaction to the helplessness and vulnerability that comes through loss. It is an attempt to regain control. Guilt might be an accompanying emotion during this stage (Casabianca, 2021).



In scene F, BJH seems really having a hard time trying to let go of his belief that Ainun will be cured with the following treatment. In this particular moment, the stages occurred in an overlapping manner. Denial, anger, and bargaining stages are displayed simultaneously.

In scene G, his helplessness and vulnerability are shown in the form of prayer as a form of his praise to God and as the ending of the film. Bargaining may fill the gaps that our strong emotions generally dominate, which often keep suffering at a distance. It allows us to believe that we can restore order to the chaos that has taken over. We may start out bargaining for our loved ones to be saved. Later we may even bargain that we might die instead of our loved one. (Kübler-Ross & Kessler, 2004)

Grief & Grieving p.26 (Bargaining stage):

When we accept that they are going to die we may bargain that their death will be painless. After a death, bargaining often moves from the past to the future. We may bargain that we will see our loved ones again in heaven. We may bargain and ask for respite from illness in our family, or that no other tragedies visit our loved ones.

#### *Implication on Organization Change (Bargaining Stage)*

In this phase, employees may try to change what was planned in the change into what they want, so that everything still looks as before, for example by buying time to apply the change. The leaders' role is needed to help employees stay focused on Change, although it is important to listen, it is also crucial to stick to the Change, keep focus on transparency and provide emotional support through coaching.

By re-emphasizing the need for Change to be made, what the goals are, how they impact the entire organization and design proper feedback mechanism, could lead to greater acceptance. In addition, leaders need to make sure to set clear timelines and expectations. Provide support through training and workshops to ensure the change is incorporated and able to implement successfully.

#### **4.4 Depression**

In the depression stage, people cannot accept the truth, so they try to escape from reality. Their mind is full of pain, sadness, fragility, and depression. Their traumatic grief is more than they can bear. Moreover, some mourners also suffer from other mental disorders, such as severe depression, anxiety, or even various addictions. Their mental condition may continuously worsen if they do not obtain professional help. Someone who cannot move through this depression stage will choose to end their life (Wortman & Latack, 2017; Worden, 2018).

In an interview between BJH and Najwa Shihab at the Mata Najwa talk show (Mata Najwa, August 2017), BJH recalled that about 6-7 days after Ainun passed away, BJH walked around in his house, barefoot, while crying looking for and calling for Ainun. BJH's family reported this situation to a team of doctors. After evaluating BJH's condition in a teleconference, they confirmed that BJH's diagnosis was "psychosomatic malignant", which is an expected condition in which two people who have been together for a long time have to separate because one dies. If left untreated, this condition can worsen BJH's physical condition. The team of doctors suggested four options for psychological therapy, because until now, there is no specific medical treatment to treat psychosomatic malignant.

The four options suggested by the team of doctors for Mr. BJH are;

1. Treatment in a psychiatric clinic;
2. Treatment in BJH's own home where the team of psychiatrists move in to do the treatment;
3. Routine sharing sessions from BJH to his trusted inner circle;
4. Writing down all feeling and emotions whenever symptoms of depression occur;

BJH agreed to choose the fourth option as his therapeutic activity for such conditions. He chose to write whatever he wanted to write whenever he felt depressed. After two and a half months, there was positive progress in BJH emotional reaction and physical condition.

He also finished his 400 pages of writing during that time. After the doctors asked permission to read his writing, they suggested that BJH's writings be published, because this experience could be useful for anyone with a similar condition. The book was then published under the title of Habibie & Ainun (2010). This book was later translated into 3 languages (English, German and Arabic). In 2012, based on the book, a film with the same title was directed by Faozan Rizal, and produced by MD Entertainment.

#### *Implication on Organizational Change (Depression Stage)*

In the depression stage, a person may lose motivation or not be interested in participating in Change. At this stage, a leader must understand that this overflow of emotions and feelings does not arise because of personal sentiment (personal dislike) of the leader or the company. Understand and carefully observe every progress, be empathetic and supportive because this phase can be very difficult for some people.

Conducting exciting training could be applied to make employees move ahead and give their best. Positive feedback and motivation with rewards could apply to increase the low energy during this stage (Zartle, 2016).

#### **4.5 Acceptance**

In her second book, *On Grief and Grieving* (2004), Elisabeth Kübler-Ross remarked that acceptance is often tangled with the notion of being all right or okay with what has happened. In fact, most people do not ever feel okay or all right about the loss of a loved one. It is crucial to note that this stage is about accepting the reality that this new reality is permanent reality.

Based on BJH's story, after two and half months of therapeutic activity with writing out every emotion that came when he feels depressed, the doctors' evaluation also mention that he is on positive progress of healing from the suffering of loss (Mata Najwa, 2017). BJH seems more open to talk, receiving invitations to appear on news, talk shows in order to share his story about the journey of his loved one (Ainun), as well as talking about Indonesia's current and past socio-political condition, and about families and friends. He was able to express his feeling and receive the love and gratitude of his surroundings while also sharing his wisdom of thought.

Does BJH arrive at the acceptance stage? This study also examines some content on the interview held by Satu Indonesia, a program aired by Net TV, in which particular episode was recorded on Official Netnews' YouTube channel March 2015.

Another stage of grief is still present accompanying his current activities. His attachment to Ainun's existence still holds. The thought that he and Ainun as "one entity", and the fact that he keeps the routine regarding her activities and belongings as if she is still there, indicates that this apparent acceptance stage overlaps with the first stage which is denial.

#### *Implication on Organization (Acceptance Stage)*

At the acceptance stage, a person begins to feel comfortable with the new change, has accepted and lived and become a part of the change. begin to focus on the change process because this will lead to a better future. Leaders who understand this phase can help to ensure that employees actively participate in the Change process, provide them with information, support and allow them to play a role in making decisions that support the direction of Change. So they realize that they are really part of the Change and the progress of the change also occurs because of the investment from each member in the organization.

This is the stage that change leaders have hopes and worked for. Together, all the members of the organization embrace the Change and positively advocate to accept and integrate new process and action in the culture of the organization. Repeat and reinforce objectives and strategy as well as share success with the team and take time to celebrate towards a brighter future.

---

**Interview Content – Satu Indonesia**


---

[Total duration 00.48.12, or 0 hour, 48 minutes and 12 seconds]

**Scene H [00:03:19]:**

Habibie routinely came to Ainun's resting place every Friday. His prayer poem goes:

*"Ragamu Ainun..., disini di Taman Makam Pahlawan bersama raga para pahlawan bangsa. Jiwa ruh, batin dan nuramimu telah menyatu dengan saya, dimana ada Ainun ada Habibie, dimana ada Habibie ada Ainun, tetap manunggal dan menyatu, tak terpisahkan lagi sepanjang masa"*

"Your physical body, Ainun..., here at the Heroes Cemetery together with the bodies of the nation's heroes. Your spirit, mind and conscience have merged with me, where there is Ainun there is Habibie, where there is Habibie there is Ainun, remain one and united, inseparable for eternity"

**Scene I [00:21:19]:**

During lunch with the program's host, BJH said that every Friday, the menu of the food is the food that is usually made by Ainun, still routinely provided/requested as BJH lunch menu.

**Scene J [00:37:05]:**

BJH told a story about the scarf he wore, that the scarf was Ainun. In addition, he still kept Ainun's other scarves, *sajadah* (praying mat), and *rukya* (praying outfit). BJH always tucked it underneath his pillow as his companion.

**Scene K [00:38:37]:**

BJH read his poetry, constructed it as if it is said by Ainun:

*Kamu kedinginan ya? Saya tidak.  
Sendi sendimu, ototmu sakit? Saya tidak  
Saya tidak bertubuh namun selalu berada di hatimu  
Tarikan nafasmu, denyutan jantungmu, adalah saya  
Saya menikmati ketentraman, kebahagiaan ilahi, cinta ilahi, murni sejati sempurna dan abadi  
Semua itu... saya peroleh dari doa dan kesetiaanmu sepanjang masa, sampai akhir.*

Are you cold? I am not.  
Your joints, your muscles hurt? I am not  
I have no body but always in your heart  
Your breath, your heartbeat, is me  
I enjoy serenity, divine happiness, divine love, pure, true, perfect and eternal  
All of those...I get from your prayers and faithfulness, throughout the ages, until the end.

---

## 5. Conclusion and Implications

The Kübler-Ross model provides insight into understanding the emotional stage involved in any process of grief. This model is useful because it is very easy to understand and apply to any situation (Tahir, Umar, 2019). Acknowledging and understanding each stage of this model could be used to identify every emotion that arises during any situation involving significant change in life (loss of the loved one, divorce, job loss, retirement, etc.). Kübler-Ross's stage of grief gives every stage an easily identifiable group of emotions. By labeling an emotion, we can recognize it, label it, and create distance between ourselves and our experience that allows us to choose how to respond to challenges (Abblet, Mitch, 2019). Noticing and naming emotions also gives us the chance to take a step back and make choices about what to do with them. Emotions are just a form of energy, forever seeking expression. (Schwartz, Tony, 2015).

Organizational change refers to the course of development or growth, decline, and transformation inside the organization. It could come in the form of a company or business that transforms its culture, underlying technology, the infrastructure it uses to operate, or its internal processes (Stobierski, 2020). It is

also defined as a practice of modifying the process and or the systems of organization structure; in addition it is a phase of being accountable for transforming organizational strategy and employees' skills (Bucata, 2016)

Several studies have shown that an important variable for the success of change is the human factor, and change programs will not succeed without the support of the people involved. In this context, everyone not only changes but needs to participate in change (Herscovitch and Meyer, 2002; Cited by Mangundjaya, Utoya, and Wulandari, 2015). Employing the Kubler-Ross change model enable an organization, through its leader, to assist the transition process of its employees passing their different stages of grief or shock and gradually accepting into the directed or new reality. This model is also an effective reminder for the management concerning the impact of effective communication and how to communicate the change process at the right time to their employees will lead to greater acceptance and emotionally ready to participate in the organizational change (Ikesh, 2018).

### 5.1 Recommendation for Academia

Educational institutions such as President University can utilize films, even ones with fictional stories, as an additional learning tool aside from books and lectures. Audiovisual mediums such as feature films, especially those that are well made, can provide an immersive experience to their intended audience, which can leave a more lasting impression. Therefore, those kinds of ingrained impressions can be utilized as springboards to initiate further discussions and, in general, generate further thinking processes.

### 5.2 Recommendation for Professionals

The Kübler-Ross model is a model that can be utilized as a guide in managing change in an organization. The model provides an understanding of the processes of emotional journey experienced by individuals in the face of change. Recognizing the ingredients as well as the ebbs and flows of that kind of journey can help one to manage its progress of it.

In addition, current contemporary time of organizational agility and rapid change, it could be beneficial for company leaders to have training sessions on the Kübler-Ross change model, making it easier for them to manage and understand the effect of change on each individual in the company so that the process of change that occurs in organizations can run more smoothly and manageable, and minimize the resistance to change.

## References

- Abblett, Mitch, (2019), Tame Reactive Emotion by naming them. Derived from <https://www.mindful.org/labels-help-tame-reactive-emotions-naming/>
- Alia-Klein, et al., (January 2020). "The feeling of anger: From brain networks to linguistic expressions". *Neuroscience & Biobehavioral Reviews*. **108**: 480–497.
- Barlé, N., Wortman, C. B., & Latack, J. A. (2017). Traumatic bereavement: Basic research and clinical implications. *Journal of Psychotherapy Integration*, 27(2), pp. 127–139.
- Bucata, G. (2016). Organizational Change Management: Part of the Management Strategy. *Revisita Economica*, 68 (5). Retrieved from <http://economice.ulbsibiu.ro/revista.economica/archive/68513bucata.pdf>
- Boris, Vanessa. (2017) What Makes Storytelling So Effective for Learning? *Harvard Business Publishing*.
- Casabianca, Sandra Sila, (2021), Mourning and the 5 stages of Grief, derived from <https://psychcentral.com/lib/the-5-stages-of-loss-and-grief>.
- Feldman, David B Ph.D, (2017), Why the Five Stages of Grief Are Wrong, derived from <https://www.psychologytoday.com/us/blog/supersurvivors/201707/why-the-five-stages-grief-are-wrong>
- Fineman, S (1993). Organizations as emotional areas. In S. Fineman (ed), *Emotion in organizations* (pp.9-35). London, England: Sage.
- Ganz, M. (2006) Organizing: People, power and change (Harvard: Harvard University Press).
- Gorman, Brian. (2019). The Grief of Change. *Forbes Coaches Council*. Derived from <https://www.forbes.com/sites/forbescoachescouncil/2019/07/03/the-grief-of-change/?sh=57f0c74c50e2>

- Hare, R. D. (1999). *Without conscience: The disturbing world of the psychopaths among us*. Guilford Press.
- Hsie, Hsiu-Fang & Shannon, Sarah E. (2005). Three Approach to Qualitative Content Analysis.
- Herscovitch, L and Meyer, J.P. (2002), "Commitment to Organizational Change: Extension of a three-Component Model", *Journal of Applied Psychology*; 87, 474-487. *Qualitative Health Research*, 15(9),1277-1288.
- Ikiseh, Blessing N. (2018). *Assessing The Kubler-Ross Model: A Critical Review of Organisational Change Management*. Retrieved on 23 April 2022 from [https://www.academia.edu/37293515/organisational\\_change\\_management\\_blessing\\_ikiseh\\_a\\_ssessi ng\\_the\\_kubler\\_ross\\_model\\_a\\_critical\\_review\\_of\\_literature\\_and\\_how\\_it\\_would\\_have\\_appli ed\\_to\\_a\\_recent\\_organisational\\_change\\_management](https://www.academia.edu/37293515/organisational_change_management_blessing_ikiseh_a_ssessi ng_the_kubler_ross_model_a_critical_review_of_literature_and_how_it_would_have_appli ed_to_a_recent_organisational_change_management)
- Kiecolt-Glaser JK, Gouin JP, Hantsoo L. Close relationships, inflammation, and health. *Neurosci Biobehav Rev.* (2010) 35:33–8. doi: 10.1016/j.neubiorev.2009.09.003
- Kohler, N. (2011). We've been misled about how to grieve. *MacLeans*, 124(6), 62-63. Kübler-Ross, E. (2009). *Death: The Final Stages*. Simon and Schuster.
- Kübler-Ross, Elizabeth & Kessler, David, (2004), *On Grief and Grieving : Finding the Meaning of Grief Through the Five Stages of Loss*.
- Leybourne, S.A. (2007). Change and transformation in the UK financial services sector: equipping employees to cope with change. Annual Meeting of the Academy of Management, Philadelphia, 3-8. Retrieved from <https://scholar.google.com>
- Mangundjaya, W., Utoya, D. and Wulandari, P. (2015). The Role of Leadership and Employee's Condition on Reaction to Organizational Change, *Procedia – social and Behavioral Science*, 172:471-478.
- Marshak, D. (1996). The emotional: experience of school change: -Resistance, loss and grief. *NASSP Bulletin*, 80(577),72-77.
- Neimeyer, Robert A & Cacciotore, Joanne, (2016), *Toward a Development Theory of Grief, Technique of Grief Therapy: Assessment and Intervention*.
- Rizal, Faozan. (2012), Habibie & Ainun, *MD Pictures*
- Salah, Saman. et.al. (2018), *Death as Transformation: Examining Grief Under the Perspective of Kübler-Ross in selected films*. *International Journal of English Linguistic*; vol. 9, No.1.
- Shoolin J. S. (2010). Change management - recommendations for successful electronic medical records implementation. *Applied clinical informatics*, 1(3), 286–292. <https://doi.org/10.4338/ACI-2010-01-R-0001>
- Stroebe, et al. (2007), *Health outcomes of bereavement*, Research Institute for Psychology and Health, Utrecht University.
- Tahir, Umar, (2019), *Kubler-Ross Change Curve Model*, derived from <https://changemanagementinsight.com/kubler-ross-change-curve-model/>
- Vince, R. & Broussine, M. (1996). Paradox, Defense and Attachment: Accessing and Working with Emotions and Relations Underlying Organizational Change. *Organization Studies*, 17(1), 1–21.
- Wellek, René; Warren, Austin (1949). *Theory of Literature*. New York: Harcourt, Brace, and Company. OCLC 1599846
- Worden, J.W. (2018). *Grief counseling & grief therapy: A handbook for the mental health practitioner* (5th Ed). NY: Springer
- Videbeck, Sheila L. (2006). *Psychiatric Mental Health Nursing* (3rd ed.). Lippincott Williams & Wilkins. ISBN 9780781760331.

### Website References

- Mayoclinic, (2016), *What is Grief*, derived from <https://www.mayoclinic.org/patient-visitor-guide/support-groups/what-is-grief>
- Hicmore, Tom, (2019), *What I learned from the movies*, derived from <https://www.nicemedia.co.uk/what-i-learned-from-the-movies/>
- Pawlowski, A. (2014), *Your brain on movies: Why films make us cry, flinch and cheer*. TODAY. <https://www.today.com/health/your-brain-movies-why-films-make-us-cry-flinch-cheer-1D80258284>.
- Matanajwa : *Menuju Final Catatan Tanpa Titik Bersama Habibie 2*, (August, 2017), derived from [https://www.youtube.com/watch?v=tH\\_TAeti-tk&t=311s](https://www.youtube.com/watch?v=tH_TAeti-tk&t=311s)

- Satu Indonesia - Official NET News “B.J. Habibie”, (March 2015), derived from Youtube link : <https://www.youtube.com/watch?v=LNYUz77NN4I>
- Stobierski, Tim, (2020), Organizational Change Management: What it is & why it’s important, derived from <https://online.hbs.edu/blog/post/organizational-change-management#:~:text=Organizational%20change%20refers%20to%20the,operate%2C%20or%20its%20internal%20processes.>
- Connelly, Mark. (2020). Kubler-Ross Five Stage Model, derived from <https://www.change-management-coach.com/kubler-ross.html>
- Zartler, Jessica. (2016). How to Coach Your Team Through 5 Stages of Grief. Derived from <https://medium.com/taskworld-blog/how-to-coach-your-team-through-5-stages-of-grief-14807a16e48b>
- Klerk, de Mias. (2017). Major change at work can trigger loss and grief. Organization must accept this. Derived from <https://theconversation.com/major-change-at-work-can-trigger-loss-and-grief-organisations-must-accept-this-78547>