



Influence of Corporate Image, Digital Literacy, and Employee Experience on Employee Loyalty at PT. NSS Palopo

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How to Cite:

Juliawati, T; Haedar; Maszudi, E., (2026). Influence of Corporate Image, Digital Literacy, and Employee Experience on Employee Loyalty at PT. NSS Palopo. *Bima Journal : Business, Management and Accounting Journal*, 7 (1) [965-978](#) . DOI: <https://doi.org/10.37638/bima.7.1.965-978>

ARTICLE HISTORY

Received [20 april 2026]

Revised [3 June 2026]

Accepted [29 June 2026]

KEYWORDS

Company image as an employer; digital literacy; employee experience; employee loyalty

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ABSTRACT

Purpose: This study aims to analyze the influence of corporate image, digital literacy, and employee experience on employee loyalty at PT. NSS Palopo in 2025. **Methodology:** A quantitative approach was used with PLS-SEM analysis through SmartPLS 4. A total of 55 employees were selected using saturated sampling, and data were collected through a five-point Likert scale questionnaire. **Results:** Corporate image significantly affects employee loyalty, digital literacy, and employee experience. Employee experience also significantly affects digital literacy and employee loyalty, while digital literacy has no significant effect on employee loyalty. **Findings:** Employee loyalty is more influenced by employee experience and corporate image than digital literacy, with strong predictive power ($R^2 = 71.1\%$). **Novelty & Originality:** This study offers novelty by examining the interplay of corporate image, digital literacy, and employee experience in a regional corporate setting in Palopo, a context rarely explored in prior research. **Conclusions:** Improving employee experience and corporate image is more effective than focusing only on digital literacy. **Type of Paper:** This paper is a research article.

INTRODUCTION

In the era of rapidly developing globalization and digitalization, organizations are not only required to achieve business targets but also maintain sustainability and competitiveness through effective human resource management. Employee loyalty is a strategic factor because it affects productivity, retention rates, and organizational reputation (Kimonyo, 2024) . From the perspective of Social Exchange Theory, employee loyalty is a form of reciprocity for the values and work experiences that the organization provides to employees (Blau, 1964). Backhaus & Tikoo (2004) explain that digital Citra perusahaanliteracy plays a role in shaping employee perceptions of the organization as a desirable workplace (Phalevi & Handoyo, 2023) . Technological developments also require employees to have adequate digital literacy to support work effectiveness and adaptability to change. Digital literacy includes the ability to optimally access, use, and evaluate digital information (Dahman et al., 2023) . Meanwhile, employee experience is the overall experience employees experience when interacting with an organization, from the recruitment process to their tenure. Morgan (2017) states that employee experience consists of three main dimensions: the physical environment, organizational culture, and technology, which shape employee perceptions of the

company (Kimonyo, 2024) . A study by Ernst & Young shows that a positive work experience can increase employee satisfaction, productivity, and loyalty (Purbasari & Abadi, 2022) .

Although various studies have examined the influence of Citra perusahaan digital literacy and employee experience on employee loyalty, previous research findings remain mixed, particularly regarding the role of digital literacy in employee loyalty. Furthermore, most studies have been conducted in large companies, resulting in limited studies integrating these three variables simultaneously in mid-sized automotive companies at the regional level. Therefore, research that comprehensively examines these three variables in different organizational contexts is needed to strengthen the consistency of empirical findings.

The uniqueness of this study lies in the simultaneous examination of the influence of Citra perusahaan digital literacy and employee experience on employee loyalty at PT. NSS Palopo in 2025 with a total of 55 employees. This study provides a new empirical contribution in the context of regional automotive companies and enriches the study of employee loyalty in the digital era.

Based on this background, this study aims to analyze the influence of Citra perusahaan digital literacy and employee experience on employee loyalty at PT. NSS Palopo, to provide theoretical contributions to the development of human resource management as well as practical contributions to the company.

Theoretical basis

This study uses Social Exchange Theory as the primary theory to explain the relationship between Citra perusahaan digital literacy, employee experience, and employee loyalty. This theory was first developed by Peter Blau (1964), who stated that social relationships are formed through a reciprocal process, where individuals will respond positively to benefits or requests from others. In an organizational context, employees will support the company with positive traits such as loyalty, commitment, and relatedness as long as the company provides positive values, benefits, and job opportunities. Therefore, social exchange theory is used as the primary basis to explain that the relationship between organizations and employees is reciprocal, where the provision of positive values by the organization through Citra perusahaan employee experiences will be responded to by employees in the form of loyalty to the organization.

In this study, digital literacy Citra perusahaan is viewed as the positive values and image offered by the organization to its employees, while employee experience represents the quality of work performed during working hours. Employee loyalty is understood as a type of response to these values and experiences. Therefore, digital literacy in this study is positioned as an individual competency that supports work effectiveness in an organizational environment, thus playing an indirect role in strengthening the social exchange relationship between employees and the organization. This approach is in line with research by Sulistiyani et al. (2022), which shows that organizational relationships increase employee job satisfaction through social mechanisms (Sulistiyani et al., 2022) , as well as research by Hans (2020), which uses a social perspective to explain the relationship between work and employee performance (Hans et al., 2020) . Furthermore, Matrafi (2024) emphasizes that Social Exchange Theory is useful in explaining employee motivation and work ethics as a way to balance organizational performance with employee performance (Matrafi, 2024).

Company Branding

Citra perusahaan Corporate identity is understood as an organizational strategy to build a company's image as an attractive and valuable workplace for employees. Sullivan (2004) explains that Citra perusahaan plays a role in shaping employee perceptions of the company's importance, thus making it easier for organizations with a strong brand to attract and retain a Citra perusahaan qualified workforce (Windayanti & Febrian, 2021) . According to Backhaus and Tikoo (2004), Citra perusahaan corporate identity is an organization's effort to create a unique and easily

recognized corporate identity by internal stakeholders. A strong organizational identity allows employees to distinguish their company from others, ultimately fostering a sense of pride and attachment to the company (Phalevi & Handoyo, 2023).

Citra perusahaan A company's image and reputation as a work environment capable of providing positive feedback to employees. A good internal reputation encourages employees to view the company as a worthy workplace, potentially increasing employee commitment and loyalty (Evrina & Wulansari, 2023). Berdasarkan uraian tersebut, citra perusahaan merupakan persepsi yang terbentuk mengenai identitas, nilai, budaya, dan reputasi organisasi yang membedakannya dari perusahaan lain serta memengaruhi daya tarik dan loyalitas karyawan.

According to Ruchika and Prasad, indicators Citra perusahaan include development opportunities, company reputation, acceptance and belonging, and work-life balance. These four indicators shape a positive work experience and contribute to long-term employee engagement and loyalty (Barbulescu et al., 2024).

Based on this literature review, Citra perusahaan is seen as a strategic factor capable of shaping positive perceptions, emotional attachment, and a sense of belonging among employees toward the company. When employees perceive the company as having a clear identity, a good reputation, and work values relevant to their needs, employee loyalty to the organization will increase.

Digital Literacy

Literasi Digital literacy is defined as an individual's ability to use digital technology effectively and to access, understand, analyze, and utilize information to support work-related activities. Digital literacy encompasses not only technical skills in using digital devices but also critical thinking skills in processing information and utilizing technology to improve employee work effectiveness (Warda et al., 2025).

Literasi Digital literacy is seen as an individual's ability to understand, utilize, and acquire knowledge and various digital resources effectively. Naufal (2021) emphasized that digital literacy plays a role in improving an individual's understanding, creativity, and ability to manage information in a digital environment. Syah et al. (2019) explained that digital literacy encompasses the ability to understand, evaluate, and present information through various digital media, reflected in language skills, technology use, and digital content production. These skills support individuals' adaptation to the demands of technology-based work.

According to Paul Gilster, in his book digital literacy (Kemdikbud, 2017) digital literacy is seen as the ability to understand and use information in various digital formats, so that individuals are not only technically proficient, but also able to process information meaningfully (Sutrisna, 2020). According to (Martin, 2008) digital literacy is a combination of several literacy disciplines, including information, computer, visual, and communication (Naufal, 2021). Haque (in Sulianta, 2020) emphasizes that digital literacy enables individuals to share, learn, and communicate effectively by utilizing technology to achieve certain goals (Wijaya, 2021).

indicators refer to the multidimensional digital literacy concept proposed by Belshaw (2011), which includes aspects of cultural understanding of digital contexts, cognitive abilities in evaluating information, communication skills in digital networks, and technical skills in using digital devices and applications. These four indicators describe an individual's readiness to interact and work effectively in a digital environment (Dahman et al., 2023). Based on this literature review, digital literacy is seen as a critical competency in supporting employee performance and adaptation in the digital era. Theoretically, the ability to understand and utilize information technology is expected to increase work effectiveness and positive employee attitudes towards the organization.

Employee Experience

Employee experience is understood as the overall perception and interaction of employees with the organization throughout their employment. (Purbasari & Abadi, 2022) explain that employee experience reflects how individuals evaluate their working relationship with the company, which contributes to job satisfaction, productivity, and sustainable development within the organization. Ernst & Young views employee experience as the result of collaboration between employees and the company in creating an authentic and personalized work experience, which impacts productivity, job satisfaction, innovation, and individual and organizational performance (Purbasari & Abadi, 2022) .

According to Abhari et al. (2008), experience (Porkodi et al., 2024) . Morgan (2017) states that employee experience is the accumulation of all employee interactions with the organization, including the physical environment, technology, and company culture. This approach demonstrates a shift in HR management focus from employee engagement to a more holistic work experience management (Kimonyo, 2024) .

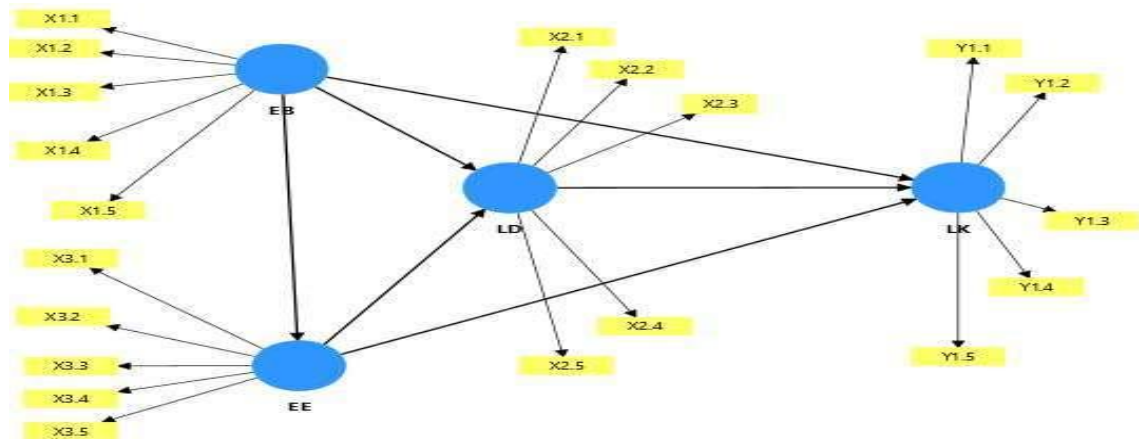
Indicators of employee experience include the physical environment, organizational culture, technological support, and the quality of social relationships in the workplace (Darmawan & Napitupulu, 2023) . A comfortable and supportive work environment, reflected in cleanliness, layout, and a conducive work atmosphere, has been shown to contribute to a positive work experience (Haedar et al., 2016) . Based on this literature review, employee experience is seen as a strategic factor in shaping employee attitudes and behavior. Positive work experiences through a supportive work environment, good social relationships, and effective use of technology are believed to increase employee engagement and loyalty.

Employee Loyalty

Loyalitas Employees are seen as having a positive attitude and willingness to continue working and contributing bagi to the company. Menurut (Jayanti & Wati, 2019) explains that loyalty reflects employee devotion which encourages them to work not only for personal interests, but also to achieve company goals, thus impacting the effectiveness and performance of the organization. Selain itu menurut Siagian (2014) Loyalty is merupakan an employee's reluctance to move to another company, demonstrating commitment and attachment to the organization they work for. This attitude is an important indicator in maintaining the sustainability of the working relationship between employees and the company (Maulidana & Hermansyah, 2024) .

Loyalitas karyawan juga mencerminkan keterikatan dan komitmen individu terhadap organisasi, sehingga mendorong karyawan untuk tetap menjadi bagian dari perusahaan dan berkontribusi dalam mencapai tujuan organisasi. Loyalitas yang tinggi menunjukkan adanya hubungan yang kuat antara karyawan dan organisasi yang tercermin dalam keinginan untuk bertahan secara mendukung keberhasilan perusahaan (Muhammad et al., 2024) . Selanjutnya, Muhyadi (1989) stated that loyalty is also reflected in the ability of employees to work together, support each other, and maintain commitment to themselves and the organization in achieving common goals (Wibowo et al., 2022) .

According to Siswanto (2003) , employee loyalty can be measured using four main indicators: compliance with regulations, responsibility related to work and business, willingness to cooperate , and a sense of belonging to the organization (Liana et al., 2023) . These indicators reflect employee engagement in both attitudes and behavior. Based on a literature review, employee loyalty is seen as an important variable influenced by various organizational factors, particularly Citra perusahaan and digital literacy and employee experience.

Figure 1. Research framework

Source: Data processed with SmartPLS 4.0

Based on background behind, Study theory, framework conceptual on, then formulated hypothesis Study as follows:

1. It is suspected that Citra perusahaanit has a significant influence on employee loyalty at PT. NSS Palopo.
2. It is suspected that Citra perusahaanit has a significant influence on digital literacy at PT. NSS Palopo.
3. It is suspected that employee experience has a significant influence on digital literacy at PT. NSS Palopo.
4. It is suspected that employee experience has a significant influence on employee loyalty at PT. NSS Palopo.
5. It is suspected that Citra perusahaanit has a significant influence on employee experience at PT. NSS Palopo.
6. It is suspected that digital literacy has a significant influence on employee loyalty at PT. NSS Palopo.

METHOD

Types and Approaches of Research

This study uses a quantitative approach with the Partial Least Squares (PLS-SEM) method of structural equation modeling. The quantitative approach is used to assess the relationship between Citra perusahaan and digital literacy and employee experience on employee loyalty at PT. NSS Palopo based on statistically analyzed numerical data. The PLS-SEM method was chosen because it is able to handle relatively small sample sizes, does not require normal data distribution, and is suitable for predictive research and theoretical model development. Data analysis was performed using SmartPLS software version 4.

Location and Time of Research

In this study, the author chose Palopo City as the object and location of the study. This research was conducted at PT. NSS Palopo 2025, an authorized Honda dealer located at Jl. Andi Djemma No. 75 A/C, Kota Palopo., South Sulawesi. This research lasted two months and included instrument preparation, data collection, and data analysis.

Population and Sample

This study involved all employees of PT. NSS Palopo as the research population, totaling 55 people. Because the population size was relatively limited, the sampling technique applied was saturated or census sampling, namely a sampling technique that uses all members of the population as research respondents.

Data collection technique

The techniques used in this study were questionnaires and documentation studies. Primary data were obtained through questionnaires compiled based on variable indicators Citra perusahaan, digital literacy, employee experience, and employee loyalty. The questionnaire was used as a data collection instrument because it can measure respondents' attitudes and perceptions in a structured manner using a five-point Likert scale (1-5) (Maszudi et al., 2021). . Secondary data were obtained through documentation studies in the form of internal company documents relevant to the research.

Research Instruments

The research instrument used in this study was a questionnaire determined based on the theoretical indicators of each variable, namely Citra perusahaan(X1), digital literacy (X2), employee experience (X3), and employee loyalty (Y). All indicators were structured in the form of closed statements and measured using a five-point Likert scale. In this study, all indicators were treated as reflective indicators, where latent constructs influence the measurement indicators, so that changes in the latent constructs will be reflected through changes in the observed indicator values.

Data analysis techniques

Data analysis in this study was conducted using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) supported by SmartPLS version 4. The analysis was conducted in stages to assess the quality of the measurement and structural model and to evaluate the research hypotheses. The PLS-SEM approach was chosen because it can analyze the relationships between latent constructs simultaneously and is suitable for research using relatively small sample sizes and predictive purposes.

Evaluation of measurement models bertujuan untuk menguji validitas dan reliabilitas konstruk. Validitas konvergen dinilai berdasarkan nilai outer loadings (> 0.70) dan *Average Variance Extracted* (AVE > 0.50). Reliabilitas konstruk dievaluasi menggunakan nilai *Cronbach's Alpha* dan *Composite Reliability* (> 0.70). Selanjutnya, validitas diskriminan diuji menggunakan nilai *Heterotrait-Monotrait Ratio* (HTMT < 0.90) agar konstruk tersebut dikatakan memiliki validitas diskriminan yang baik.

After the measurement model is declared to meet the validity and reliability criteria, the analysis continues with an evaluation of the structural model. Untuk menilai hubungan antar konstruk. Evaluasi dilakukan menggunakan nilai koefisien determinasi (*R-square*) dan ukuran efek (*F-square*). Pengujian hipotesis dilakukan melalui prosedur *bootstrapping* dengan melihat nilai t-statistic dan p-value. Hipotesis dinyatakan diterima apabila nilai t-statistic > 1.96 dan p-value < 0.50 . Hasil pengujian ini digunakan untuk menjawab tujuan penelitian mengenai pengaruh citra perusahaan, literasi digital, dan pengalaman karyawan terhadap loyalitas karyawan di PT. NSS Palopo.

RESULTS AND DISCUSSION

RESULTS

Respondent description

The respondents in this study were 55 employees of PT. NSS Palopo. Respondent characteristics are presented to provide a general overview of the respondents' profiles based on

gender, age, and length of service. This information is important for understanding the general condition of the research sample used in subsequent analysis.

Table 1. Respondent characteristics

Variables	Category	Frequency (n)	Percentage (%)
Gender	Man	43	78.2%
	Woman	12	21.8%
Age	< 25 years	24	43.6%
	aged 25-30 years	27	49.1%
	> 30 years	4	7.3%
Length of work	< 1 year	16	29.1%
	1-5 years	34	61.8%
	> 5 years	5	9.1%

Source: Processed Data, 2026

Measurement Model Test Results

Testing was conducted to assess the validity and reliability of the research constructs. Construct validity was evaluated using outer loading and average variance extracted (AVE), while construct reliability was measured using composite reliability and Cronbach's alpha. The test results are presented in table 2.

Table 2. Results of the Validity and Reliability Test of the Constructs

Variables	Indicator	External Load	AVE	Composite Reliability	Cronbach's alpha
Company image as an employer	EB 1	0.800	0.469	0.830	0.747
	EB 2	0.623			
	EB 3	0.612			
	EB 4	0.706			
	EB 5	0.761			
Digital Literacy	LD 1	0.806	0.604	0.884	0.836
	LD 2	0.823			
	LD 3	0.776			
	LD 4	0.696			
	LD 5	0.779			
Employee experience	EE1	0.818	0.574	0.870	0.811
	EE 2	0.712			
	EE 3	0.828			
	EE 4	0.772			
	EE 5	0.642			
Employee Loyalty	LK 1	0.777	0.575	0.871	0.815
	LK 2	0.732			
	LK 3	0.708			
	LK 4	0.757			
	LK 5	0.814			

Note: External loadings > 0.60.; AVE > 0.50.; Composite reliability and Cronbach's alpha > .0.70

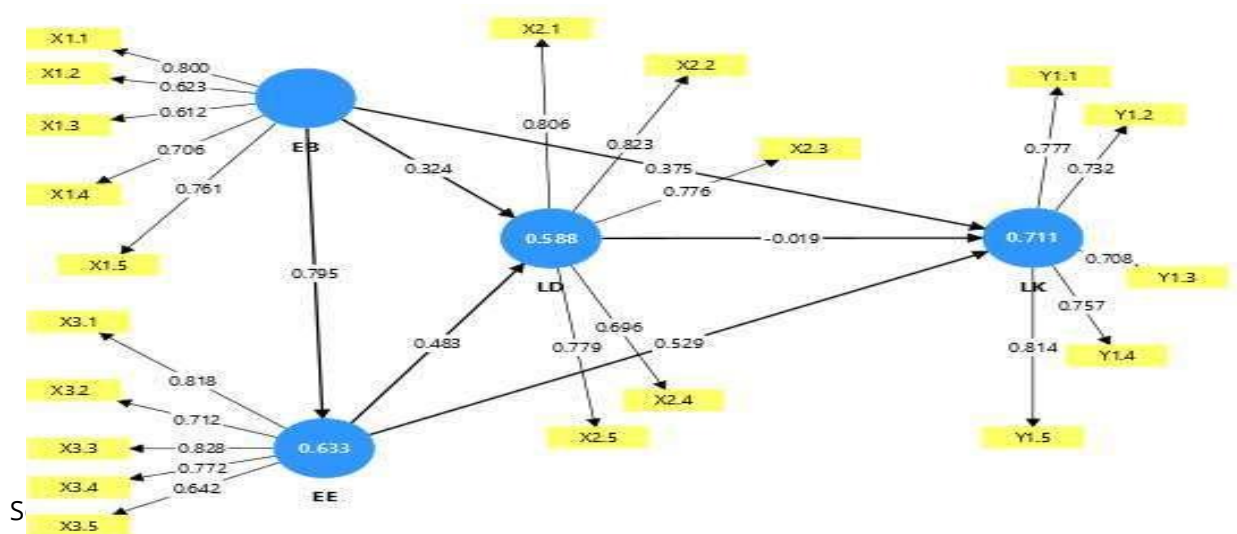
Source: Processed Data SmartPLS 4.0, 2025

Berdasarkan hasil uji model pengukuran, semua indikator memiliki nilai outer loading di atas 0.60, yang berarti memenuhi kriteria validitas indikator. Selain itu, nilai Composite Reliability dan Cronbach's Alpha untuk semua konstruk berada di atas 0.70, menunjukkan bahwa instrumen penelitian memiliki tingkat reliabilitas yang baik. Hasil uji validitas konvergen menunjukkan bahwa nilai Average Variance Extracted (AVE) untuk konstruk adalah sebagai berikut: Pengalaman Karyawan sebesar 0.574, Literasi Digital sebesar 0.604, dan Loyalitas Karyawan sebesar 0.575. Ini berarti telah memenuhi kriteria minimum AVE lebih besar atau sama dengan 0.50. Sementara itu, konstruk Employer Branding memiliki nilai AVE sebesar 0.496, yang sedikit di bawah batas yang direkomendasikan. Namun, nilai ini masih dapat diterima karena didukung oleh skor Composite Reliability yang tinggi yaitu 0.830. Menurut Fornell dan Larcker (1981), validitas konvergen suatu konstruk masih dapat dianggap dapat diterima jika nilai AVE kurang dari 0.50, selama nilai Reliabilitas Komposit lebih besar dari 0.60 (Abdillah et al., 2022). Oleh karena itu, konsep Employer Branding masih dianggap valid secara konvergen. Dengan demikian, semua konstruk dalam penelitian ini telah memenuhi kriteria validitas dan reliabilitas, sehingga layak untuk dianalisis lebih lanjut.

Structural Model Testing Results (Hypothesis Testing)

After The measurement model met the validity and reliability criteria, and then a structural model test was conducted to analyze the relationships between latent constructs and test the research hypotheses. The results of the structural model estimation are presented in Figure 2.

Figure 2. Results of data analysis



Model Fit Test (R-Square)

The feasibility of the structural model is evaluated using the coefficient of determination (R-Square) value. to determine the ability of the independent variable to explain the dependent variable. According to Hair et al. (2019), an R-square value of .0.75 is categorized as strong, .0.50 as moderate, and .0.25 as weak (Karima et al., 2024) .

Table 3. R-Square Value

Endogenous Variables	R-Square	Adjusted R-Square Value	Category
LD	0.588	0.572	At the moment
EE	0.633	0.626	At the moment
LK	0.711	0.694	Strong

Source: Processed Data SmartPLS 4.0, 2025

Based on the analysis results, the R-square value for employee experience (EE) is 0.633, which means 63.3 % of the variation in EE is explained by the variables that influence it and is included in the medium category. The R-square value for digital literacy (LD) is 0.588, which means 58.8% of the variation in LD can be explained by the model and is included in the medium category. Meanwhile, the R-square value for employee loyalty (LK) is 0.711, indicating that 71.1 % of the variation in LK is explained by the constructs in the model and this value includes strong (substantial) predictive ability because it is close to the limit of 0.75.

Hypothesis Testing

Testing was conducted through structural model analysis using the PLS-SEM approach with bootstrapping techniques. The significance of the influence between variables was determined based on the T statistic (> 1.96) and P value (< 0.05).

Table 4. Results of hypothesis testing (direct relationship)

Hypothesis	Connection	Coefficient	T Statistics	P value	Decision
H1	EB $\rightarrow$ LK	0.375	2,100	0.036	Accepted
H2	EB $\rightarrow$ LD	0.324	2,469	0.014	Accepted
H3	EE $\rightarrow$ LD	0.483	3,680	0.000	Accepted
H4	EE $\rightarrow$ LK	0.529	2,715	0.007	Accepted
H5	EB $\rightarrow$ EE	0.795	17,074	0.000	Accepted
H6	LD $\rightarrow$ LK	-0.019	0.144	0.885	Rejected

Source: Processed Data SmartPLS 4.0, 2025

Table 5. Indirect Effect (Connection Indirect)

Hypothesis	Variables	Coefficient	T Statistics	P value	Signature
H1	EB $\rightarrow$ LK	0.407	2,705	0.007	Signature
H2	EB $\rightarrow$ LD	0.384	3,643	0.000	Signature
H4	EE $\rightarrow$ LK	-0.009	0.140	0.889	No sign

Source: Processed Data SmartPLS 4.0, 2025

Based on the results of hypothesis testing through path coefficient analysis in Table 4, the following results were obtained. Citra perusahaan has a positive and significant influence on employee loyalty ($T=2.100$; $P=0.036$), so the first hypothesis (H1) is accepted. Citra perusahaan also has a positive and significant influence on digital literacy ($T=2.469$; $P=0.014$), so the second hypothesis (H2) is accepted. Furthermore, employee experience has a positive and significant influence on digital literacy ($T=3.680$; $P=0.000$), so the third hypothesis (H3) is accepted.

The test results also show that employee experience has a positive and significant influence on employee loyalty ($T=2.715$; $P= .0.007$), so that the fourth hypothesis (H4) is accepted. Furthermore, Citra perusahaanit has a positive and significant influence on employee experience ($T=17.074$; $P=0.000$.), so that the fifth hypothesis (H5) is accepted. Meanwhile, digital literacy does not have a significant influence on employee loyalty ($T=0.144$; $P=0.885$.), so that the sixth hypothesis (H6) is rejected.

Furthermore, based on the results of the indirect effect test in Table 5, it is known that Citra perusahaan digital literacy has a significant indirect effect on employee loyalty ($T=2.705$; $P= .0.007$). Conversely, employee experience does not have a significant indirect effect on employee loyalty through digital literacy ($T=0.140$; $P=0.889$.).

In addition to testing direct and indirect relationships, the coefficient of determination (R^2) value shows that employee loyalty has a strong R^2 value of 0.711 .. This means that Citra perusahaan, digital literacy, and employee experience simultaneously explain 71.1 .% of the variation in employee loyalty, with the remainder explained by variables outside the research model.

DISCUSSION

The Influence of Corporate Brand Image on Employee Loyalty

The results of the hypothesis testing show that Citra perusahaanit has a positive and significant influence on employee loyalty at PT. NSS Palopo. Thus, the first hypothesis (H1) is declared accepted. These findings suggest that a company's image as a good place to work plays an important role in shaping employee loyalty to the organization. Substantially, Citra perusahaan strong one can create positive employee perceptions of the company, particularly through career development opportunities, company reputation, sense of belonging in the workplace, and a positive work-life balance. When employees feel valued and proud to be part of an organization, they are more likely to demonstrate long-term commitment and a desire to remain with the company. This finding aligns with the findings of Pavlović and Zdravković (2019), who stated that Citra perusahaan employee loyalty significantly influences employee commitment and organizational engagement (Jetss et al., 2019) . Similar findings were also presented by Windayanti and Febrian (2021), who showed that Citra perusahaan consistent management can increase employee loyalty by conveying clear company values and identity (Windayanti & Febrian, 2021). The theory Citra perusahaan emphasizes that a company's reputation and values as a workplace are strategic factors in building employee loyalty, particularly in the context of a medium-sized automotive company such as PT. NSS Palopo.

The Influence of Corporate Brand Image on Employee Digital Literacy

The results of the hypothesis testing indicate that Citra perusahaanit has a positive and significant influence on the digital literacy of PT. NSS Palopo employees. Thus, the second hypothesis (H2) is accepted. This The findings suggest that when organizations build a corporate image as a workplace that supports competency development and is adaptive to technology, employees tend to be motivated to improve their digital capabilities. This research finding aligns with the concept of Digital Human Resource Management (digital HRM), which states that digitizing HR functions opens up opportunities for innovation in human resource management, but requires organizational readiness, including digital competency and adaptive work culture changes (Herawati et al., 2025) . Thus, Citra perusahaanit can be understood as part of an organization's strategy in creating a work environment that supports digital readiness and competitiveness in the modern business era.

The Influence of Employee Experience on Employee Digital Literacy

Based on the results of the hypothesis testing, employee experience was proven to have a positive and significant influence on the digital literacy of PT. NSS Palopo employees. Thus, the third hypothesis (H3) was accepted. Positive employee experiences, such as work experiences that

support learning, conducive work interactions, and the use of technology in work activities, can help employees adapt more easily to the company's digital technology. Good work experiences provide opportunities for employees to learn through direct practice, thereby improving their digital literacy skills. This finding is in line with research by Nikou, De Reuver, and Mahboob Kanafi (2022), which shows that digital literacy is a critical competency that directly influences employees' ability to understand, assess, and apply digital technology in the modern work environment (Nikou et al., 2022) . Therefore, employee experience plays a crucial role in shaping employees' digital readiness and increasing the adoption of digital technology within the organization.

The Influence of Employee Experience on Employee Loyalty

Based on the results of hypothesis testing, employee experience is proven to have a positive and significant influence on employee loyalty at PT. NSS Palopo. Thus, the fourth hypothesis (H4) is declared accepted. These findings indicate that work experience, including placement suitability, daily work experience, and a supportive work environment, play a significant role in shaping employee satisfaction and emotional attachment, which ultimately drives the desire to remain and contribute sustainably to the company. The results of this study are in line with research that found that work experience has a positive and significant influence on employee loyalty, where a good work experience can increase commitment and loyalty to the organization (Anggraheni, E., & Suwanto, 2023) . Similar findings were also expressed by Telaumbanua and Suwaji (2025) who stated that work experience and a positive work environment play an important role in increasing employee loyalty (Telaumbanua & Suwanji, 2025) . Thus, the results of this study strengthen the view that employee experience is a key factor in building employee loyalty at PT. NSS Palopo. NSS Palopo.

The Impact of Corporate Branding on Employee Experience

Based on the hypothesis testing results, corporate image (citra perusahaan) is proven to have a positive and significant influence on employee experience at PT. NSS Palopo; therefore, the fifth hypothesis (H5) is accepted. This finding suggests that a strong corporate image can foster positive employee perceptions of the organization, cultivate a supportive work environment, and enhance the overall quality of employees' perceived work experiences. When a company maintains a favorable reputation, articulates clear organizational values, and implements consistent management practices, employees tend to feel more valued and perceive their contributions as meaningful.

This result aligns with the findings of Novita and Hermina (2025), who reported that internal corporate image plays a pivotal role in improving employee experience and work engagement, as positive perceptions of the company's image reinforce employees' experiential quality at work. Consequently, strengthening corporate image constitutes an essential strategy for enhancing the quality of employee experience at PT. NSS Palopo.

The Influence of Digital Literacy on Employee Loyalty

The hypothesis testing results indicate that digital literacy does not exert a significant influence on employee loyalty at PT. NSS Palopo; thus, the sixth hypothesis (H6) is rejected. This finding implies that digital literacy has not yet emerged as a primary determinant in shaping employee loyalty within this organizational context.

Drawing upon Social Exchange Theory, loyalty is cultivated through reciprocal relationships founded on trust, organizational support, and the quality of social interactions, rather than being derived solely from individual technical competencies. Digital literacy functions primarily as a functional skill that facilitates task completion but does not directly generate emotional attachment to the organization. Furthermore, in accordance with Allen and Meyer's theory of organizational commitment, loyalty is predominantly associated with affective commitment, which develops

through positive workplace experiences and a sense of belonging, rather than merely through proficiency in work-related skills.

This outcome is consistent with Nikou et al. (2022), who asserted that digital literacy does not directly influence work-related attitudinal outcomes but rather operates through mediating variables. It is also supported by Sari et al. (2025), who found that digital literacy requires an intermediary mechanism to produce significant behavioral effects. Therefore, within the context of this study, digital literacy functions more as a supporting factor than a determining factor in employee loyalty.

Collectively, the R-square value of 0.711 indicates that the research model demonstrates strong predictive power, with corporate image, digital literacy, and employee experience effectively explaining employee loyalty at PT. NSS Palopo. This finding is consistent with the research of Kristianto and Handoyo (2020), reinforcing that corporate image and employee work experience are crucial factors in enhancing employee retention and loyalty. Accordingly, PT. NSS Palopo is advised to manage corporate image, digital literacy, and employee experience in an integrated manner to foster sustainable employee loyalty. These findings confirm that, within an organizational context, psychological factors and work experiences play a more dominant role than technical skills in shaping employee loyalty.

CONCLUSION

Based on the analysis and discussion, it can be concluded that corporate image and employee experience play strategic roles in shaping employee loyalty at PT. NSS Palopo. Corporate image has been demonstrated to exert a positive and significant impact on employee loyalty, digital literacy, and employee experience. This indicates that a company's reputation as a workplace characterized by strong organizational values and a supportive environment can enhance employee engagement and organizational commitment.

Employee experience has also been shown to have a positive and significant effect on digital literacy and employee loyalty. Positive work experiences, a conducive workplace atmosphere, and adequate technological support encourage employees to adapt to digital systems while simultaneously strengthening their emotional attachment to the organization. Conversely, digital literacy does not significantly affect employee loyalty, suggesting that it is perceived more as a supporting technical skill rather than a direct driver of long-term employee commitment.

Together, corporate image, digital literacy, and employee experience explain 71.1% of the variance in employee loyalty at PT. NSS Palopo, indicating that the research model possesses strong explanatory power. These findings confirm that strengthening corporate image and effectively managing employee experience are key factors in building sustainable employee loyalty, particularly within mid-sized automotive companies at the regional level.

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