

Original Article

The Effect of Training and Development Program, Working Culture, and Leadership on Employee Performance at Grand Padis Hotel Bondowoso

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Abstract: Since the tourism industry in Indonesia is growing, the demand for hotels and places to stay is also growing, especially in places close to tourist destinations. The Grand Padis hotel is the only 4-star hotel in Bondowoso, making it the hotel with the highest standard in this regency. Becoming a hotel with the highest standard means they are demanded to give the best service and hospitality quality. This study was conducted with the aim of analyzing the effect of the training and development programs, working culture, and leadership on employee performance at Grand Padis Hotel Bondowoso. The research was conducted using quantitative analysis methods. The population of this research is employees of Grand Padis Hotel Bondowoso. The sampling technique used in this study is enumerated sampling. The number of respondents who were collected was 76 respondents. The results of the study found that partially and simultaneously, training and development programs, working culture, and leadership had a positive and significant effect on employee performance at Grand Padis Hotel Bondowoso.

Keywords: Training And Development Program, Working Culture, Leadership, Employee Performance.

I. INTRODUCTION

Indonesia is the fourth-largest country in the world and the largest economy in Southeast Asia, with significant regional autonomy. It has a population of over 250 million young people and a GDP of \$860 billion. Indonesian businesses are well-positioned to capitalize on this expanding market (Inquivix, 2022). Over the last decade, Indonesia has experienced consistent economic growth. In 2019, the country's GDP was 1119.19 billion USD, making it the largest economy in Southeast Asia and one of the world's top 20 (Chin, ND). From these data, it is obvious that Indonesia's economic condition is in good condition and is rapidly growing. Almost all companies in Indonesia, from big to small companies, are continuously growing. Lots of new businesses are popping up, and old business sectors are getting stronger.

There are lots of business sectors in Indonesia that keep growing and expanding, one of the biggest sectors is tourism. Blessed with beautiful nature, Indonesia is well-known for its varied and dramatic landscape. This island country is best known for its volcanoes, beaches, and jungles, and it is breathtakingly beautiful. Indonesia is an archipelago of over 17,000 islands that offer visitors endless opportunities for adventures and explorations (Hogle, 2022). The tourism industry is an important part of the Indonesian economy, supporting nearly 5% of the country's GDP (Statista, 2023). As mentioned above, Indonesia's tourism sector is quite strong, with millions of visitors coming every year from many countries in the world to enjoy the beautiful nature of Indonesia. But it is not only nature that attracts millions of people to come to Indonesia but also its cultural diversity that is magnificent. Every place in Indonesia has its own culture, unique from their languages, traditions and even their traditional foods. Since the tourism industry in Indonesia is growing, the demand for hotels and places to stay also grows, especially in places close to the tourist destinations. In the first eight months of 2022, approximately 1.7 million foreigners came to Indonesia (Jakarta Globe, 2022). Most of these people look for hotels to stay in. Based on this data, it is obvious that the hotel business is quite promising in Indonesia.

The Grand Padis Hotel is the only 4-star hotel in Bondowoso, making it the highest-standard hotel in this regency. Becoming a hotel with the highest standard means that they are demanded to give the best service and hospitality quality; how the Grand Padis Hotel meets this demand by having employees with a high dedication to their jobs and high working performance. The Training and Development program is one of the company's tasks to develop the potential of employees to achieve a company goal. Training is a process to improve and increase employee work skills to help achieve company goals. In Grand Padis Hotel Bondowoso, problems occurred regarding the Training and Development program. The employees are incapable of performing work and tasks since they have not received enough training. The hotel does not provide formal training for new employees. Employees are expected to work directly and have the capability to perform the job well without proper training. The



result is that the employees' output and performance may not always be satisfactory.

A working culture is a culture or work environment built by an organization that includes the values, norms, and attitudes shared by employees and organizational leaders. Working culture can affect how employees interact and collaborate in the work environment. A positive working culture can create a productive, harmonious, and innovative work environment, encouraging employees to work with high enthusiasm and dedication. A positive working culture can also help improve employee welfare, increase motivation and job satisfaction, and increase employee loyalty to the organization. In Grand Padis Hotel Bondowoso there are problems that occurred regarding working culture. Employees who do not get clear directions from their superiors or lack the necessary resources to do the job can feel frustrated and demoralized. It can cause employees to become lazy. Employees also lose motivation to work better. This results in the employees being lazy and unproductive.

Organizational leadership has a very important role in influencing employee performance. Good leadership can motivate employees to work better and increase overall organizational performance. In Grand Padis Hotel Bondowoso some problems occurred regarding leadership. Some of the hotel's HOD lack the necessary leadership skills and are unable to effectively direct their respective departments. Many issues with employee performance at this hotel can be traced back to this issue. Based on the background of the research, the title of this research is "The Effect of Training and Development Program, Working Culture and Leadership towards Employees Performance at Grand Padis Hotel Bondowoso.

II. LITERATURE REVIEW

Human Resource Management (HRM) is a part of management that deals with people directly, whereas management also encompasses marketing, management information systems, production, research and development, and accounting and finance. Because the goal of human resource management is to improve people's productive contributions, it is linked to all other parts of management (Stone et al., 2020).

Product knowledge is an essential factor in influencing consumer buying behavior. It is the degree of familiarity and understanding a consumer has about a product's features, attributes, and benefits. It can be obtained in various ways like experience, advertisement, word-of-mouth communication, and social media marketing. It has been known that consumers with high product knowledge have a positive attitude toward the product and are likely to buy it.

The Price Theory is a theory that explains the effect of product price on a consumer's purchasing decision. In this theory, it is described that the cost of a commodity will be included in the process of deciding either to buy or not to buy a commodity and that there are four price indicators: Affordable Price, Competitive Price, Price Equals Quality, and Price Equals Benefit.

Social Media Marketing is the use of social media platforms to promote products or services to potential consumers, and it emphasizes the importance of direct interaction between producers and consumers through social media. According to Fauzi, 2016 Upadana & Pramudana (2020), social media has been influencing consumer buying decisions for a long time and has a significant impact on their decision. There are 4 indicators of Social Media Marketing: Relationship, Communication, and Interaction after Purchase.

The most important detail of this text is that consumer buying decisions are affected by a myriad of factors. Such factors as product knowledge, price, and social media marketing affect the perception of the consumers regarding the product and, finally, the decision to buy it. Understanding the interplay of these factors can help businesses develop effective marketing strategies that can lead to increased sales and revenue. The 3 independent variables mentioned above have a huge rule for consumer buying decisions. The most important details in this text are that consumer buying decisions are influenced by a range of factors, including product knowledge, price, and social media marketing. These factors interact in complex ways to affect consumer's perception of the product and, ultimately, their buying decision. By understanding how these variables interact, businesses can develop effective marketing strategies that lead to increased sales and revenue. The 3 independent variables, as aforementioned, have a huge rule for consumer buying decisions.

Karim (2021) conducted a study to determine how prices affect consumers' decisions at Café ABC in Pekanbaru. 99 respondents made up the sample, and simple linear regression analysis revealed a strong correlation between price and purchasing choices. The better the price, the better the purchase decision.

Han et al. (2020) conducted an online questionnaire to evaluate the effect of product knowledge and price on consumer buying decisions in the Korean food and beverage industry. Results showed that product knowledge had a positive and significant effect on consumer buying decisions, while price had a negative and significant effect. This product knowledge intensifies the linkage between price and consumer buying decisions, thus enhancing buying decisions for the manufacturers in Korea and improving their sales.

Moslehpour et al. (2021) designed a research framework to examine the influence and interaction of factors, such as entertainment (ENT) and interaction (INT), mediated by the effects of trust (TR) and perceived value (PV) on purchase intention (PI). A total of 301 questionnaires were collected and analyzed through SEM to test the proposed model. The findings showed that trust and perceived value significantly mediate the relationship between QMS factors and purchase intentions at the initial decision-making stage towards buying airline products and services. It is also interesting to note that trust mediates the relationship between two QMS factors, INT and ENT, and purchase intention, whereas perceived value mediates the relationship between entertainment and purchase intention. This study has been successful in offering a model to test the effect of social media marketing on consumers' purchase intentions of Indonesian airline products and services.

Nuseir & Elrefae (2022) conducted a study to analyze social media marketing about its influence on consumer-based brand equity in the restaurant industry of the United Arab Emirates. This study focused on three factors that affect the adoption of social media marketing, which might eventually influence consumer-based brand equity: facilitating conditions, customer experience, and brand loyalty. Data collected was analyzed based on Smart-PLS, and the findings show that facilitating conditions, customer experience and brand loyalty have shown a vital influence on social media marketing and consumer-based brand equity. The mediating role of social media marketing, though, was found to be insignificant.

Sun & Wang (2020) conducted a study to find out consumers' attitudes and intentions to purchase green products on social media in China. The results demonstrated positive effects on attitude, subjective norms, and PBC for purchasing intentions, but they also found a negative influence on price consciousness. P.K. influences positive attitudes toward buying and influences buying intentions and produces a positive outcome on attitudes influenced by P.C.E. Overall, the SM market positively affects S.N. variables, namely PK and P.C.E, but inversely has impacts on PC variables. Multigroup structural equation modeling analysis showed that the effects significantly differ among various consumer groups. This study contributes to the existing literature on factors that influence consumers' green product purchases in emerging countries within the context of social media marketing.

Sudaryanto et al. (2021) conducted a study to examine the impact of culture, brand image and price on buying decisions. A multi-stage sampling technique was used to draw a sample of 112 respondents in Situbondo, East Java, Indonesia. Gender involvement in the buyer's decision-making activity was dominant, with most customers being private-sector employees and higher-income earners. The results revealed that Hofstede's cultural dimension, brand image, and price significantly affected consumer buying decisions in retail stores in East Java, Indonesia.

Product knowledge enhances consumer buying decisions, with evidence supported by two studies by Alvarado et al. in 2021 and Wang and Li in 2020. According to Alvarado et al., in 2021, the more a consumer knows the product, the more chances they have to buy it increase. The study showed that the higher the knowledge a consumer has about a product, the higher his or her purchase intention is about the product. In summary, the results of these studies support the hypothesis that product knowledge significantly affects consumer buying decisions. H1: Product knowledge has a significant effect on consumer buying decisions in the Fit Cookie business.

According to Raza et al. (2021) and Kim and Lee (2020), prices affect consumer buying decisions because when the prices are higher, then there is a lesser probability of buying that product by the consumers. It shows that price is one of the main factors influencing consumer buying decisions for Fit Cookie's business. H2: The prices affect the consumer buying decisions for the business of Fit Cookie significantly.

Evidence suggesting that social media marketing has an impact on customer purchasing decisions includes research by Tarnovskaya and Bialkova in 2021 and Khezrian et al. (2020) that influence consumer buying decisions is the effect that social media marketing on brand preference, which in return affects brand credibility. Khezrian et al. (2020) revealed that the higher the influence of the brand on preference and credibility, the higher the chances of purchase by the consumer. H3: Social media marketing has a significant effect on consumer buying decisions in the Fit Cookie business.

III. METHODS

The quantitative method is used in this research. Ramdhan (2021) explained that this type of quantitative research is the research method with a more complicated level of variation because it researches more samples. Quantitative research is systematic research from the beginning to the end of the study. Quantitative explanatory research is research that tries to test hypotheses or theories through statistical analysis methods, trying to understand the relationship between related variables. The data often used in such research is numerical data or data that can be measured quantitatively. Another characteristic of quantitative explanatory research is random sampling and the proper application of sampling techniques for the research results to be valid. The data collected can be analyzed statistically through regression and multivariate analysis to establish a relationship between the variables.

The study applies the statistical research known as multiple regression analysis. Multiple linear regression is a statistical method used to determine the relationship between one dependent variable (Y) and several independent variables (X). Multiple linear regression aims to create a mathematical model that can describe the relationship between the dependent and independent variables. In this study, the researcher wanted to prove whether there was an influence and carried out tests based on the theory and variables used in this study, which are the Training and Development Program, Working Culture, and Leadership on Employee Performance at Grand Padis Hotel Bondowoso.

Population, according to Darma (2021), is an area of generalization that occurs over objects or subjects that have certain qualities and characteristics set by researchers to be studied and conclusions drawn. The population in research is all individuals, objects, or subjects relevant to the research problem and wish to be investigated by researchers. The population must meet the criteria set by the researcher and be within the generalization area that has been determined. Based on the explanation above, the population used in this study were the employees of Grand Padis Hotel Bondowoso, which consisted of 76 employees.

The determination of the sample aims to facilitate the course of research in conducting the collection must be able to represent the population in the study. According to Darma (2021), the sample consists of the characteristics and the number possessed by that population. Saturated sampling is used in the research. The enumerated sampling utilized all of the existing population to join as respondents in the study.

IV. RESULTS AND DISCUSSION

In this research, the data is considered valid if the result of the significance value test is less than 0.05. As can be seen from Table 1, all items are valid because the value of the r count is greater than r table (0.226), and the significance value test is less than 0.05.

Table 1. Validity Test Table

Variable	Item	R count	R table	Sig. Value	Info
Employee Performance	EP1	0,880	0,226	0.000	Valid
	EP2	0,851	0,226	0.000	Valid
	EP3	0,794	0,226	0.000	Valid
Training & Development Program	TDP 1	0,827	0,226	0.000	Valid
	TDP 2	0,921	0,226	0.000	Valid
	TDP 3	0,853	0,226	0.000	Valid
Working Culture	WC1	0,796	0,226	0.000	Valid
	WC2	0,800	0,226	0.000	Valid
	WC3	0,806	0,226	0.000	Valid
	WC4	0,738	0,226	0.000	Valid
Leadership	LD1	0,877	0,226	0.000	Valid
	LD2	0,865	0,226	0.000	Valid
	LD3	0,807	0,226	0.000	Valid

In this research, the data is considered reliable if the result of Cronbach Alpha is greater than 0.6. As stated in Table 2, all items are reliable because the value of Cronbach's Alpha for each variable is greater than 0.6.

Table 2. Reliability Test Table

Variables	Cronbach Alpha	Info
Employee Performance	0,792	Reliable
Training & Development Program	0,836	Reliable
Working Culture	0,788	Reliable
Leadership	0,801	Reliable

In Table 3, the f test above shows a significance value (sig.) of 0.000 less than α (0.05); therefore, a decision is obtained that the multiple linear regression model formed is appropriate to explain the effect of the Training and Development Program variable, Working Culture and Leadership on Employee Performance variables.

Table 3. F Test Table

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	96.759	3	32.253	22.913	.000 ^b
Residual	101.347	72	1.408		
Total	198.105	75			

Table 4. T Test Table

Model	t	Sig.
(Constant)	2.683	.009
1 Training and Development Program	2.966	.004
Working Culture	2.633	.010
Leadership	2.427	.021

1. The significance value (sig.) of the Training and Development Program variable is 0.004 less than α (0.05); therefore, a decision is obtained that H1 is accepted where the Training and Development Program variable has a significant effect on increasing Employee Performance.
2. The significance value (sig.) of the Working Culture variable is 0.010 less than α (0.05); therefore, a decision is obtained that H2 is accepted where the Working Culture variable has a significant effect on increasing Employee Performance.
3. The significance value (sig.) of the Leadership variable is 0.021 less than α (0.05). Therefore, a decision is obtained that H3 is accepted where the Leadership variable has a significant effect on increasing Employee Performance.

Based on the statistical data, the respondents have agreed to most of the variables' indicators with high mean value and lower standard deviation, which shows that the answers are mostly homogeneous, where most of the respondents have chosen strongly to agree as their number one answer.

Based on the result of the data, the variables all have a Pearson correlation value greater than r-table (0.2185) and are reliable because it has a Cronbach's alpha value greater than 0.6, which means that the data used in the research can be said to be valid and reliable.

This research is done to determine the Effect of Product Knowledge, Price and Social Media Marketing on Customer Buying Decisions in Fit Cookie business. The researcher conducted a survey with 81 Fit Cookie customers and found that all the statements' significance values were below 0.05 for the validity test and above 0.6 for the reliability test. The classical assumption test results showed that there were no multicollinearity and heteroscedasticity problems with the variables, all variables were normally distributed, and the dependent variable had a linear relationship with each of the independent variables. The researcher also used multiple linear regression analysis, F statistic test analysis, and t statistic test to analyze the data. The Coefficient of Correlation (R) and Coefficient of Determination (R²) analysis results indicated that the relationship between the independent variables and the dependent variable is a strong positive correlation.

The regression coefficient of a t-test on the Product Knowledge variable showed that Product Knowledge has a significant effect on consumer buying decisions. Fit Cookie offers exceptional product knowledge and good value for their demands,

according to the average consumer responses in descriptive statistics of product knowledge (X1). As a result, the customer concurs that Fit Cookie offers outstanding product expertise and outstanding value for their requirements. The first hypothesis (H1), which states that product knowledge influences a consumer's decision to purchase something, is thus accepted in light of the study's findings.

The price variable's regression coefficient suggests that it significantly influences the purchasing decisions of consumers. According to research by Kim & Lee (2020), consumers are less likely to purchase a product if it costs more. The consumer's strongly agreed-upon average response indicates that Fit Cookie's price positively affects purchasing decisions. The second hypothesis (H2), which states that price significantly influences consumers' purchasing decisions, is accepted.

The regression coefficient of the t-test of the social media marketing variable indicates that it has a significant influence on consumer buying decisions. Khezrian et al. (2020) found that the greater the influence of the brand on preference and credibility, the more likely consumers are to purchase the product. The strongly agreed average answer from the consumers is shown in the first and fifth statements, which have the highest strongly agreed responses. Based on the results of this study, the third hypothesis (H3), which states that social media marketing has a significant impact towards consumer buying decisions, is accepted.

Table 4 lists the managerial implications of Fit Cookie before and after the research for each variable.

Table 5. Managerial Implications

Variables	Before Research	After Research
<i>Product Knowledge</i>	I can determine the value of Fit Cookie for my needs	Fit Cookie needs to maintain the value that it can offer to customers. The value they can offer can be through creativity or trends like vegan ingredients or aesthetic food or even surveys directly through consumers on what they want for their food and diet.
<i>Price</i>	I think the quality that Fit Cookie products offer is worth their price.	Fit Cookie needs to maintain its product quality to always make customers feel that they got what they deserve from spending the amount of money on Fit Cookie's product. Fit Cookie can always try to make an even better quality at the same price to increase customer satisfaction even more and gain trust and loyalty. To achieve this, the business can always check on the production team with discipline and maintain production SOP, and Fit Cookie can work together with companies that provide cheaper ingredients so they can improve product quality even more.
<i>Social Media Marketing</i>	I often ask questions about Fit Cookie products through social media.	Fit Cookie needs to maintain its social media activity, such as quickly responding to consumers when they have questions on social media; this way, consumers and sellers can build a good relationship for

		long-term business. Fit Cookie also needs to always provide good information about products, discounts, and offers constantly on their social media account. To achieve this, Fit Cookie can follow up after a consumer has purchased a product and ask consumers if they have any questions at all, and always keep posting about the product and be active on social media.
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V. CONCLUSION

Statistically, it is proven that product knowledge, price, and social media marketing have significant effects towards consumer buying decisions. This means Fit Cookies must prove to maintain their customers well. Since Fit Cookies' mission is to spread knowledge of healthy eating, it needs to create creative content that is fun and creative so that consumers are eager to learn the knowledge to eat healthy food. Fit Cookie needs to follow the trend and know what is popular at the current time so that the information given to consumers is trendy and will attract more consumers to learn.

Quality control and consistency without increasing the price of Fit Cookies can make their customers keep buying the product. The consumers can expect the value that Fit Cookie offers to them according to the price that is already given, and if possible, always try to better product quality and always try to increase their product value and benefit by being innovative and trend centered ideas to increase customer satisfaction and loyalty.

To increase Social Media Marketing it is to create a fan base for customers to ask questions and give feedback to Fit Cookie for their products. It always provides trustworthy information with data backed up by valid sources so customer trust does not fade away. Giving customers fast feedback when they ask questions can also build a strong brand and a better relationship.

To find out how the variables in this research influence consumer buying decisions in Fit Cookie based on the customers' lifestyle and age since everyone has different opinions towards healthy food and lifestyle, which is mostly affected by age and their current habit lifestyle, so their answers may vary depending on those factors and other factors. In addition, to ease the collection of customer data for an FnB business, it is recommended that researchers collect the data beforehand so it will not take a lot of time for the researchers to contact and spread the questionnaire to their customers.

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