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Analysis of Organizational Change in Private Universities with a Focus on Employee Behavior Moderated by Management Support

Muji Gunarto

Master of Management Program
Universitas Bina Darma, Palembang, Indonesia
mgunarto@binadarma.ac.id

Sri Yusriani

Student of Master of Management Program
Universitas Terbuka, Grindsted, Denmark
sriysarahlistener@gmail.com

Nunung Nurbaeti

Student of Master of Management Program
Universitas Terbuka, Jakarta, Indonesia
nnurbaeti466@gmail.com

Abstract

The purpose of this study is to determine and analyze how employee behavior in the face of organizational change is moderated by management support. This research understands how management support factors can moderate the relationship between employee change behavior and its impact on the organization. The research design uses a quantitative approach through a survey. The unit of analysis in this research is employees and teaching staff at a private university, which has a total of 73 respondents. The data analysis technique was carried out with the SEM-PLS approach to test the hypothesis. The results of the data analysis show that there is a negative influence between employee behavior and organizational change of 0.188, which is statistically significant because the t-count value is 1.318 (smaller than 1.96). Management support has a positive influence on organizational change. There is a weak moderating effect on organizational change with a value of 0.188. The managerial implications of this study can guide the management of private universities in improving management support and encouraging management to communicate with employees more actively during the organizational change process. It also underlines the importance of managerial training in dealing with organizational change and identifying barriers to change that may arise. The results of this study can also help the management team develop a more effective change strategy. Private universities can increase the level of employee satisfaction and performance and ultimately improve the overall efficiency of the organization in the future.

Keywords

Employee Behavior, Organizational Change, Management Support.

1. Introduction

Behavior within organizations encompasses a realm of understanding focused on individual-level behavior within an organization or at a group level, and its impact on the quality and quantity of the outputs produced by employees (Ratnasari & Tarimin, 2021). The influence of employee attitudes and behaviors is critical in enhancing the success of any organization (Yasa *et al.*, 2021). Behavioral dynamics within organizations are shaped by human behavior in organizational settings as a function of interaction between individuals and their environment (Jansen *et al.*, 2019).

The management environment is a key factor in influencing employee behavior, especially in the context of organizational change, significantly affecting behavioral patterns (Indriyaningrum *et al.*, 2020). Several studies have reported varied results on employee behavior towards organizational change, with some indicating that organizational changes have a significant and positive influence on altering employee behavior (Sobirin, 2009).

Research by Gunarto *et al.* (2020), Nugroho & Suparto (2021), and Setyabudi *et al.* (2021) on skills and employee behavior towards organizational change indicates that these variables significantly impact organizational change. There is a continued interest in studying the role of employee behavior in organizational change. This research shares some similarities with previous studies, such as in variables and data collection methods. However, it differs from prior research in that it investigates the moderation of the management environment in various locations.

Another issue arises from habitual behaviors that recur, not necessarily due to the dynamics of ongoing business. Such behaviors can influence the productivity of the relevant employees. Therefore, it can be argued that the role of behavior in relation to organizational change within a company is vital for the organization's survival as it faces upcoming revolutions. The objective of this study is to analyze and understand the role of employee behavior towards organizational change, moderated by management support.

2. Literature Review

Goal Setting Theory

Goal Setting Theory focuses on defining objectives that orient behaviour (Rusyid & Hastjarjo, 2011). It directly links the actions or behaviours of individuals or groups. It is applied to understanding how employee behaviour aligns with the achievement of company goals.

Organizational Change

Organizational change refers to a significant improvement from a previous state. If employees adapt well, the organization can survive and thrive. Key indicators include the level of change acceptance, effectiveness of implementation, and employee engagement (Gunarto *et al.*, 2020). This change aims to enhance organizational effectiveness and adaptability.

Employee Behavior

Employee behavior is a multifaceted concept that encapsulates a range of conducts exhibited within an organizational setting or group. Key indicators of this behavior include work productivity, attendance, punctuality, and team collaboration (Toha, 2016). Rahmawan and Ruldhan (2022) perceive it as the individual attitudes and actions that are in harmony with an organization's operational goals, vision, and mission. Furthermore, employee behavior extends to dimensions such as job satisfaction, engagement, and adherence to organizational policies, which are crucial for a well-functioning work environment (Luthans, 2005). According to Locke and Latham (2002), the establishment of clear goals plays a pivotal role in shaping employee behavior, significantly enhancing both performance and motivation.

Management Support

Management support involves activities that influence, direct, and sustain employee behavior. Indicators include the availability of resources, open communication, support for employee development, recognition, and personal and professional life development (Dewi & Dwirandra, 2013). Management support is critical in creating an environment that fosters employee satisfaction and performance. According to Kouzes and Posner (2012), effective leadership that supports and empowers employees can significantly impact organizational success. Research by Bass and Avolio (1994) on transformational leadership highlights the role of management in inspiring employees, fostering an environment of intellectual stimulation, and providing individualized consideration.

Relationships Among Variables

Employee behavior positively impacts organizational change (Putro, 2018). Organizational behavior significantly affects employee performance (Dwiprakasa *et al.*, 2019). Organizational change contributes to progress (Nasution & Aslami, 2022). Prior research indicates that organizational change leads to improved employee work quality and, consequently, better organizational performance and adaptability (Lailla & Mardi, 2022).

Management support is crucial in guiding and maintaining productive human behavior within a company. Lack of management support can hinder effective organizational change (Dewi & Dwirandra, 2013). Studies show that employee behavior significantly influences organizational change (Arridho *et al.*, 2023) (Figure 1).

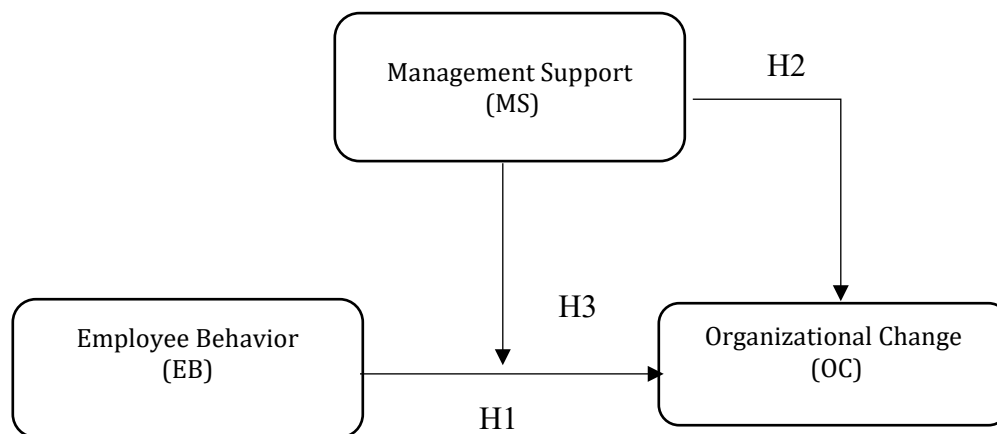


Figure 1. Conceptual Framework

3. Research Methodology

This study adopts a quantitative approach, utilizing Structural Equation Modeling (SEM) as its method. Data collection includes both primary and secondary sources. Primary data were obtained through questionnaires, and secondary data were sourced from literature, such as books and journals. The research population consists of private universities in Region II, encompassing four provinces and a total of 207 private institutions. The sampling technique employed is simple random sampling. The study's sample size includes 73 private universities. Data analysis techniques used are validity testing, reliability testing, and hypothesis testing (T-test) employing both the outer and inner models in Partial Least Squares Analysis. This research was conducted to examine and analyze the impact of employee behavior on organizational change, moderated by management support.

4. Results and Discussion

Respondent Characteristics

The participants in this study consisted of 73 individuals or universities, classified based on gender, age, education, employment status, and academic position. The majority of respondents were male, accounting for 41 individuals (56.2%). The age range of 31-40 years was the most common, including 38 individuals (52%), with the majority holding a master's degree, accounting for 54 individuals (74%). Regarding employment status, the majority were faculty members, totaling 65 individuals (89%).

Analysis of the Measurement Model

The first step in Structural Equation Modeling (SEM) analysis involves exploring the measurement model, also known as the outer model in the context of Partial Least Squares (PLS). This step is applied first as it specifically illustrates the relationships between latent variables and their respective observable variables. One of the initial outcomes from this outer model is the assessment of construct validity and reliability. If a construct is operationalized in a formative manner, validity assessment is conducted through substantive content calculation. This involves comparing relative weights and examining the significance of t-statistics related to the indicators within the construct. Guidelines for evaluating the validity of reflective and formative indicators in this study are based on calculations presented in Table 1.

Table 1. Rule of Thumb of Validity and Reliability

Validity and Reliability	Parameters & Rule of Thumb
Convergent Validity: Argues that the manifest variables of a construct should be highly correlated (Campbell & Fiske, 1959)	It is said to be valid if: <ul style="list-style-type: none"> The outer loading value on the indicator >0.708 for confirmatory research; 0.6-0.7 for exploratory research is still acceptable (Hair et al., 2013), and Average Variance Extracted (AVE) value >0.50 (Fornel & Larcker, 1981; Hair et al., 2014)
Discriminant Validity: Argues that the manifest variables of different constructs should not be highly correlated (Campbell & Fiske, 1959)	It is said to be valid if: <ul style="list-style-type: none"> The outer loading value of an indicator on a construct $>$ all its cross-loading values with other constructs (Hair et al., 2013), or The square of the correlation between latent constructs $<$ AVE of each related construct (Fornel & Larcker, 1981)
Reliability: Proves the accuracy, consistency, and precision of the instrument in measuring the construct.	It is said to be reliable if: <ul style="list-style-type: none"> Cronbach's Alpha > 0.70 for Confirmatory Research, and > 0.60 is still acceptable for Exploratory Research (Hair et al., 2013)), or Composite Reliability > 0.708 for Confirmatory Research, 0.60 - 0.70 is still acceptable for Exploratory Research (Hair et al., 2013)

The analysis of the circulation model in this research utilizes the first order construct (FOC) method or low order construct (LOC), which is a modeling method where constructs are reflected or formed by indicators.

Initial Measurement Model

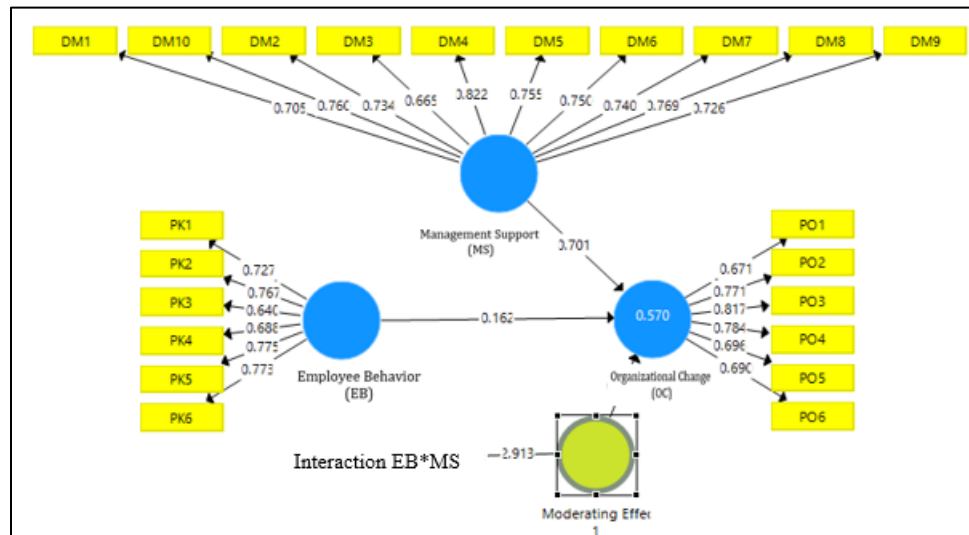


Figure 2. Initial measurement model

The initial measurement model at the lower order level explains the manifest variables that are correlated with the construct (outer loading) (Figure 2). The results of the measurement model at the higher order level explain the magnitude of the path coefficients between constructs.

Table 2. Values of Outer Loading in the Initial Measurement Model

Indicator	Management Support (MS)	Moderating Effect 1	Employee Behavior (EB)	Organizational Change (OC)
MS1	0.705			
MS10	0.760			
MS2	0.734			
MS3	0.665			
MS4	0.822			
MS5	0.755			
MS6	0.750			
MS7	0.740			
MS8	0.769			
MS9	0.726			
EB1			0.727	
EB2			0.767	
EB3			0.640	
EB4			0.688	
EB5			0.775	
EB6			0.773	
OC1				0.671
OC2				0.771
OC3				0.817
OC4				0.784
OC5				0.696
OC6				0.690
Organizational Change* Management Support		2.913		

Based on Table 2 above, it is observed that the outer loading for the variable 'Employee Behavior' includes indicators that are not valid as the outer loading values are <0.7 , specifically indicators EB3 and EB4. For the variable 'Management Support', the invalid indicator is MS3, and in the variable 'Organizational Change', the invalid indicators are OC1, OC5, OC6. The revision of the Measurement Model was conducted through an iterative process by eliminating these invalid indicators, resulting in the final model as shown in the subsequent Figure 3.

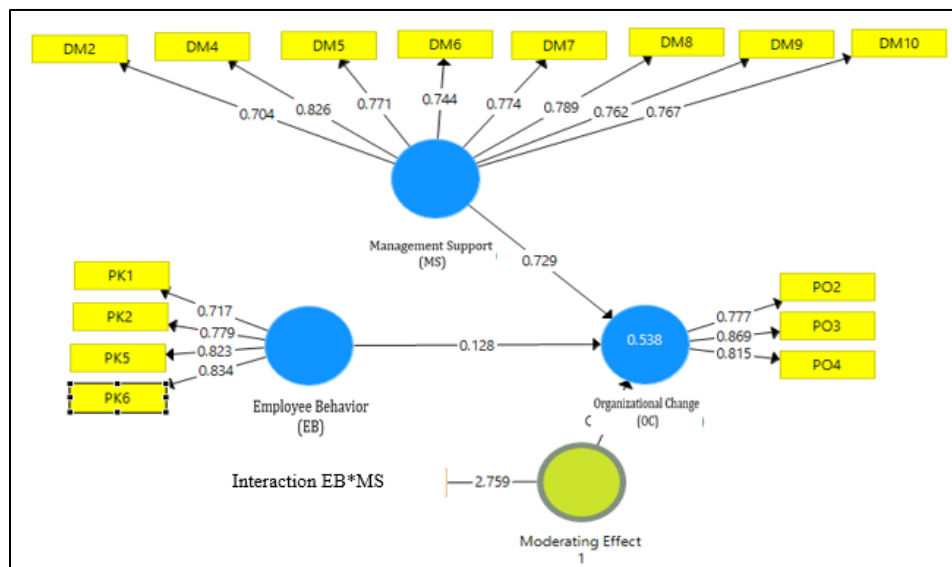


Figure 3. Revised Measurement Model

The revision of the model on the low order reveals the manifold variables that are correlated with the construct (outer loading). The results of the measurement model on the high order explain the value of the path coefficients between the constructs as shown in Table 3.

Table 3. Revised Outer Loading

Indicator	Management Support (MS)	Moderating Effect 1	Employee Behavior (BE)	Organizational Change (OC)
MS10	0.767			
MS2	0.704			
MS4	0.826			
MS5	0.771			
MS6	0.744			
MS7	0.774			
MS8	0.789			
MS9	0.762			
Employee Behavior (EB) * Management Support (MS)		2.759		
EB1			0.717	
EB2			0.779	
EB5			0.823	
EB6			0.834	
EB2				0.777
EB3				0.869
EB4				0.815

The results of the revision of the measurement model on each variable can produce validity and reliability parameter values that exceed the rule of thumb. Moreover, the value of the outer loading on the manifest variable on the construct, as well as the value of the outer loading of the construct is above 0.7, and produces a reliable construct value. The CR 1 and AVE values generated on each construct of each variable are also above the value of 0.7 for CR 1 and above 0.5 for AVE, so it can be said that the validity of the convergent on each variable and its manifolds has been completed as shown in Table 4 below:

Table 4. Reliability Value

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Management Support (MS)	0.900	0.904	0.920	0.589
Moderating Effect 1	1.000	1.000	1.000	1.000
Employee Behavior (EB)	0.804	0.821	0.869	0.624
Organizational change (OC)	0.760	0.774	0.861	0.675

Next, the validity measurement is continued by checking the discriminant validity. The first method of analyzing discriminant validity is by using the criteria of Fornel & Larcker (1981). A variable is said to have discriminant validity if the square value of the correlation between latent constructs < the AVEI of each construct that is involved, or the square root of the AVEI > the correlation between latent constructs. Based on the results of the research tabulated in Table 4, it is found that usually the squared value of the correlation between the latent constructs < the AVEI of each overdue construct, so it can be said that the latent variables meet the discriminant validity.

Table 5. Correlation between variables construct

Variable	Management Support (MS)	Moderating Effect 1	Employee Behavior (EB)	Organizational Change (OC)
Management Support (MS)	0.768			
Moderating Effect 1	-0.570	1.000		
Employee Behavior (EN)	0.599	-0.640	0.790	
Organizational Change (OC)	0.724	-0.355	0.474	0.821

Table 5 shows that initially the squared value of correlation between latent constructs < AVE of each related construct, it can be stated that discriminant validity is met (Fornell and Larckelr, 1981). Measurement of discriminant validity with the second method is done by comparing the outer loading value of indicators on a construct which must be greater than all cross-loading values with other constructs (Hair et al. 2014; Henseler et al., 2009). This method also shows that the outer loading value for each construct is above the cross-loading value between the construct that is included and other constructs, so that discriminant validity is met.

Table 6. Cross Loading Value

Indicator	Management Support (MS)	Moderating Effect 1	Employee Behavior (EB)	Organizational Change (OC)
MS10	0.767	-0.418	0.509	0.671
MS2	0.704	-0.269	0.253	0.494
MS4	0.826	-0.457	0.520	0.580
MS5	0.771	-0.406	0.365	0.577
MS6	0.744	-0.517	0.485	0.503
MS7	0.774	-0.510	0.555	0.542
MS8	0.789	-0.508	0.500	0.549
MS9	0.762	-0.412	0.470	0.493
Employee Behavior (EB) * Management Support (MS)	-0.570	1.000	-0.640	-0.355
EB1	0.425	-0.472	0.717	0.352
EB2	0.332	-0.470	0.779	0.231
EB5	0.465	-0.535	0.823	0.399
EB6	0.598	-0.531	0.834	0.448
EB2	0.592	-0.431	0.501	0.777
EB3	0.678	-0.296	0.387	0.869
EB4	0.486	-0.112	0.255	0.815

Based on Table 6 above, it can be seen that the Cronbach's alpha value for each dimension and variable construct is above 0.7, and the composite reliability value for each dimension and variable construct is also above 0.7, so it can be said that the original variables and their manifestations have good reliability. Based on the outer model measurements on the revised latent variables, it can be concluded that all revised variable constructs are valid and reliable.

Result of Structural Model Analysis

Figure 4 displays a full model image on the structural model designed in this study.

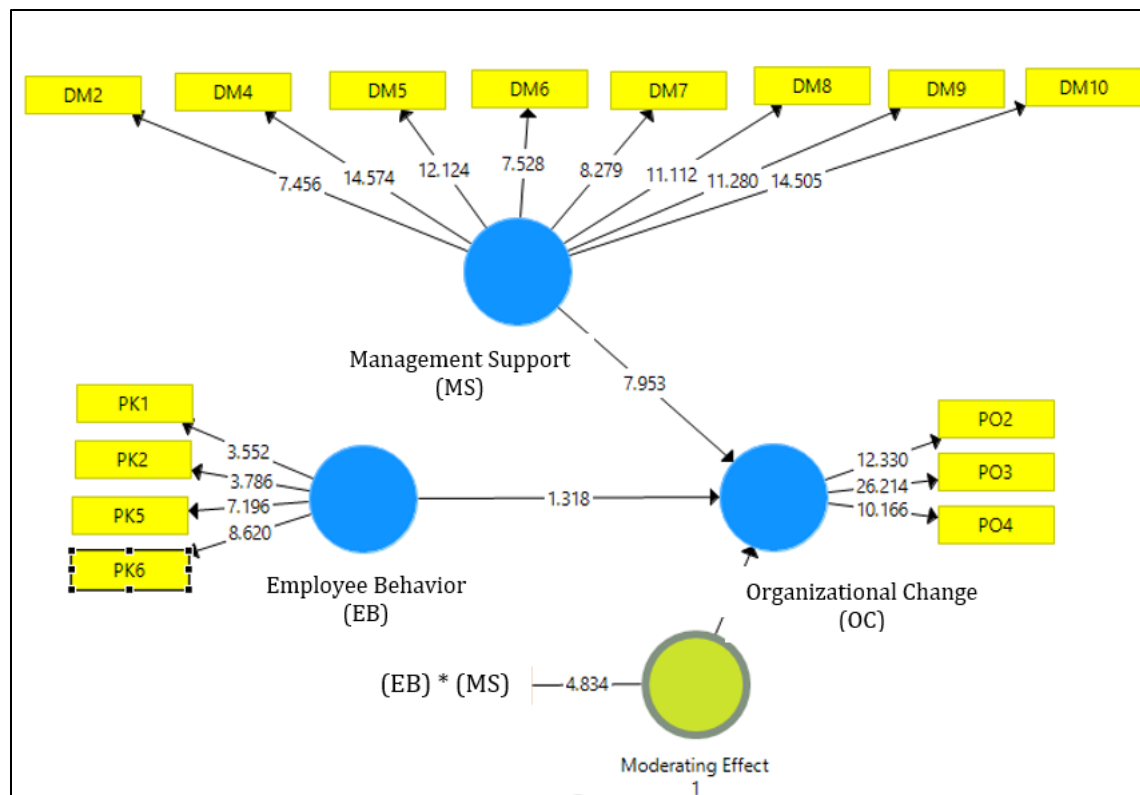


Figure 4. Structural Measurement Model

Figure 4 shows the relationship between exogenous and endogenous latent variables. The values shown are the path coefficients in each relationship which show the direct effect of exogenous variables on endogenous variables. In this full model proposal, the validity and reliability of the indicator is no longer seen, but the indicator can be reduced if it has no statistically significant effect or is not theoretically supported. For this reason, it is necessary to see the test results of the model using the bootstrapping step in SmartPLS, so that the results are obtained as in Table 7 below.

Table 7. R-Square Value

Variable	R Square	R Square Adjusted
Organizational Change (OC)	0,538	0,518

Based on Table 7, the rule of thumb for the strength of the prediction model states that the R square value of 0.538 in structure I indicates a moderate model.

Table 8. F-Square Value

Relationship	Management Support (MS)	Moderating Effect 1	Employee Behavior (EB)	Organizational Change (OC)
Management Support (MS)				0,669
Moderating Effect 1				0,023
Employee Behavior (EB)				0,018
Organizational Change (OC)				

Based on Table 8, the effect size value f^2 of 0.669 shows a high influence on the moderating variable of management support. However, on the employee behavior variable, this influence has the effect of weakening the effect of the employee behavior variable on organizational change, with an f-square value of 0.08 (low).

Table 9. Path Coefficients, T-statistics, P value

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Management Support (MS) -> Organizational Change (OC)	0.729	0.733	0.092	7.953	0.000
Moderating Effect 1 -> Organizational Change (OC)	0.052	0.061	0.029	1.806	0.072
Employee Behavior (EB) -> Organizational Change (OC)	0.128	0.144	0.097	1.318	0.188

Table 9 shows that two of the three hypotheses are not accepted. This means there is a direct relationship between employee behavior and organizational change, and a weak moderating effect which is explained as follows:

1. There is a negative influence of employee behavior on organizational change of 0.188 and statistically significant because the t-test value of 1.318 (less than 1.96) is obtained. This condition shows that if employee behavior is negative, then work productivity will increase, where behavior does not cause changes that can hamper work flow.
2. There is a positive influence of management support on organizational changes with a significance level of 0.000, as indicated by a statistically significant t-value of 7.953 (greater than 1.96). This condition shows that if employee behavior is negative, then work productivity will increase, where behavior does not cause changes that can hamper work flow.
3. There is a weak moderating effect on organizational change with a value of 0.072 which is statistically significant because the t-value obtained is 1.806 (smaller than 1.96). This condition shows that the moderating effect is weak on the influence of employee behavior on organizational change. This means that management's efforts to support and motivate or direct employees towards change do not have the effect of reinforcing the change.

5. Conclusions and Recommendations

This study concludes that employee behavior does not significantly impact organizational change. In contrast, management support significantly affects organizational change, with management support weakly moderating the impact of employee behavior on this change. The managerial implications of this research offer guidance for Private Higher Education Institutions' management teams, emphasizing the enhancement of management support and the need for managers to communicate more actively with employees during organizational change processes. Furthermore, these implications highlight the importance of managerial training in navigating organizational change and identifying potential obstacles. Additionally, the study's findings can assist management teams in devising more effective change strategies. Implementing these strategies at Bina Darma University could improve employee satisfaction and performance, ultimately leading to long-term organizational efficiency. Future research should consider this study as a versatile reference, incorporating a range of variables and/or additional indicators.

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Biographies

Muji Gunarto is Assoc. Prof. at the Faculty of Social Sciences and Humanities, Bina Darma University, Palembang, Indonesia. His current position is Functional Head of Management. His undergraduate degree was obtained from the Faculty of Statistics, Padjajaran University, Bandung, Indonesia. The Master of Science degree was obtained from Sriwijaya University, Palembang, Indonesia. The Doctoral degree is obtained from the Doctoral Program, University of Education Indonesia. Several books and scientific works have been published in Scopus and Sinta-indexed journals.

Sri Yusriani is a postgraduate student and assistant lecturer at Universitas Terbuka, boasts a rich academic and professional background. She completed high school at SMU YKPP 1 Komperta Plaju Palembang in 2001, studied Geography at Universitas Negeri Padang, and pursued Arabic Language Education at Universitas Pendidikan Indonesia (2002–2005). She holds a Communications Science degree from Indonesia Open University (2005–2008) and a master's from Jagiellonian University, Krakow (2011–2012). Recently, she impressively completed her thesis

defense at Indonesia Open University on January 22, 2024. Professionally adept in supply chain management at FK Distribution Denmark and a part-time contributor to ICRC Denmark since May 2022, Yusriani is also an established writer. She has earned accolades including first place in both an English Speech contest and Islamic Short Story Writing in Indonesia. Beyond lecturing, she mentors over 50 authors and co-authors of scientific papers, underscoring her commitment to knowledge, skill enhancement, and community service.

Nunung Nurbaeti is Postgraduate student of Universitas Terbuka, a writer, and an alumnus of the undergraduate program at Padjadjaran University, Bandung, Indonesia. She has a keen interest in scientific writing. Nunung has worked remotely as a teaching assistant for approximately 10 years. She was awarded a consolation prize in a Ramadan storytelling event in 2020. Her publications have been presented at several international conferences.