



Influence of Corporate Image and Experience Employee Job Satisfaction and Employee Performance at PT PLN (Persero) UP3 Palopo , Indonesia

Nurlela Nurlela^{1*)}; Haedar Haedar²⁾; Junaidi Junaidi³⁾

**^{1,2,3)}Department of Management, Faculty of Economics and Business, Muhammadiyah University of
Palopo**

***Corresponding Author:** nurlela2621@gmail.com, haedar@umpalopo.ac.id, junaidi@umpalopo.ac.id

How to Cite :

Nurlela, N., Haedar, H., Junaidi, J. (2026). Influence of Corporate Image and Experience Employee Job Satisfaction and Employee Performance at PT PLN (Persero) UP3 Palopo , Indonesi. *Bima Journal : Business, Management and Accounting Journal*, 7 (1) [349-362](https://doi.org/10.37638/bima.7.1.349-362). DOI: <https://doi.org/10.37638/bima.7.1.349-362>

ARTICLE HISTORY

Received [11 December 2025]

Revised [20 January 2026]

Accepted [30 January 2026]

KEYWORDS

Corporate Image; Employee
Experience; Job Satisfaction;
Employee Performance

ABSTRACT

Purpose: This study aims to determine the effect of corporate image, employee experience, and job satisfaction on employee performance at PT PLN (Persero) UP3 Palopo. **Methodology:** Using a quantitative associative approach, 52 respondents were selected from 119 employees through simple random sampling. Data analysis used multiple linear regression after validity and reliability testing. **Results:** The results showed that employee experience and job satisfaction had a positive and significant effect on employee performance, while corporate image had no significant effect on employee performance. Simultaneously, the three variables had a significant effect on employee performance, with a coefficient of determination (R) of 0.628. **Findings:** These results indicate that improving work performance and job satisfaction can substantially increase employee productivity and effectiveness. **Novelty & Originality:** The novelty of this study lies in its focus on the simultaneous examination of corporate image, employee experience, and job satisfaction within the context of a state-owned electricity company in a regional office setting (Palopo), which has been rarely explored in prior research. Its originality emerges from the empirical testing of these three variables in the Indonesian state-owned enterprise sector, particularly in the electricity utility industry. **Conclusions:** The study concludes that to enhance employee performance, PT PLN (Persero) UP3 Palopo should prioritize improving employee experience and job satisfaction through targeted human resource strategies, while recognizing that corporate image may not be a direct driver of performance in this specific context. **Type of Paper:** This paper is an empirical research paper.

**This is an open access article
under the [CC-BY-SA license](https://creativecommons.org/licenses/by-sa/4.0/).**



INTRODUCTION

With increasingly fierce competition in the global market, companies must not only focus on profits but also build a positive image of themselves and care for the well-being of their employees. A positive company image can create a positive impression in the eyes of the public while increasing employee pride and loyalty to their work. If a company does not have enough employees, it cannot

recruit additional employees. The workforce is a crucial factor in running a business because they manage and utilize other resources. Without qualified employees, a company will not be able to manage or develop its business potential . (Andini et al., 2024).

Human resources play a crucial role because without professional employees, a company cannot operate optimally, even with modern equipment. One key factor influencing this is employee work experience (Haedar et al., 2016). To improve the quality of human resources, employee work experience is crucial. Experience gained through various work activities, training, and field assignments can improve their technical skills, professionalism, and confidence. At PT PLN (Persero), employees with adequate work experience are more likely to adapt to changes in digital-based service systems and are better prepared to face the challenges of ever-changing public services.

Employee performance is a crucial factor in determining the success and competitiveness of an organization, particularly in the public service sector, such as PT PLN (Persero) UP3 Palopo. A positive corporate image, adequate work experience, and a high level of job satisfaction are thought to improve work results and strengthen the company's reputation. However, to date, there has been little research specifically examining the relationship between these three variables and employee performance at PLN, particularly at the UP3 Palopo unit. Employee performance is characterized as a person's efficacy and efficiency in carrying out tasks and fulfilling commitments at work (Salju et al., 2023) .

Previous studies, such as those conducted at BRI Klaten Branch and CV Bintang Rejeki Sejahtera, have only examined the relationship between corporate image and employee performance separately, without integrating work experience and job satisfaction variables into a comprehensive model (Samboan et al., 2025) . Most previous studies have focused on private companies and the banking sector, resulting in a lack of empirical evidence in the context of state-owned enterprises (SOEs), particularly PT PLN (Persero) as a public service company. Several studies have shown that job satisfaction and work experience influence employee performance, such as those conducted at PT Bumi Saba Indonesia and CV Mitra Cipta Kosindo. However, the integration of corporate image variables with work experience and job satisfaction as factors influencing employee performance is still rarely discussed, especially in public service companies. This indicates a gap in research that requires further investigation (Program et al., 2024) .

This study was conducted due to discrepancies in previous research regarding the impact of corporate image, employee experience, and job satisfaction on employee performance. Furthermore, research that simultaneously combines these three factors in the context of a public service company like PT PLN (Persero) UP3 Palopo is still rare. Therefore, this study is crucial for a clearer understanding of the factors influencing employee performance and can serve as a reference for management in improving the quality of human resources and public services.

The problem examined in this study is the extent to which company image, employee work experience, and job satisfaction levels influence employee performance at PT PLN (Persero) UP3 Palopo, both separately and simultaneously. This problem arises due to the inconsistency of previous research results and the lack of comprehensive research in analyzing the influence of these three factors on employee performance in the context of a public service company that focuses on community service.

Based on this background, this study aims to determine the influence of corporate image, employee work experience, and job satisfaction levels on employee performance at PT PLN (Persero) UP3 Palopo, both individually and simultaneously. It is hoped that the results of this study can provide a concrete basis for formulating human resource management policies within PLN, as well as a guide to strengthening a productive, creative, and service-focused work culture.

Corporate Image

Image is a complex, indirect picture or impression formed in the mind of an individual or society in general about something, such as an organization, company, product, or service. This image does not come from a single source, but is the result of various experiences, information,

perceptions, and interrelated interpretations. All of these things are obtained from various sources and interactions experienced by an individual or group in their social and cultural context (Ramadhani et al., 2025). Corporate image is how a company creates a positive impression in the eyes of employees and job seekers, thereby increasing interest, attraction, desire to remain working, and job satisfaction of prospective employees.

According to (Shabrina et al., 2022), corporate image is the company's image and reputation as an ideal work environment for relevant audiences. Image and reputation relate to the company's values and work practices, as well as other benefits employees receive while working there. A company's brand as an employer is crucial to its operations in communicating its attractiveness and added value to internal and external stakeholders.

According to (Sihotang & Sitompul, 2024) it is stated that corporate image functions as a guide to help people associate with the organization and ensure that both the organization and its employees have the skills/fit (brand, vision) needed to produce results that reduce expectations.

According to Utami & Siswanto (2021), corporate image is the process of creating a unique and distinct identity compared to competitors. A company's unique identity can be determined through various methods, such as organizational development, employee motivation, and vision and mission statements.

Based on the previous research above, it can be concluded that corporate image is a strategic effort to build a reputation and identity as an ideal workplace. This image reflects the values, culture, and benefits for employees, while also serving as a communication tool to attract and retain talent. Furthermore, corporate image serves to differentiate the organization from competitors and strengthen motivation, development, and affirmation of the company's vision and mission. According to (Nurul Fitri Ramdhani 2022), the indicators of corporate image are: 1. Important Values, 2. Social Values, 3. Economic Values, 4. Development Values, and 5. Implementation Values.

One theory often used to understand employer branding or corporate image is Corporate Identity Theory, which explains that corporate image is shaped by how an organization conveys its identity through various means, such as communication, actions, and visual symbols like logos, slogans, and internal workings. A strong and consistent corporate identity will generate positive perceptions from both the public and employees.

Employee Experience

Work experience is a way to find out how long someone has been doing a job, understands the tasks given, and is able to carry them out well (Fauzi, 2025).

According to (Triana et al., 2023) Employee experience refers to a person's ability to perform a job, the length of time spent working, and the type of work they have done. Work experience can be a baseline for assessing a person's abilities. Work experience encompasses not only abilities, expertise, and skills but can also be seen in the results of work produced or the length of time worked at a company. A person becomes more skilled and agile through experience.

According to (Ilham, 2022) Employee experience is a way to assess how long someone has spent learning the tasks of a job and has been able to perform them well. According to (Luciana & Kusnawan, 2023), employee experience means the length of time a person has worked, the type of work or position they have held, and how long they have worked in each job or position.

Based on the opinions of previous researchers above, it can be concluded that employee experience is the accumulation of length of service, types of work performed, and acquired skills. This experience reflects not only the duration of employment but also the ability to understand and perform tasks. The longer and more diverse the experience, the higher the employee's skills and responsiveness in completing work. According to (Ilham, 2022), indicators of employee experience include length of service, level of knowledge and skills, and mastery of the job and equipment.

Employee experiences is social exchange theory, which explains that building relationships between employees and organizations is based on the principle of mutual benefit. If an

organization provides a good work experience, such as a comfortable working environment, appreciation, guidance from superiors, and opportunities for development, then employees will respond with positive attitudes such as loyalty, active involvement, and increased work performance.

Job satisfaction

Job satisfaction can be defined as the emotional feelings employees have about their work, whether pleasant or unpleasant (Suryawan & Salsabilla, 2022) . Job satisfaction is a crucial factor influencing employee performance within a company. If someone feels happy with their job, especially if they have appropriate responsibilities, good relationships with coworkers, and adequate pay, they will be more motivated and committed to producing quality work (Yunita & Yansyah, 2024) .

According to (Suryawan & Salsabilla, 2022) job satisfaction can be defined as the emotional state of employees towards unpleasant or uncomfortable feelings that hinder their ability to carry out their work.

According to (Saputra, 2021) job satisfaction is defined as a positive attribute that helps employees overcome obstacles and increase their level of self-confidence in working through evaluating their work as a means to achieve the important goals they have set.

According to (Ulviana Siwi & Nawawi, 2023) , job satisfaction is how a person views their job and its relationship to the workplace. This occurs because a person's needs and desires are met through their work.

According to previous research, it can be concluded that job satisfaction is a feeling that arises from how employees view and perceive their work. This satisfaction depends on the extent to which the job meets a person's needs and expectations. Job satisfaction indicates how well a person's personal preferences match their working conditions, thus fostering a positive attitude, self-confidence, and the ability to face challenges. If someone is dissatisfied with their job, it can lead to decreased performance due to negative feelings towards the job. According to (Tanjung & Rasyid, 2023), these include mentally challenging work, supportive working conditions, adequate salary or wages, personality compatibility with the job, and supportive coworkers.

One theory often used to understand job satisfaction is the two-factor theory: motivator factors and hygiene factors. Motivator factors such as achievement, recognition, and responsibility can create satisfaction and motivate someone to perform better. Meanwhile, hygiene factors such as salary, work environment, and relationships with coworkers, if not met, can lead to dissatisfaction.

Employee performance

Performance is the work results that can be achieved by an individual or group of people in an organization, in accordance with their authority and responsibilities, to achieve the goals of the organization. This performance is achieved in a legal manner, does not violate the law, and upholds the moral and ethical values of the institution (Setiawan et al., 2025) . Employee performance plays a very important role in the success of an organization because it is directly related to their productivity (Haedarc, 2024). Performance is a series of ways or processes that show how well an employee carries out his duties and responsibilities, both in the form of successful results and less than satisfactory results. According to (Joko Suwarno, Galuh Saputri, 2024) , employee performance is the work results obtained by a person in carrying out his duties based on his abilities, efforts, and opportunities.

According to (Fiya Mila Fatmawati, 2020) , performance is how a person actually works, reflecting their abilities. A person's ability to demonstrate work results is demonstrated by their ability to complete tasks effectively and carry out their duties responsibly. According to (I. Saputra & Rahmat, 2024) , employee performance is the result of work performed with sufficient quality and quantity in accordance with assigned tasks and responsibilities. In general, employee performance encompasses everything an employee does or does not do in carrying out their role.

Based on the opinions of previous researchers, it can be concluded that employee performance is the result of the work they do in completing tasks, which is influenced by their abilities, efforts, and opportunities. This performance shows how a person actually acts in completing work well and responsibly. Performance is also very important for companies in achieving growth and profitability, so it needs to be managed and improved optimally. According to (Nurjaya 2021), employee performance indicators include the quantity of work output, efficiency in carrying out tasks, work discipline, initiative, and accuracy.

One theory often used to understand how employees perform is expectancy theory, which explains that an individual's work performance is influenced by three main factors: expectancy, instrumentalization, and value. Expectancy is a person's belief that their efforts will result in good performance. Instrumentalization is the belief that good performance will lead to rewards. Meanwhile, value is how valuable or attractive those rewards are to an individual.

Research hypothesis

Based on the literature review concluded above, the following hypothesis can be put forward:

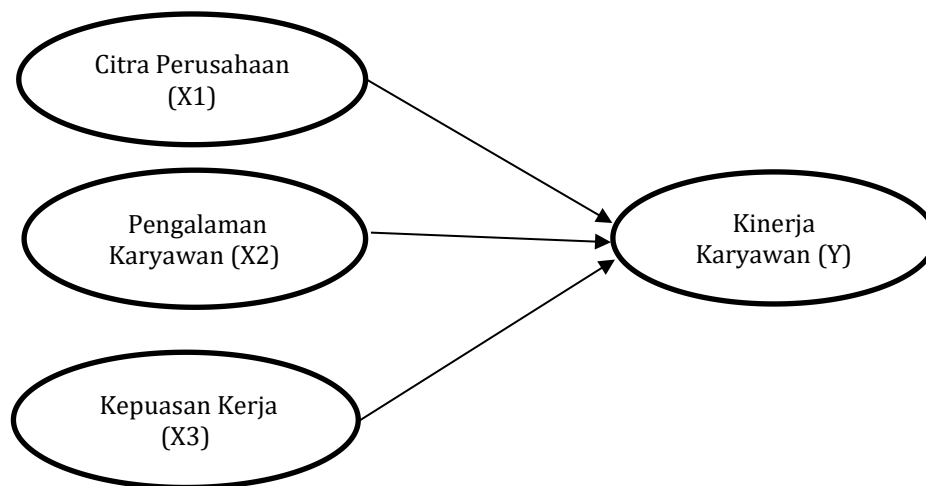
H1 : It is suspected that company image influences employee performance at PT. PLN (Persero) UP3 Palopo City.

H2 : It is suspected that employee experience influences employee performance at PT. PLN (Persero) UP3 Palopo City.

H3 : It is suspected that Job Satisfaction has an effect on Employee Performance at PT. PLN (Persero) UP3 Palopo City.

H4 : It is suspected that Company Image, Employee Experience, and Job Satisfaction influence Employee Performance at PT. PLN (Persero) UP3 Palopo City.

Figure 1. Framework Analysis



METHOD

Research Time

This research began after the research permit was issued and lasted over three months. One month was spent on data collection, and the next two months were devoted to data processing, including research or thesis preparation, and the mentoring process.

Research Site

The location of this research is at PT. PLN (Persero) UP3, Jl. Andi Kambo No. 70, Salekoe, Wara Timur District, Palopo City, South Sulawesi 91911.

Research Population

A population is the entire subject or object that has certain characteristics and is the target of generalization of research results (Dinilhaq et al., 2025) . This study uses a quantitative method with an associative approach. The research population includes all 119 employees of PT PLN (Persero) UP3 Palopo.

Research Sample

A sample is a subset of a population that shares the same characteristics as that population, or a subset of individuals selected in a specific way to represent the entire population. Since the population in this study was 119, 52 respondents were selected as the sample. This selection was made using a simple random sampling method. This method is a way of selecting a sample in which every person in the population has an equal chance of being selected. The selection is random and does not take into account the characteristics of each individual.

Data collection technique

a list of questions

A questionnaire is a tool or instrument used to collect data or information from respondents through a series of systematically structured written questions. Its primary purpose is to gather relevant and accurate data about opinions, perceptions, attitudes, or characteristics for research, evaluation, or decision-making purposes.

Documentation

Data is collected through documentation. Documentation is a method of collecting data through obtaining various documents, such as organizational structures.

Literature

The information used as the basis for this research comes from sources gathered directly, such as journals and books relevant to the research. Additionally, information was also taken from online media (websites).

Table 1. Questionnaire Return Rate

Questionnaire Return	Rate
The questionnaire has been distributed.	52
The questionnaire has been distributed.	52
Incompletely filled out questionnaire	0
questionnaires that can be processed	52

Source: Data Processed, 2025

Data Analysis Techniques

The information obtained from the questionnaire will be analyzed using SPSS, a statistical analysis software program. The data analysis process involves several steps, as follows:

1. Multiple linear regression is a model involving more than one independent variable. This model is used to determine the simultaneous and partial effects of corporate image, employee

experience, and job satisfaction on employee performance. The multiple linear regression model can be expressed using the formula.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

y = Employee Performance
 a = Constant
 b₁, b₂, b₃ = Regression Coefficients
 x₁ = Corporate Image
 x₂ = Employee Experience
 x₃ = Job Satisfaction
 e = Standard Error

2. Hypothesis Testing
 - a. The T test is conducted to test the impact of the independent variable on the dependent variable.
 - b. The F test is used to simultaneously check whether the independent variable has an influence on the dependent variable.
3. The Coefficient of Determination (R^2) test is part of the regression analysis that functions to assess how much change in the dependent variable (Employee Performance) can be explained by the independent variables (Company Image, Employee Experience, and Job Satisfaction).

RESULTS AND DISCUSSION

Data analysis

Validity Test

The validity test is used to determine how big the relationship is between each statement and the total statements in each variable, namely Company Image (X₁), Employee Experience (X₂), Job Satisfaction (X₃), and Employee Performance (Y), as follows:

Table 2. Validity Test of Corporate Image Variable (X₁)

Statement	number r	r table	Condition	Information
C1	0.877	0.273	r-count>r-table	Legitimate
C2	0.802	0.273	r-count>r-table	Legitimate
C3	0.833	0.273	r-count>r-table	Legitimate
C4	0.888	0.273	r-count>r-table	Legitimate
C5	0.834	0.273	r-count>r-table	Legitimate

Source: Data processed using SPSS version 24, 2025

Based on the validity test results above, the test is considered valid because the calculated r value is greater than the table r value. This indicates that all statements are valid, making it suitable for use as a research instrument because it can accurately measure the variables being studied.

Table 3. Validity Test of Employee Experience Variable (X₂)

Statement	number r	r table	Condition	Information
P1	0.887	0.273	r-count>r-table	Legitimate
Page 2	0.873	0.273	r-count>r-table	Legitimate
P3	0.896	0.273	r-count>r-table	Legitimate
Page 4	0.858	0.273	r-count>r-table	Legitimate
Page 5	0.754	0.273	r-count>r-table	Legitimate
Page 6	0.761	0.273	r-count>r-table	Legitimate

Source: Data processed using SPSS version 24, 2025

Based on the validity test results above, the test is considered valid because the calculated r value is greater than the table r value. This indicates that all statements are valid, making it suitable for use as a research instrument because it can accurately measure the variables being studied.

Table 4. Validity Test of Job Satisfaction Variable (X3)

Statement	number r	r table	Condition	Information
K1	0.825	0.273	$r\text{-count} > r\text{-table}$	Legitimate
K2	0.883	0.273	$r\text{-count} > r\text{-table}$	Legitimate
K3	0.831	0.273	$r\text{-count} > r\text{-table}$	Legitimate
K4	0.897	0.273	$r\text{-count} > r\text{-table}$	Legitimate
K5	0.879	0.273	$r\text{-count} > r\text{-table}$	Legitimate

Source: Data processed using SPSS version 24, 2025

Based on the validity test results above, the test is considered valid because the calculated r value is greater than the table r value. This indicates that all statements are valid, making it suitable for use as a research instrument because it can accurately measure the variables being studied.

Table 5. Validity Test of Employee Performance Variable (Y)

Statement	number r	r table	Condition	Information
K1	0.830	0.273	$r\text{-count} > r\text{-table}$	Legitimate
K2	0.891	0.273	$r\text{-count} > r\text{-table}$	Legitimate
K3	0.909	0.273	$r\text{-count} > r\text{-table}$	Legitimate
K4	0.817	0.273	$r\text{-count} > r\text{-table}$	Legitimate
K5	0.759	0.273	$r\text{-count} > r\text{-table}$	Legitimate

Source: Data processed using SPSS version 24, 2025

Based on the validity test results above, the test is considered valid because the calculated r value is greater than the table r value. This indicates that all statements are valid, making it suitable for use as a research instrument because it can accurately measure the variables being studied.

Reliability Test

Reliability is a measure of how well a tool, particularly a questionnaire, can produce accurate and consistent results when used to measure a construct. It indicates the extent to which respondents' answers remain consistent across items designed to measure the same variable or construct.

Table 6. Reliability Test

NO	Variables	r alpha	Reliability value	Information
1	Corporate Image	0.898	0.60	Reliable
2	Employee experience	0.912	0.60	Reliable
3	Job satisfaction	0.912	0.60	Reliable
4	Employee performance	0.897	0.60	Reliable

Source: Data processed using SPSS version 24, 2025

How to make decisions:

If r alpha $>$ 0.60 then the instrument is considered reliable.

If r alpha $<$ 0.60 then the instrument is not reliable.

Table 6 shows the results of the questionnaire reliability test using the Cronbach's alpha value or also called r alpha.

Based on the results of the reliability test, all research variables showed a Cronbach's Alpha value greater than 0.60. Therefore, all variables related to corporate image (X1) had a value of 0.898, employee experience (X2) was valued at 0.912, job satisfaction (X3) reached 0.912, and employee performance (Y) obtained a value of 0.897. This indicates that all instruments used are reliable and can be relied upon to measure the research variables.

Multiple linear regression test

This study discusses multiple linear regression analysis, which is used to evaluate data containing multiple variables. Its main objective is to predict the value of a variable known as the dependent variable (Y) using more than one independent variable, at least three. This analysis is known as multivariate analysis because changes in the dependent variable (Y) are influenced by several independent variables (X). To determine whether there is a significant relationship between the independent variables and the dependent variable, a measured test is conducted.

This analysis shows that the measured variable will be influenced by several other variables. The multiple linear regression equation is used to describe this relationship:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

y = Employee Performance
 a = Constant
 b₁, b₂, b₃ = Regression Coefficients
 x₁ = Corporate Image
 x₂ = Employee Experience
 x₃ = Job Satisfaction
 e = Standard Error

From the data obtained, the data was processed using the SPSS 24 program and entered into a computer calculation model, as can be seen in the following table:

Table 7. Multiple Linear Regression

		Coefficient ^a			
Model		Unstandardized Coefficients		Standardized Coefficient	T
		B	Standard Error	Beta	Signat ure.
1	(Constant)	1,747	2,287		0.764
	Corporate Image	-007	0.128	-007	-057
	Employee Experience	0.393	.112	.437	3,517
	Job satisfaction	.453	0.140	0.435	3,226

a. Dependent Variable: Employee Performance

Source: Data processed using SPSS version 24, 2025

Based on the table of results of the multiple linear regression coefficient test, multiple linear equations can be made as follows:

$$Y = 1.747 - 0.007 (X_1) + 0.393 (X_2) + 0.453 (X_3) + e$$

The linear equation can be interpreted as follows:

1. The constant value (a) is 1.747, which indicates that if all independent variables are zero, then employee performance will be 1.747.
2. The regression coefficient for Corporate Image (b₁) is -0.007, which means that if corporate image increases by one unit, employee performance will decrease by 0.007, assuming variables X₂ and X₃ do not change.

3. Employee Experience has a coefficient (b2) of 0.393, which indicates that every one unit increase in employee work experience has the potential to increase employee performance by 0.393, assuming variables X1 and X3 remain constant.
4. Job Satisfaction has a coefficient (b3) of 0.453, meaning that every one unit increase in Job Satisfaction will significantly increase employee performance by 0.453 units, assuming variables X1 and X2 remain constant.

Hypothesis Testing

Statistical T Test

Based on the multiple linear regression analysis that has been conducted, it was found that the constant value is 1.747. This means that if the value of the corporate image, employee experience, and job satisfaction variables is zero, employee performance remains at 1.747. Among the three variables, corporate image has a coefficient of -0.007, a calculated t value of -0.057 and a significance level of 0.955 (more than 0.05), indicating that corporate image does not have a significant influence on employee performance. On the other hand, employee experience shows a coefficient of 0.393, a calculated t value of 3.517 and a significance of 0.001 (less than 0.05), while job satisfaction shows a coefficient of 0.453, a calculated t value of 3.226 and a significance of 0.002 (also less than 0.05). With a significance level of 0.05 and a table value of 2.010, it can be seen that the calculated t-values for employee experience and job satisfaction are greater than the table t-values, indicating that both factors have a positive and significant influence on employee performance. On the other hand, corporate image does not show a significant influence on employee performance.

F test statistic

In this study, the F-test was applied to measure whether there is a significant difference between the independent and dependent variables simultaneously. This process was performed by comparing the significance value with alpha, using a 95% confidence level and an α value of 0.05.

Table 8. F Test Results (Simultaneous)

		ANOVA ^a			
Model	Sum of Squares	df	Mean Square	F	Signature.
Regression	170,127	3	56,709	27,067	,000 ^b
1 Remainder	100,566	48	2,095		
Total	270,692	51			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Employee Experience, Company Image

Source: Data processed using SPSS version 24, 2025

Based on the F test analysis contained in the ANOVA table, the calculated F value is 27.067. The significance level obtained is 0.000, which is less than 0.05. This indicates that the applied regression model is adequate. The F table value obtained is 3.19. Considering that the calculated F value (27.067) exceeds the F table value (3.19), the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. Thus, the variables of Corporate Image, Employee Experience, and Job Satisfaction simultaneously have a significant influence on employee performance at PT PLN (Persero) UP3 Palopo City.

Test of coefficient of determination

The following table presents information obtained from the results of data collection and processed into a calculation model using the SPSS VERSION 24 application.

Table 9. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Squared	Standard Error of Estimate
1	,793 ^a	.628	,605	1.44745

a. Predictors: (Constant), Job Satisfaction, Employee Experience, Company Image

Source: Data processed using SPSS version 24, 2025

Based on the table, the R-square value was recorded at 0.628, or 62.8%. This indicates that company image, employee experience, and job satisfaction collectively influence employee performance by 62.8%. The remaining 37.2% of the influence is due to other factors not discussed in this study.

DISCUSSION

The Influence of Company Image (X1) on Employee Performance (Y)

The analysis results show that corporate image has a regression coefficient of -0.007, a t-value of -0.057, and a significance level of 0.955, which is higher than 0.05. This means that corporate image has a negative impact on employee performance, but it is not significant. In other words, employees' views of corporate image do not have a significant impact on improving their performance at PLN UP3 Palopo.

The results of this study are in line with research that has been conducted (Diansyah & Admiral, 2024) which found that the company image No influential significant to performance employees because characteristic perception from image those who do not in a way direct felt in work daily . Employee performance more determined by internal factors such as environment work , which is explained not enough adequate , support from superiors , and motivation . If these factors This not optimal, reputation Good company No can increase productivity and quality work . In addition , the image company usually more influential to party outside compared to with internal employee behavior .

In contrast to research conducted by Soniya et al. (2025), the results of this study show that corporate image significantly and positively influences employee performance. This is due to an improved corporate image as an attractive workplace, which leads to increased employee motivation and improved work performance.

The Influence of Employee Experience (X2) on Employee Performance (Y)

Employee work experience has a regression coefficient of 0.393, a t-value of 3.517, and a significance level of 0.001, which is less than 0.05. These results indicate that work experience has a positive and significant impact on employee performance. The more experience, the better the employee's ability and performance in completing tasks at PLN UP3 Palopo.

The results of this study align with previous research (Cahya et al., 2021) , which found that work experience significantly and positively influences employee performance. The study showed that the longer a worker works, the more experience they have. Work experience provides a wealth of skills and abilities.

In contrast to the research conducted (Kitta et al., 2023), employee experience does not have a positive influence on employee performance because therefore, experience will This helps to remember more types of tasks that have been done, so that the person does not yet have enough ability to complete new tasks and has not had a significant impact on performance achievement.

The Influence of Job Satisfaction (X3) on Employee Performance (Y)

The analysis results show that job satisfaction has a regression coefficient of 0.453, a t-value of 3.226, and a significance level of 0.002, which is less than 0.05. This indicates that job satisfaction

has a positive and significant effect on employee performance. The higher the level of satisfaction with work and the work environment, the higher the employee enthusiasm in carrying out their duties optimally at PLN UP3 Palopo.

The results of this study align with previous research conducted by (Paparang et al., 2021) . These findings indicate that job satisfaction has a significant impact on employee performance . This study suggests that if a company is able to provide good job satisfaction, its employee performance will also improve.

In contrast to research conducted by (Fauziek & Yanuar, 2021), which found that job satisfaction had no significant impact on employee performance, a mediating variable is needed to strengthen the relationship between job satisfaction and employee performance.

The simultaneous influence of company image, employee experience, and job satisfaction on employee performance.

The F test results show that the F value obtained is around 27.067 with a significance level of $0.000 < 0.05$). This indicates that there is a significant influence on employee performance at PT PLN (Persero) UP3 Palopo. Therefore, the hypothesis stating that there is a simultaneous influence of three independent variables on employee performance can be accepted. In addition, the R Square value reaches 0.628, which means that 62.8% of the variation in employee working hours can be explained by company image, employee experience, and employee satisfaction. Meanwhile, 37.2% can be explained by other factors outside this study, such as organizational culture, compensation, and employee motivation.

This is in line with research (Samboan et al., 2025) which shows that a good company image can increase employee loyalty and work enthusiasm, while adequate employee experience helps improve skills and work results, and high job satisfaction encourages employees to work better. (Hidayat et al., 2024) . Thus, these findings strengthen the evidence that these three factors play an important role in improving employee performance.

CONCLUSION

The results of the study concluded that work experience and job satisfaction significantly and positively influence employee performance at PT PLN (Persero) UP3 Palopo, while, corporate image did not show a significant influence on employee performance. This finding indicates that improving employee performance is more effectively achieved through developing work experience and increasing job satisfaction. Nevertheless, corporate image still has an important role as a factor that can build employee commitment and loyalty . Simultaneously, corporate image, work experience, and job satisfaction are proven to have a significant influence on employee performance at PT PLN (Persero) UP3 Palopo. Further research is recommended to add other variables such as organizational commitment, work motivation, or organizational culture, as well as using different approaches and research objects in order to better understand the factors that influence employee performance.

REFERENCE

- Andini, A. putr., Tahier, I., Nurlela, Natasyah, Aris, MN, Juliawati, T., Anita, R., & Harmi. (2024). Understanding Human Resources and Development According to 7 Experts. *Research Fair Unisri* , 8 (1), 21–31.
- Cahya, AD, Aji, AW, & Utomo, D. (2021). Analysis of the Influence of Experience and Organizational Citizenship Behavior on Employee Performance at PT. Hari Mukti Teknik Yogyakarta in the New Adaptation Era of the Covid-19 Pandemic. *Scientific Journal of Unity Management* , 9 (3), 533–544. <https://doi.org/10.37641/jimkes.v9i3.579>
- Diansyah, & Admiral, MI (2024). The Influence of the Work Environment and Company Image on

- Employee Performance with Work Motivation as a Moderator at The Nizam Zachman Samudera Fishing Port Jakarta. *Journal of Business & Behavioral Entrepreneurship* , 8 (2), 1–13. <https://journal.unj.ac.id/unj/index.php/jobbe/article/view/47288>
- Dinilhaq, NA, Amelia, Y., Arini, A., & Hidayatullah, R. (2025). *Population and Sample in Educational Research : Understanding the Differences, Implications, and the Right Selection Strategy* .
- Fauzi, R. (2025). *The Influence of Motivation and Work Experience on Employee Work Productivity at PT. Tom Coccocha* . 2 (1), 55–64.
- Fauziek, E., & Yanuar, Y. (2021). Organizational Culture, which achieved an average score of 3.60. This average score is in accordance with the interpretation criteria, including the good category. The influence of the Principal's leadership on teacher performance, namely a direct influence of 7.90%. The Influence of Organizational Culture. *Journal of Managerial and Entrepreneurship* , 3 (3), 680.
- Fiya Mila Fatmawati, SHI (2020). 458491-None-C703029C. *Edunomika* , Vol. 04 , N (EMPLOYEE PERFORMANCE Reviewed from Leadership, Work Environment, and Work Discipline at the Muhari Motor 651 Karanganyar Showroom), 338–346. [https:// media.neliti.com/ media/publications/ 458491-none-c703029c.pdf](https://media.neliti.com/media/publications/458491-none-c703029c.pdf)
- Haedar, H., Saharuddin, S., & H., H. (2016). The Influence of Work Environment and Length of Service on Employee Satisfaction at PT. Hadji Kalla Palopo. *Journal of Management, STIE Muhammadiyah Palopo* , 2 (1), 11–22. <https://doi.org/10.35906/jm001.v2i1.158>
- Hidayat, S., Irwadi, I., & Wahyuni, NS (2024). The Effect of Work Experience and Job Satisfaction on Employee Performance with Workload as an Intervening Variable. *Journal of Business and Economics Research (JBE)* , 5 (1), 11–20. <https://doi.org/10.47065/jbe.v5i1.4940>
- Ilham, M. (2022). The Role of Work Experience in Improving Employee Performance: A Theoretical and Empirical Review. *Jmm Unram - Master of Management Journal* , 11 (1), 13–20. <https://doi.org/10.29303/jmm.v11i1.695>
- Joko Suwarno, Galuh Saputri, A. (2024). Spectrum: Multidisciplinary Journal. *Spectrum: Multidisciplinary Journal* , 1 (3), 33–39.
- Kitta, S., Nurhaeda, N., & Idris, M. (2023). The Influence of Competence, Work Experience, Work Environment, and Work Discipline on the Performance of Office Employees at PT. Makassar Megaputra Prima Telkomsel Distribution Center Makassar. *Jesya Journal of Economics & Sharia Economics* , 6 (1), 297–309. <https://stiealwashliyahsibolga.ac.id/jurnal/index.php/jesya/article/view/933>
- Luciana, L., & Kusnawan, A. (2023). The Influence of Work Environment, Work Discipline, and Work Experience on Employee Performance at PT Surya Barutama Mandiri. *Proceedings: Economics and Business* , 3 (1), 2. <https://jurnal.buddhidharma.ac.id/index.php/pros/article/view/2061/1340>
- Nurjaya, N. (2021). The Influence of Work Discipline, Work Environment, and Work Motivation on Employee Performance at PT. Hazara Cipta Pesona. *ACCELERATION: National Scientific Journal* , 3 (1), 60–74. <https://doi.org/10.54783/jin.v3i1.361>
- Nurul Fitri Ramdhani. (2022). *The Influence of Employer Branding on Employee Engagement and Employee Performance at PT Pegadaian Regional Office VI Makassar* . 135.
- Paparang, NCP, Areros, WA, & Tatimu, V. (2021). The Influence of Job Satisfaction on the Performance of PT. Post Indonesia Office Employees in Manado. *Productivity* , 2 (2), 119–123. <https://ejournal.unsrat.ac.id/index.php/productivity/article/view/33793>
- Program, MS, Economics, F., & Perjuangan, UB (2024). *The Influence of Work Experience and Training on Employee Performance at PT. Rubber Indonesia* . 5 (2), 247–255.
- Ramadhani, WO, Rizqi, G., Kamila, N., & Pratiwi, M. (2025). *Building Image and Reputation* . 02 (04), 2520–2533.
- Snow, S., Junaidi, J., & Goso, G. (2023). The effect of digitalization, work-family conflict, and organizational factors on employee performance during the COVID-19 pandemic. *Problems and Perspectives in Management* , 21 (1), 107–119. [https://doi.org/10.21511/ppm.21\(1\).2023.10](https://doi.org/10.21511/ppm.21(1).2023.10)

- Samboan, H., Tandirerung, CJ, & Jaya, A. (2025). The Influence of Employer Branding on Employee Job Satisfaction at CV. Bintang Rejeki Sejahtera Makassar. *Journal of Management, Accounting, and Administration* , 1 (4), 225–235. <https://doi.org/10.52620/jomaa.v1i4.119>
- Saputra, AA (2021). The Effect of Compensation, Work Environment, and Workload on Employee Job Satisfaction. *Technomedia Journal* , 7 (1), 68–77. <https://doi.org/10.33050/tmj.v7i1.1755>
- Saputra, I., & Rahmat, HK (2024). *Employee Performance Evaluation in a Company: A Literature Review* . 1 (1), 19–24.
- Setiawan, V., Handayani, A., Slamet, U., & Surakarta, R. (2025). *The Influence of Work Motivation, Work Stress, and Work Conflict on Employee Performance at PT Assalaam Niaga Utama* .
- Shabrina, H.A., Hafiar, H., & Perbawasari, S. (2022). Employer Branding Process of PT Ruang Raya Indonesia (Ruangguru). *UHO Journal of Communication Studies: Journal of Communication and Information Science Studies Research* , 7 (3), 530. <https://doi.org/10.52423/jikuho.v7i3.26214>
- Sihotang, H., & Sitompul, P. (2024). The Influence of Employer Branding and Work-Life Balance on Turnover Intention among Generation Z in Medan City: Job Satisfaction as an Intervening Variable. *Journal of Management and Business (JMB)* , 24 (2), 271–284.
- Soniya, S., Sembiring, R., & Panjaitan, M. (2025). The Influence of Leadership, Employer Branding, and Communication on Employee Performance at PTPN IV Regional II Medan. *RIGGS: Journal of Artificial Intelligence and Digital Business* , 4 (2), 2804–2812. <https://doi.org/10.31004/riggs.v4i2.923>
- Suharnia, 1 , Rismawati, 2 , Haedarc, 3. (nd). *"The Influence of Compensation and Work Discipline on Employee Performance at the Branch Office of BRI in Palopo City"* . 371–380.
- Suryawan, IN, & Salsabilla, A. (2022). The Influence of Job Satisfaction, Work Discipline, and Work Motivation on Employee Performance. *Aksara: Journal of Nonformal Education* , 8 (1), 137. <https://doi.org/10.37905/aksara.8.1.137-146.2022>
- Tanjung, AA, & Rasyid, MA (2023). The Influence of Work Discipline and Job Satisfaction on Employee Performance at Efarina TV. *Journal of Economic and Business Management* , 2 (1), 49–59. <https://doi.org/10.61715/jmeh.v2i1.78>
- Triana, A., Munfaqiroh, S., Liana, Y., Manajemen, J., & Malangkuçewara, S. (2023). The Influence of Experience, Ability, and Skills on Employee Performance (Study on Home Industry FreshyBag Malang). *Journal of Applied Management Research (PENATARAN)* , 8 , 159–168.
- Ulviana Siwi, TP, & Nawawi, Z. (2023). The Influence of Job Satisfaction on Corporate Behavior and Organizational Culture. *JPPI (Indonesian Journal of Educational Research)* , 9 (1), 523–529. <https://doi.org/10.29210/020232124>
- Utami, FP, & Siswanto, T. (2021). The Influence of Employer Branding and Employee Engagement on Generation Z's Turnover Intention in the FMCG Industry. *Liquidity* , 10 (2), 236–246. <https://doi.org/10.32546/lq.v10i2.1327>
- Yunita, H., & Yansyah, F. (2024). The Influence of Job Satisfaction on Improving Employee Performance at PT Bintang Mas Pusaka Lubuklinggau. *AKADEMIC: Humanist Student Journal* , 4 (3), 892–902. <https://doi.org/10.37481/jmh.v4i3.1003>