

**COMPARATIVE ANALYSIS OF SOCIAL MARKETING CAMPAIGN EFFECTIVENESS IN SOCIAL MEDIA BETWEEN MILLENNIAL AND GENERATION Z  
(CASE STUDY OF “DISIPLIN 3M” COVID-19 PREVENTION CAMPAIGN)**

*ANALISIS PERBANDINGAN EFEKTIVITAS KAMPANYE PEMASARAN SOSIAL DI MEDIA SOSIAL ANTARA GENERASI MILENIAL DAN GENERASI Z  
(STUDI KASUS KAMPANYE PENCEGAHAN COVID-19 “DISIPLIN 3M”)*

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**Abstract:** In December 2019, in Wuhan, China, a new virus named SARS-CoV-2 was found and created a disease later we know as COVID-19 diseases. This virus created a pandemic around the world included Indonesia. To change people's behavior and also aims to raise awareness of how dangerous the COVID-19 is, the Indonesian government released a campaign called “Disiplin 3M” to help to decrease or stop the transmittal cases of the COVID-19. In marketing, this study is known as Social Marketing where the output is to make people change their behavior following the stated output of the advertised campaign. The purpose of this study aims to discover if there significant differences in Social Marketing Campaign Effectiveness between Millennial and Generation Z on Social Media for the case of the “Disiplin 3M” Campaign, especially in Manado city. This research is quantitative research that uses the AIDA Model (Attention, Interest, Desire, and Action) as the measurement of the effectiveness of the advertised campaign. While to know about the differences between the two generation behaviors towards the campaign, this research uses Mann Whitney U-Test as the analytical tool. The result shows that there is a significant difference where Generation Z has bigger means than the Millennial generation towards the Social Marketing Campaign Effectiveness. To maximize the effectiveness of the campaign, the social marketer should know who their target audiences are and their characteristics to provide good content that carries a good and clear message for the audiences to be easily adapted correctly.

**Keywords:** social marketing, campaign effectiveness, AIDA, covid-19, millennial, generation z.

**Abstrak:** Pada Desember 2019, di Wuhan, Cina, sebuah virus baru ditemukan dengan nama SARS-CoV-2 yang kemudian menyebabkan wabah penyakit yang kita kenal sebagai penyakit COVID-19. Virus ini menyebabkan pandemi di seluruh dunia termasuk Indonesia. Untuk mengubah perilaku masyarakat dan untuk meningkatkan kewaspadaan terhadap COVID-19, pemerintah Indonesia mengeluarkan sebuah kampanye “Disiplin 3M” dengan tujuan untuk mengurangi dan memberhentikan kasus penyebaran COVID-19. Dalam ilmu pemasaran, studi ini dikenal sebagai Pemasaran Sosial dimana hasil yang diharapkan adalah untuk membuat masyarakat mengubah perilaku mereka mengikuti hasil yang ditetapkan pada iklan kampanye. Tujuan dari penelitian ini adalah untuk mengetahui apakah ada perbedaan yang signifikan pada Efektivitas Kampanye Pemasaran Sosial antara Generasi Milenial dan Generasi Z di Media Sosial untuk kasus kampanye pencegahan COVID-19 “Disiplin 3M” khususnya di Kota Manado. Penelitian ini adalah penelitian dalam bentuk kuantitatif dengan menggunakan AIDA Model (Attention, Interest, Desire, Action) sebagai pengukur keefektifan dari iklan kampanye. Sedangkan untuk mengetahui perbedaan perilaku antara kedua generasi terhadap kampanye ini, penelitian ini menggunakan Mann Whitney U-test sebagai alat analisis. Hasil analisis menunjukkan bahwa ada perbedaan yang signifikan dimana Generasi Z memiliki nilai mean yang lebih besar daripada Generasi Milenial terhadap Efektivitas Kampanye Pemasaran Sosial. Untuk memaksimalkan efektivitas kampanye, harus diketahui secara jelas siapa target audiens dan karakteristik mereka agar dapat disediakan konten yang baik yang dapat menyampaikan pesan dengan baik dan jelas kepada para audiens agar dapat dengan mudah diadaptasi dengan benar.

**Kata Kunci :** pemasaran sosial, efektivitas kampanye, AIDA, covid-19, generasi milenial, generasi z.

## INTRODUCTION

### Research Background

In December 2019, in Wuhan, China, a new disease was found and quickly spread throughout the city. The disease later found caused by a new type of virus from corona virus and named SARS-CoV-2. This disease was later named COVID-19 an abbreviation of coronavirus disease 2019. The outbreak in Wuhan, China quickly spread throughout the country and the world, without exception, Indonesia. On March 2nd, 2020, Indonesia announced its first two positive cases of COVID-19 (nasional.kompas.com, 2020). Later following the quick spread of the outbreak throughout the world, on March 11th, 2020, World Health Organization (WHO) declared the outbreak as a pandemic. As of 1 October 2020, reported by John Hopkins University COVID-19 Dashboard CSSE there are around a total of 33.9 million confirmed cases around the world.

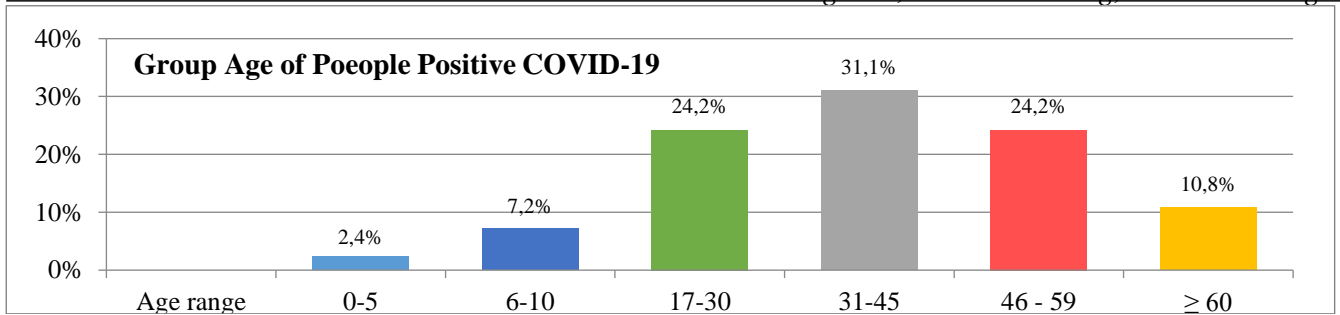
In a new normal era, people still need to be aware that COVID-19 still exists even the vaccine is found. In the new normal era, as already written before, people should have to wear a mask, do physical/social distancing, and wash hand with soap or using sanitizer after touching things in public or stuff from other people. This later becomes a campaign in Indonesia to raise awareness of how contagious the COVID-19 is but also aims to change people behavior so it could help to decrease or stop the transmittal cases of the COVID-19. This campaign is called "*Disiplin 3M*". In Bahasa Indonesia, *3M* forms a statement of "*Memakai masker, Menjaga jarak, Mencuci tangan*" in English it means Discipline to "wear a mask, do social distancing, and wash hands". This strategy in marketing study is largely known as the Social Marketing strategy.

Social marketing uses marketing principles and techniques to influence the target audience with the expected outcome to change people's behavior. Social marketing can advance public health by facilitating relationship-building with consumers and making their lives more healthy (Aras, 2011). The effectiveness of social marketing is the most important aspect of social marketing in order to derive managerial implications for improving the attempts to solve social issues (Helmig and Thaler, 2010). In this COVID-19 case, the Indonesian government utilized so many promotional media in order to make this "*Disiplin 3M*" campaign effective and drive people to change their behavior e.g. put an advertisement on television and radio, encourage every media, television station, and radio station to always remind people to do the campaign, sent direct text messages to the people, and post several contents related to the campaign on various social media.

Social media is now considered a prominent marketing promotional tool to advertise a product, brand, or even spread a social campaign that asks people participation since people nowadays spent most of their time on social media. According to a McKinsey and Company study "the period of contagion, self-isolation, and economic uncertainty have changed the way consumers behave" and these new consumer behaviors cover all areas of life—the way people work, learn, communicate, travel, shop, and consume, live at home, entertain themselves, and/or deal with health and wellbeing (mckinsey.com, 2020). Therefore, these switching behaviors during the pandemic, made people changed their daily behavior and even in how much time they spent using social media and somehow "changed how and what individual self-disclose on social media" (Nabity-Grover, Cheung, and Thatcher, 2020).

According to WeAreSocial and Hootsuite report with the title Digital 2021 – Indonesia (datareportal.com, 2021), there are 160.60 million active users in Indonesia as of January 2020. In February 2021, there are 170 million social media active users, which spent around 3 hours 14 minutes daily using social media. In their study of Indonesia Digital 2021, WeAreSocial and Hootsuite also break down the Indonesia Social Media Advertising Audience Profile. The data shows that 77% of the social media audience in Indonesia is dominated by a group of people age from 13 to 34 years old, which is categorized as Millennial generation and Generation Z generation. Millennials are those who were born between 1981 until 1996 (pewresearch.org, 2019). On the other hand, Generation Z is those who were born after the Millennial Generation between 1996 and 2012 (Fry and Parker, 2018; Twenge, 2017).

Meanwhile, data collected and presented by the COVID-19 National Task Force in September 2020, shows that people age from 19-30 years old and 31-45 years old are the group age of people with the most case of positive confirmed COVID-19 in Indonesia combined. The majority of those patients who confirmed positive COVID-19 are also those who were born during the millennial generation and also those who categorized as Generation Z.



**Figure 1. Group Age Positive COVID-19**

Source: <https://covid19.go.id/peta-sebaran>

Accordingly, as the number of group-age of people which confirmed positive COVID-19 and the most social media users in Indonesia are almost similar, then the effectiveness of the campaign spread throughout the social media is now questioned, what makes the advertisement and campaign posted through social media weren't that effective enough to slow the transmittal cases and decrease the number of a patient infected COVID-19? Furthermore, since there are differences in social media user behavior between the two generation Millennial and Generation Z make this topic more interesting to discuss.

**Research Objective**

This research aims to discover is there differences on Social Marketing Campaign Effectiveness in Social Media between Millennial and Generation Z for the case of "Disiplin 3M" Campaign as the prevention of COVID-19 especially in Manado city.

**THEORETICAL FRAMEWORK**

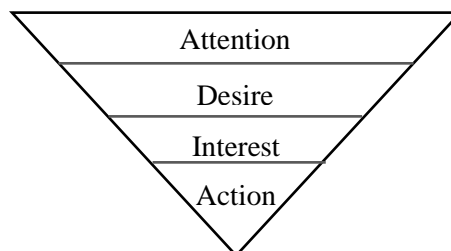
**Social Marketing**

Andreasen (1995) stated that social marketing is a program designed to influence the voluntary behavior of target audiences in a way that improves their welfare using the application of commercial marketing technologies to analyze, plan, execute and evaluate the programs. Kotler later elaborated that Social Marketing uses marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify, or abandon a behavior for the benefit of individuals, groups, or society as a whole (Kotler et al., 2002).

**AIDA Model**

AIDA is an abbreviation of Attention, Interest, Desire, and Action. According to Mackey (2005) AIDA model is used in marketing and advertising that describes a common list of events that may occur when a consumer engages with an advertisement.

- a. Attention (Awareness) aims to attract the audience attention and make them know and notice about the campaign.
- b. Interest is meant to raise and develop target audience interest by demonstrating advantages and benefits.
- c. Desire stage is how to convince audience that they need the product, in social marketing they need to change their behavior.
- d. Action, in this stage social marketing campaign has to lead target audience to take action and make it their new behavior.



**Figure 2. AIDA Model Hierarchy of Effects**

Source: Data Process (2021)

Accordingly, this research will discover how the campaign effects Indonesian, especially Manado citizens, cognitive and emotion individually to arouse them to take action and change their behavior following the output of “*Disiplin 3M*” campaign using the AIDA Model. This model is beneficial in evaluating the influence of advertising by determining every step of the psychological transformation that starts from the individual level to see an advertising prior to the purchase made by the individuals involved (Kojima et al., 2010).

### **Digital Consumer Behavior**

In this digital era, people activities are swift to more digital and the advanced technology push brands and company to utilize digital services and technology to re-attract or re-gain their customers. People tend to use internet to buy and search information about a product and services by read or watch a video review. We also see digital banking services are starting to increases and getting more advanced, online payment and electronic money are used everywhere, and the uses of social media as online store and also as advertising and marketing tool. This switching behavior also changes how people pay attention to advertisement placed on the internet and social media, on how people use electronic money for payment, and how people purchasing online and uses more online and digital services. Digital consumer behavior is a new term uses to describe the behavior of consumer in this digital era. According to Kotler and Keller (2009: 166), Consumer behavior is the study of how individuals, groups, and organizations choose, buy, use, and how goods, services, ideas, or experiences to satisfy their needs and desires. By that definition we can conclude that Digital Consumer Behavior is the study of how the decision making process and how the individuals, groups, and organization satisfy their needs and wants by utilizing digital and technology tools and services. According to a studies article of Stephen (2015) found that the aspect of digital consumer concept are as follows: consumer digital culture, advertising, impacts of digital environments, mobile, on-line WOM (word-of-mouth) and reviews.

### **Millennial**

According to Pew Research Center, Millennial are consider born around 1981 until 1996 (pewresearch.org, 2019). This generation also sometimes called Generation Y. Gibson and Sodeman (2014) further explained that due to the technological advancement year by year, most of the Millennial grew up to be technologically wise in terms of social media, mobile devices and electronic devices. They also has the advantages and disadvantages of technology in terms of cognitive, emotional, and social outcomes due to early and frequent exposure to technology (Immordino-Yang et al., 2012).

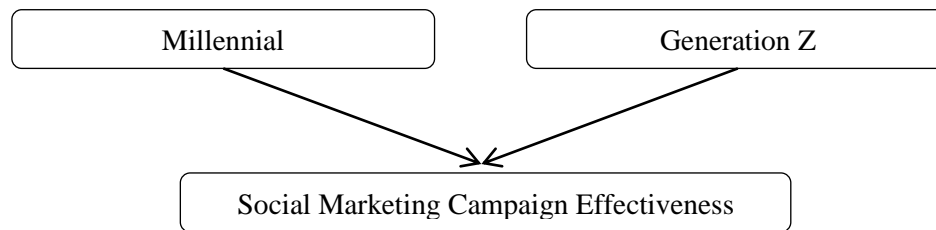
### **Generation Z**

Fry and Parker (2018) in their study stated that Generation Z, also named as post-Millennial and sometimes iGen, are those who born from 1996-2012 (Fry and Parker, 2018; Twenge, 2017). According to Labi (2008), Generation Z is more diverse and came from different background mix with different experiences and ideas. According to Nuzulita and Subriadi (2020), Generation Z uses digital media for multifarious purposes, e.g., “developing and maintaining connections, building self-image, expressing thoughts and emotions, and seeking entertainment”.

### **Previous Research**

Noppohol Witvorapong, Watcharapong Ratisukpimol and Somtip Watanapongvanich (2018). Effectiveness of alcohol prevention social marketing in the presence of alcohol advertising stated that drinkers who were exposed to both the campaign and alcohol advertising had the highest probability of reducing their drinking during the campaign period, compared to those who only received one form of exposure or those who did not get any alcohol-related messaging.

Erika Martining Wardani, Difran Nobel Bistara, Eppy Setiyowati (2020) The Influence of Social Media about COVID-19 on Handwashing Behavior, Mask Wearing and Physical Distancing of Indonesian Students shows that Social media, which is extensively used by students, has the effect of enhancing information about how to reduce covid-19 transmission by following health protocols like washing hands with soap, wearing a mask, and keeping a safe distance. Providing health education through social media is an effective way to convey knowledge and encourage good behavior to avoid the transmission of covid-19.

**Conceptual Framework****Figure 3. Conceptual Framework***Source: Data Process (2021)***Research Hypothesis**

$H_0$  : There is no significant difference in social marketing effectiveness between Millennial and Generation Z

$H_1$  : There is significant difference in social marketing effectiveness between Millennial and Generation Z

**RESEARCH METHOD****Research Approach**

This research is using a quantitative research. According to Creswell (2002), quantitative research is the process of collecting, analyzing, interpreting, and writing the results of a study. This research use comparative analysis to investigate the social marketing campaign effectiveness in social media between Millennial and Generation Z and using Mann Whitney U Test to analyze whether there is significant difference among the two groups.

**Population, Sample and Sampling Technique**

The population of this research is all the Millennial and Generation Z in Manado who use social media and by using Purposive Sampling Method, the sample size is 100 users, divided by 50 Millennials and 50 Generation Z who are actively using social media.

**Testing of Research Instruments****Validity**

Validity test used to test if the research instrument (questionnaire) is valid enough to be used.

**Reliability**

Reliability is refers to the measurement consistency. The reliability is a measurement that giving consistent results with equal values (Blumberg et al., 2005).

**Normality**

Normality test is conducted to test the assumption of normality, where the Null Hypothesis is have no significant departure from normality, therefore: retain the null hypothesis indicates that the assumption of normality has been met for the given sample (Horn, 2008). This research used Kolmogorov-Smirnov test to determine if the data are normally distributed or not using the following assumption: if the significance value is  $> 0.05$ , indicates that the data is normally distributed while if the significance value is  $< 0.05$ , indicates that the data is not normally distributed.

**Mann Whitney U Test**

The Mann Whitney U Test, also known as the Wilcoxon rank sum test is a test to see the differences between two groups on a single, ordinal variable with no specific distribution. The  $n_x$  indicated the number of sample in the first group, while  $n_y$  is the number of sample in the second group. R indicates the sum of the ranks assigned to group  $x$  and  $y$  respectively. The testing criteria use to make decision are based on the probability, which are:

- Sig. (2-tailed)  $< 0.05$  means  $H_0$  is rejected and  $H_a$  is accepted and it also means that there is significant difference between those two groups.

- Sig. (2-tailed) > 0.05 means  $H_0$  is accepted and  $H_a$  is rejected and it also means that there is no significant difference between those two groups.

## RESULT AND DISCUSSION

### Result

**Table 1. Validity Test Result**

	Pearson Correlation	Sig. (2-tailed)	N
Q1	.705	.000	100
Q2	.770	.000	
Q3	.773	.000	
Q4	.660	.000	
Q5	.729	.000	
Q6	.661	.000	
Q7	.775	.000	
Q8	.637	.000	
Q9	.767	.000	
Q10	.699	.000	
Q11	.834	.000	
Q12	.655	.000	
Q13	.710	.000	
Q14	.801	.000	
Q15	.593	.000	
Q16	.704	.000	
Q17	.672	.000	
Q18	.627	.000	
Q19	.576	.000	
Q20	.660	.000	

Source: SPSS Output (2021)

The value of Pearson Correlation of the question are all above the r table product moment of 0.196 (5% significance with N=100) it indicates that the data is valid.

### Reliability Test Result

**Table 2. Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.944	.948	20

Source: SPSS Output (2021)

Correspond to the result above of the reliability statistics with total of 20 items, the Cronbach's Alpha is 0.944 (above 0.7). This indicates that the instrument are reliable to be used as the measurement of the research instrument.

**Table 3. Tests of Normality**

Generation	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Total	.183	50	.000	.933	50	.007
Generation Z	.118	50	.081	.957	50	.065

a. Lilliefors Significance Correction

Source: SPSS Output (2021)

From the result presented above, the significance value of millennial generation is below 0.05, thus it means the data are not normally distributed. On the other result of Generation Z, the Kolmogorov-Smirnov test generate a result of significant value 0.081 which means the data for Generation Z are normally distributed.

**Table 4. Mann Whitney U Test Result**

		Descriptive		Statistic	Std. Error		
Total	Generation						
Total	Millennial	Mean		133.86	3.661		
		95% Confidence Interval for Mean	Lower Bound	126.50			
			Upper Bound	141.22			
		5% Trimmed Mean		134.70			
		Median		144.00			
		Variance		670.327			
		Std. Deviation		25.891			
		Minimum		76			
		Maximum		173			
		Range		97			
		Interquartile Range		38			
		Skewness		-.537	.337		
		Kurtosis		-.853	.662		
		Generation Z	Mean	Mean		151.60	1.606
				95% Confidence Interval for Mean	Lower Bound	148.37	
	Upper Bound			154.83			
5% Trimmed Mean				151.99			
Median				154.50			
Variance				129.020			
Std. Deviation				11.359			
Minimum				123			
Maximum				169			
Range				46			
Interquartile Range				17			
Skewness				-.548	.337		
Kurtosis				-.486	.662		

Source: SPSS Output (2021)

The statistics required for the test are constructed from the ranks and shown in the table. On the Ranks table above, Millennial generation have Mean Rank of 40.39 while Generation Z have larger Mean Rank with 60.61 with the same total of observation which are 50 observant.

**Table 5. Test Statistics**

	Total
Mann-Whitney U	744.500
Wilcoxon W	2019.500
Z	-3.486
Asymp. Sig. (2-tailed)	.000

a. Grouping Variable: Generation

Source: SPSS Output (2021)

According to the result presented on Table 4.5 the result of U statistics are 744.5, additionally the Significance value is .000. This result indicates that the significance value is below the 0.05 ( $p < 0.05$ ) thus we should reject the null hypothesis. This assumption also meets with the Hypothesis Test Summary on the Table 4.6 below that the null hypothesis should be rejected and it means that between Millennial and Generation Z there is significance difference in adopting social marketing effectiveness in this case, the effectiveness of COVID-19 prevention campaign.

**Table 6. Hypothesis Test Summary**

	Null Hypothesis	Test	Sig.	Decision
1	There is no significant difference in social marketing effectiveness between Millennial and Generation Z	Independent-Samples Mann-Whitney U Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Source: SPSS Output (2021)

## Discussion

### Social Marketing Campaign Effectiveness towards Millennial

The millennial frequently saw posts regarding the “*Disiplin 3M*” campaign posted through social media were around 3 to 5 posts in a day during the pandemic. They frequently saw the campaign posted by news or entertainment media account rather than government social media account which tried to remind them to always practice the “*Disiplin 3M*” in their daily activities. The reason behind it as supported by the studies of Zavattaro and Brainard (2019) that “government agencies do not use social media in ways that Millennial find attractive and useful. Millennial desire a sense of immediacy while government social media use is usually sluggish and even non-responsive”. This is also supported by the study of Martin (2015) said that Millennial wants to have interaction with brands (in social marketing case brands are the agencies that posts about the campaign) where they could may have some questions and answer session in the comment section or any interaction they needed from the agencies or social marketer, not only have a role as a centered for information distribution (Zavattaro and Brainard, 2019). Most of the Millennial, as the data result said, different occupation can occurs different responds about the campaign. Millennial are now already in their productive age where they need to work for their life, living a family life or even focus on expanding businesses. This made them spent less hours on the social media compare to Generation Z. So we could conclude that Millennial slightly didn’t put much attention and interest to the campaign advertised on social media because they rarely saw it due to their occupation and priority that made them often scroll through social media but also the reason of Millennial lack of attention and interest towards the campaign is because they already been thought to practice “*Disiplin 3M*” in their work environment. So it doesn’t mean that Millennial has no intention to take action to the campaign but it is because due to the PSBB (Pembatasan Sosial Berskala Besar) or Large Social Restriction and PPKM (Pemblakuan Pembatasan Kegiatan Masyarakat) implementation in their work environment so they might think that the advertisement of “*Disiplin 3M*” are not that important anymore even though they took action for it.

### Social Marketing Campaign Effectiveness towards Generation Z

Same with Millennial generation, Generation Z also said that they often saw the “*Disiplin 3M*” campaign posted through social media around 3 to 5 post in a day. Slightly different with Millennial generation, Generation Z said that they often saw the campaign posted by Ministry of Health and other official government accounts. There are also unique findings about these 2 data, where 9.45% of Generation Z said that they saw “*Disiplin 3M*” advertising campaign posted by their friends. The fact behind it was when in the middle of pandemic, Sam Ratulangi University had to held an online based Social Work, which required all the students participated in the social work to posts about the campaign “*Disiplin 3M*” through their social media accounts. Generation Z now, as seen on the data their priorities now are studying and go to school. During the pandemic of COVID-19 schools were mostly closed this made them spent most of their time used their phone and spent more time in social media. From the data result too, we can conclude that Generation Z were easily influenced by organizational authority like Ministry of Health, and also from the public figure influenced to practice “*Disiplin 3M*” campaign in their daily life. The power of social media influencer and public figure also shows the significant impact towards Generation Z attitude to put more attention and interest to the advertised campaign since they see that someone they liked in social media in this case, influencers and public figure thought them to do so, and that made them easily got influenced to practice “*Disiplin 3M*”.



## CONCLUSION AND RECOMMENDATION

### Conclusions

1. After analyzing the data collected and discussing the result, thus this research come with a conclusion that there is significant difference of Social Marketing Campaign Effectiveness in Social Media between Millennial and Generation Z for the case of "Disiplin 3M" Campaign especially in Manado city.
2. In theoretical terms, this study extends the applicability if the AIDA model into the Social Marketing use especially in the optimization of "Disiplin 3M" campaign effectiveness during COVID-19 pandemic. This research shows that utilizing AIDA model to measure audience effectiveness towards a campaign is measurable and gives significance result to the research findings. Since the purpose of Social Marketing is to change people behavior, utilizing AIDA as a measurement is corresponding to the last stage or level of AIDA which is also purposefully to make audience or consumer take action to what have been offered.

### Recommendations

1. Applying advertising campaign with the purpose to slow, reduce, and prevent the increasing number of COVID-19 cases is a good strategy by the government, in order to educate people and also change their behavior at the same time. The social marketer should clearly know who their target audiences are and what their characteristics in order to make a good content that could carry good and clear message for the audiences. Social marketer also should think about the content appeals for the posts so the message that wants to be delivered to the target audience could be accepted and adapted in a correct way.
2. At this point, the utilization of social media to spread "Disiplin 3M" advertising campaign wasn't in a good control, government mostly focus to make the citizens remain calm about the situation, which is good, but it also make the citizens less sensitive to situations and conditions during the pandemic. Governments also still rely on television advertisement to spread the "Disiplin 3M" campaign meanwhile most of people nowadays spent their time on social media either for entertainment or reading news.
3. Therefore government and their social marketer should improve their performance in spreading the campaign in social media more often rather than rely on television and other traditional media, and use good content and appeals to arouse people psychology and cognitive so they could absorb all the social marketing objectives and the objectives of the "Disiplin 3M" advertising campaign in an effective way. Government also needs to improve their social media interactions needed by the audience, so by that interactions the audience could build some emotional connection between government and the citizens even only towards social media.
4. Despite the findings, this research still has several limitations. First, this research only limited to a small sample for two different generation cohorts. Second, this research only studied in the context of social media users in Manado city. Lastly, this study only refers to AIDA model as the underlying theory. In the future, others theories and models in the Marketing Communications or even utilizes psychology and behavioral changes theory and model of changes theory can be considered so that the reliability of the model can be further enhanced.

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