

The Influence Of YouTube Beauty Vloggers On Cosmetic Consumer Decisions With Product Quality As A Moderating Variable

Ernawati^{1*}, Septa Intiar², Iswanto³, Aresyama Hein Temmar⁴, Ana Yuliana⁵

¹Manajemen Pemasaran, Politeknik LP3I, Indonesia
Jalan Pahlawan 59 40123 Bandung

²Manajemen Perhotelan, Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia

Jl. Lamongan Tengah No.2, Bendan Ngisor, Kec. Gajahmungkur, Kota Semarang, Jawa Tengah

³Manajemen, Institut Bisnis dan Ekonomi Indonesia
Jalan Sultan Hamid II No. 163 Pontianak

⁴Ilmu Administrasi Negara Universitas Lelemuku Saumlaki, Indonesia
Jalan Prof. Dr. Boediono, Luran Saumlaki, Indonesia

⁵Manajemen, Sekolah Tinggi Ilmu Ekonomi Indonesia Pontianak
Jalan Imam Bonjol 82-88 78122 Pontianak

Email: ernawati_tsk@plb.ac.id

ABSTRACT

The research is a quantitative study with an explanatory approach, which makes previous research the main reference for creating, modifying, and proving the hypotheses in this study/. The data used in this study are primary data researchers obtained from consumers who purchased cosmetic products recommended by vloggers on the YouTube platform. The data used in this study were analyzed using the smart PLS 4.0 analysis tool. The result in this article shows that the YouTube Beauty Vloggers variable can have a positive relationship direction and a significant influence on Cosmetic Consumer Decisions because the P-Values are positive and below the 0.05 significance level, namely 0.008. These results are in line with the fifteenth study. The difference is that this study's independent and dependent variables are more specific, namely, YouTube Beauty Vloggers and Cosmetic Consumer Decisions. These results also show that YouTube Beauty Vloggers can improve Purchasing Decisions, increase market share, and improve the company's financial stability. In addition, the product quality variable can also moderate the influence of the YouTube Beauty Vloggers variable on the cosmetic consumer decisions variable because the P-values are also positive and below the 0.05 significance level, namely 0.000, which is more significant than direct testing. Thus, it can be concluded that this article's first and second hypotheses can be accepted and proven.

Keywords: YouTube Beauty Vloggers, Cosmetic Consumer Decisions, Product Quality

Introduction

A beauty vlogger is someone who creates and uploads videos about beauty. Beauty here is defined as the vlogger's use of skincare, makeup, and other beauty products. Therefore, it can be said that a beauty vlogger is an individual or group who creates vlogs to recommend and review beauty products and the products they use. By promoting beauty vloggers as a widely used promotional medium to attract consumers, companies believe that beauty vloggers can reinvigorate the brand's popularity and increase brand awareness among consumers through videos displayed on their YouTube channels. The beauty vlogger's skills will increase public confidence in the products offered. The beauty vlogger's trust, expertise, and attractiveness will indirectly influence purchasing decisions [1].

Having beauty vloggers as a reference group can help beauty product companies market their products. Companies engaged in the fashion and beauty sectors have begun to use beauty vloggers as a medium to support their product promotions. The emergence of beauty vloggers has benefited companies in gaining public attention. Beauty vloggers are beauty influencers who share information that teaches certain skills and illustrates how to do things with content through video clips that are then posted on the YouTube platform. A beauty vlogger specifically shares tips and educates viewers about beauty. Several important factors must be met for a beauty vlogger to be successful, namely [2]: 1. Message Appeal 2. Positive Attitude 3. Credibility of a Beauty Vlogger.

According to [3], the indicators of Beauty Vlogger are: 1. Attractiveness: In terms of attractiveness, this relates to the attractiveness of the spokesperson influencing persuasive communication that occurs through identification. This process occurs when consumers accept an attractive spokesperson simply because they want to identify with him. Through this identification, account owners adopt behaviors, attitudes, or preferences. When viewers get something interesting about a beauty vlogger, such as a good physical appearance and an attractive

non-physical character, it will impact the audience's interest in the content presented by the beauty vlogger, as well as supporting advertising for the products presented. 2. Trustworthiness: Shimp (2014) in [4] argues that Trustworthiness is a feeling of confidence that leads to the source's honesty, integrity, and trustworthiness. Each brand endorsement varies in the degree to which the audience has confidence in what they say. Therefore, viewers always consider a beauty vlogger's approach to conveying information. Audiences will assess whether the beauty vlogger is honest when reviewing a product. Trustworthiness indicators include honesty, sincerity, and trustworthiness. 3. Expertise: A beauty vlogger's ability to convince an audience through their expertise, based on product reviews conducted on their YouTube account. When providing information, a beauty vlogger must know and have experience with a particular product. A person with this expertise will be more persuasive in attracting consumers. Expertise indicators include knowledge and experience [5].

Based on the explanation above, researchers believe that Beauty Vlogger can influence purchasing decisions. A purchasing decision is the evaluation stage that causes a buyer to choose among several brands included in a choice set and form an intention to purchase [6]. A purchasing decision is the stage in the buyer decision-making process where the consumer actually makes a purchase. Decision-making is an individual activity directly involved in obtaining and using the offered goods [7]. The decision-making process consists of four stages. The first stage is understanding the problem. The next stage consists of evaluating alternatives and selecting the most appropriate action. Next, the purchase is realized in action, and finally, the purchased item is used, and the consumer re-evaluates the decision. A purchasing decision is a problem-solving activity carried out by an individual in selecting the appropriate behavioral alternative from two or more behavioral alternatives. It is considered the most appropriate action in purchasing, as it is the first step in the decision-making process [8].

According to Kotler, the purchasing decision process begins long before the purchase and continues afterward. The stages buyers go through to reach a purchasing decision are as follows [9]&[10]: 1. Need Recognition: The first stage of the buyer decision process is where consumers recognize a problem or need. By gathering information, marketers can identify the factors that most often trigger a product's interest and develop marketing programs that include these factors. 2. Information Search: Information search is the stage of the buyer decision process, which stimulates consumers to seek more information. Consumers may simply increase attention or may actively search for information. 3. Alternative Evaluation: Alternative evaluation is the purchasing decision stage, when consumers use information to evaluate alternative brands in the choice set. 4. Purchase Decision: The purchase decision is the stage of the decision-making process when consumers actually purchase. Consumers will buy the most preferred brand, but two factors emerge: intention and decision to purchase. 5. Post-Purchase Behavior: Post-purchase behavior is the stage of the purchasing decision process, namely, when consumers take further action after purchasing based on their satisfaction or dissatisfaction.

The dimensions of purchasing decisions consist of the following [11]&[12]: 1. Product choice: Consumers can decide to buy a product or use their money for other options. 2. Brand choice: Buyers must decide which brand to buy. Each brand has its own differences. 3. Choice: Buyers must decide which distributor to visit. Each buyer has different considerations when determining the distributor because of factors such as close location, low prices, complete inventory, etc. 4. Purchase time: Consumer decisions in choosing the time of purchase can vary; for example, some buy once a month, once every three months, once every six months, or once a year. 5. Purchase amount: Consumers can decide how many products they will buy. In this case, the company must prepare several products according to the different desires of buyers. For example, the need for a product.

Consumer purchasing behavior is influenced by the following [13]&[14]: 1) Cultural Factors: Cultural factors have the broadest and deepest influence. Culture, subculture, and social class are very important for purchasing behavior. Culture is the most basic determinant of desires and behavior. Subcultures include nationality, religion, racial groups, and geographic regions. Meanwhile, social class is a relatively homogeneous and permanent division of society, which is hereditary and whose members adhere to similar values, interests, and behavior. Social class reflects income and other indicators such as occupation, education, and area of residence. 2) Social factors: Besides cultural factors, consumer behavior is influenced by social factors such as reference groups, family, and social roles and social status. a) Reference Group: A person's reference group consists of all groups around an individual who directly or indirectly influence the individual's behavior. Reference groups influence people's attitudes and self-concept because individuals usually aspire to behave the same way as the reference group. b) Family: The family itself is usually a source of orientation in behavior. Children will tend to behave like their parents when they see their parents' behavior bringing benefits or advantages. c) Roles and Status in Society: Roles are the activities expected of them by those around them. Status is the general recognition of the role they play. Each individual and the status they hold will influence their behavior. [15]

His research [15] shows that the Beauty Vloggers variable can have a positive relationship direction and a significant influence on Purchasing Decisions. In contrast to his research [15], this article uses a more specific variable, namely the YouTube Beauty Vlogger variable. In addition, this article also adds the Product Quality variable as a moderating variable that the researcher believes can strengthen the influence of the YouTube Beauty Vlogger variable on Purchasing Decisions.

RESEARCH METHODS

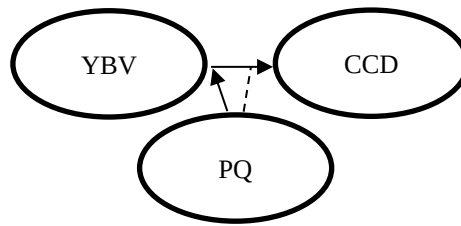


Figure 1. Model

Noted:

YBV: Youtube Beauty Vloggers
CCD: Cosmetic Consumer Decisions
PQ: Product Quality

From the first image above, a conclusion can be drawn at the middle point if this study aims to analyze the influence of the YouTube Beauty Vloggers variable on the Cosmetic Consumer Decisions variable, which aligns with previous research, namely [15] & [16]. Unlike the research [15], this article adds the Product Quality variable as a moderating variable. This research is a quantitative study with an explanatory approach, namely an approach that makes previous research the main reference for creating hypotheses, modifying, and proving the hypotheses in this study [17]&[18]. The data used in this study are primary data that researchers obtained from consumers who purchased cosmetic products known through vloggers on the YouTube platform [19]&[20]. The data used in this study were analyzed using the smart PLS 4.0 analysis tool with the hypothesis below [21] & [22].

Hypothesis:

H1: The Influence of YouTube Beauty Vloggers on Cosmetic Consumer Decisions
H2: Product Quality Can Moderates The Influence of Youtube Beauty Vloggers on Cosmetic Consumer Decisions

Result And Discussion

Background Analysis

A beauty vlogger is someone who creates and uploads videos about beauty. Beauty here is defined as the vlogger's use of skincare, makeup, and other beauty products. Therefore, it can be said that a beauty vlogger is an individual or group who creates vlogs to recommend and review beauty products and the products they use. By promoting beauty vloggers as a widely used promotional medium to attract consumers, companies believe that beauty vloggers can reinvigorate the brand's popularity and increase brand awareness among consumers through videos displayed on their YouTube channels. The beauty vlogger's skills will increase public confidence in the products offered. The beauty vlogger's trust, expertise, and attractiveness will indirectly influence purchasing decisions [1].

Having beauty vloggers as a reference group can help beauty product companies market their products. Companies engaged in the fashion and beauty sectors have begun to use beauty vloggers as a medium to support their product promotions. The emergence of beauty vloggers has benefited companies in gaining public attention. Beauty vloggers are beauty influencers who share information that teaches certain skills and illustrates how to do things with content through video clips that are then posted on the YouTube platform. A beauty vlogger specifically shares tips and educates viewers about beauty. Several important factors must be met for a beauty vlogger to be successful, namely [2]: 1. Message Appeal 2. Positive Attitude 3. Credibility of a Beauty Vlogger.

According to [3], the indicators of Beauty vlogger are: 1. Attractiveness: In terms of attractiveness, this relates to the attractiveness of the spokesperson influencing persuasive communication that occurs through identification. This process occurs when consumers accept an attractive spokesperson simply because they want to identify with him. Through this identification, account owners adopt behaviors, attitudes, or preferences. When viewers get something interesting about a beauty vlogger, such as a good physical appearance and an attractive non-physical character, it will impact the audience's interest in the content presented by the beauty vlogger, as well as supporting advertising for the products presented. 2. Trustworthiness: Shimp (2014) in [4] argues that Trustworthiness is a feeling of confidence that leads to the source's honesty, integrity, and trustworthiness. Each brand endorsement varies in the degree to which the audience has confidence in what they say. Therefore, viewers always consider a beauty vlogger's approach to conveying information. Audiences will assess whether the beauty vlogger is honest when reviewing a product. Trustworthiness indicators include honesty, sincerity, and trustworthiness. 3. Expertise: A beauty vlogger's ability to convince an audience through their expertise, based on product reviews conducted on their YouTube account. When providing information, a beauty vlogger must know and have experience with a particular product. A person with this expertise will be more persuasive in attracting consumers. Expertise indicators include knowledge and experience [5].

Based on the explanation above, researchers believe that Beauty Vlogger can influence purchasing decisions. A purchasing decision is the evaluation stage that causes a buyer to choose among several brands included in a choice set and form an intention to purchase [6]. A purchasing decision is the stage in the buyer decision-making process where the consumer actually makes a purchase. Decision-making is an individual activity directly involved in obtaining and using the offered goods [7]. The decision-making process consists of four stages. The first stage is understanding the problem. The next stage consists of evaluating alternatives and selecting the most appropriate action. Next, the purchase is realized in action, and finally, the purchased item is used, and the consumer re-evaluates the decision. A purchasing decision is a problem-solving activity carried out by an individual in selecting the appropriate behavioral alternative from two or more behavioral alternatives. It is considered the most appropriate action in purchasing, as it is the first step in the decision-making process [8].

According to Kotler, the purchasing decision process begins long before the purchase and continues afterward. The stages buyers go through to reach a purchasing decision are as follows [9]&[10]: 1. Need Recognition: The first stage of the buyer decision process is where consumers recognize a problem or need. By gathering information, marketers can identify the factors that most often trigger a product's interest and develop marketing programs that include these factors. 2. Information Search: Information search is the stage of the buyer decision process, which stimulates consumers to seek more information. Consumers may simply increase attention or may actively search for information. 3. Alternative Evaluation: Alternative evaluation is the purchasing decision stage, when consumers use information to evaluate alternative brands in the choice set. 4. Purchase Decision: The purchase decision is the stage of the decision-making process when consumers actually purchase. Consumers will buy the most preferred brand, but two factors emerge: intention and decision to purchase. 5. Post-Purchase Behavior: Post-purchase behavior is the stage of the purchasing decision process, namely, when consumers take further action after purchasing based on their satisfaction or dissatisfaction.

The dimensions of purchasing decisions consist of the following [11]&[12]: 1. Product choice: Consumers can decide to buy a product or use their money for other options. 2. Brand choice: Buyers must decide which brand to buy. Each brand has its own differences. 3. Choice: Buyers must decide which distributor to visit. Each buyer has different considerations when determining the distributor because of factors such as close location, low prices, complete inventory, etc. 4. Purchase time: Consumer decisions in choosing the time of purchase can vary; for example, some buy once a month, once every three months, once every six months, or once a year. 5. Purchase amount: Consumers can decide how many products they will buy. In this case, the company must prepare several products according to the different desires of buyers. For example, the need for a product.

Consumer purchasing behavior is influenced by the following [13]&[14]: 1) Cultural Factors: Cultural factors have the broadest and deepest influence. Culture, subculture, and social class are very important for purchasing behavior. Culture is the most basic determinant of desires and behavior. Subcultures include nationality, religion, racial groups, and geographic regions. Meanwhile, social class is a relatively homogeneous and permanent division of society, which is hereditary and whose members adhere to similar values, interests, and behavior. Social class reflects income and other indicators such as occupation, education, and area of residence. 2) Social factors: Besides cultural factors, consumer behavior is influenced by social factors such as reference groups, family, and social roles and social status. a) Reference Group: A person's reference group consists of all groups around an individual who directly or indirectly influence the individual's behavior. Reference groups influence people's attitudes and self-concept because individuals usually aspire to behave the same way as the reference group. b) Family: The family itself is usually a source of orientation in behavior. Children will tend to behave like their parents when they see their parents' behavior bringing benefits or advantages. c) Roles and Status in Society: Roles are the activities expected of them by those around them. Status is the general recognition of the role they play. Each individual and the status they hold will influence their behavior. [15]

His research [15] shows that the Beauty Vloggers variable can have a positive relationship direction and a significant influence on Purchasing Decisions. In contrast to his research [15], this article uses a more specific variable, namely the YouTube Beauty Vlogger variable. In addition, this article also adds the Product Quality variable as a moderating variable that the researcher believes can strengthen the influence of the YouTube Beauty Vlogger variable on Purchasing Decisions.

Validity Test

The validity test stage is the earliest step in the mission to prove the hypothesis used in this study is truly valid. The validated data included ten questions posed to one hundred and fifty consumers who purchased based on watching live vloggers on YouTube. To understand this, here are the validity test results in this article [23].

Table 1. Validity Test

Variable	Question Item	Loading Factor
	YouTube Beauty Vloggers Can Influence Consumers' Cosmetic Purchasing Decisions	0.915

Youtube Beauty Vloggers (X)	YouTube Beauty Vloggers Can Make Products More Popular	0.897
	YouTube Beauty Vloggers Can Expand Their Market Share	0.908
	YouTube Beauty Products Can Increase Consumer Availability	0.899
	YouTube Beauty Vloggers Can Influence Cosmetic Consumer Decisions	0.879
Cosmetic Consumer Decisions (Y)	Product Quality Can Influence Cosmetic Consumer Decisions	0.924
	Cosmetic Consumer Decisions Can Be Influenced by Increasing Product Awareness	0.932
	Cosmetic Consumer Decisions Can Be Influenced by Expanding Product Market Share	0.952
Product Quality (Z)	Product Quality Can Influence YouTube Beauty Vloggers	0.986
	Product Quality Can Significantly Influence YouTube Beauty Vloggers' Cosmetic Consumer Decisions	0.992

Valid > 0.70

Reliability Test

The next stage involves the reliability test. This stage differs from the previous one, focusing on ten questions: four questions about YouTube Beauty Vlogger variables, four about Cosmetic Consumer Decisions, and two about Product Quality. This stage, however, focuses on each variable used in this study [24].

Table 2. Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Youtube Beauty Vloggers	0.919	0.878	Reliable
Cosmetic Consumer Decisions	0.952	0.911	Reliable
Product Quality	0.978	0.925	Reliable

Reliable > 0.70

Path Coefficient

The researcher has gone through a series of stages in this article until arriving at the final stage as proof of whether the hypotheses proposed by the researcher can be proven. The success of the researcher's hypothesis is determined by whether the results in this study are in line with the author's assumptions, namely that the YouTube Beauty Vloggers variable can have a positive direction and significantly influence Cosmetic Consumer Decisions, and the Product Quality variable can moderate the influence of the YouTube Beauty Vloggers variable on Cosmetic Consumer Decisions. Based on this, the following are the results of the Path Efficiency in this article [25].

Table 3. Path Coefficient

	Variable	P-Values	Noted
Direct Influence	YBV->CCD	0.008	Accepted
Indirect Influence	PQ* YBV->CCD	0.000	Accepted

Significant Level < 0.05

The final stage is proving all the hypotheses in this article. The first row indicates the first hypothesis in this article. The first row of the third table above shows that the YouTube Beauty Vloggers variable can have a positive relationship direction and a significant influence on Cosmetic Consumer Decisions because the P-Values are positive and below the 0.05 significance level, namely 0.008. These results are in line with the fifteenth study. The difference is that this study's independent and dependent variables are more specific, namely, YouTube Beauty Vloggers and Cosmetic Consumer Decisions. These results also show that YouTube Beauty Vloggers can improve Purchasing Decisions, increase market share, and improve the company's financial stability. In addition, the product quality variable can also moderate the influence of the YouTube Beauty Vloggers variable on the cosmetic consumer decisions variable because the P-values are also positive and below the 0.05 significance level, namely 0.000, which is more significant than direct testing. Thus, it can be concluded that this article's first and second hypotheses can be accepted and proven.

Conclusion

The final stage is proving all the hypotheses in this article. The first row indicates the first hypothesis in this article. The first row of the third table above shows that the YouTube Beauty Vloggers variable can have a positive relationship direction and a significant influence on Cosmetic Consumer Decisions because the P-Values are positive and below the 0.05 significance level, namely 0.008. These results are in line with the fifteenth study. The difference is that this study's independent and dependent variables are more specific, namely, YouTube Beauty Vloggers and Cosmetic Consumer Decisions. These results also show that YouTube Beauty Vloggers can improve Purchasing Decisions, increase market share, and improve the company's financial stability. In addition,

the product quality variable can also moderate the influence of the YouTube Beauty Vloggers variable on the cosmetic consumer decisions variable because the P-values are also positive and below the 0.05 significance level, namely 0.000, which is more significant than direct testing. Thus, it can be concluded that this article's first and second hypotheses can be accepted and proven.

References

- [1] A. Ferdinand, "Manajemen Pemasaran: Sebuah Pendekatan Strategy," *Res. Pap. Ser.*, Vol. 2, No. 1, P. 1, 2000.
- [2] E. Putra, "Pengaruh Beauty Vlogger Dan Celebrity Endorser Terhadap Keputusan Pembelian Produk Kosmetik Wardah Pada Masyarakat Kinali," *J. Ilm. Edunomika*, Vol. 5, No. 2, P. 45, 2021.
- [3] Arianty, *Manajemen Pemasaran*. Medan: Medan Perdana Publishing, 2016.
- [4] M. Anggraeni And S. Sanaji, "Pengaruh Penggunaan Media Sosial Terhadap Kinerja Pemasaran Selama Pandemi Covid-19 Dengan Mediasi Kemampuan Inovasi Dan Kemampuan Branding (Studi Pada Pelaku Umkm Yang Menggunakan Media Sosial).," *J. Ilmu Manaj.*, Vol. 9, No. 2, P. 752, 2021, Doi: 10.26740/Jim.V9n2.P752-767.
- [5] Lupiyoadi, *Manajemen Pemasaran Jasa*. Jakarta: Salemba Empat, 2014.
- [6] J. R. Liling, M. Lyawati, S. Lim, T. Lim, And K. Jiang, "Pengaruh Youtube Vloggers Terhadap Food Branding," *J. Pemasar. Kompetitif*, Vol. 6, No. 1, P. 107, 2022, Doi: 10.32493/Jpkpk.V6i1.20848.
- [7] J. H. T. Adrian, J.A., & Zeplin, "Pengaruh Brand Image Dan Brand Trust Ter," *Agora J. Bisnis*, Vol. 5, No. 3, Pp. 3–4, 2017.
- [8] Yulianti.D.R, "Pengaruh Brand Image, Green Marketing Strategy Dan Emotional Desire Terhadap Keputusan Pembelian Produk Mcdonald's," *J. Ilm. Manaj. Dan Bisnis*, Vol. 5, No. 1, Pp. 69–79, 2020, Doi: 10.38043/Jimb.V5i1.2410.
- [9] P. K. Keller, *Marketing Management (I. Pearson Education (Ed.))*. Pearson Education Limited, 2016.
- [10] Kotler, *Marketing Management, 15th Edition*. Yogyakarta: Pearson Education, Inc., 2016.
- [11] F. A. A. Seferan, "Pengaruh Green Marketing Terhadap Keputusan Pembelian Dengan Minat Beli Sebagai Variabel Intervening (Studi Pada Konsumen Air Mineral Merk Ades Di Kota Malang)," 2019. [Online]. Available: <http://etheses.uin-malang.ac.id/15523/>
- [12] G. Adela, "Pengaruh Pemasaran Emosional Terhadap Keputusan Pembelian Melalui Mediasi Citra Merek Pada Produk Nike," *J. Manaj. Bisnis*, Vol. 12, No. 2, Pp. 143–154, 2017.
- [13] I. Ilahiyyah And Harti, "Pengaruh Brand Culture Dan Iconic Brand Terhadap Keputusan Pembelian Pada Kue Dhin Aju Le-Olle Khas Madhure," *J. Manaj. Dan Inov.*, Vol. 5, No. 2, Pp. 28–45, 2022, Doi: 10.15642/Manova.V5i2.862.
- [14] S. Idawati, "Pengaruh Persepsi Harga Dan Citra Merek Terhadap Keputusan Pembelian Langganan Layanan Netflix (Studi Kasus Mahasiswa Fakultas Ekonomi & Bisnis Program Studi Manajemen Universitas Pakuan Angkatan 2019)," Universitas Pakuan Bogor, 2023.
- [15] C. A. Anggraini, "Pengaruh Beauty Vlogger, Brand Ambassador Dan Brand Image Terhadap Keputusan Pembelian Produk Somethinc Di Kecamatan Tuah Madani Kota Pekanbaru," Universitas Islam Negeri Sultan Syarif Kasim Riau, 2024.
- [16] P. Usmany, F. Novilia, A. Pujiati, R. R. Kalalo, And A. Soukotta, "Comparative Study Of Financial Behavior Of College Students In Southeast Asia," *J. Ekombis Rev.*, Vol. 13, No. 1, Pp. 943–950, 2025.
- [17] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, R&D*. 2019.
- [18] Jonathan Sarwono, *Meode Penelitian Kualitatif Dan Kuantitatif*. Bandung: Graha Ilmu, 2016.
- [19] S. Abdurahman, *Metodologi Penelitian*. Jakarta: Sinar Grafika, 2016.
- [20] A. M. I. Astuti And S. Ratnawati, "Analisis Swot Dalam Menentukan Strategi Pemasaran (Studi Kasus Di Kantor Pos Kota Magelang 56100)," *J. Ilmu Manaj.*, Vol. 17, No. 2, Pp. 58–70, 2020.
- [21] P. Kotler, *Prinsip-Prinsip Pemasaran. Diterjemahkan Oleh Bob Sabran. Ed. 12 Jd. 1*. Jakarta: Erlangga, 2008.
- [22] T. Setiawan Wibowo Et Al., "The Role Of Transformational Leadership And Organizational Culture In Increasing Employee Commitment," *Bus. Account. Res. Peer Rev. J.*, Vol. 7, No. 2, Pp. 1–9, 2023, [Online]. Available: <https://jurnal.stie-aas.ac.id/index.php/ljebbar>
- [23] I. Ghozali, *Aplikasi Analisis Multivariate Dengan Program (Ibm. Spss)*. Diponergoro: Universitas Dipenogoro, 2016.
- [24] Hair, *Multivariate Data Analysis, Seventh Edition*. Prentice Hall: New Jersey, 2010.
- [25] M. Sarstedt, C. M. Ringle, D. Smith, R. Reams, And J. F. Hair Jr, "Partial Least Squares Structural Equation Modeling (PLS-SEM): A Useful Tool For Family Business Researchers," *J. Fam. Bus. Strateg.*, Vol. 5, No. 1, Pp. 105–115, Mar. 2014.