

## CUSTOMER SATISFACTION ANALYSIS OF SEKOLAH ALAM IN DEPOK AND ITS IMPLICATION TO WORD OF MOUTH

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### Abstract

The increasing number of schools in Depok in the latest 5 years, forcing the Sekolah Alam Depok to fight in a tight competition. Decreasing the number of registrants in Sekolah Alam Depok is suspiciously caused by the decreasing of Customer satisfaction and the lack the Customer intention in promoting and recommending Sekolah Alam to others. The purpose of this study was to analyse empirically the effect of the Service Quality on the tendency of customer to do Word of Mouth either directly or indirectly through Customer Satisfaction. The research is an empirical study with quantitative approach. The instrument is a questionnaire and analysed by using SEM with smartPLS software. The main result of this study revealed that word of mouth will be more directly influenced by quality service than indirectly through customer satisfaction. Based on the coefficient of influence, where the quality of service has a coefficient of influence of 49.1% directly on word of mouth while the service quality if through customer satisfaction has a coefficient of influence of 17.7% on word of mouth. it shows that actually good quality of service is the key to create word of mouth, and customer satisfaction proved not to have a large impact to increase word of mouth. The conclusion of this study is that good service quality will have implications for the creation of word of mouth either directly or indirectly through customer satisfaction.

**Keywords:** service quality, customer satisfaction, word of mouth

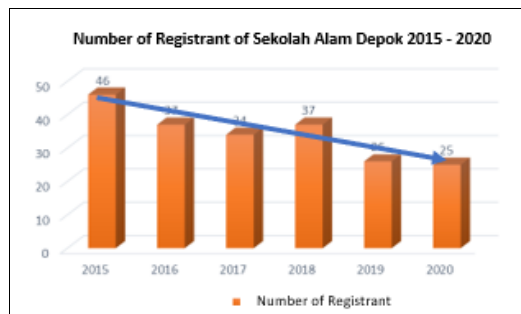
### Introduction

In year of 2020, based on data from Dinas Pendidikan Kota Depok that is quoted from SIAP online application stated that there are 509 of private elementary school and 211 public elementary school exist in Depok, in the other hand, the Population of Kota Depok based on BPS data in 2020 shows that there are as many as 2.4 million people, of which 387 thousand or around 15% are aged 5-14 years which is the elementary school age range.

The capacity of public elementary school that is owned by the government is only 18 thousand of students or equivalent with 5% out of the total population in

elementary school age range. Another 95% will not be accommodated in public elementary school and need more private elementary school to accommodate them.

This situation then makes the increasing of private elementary school in Depok is growing rapidly, and it make the competition between them become very tight and unavoidable. This competition is supposed to cause the decreasing of registrant in Sekolah Alam Depok as the case study, it shows from the graphics of the number of registrants of Sekolah Alam Depok since 2015 to 2020 below.



The phenomenon of the decreasing of the number of registrants at the Sekolah Alam Depok is suspected to be caused by the uncompetitive quality of the educational services provided by the Depok Natural School so that it becomes difficult to compete among the growing number of private elementary schools in Kota Depok.

There have been several studies related to the above phenomena, such as Arif Hakim (Hakim, 2018) found that educational service quality has a positive and significant impact to customer satisfaction, several dimensions of service quality shows customer dissatisfaction, and make the institution uncompetitive.

(Mulyana & Ayuni, 2015) found that customer satisfaction was a very influential variable on word of mouth. (Dora, 2016) in the other studies measure the level of customer satisfaction on the services provided by the educational institution and how much customer that interest to do some positive word of mouth. The results of the study concluded that it turns out that the quality of service either directly or through mediation of customer satisfaction has a significant influence on word of mouth.

The purpose of this study is to investigate the effect of service quality to the level of customer satisfaction and the intention of customer to do positive word of mouth. This study uses a quantitative research approach with a sampling method, and for analysis, the Structural Equation Model had used.

The focus to be achieved in this research:

- (1) to examine whether the Service Quality has affected Word of mouth directly
- (2) to examine whether the Service Quality has affected Word of mouth indirectly through Customer Satisfaction

As a result, the contribution of this research provides deep insight about the importance of paying attention to the factors in quality service so that customer satisfaction can be created which then is very likely to also affect the occurrence of

positive word of mouth by customers. Service quality model and its direct influence on word of mouth is a new thing from this research

### **Literature Review**

Since 1998, when Lendo Novo the founder of Sekolah Alam was introduced "Back to Nature" education concept and adopted by many other schools that is gathered in sekolah alam community had attracted the attention of many customers because it offered a different concept than conventional schools. Sekolah alam offer the concept of nature as a source of knowledge rather than teachers as a source of knowledge. Ririh and Pratiwi in their research said that many educational institutions are still ignorant or reluctant to measure the satisfaction of their customer (Ririh & Pratiwi, 2018).

As a provider of educational services, education institutions are required to be able to measure how satisfied customer are with the educational services under their institution, because the level of parental satisfaction is a measure of the success of an educational institution in providing services. education for students who are under the auspices of the educational institution. Therefore, this study chose to focus in measuring the customer satisfaction of Sekolah Alam because the educational concept of Sekolah Alam is different than other conventional education institutions.

### **Service Quality**

Service quality is interpreted as a manifestation of how service is expected by customers and how far the company can provide services to meet their customer expectations (Algifari, 2016).

Conceptually, service quality is a comparison between expectations and perceptions of actual service performance. There are at least two things that affect the quality of service, namely expectations of service (expected service) and service received (perceived service). If the perceived service is in accordance with the expected service, then the customer's perception of service quality will be good or satisfactory (Sutisna, 2018).

There are two aspects that are used as benchmarks for the quality of the educational process, namely components and management, and both are mutually dependent on each other.

Good components, such as complete building infrastructure support, as well as adequate financial support, if not accompanied by good management, then the goals of good education services will not be achieved optimally. On the other hand, good management but with components that are completely limited or lacking will also not produce optimal service quality.

This research stated that the quality of education services is a balanced combination of component and management elements, which are realized in a "product" called educational services.

### **Customer Satisfaction**

Customer satisfaction will occur when the expectations of the performance of a product provided by the customer match the actual performance of the product purchased. If the product's performance does not meet the expectations of the customer, the customer will be disappointed, on the other hand, if the product's performance can meet or even exceed expectations, the customer will be satisfied or even very satisfied (Ririh & Pratiwi, 2018).

Customer satisfaction is highly dependent on the relative value given by the customer to the performance of a “product” against the expectations of the customer itself. Customers will feel happy if performance is in line with expectations, and vice versa. The company will do various ways to always make customers satisfied, because satisfied customers will make repeat purchases and then become loyal customers, and it is not impossible if customers those who are satisfied and loyal will tell others about their good experiences, or what we know as word of mouth. This research stated that Customer satisfaction is a feeling of pleasure or displeasure felt by customers for a service provided by an educational institution compared to expectations for a service that they want to receive from an educational institution.

### **Word of Mouth**

Word of mouth is interpersonal communication between one person and another, either orally, or in writing, or through electronic tools via the internet based on user experience (Keller, 2016). Word of mouth is also described as a comment given by customers on the quality of service that really influences their decisions or behavior (Fibriyadi, 2017).

The effectiveness of word of mouth is believed to be twice as effective as radio advertising, four times more effective than personal selling, and seven times more effective than newspapers and magazines. This action can provide any information regarding the services required or previously received by one customer to another. This is in line with research conducted by Nielsen which states that 92% of customers trust recommendations from friends or family more than other advertisements. And 68% of people outside who trust friends and family recommendations say they trust online reviews from other customers more than ads [4]. Word of mouth is influenced by several things below (Sugiyono, 2017) including:

1. Engagement

A person's involvement in a particular product or service or process, usually tends to share his experiences with others, resulting in a word-of-mouth process.

2. Knowledge

A person's knowledge of the product which is then used in a conversation to inform the other party of the product. In this case, word of mouth will be a tool to instill the impression to others that the presenter has adequate product knowledge.

3. Curiosity

A person may start a discussion by talking about something that is outside the main concern of the discussion. In this case it may be because there is an urge or desire that other people should not be wrong in choosing goods and not spend to find information about a brand.

4. Minimize uncertainty.

By seeking information from parties who have had experience with the product or service needed, is a way to reduce uncertainty in assessing a product or service before making a purchase.

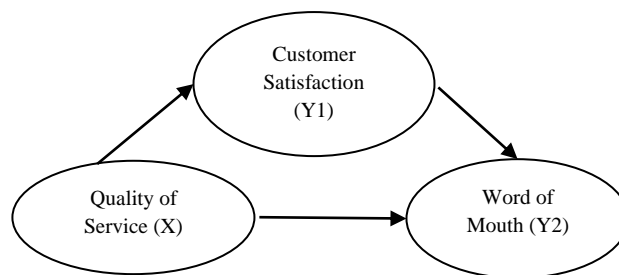
5. Critical power

Critical power affects the message in the spoken word of mouth. Critical consumers will provide an in-depth analysis of the product that is talking about it, both from a positive angle and from a negative angle.

This research stated that Word of Mouth is an interpersonal communication that is done by telling the experience with a service to others, of telling the quality of service that already known by a person to another person.

**Research model**

The proposed research model is shown in Figure 1.



**Figure 1  
Research Model**

This model has been developed to answer research questions.

The research questions based on this research model were:

- 1) Does the Quality-of-Service affect word of mouth Directly?
- 2) Does the Quality-of-Service affect word of mouth indirectly through customer satisfaction?

The research model developed has three variables, namely Quality of Service (X1, independent variable), Customer Satisfaction (Y1, dependent variable), Word of Mouth (Y2, dependent variable). In addition, this research will determine that customer satisfaction will become a moderating variable or intervening variable of Quality of service to Word of mouth.

### **Hypothesis development**

Furthermore, hypotheses based on this research model can develop, as follows:

According to the results of research in one of education institution in Bandung, Indonesia by Dore., in 2016 stated that Quality of service has positive and positive and significant impact on student word of mouth. Based on this, the hypothesis is developed:

#### **H1: Quality of Service affected word of mouth directly.**

According to the results of research in one of Vocational school in Bali, Indonesia by Wijaya. et al, in 2016 stated that the significance of the effect of service quality on word of mouth by mediating student satisfaction is proven to be fully mediated. Based on this, the hypothesis is developed:

#### **H2: Quality of Service affected word of mouth indirectly through Customer Satisfaction.**

### **Research Methodology**

This Study is related to the effect of Quality of service that is provided by Educational Institution on word of mouth either directly or indirectly through Customer Satisfaction. in a case study at Sekolah Alam Depok, a private school with “back to nature” concept based in Depok, Indonesia.

#### **A. Samples and Data Collection**

This research has quantitative methods, data collection through questionnaire survey techniques collected by using online surveys. In this study, the population used was all parent students at Sekolah Alam Depok. Then 68 valid samples were collected through Clustered Random Sampling techniques in each class from 1<sup>st</sup> – 6<sup>th</sup> years of students.

#### **B. Data Analysis**

The Likert scale used to measure the variables of this study (scale of 4). Data were analysed using Partial Least Squares (PLS), with smartPLS software.

This study conducts an empirical test, they are the model test and hypothesis test. The inner and outer models test conducted for the proposed research model.

In this study, research model was tested by evaluating the validity and reliability of the variables and indicators, where Cronbach's Alpha value ( $> 0.7$ ) and also Composite Reliability value  $> 0.7$ . the evaluation of the Inner Model related the value of Goodness of Fit (GoF) and Rsquare (R<sup>2</sup>). The hypothesis tested using a Significancy level 10% with T-Statistic value  $> 1.668$  [1].

**Results and Discussion**

**A. Model Testing Results**

First, carry out the analysis phase of the results of testing the outer models. Analysis of the results of the measurement of the validity and reliability of research variables by looking at the value of Cronbach's Alpha and CR and data processing results and executed with Smart-PLS software.

The results of data processing with smart-PLS related to Output of Outer Loading in Path Analysis in the measurement model shown in Fig. 2.

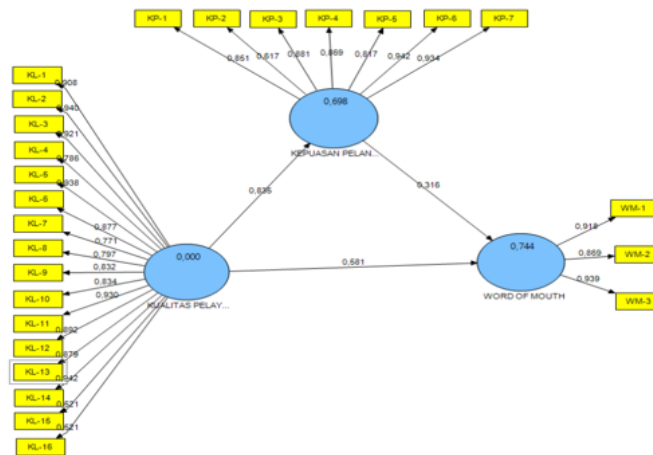


Fig.2 Output PLS (Loading Factors)

**Figure 2**  
**Output PLS (Loading Factors)**

1. Reliability and Validity test.

Table 3 is describing the Cronbach's Alpha and Composite Reliability result; it states that all Cronbach's Alpha and Composite Reliability values for each variable are more than 0.7, in other hands, average variance extracted show a value more than 0.5. These results indicate that all variables used in the study are valid and reliable.

**Tabel 1**  
**Reliability and Validity test result.**

Validity	Test Result		Criteria A > 0,70 B > 0.50
	Variable	Loading	
Cronbach's Alpha (A)	Customer Satisfaction	0,9336	Reliabel
	Quality of Service	0,9704	Reliabel
	Word of Mouth	0,8948	Reliabel
Composite Reliability (A)	Customer Satisfaction	0,9475	Reliabel
	Quality of Service	0,9741	Reliabel
	Word of Mouth	0,9347	Reliabel
Avarage Variance Extracted (B)	Customer Satisfaction	0,7233	Valid
	Quality of Service	0,7063	Valid
	Word of Mouth	0,8269	Valid

2. Goodness of Fit (GoF)

Based on the calculation, the GoF value is 0.736. The Goodness of fit model (GoF) value higher than 0.36 is categorized as large. Overall, the research model linking the variables of service quality and customer satisfaction to the Word of Mouth of students' parents is fit. Detail of calculation is as follow

$$GoF = \sqrt{\text{Communality} \times R^2}$$

$$GoF = \sqrt{\left(\frac{0,723 + 0,706 + 0,827}{3}\right) \times \left(\frac{0,744 + 0,698}{2}\right)}$$

$$GoF = \sqrt{0,542} = 0,736$$

3. Q-Square

The Q-Square value serves to assess the amount of diversity or variation of research data on the phenomenon being studied and the results are as follows:

$$\begin{aligned} Q^2 &= 1 - (1 - R_{12})(1 - R_{22}) \\ &= 1 - (1 - 0.744)(1 - 0.698) \\ &= 1 - 0.077 \\ &= 0.923 \text{ or } 92,3\% \end{aligned}$$

$$\text{Model Error} = 100\% - 92.3\% = 7.7\%$$

This shows that the analysis model can explain and be able to examine the phenomena used in the study by 92.3%, while 7.7% is explained by other variables that are not in this study.

Thus, the service quality variable has a predictive value that is relevant to customer satisfaction, as well as the service quality variable and customer satisfaction has a predictive value that is relevant to the Word of Mouth at Sekolah Alam Depok.

4. R-Square

The value of R-Square is used to measure the level of variation of changes in the independent variable to the dependent variable. The higher R<sup>2</sup> value, means better prediction of the model. The result of the analysis is as follows.

**Tabel 2**  
**R-Square testing result**

Test Result		
Variabel	R Square	Contribution
Customer Satisfaction	0,697761	69,8%
Quality of Service	-	-
Word Of Mouth	0,743933	74,4%

Based on table 4 above, the r-square value of service quality on the Word of Mouth is 74.4% and the remaining 25.6% is influenced by other factors or



variables. The same is true for r square of service quality on customer satisfaction by 69.8% and the remaining 30.2% is influenced by other factors or variables.

**B. Hypothesis Testing Results**

1. Bootstrap test.

A significant effect can be seen if the t-count on a variable has a higher value than t-table and a value less than a significance level of 10% or 0.1. The value of t-table is obtained from the calculation of the degree of freedom or df with the formula  $df = n - k$ , then  $df = 68 - 3 = 65$  with a significance level of 10% in both directions in the t-table. From this, the t-table value is 1.668. Next, a bootstrap test is carried out with the following output results:

**Tabel 3**  
**Bootstrap test result**

Relation between Variable	Original Sampel (Rho)	T-Value (>1,668)	H <sub>a</sub>	Conclusion
X → Y2	0,581	4,564	Accepted	Positive & Significant
Y1 → Y2	0,316	2,671	Accepted	Positive & Significant
X → Y1	0,835	27,227	Accepted	Positive & Significant

Based on table 5, the service quality variable has a value of 0.581 in the original sample, which means that service quality has a positive influence on Word of Mouth. Then the customer satisfaction variable has an original sample value of 0.316 which means that customer satisfaction has a positive influence on Word of Mouth. While the service quality variable has an original sample value of 0.835, which means that service quality has a positive influence on customer satisfaction. Partial statistical testing related to relationships between variables obtained the following findings:

- a. The results of testing for Quality-of-Service (X) variable on Word of Mouth (Y2) show the t-count  $4.564 > t\text{-table } 1.668$ . H<sub>a</sub> is accepted. So, the decision is that the quality of service has a positive and significant effect on the Word of Mouth.
- b. The results of testing for customer satisfaction (Y1) variable on Word of Mouth (Y2) show a t-count value of  $2,671 > t\text{-table } 1,668$ . H<sub>a</sub> is accepted. So, the decision is that customer satisfaction has a positive and significant effect on Word of Mouth.
- c. The results of testing for service quality variable (X) on customer satisfaction (Y1) show the value of t-count  $27,227 > t\text{-table } 1,668$ . H<sub>a</sub> is accepted. So, the decision is that service quality has a positive and significant effect on customer satisfaction.

**Tabel 4**  
**Influence of Direct and Indirect Variables on Word-of-Mouth Variables**

Origin	LV Correlation	Direct Path	Indirect Path	Total	Direct (%)	Indirect (%)
X → Y2	0,844809	0,580625	0,2642	0,8448	49,1%	17,7%
Y1 → Y2	0,801274	0,316266	-	0,3163	25,3%	0,000%
Total					74,4%	17,7%

According to table 6, the parameter coefficient between service quality and Word of Mouth shows that there is a direct effect of 49.1%, while the indirect effect of service quality on Word of Mouth through customer satisfaction is 17.7%.

2. F - simultaneous test

Simultaneous testing was conducted to test the effect of all independent variables together on the dependent variable. Hypothesis testing according to (Sugiyono, 2017) can use the following formula:

$$F = \frac{R^2 / K}{(1 - R^2)(n - k - 1)}$$

Information:

R = Multiple correlation coefficient

K = Number of independent variables = 2

N = Number of sample members = 65

The test criteria of the F test are to compare the value of F-count with F-table with the following conditions:

- a. If the value of f-count > f-table then there is an effect
- b. If the value of f-count < f-table then there is no effect

To get the F value the table needs to be calculated manually with the formula:

$$df 1 = k - 1$$

$$df 2 = n - k$$

k = number of variables

n = number of samples

It means that in this study the value of  $df1 = 3 - 1 = 2$ ,  $df2 = 68 - 3 = 65$ .  $df1$  is  $df$  the numerator and  $df2$  is  $df$  the denominator which means  $df (2,65)$  with a significance level of 10% or 0.1. Which means that if viewed from table f, the value is 2.39.

Simultaneous effect of service quality and customer satisfaction variables simultaneously affect the Word of Mouth. All variables (x & y) are equal to 3 variables with the simultaneous F formula as follows:

$$F = \frac{R^2 / K}{(1 - R^2)(n - k - 1)}$$

$$F = \frac{R^2(n - k - 1)}{K(1 - R^2)}$$

$$F = \sqrt{\frac{0,744 (68 - 3 - 1)}{4(1 - 0,744)}}$$
$$F = \sqrt{\frac{47,62}{1,024}}$$
$$F = \sqrt{46,5} = 6,82$$

These calculations show that F value is 6.82. This means that the variables of service quality and customer satisfaction simultaneously affect the Word of Mouth of students' parents. This is because the value of  $F_{\text{count}} > F_{\text{table}} = 6.82 > 2.39$ .

Based on the partial and simultaneous statistical tests, the answer of the research hypothesis is obtaining some findings as follow:

### **H1: Quality of Service affected word of mouth directly.**

The testing result of the service quality variable on Word of Mouth show the value of t-count  $4.564 > t\text{-table } 1.668$ . It can be decided that the quality of service has a positive and significant effect on the Word of Mouth. This shows that if the level of service quality is getting better, it will increase the likelihood of the customer to provide a good recommendation for Sekolah Alam Depok.

The parameter coefficient between service quality and Word of Mouth shows that there is a direct effect of 49.1%.

### **H2: Quality of Service affected word of mouth indirectly through Customer Satisfaction.**

The testing result of the service quality variable on Word of Mouth through simultaneous customer satisfaction show the value of F-count  $6.82 > F\text{-table } 2.39$ . It can be decided that service quality has an indirect and significant positive effect on Word of Mouth through customer satisfaction.

The indirect effect parameter coefficient between service quality and word of mouth through customer satisfaction is 17.7%

## **Discussion**

The first hypothesis show that service quality has a positive and significant effect on Word of Mouth, in the other words we can say that the higher level of service quality, will increase the possibility of the customer to do Word of Mouth. The biggest factor that triggers word of mouth is coming from the appearance of teachers and employees who always look neat and clean. This is the biggest factor, followed by the friendliness of the teachers and employees of the Sekolah Alam Depok which is the dominant factor for the creation of word of mouth. Empirically, in the field, researchers

have found that cleanliness and tidiness are the main things for teachers and employees, because that is also the main lesson conveyed at Sekolah Alam, maintaining a clean environment in the natural surroundings is reflected in the personal hygiene of each individual teacher, employee, and student. in Sekolah Alam Depok.

Meanwhile, the lowest factor of service quality that affects word of mouth is the response of Sekolah Alam Depok to complaints submitted by customer. This is also empirically found in the field, where some customers say that Sekolah Alam is failed to provide good solution on many complain and many miss information. In theory, Word-of-Mouth is influenced by the customer's desire to share their knowledge of the quality of services provided by service providers (Sutisna, 2018), because word of mouth can be formed because of someone's knowledge, service quality is becoming the key to encourage people to do word of mouth, even without having and engagement or user experience. Word of mouth can also occur when someone asks others for the quality of goods/services before making a purchase decision (Nugraha & Saraswati, 2015), which means that word of mouth is formed by someone's curiosity about the quality of services provided, causing people to the person who will make the purchase decision then finds out by asking other people who are considered to have sufficient knowledge of the quality of services provided by the service provider. The results of this study are in line with research conducted by Aulia & Sendjaja which states that service quality has a significant positive influence on word of mouth (Aulia & Sendjaja, 2016), in another study, Dora stated that service quality can affect word of mouth regardless of satisfied customer or not, because they are proud to be part of the university and the desire to maintain the university's reputation keeps students willing to do word of mouth (Dora, 2016).

However, the results of this study contradict the results of this study, namely research conducted by Fibriyadi, where research conducted at the LP3i educational institution stated that directly service quality did not have a direct positive and significant influence on word of mouth (Fibriyadi, 2017). The second hypothesis show that service quality has a positive and significant effect on Word of Mouth indirectly through customer satisfaction, in the other words we can say that the higher level of service quality, will increase the level customer satisfaction, and it will create Word of Mouth as well.

In theory, word of mouth is interpersonal communication between one person and another on the basis of user experience (Joesyiana, 2018), therefore, customer satisfaction with a service can be a factor that must be considered by companies to increase word of mouth. mouth. The results of this study are in line with the research of (Fibriyadi, 2017) where the results of these studies conclude that it turns out that service quality has a positive and significant effect on customer satisfaction and customer satisfaction has a significant influence on word of mouth. The better the quality of service, the more satisfied customers are and the more they tend to do word of mouth. However, the results of this study contradict the results of research conducted by (Ririh & Pratiwi, 2018) where the research states that Service Quality does have a positive and

significant effect on customer satisfaction, but it is not strong enough to produce word of mouth, because it turns out that satisfied customers not necessarily want to share their experiences.

### **Implication and Limitation**

There are several implications of this research that are relevant for managers and scientific research to increase word of mouth. First, the results of this study have practical implications in improving the quality of service to reach good customer satisfaction. Second, this research has academic implications in enriching the repertoire for marketing management science and can further inspire other academics to reveal more phenomena in marketing by practitioners of marketing management to implement the right strategy for their consumers.

However, this study still has several limitations: (1) The number of respondents in the results of this study can have different if applied to other places and populations., (2) This study is only had two predictor, they are customer satisfaction and service quality, there is a chance to improve this study with other predictor such as: customer loyalty, marketing mix, and so on.

### **Conclusion**

The results of hypothesis testing that have been carried out show several research findings where it turns out that service quality is a very important factor and is the key to the occurrence of word of mouth from students' parents, the biggest factor in creating word of mouth is the indicators of teachers and employee's appearance who are always neat. and clean, and the friendliness of the teacher of Sekolah Alam Depok is the other factor.

The influence of service quality on the tendency of parents to do word of mouth can occur directly or through mediation of customer satisfaction, meaning that good service quality will also increase the level of satisfaction of parents of students, that later it will have implications for word of mouth as well.

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