

DOI: <https://doi.org/10.38035/dijefa.v5i3>

Received: 27 June 2024, Revised: 15 July 2024, Publish: 29 July 2024

<https://creativecommons.org/licenses/by/4.0/>

## Analysis of Sales Promotion on Interest in Using Brain Academy by Ruangguru Through Consultative Selling

Putri Melati<sup>1</sup>, Kokom Komariah<sup>2</sup>, Resa Nurmala<sup>3</sup>

<sup>1</sup>Universitas Muhammadiyah Sukabumi, Indonesia, [pmelati431@gmail.com](mailto:pmelati431@gmail.com)

<sup>1</sup>Universitas Muhammadiyah Sukabumi, Indonesia, [ko2mpuspa@ummi.ac.id](mailto:ko2mpuspa@ummi.ac.id)

<sup>1</sup>Universitas Muhammadiyah Sukabumi, Indonesia, [resanurmala@ummi.ac.id](mailto:resanurmala@ummi.ac.id)

\*Corresponding Author: [pmelati431@gmail.com](mailto:pmelati431@gmail.com)

**Abstract:** The declining quality of education in Indonesia has significant implications, particularly for human resource development. This study investigates the impact of sales promotion on the interest in using Brain Academy by Ruangguru, mediated through consultative selling. The research aims to determine whether sales promotions effectively increase students' interest in utilizing Brain Academy's educational services. Using associative methods and descriptive analysis with a quantitative approach, the study sampled 250 high school students from a population of 6,672 in Sukabumi City, based on data from DAPODIK 2023. Data collection involved observation, interviews, questionnaires, literature studies, and documentation. The analysis utilized Structural Equation Modeling (SEM) with AMOS software. Findings indicate that sales promotion significantly influences consultative selling, which in turn significantly affects students' interest in using Brain Academy. However, direct sales promotion did not significantly influence interest in use. The mediating role of consultative selling was confirmed, demonstrating its importance in effectively translating sales promotions into increased user interest. The study concludes that Brain Academy's marketing strategies should emphasize consultative selling to better address student needs and enhance the effectiveness of sales promotions. These findings provide valuable insights for educational service providers aiming to boost engagement and usage through targeted promotional efforts.

**Keywords:** Sales Promotion, Interest in Using, Brain Academy by Ruangguru, Consultative Selling.

### INTRODUCTION

According to (Riva, 2016) Stefania Gianni as Assistant Director General for Education for Education from The United Nations Education, Scientific and Cultural Organization (UNESCO) revealed that "The gap in the quality of education is still an obstacle for many countries, especially Indonesia" According to (MPR, 2023) The worldtop.20.org site in 2023 released the World Education ranking. There are 20 countries that are included in the 2023 best education ranking but Indonesia is not included in it. Indonesia is ranked 67 out of 203

countries. The level of Intelligence Quotient (IQ) of Indonesian people is also considered low. This phenomenon is caused by the following: Declining physical facilities, declining teacher quality, declining teacher-student relations, declining teacher welfare, and lack of educational equity opportunities. The declining quality of education in Indonesia does have a significant impact on various aspects of people's lives, especially on Indonesia's human resources (HR). According to (Samsuni, 2017) "Human Resources as one of the sources in the organization plays an important role in the successful achievement of organizational goals". The development of the mind is done by solving problems, or by analyzing something and concluding through the field of study that has been studied. In this case, the government's efforts are very decisive in overcoming these problems by increasing access to the community to be able to enjoy Indonesian education, reducing educational barriers, improving and education standards.

**Table 1. Level of Education Completed by Millennial Generation (2023)**

No	Education Level	Percentage
1	High School / Equivalent	37%
2	Junior high school / equivalent	22,62%
3	Elementary School / Equivalent	21,83%
4	DIV / S1	10,04%
5	Not graduated from elementary school	3%
6	No / Never been to school	1,44%
7	S2 / S3	0,47%
8	Profession	0,08%

Source: (Santika, 2023)

According to (Santika, 2023) in Data from the Central Statistics Agency (BPS) in 2022 shows that the millennial generation has completed various levels of education. However, of the various levels, the highest is at secondary school (SMA) or equivalent, amounting to 37% of the total respondents. Furthermore, the second highest percentage is junior high school graduates at 22.62%. Then the third is elementary school graduates at 21.83%. Fourth, DIV or S1 graduates as much as 10.04%. Therefore, the number of graduates is less than 9%. The generation born 1981-1996 or now at least 27 years old, who did not go to school amounted to 1.44%. This figure is still higher than the millennials who completed the Profession and S2 / S3. BPS explained, if the number of high school / equivalent graduates of the millennial generation is compared with older generations such as baby boomers or born 1946-1946 and generation X 1965-1980, then the minelial generation wins. In the BPS Report it is written "The majority of the highest level of education completed by baby boomers and generation X is elementary school or equivalent, while the highest level of education completed by millennials is secondary school equivalent".

**Table 2. Percentage of Indonesian Population by Generation (2020)**

No	Generation	Percentage
1	Gen Z (1997-2012)	27,94%
2	Millennials (1981-1996)	25,87%
3	Gen X (1965-1980)	21,88%
4	Baby Boomers (1946-1964)	11,56%
5	Post Gen Z (After 2013)	10,88%
6	Pre-Boomer (Before 1946)	1,87%

Source: (Santika, 2023)

Furthermore (Jayani, 2021) revealed that the 2020 Population Census Results show that Indonesia's population is dominated by Generation Z. In total there are 74.93 million or 27.94% of the total population of Indonesia, the age of Generation Z is estimated to be 8-23 years. Meanwhile, not all Generation Z is at productive age, but in the next few years all

Generation Z will enter productive age. Currently, the task of Generation Z as the largest population has an important task to make the quality of education in Indonesia better, especially at the age of those who are pursuing secondary education aged 14-19 years. High school is the highest level of education completed so that from this data the researcher concludes that many high school graduates do not continue their education to college, one of the factors that results in this is not passing the entrance selection to public universities.

Then (Aisyah, 2023) also revealed that these results were announced by the National Selection Team for New Student Admissions (SNPMB) of the Educational Testing Management Center (BPP) of the Indonesian Ministry of Education, Culture, Research and Technology (Kemendikbud Ristek). In its release, the team that is directly responsible to the Minister of Education and Culture Ristek Nadiem Makarim announced a statement of the selection results. The number of applicants for the National Selection Based on Achievement (SNBP) was 663,181 participants. However, only 21.68% or 143,809 of the applicants were accepted. While the National Selection Based on Test (SNBT) pathway has 803,852 registrants. However, of the number of applicants only 27.77% or 223,217 were admitted to public universities. Many factors influence this, including: Lack of preparation, not having a regular study schedule other than at school, lack of confidence, and not having clear motivation and goals that cause the learning process to be not maximized in students. Apart from that "parents are very instrumental in determining the success of children". (Prahesti Eriani, 2014)

The presence of tutoring can provide valuable support for students by providing additional guidance, understanding of concepts, and effective learning strategies. This helps to improve their academic performance and strengthen their understanding of the subject matter, one of which is Ruangguru Tutoring. Ruangguru is an online and offline tutor that has achieved remarkable achievements in the tutoring field, outperforming big names such as Ganesha Operation, Primagama, Neutron, and Zenius. Their success may be supported by innovation, learning approaches, or other factors that make them the top choice for many students, (Kelana, 2020). Ruangguru users' interest may be influenced by various factors, such as the quality of learning content, the effectiveness of their online teaching methods, as well as the technological innovations they offer. In addition, there may also be factors such as positive reputation, user testimonials, and Ruangguru's ability to provide solutions that suit students' learning needs. Therefore, according to (Rifki Candra Nugraha, 2018) "User interest often arises after they are exposed to or receive stimulation from the products they see". Factors such as product quality, benefits, and attractiveness can trigger interest and encourage users to try or use the product. In the context of Ruangguru, users may be attracted due to the quality of online and offline learning services offered, as well as positive testimonials from those who have used it.

Education startup Ruangguru occupies the first position of the top startup in Indonesia, currently Ruangguru has managed to reach more than 38 million users, targeting students from elementary school to high school, including those preparing for college exams, "Ruangguru's education access has been used by 38 million users. There are many people in Indonesia who study every day through Ruangguru, both on the app and website," said Ruangguru Founder and President Director Belva Devara in a virtual press conference. Ruangguru Founder and Director of Operations Iman Usman added that the increase in the number of users was not only influenced by the trend of learning from home since the Covid-19 pandemic. Other factors driving the increase in users are interesting content, more features to a comprehensive user experience. "This differentiates Ruangguru from other platforms," he said. (Hidayah, 2023).

Ruangguru Learning World has 5 leading products, namely Learning Space, Brain Academy, Brain Academy Online, English academy, Ruangguru for Kids. All of these

products can be accessed for a fee, there are also online and offline classes and even hybrid learning or online and online learning put together at one time. One of the products with hybrid learning is Brain Academy by Ruangguru. Brain Academy Center already has 235 branches throughout Indonesia, including:

**Table 3. Number of Brain Academy by Ruangguru Branches**

No	Zone	Number of Branches
1	Banten dan DKI Jakarta	43
2	Jawa Barat	47
3	Sumatera	49
4	Jawa Tengah dan DI Yogyakarta	28
5	Kalimantan dan Indonesia Timur	27
6	Jawa Timur, Bali dan Nusa Tenggara	41

Source (Brainacademy, 2023)

Among the total number of branches, one of them in the West Java zone, Brain Academy by Ruangguru in July 2023 opened a new branch in Sukabumi, precisely on Jl. Sudirman No.75 Gunungparang, Cikole, Sukabumi City. Brain academy by Ruangguru provides a variety of facilities such as learning 4 to 5 learning class sessions per week, PTS and PAS Try Out, a comfortable and modern learning place, getting learning modules and activity banks, UTBK Try Out, face-to-face homework clinics with master teachers, consulting learning types and talent interests with foster guardians and of course getting all ruangbelajar by ruangguru facilities.

Furthermore, the product marketing process carried out by Brain Academy is by conducting socialization and counseling through school visits and continued with CBC (class by class) conducted by Ruangguru's Business and Operations Department to introduce Brain Academy by Ruangguru as a company engaged in educational services, namely face-to-face and online tutoring. Then instead of that, the form of socialization is accompanied by providing opportunities for students to consult regarding the learning problems they experience so that the business and operations department team can observe the problems that students and students experience, in accordance with standard operating procedures (SOP) the business and operations department must act as a consultant and carry out consultative selling or Consultative Selling to female students.

According to (Tonder, 2016) Consultative Selling is a consultative selling approach focused on understanding customer needs and problems through questions and analysis, then offering appropriate solutions. It involves a more in-depth dialog process than simply selling a product, thus creating a stronger relationship between the seller and the customer. So that to maintain the relationship so that it can continue, regular follow-up or follow-up is carried out to students and parents so that sales will open a consultation room for each student and parent regarding the learning problems they are facing and provide solutions to each problem, of course, with a variety of facilities owned by Brain Academy by Ruangguru. The Marketing Process carried out by the Business and Operations Department of Brach Sukabumi has carried out CBC (Class by Class), Trial Class, Talent Interest Test and Free Tryout activities.

The following table shows the number of Brain Academy by Ruangguru Sukabumi students in 1 odd semester:

**Table 4. Number of Students of Brain Academy by Ruangguru Sukabumi, 2023**

No	Month	Number of Students
1	July	15 Students
2	August	27 Students

3	September	23 Students
4	October	10 Students
5	November	8 Students
6	December	12 Students
<b>Total</b>		<b>95 Students</b>

Source: Brain Academy by Ruangguru Sukabumi, 2023

Observation results with Putri Aulia Witasya as Student Advisor Brain Academy by Ruangguru Sukabumi she said that from July to December 2023 Brain Academy by ruangguru Sukabumi has been running for 6 months or 1 semester with 95 students, and confirmed by Hendi Saputra S.S as branch head of Brain Academy by ruangguru Sukabumi said that the target should be 480 students per branch So that this is a problem that occurs at Brain Academy by ruangguru Sukabumi.

The results of research conducted by (Fiona, 2020), The results showed that sales promotion and electronic service quality had a positive and significant effect on customer satisfaction. Sales promotion and E-service quality also have a significant effect on repurchase interest. Then the results of research conducted by (Qoirul Anwar & Seino, 2020) state that Sales Promotion on interest is declared insignificant. This makes the author interested in analyzing Sales Promotion in mediating Consultative Selling on Usage Interest.

From the phenomena described above, researchers are interested in conducting research with the title. "Analysis Of Sales Promotion On User Interest In Brain Academy By Ruangguru Sukabumi Through Consultative Selling"

## **METHODS**

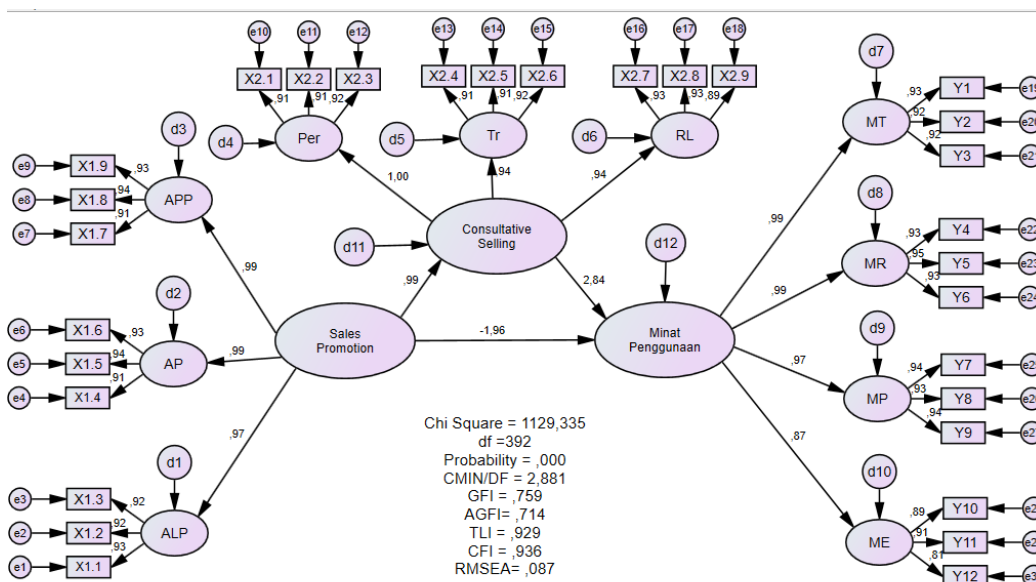
The research methods used in this study are associative methods and descriptive analysis with a quantitative approach (Sugiyono, 2020). the population in this study were 6,672 high school students in Sukabumi City who were registered in the Basic Education Data (DAPODIK) of Sukabumi city 2023, with the number of samples determined as 250 respondents at high school students in Sukabumi City who were interested in using Brain Academy by Ruangguru. The validity test and Reliability test in research can determine whether the research data is valid and reabel. Data collection techniques used are observation, interviews, questionnaires, literature studies, and documentation.

The data analysis technique in this study is using SEM (Structural Equation Modeling) using the AMOS program. Before analyzing the data, the thing that needs to be done is to measure attitudes using semantic differential. By using this scale, the variables to be measured are described by indicators. Then the indicator is used as a benchmark for compiling instruments in the form of statements or questions.

## **RESULTS AND DISCUSSION**

Hypothesis testing by testing the fit of the entire model or confirmatory factor analysis is carried out to determine the probability of this study, hypothesis 0 will be accepted if the probability value is significant. The results of hypothesis testing in this study are as follows:





**Figure 1. Overall Measurement Model**

Source: Data Processed by Researchers, 2024 (using AMOS 22 software)

Based on Figure 1, it shows that the overall CFA model fit test for all constructs has a good level of fit. The estimation results of confirmatory factor analysis (CFA) can be known by researchers using AMOS software version 24 which shows the Chi Square result of 1129.335 with a probability value of  $0.000 \geq 0.05$ . The CMIN / DF value shows the result of  $2.881 \leq 2.00$ . The GFI value shows the result of  $0.759 \leq 0.90$ . The AGFI value shows the result of  $0.714 < 0.90$ . The TLI value shows a result of  $0.929 > 0.95$ . The CFI value shows the result of  $0.936 > 0.95$ . Then the RMSEA value shows  $0.080 < 0.080$ . Thus it can be concluded that the overall research model meets the criteria to be used further in the structural model analysis to test the hypothesis.

**Structural Model Analysis Results**

Hypothesis testing is the next step taken by researchers to answer the hypothesis in this study. The results of hypothesis testing can be seen in the critical ratio (C.R.) in the regression weights table in the AMOS software which is displayed in the following table:

**Table 1. SEM Hypothesis Testing**

HYPOTHESIS TEST						
Hypothesis	Standard Estimate	Estimate	S.E.	C.R.	P	Conclusion
Sales promotion → Consultative Selling	0,894	9,442	2,179	4,334	***	Supported
Consultative selling → Interest in use	0,786	0,117	0,029	4,095	***	Supported
Sales promotion → Interest in use	0,092	-0,249	0,157	-1,589	***	Supported
Sales promotion → Consultative selling → Interest in use	Mediation Test		Z VALUE = 2,953	> 1,97		Mediation Part
Testing Goodness of Fit Results (GOF)						
	Cut of Value	Results	Conclusion			
Chisquare	Expectedly Small	426,832	Fit			
Probabilitas	$\geq 0,05$	0,056	Fit			
CMIN/DF	$\leq 2,00$	1,117	Fit			

RMSEA	≤0,08	0,022	Fit
GFI	≥0,090	0,908	Fit
AGFI	≥0,090	0,840	Marginal
TLI	≥0,095	0,994	Fit
CFI	≥0,095	0,996	Fit
Effect Testing			
	Direct	Indirect	Total
Sales promotion → Consultative Selling Consultative selling→ Interest in use	0,983	0,000	0,983
Sales promotion → Interest in use	-0,237	1,049	0,812

Source: Data processed by researchers, 2024 (using AMOS 22 software)

a. Hypothesis 1

The critical ratio (C.R.) value on the Sales promotion variable on Interest in use is  $-1.589 < 1.96$  (t table with a 5% significance level is 1.96) with the probability that appears, namely three stars (\*\*\*) , which means it has a value of 0.000 which is smaller than 0.05. So it can be seen that the sales promotion variable has an insignificant influence on usage interest.

Based on this, it can be concluded that Hypothesis 1 cannot be accepted, namely "there is a significant influence between sales promotion on interest in use". This is in line with research conducted by Kurniawan & Astuti (2021) which states that sales promotion has a negative and insignificant effect on usage interest.

b. Hypothesis 2

The critical ratio (C.R.) value on the Consultative selling variable on Interest in use is  $4.095 > 1.96$  (t table with a significance level of 5% is 1.96) with the probability that appears, namely three stars (\*\*\*) , which means it has a value of 0.000, which is smaller than 0.05. So it can be seen that the Consultative selling variable has a significant influence on usage interest. Based on this, it can be concluded that Hypothesis 2 can be accepted, namely "there is a significant influence between consultative selling on interest in use". This is in line with research conducted by Angelina & Mashariono (2020) suggests that consultative selling has a positive and significant effect on interest in use.

c. Hypothesis 3

Hypothesis 3 testing is carried out by means of calculations using the help of a sobel test calculator or analytics calculator which can be searched through the help of google searching from Daniel Sopier to test the effect of mediation.

The results of calculations that have been carried out using Daniel Sopier's sobel test can be seen that the results show a value of 2.953 or greater than the z table with a significance level of 5% or 1.97. For this reason, it can be concluded that hypothesis 3 can be accepted, namely "there is an effect of consultative selling in mediating the relationship between sales promotion and usage interest".

**Direct and Indirect Influence**

**1. Direct Effect**

The direct effect is indicated by one arrow in the diagram and in accordance with the hypothesis given. Based on Table 4.4, it can be seen and known that the results of testing the direct effect using the AMOS application show that the effect of sales promotion on

consultative selling is 0.983, the effect of sales promotion on interest in use is -0.237 and the effect of consultative selling on interest in use is 1.086. While the other value shows a value of 0.000 which means there is no direct influence.

Based on the results of the above analysis, it can be concluded that the effect of consultative selling on interest in use is greater than the effect of sales promotion on interest in use ( $1.086 > -0.237$ ).

## 2. Indirect Effect

The indirect effect between exogenous constructs on endogenous constructs that are not directly indicated by arrows. Based on Table 4, it can be seen that the results of the analysis show that there is an indirect effect between sales promotion on interest in use of 1.049. Referring to the results of direct and indirect effects, it can be seen that the indirect effect between sales promotion on interest in use is greater than the direct effect, so the mediating effect of consultative selling can be called part mediation. This means that sales promotion will be better and more effective in increasing interest in use if it is through Consultative Selling.

## 3. Total Effect (Total Effect)

The total effect can be known from the sum of the direct effect and indirect effect contained in the research model. Based on Table 4.4, it can be seen that the results of the total effect analysis show that the total effect of sales promotion on consultative selling is 0.981, the direct effect of sales promotion on interest in use is -0.237, so that the total effect is 0.812. While the total effect of Consultative Selling on usage interest is 1.086.

## CONCLUSIONS

Based on the research that has been conducted by researchers on the analysis of Sales Promotion on Interest in Using Brain Academy by Ruangguru through Consultative selling, the following conclusions can be drawn:

1. Sales promotion or sales promotion carried out by Brain Academy by Ruangguru is good and is felt by high school students in Sukabumi City. Sales Promotion or Sales Promotion on Brain Academy By Ruangguru is assessed from the influence of Consumer Information Tools, Trade Information Tools, Advertising Information Tools. Interest in using Brain Academy by Ruangguru is high, judging from the desire of high school students in Sukabumi City to try using Brain Academy by Ruangguru. Consultative Selling is one of the factors that influence Interest in Use in High School Students in Sukabumi City. There are still many other factors that can influence Interest in Use that are not examined by researchers in the current study.
2. Sales Promotion has a significant effect on Consultative Selling to High School Students in Sukabumi City. This can be interpreted that brain academy by ruangguru can conduct sales promotion or sales promotion on its products through consultative selling. In increasing sales promotion to high school students in Sukabumi City can be helped by several dimensions, namely Consumer Promotion Tools, Trade Promotion Tools, Advertising Promotion Tools.
3. Consultative Selling has a significant effect on interest in the use of high school students in Sukabumi City. This can be interpreted that brain academy by ruangguru in building interest in the use of consumers must do a good sales promotion to prospective consumers. So that prospective consumers will be interested in using Brain Academy by ruangguru which can be helped by several dimensions including Perception, Trust, Relationship Loyalty.



4. Consultative Selling mediates the relationship between Sales Promotion and Interest in Use among High School Students in Sukabumi City. This shows that to build Interest in Use of Brain Academy By ruangguru, the company must first conduct Consultative Selling to find out consumer needs. In table 4.4 it can be seen that there is no direct effect.

## REFERENCES

- Aisyah, N. (2023, 2 14). *Siswa diterima SNBP Kira Kira Hanya Seperempat Dari Pendaftar!* Retrieved from detik.com: <https://www.detik.com/edu/seleksi-masuk-pt/d-6568255/siswa-diterima-snbp-kira-kira-hanya-seperempat-dari-pendaftar/amp>
- Angelina, A. I., & Mashariono, M. (2020). Pengaruh Kepercayaan, Promosi, Dan Kemudahan Terhadap Minat Penggunaan Go-Pay (Studi Kasus Pada Mahasiswa Stiesia). *Jurnal Ilmu dan Riset Manajemen (JIRM)*, 9(7).
- Between Quality Advice And Customer Loyalty. *Journal of Applied Business Research*, 289.
- Brainacademy. (2023). *Branch*. Retrieved from brainacademy.id: <https://www.brainacademy.id/branch>
- Fiona, D. R. (2020). Pengaruh Promosi Penjualan dan E-Service Quality Terhadap Minat Beli Ulang Melalui Kepuasan Pelanggan. *Jurnal Ilmu Administrasi Bisnis*, 1-9.
- Hidayah, F. N. (2023, 6 21). *Ruangguru tempati posisi pertama startup teratas di Indonesia*. Retrieved from data.goodstats.id: <https://data.goodstats.id/statistic/Fitrinurhdyh/ruangguru-tempati-posisi-pertama-startup-teratas-di-indonesia-jlUw>
- Jayani, D. H. (2021, 05 24). *Persentase Penduduk Indonesia Menurut Generasi*. Retrieved from databoks.katadata.co.id: <https://databoks.katadata.co.id/datapublish/2021/05/24/proporsi-populasi-generasi-z-dan-milenial-terbesar-di-indonesia>
- Kelana, I. (2020, 10 9). *Mengenal 10 Bimbel Terbaik dan Favorit di Indonesia*. Retrieved from news.republika.co.id: <https://news.republika.co.id/berita/qhwn20374/mengenal-10-bimbel-terbaik-dan-favorit-di-indonesia>
- Kurniawan, E., & Astuti, R. (2021). Pengaruh Corporate Governance, Kepemilikan Institusional, Leverage dan Growth Terhadap Tingkat Materialitas Sustainability Report. *Jurnal Akuntansi Dan Keuangan*, 3(1), 72-90.
- MPR, R. (2023, 8 28). *Dorong Ekosistem Pendidikan yang lebih inovatif dan adaptif*. Retrieved from mpr.go.id: <https://www.mpr.go.id/berita/Dorong-Ekosistem-Pendidikan-yang-Lebih-Inovatif-dan-Adaptif>
- Nurul, S. (2022). *ANALISIS PENGARUH DESAIN PRODUK DAN PROMOSI TERHADAP KEPUTUSAN PEMBELIAN KAIN SONGKET BATU BARA DENGAN MINAT BELI SEBAGAI VARIABEL INTERVENING (Studi Kasus Pada Konsumen Galeri Songket Yusra Batu Bara)* (Doctoral dissertation, STIE Bina Karya Tebing Tinggi).
- Prahesti Eriani, L. H. (2014). Studi Deskriptif mengenai faktor faktor yang mempengaruhi motivasi mengikuti kegiatan bimbingan belajar pada siswa smp di semarang. *Jurnal Psikodimensia* , 116.
- Rifki Candra Nugraha, R. H. (2018). Persepsi Merek Mewah Untuk Membangun Minat Beli. *Journal of Business Management education*, 124.
- Riva, S. D. (2016). *UNESCO Soroti Kesenjangan Kualitas Pendidikan di Indonesia*. Retrieved from CNN Indonesia: <https://www.cnnindonesia.com/nasional/20160906155806-20-156462/unesco-soroti-kesenjangan-kualitas-pendidikan-di-indonesia>
- Samsuni. (2017). Manajemen Sumber Daya Manusia. *Jurnal Ilmiah Keislaman dan kemasyarakatan*, 144.

- Santika, E. F. (2023, 2 21). *Tingkat Pendidikan Yang Ditamatkan Gnerasi Milenial*. Retrieved from [databoks.katadata.co.id: https://databoks.katadata.co.id/datapublish/2023/02/21/generasi-milenial-lebih-banyak-tamatkan-pendidikan-jenjang-sekolah-menengah](https://databoks.katadata.co.id/datapublish/2023/02/21/generasi-milenial-lebih-banyak-tamatkan-pendidikan-jenjang-sekolah-menengah)
- Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Tonder, E. V. (2016). *Trust And Commitment As Mediators Of The Relationship*