

# Effect of Transformational Leadership, Motivation, and Affective Commitment on Organizational Citizenship Behavior (OCB)

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## ARTICLE INFO

## ABSTRACT

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This study aims to see the effect of Transformational Leadership on Organizational Citizenship Behavior (OCB), with Motivation, Affective Commitment as the mediating variable. The method used in this research is quantitative by distributing questionnaires. The technique of taking samples is purposive sampling. The sample used is BUMN employees for at least one year. The number of respondents obtained was 120 respondents. Software applications performed with Smart PLS. The results of the study indicate that by path analysis, the variable of Transformational Leadership towards OCB with the mediator variables of Motivation and Commitment was significant because the p-value level is below 0.05.

### Keywords

Transformational Leadership  
Motivation  
Affective Commitment  
Organizational Citizenship Behavior

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## Introduction

Business at this modern time is so fast. This change has an impact on very tight competition. Therefore, the company must have a strategy for maintaining the sustainability and existence of its business. To achieve this strategy's objectives, what needs to be done is to manage Human Resources (HR) as well as possible and optimally. HR is a company asset that

other companies cannot imitate. When HR can be appropriately managed, it can encourage an increase in the effectiveness and efficiency of a company [1]. HR has a role in ensuring the company can run productively and in harmony to achieve its goals.

Whatever the shape and purpose of the company, the vision that the company will achieve is for the benefit of human resources and running these operations, the mission is carried out by humans [2]. Therefore, HR is the key to achieving a competitive advantage. Companies need to determine strategies and policies in determining decisions, especially in HR. In operational activities, employees carry out their duties (job description). Not only in in-role but behaviour outside work is critical to support their responsibilities to run well [3]. It happens not in cooperative activities but also in the willingness of other employees to help with activities outside the team. Supporting the company's sustainability in achieving its goals by carrying out tasks requires a different role [4]. Therefore, OCB becomes important in activities in an organization or company.

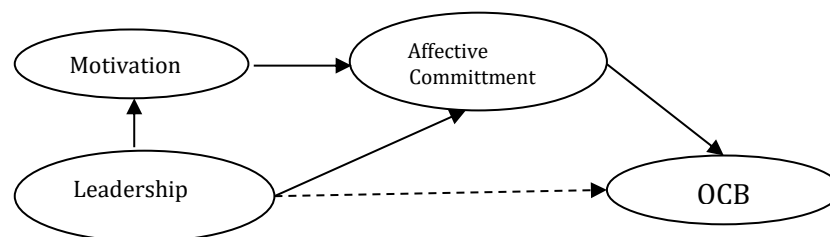
Employees involved in OCB behaviour manifest in helping colleagues work, not participating in unnecessary negative behaviour, obeying company rules or regulations and struggling to contribute to the company. Companies with employees like this can push the company to be superior to their competitors. Companies without OCB can quickly become fragile in competition [5].

Several studies reveal that transformational leadership has a significant positive relationship with OCB [6]. According to Ref. [5], transformational leadership can encourage subordinates with a sense of trust in their leaders. If the leader has a transformational style, it can make employees carry out extra-role work or outside their responsibilities. In addition, leadership can also encourage subordinates' motivation to carry out OCB. When employees are motivated to carry out their duties, they will commit to a company. Motivation is one of the driving forces for employees to carry out their duties. It can be a determinant of the level of productivity in the company. If an employee does not have a spirit of motivation, it can become an obstacle for the company in achieving its goals.

A well-embedded motivation will encourage an employee's commitment [7]. In addition, it is explained in Ref. [8] that the motivation that exists in employees is the driving force for increasing commitment. If employee motivation is inherent, it will encourage employee commitment to stay at a company. Tend to be an employee who commits to the organization so that in carrying out the work, they will feel that the work is part of their life. If the company encounters a problem, the employee will participate in finding a solution. Employees with high commitment will try as optimally as possible to provide the best performance for the company's sustainability. One will be willing to work outside formal

responsibilities (different roles) [9]. Through the commitment that has been embedded that is getting better, it is hoped that it will gain strength in showing good performance for the company.

From the explanation that has been explained, organizational citizenship behaviour (OCB) is a required behaviour in the company. Therefore, the researcher tries to find out and describe the OCB behaviour of employees, which is influenced by the variables of Transformational Leadership, Motivation and Affective Commitment owned by BUMN employees. In this study, there are several variables, such as the independent variable consisting of transformational leadership variables and affective commitment, the dependent variable is the OCB variable, and the mediating variable is the intrinsic motivation variable. The depiction is stated in Figure 1.



**Fig. 1.** Conceptual Model

According to Ref. [10], transformational leadership is a leadership approach that motivates followers to do more than expected, to continue to develop and grow, increase self-confidence, and put the interests of the unit or organization before their own. The previous research belonging to Ref. [11] results that transformational leadership has a positive relationship with affective commitment.

Research by Ref. [12] stated that affective commitment significantly influences OCB. In addition, there are also longer results, which also result that affective commitment significantly affects OCB [11]. Research of Ref. [11] mentions that existing transformational leadership positively relates to affective commitment and then positively affects OCB. There is not enough research on transformational leadership on affective commitment mediated by motivation. However, Ref. [13] stated that transformational leadership affects the level of employees' intrinsic motivation to be high. Then there are also the results of a reflection belonging to Ref. [14], which explains a positive relationship between intrinsic motivation and affective commitment. And this is all supported by the results of research belonging to Ref. [15], which results in transformational leadership affecting intrinsic motivation and intrinsic motivation involving affective commitment. The objectives of this research are:

1. To describe the effect of Transformational Leadership on Affective Commitment.

2. To describe the effect of Affective Commitment on OCB.
3. To describe the effect of Transformational Leadership on OCB mediated by Affective Commitment.
4. To describe the effect of Transformational Leadership on Affective Commitment mediated by motivation.

## Method

This type of research is quantitative and descriptive, using a questionnaire to collect data. According to Ref. [16], the method of collecting research data is by asking questions and statements both in oral form (interviews) and in writing (questionnaires) to respondents. In the data collection process, researchers used primary data collection, namely data collected by researchers directly from the object under study for the benefit of the survey concerned. In this study, researchers used direct data collection or primary data on the research object by distributing questionnaires to the respondents.

The population is the entire object whose characteristics will be used for research [16]. This study's population is all employees working in state-owned companies that will be used as research sites. The sample is part of the number and characteristics possessed by the population [16]. The number of samples used in this study was 120 people, using a standard error of 5% and a level of confidence or reliability of 95%. Thus, the sample was 5% of the total population.

The sampling technique used in this research is Non-Probability Sampling with a purposive sampling technique. The sampling technique with specific considerations and criteria is called positive sampling [16]. Researchers chose this technique because it has its concerns by selecting a population that is considered to be able to provide information, where the chosen respondents have terms and conditions, namely the length of time a BUMN employee. The number of samples in this study was 120 respondents. The basis for determining the number of samples is representativeness (the ability to represent the population), especially the number of populations that meet limited criteria.

Researchers collected data directly from respondents who filled out the questionnaire. The question or statement used is a closed questionnaire with a five-point Likert scale used to measure a person's attitude, opinion and perception from 1 (Strongly Disagree) to 5 (Strongly Agree) [16].

The purpose of the description of the variables is to see the description of each research variable based on the respondents' answers. The percentage of respondents' answers is in the form of distribution, so the general tendency of respondents' answers can be known—the following variables used in this study, as shown in Table 1.

**Table 1.** Questionnaire Instrument Rubric

Variable	Indicator	Number of Items
<b>Organizational Citizenship Behavior (OCB)</b>	1. <i>Altruism</i> (Altruism) 2. <i>Courtesy</i> (Courtesy) 3. <i>Sportsmanship</i> (sportsmanship) 4. <i>Conscientiousness</i> (Accuracy) 5. <i>Civic Virtue</i> (Civil Policy)	<b>20</b>
<b>Transformational leadership</b>	1. Charisma 2. Inspirational motivation 3. Intellectual Stimulation 4. <i>IndividualConsideration</i>	<b>16</b>
<b>Motivation</b>	1. Intensity 2. Direction 3. Persistence	<b>8</b>
<b>Affective Commitment</b>	1. Personal Characteristics 2. Structural Characteristics 3. Related Characteristics 4. Work Experience	<b>8</b>

This study uses quantitative data analysis techniques using Partial Least Square (PLS). Partial Least Squares (PLS) analysis is a multivariate statistical technique that performs comparisons between multiple dependent variables and multiple independent variables. PLS is a variant-based SEM statistical method designed to solve multiple regression when specific data problems occur, such as small research sample sizes, missing values, and multicollinearity [18]. PLS is used in the analysis of this study because the relationship between variables is relatively complicated, so the PLS model is considered suitable for simultaneous testing. PLS analysis also aims to predict the effect of variable X on Y and explain the theoretical relationship between the two variables. PLS is a regression method that can identify factors that combine X as an explanatory variable and Y as a response variable.

The hypotheses of this research are:

1. H1: Transformational Leadership affects Affective Commitment.
2. H2: Affective Commitment has an impact on OCB.
3. H3: Transformational Leadership affects OCB mediated by Affective Commitment
4. H4: Transformational Leadership affects Affective Commitment mediated by Intrinsic Motivation.

## Result

### A. Data Processing

This research was carried out through a series of stages, starting from the preparation, implementation and data management stages. The initial phase of the researcher is to prepare by deepening the theory and identifying the problem to be studied, then guided by the lecturer

in conducting the stages of distributing questionnaires. During the implementation phase, the researcher examined instruments (validity and reliability) and hypothesis testing with a large sample of BUMN employees. Objects determined by BUMN employees in Indonesia, because of the pandemic, the subject is generalized. After this stage was complete, the researcher selected whether the item's construct was valid/ not. After the transfer, the data was collected, and then the online questionnaire data was transferred in the form of numbers to the Excel application. After collecting the data, all process data using the Partial Least Square application (PLS). Due to time constraints, the researcher did not check the previous small sample to see if the questionnaire used was valid and reliable. The measurement of validity and reliability was found at the same time by testing the hypothesis. In addition, due to the constraints of the time specified, this study did not re-test related items that were not valid.

## B. Data Analysis Results

Demographic characteristics of the respondents are shown in Table 2.

**Table 2.** Respondent Description

Category	Information	Frequency
Gender	Man	57
	Woman	63
	<b>Total</b>	<b>120</b>
Age	Less than 25 years old	22
	26 - 30 years	30
	31 - 35 years old	38
	36 - 40 years	10
	More than 40 years	20
	<b>Total</b>	<b>120</b>
Marital status	Marry	58
	Not married yet	62
	<b>Total</b>	<b>120</b>
Last education	SENIOR HIGH SCHOOL	11
	D3	18
	S1	54
	S2	35
	S3	2
	<b>Total</b>	<b>120</b>
Length of work	Less than five years	25
	Between 5 - 10 years	15
	Between 11 - 15 years	25
	old	
	Between 16 - 20 years	25
More than 20 years	30	
<b>Total</b>	<b>120</b>	

The results of the construct validity test can be known through the convergent validity test, including the loading and ave factor values. In addition, the discriminant validity test is seen in the ratio of the square root of ave. The reliability test found the importance of composite reliability. It is tested using the Smart PLS and construct validity test at this stage. This test is

done by looking at whether or not the correlation between the constructs is strong, indicators forming constructs, and weak relationships with others. Convergent validity, namely, the loading factor value is more than 0.7. There are two classifications to assess the outer model that meets the requirements of convergent validity: loading more than 0.7 and significant value less than 0.5. The questionnaire structure becomes KA3, KA4, KA5, KT10, KT11, KT12, KT13, KT14, KT15, KT16, KT5, KT6, KT7, KT8, KT9, M1, M6, M7, OCB11, OCB12, OCB13, OCB14, OCB15 and OCB2 Invalid. The underlying factor for the many invalid items is the possibility that the translated language provides different perspectives. In addition, respondents are probably bored working on the questionnaire because there are many statements.

Measuring an indicator using Cronbach Alpha and constructs is reliable. If the Cronbach Alpha is more than 0.70, it can be said that the construct is reliable. The test found that all variables gave a Cronbach Alpha value of more than 0.70. So it can be said that it is reliable and can be used for research.

### **C. Statistic test**

The R square test shows the level of the relationship between the dependent variable and the independent variable. The coefficient test in the study found that the correlation coefficient (R) was 0.251 for Transformational Leadership and Motivation. It means there is a positive but weak relationship between Transformational Leadership and Motivation. At the same time, other variables influence the remaining 0.749.

The correlation coefficient (R) is 0.63 between Transformational Leadership and Affective Commitment, which means there is a positive but weak relationship between the Transformational Leadership and Affective Commitment variable. At the same time, other variables influence the remaining 0.37. The correlation coefficient (R) between Transformational Leadership and OCB is 0.755. This result means that there is a positive but intense relationship between the variables of Transformational Leadership and the OCB variable. At the same time, other variables influence the remaining 0.245.

The hypothesis test determines the independent variable's effect on the related variable and its impact on the mediator variable. It was done by looking at the t-value on the path or path of the bootstrap output with SmartPLS. So that it can produce t-statistics of path coefficient and p-value to test the significance of the model that has been determined. The method we use with the t-test is to see the significance level. The path coefficient can be significant if the p-value is less than 0.05. It can be concluded that  $H_a$  is accepted, and  $H_0$  is rejected. On the other hand, if the p-value is more significant than 0.05, then  $H_a$  is rejected, and  $H_0$  is accepted (see Table 3).

**Table 3.** Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Commitment Leadership→	0.712	0.703	0.072	9.846	0.000
Motivational Leadership→	0.501	0.526	0.097	5.15	0.000
OCB Leadership→	0.195	0.187	0.086	2.279	0.023
OCB Commitment→	0.708	0.714	0.078	9.062	0.000
Commitment Motivation→	0.145	0.153	0.069	2,092	0.037

By using Smart PLS, the previously hypothesized results can be obtained. In this case, using bootstrap. So that the following effects can be obtained:

1. Hypothesis 1: The Effect of Transformational Leadership on Affective Commitment. Hypothesis 1 test results show H1 Accepted, which explains the effect of transformational leadership on affective commitment by delivering the path coefficient value of 0.712. While the significance value is 0.00, which means less than 0.05. In addition, it can be concluded that transformational leadership has a positive influence on affective commitment
2. Hypothesis 2: Effect of Affective Commitment on OCB. The results of testing Hypothesis 1 show that H2 is accepted, which explains the influence of affective commitment on OCB by showing the path coefficient value of 0.708. At the same time, the significance value is 0.00, which means less than 0.05. In addition, affective commitment has a positive relationship with OCB.
3. Hypothesis 3: Effect of Transformational Leadership on OCB mediated by Affective Commitment. Through the mediation test with PLS, it was found that H3 was accepted. These results explain that affective commitment can be a mediating variable or a mediator between transformational leadership variables on OCB. In path analysis, it can be said that affective commitment is a Partial Mediation between transformational leadership variables on OCB. Based on the test, transformational leadership to OCB is 0.23 (significant) and transformational leadership to affective commitment is 0.000 (significant) and Affective commitment to OCB is 0.000 (significant).
4. Hypothesis 4: The Effect of Transformational Leadership on Motivation-mediated Affective Commitment. Through the mediation test with PLS, it was found that H4 was accepted. These results explain that motivation can be a mediating variable or a mediator between the variables of transformational leadership and affective commitment. In path analysis, it can be said that motivation is a Partial Mediation between the variables of transformational leadership and affective commitment. Based on the test, transformational



leadership on affective commitment is 0.000 (significant), transformational leadership on motivation is 0.000 (significant), and motivation on affective commitment is 0.000 (significant). These results show that motivation positively influences the mediating variable of transformational leadership on affective commitment.

## **Discussion**

### **A. Hypothesis 1: The Effect of Transformational Leadership on Affective Commitment**

The results of hypothesis testing between the variables of Transformational Leadership and Affective Commitment show a significant level of 0.000. Thus it is stated that the Transformational Leadership variable has a positive and significant effect on Affective Commitment employees. It means that the better the Transformational Leadership in an organization, the better the behaviour of the Affective Commitment of its employees. On the other hand, the quality of Transformational Leadership is getting worse, and the Affective Commitment of its employees is getting worse.

Ref. [19] found that Transformational Leadership has a positive and significant effect on Effective Commitment. There is also the opinion of Ref. [11], which also mentions that the transformational leadership style has a positive relationship with the level of affective commitment. It shows that when employees feel the existence of good Transformational Leadership from the leadership towards the work and subordinates they do, then the employee will work optimally in completing his work, to be motivated to stay at the company. Employees are encouraged mainly by what their boss gives them, influenced by factors such as Charisma, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration.

### **B. Hypothesis 2: The Effect of Affective Commitment on OCB**

Based on the test results, it was concluded that the Affective Commitment variable had a significant effect on OCB. It means that the higher the employee's affective commitment, the better the OCB. OCB here in the form can help colleagues in work to lead to efficiency in work. It is supported by research by Ref. [11], which results in a study of a significant relationship between affective commitment and OCB. It indicates that employees who have close emotional closeness to their organization do not necessarily have OCB behaviour among employees.

### **C. Hypothesis 3: The Effect of Transformational Leadership on OCB mediated by Affective Commitment**

The test results show that transformational leadership on OCB mediated by affective commitment has a significant effect. It follows the research results belonging to Ref. [11], which resulted in the relationship between transformational leadership and OCB by mediating affective commitment. It shows that no matter how good an employee's OCB is. It is determined by the level of affective commitment, which is driven by transformational leadership. It can

later result in different roles for employees, where things such as charisma, inspirational motivation, intellectual stimulation and individual consideration of a leader motivate someone so that they can make personal affective commitments a shared commitment.

**D. Hypothesis 4: The Effect of Transformational Leadership on Affective Commitment Mediated by Intrinsic Motivation**

The test results show the effect of Transformational Leadership on Affective Commitment mediated by Intrinsic Motivation. It is under the results of the study belonging to Ref. [15], which states that intrinsic motivation mediates between transformational leadership and affective commitment. Where this can be interpreted if their leaders can set a good example, this can motivate employees to work better and believe in themselves to produce satisfying work assignments.

**Conclusion**

The motivation variable has a positive and significant influence on Transformational Leadership. The Affective Commitment variable has a positive and significant effect on OCB. Affective commitment can mediate transformational leadership variables on OCB. So it can be said that affective commitment is Partial Mediation. Motivation has a positive and significant influence as a mediating variable between the effect of transformational leadership on Affective Commitment. It is evidenced by the acquisition of a significant value between Transformational Leadership and Affective Commitment. So it can be said that motivation becomes a mediation called Partial Mediation.

In this study, only transformational leadership, motivation and affective commitment were examined OCB. Many other factors can theoretically affect performance. Therefore, further research must be conducted on other factors that influence OCB that the authors did not investigate. This research will be more comprehensive if it is equipped with data about compensation practices in the research company and one of the motivating factors for employees to work more optimally. Regarding the OCB behaviour of employees, it is appropriate to provide facilities or containers that can accommodate all the aspirations of its members so that it is expected to reduce the attitude of complaining to co-workers.

**Conflict of Interest**

Authors declare that there is no conflict of interest.

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