
THE CHANGE MANAGEMENT OF THE FOAM MANUFACTURING DURING THE COVID-19 PANDEMIC: CASE STUDY

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Abstract: *The purpose of this research will be to explore operations through a change management approach in foam manufacturing companies during the covid 19 pandemic in 2020 and 2021. The method used is a case study, which is a non-inferential research method. The data taken is from this foam manufacturing company. Followed by analysis and deepening to find out the adaptability and changes made and how this company manages these changes. The interesting finding is that change management must be carried out in a planned manner, carried out systematically by evaluating each transition. The phases include, change integration and transition, program and scope of change, redefine change, and detailed changes.*

Keywords: change management, foam manufacturing, covid-19 pandemic

INTRODUCTION

In the work environment of every Company Organization which is increasing dynamic and constantly changing, the organization is required to be able to adapt, adapt, survive, and perform efficiency in its operational activities. If not, then be prepared for the organization to die, not even a few companies have gone out of business due to this pandemic. This is a consequence of life at this time where competition between organizations is always changing. The global economy brings competitors who come from various places. Successful organizations are organizations that can change to face competition and also face national and international situations, they will be agile, able to quickly develop new innovations and ready to face new competition. However, changes are made carefully through various thoughts first. Change means to make something different. Making changes must be with a mature plan. Planned change here means intentional and goal-oriented change activities.

The background of the problem due to the impact of Covid-19 that occurred in Indonesia is the background to the decline in demand for goods, disrupting the stability of industrial production so that business turnover does not run according to expectations while the obligations of entrepreneurs must remain optimal. etc. As a result of the decline in productivity, the Company's profits are slightly obtained so that the Company is required to carry out various efforts to be able to maintain the wheels of the industry so that it can run. Production stability in the manufacturing

industry has also been severely disrupted due to the COVID-19 pandemic, many imported raw materials such as from China and other countries have implemented a lockdown so that the distribution of raw materials is constrained. In addition, the weakening of the rupiah against the dollar is also a consideration. Companies in controlling the cost of products, the majority of automotive manufacturing companies are under great pressure due to the dependence of manufacturing companies on global supply chains, thus hampering the production process which in the end the company's productivity decreases (Putra and Suseno, 2022). In the case of the covid-19 pandemic, an analysis of the impact that occurred on the Company was carried out on the company industry manufacturing foam. The background of the problem at the Company is as follows: (1) There was a decrease in orders for foam/foam production from customers by 70% for the Automotive division and 30% for the Flexible division so that it had an impact on the Company's Profit Margin, (2) There were additional costs that had to be incurred to carry out health protocols and also control Covid-19 within the Company . (3)Changes in organizational management are needed to adapt to environmental changes during the COVID-19 pandemic on the pace of business development. (4) Changes are needed for adjustments to the number of employees who work in factories/offices/wfo and work at home/wfh based on government regulations. (5) Changes are needed to reduce manpower to maintain cost stability and company productivity so that they can continue to operate. (6) Changes must be made as an efficiency measure in operational activities so that productivity can still be maintained as much as possible so that the company can continue to operate. (7) Changes are needed in controlling production costs, controlling the effectiveness of machines, controlling the effectiveness of manpower and others. Justification of detailed data as in table 1.

Based on the background that has been stated above, it can be identified, limited and formulated that there are 2 (two) main problems that arise are as follows:

- (1) How big is the impact of Covid-19 on the Foam/Foam manufacturing industry at manufacturing foam company from the aspect of order from customer, production, human resources, profit margin, export-import and cost?
- (2) What are the Change Management strategies undertaken by manufacturing foam to continue to exist in the foam manufacturing industry in the face of the Covid-19 Pandemic?

Table 1 : The Impact of Covid-19 on the Foam Industry

| NO | PROCESS MANUFACTURING | BEFORE THE COVID-19 PANDEMIC | | IN THE TIME OF COVID-19 | | Annual (tons/yr) | | Sales Value (billion/month) | |
|-----------------------|-----------------------|------------------------------|----------------------------|-------------------------|----------------------------|------------------|----------|-----------------------------|----------|
| | | YEAR 2020 | | YEAR 2021 | | gap | Down (%) | gap | Down (%) |
| A AUTOMOTIVE DIVISION | | | | | | | | | |
| | | Annual(tons/yr) | Sales Value(billion/month) | Annual(tons/yr) | Sales Value(billion/month) | gap | Down (%) | gap | Down (%) |
| 1 | Sales Orders (tons) | 6,550 | 55 | 1,965 | 16.5 | 4,585 | 70% | 38.5 | 70% |
| | a). Headlining | 1,200 | 15 | 360 | 4.5 | 840 | 70% | 10.5 | 70% |
| | b). Plastic Part | 1,350 | 15 | 405 | 4.5 | 945 | 70% | 10.5 | 70% |
| | c). Seat Pad/Cushion | 2,000 | 10 | 600 | 3 | 1,400 | 70% | 7 | 70% |
| | d). Joineal | 2,000 | 15 | 600 | 4.5 | 1,400 | 70% | 10.5 | 70% |
| 2 | Production capacity | 10,000 | | 3,000 | | 7,000 | 70% | | |
| 3 | Export Capacity | 200 | | 60 | | 140 | 70% | | |
| 4 | Manpower | 2,000 | Person | 1000 | Person | 1,000 | 50% | | |
| B FLEXIBLE DIVISION | | | | | | | | | |
| | | Annual(tons/yr) | Sales Value(billion/month) | Annual(tons/yr) | Sales Value(billion/month) | gap | % DOWN | gap | % DOWN |
| 1 | Sales Orders (tons) | 24,700 | 90 | 17,290 | 63 | 7,410 | 30% | 27 | 30% |
| | a). Furniture | 200 | 30 | 140 | 21 | 60 | 30% | 9 | 30% |
| | b). living | 500 | 20 | 350 | 14 | 150 | 30% | 6 | 30% |
| | c). mattress | 24,000 | 40 | 16,800 | 28 | 7,200 | 30% | 12 | 30% |
| 2 | Production capacity | 30,000 | | 21,000 | | 9,000 | 30% | | |
| 3 | Export Capacity | 500 | | 350 | | 150 | 30% | | |
| 4 | Manpower | 1000 | Person | 800 | Person | 200 | 20% | | |

RESEARCH METHODS

In the research method associated with the concept of "Globalization", Crawford and Cooke-Davies (2012) wrote that the Global Economy has an impact on the 3Cs, namely Customer, Competition, and Change. Customers are decisive, competitors are increasing, and change is constant. Not many people like change, but even so change is inevitable. Must be faced. Because the essence is like that, a Change Management is needed so that the process and impact of the change leads to a positive point. Change management is a comprehensive, cyclical and structured approach to the transition of individuals, groups and organizations from their current state to a future state with intended business benefits. It helps organizations to integrate and align people, processes, structures, cultures and strategies.

Successful organizations do not evolve randomly, but through purposeful and dynamic strategies that anticipate, influence, and respond effectively to emerging and changing external trends, patterns and events. Organizations will survive and thrive using a disciplined approach to portfolio, program, and project management and the responsive, flexible, and effective change management inherent in that context. This study uses a qualitative approach. In this study, the researcher himself was the main research instrument. Researchers will go directly to the field to meet with informants and at the same time as actors, conduct interviews directly. then collect research data, classify data, filter data, to make conclusions (Ajayi, 2017). However, in this study, researchers will only use interview and observation techniques and documentation to support the validity of the research. The data analysis technique used in this study refers to the concept of (Mudjia, 2017) which classify includes data collection, data improvement, and conclusions of research results.

RESULTS AND DISCUSSION

In the first stage, after it is known the problems that arise as stated in the problem identification table, the steps taken to solve the problem are by conducting an analysis between the subject of the change and the integrated parts of the change making it easier to determine problem solving (Suseno, 2019). The table below contains problems and also the integration and transition of changes that will be carried out are as follows:

Change Integration and Transition

Actions to integrate change management from all stakeholders and the resources owned by foam manufacturing companies can be seen in table 2.

Tabel 2 :Actions To Integrate Change Management

| Variable | Transition | Integration | Mobilize | Output |
|--|--|---|-----------------------------------|--|
| Production output for domestic & export down1. automotive Division 70%2. Flexible Division 30% | Production machines are used as needed | Machine Use Efficiency | Machines, Employees and Materials | 1. Cost Reduction of Electricity Costs2. Production Machine Efficiency |
| | Production machines are turned on as needed | | | |
| | Reduction of Employee Working Hours | Efficiency & Effectiveness of Working Hours | Employee | 1. Applicable No work no pay2. Reduce Labor Cost |
| | Order Materials As Needed | Raw Material Efficiency & Effectiveness | Materials and Suppliers | 1. Reduce Raw Material Cost2. Minimum Raw Material Stock |
| | The loading of documents and services to the customs office is reduced | Efficiency & Effectiveness of Working Hours | Employee | 1. Reduce Customs Cost |
| Implementation of rapid antigen tests & pcr | Transport Implementation of Rapid antigen test | Covid-19 Transmission Protection | Cars and Employees | 1. Detected employees who have been exposed to the virus |
| | Tracing employees suspected of being exposed to the virus | | Financial and Employee Records | know the justification for the employee's covid status |
| | Covid Tracing Check | | Employee | It is known that tracing employees who have Covid |
| | Productivity of working hours is reduced | | Employee | know the justification for the employee's covid status |
| Making hands instructions | Building a culture of healthy and clean living | reduce exposure by hand | Employee | minimal exposure to viruses through the hands of employees |
| | Productivity of working hours is reduced | | | |
| | additional location for hand washing | | | |
| Purchase of oximeter, regulator, humidifier | covid-19 prevention | strict covid procedures for | Employee | Early detection of signs of covid |

| | | | | |
|---|---|--|-------------------------------|---|
| fier, foging sanitizer, termo gun, soap & handsanitizer | | employees | | |
| Vaccination and accommodation costs | the formation of her immunity within the company | mandatory vaccination for all employees | Employee | employee immunity against viruses |
| Blocking work desk, cantine, parking & mosque | Virus protection with social distancing | reduce exposure through interactions | Employee | minimum exposure via droplet |
| Body temperature checking every day | covid-19 prevention | strict covid procedures for employees | Employee | Early detection of signs of covid |
| must show all guest antigen tests | | | | |
| Availability of hand sanitizer in every angle | Building a culture of healthy and clean living | reduce exposure by hand | Employee | minimal exposure to viruses through the hands of employees |
| | Productivity of working hours is reduced | | | |
| | additional location for hand washing | | | |
| Disinspectant spray | Corporate Environmental Protection | company environment is safe from viruses | Employees and Building | the environment is always sanitized from viruses with a liquid disinfectant |
| Sales amount & sales order automotive and felxible | cost reduction on materials so that the selling value increases | increase the selling price by reducing the material content by 0.02% | Sales, RND, QC, and Employees | increase margins and minimize losses |

| | | | | |
|--|---|--|------------------------|--|
| Manpower capacity automotive and flexible | manpower reduction | wfh and wfo work system is done | Employee | employees come to work as needed |
| Phone costs | there are costs outside the budget | the use of the company's retained earnings to cover costs | Finance | effectiveness and efficiency of labor cost |
| Manpower reduction process | process of reducing manpower with layoffs | carry out layoff negotiations with the union | industrial relations | out a deal for layoffs |
| | | determine the people who will be laid off based on the employee's individual performance | Employee | know the names of those who will be laid off |
| Line office industry essential and critical sector | Productivity of working hours is reduced | wfh and wfo work system is done | Employee | employees come to work as needed |
| Essential and critical sector industry production line | Productivity of working hours is reduced | wfh and wfo work system is done | Employee | employees come to work as needed |
| Make iomki weekly report | compliance with government regulations | make weekly reports on the siinas site | Employee | compliance with regulations for compliance with the government |
| Doing scanbarcode care protect | compliance with government regulations | Employees scan barcodes | Building and Employees | compliance with regulations for compliance with the government |

In the second stage, after it is known that the problem is integrated in what aspects and how to transition it so that changes do not have an impact that has the potential to cause new problems, then a change program is made to overcome existing problems so that they can be managed, risks

can be minimized, and solutions are sought (Kartika, et al. 2022). The Effectiveness and efficiency, the following is a table of program changes and their scope as follows:

Program and Scope of Change

The program and scope of change by sharpening change orientation, detailing programs and strengthening actors involved in change are presented in table 3 below.

Table 3: Program and Scope of Change

| Variable | Scope of Changes | Change Orientation | Change Program | Involved Parties |
|---|---|--|---|--|
| Production output for domestic & export down1. automotive division 70%2. 30% flexible division | 1. The machine is not used completely and the machine capacity is used to its maximum and the machine that has no capacity for production is turned off | 1. Cost Reduction of Electricity Costs2. Production Machine Efficiency | 1. Production schedule changes are made weekly | 1. Production Manager2. PPIC Manager and 3. Factory Manager |
| | 2. Production process time is maximized according to the required production capacity and unused time | 1. Cost Reduction of Electricity Costs2. Production Machine Efficiency | 2. Weekly schedule changes on machines and people | 1. Production Manager2. PPIC Manager and 3. Factory Manager |
| | 3. Employees are scheduled to work OFF according to their needs according to the required output capacity | 1. Applicable No work no pay2. Reduce Labor Cost | 3. People are hired as needed weekly and other off4. No work no pay applies to people who are at home | 1. Production Division employees 2. Production Manager 3. PPIC Manager 4. HRD/GA Manager and 5. Factory Manager 6. Labor Union |
| | 4. Raw material needs are adjusted to the needs so that the order for raw materials is adjusted | 1. Reduce Raw Material Cost2. Minimum Raw Material Stock | 5. Orders for raw materials are made monthly as needed | 1. Production Manager2. PPIC Manager and 3. Factory Manager4. Purchasing Manager |

| | | | | |
|--|--|---|--|---|
| | | | | |
| | 5. Document processing to customs is adjusted to the number of goods exported | 1. Reduce Customs Cost | 6. Customs document processing once a week | 1.Export & Import Manager 2.Production Manager3.PPIC Manager and 4.Factory Manager and 5.Customs Agency |
| Implementation of rapid antigen tests & pcr | 1. Transportation is required to carry out an antigen test at a clinic that is in collaboration with the company and there will be a transport fee automatically | 1. Detected employees who have been exposed to the virus | Provide employee shuttle for Antigen Test and PCR | 1.Test employees2.Test clinics3.Departmental Manager4.HRD/GA Manager |
| | 2. Fees are required for Rp. 250,000 for Rapid Antigen Test and Rp. 800,000 for PCR for employees suspected of being exposed to the Covid Virus | know the justification for the employee's covid status | 2. Cost Reduction of all Departments 5% of Budget | 1. Factory Manager2. All Manager3. director |
| | 3. All employees suspected of being exposed to covid or being exposed to tracing from the source of covid must be tested for RTA and PCR | It is known that tracing employees who have Covid | 3. Tracing is carried out from the main source and until Ring, 1, 2, & 3 | 1.Test Employees2.Department Manager3.HRD/GA Manager |
| | 4. Every time the RTA and PCR tests are carried out, time is needed for this so that there is a loss time for each productivity | know the justification for the employee's covid status | 4. Lost Time is recovered by overtime employees as needed | 1. Factory Manager2. All Manager3. Employee |
| Making hands instructions | 1. Cost is required to buy equipment for making hand washing facilities | Minimize exposure to viruses through the hands of employees | 1. Making Internal Regulations Mandatory Handwashing | 1.Employees 2.Departmental Manager3.Purchasing Manager4.HRD/GA and 5.Factory Manager6.Union |
| | 2. there is additional Manpower to do the work of making a hand washing place | | 2. Socialization to Employees | |

| | | | | |
|---|---|-----------------------------------|---|---|
| | <p>3. Making automatic handwashing stations takes time which directly increases working hours</p> <p>4. An area is required for the placement of handwashing stations at all designated points</p> | | <p>3. Provide hand washing soap every day</p> <p>4. Localize the location of the hand washing area</p> | |
| Blocking work desk, canteen, parking & mosque | <p>1. Cost is needed to buy equipment for making table partitions</p> <p>2. there is additional Manpower to do the work of making table partitions</p> <p>3. Creating automatic desk partitions takes time which directly increases working hours</p> | minimum exposure via droplet | <p>1. Making Internal Regulations Mandatory social distancing</p> <p>2. Socialization to Employees</p> <p>3. Cost Reduction of all Departments 5% of Budget</p> | <p>1. Employees 2. Departmental Manager 3. HRD/GA Manager and 4. Factory Manager 5. Labor Union</p> |
| Purchase of oximeter, regulator, humidifier, fogging sanitizer, thermo gun, soap & handsanitizer | <p>1. Cost is required to buy an oximeter and regulator</p> <p>2. additional Manpower to carry out the work of purchasing oximeters and regulators</p> <p>3. takes time which directly adds working hours for purchases</p> | Early detection of signs of covid | <p>1. Cost Reduction of all Departments 5% of Budget</p> | <p>1. Factory Manager 2. All Manager 3. director</p> |
| Vaccination and accommodation costs | <p>Vaccination Contribution and accommodation required</p> <p>additional Manpower to supervise the implementation of vaccination</p> <p>takes time which directly adds working hours to purchases</p> | employee immunity against viruses | <p>1. Cost Reduction of all Departments 5% of Budget</p> <p>2. Lost Time is recovered by overtime employees as needed</p> | <p>1. Factory Manager 2. All Manager 3. director</p> |
| Body temperature checking every day | <p>the addition of Manpower to do the work of making table partitions</p> | Early detection of signs of covid | <p>1. Making Mandatory Internal Regulations for Temperature Tests</p> | <p>1. Employees 2. Departmental Manager 3. HRD/GA Manager and 4. Factory Manager 5. Labor Union</p> |

| | | | | |
|--|---|---|--|--|
| | Automatic desk partitioning takes time which directly adds to the working hours | | 2. Socialization to Employees | |
| Must show all guest antigen tests | the addition of Manpower to do the work of making table partitions | | | |
| Availability of hand sanitizer in every angle | Cost is needed to buy equipment for making a Hand Sanitizer | minimal exposure to viruses through the hands of employees | 1. Making Internal Regulations Always Using Hand Sanitizer | 1. Employees 2. Departmental Manager 3. HRD/GA Manager and 4. Factory Manager 5. Labor Union |
| | there is additional Manpower to do the work of making a Hand Sanitizer | | 2. Socialization to Employees | |
| | Making an automatic Hand Sanitizer holder takes time which directly adds to the working hours | | 3. Localize the location of the hand sanitizer area | |
| | an area is needed for the placement of the Hand Sanitizer at all specified points | | | |
| Disinfectant spray | required Costs to purchase equipment and supplies | the environment is always sanitized from viruses with a liquid disinfectant | 1. Make a schedule for spraying disinfectant | 1. HR Manager 2. Assigned Employees |
| | additional Manpower to do the job of spraying disinfectant | | 2. Determine the Spraying Officer | |
| | Time of spraying disinfectant by increasing working hours | | 3. Provide Disinfectant Liquid | |
| | location for spraying disinfectant | | 4. Make a location mapping according to the schedule | |
| Sales amount & sales order automatic and flexible | The decrease in sales revenue has an impact on the decrease in profit margin | increase margins and minimize losses | Cost Reduction on Raw Material is 0.2% | 1. RND Manager 2. Production Manager 3. QC Manager 4. General Manager 5. Sales Manager 6. Factory Manager |
| | Lowering Fee Management for Agents and Distributors | | | |

| | | | | |
|---|---|--|---|---|
| | Cost reduction on the material used is 0.2% so that profit increases and the price is fixed | | | |
| | Raising the Selling Price in Value | | | |
| Manpower capacity automotive and flexible | an excess of manpower due to a decrease in orders which, in a decrease in production output and production capacity and a reduction of 60 employees | Work termination | 1. lay off 60 people | 1.Employees 2.Departmental Manager3.HRD/GA Manager and 4.Factory Manager5.Labor Union |
| Phone costs | There is a layoff cost of 16 billion for employee severance pay, this is outside the company's budget | effectiveness and efficiency of labor cost | The cost of layoffs is taken from retained earnings and costs are allocated in 2022 | 1. Finance Manager2. Pres.Dir3. Plant Manager |
| Manpower reduction process | 1. Summoning of employees who will be laid off2. Provision of termination letter3. Making a Layoff Joint Agreement | out a deal for layoffs | 1. Labor Cost Adjustment | 1.Employees 2.Departmental Manager3.HRD/GA Manager and 4.Factory Manager5.Labor Union |
| | 1. Bipartite discussion of layoffs2. Determination of Severance Value3. Determination of Termination Date4. Making Termination Agreements with Labor Unions | know the names of those who will be laid off | 2. Increase the productivity of other employees3. Termination of Employment | |
| Line office industry essential and critical sector | Setting the work schedule for special office employees: 1. Essential wfh 90% and WFO 10%2. Critical wfh 25% and WFO 75% | employees come to work as needed | Setting the work schedule for special office employees: 1. Essential wfh 90% and WFO 10%2. Critical wfh 25% and WFO 75% | 1.Department Manager2.HRD Manager3.Factory Manager |

| | | | | |
|---|--|--|--|---|
| | changing working hours and adjusting work load for office employees | | | |
| Essential and critical sector industry production line | Setting the work schedule for special office employees: 1. Essential wfh 50% and WFO 50%2. WFO Critical 100% | employees come to work as needed | Setting the work schedule for special office employees: 1. Essential wfh 50% and WFO 50%2. WFO Critical 100% | 1.Department Manager2.HRD Manager3.Factory Manager |
| | changes in working hours arrangements and adjustment of work load on Production employees | | | |
| Make iomki weekly report | the addition of Manpower to do the work of making weekly reports | compliance with regulations for compliance with the government | Make weekly reports every periodic and routinely done | 1. HR Manager2. Assigned employees |
| | Additional time is required for weekly report processing | | | |
| | every week must document health protocol activities and make data reports | | | |
| Doing scanbarcode care protect | before entering, employees are required to scan the barcode of the care protect application | compliance with regulations for compliance with the government | 1. Making Internal Regulations for Scanning Brcode every time you enter the environment | 1.Employees 2.Departmental Manager3.HRD/GA Manager and 4.Factory Manager5.Labor Union |
| | there is additional time for employees to do absent barcodes on the care protect application | | 2. Socialization to Employees | |

The third stage is a description of the purpose of the change program that is planned to be implemented, therefore it is necessary to explain the definition of the aspects of the changes that will be carried out so that it becomes clear the subject and object as well as the orientation of the changes implemented in the change program, and below is the table definition of changes as follows:

Redefine Change

The success of change management is strongly influenced by the systematics consisting of changes to programs and activities to realize it (Suseno, et al. 2019). Other changes that need to be prepared for the distribution of implementation, evaluators for improvement as well as authority and commitment to make changes. The details can be observed in the following table 4.

Table 4: Redefine Change

| No | Change Program | Activity | Devison of Change | Evaluation | Authorization of Change |
|----|--|---|--|---|--|
| 1 | Weekly Work Schedule Changes on Machine, Production and Manpower | Making Machine Schedules and schedules | Change of production machine schedule | Machine productivity | Manager, Production Supervisor and PPC Manager |
| 2 | People are hired as needed weekly and other Off and Off apply No work No Pay | Employee Work Arrangements | Manpower Work Schedule Changes | Human Productivity | HR & GA Manager |
| 3 | Customs document processing once a week | Create and deliver customs documents | Custom document creation | Human Productivity | Plant Manager and Customs Admin |
| 4 | Provide employee shuttle for Antigen Test and PCR | shuttle to the antigen and pcr test site | Employee pick-up facility | Preventive Healthy Care | HR & GA Manager |
| 5 | Tracing is carried out from the main source and until Ring, 1, 2, & 3 | Tracing Covid-19 that has the potential to be exposed | Tracing employees who have the potential to be exposed to Covid-19 | Preventive Healthy Care | All Managers of all Dept |
| 6 | Lost Time is recovered by overtime employees as needed | overtime employees as needed | Additional Working Hours and Overtime Fees are made | Human Productivity | Head of Department and Plant Manager |
| 7 | Provide hand washing soap every day | check every day | Hand washing facilities | Preventive Healthy Care | All employees are controlled by HRD Manager |
| 8 | Labor Cost Adjustment | calculate productivity and labor costs | Termination of Employment on Employees | Effectiveness Human productivity and labor cost | Plant Manager and Director |

| | | | | | |
|----|---|---|---|---|--------------------------|
| 9 | Setting the work schedule for special office employees: 1. Essential wfh 90% and WFO 10%2. Critical wfh 25% and WFO 75% | make WFH and WFO back office work schedules | WFH and WFO settings according to Industry classification | Compliance With Government Regulations | HR & GA Manager |
| 10 | Setting the work schedule for special production employees: 1. Essential wfh 50% and WFO 50%2. WFO Critical 100% | make WFH and WFO production work schedules | WFH and WFO settings according to Industry classification | Compliance With Government Regulations | HR & GA Manager |
| 11 | Make weekly reports every periodic and routinely done | make a SIINAS report and upload it to the SIINAS system | Make a report on the Si-inas system | Compliance With Government Regulations | HR & GA Manager |
| 12 | all employees and guests are required to scan barcodes, care about protecting every time they enter the environment | Placing Scan barcode | Must scan barcode every day | Compliance With Government Regulations | HR & GA Manager |
| 13 | Orders for raw materials are made monthly as needed | Calculating monthly Material Requirements | Order system for raw materials according to needs | Raw material effectiveness and efficiency | PPIC Manager, Purchasing |
| 14 | Cost Reduction of all Departments 5% of Budget | do 5% cost down from each dept | Doing Reduce Cost in all departments | Cost Effectiveness and efficiency | All department heads |
| 15 | Making Internal Regulations Mandatory Hand Washing, Hand Sanitizer, Body Temperature Test, social distancing, scanned barcode care to protect, etc. | Making Board of Directors Decree | Issue a Policy as an internal regulation | Internal Implementation Base | President Director |

| | | | | | |
|----|---|--|---|---|--|
| 16 | Dissemination to employees of all regulations related to Covid-19 | socialization to employees | Dissemination of Internal Regulations | Effectiveness and efficiency in implementation | HR & GA Manager |
| 17 | Localize the location of the hand washing area | make a map of the location of washing hands | make a map of the area for the handwashing area | Preventive Healthy Care | HR & GA Manager |
| 18 | Localize the location of the hand sanitizer area | make a map of the location of the hand sanitizer | make a map of the area for hand sanitizer | Preventive Healthy Care | HR & GA Manager |
| 19 | Make a schedule for spraying disinfectants and staff arrangements | spraying disinfectant and staff schedule | routine spraying of disinfectant in the company environment | Preventive Healthy Care | HR & GA Manager |
| 20 | Providing Liquid Disinfectant | prepare liquid disinfectant | Purchase of disinfectant equipment | Preventive Healthy Care | HR & GA Manager |
| 21 | Make a location mapping according to the schedule | make location mapping | make a map of the area for the schedule of spraying disinfectants | Preventive Healthy Care | HR & GA Manager |
| 22 | Cost Reduction on Raw Material is 0.2% | Reducing the raw material composition by 0.2% so that the price goes up a little | Increase the selling price of goods | increase sales margin | RND Manager, QC Manager, Costing Manager, Plant Manager, Sales |
| 23 | calculate Productivity and lay off 60 people | provide a letter of layoff and pay severance | Termination of Employment for Employees to Increase Productivity | Effectiveness Human productivity and labor cost | HR & GA Manager |
| 24 | The cost of layoffs is taken from retained earnings and costs are allocated in 2022 | use retained earnings for layoff costs | Allocation of labor costs due to layoffs | outside the company's budget | President Director |

The fourth stage is the stage of realizing the concept of change that has been made as a work program for change management during the COVID-19 pandemic this year, this is the end of a change program, where it is known which parts or fields must be implemented or are only supporting programs or supporting the implemented programs, and after implementation, data on the realization of Changes is obtained as mentioned in the table 5 below:

Detailed changes

The effectiveness of the changes, which are detailed through the details of the program, activities and orientation, is then measured by three achievements, namely high, medium and low, as presented in table 5.

Table 5 Detailed Changes

| No | Change Program | Activity | Orientation | Realization of Change | | | % Achievement Realization |
|----|---|---|---|--------------------------|--------------------------|-----|---------------------------|
| | | | | High | Mid | Low | |
| 1 | Making Internal Regulations Mandatory Hand Washing, Hand Sanitizer, Body Temperature Test, social distancing, scanned barcode care to protect, etc. | Making Board of Directors Decree | Internal Implementation Base | <input type="checkbox"/> | | | 100% |
| 2 | Dissemination to employees of all regulations related to Covid-19 | socialization to employees | Effectiveness and efficiency in implementation | <input type="checkbox"/> | | | 100% |
| 3 | Orders for raw materials are made monthly as needed | Calculating monthly Material Requirements | Raw material effectiveness and efficiency | <input type="checkbox"/> | | | 100% |
| 4 | Labor Cost Adjustment | calculate productivity and labor costs | Effectiveness Human productivity and labor cost | <input type="checkbox"/> | | | 100% |
| 5 | calculate Productivity and lay off 60 people | provide a letter of layoff and pay severance | Effectiveness Human productivity and labor cost | <input type="checkbox"/> | | | 100% |
| 6 | Weekly Work Schedule Changes on Machine, Production and Manpower | Making Machine Schedules and schedules | Machine productivity | <input type="checkbox"/> | | | 85% |
| 7 | Make weekly reports every periodic and routinely done | make a SIINAS report and upload it to the SIINAS system | Compliance With Government Regulations | <input type="checkbox"/> | | | 80% |
| 8 | Make a schedule for spraying disinfectants and staff arrangements | spraying disinfectant and staff schedule | Preventive Healthy Care | <input type="checkbox"/> | | | 85% |
| 9 | Providing Liquid Disinfectant | prepare liquid disinfectant | Preventive Healthy Care | <input type="checkbox"/> | | | 90% |
| 10 | Tracing is carried out from the main source and until Ring, 1, 2, & 3 | Tracing Covid-19 that has the potential to be exposed | Preventive Healthy Care | <input type="checkbox"/> | | | 100% |
| 11 | The cost of layoffs is taken from retained earnings and costs are allocated in 2022 | use retained earnings for layoff costs | outside the company's budget | | <input type="checkbox"/> | | 100% |

| | | | | | | | |
|----|--|--|--|--|--------------------------|--------------------------|-------------|
| 12 | Cost Reduction of all Departments 5% of Budget | do 5% cost down from each dept | Cost Effectiveness and efficiency | | <input type="checkbox"/> | | 80% |
| 13 | Setting the work schedule for special production employees: 1. Essential wfh 50% and WFO 50% 2. WFO Critical 100% | make WFH and WFO production work schedules | Compliance With Government Regulations | | <input type="checkbox"/> | | 80% |
| 14 | Cost Reduction on Raw Material is 0.2% | Reducing the raw material composition by 0.2% so that the price goes up a little | increase sales margin | | <input type="checkbox"/> | | 50% |
| 15 | People are hired as needed weekly and other Off and Off apply No work No Pay | Employee Work Arrangements | Human Productivity | | <input type="checkbox"/> | | 100% |
| 16 | Customs document processing once a week | Create and deliver customs documents | Human Productivity | | | <input type="checkbox"/> | 100% |
| 17 | Lost Time is recovered by overtime employees as needed | overtime employees as needed | Human Productivity | | | <input type="checkbox"/> | 30% |
| 18 | Setting the work schedule for special office employees: 1. Essential wfh 90% and WFO 10% 2. Critical wfh 25% and WFO 75% | make WFH and WFO back office work schedules | Compliance With Government Regulations | | | <input type="checkbox"/> | 80% |
| 19 | all employees and guests are required to scan barcodes, care about protecting every time they enter the environment | Placing Scan barcode | Compliance With Government Regulations | | | <input type="checkbox"/> | 100% |
| 20 | Provide employee shuttle for Antigen Test and PCR | shuttle to the antigen and pcr test site | Preventive Healthy Care | | | <input type="checkbox"/> | 100% |
| 21 | Provide hand washing soap every day | check every day | Preventive Healthy Care | | | <input type="checkbox"/> | 100% |
| 22 | Localize the location of the hand washing area | make a map of the location of washing hands | Preventive Healthy Care | | | <input type="checkbox"/> | 100% |
| 23 | Localize the location of the hand sanitizer area | make a map of the location of the hand sanitizer | Preventive Healthy Care | | | <input type="checkbox"/> | 100% |
| 24 | Mapping the location of the disinfectant and carried out according to the schedule | make location mapping | Preventive Healthy Care | | | <input type="checkbox"/> | 100% |

Description :

| | | | | | |
|--------------------------|----------------------|--------------------------|------------------------------|--------------------------|-------------------------|
| <input type="checkbox"/> | Done Hard to achieve | <input type="checkbox"/> | Done Conditionally by design | <input type="checkbox"/> | Done as Program Support |
|--------------------------|----------------------|--------------------------|------------------------------|--------------------------|-------------------------|

CONCLUSION

The course of the company experiencing the covid-19 pandemic, it has made changes to policies, individual behavior and also organizational behavior. Valuable experience for companies that are used as standard operating procedures if in the future something similar happens. As a result of the Covid-19 pandemic, the costs incurred were quite large which in fact were not budgeted so that it automatically had an impact on the profit margin for the current year.

The formation of herd immunity for all those in the company's environment through vaccinations that are carried out so that physical resistance is more resistant to the covid virus. All the change programs that have been implemented have an effective and efficient impact on the company so that they make a positive contribution to the company's sustainability. The efforts and efforts of the change program carried out, the company can survive to continue to exist in the industry it is doing.

The change management program made a positive contribution to the control and management of the company in overcoming the covid-19 pandemic crisis which made the company lose control and also decreased profit margins. In the COVID-19 pandemic, providing direct education on how to form healthy lifestyle habits, be disciplined, obey the rules and still care for each other to be more alert. The COVID-19 pandemic provides important lessons for companies where many things were never planned and carried out which had negative impacts but could be handled analytically, conceptually based on the thoughts of the leaders in the company.

The change management carried out contributes to cost control which is quite large so that costs can be minimized which automatically affects the company's margins and it has formed a high awareness of healthy living in all employees and has formed positive habits for the last 2 years at the company, for example getting used to washing hands, wearing masks, discipline, keeping a distance and others. The phases include, change integration and transition, program and scope of change, redefine change, detailed changes.

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