

The Influence Of Employee Branding And Organisational Citizenship Behaviour (OCB) On Employee Job Satisfaction At The Education And Culture Office Of Seluma Regency

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ABSTRAK

There is involvement of various factors that influence employee job satisfaction, namely both factors originating from within themselves or factors related to the organizational or government environment. Both contribute to employees in positioning themselves to contribute to the organization where they work. The purpose of this study is to determine the effect of employee branding and Organizational Citizenship Behavior (OCB) together on employee job satisfaction at the Seluma Regency Education and Culture Office. The sample in this study was 81 ASN at the Seluma Regency Education and Culture Office. Data collection used a questionnaire and the analysis methods used were multiple linear regression, determination test and hypothesis test. The results of multiple regression show a positive regression direction with $Y = 10.581 + 0.300X_1 + 0.467 X_2 + 3.789$. Employee branding has a significant influence on employee job satisfaction at the Seluma Regency Education and Culture Office because the significance value of 0.000 is smaller than 0.05. This illustrates that the increasing employee branding will also increase employee job satisfaction. Organizational Citizenship Behavior (OCB) has a significant influence on employee job satisfaction at the Seluma Regency Education and Culture Office because the significance value of 0.000 is smaller than 0.05. This illustrates that the higher the Organizational Citizenship Behavior (OCB), the higher the employee job satisfaction. Employee branding and Organizational Citizenship Behavior (OCB) have a significant simultaneous influence on employee job satisfaction at the Seluma Regency Education and Culture Office because the significance value of 0.000 is smaller than 0.05.

INTRODUCTION

The success of an organisation is greatly influenced by the job satisfaction of the company or individual employees. Every organisation always strives to improve employee job satisfaction in order to achieve its set goals. Job satisfaction remains an issue that management always faces, so management needs to know the factors that influence employee job satisfaction. Sedarmayanti (2020:286) states that job satisfaction is something that people actually do and can be observed. Furthermore, job satisfaction is the result of work that can be achieved by an individual or a group of people in an organisation in accordance with their respective authorities and responsibilities in an effort to achieve the objectives of the organisation concerned. Job satisfaction includes actions and behaviours that are relevant to the objectives of the organisation. Job satisfaction is not a consequence or result of an action, but rather the action itself. According to Rivai (2019:548), job satisfaction reflects a person's feelings towards their work, which can be seen from the employee's attitude towards their work and everything in the work environment. In order to achieve the desired job satisfaction, organisations must at least always pay attention to individual characteristics in order to support employee job satisfaction. According to Mangkunegara (2020:67). Meanwhile, according to Prawirosentono (2024), employee job satisfaction is the level of comfort that individuals feel towards their work based on their experiences and perceptions of the organisation. There are various factors that influence employee job satisfaction, namely factors originating from within the individual or factors related to the organisational or governmental environment. Both contribute to employees positioning themselves to contribute to the organisation where they work. As reported in a study on government job satisfaction, several national issues need to be considered in resolving local issues that have implications for local government job satisfaction, such as the issue of civil servants' qualifications not meeting requirements, suboptimal public services, public opinion on local government job satisfaction, employee morale and discipline, the number of employees, and other issues related to the quality and quantity of civil service resources (Simanjuntak, 2019:66).

Entering the 21st century, the old paradigm that considers IQ (Intelligence Quotient) or Intellectual Intelligence as the only measure of a person's intelligence is often used as a parameter for the success of human resource job satisfaction in a particular group. However, this statement has been refuted by the emergence of another paradigm regarding intelligence that also determines a person's success. Goleman (2020:42) concludes that 'Work satisfaction is determined only 20 per cent by IQ, while the remaining 80 per cent is determined by emotional intelligence (EI)'. According to Mahmudi (2019:43), employee

branding or Emotional Quotient (EQ) plays a role in guiding employees to be adaptive in facing situations, self-aware, and always evaluating themselves to remain aligned with the interests of the organisation or government agency. Apart from employee branding, another variable that can influence employee satisfaction is Organisational Citizenship Behaviour (OCB). Organ et al. (2022:3) define Organisational Citizenship Behaviour (OCB) as behaviour that is an individual's choice and initiative, unrelated to the organisation's formal reward system but generally increasing the efficiency and effectiveness of actively carrying out their main duties within the organisation. This means that such behaviour is not included in the job requirements or job description of employees, so that even if it is not displayed, no punishment is given. This behaviour describes 'employee added value', which is a form of positive, constructive, and meaningful social behaviour. In this study, the author will examine employee branding and Organisational Citizenship Behaviour (OCB) in relation to employee job satisfaction, viewed from the conditions faced by employees in optimally and professionally improving public service, particularly for employees.

The Seluma Regency Education and Culture Office is a government agency tasked with assisting the government in the field of education. Employees are an important element in an agency; without employees, an agency cannot function properly. Employees have a heavy workload, not only in terms of limited privacy and long working hours, but also due to pressure from management who want work to be completed quickly and on time without delay. Another requirement of the Seluma Regency Education and Culture Office, apart from employee branding, is employees with Organisational Citizenship Behaviour (OCB) who can go above and beyond the formal job requirements without being excessive. To function effectively, it requires employees who not only work according to their main duties to complete tasks, but also do things outside their job description, such as helping colleagues to complete tasks when they are faced with a heavy workload, even though it is not their job or responsibility. So far, it has been seen that employees have a high level of responsibility due to the large number of tasks and responsibilities that must be completed on time.

In reality, it can be seen that there is still a lack of employee branding among employees of the Seluma Regency Education and Culture Office. This can be seen in employees who still feel panicked when faced with high work pressure. The decline in employee branding occurs because employee expectations are not being met. This can be seen in the increase in employee positions that are not in accordance with the rules, and employees who have been working for a long time do not have career development in the form of promotions, which will decrease the satisfaction of these employees. When viewed from the perspective of Organisational Citizenship Behaviour (OCB) among employees, low OCB in the organisation is characterised by a lack of initiative and willingness to go beyond basic duties, which can lead to job dissatisfaction, perceptions of injustice, work stress, inadequate leadership, or a less than positive organisational culture.

LITERATURE REVIEW

Human Resource Management

Human resource management (HRM) is a strategic field within an organisation. Human resource management should be viewed as an extension of the traditional view of managing people effectively and, to that end, requires knowledge of human behaviour and the ability to manage it. There are various opinions about the definition of human resource management, including those who create human resources, those who define it as manpower management, and those who equate human resources with personnel (personnel, staffing, etc.). However, the most appropriate term for human resource management is human resource management (HRM). Thus, simply put, human resource management is the management of human resources.

Employee Branding

Employer Branding was first pioneered by Ambler and Barrow, published in the Journal of Brand Management (1996, in Amelia, Employer Branding: When HR is the New Marketing 2021:92), describing Employer Branding as: An employer brand is a package of functional, economic, and psychological benefits provided by employees and identified with the company that employs them. (Employer Branding is a package of benefits provided by the company to employees, such as economic benefits, financial benefits, and psychological benefits).

Carter in (Amelia, Employer Branding: When HR is the New Marketing 2021:95) states that psychological benefits are what differentiate a company from others, as these psychological benefits highlight the uniqueness of the company in terms of its values and culture as a provider of work information and a workplace. Such as the work environment, leadership style, and the company's values and work culture. Meanwhile, Mosley & Schmidt (2020) explain that Employer Branding is a way to create a good workplace and inform talented individuals whose knowledge and skills are in line with what the

organisation needs to achieve its business objectives. Employer Branding has more appeal in developing a positive reputation or image to help attract the talented individuals needed.

Organisational Citizenship Behaviour

The term Organisational Citizenship Behaviour was introduced by Organ in the early 1980s, but long before that, Bardnard (1938) had used a similar concept to OCB and called it willingness to cooperate (willingness to work together). In 1964, Katz used a similar concept and called it innovative and spontaneous behaviour (Budihardjo, 2019:43). Organisational Citizenship Behaviour (OCB) is an individual's contribution in fulfilling role demands at work and is rewarded through the attainment of job satisfaction. Organisational Citizenship Behaviour involves several behaviours, including helping others, volunteering for extra tasks, and complying with workplace rules and procedures. These behaviours describe 'employee added value', which is a form of prosocial behaviour, namely positive, constructive and meaningful social behaviour (Aldag & Resckhe, 2020:88). This voluntary behaviour is called extra-role behaviour, which in this article is referred to as Organisational Citizenship Behaviour (OCB).

Organisational Citizenship Behaviour is not included in the job description of employees but is highly expected because it supports the survival of the organisation or company, especially in a business environment where competition is increasingly fierce. This means that someone with high OCB will not be paid in the form of money or specific bonuses, but rather OCB is more about the social behaviour of each individual to work beyond what is expected, such as tolerance in less than ideal/pleasant situations at work, providing constructive suggestions at work, and not wasting time at work (Robbins, 2013:101).

Organ et al (2022:76) define Organisational Citizenship Behaviour as behaviour that is the choice and initiative of individuals, unrelated to formal organisational reward systems but generally enhancing organisational effectiveness. This means that such behaviour is not included in job requirements or employee job descriptions, so that if it is not displayed, no punishment is given.

METHODS

Validity Test

A validity test is a valid research result if there is a similarity between the data collected and the actual data occurring in the object being studied (Sugiyono, 2020:76). A validity test can be carried out by looking at the correlation between the scores of each item in the questionnaire and the total score to be measured, namely using the Pearson Correlation Coefficient.

Reliability Test

Instrument reliability testing can be conducted externally or internally. Externally, testing can be conducted using test-retest, equivalence, or a combination of both. Internally, instrument reliability can be tested by analysing the consistency of the items in the instrument using specific techniques (Sugiyono, 2020:87). To fulfil the questionnaire used, reliability analysis was conducted based on Cronbach's Alpha coefficient. Cronbach's Alpha coefficient analyses the correlation between the scale created and all existing scale indicators with a confidence level. Indicators are acceptable if the alpha coefficient is above 0.60.

Multiple Linear Regression

Multiple linear regression analysis was used to determine the accuracy of predictions and whether there was a strong influence between the independent variable (Y) and the dependent variables (X1 and X2).

Coefficient Of Determination

The coefficient of determination (R^2) essentially measures the extent to which the model is able to explain the variation in the dependent variable. The coefficient of determination value ranges from zero to one ($0 < R^2 < 1$). A small R^2 value means that the ability of the independent variables to explain the variation in the dependent variable is very limited.

RESULTS AND DISCUSSION

Results

Validity Test

Validity testing is used to determine whether or not indicators are suitable for use in research. Validity testing is carried out by comparing r_{hitang} with r_{tabel} . The r_{tabel} value with a significance level of $\alpha = 0.05$ and $n-2$ ($81-2=79$) is 0.218. The results of the validity testing of the research indicators are as shown in the following table:

Table 1. Research Indicator Validity Test

No	Statement Item	RTable (n-2)	R-Count	Description
Employee branding (X1)				
1	X1.1	0,218	0.733	Valid
2	X1.2	0,218	0.771	Valid
3	X1.3	0,218	0.699	Valid
4	X1.4	0,218	0.576	Valid
5	X1.5	0,218	0.635	Valid
6	X1.6	0,218	0.602	Valid
7	X1.7	0,218	0.557	Valid
8	X1.8	0,218	0.693	Valid
9	X1.9	0,218	0.691	Valid
10	X1.10	0,218	0.597	Valid
Organization Citizenship Behavior (OCB) (X2)				
1	X2.1	0,218	0.522	Valid
2	X2.2	0,218	0.479	Valid
3	X2.3	0,218	0.457	Valid
4	X2.4	0,218	0.371	Valid
5	X2.5	0,218	0.347	Valid
6	X2.6	0,218	0.558	Valid
7	X2.7	0,218	0.398	Valid
8	X2.8	0,218	0.442	Valid
9	X2.9	0,218	0.464	Valid
10	X2.10	0,218	0.301	Valid
Employee job satisfaction (Y)				
1	Y.1	0,218	0.611	Valid
2	Y.2	0,218	0.510	Valid
3	Y.3	0,218	0.299	Valid
4	Y.4	0,218	0.421	Valid
5	Y.5	0,218	0.548	Valid
6	Y.6	0,218	0.290	Valid
7	Y.7	0,218	0.474	Valid
8	Y.8	0,218	0.546	Valid
9	Y.9	0,218	0.579	Valid
10	Y.10	0,218	0.231	Valid

Source: SPSS Version 21.0 Output, 2025

Reliability Test

This study used the Cronbach's Alpha coefficient reliability calculation technique, on the grounds that computation using this technique would provide a value that is smaller than or equal to the actual reliability. The threshold value used to assess an acceptable level of reliability is 0.60 (Ghozali, 2013). The results of the reliability test for the research variables can be seen in Table 2 below.

Table 2 Results of the Research Instrument Reliability Test

No	Variable	Cronbach's Alpha Value	Description
1	Employee branding	0.850	Reliabel
2	Organization Citizenship Behavior (OCB)	0,752	Reliabel
3	Employee job satisfaction	0,737	Reliabel

Analisis Regresi Linier Berganda

Analisis regresi linier berganda digunakan untuk mengetahui besarnya pengaruh Employee Branding dan Organization Citizenship Behavior (OCB) terhadap kepuasan kerja pegawai pada Dinas Pendidikan dan Kebudayaan Kabupaten Seluma. Perhitungan statistik dalam analisis regresi berganda dijelaskan pada tabel 3 berikut ini :

Table 3. Multiple Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.581	3.789		2.793	.007
Employee Branding	.300	.070	.381	4.267	.000
OCB	.467	.095	.441	4.943	.000

Coefficient of determination (R²)

This coefficient of determination is used to determine the extent to which independent variables influence the dependent variable. The coefficient of determination value is determined by the R square value.

Table 4. Coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677 ^a	.459	.445	2.375

Discussion

The Effect of Employee Branding on Employee Job Satisfaction at the Seluma Regency Education and Culture Office

The results of this study show that there is a significant effect of employee branding on employee job satisfaction at the Seluma Regency Education and Culture Office, as the significance value of 0.000 is less than 0.05. This

illustrates that as Employee Branding increases among employees of the Seluma Regency Education and Culture Office, employee job satisfaction will also increase. This is reflected in the fact that with Employee Branding, employees will be loyal and dedicated to the institution because they feel satisfied with the work they do at the Seluma Regency Education and Culture Office.

This can be seen from the many allowances received by employees and the sufficient salaries and allowances received by employees every month, which make employees feel satisfied at work. Employees share knowledge and help each other at work, and there are good relationships between employees. There is also career development for employees and awards for employees with good performance, but there is no promotion.

The results of this study are in line with Brosius' (2021:78) opinion that employer branding makes employees the driving force of an institution. If employees feel proud of their work, this can encourage them to talk about the institution to the people around them.

The results of this study also support previous research conducted by Samboan (2025), which found a significant influence between Employer Branding and Job Satisfaction.

The Influence of Organisation Citizenship Behaviour (OCB) on Employee Job Satisfaction at the Seluma Regency Education and Culture Office

The results of this study show that there is a significant influence between Organisation Citizenship Behaviour (OCB) and job satisfaction, as there is a significant value of 0.000, which is less than 0.05. This illustrates that as the Organisation Citizenship Behaviour (OCB) of employees at the Seluma Regency Education and Culture Office increases, job satisfaction will also increase. This is illustrated by the belief of employees that they have the ability to work, which will increase job satisfaction.

Good OCB can be seen from the attitude of reminding each other among fellow employees at work and completing work together. If there are negative things developing in the agency, all employees will try to change them into positive things in order to create a good atmosphere within the agency. Employees have a high sense of belonging to the agency by spending time for organisational needs and using their time as efficiently as possible.

The results of this study are in line with the opinion of Organ, et al (2022:76), who define Organisational Citizenship Behaviour as behaviour that is an individual's choice and initiative, unrelated to the formal organisational reward system but generally increasing organisational effectiveness. This

means that this behaviour is not included in the job requirements or job description of employees, so that if it is not displayed, no punishment is given.

The results of this study also support previous research conducted by Lestari (2020), which found that Organisational Citizenship Behaviour (OCB) has an influence on employee job satisfaction and performance.

The Influence of Employee Branding and Organisation Citizenship Behaviour (OCB) on Employee Job Satisfaction at the Seluma Regency Education and Culture Office

Based on the results of hypothesis testing using the F test (simultaneous test), it was found that Employee Branding and Organisation Citizenship Behaviour (OCB) have a combined effect on employee job satisfaction at the Seluma Regency Education and Culture Office because the significance value of 0.000 is less than 0.05. This illustrates that employee job satisfaction can be improved through Employee Branding and is also supported by an individual's self-confidence in their work abilities.

According to Hasibuan (2019:52), job satisfaction is a pleasant emotional attitude and love for work. This attitude is determined by work morale. Job satisfaction itself can be interpreted as a conclusion based on a comparison of what employees actually receive from their work compared to what they expect, desire, and consider appropriate or rightfully theirs. The results of this study support previous research conducted by Lestari (2020) and Samboan (2025), which found that Employee Branding and OCB have an influence on employee job satisfaction.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the results of research and discussion on the influence of Employee Branding and Organisation Citizenship Behaviour (OCB) on employee job satisfaction at the Seluma Regency Education and Culture Office, as described above, the following conclusions can be drawn:

1. The multiple regression results show a positive regression direction with the equation $Y = 10.581 + 0.300X_1 + 0.467 X_2 + 3.789$
2. Employee branding has a significant effect on employee job satisfaction at the Seluma Regency Education and Culture Office because the significance value of 0.000 is less than 0.05. This illustrates that as employee branding increases, employee job satisfaction will also increase.
3. Organisational Citizenship Behaviour (OCB) has a significant effect on employee job satisfaction at the Seluma Regency Education and Culture Office because the significance value of 0.000 is less than 0.05. This illustrates that as Organisation Citizenship Behaviour (OCB) increases, employee job satisfaction will also increase.
4. Employee branding and Organisation Citizenship Behaviour (OCB) have a simultaneous significant effect on employee job satisfaction at the Seluma Regency Education and Culture Office because the significant value of 0.000 is less than 0.05.

Recommendations

1. It is expected that the leadership of the Seluma Regency Education and Culture Office will pay more attention to the job satisfaction of its employees by providing health insurance and allowances for them.
2. It is expected that the employees of the Seluma Regency Education and Culture Office will uphold the good name of the organisation.

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