



Influence of Employer Branding, Employee Experience, and Organizational Commitment on Employee Performance: Evidence from PT PLN (Persero) UP3 Palopo , Indonesia

Lita Sriyanti^{1*)}; Haedar Haedar²⁾; Adi Firmanzah³⁾

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

***Corresponding Author:** litalitasriyanti@gmail.com

How to Cite :

Sriyanti, L., Haedar, H., Firmanzahi, A. (2026). Influence of Employer Branding, Employee Experience, and Organizational Commitment on Employee Performance: Evidence from PT PLN (Persero) UP3 Palopo, Indonesia. *Bima Journal : Business, Management and Accounting Journal*, 7 (1) [363-374](#). DOI: <https://doi.org/10.37638/bima.7.1.363-374>

ARTICLE HISTORY

Received [11 December 2025]

Revised [20 January 2026]

Accepted [30 January 2026]

KEYWORDS

Employer Branding;
Employee Experience;
Organizational Commitment;
Employee Performance.

This is an open access article under the [CC-BY-SA](#) license .



ABSTRACT

Purpose: This study aims to analyze the influence of employer branding, employee experience, and organizational commitment on employee performance at PT. PLN (Persero) UP3 Palopo City. **Methodology:** The study used a quantitative approach with a survey method on 52 respondents selected through a random sampling technique. Data were collected through a questionnaire that had been tested and declared valid with a calculated r -value $>$ r -table (0.273) and reliable with a Cronbach's alpha value for all variables $>$ 0.60. Data analysis was conducted using multiple linear regression with the help of SPSS version 26 application. **Results:** The results of this study indicate that employer branding ($t=0.437$; $\text{sig} = 0.664$) and employee experience ($t= 0.360$; $\text{sig} = 0.720$) do not have a significant effect on employee performance, while organizational commitment has a positive and significant effect on employee performance with a value ($t= 5.815$; $\text{sig} = 0.000$). Simultaneously, the f -count value is 28.181 with a significant value of 0.000, which means that all three variables have a significant effect on employee performance. The coefficient of determination (R^2) value of 0.638 indicates that 63.8% of employee performance variation can be explained by the research model, while 36.2% is influenced by other factors outside the model. **Findings:** The research findings indicate that organizational commitment is the most dominant factor in improving employee performance. **Novelty & Originality:** The novelty of this study lies in the simultaneous testing of the three variables in the context of the state-owned electricity sector service unit. The originality of the study is reflected in the empirical focus on PT. PLN (Persero) UP3 Palopo City, which has received limited research. **Conclusions:** This paper concludes that strengthening organizational commitment is a key strategy for improving employee performance. **Type of Paper:** This paper is an empirical research paper.

INTRODUCTION

In an era of globalization and increasingly intense business competition, companies need to implement management and competitive strategies. One of the main benchmarks for an organization's success is employee performance, which indicates the extent to which company goals

can be achieved. Optimal performance is influenced not only by technical skills, but also elements such as organizational commitment, dedication to the organization, and a conducive work environment. According to (Safril & Hidayat, 2025), in this case, a strategic approach to managing human resources is crucial (Riza et al., 2019).

One approach that is currently being widely discussed in human resource management is corporate branding, which is an organizational strategy that creates a positive perception as an attractive workplace for job seekers and enjoyable for employees who have joined (Samboan et al., 2025). However, in its implementation, many organizations have not fully realized that effective corporate branding can not only attract qualified candidates, but also influence employee performance levels, loyalty, and employee performance. Problems arise when corporate branding is not in line with real conditions in the workplace, so that the image that is built is unable to maintain and consistently employee productivity.

Employee performance at PT. PLN (Persero) UP3 Palopo City is also influenced by various obstacles experienced by employees in carrying out their daily tasks. These obstacles lower work enthusiasm and reduce the optimization of energy and thought in completing tasks. This condition indicates that the work environment plays a significant role in determining employee performance. According to (Amiruddin et al., 2025), the work environment encompasses various factors both inside and outside the organization that have the potential to influence performance. Therefore, discomfort or lack of support in the work environment can weaken motivation, reduce loyalty, and hinder the achievement of optimal performance.

Based on previous studies, it has shown a positive effect of employer branding, work experience, and organizational commitment on employee performance according to (Sisandaru, 2025). Affirming that employer branding has a positive and significant impact, both directly and through organizational commitment, on employee performance. Meanwhile, according to (Pambudi et al., 2022) found that work experience, as well as working conditions have a positive and significant impact on employee performance. The same concept is also supported by (Utari & Heryanda, 2021) who noted that organizational commitment has a significant influence on employee performance. Based on these findings, this study aims to re-examine this relationship in the context of a local company, namely PT. PLN (Persero) UP3 Palopo City, which is a customer service unit of PT PLN (Persero) and is responsible for the reliability of electricity distribution and service quality in the Palopo area and its surroundings. By analyzing this company, it is hoped that this research can provide a meaningful contribution both theoretically in the development of human resource management literature, and practically in formulating employer branding strategies and improving employee performance in the electricity sector.

Based on this situation, this study aims to evaluate the impact of employer branding on employee performance by including work experience and organizational commitment as mediator variables. This research was conducted at PT. PLN (Persero) Palopo City, a customer service unit that has a vital position in distributing electricity and maintaining service quality for the community. The hope of this study is to provide a more comprehensive insight into how the company's image as a workplace affects employee work results, both directly and through internal elements formed during employees' activities in the Company's environment at PT PLN (Persero) UP3 Palopo City (Safril & Hidayat, 2025).

This study attempts to fill the gap in the literature by simultaneously examining the relationship between *employer branding*, work experience, organizational commitment, and employee performance in the context of a local company, namely PT. PLN (Persero) UP3 Palopo City, which has rarely been discussed comprehensively. With this approach, this study not only has academic implications in expanding human resource management theory, but also has practical implications in helping companies design sustainable and effective *employer branding strategies to improve employee performance and loyalty* (Samboan et al., 2025). The reason I chose the title "The Effect of Employer Branding, Employee Experience, and Organizational Commitment on Employee Performance" is because these three factors have an important role in creating a productive and

sustainable work environment. Amidst increasingly fierce competition, companies are not only required to attract the best talent through strong employer branding, but also must be able to provide a positive work experience and foster high organizational commitment.

Employer Branding

Employer branding is a company's effort to create a good image and reputation as an attractive workplace for quality talent. According to (Sihotang et al., 2024) the company's efforts to implement the concept of *employer branding* can be achieved, among other things, through the analysis of a limited number of values, including social, economic, interest, development, and business application values, which are expected to provide competitive advantages that generally include three types of benefits: economic, psychological, and functional. According to (Wintika et al., 2023) A company's *brand* or image as a workplace is defined as an effort to convey to current employees and potential applicants that the company is an attractive and suitable place to work. According to (Citta et al., 2020) *Employer branding* is a combination of economic and psychological functions offered by companies according to the type of work they provide.

Based on the above definition, as put forward by previous researchers, *employer branding* is a strategic effort by a company to create a positive image as a desirable workplace. This can be achieved through an analysis of relevant values, such as social, economic, and development values. Employer branding provides competitive benefits that include economic, psychological, and functional aspects. In addition, employer branding also involves effective communication to current and prospective employees regarding the company's advantages as a workplace. Thus, employer branding functions as a combination of economic and psychological aspects offered by the company according to the type of job available. The following are indicators of *employer branding*, namely : 1. Attractiveness value 2. Social value 3. Economic value 4. Development value 5. Job seeker value (Jannavi et al., 2025).

Employee Experience

Employee experience refers to the entire range of experiences an employee has during their time with an organization. This encompasses all interactions and experiences an employee has, from the recruitment process and orientation and training to career development and day-to-day experiences in the workplace. According to (Hamid, 2017) , work experience is the knowledge and skills possessed by an employee, as measured by length of service, level of knowledge, and abilities. Experience can only be gained through the workplace. According to (Sihotang et al., 2024), work experience is a measure that shows how long someone has spent time understanding the tasks in a job and has been able to carry them out well. According to the opinion (Hernanda et al., 2025) Employee experience refers to everything an employee experiences while working at a company. This experience is closely related to how a person approaches various aspects of their job and how they feel about the company's work environment.

So it can be concluded according to the experts above that work experience or employee experience is the accumulation of knowledge, skills, and abilities acquired by employees through direct involvement in work over a certain period of time. This experience is reflected in the length of service, the level of understanding of the task, and the employee's ability to carry out their work effectively. Work environment indicators, 1. Length of service that has been undertaken 2. Level of knowledge and abilities possessed 3. Ability to master the work and tools used (Sihotang et al., 2024) .

Organizational Commitment

Organizational commitment according to (Jannah et al., 2024) is a condition in which an employee supports a particular institution and its mission and wishes to maintain his or her membership in that institution. Organizational commitment is very significant, especially for today's institutions, because by observing the extent of an employee's support for the institution

and the extent to which the employee wishes to maintain his or her membership, one can measure the extent of the employee's commitment to the organization.

According to (Dami et al., 2022) , organizational commitment is a form when employees feel connected to the organization and have a bond towards its goals. This is a very important work attitude because someone who has commitment will show a willingness to work hard to achieve company or organizational goals, and have a high spirit to remain in the organization. According to (Robbiantara et al., 2022) , organizational commitment is a feeling of someone who feels recognized, loyal, and actively involved in their organization. According to (Viona et al., 2023) , organizational commitment is a sign of employee loyalty to the organization by continuing to stay in it, helping to achieve organizational goals, and not wanting to leave the organization for any reason.

So it can be concluded according to the experts above, organizational commitment is a psychological condition that shows the attachment, loyalty, and active involvement of employees towards the organization, which is reflected in support for the organization's vision and goals, willingness to work hard, and a strong desire to remain part of the organization and not leave it. Indicators of organizational commitment, such as: 1. Affective commitment 2. Continuous commitment 3. Normative commitment (Dami et al., 2022).

Employee performance

According to (Kharisma et al., 2023) , performance is the result of an employee's efforts or the entire company's management process, which can be proven in a tangible and measurable way by comparing the results achieved with the standards set by the company. According to (Yanuari, 2019), Employee performance is influenced by several factors, including compensation, employee training, work environment, work culture, leadership, motivation, discipline, and job satisfaction.

According to (Lestari et al., 2024) , performance is the process of evaluating how well employees perform their jobs compared to a set of standards, and then communicating this evaluation to employees. According to (Ode et al., 2019) , performance is the achievement demonstrated by employees. It is the result achieved in carrying out assigned tasks based on skills, experience, sincerity, and available time. According to (Haedar et al., 2024), Employee performance can be used as a guideline to assess how much they contribute to supporting company growth.

So, it can be concluded, according to the experts above, that employee performance is the achievement they attain through the tasks and responsibilities given. This result can be measured by comparing what is achieved with the standards set by the company. This work result is influenced by various factors, such as salary, training, work environment, company culture, how leaders manage, work enthusiasm, discipline, satisfaction, as well as employee ability, experience, and perseverance. This work result is also an important reference in assessing how much an employee contributes to the progress and growth of the company. Employee performance indicators are: 1. Amount of work 2. Arriving on time 3. Attendance 4. Cooperation between colleagues (Ilham, 2022) .

Research hypothesis

Based on the literature review that has been concluded above, the following hypothesis can be proposed:

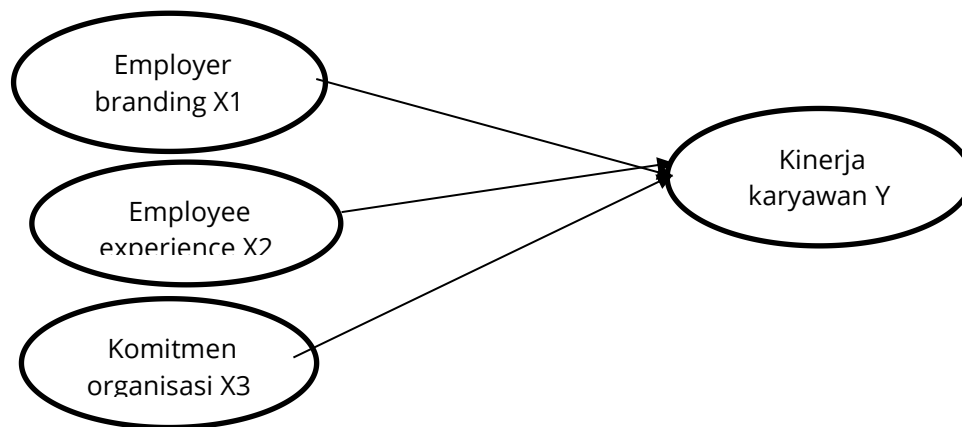
H₁ : It is suspected that *Employer Branding* has an effect on Employee Performance at PLN (Persero) UP3 Palopo City.

H₂ : It is suspected that Employee Experience has an effect on Employee Performance at PLN (Persero) UP3 Palopo City.

H₃ : It is suspected that Organizational Commitment Influences Employee Performance at PLN (Persero) UP3 Palopo City.

H₄ : It is suspected that Employer Branding, Employee Experience and Organizational Commitment Influence Employee Performance at PLN (Persero) UP3 Palopo City.

Figure 1. Framework Analysis



METHOD

Analysis Method

Time and Location of Research

This research was conducted over three months after the research permit was issued. One month was spent collecting data, and the next two months were spent processing the data, including compiling it into a research or thesis, and providing ongoing guidance. The research was conducted at PT PLN (Persero) UP3 Palopo City, located at Jalan Andi Kambo No. 70, Palopo City.

Research Population

A research population is a group determined by the researcher and consisting of objects or subjects with specific characteristics. This group is selected for research and from which conclusions are drawn. In this study, the population was all 119 employees working at PT. PLN (Persero) in Palopo City.

Research Sample

A sample is a subset of a population that shares similar characteristics or represents the entire population. Since the population in this study was 119 individuals, a random sampling method was used. Random sampling is a sampling technique in which every member of the population has an equal chance of being selected. Sampling is conducted randomly without regard to individual characteristics. The sample selected in this study was 52 respondents.

Data collection technique

Questionnaire

A questionnaire is a data collection tool containing a list of written questions. This tool is used in research to determine the opinions, perceptions, attitudes, or specific characteristics of an individual or group. Questionnaires help systematically gather information from respondents.

Documentation

Data is collected using documentation techniques. Documentation is data collection by obtaining documents, such as organizational structures.

Literature

The data used to support this research was collected directly from journals and books related to the research. Additionally, data was also collected from online media (websites).

RESULTS AND DISCUSSION

RESULTS

Validity test

The statements and total number of items for each variable, namely employer branding (X1), employee experience (X2), organizational commitment (X3), and employee performance (Y), test their validity to determine how strong the relationship is between these variables.

Table 2 Validity Test of Employer Branding Variable (X1)

Question	r-count	r-table	Condition	information
E1	0.929	0.273	r count>r table	Valid
E2	0.867	0.273	r count>r table	Valid
E3	0.832	0.273	r count>r table	Valid
E4	0.926	0.273	r count>r table	Valid
E5	0.940	0.273	r count>r table	Valid

Source: Data Processed SPSS 26, 2025

Based on the validity test results for the Employer Branding variable (X1), the calculated r-value was greater than the r-table (0.273). This indicates that each question item (E1–E5) has good validity, so all question items are declared valid and suitable for use in research.

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

Question	r-count	r-table	Condition	information
E1	0.877	0.273	r count>r table	Valid
E2	0.889	0.273	r count>r table	Valid
E3	0.865	0.273	r count>r table	Valid
E4	0.880	0.273	r count>r table	Valid
E5	0.795	0.273	r count>r table	Valid

Source: Data Processed SPSS 26, 2025

Based on the validity test results of the Employee Experience variable (X2), the calculated r-value was greater than the r-table (0.273). Thus, all question items (E1–E5) were declared valid and suitable for use as research instruments.

Table 4. Validity Test of Organizational Commitment Variable (X3)

Question	r-count	r-table	Condition	information
K1	0.903	0.273	r count>r table	Valid
K2	0.807	0.273	r count>r table	Valid
K3	0.805	0.273	r count>r table	Valid
K4	0.830	0.273	r count>r table	Valid
K5	0.893	0.273	r count>r table	Valid

Source: Data Processed SPSS 26, 2025

Based on the results of the validity test of the Organizational Commitment variable (X3), the calculated r-value can be obtained which is more than the r-table (0.273). This shows that all question items (K1–K5) are valid and suitable for use as research instruments.

Table 5 Validity Test of Employee Performance Variable (Y)

Question	r-count	r-table	Condition	information
K1	0.822	0.273	r count>r table	Valid
K2	0.889	0.273	r count>r table	Valid
K3	0.886	0.273	r count>r table	Valid
K4	0.829	0.273	r count>r table	Valid
K5	0.886	0.273	r count>r table	Valid

Source: Data Processed SPSS 26, 2025

Based on the validity test results of the Employee Performance variable (Y), all calculated r-values were greater than the r-table (0.273). Thus, all question items (K1–K5) were declared valid and suitable for use as research instruments.

Multiple linear regression test

This study discusses regression analysis used to evaluate data containing multiple variables. The 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 (X1, X2, X3) and the dependent variable (Y), a measurable test is conducted.

This analysis shows that the measured variable will be influenced by several other variables. Multiple linear regression equations are used to describe this relationship.

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

Information :

Y = Employee Performance

X1 = *Employer Branding*

X2 = *Employer Experience*

X3 = Organizational Commitment

a = Constant

b₁ = Regression coefficient of Employer Branding variable

b₂ = Regression coefficient of the Employee Experience variable

b₃ = Coefficient regression variables Commitment organization

e = error

From the data that has been obtained, it is processed using the SPSS 26 program and entered into a computer calculation model, which can be seen in the following table;

Table 7. Multiple linear regression

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,458	2,025		2,696	.010
Employer branding	.048	.111	.059	437	.664
Employee Experience	.047	.129	.046	360	.720
Organizational Commitment	.650	.112	.726	5,815	.000

a. Dependent Variable: Employee Performance

Source: Data Processed SPSS 26, 2025

The results of the model estimation can be presented in the table above as follows:

$$Y = 5.458 + 0.048X_1 + 0.047X_2 + 0.650X_3 + e$$

Interpretation of the above model, namely:

1. The constant value is $b_0 = 5.458$. This means that if the Employer Branding, Employee Experience, and Organizational Commitment variables are zero, then Employee Performance is estimated at 5.458 units.
2. The coefficient value of b_1 is 0.048, meaning that every one unit increase in Employer Branding will increase employee performance by 0.048 units, assuming variables X_2 and X_3 remain constant.
3. Employee Experience has a coefficient $b_2 = 0.047$, meaning that every one unit increase in Employee Experience only increases Employee Performance by 0.047 units, assuming variables X_1 and X_3 remain constant.
4. Organizational Commitment has a b_3 coefficient of 0.650, meaning that every one unit increase in Organizational Commitment will significantly increase Employee Performance by 0.650 units, provided that variables X_1 and X_2 remain constant.

Hypothesis testing

Statistical T Test

It is known that the value (t-test), employer branding (X_1) has a t-count value of 0.437 with a significance of 0.664. This value is smaller than the t-table of 2.010 and its significance is greater than 0.05, so the hypothesis is rejected. This means that employer branding does not have a significant influence on employee performance. Similarly, the employee experience variable (X_2) shows a t-count value of 0.360 with a significance of 0.720. Because the t-count value < t-table and significance > 0.05, the hypothesis is also rejected. In other words, employee work experience has not been proven to have a significant influence on improving performance.

In contrast, the organizational commitment variable (X_3) showed different results. This variable has a t-value of 5.815 with a significance level of 0.000. Because the t-value is greater than the t-table ($5.815 > 2.010$) and its significance level is much smaller than 0.05, the hypothesis is accepted. This means that organizational commitment has a positive and significant effect on employee performance. Thus, the higher the level of organizational commitment an employee has, the higher the performance they produce in carrying out their duties and responsibilities.

F test statistic

Table 8. Simultaneous Test (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	162,457	2	54,152	28,181	.000 ^b
	Residual	92,235	48	1,922		
	Total	254,692	51			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employer Branding, Employee Experience and Organizational Commitment

Source: Data Processed SPSS 26, 2025

Based on table 8, in the F test analysis contained in the ANOVA table, the calculated F number is 28.181. 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 (28.181) exceeds the F table value (3.19), the null hypothesis (H_0) is rejected and

the alternative hypothesis (H_a) is accepted so that it can be concluded that there is an influence of employer branding (X1), Employee Experience (X2) and organizational commitment (X3) simultaneously have a significant influence on employee performance at PLN (Persero) UP3 Palopo.

Test of coefficient of determination

Based on the results of data analysis using the SPSS version 26 application, the coefficient of determination (R Square) value was obtained at 0.638. This figure indicates that the three variables—Employer Branding, Employee Experience, and Organizational Commitment—could collectively explain 63.8 percent of changes in employee performance. The remaining 36.2 percent of changes were influenced by factors not examined in this study.

DISCUSSION

The Influence of Employer Branding (X1) on Employee Performance (Y)

Based on the results of multiple linear regression analysis, the Employer Branding variable has a coefficient of 0.048 with a t-value of -0.437 and a significance level of 0.664. Because the significance value is greater than 0.05, this variable does not significantly influence employee performance at PLN (Persero) UP3 Palopo. This means that improving Employer Branding has not been able to significantly improve employee performance, possibly because the existing program has not touched on internal aspects of employees such as work motivation and achievement of performance targets.

However, research results in line with those by (Diansyah & Admiral, 2024) show that corporate image does not show a significant relationship with employee performance, because corporate image is built through public perception of service and reputation, which impacts internal work behavior (performance) and external perception (customers, not the company).

However, different results were obtained by (Soniya et al., 2025), showing that company branding as a workplace has a positive and significant impact on employee performance. This means that the better the company's image as an attractive place to work, the better the employee's performance. Employees who feel valued and given opportunities to grow are more motivated, loyal, and improve their work performance.

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

The Employee Experience variable has a coefficient of 0.047 with a t-value of 0.360 and a significance level of 0.720. Because the significance value is greater than 0.05, this variable does not significantly influence employee performance at PLN (Persero) UP3 Palopo. This indicates that although good work experience can increase satisfaction, other factors such as organizational culture, leadership, and reward systems are more dominant in influencing employee performance.

However, the results of this study are in line with (Hartono & Hartati, 2024) that work experience does not have a positive effect on employee performance, because a person's work experience does not guarantee their ability to work optimally and produce quality performance.

Pambudi et al. (2022) obtained different results, stating that work experience (X2) influences employee performance. This occurs because work experience helps improve performance because employees already possess sufficient knowledge and skills. Thus, employees become more adept at increasing company productivity or improving their own performance.

The Influence of Organizational Commitment (X3) on Employee Performance (Y)

The Organizational Commitment variable has a coefficient of 0.650 with a t-value of 5.815 and a significance level of 0.000, thus having a positive and significant effect on the performance of PLN (Persero) UP3 Palopo employees. This means that a one-unit increase in organizational commitment will significantly increase employee performance by 0.650 units. This indicates that high organizational commitment encourages stronger employee responsibility, loyalty, and bonds, thus improving their performance.

However, research results align with those of Hasrun Afandi (2022), which show that organizational commitment has a positive and significant influence on employee performance at the Kosasih Clinic in Bandar Lampung. This suggests that the higher the organizational commitment, the better the employee performance at the Kosasih Clinic in Bandar Lampung. Suhardi et al. (2021)

The Influence of Employer Branding, Employee Experience and Organizational Commitment on Employee Performance .

Based on the results of the simultaneous test (F test), the calculated F value was 28.181 with a significance level of $0.000 < 0.05$, indicating that the variables Employer Branding, Employee Experience, and Organizational Commitment together have a significant effect on Employee Performance at PT PLN (Persero) UP3 Palopo City. The R Square value of 0.638 indicates that 63.8% of the variation in employee performance is explained by these three variables, while 36.2% is influenced by other factors outside the model. These results confirm that a good company image, positive work experience, and high organizational commitment can simultaneously improve employee performance. This finding is in line with research (Utari & Heryanda, 2021). and (Soniya et al., 2025) which concluded that the combination of these three factors can increase employee productivity, responsibility, and loyalty to the company.

CONCLUSION

Based on the results of data analysis and discussion, it can be concluded that the results of the study indicate that partially *employer branding* and *employee experience* do not have a significant effect on employee performance, while *organizational commitment* has a positive and significant effect. Where organizational commitment is the most dominant factor in improving performance. This shows that although company image and work experience are important, employee loyalty and emotional attachment to the organization have a greater influence. For future research, it is recommended to add other variables such as job satisfaction, work motivation, organizational culture, or leadership style as mediating or moderating variables to better understand the factors that influence employee performance. Big in driving performance improvement. Therefore, PT PLN (Persero) UP3 Palopo City needs to prioritize strengthening organizational commitment as a primary strategy in human resource management.

REFERENCE

- Aisyah Nur Jannavi, & Kristiana Sri Utami. (2025). The Influence of Employer Branding and Compensation on Job Application Interests among Generation Z in the Special Region of Yogyakarta. *GEMILANG: JoEmployer Branding; Employee Experience; Organizational Commitment; Employee Performance* *Journal of Management and Accounting* , 5 (3), 563–578. <https://doi.org/10.56910/gemilang.v5i3.2443>
- Amiruddin, AW (2025). *The Influence of Work Skills and Work Environment on Employee Performance at the Pramutama Palopo Tax Service Office* . 1–24.
- Citta, AB, Brasit, N., Nurdjanah, H., & Yusuf, RM (2020). Implementation of Employer Branding in a Company: A Study of Several Literatures. *Mirai Management Journal* , 6 (2), 122–136. <https://journal.stieamkop.ac.id/index.php/mirai>
- Dami, WD, FoEh, JE, & Manafe, HA (2022). The Influence of Employee Engagement, Organizational Commitment, and Organizational Culture on Employee Performance Through Job Satisfaction as a Mediating Variable. *Multidisciplinary Journal of Science* , 1 (2), 514–526.
- 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>

- Eius Lestari, & Desty Febrian, W. (2024). The Influence of Work Discipline, Motivation, and Compensation on Employee Performance (A Study at PT Billy Indonesia). *Journal of Civil Management and Business* , 6 (1), 46–64. <https://doi.org/10.51353/jmbm.v6i1.895>
- Firmanzah, A., Wahyuni, S., Refki, A., & Patra, IK (2025). *Measuring the economic potential of Tana Luwu: The Klassen Location Quotient Approach and Typology* . 3 (1), 14–28.
- Hartono, MD, & Hartati, CS (2024). The Influence of Work Experience and Work Discipline on Employee Performance at PT. Karya Sukses Sejahtera Surabaya. *JEBS (Journal of Economics, Business, and Social Affairs)* , 1 (4), 24–34.
- 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>
- Hernanda, BY, Prawitowati, T., & Yulianti, E. (2025). *The impact of employee experience on turnover intention through employee engagement and job satisfaction* . 14 (2), 253–272.
- Hamid, D. (nd). *The Influence of Education and Work Experience on Employee Work Ability and Performance (Persero)* . 43 (1), 96–103.
- 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>
- Jannah, N., Wahyono, T., & Rizky, MC (2024). The Influence of Organizational Commitment, Career Development, and Motivation on Employee Performance at Le Polonia Hotel Medan. *Maneggio : Scientific Journal of Master of Management* , 7 (September), 191–202. <https://jurnal.umsu.ac.id/index.php/MANEGGIO/article/view/21451/12032>
- Kharisma, IM, & Wening, N. (2023). The Role of Recruitment and Selection on Company Employee Performance: A Systematic Literature Review. *E-Bis Journal* , 7 (1), 61–80. <https://doi.org/10.37339/e-bis.v7i1.1111>
- Muhammad Agus Pambudi, Lina Saptaria, & Agung Pambudi Mahaputra. (2022). The Effect of Compensation, Work Experience, and Work Environment on Employee Performance at Perum Jasa Tirta 1, Region Sub II/I. *Digital Business: Journal of Management Science and E-Commerce Publication* , 1 (4), 99–115. <https://doi.org/10.30640/digital.v1i4.406>
- Ode, W., Muizu, Z., Kaltum, U., Sule, E.T., Ekonomi, F., & Padjadjaran, U. (2019). *The Influence of Leadership on Employee Performance* . 2 , 61–78.
- Riza, S., Desreza, N., Asnawati, Sudiyanto, H., Andrio, Osuke Komazawa, Ni Wayan Suriastini, Endra Dwi Mulyanto, Ika Yulia Wijayanti, Maliki, DDK, Statistics, BP, Muszalik, M., Dijkstra, A., Kdziora-Kornatowska, K., Zielińska-Wiczowska, H., Kornatowski, T., Ritonga, NL, Marlita, L., Saputra, R., Yamin, M., Susyanti, S., Nurhakim, DL, Syamsidar, ... Indrawati, L. (2019). The influence of leadership, organizational commitment, and motivation on work performance. *BMC Public Health* , 5 (1), 1–11. <https://doi.org/10.1186/s12889-021-12260-250>
- Robbiantara, W., Irianto, I., & Bairizki, A. (2022). The Influence of Education, Work Experience, and Organizational Commitment on Employee Performance at PT Rajawali Nusindo Mataram. *Kompeten: Scientific Journal of Economics and Business* , 1 (1), 1–12. <https://doi.org/10.57141/kompeten.v1i1.2>
- Safril, S., & Hidayat, M. Fadhil. (2025). Journal of Management Science and Business Review: The Effect of Organizational Commitment on Employee Performance in the Banking Sector: A Literature Review. *Journal of Management Science and Business Review* , 3 (1), 26–33. <https://jurnal.ypsms.or.id/index.php/JMSBR>
- 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>
- 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.
- Siswandaru, LA . FT . DAS (2025). Employer Branding on Job Satisfaction and Employee Performance at the Klaten Branch of the BRI Office. *Journal of Education and Development, South Tapanuli Education Institute* , 13 (1), 416–420.
- 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>
- Suhardi, A., Ismilasari, I., & Jasman, J. (2021). Analysis of the Influence of Loyalty and Organizational Commitment on Employee Performance. *Jesya (Journal of Economics & Sharia Economics)* , 4 (2), 1117–1124. <https://doi.org/10.36778/jesya.v4i2.421>
- Suharnia, 1 , Rismawatib, 2 , Haedarc, 3. (2024). "The Influence of Compensation and Work Discipline on Employee Performance at the Branch Office of BRI in Palopo City" . 371–380
- Afand i, HA (2022). The Effect of Organizational Commitment on Employee Performance with Compensation as a Moderating Variable. *Derivative: Journal of Management* , 16 (1), 120–126. <https://doi.org/10.24127/jm.v16i1.788>
- Utari, NLM, & Heryanda, KK (2021). The Influence of Job Satisfaction and Organizational Commitment on Employee Performance at Edie Arta Motor. *Prospek: Journal of Management and Business* , 3 (1), 1–9.
- Viona, O., Abunawas, & Hastuti, D. (2023). The Influence of Organizational Commitment and Communication on the Performance of Riau Province Regional Inspectorate Employees. *Merdeka Emba Student Scientific Journal* , 2 (2), 66–77.
- Windika Putri, S., & Frianto, A. (2023). The Influence of Work-Life Balance on Employee Performance Through Organizational Commitment. *Journal of Management Science* , 11 (2), 293–305.
- Yanuari, Y. (2019). Analysis of the Influence of Work Motivation and Work Environment on Employee Performance. *BASKARA: Journal of Business and Entrepreneurship* , 2 (1), 45–54. <https://doi.org/10.54268/baskara.v2i1.6198>