

Analysis of The Implementation of Integrated Communication in Employer Branding Management (Case Study at PT Telkom Indonesia (Persero), Tbk)

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Abstract

Telkom Indonesia in 2022 received the Best Workplace Asia award from the Great Place to Work Institute and Top 1 Companies Indonesia from LinkedIn. This research aims to find out how the implementation of integrated communication in managing employer branding at PT Telkom Indonesia (Persero), Tbk. This research uses a qualitative approach with a case study method to explore programs, policies, and facilities as an implementation of integrated communication and employer branding aimed at employees as internal stakeholders and prospective employees as external stakeholders. Data collection was conducted through interviews, observations, and documentation studies. Interviews were conducted with Human Capital Communication & Employer Branding Telkom Indonesia staff and observation of social media used for employer branding activities. The documentation study was conducted as a complement to explain the employer branding program. The results showed that Telkom Indonesia has four Employee Value Proposition (EVP) used as the foundation in the implementation of employer branding communication, which are learn, grow, contribute, and a great place for digital innovation champions. Forms of integrated communication implementation in managing employer branding at Telkom Indonesia include the FWA (Flexible Working Arrangement) policy, Digistar program, GPDP (Great People Development Program), GPSP (Great People Scholarship Program), AyoBikinNyata, and facilities for employees to realize their startup ideas through the AMOEBA business incubator. Telkom Indonesia has also used various social media and implemented an omnichannel strategy in employer branding communication activities, both internally and externally.

Keywords: Integrated Communication, Employer Branding, Employee Value Proposition, Omnichannel

INTRODUCTION

Employer Branding is an important concept to get the best employees in a company. The main idea of *employer branding* is generally twofold, namely to attract and retain employees. (Easa & Bazzi, 2020) to stay in the company. All companies certainly want quality human resources in order to be able to achieve ideal business economic principles, namely a rational comparison between *costs* and *revenue* or business *profits*. Therefore, it must be ensured that a company can effectively and efficiently carry out the employee recruitment process. Because, the benefits of *employer branding* in addition to helping in getting qualified employee candidates can also reduce the company's marketing and operational costs. (Cubukcu, 2018).

Getting qualified employees is not an easy job for a company or business organization. (Tenakwah, 2021). Moreover, the beginning of 2023 is a new chapter after the Covid-19 pandemic so that 90% of companies around the world, including Indonesia, are experiencing difficulties in employee recruitment. (Rosenbaum, 2021). Because, every company certainly

wants the employees who enter the company to be the best quality employees. The quality of employees will certainly affect the performance and profit of the company's business. Therefore, the process of getting competent prospective employees has become a kind of competition in imaging their respective companies as the best place to work.

Likewise, job applicants hope to get the best prospective workplace. They will consider and find out more about the company they are aiming to work for. According to Faridah Lim in (Purbasari & Arinawati, 2021). Currently, *job seekers* do not only consider salary in choosing a company. However, applicants also see other consideration factors from a company such as facilities, comfort at work, and whether or not there are training and self-development programs.

Although recruitment demands and employee *demand* for companies are high, companies must still be able to be rational so as not to just accept prospective employees. The reason is, many companies have not been able to strategize in employee recruitment which ultimately has an impact on the consequences that are not good for the company itself. (CNN, 2023). Therefore, *employer branding* in its activities to recruit employees should consider many things so that the recruitment process does not become a problem in the future.

A common problem is the *lay-off* of employees in large companies in Indonesia, especially at the end of 2022. The rampant employee efficiency in many startup companies in Indonesia such as Shopee, GoTo, and Ruangguru at the end of 2022 is relevant evidence of the importance of *employer branding* for companies. Of course, there are many factors behind this phenomenon. However, one important factor that needs to be underlined is the *overstaffing* factor, which is excessive recruitment so that it affects the swelling of operational costs and becomes the cause of termination of employment (PHK) of employees. (Fadhillah, 2022).

In addition, another problem that is often experienced by job seekers is the lack of clear and detailed information about the jobs provided by the company and the company itself when the employee recruitment process is opened. (Wijaya et al., 2023). This is what then makes the company's attractiveness not maximized. Thus, *curiosity* or deep curiosity about the responsibilities or roles of a job or a company cannot be fulfilled because the main source does not even provide complete and clear information. Therefore, *employer branding* as a source of obtaining information must be able to carry out its role properly because it will affect candidates who will apply to their jobs. (Kucherov & Zhiltsova, 2021).

Another issue that is usually faced in the context of *employer branding* according to Martic in (Wijaya et al., 2023) is the need to increase the intensity of *engagement* between prospective employees and the executors of *employer branding* carried out by the company. Especially after this pandemic, some companies have still not fully transitioned from the conditions during the pandemic, namely conducting more work activities online from their respective places. Consequently, work activities rarely take the form of direct interaction and face-to-face with employees.

Not only that, according to the Study of Financial Innovation in 2017, the challenge that needs to be considered in carrying out the *employer branding* process is that retaining the best talent to remain part of the company is considered the ninth highest challenge in the world. (Bussin & Mouton, 2019). Therefore, efforts are needed to improve the *employer branding* of the company because *employer branding* will certainly contribute to improving employee performance and reducing company operating costs. (Biswas & Suar, 2016).

The five problems, namely the tight competition in getting qualified and competent employees, *overstaffing* which leads to employee efficiency, lack of clear information provided by the company about the work field or about the company itself when recruitment is opened, and the lack of *engagement* intensity in the *employer branding* process, as well as the challenge of retaining the company's best employees become the urgency of implementing good *employer branding* in every company. When *employer branding* is implemented well, it will increase the company's reputation so that it becomes a determining factor for applicants to choose their dream workplace. (Saini et al., 2015).

Employer branding in the implementation process, both internal and external employer branding, contains at least five dimensions of value, namely *interest value*, *social value*, *economic value*, *development value*, and *application value* (Alzaid & Dukhaykh, 2023). Each value is also a benchmark that can then be used to evaluate the implementation of *employer branding* that has been carried out in the company.

The implementation of *employer branding* will run optimally, if the process of delivering communication messages is delivered massively and thoroughly. This means that *employer branding* needs to *deliver* positive company messages through various message delivery channels (*omni-channel*) in order to reach as many stakeholders as possible (*job seekers* and employees). Of course, in the process of delivering company messages, *employer branding* also needs to pay attention to the harmony, similarity and consistency, as well as the integration of the content of messages delivered through these many communication channels. Simply put, *employer branding* also needs to implement an *integrated communication* strategy in the company branding process. (Smith & Knighton, 2018).

Integrated Communication is a communication strategy that involves alignment and consistency in the communication process. (Smith & Knighton, 2018). Another definition presented by (Christensen et al., 2008) (Christensen et al., 2008) explains that integrated communication is an effort to align messages, symbols, and organizational procedures in order for the company to be able to communicate company messages clearly, consistently, and continuously. Simply put, integrated communication is a communication strategy that is consistently and thoroughly carried out to convey company messages to *its* stakeholders. According to (Smith & Knighton, 2018), there are three elements of *integrated communication*, namely *stakeholders*, *content*, and *channels*.

Telkom Indonesia obtained Great Place to Work (GPTW) certification from the Great Place to Work Institute in May 2022. (GPTW Institute, 2022b). This certification was obtained through a survey of 5 thousand Telkom employees using the *Trust Survey Index* method which consists of five indicators, namely *credibility* (management and organizational credibility), *fairness* (fairness practices in organizational policies), *respect* (feeling valued and respected in the work environment), *camaraderie* (harmonious relationships and social interactions in the work environment), and *pride* (feeling proud of work and organization). (CNN Indonesia, 2022). Telkom became the first state-owned company in Indonesia to receive this certification.

Through this certification, Telkom Indonesia also wants to show that the company has a good working environment, harmonious relations between employees, career development facilities, professional *leadership* practices, and feelings of pride owned by its employees. In other words, Telkom has factors that guarantee the quality of *employee engagement*. Moreover, the percentage value on each indicator shows a fairly high achievement, which is above ninety percent (90%).

Telkom Indonesia in 2022 also received many other global awards, including two other titles from the Great Place to Work Institute, namely Best Workplaces in Indonesia 2022. (GPTW Institute, 2022c) and Best Workplaces in Asia 2022 (GPTW Institute, 2022a). Telkom Indonesia was also named as Top Companies Indonesia Rank #1 by LinkedIn (LinkedIn, 2022). Forbes, an American business magazine also recognized Telkom Indonesia as World's Best Employers Rank #153. (Halim & Prasetya, 2022)

Based on this urgency, the researcher wants to see how the form of integrated communication implementation carried out by Telkom Indonesia in managing *its employer branding*. This research uses a qualitative approach with a case study method. The research data was obtained through in-depth interviews with the aim of knowing the form of *integrated communication* practices that have been carried out by Telkom Indonesia in managing *its employer branding*.

METHOD

The method used in this research is a descriptive qualitative approach. The qualitative method aims to explain phenomena in the deepest possible way through the collection of the deepest possible data. (Kriyantono, 2009). The qualitative research that researchers do uses case studies. Case studies are in-depth explorations of bounded systems, whether events, activities, processes or individuals, through extensive data collection. (Indrawan & Yaniawati, 2014). This research was conducted with two units of analysis, namely integrated communication and employer branding.

This research uses three data collection methods in-depth interviews, observation, and documentation studies. In-depth interviews were conducted with five Telkom Indonesia Employer Branding Staff as key informants and a Rajawali Foundation Communication Director as an expert informant. Observation and documentation were conducted on social media and employer branding documents as secondary data. Data analysis in this research is done by data reduction, *data display*, and then *conclusion drawing*.

RESULTS AND DISCUSSIONS

Stakeholders are parties that influence and are influenced by the company. *Stakeholders* in the context of Telkom Indonesia's *employer branding* communication are divided into two, namely employees as *internal stakeholders* and prospective employees or *job seekers* as *external stakeholders*. Four *Employee Value Proposition* (EVP) in Telkom, namely *learn, grow, contribute, and a great place for digital innovation champions*, are formed *stakeholder-oriented* through surveys and research held annually. The EVP is then also the basis of the company's *employer branding* communication to *external target audiences* (prospective *talent*) and also internally (employees).

Content is the content of messages delivered to the *target audience* in the company's *employer branding* activities. In general, Telkom Indonesia's *employer branding* communication messages have been delivered in a unique, relevant and consistent manner. Content uploaded on digital channels can be in the form of posters, videos, and articles that contain three pillars, namely the *culture pillar, people pillar, and expertise pillar*. External content emphasizes evidence of EVP implementation in the company, while internal content emphasizes the company's commitment to employees. Some of the message content that is regularly posted includes external content in the form of stories and testimonials of employees working at Telkom such as "Thanks God I'm #livingintelkom" in the form of posters and Digistar Adventure in the form of videos. Through employee stories, employees

also become company ambassadors in *employer branding* communication. The content for internal is content related to company policies and programs related to *well-being*, such as an appeal to maintain the physical and mental health of employees, as well as an appeal for *couching*.

Channel is a communication channel used by companies in campaigning *employer branding* messages. Telkom Indonesia utilizes many digital channels as employer branding communication channels. The channels used for *employer branding* to external target audiences include social media such as Instagram, Tiktok, Facebook, and Youtube, with the account username @livingintekom, medium blog @livingintekom, Telegram "Sobat LIT", LinkedIn "Telkom Indonesia", and the website at careers.telkom.co.id. Telkom also regularly organizes *job fairs* as part of its *employer branding* activities. The channels for internal *employer branding* are Diarium super Apps, portals, as well as Whatsapp and email blasts. Telkom has also implemented an omnichannel strategy (call to action), for example the OCA (*Omni Channel Assistance*) application.

Interest Value is a *value* related to a pleasant *working environment*, current work practices, and opportunities for employees to be creative at work. Some of the programs at Telkom Indonesia related to *interest value* based on EVP, for example, at *learn* point, there is a scholarship program for employees, GPSP (Great People Scholarship Program) and employee certification programs through MyDigiLearn or Coursera applications. The program contained in the *grow* point, employees who have innovations, business ideas to build *startups* can channel them in the business incubator, AMOEBA, to then be supported even to funding. The program contained in the *contribute* point is the AyoBikinNyata (ABN) program, a social project carried out by employees for the community. In addition, Telkom also has a program that is also an *umbrella brand*, namely "Digistar" which has derivative programs such as Digistar Story, Digistar Class, and Digistar Adventure. The award as "Best Workplace" which has been received by Telkom is also one of the *strong points* to create *interest value*.

Social Value is a *value* related to a *working environment* that is pleasant, happy, and has a good atmosphere of relationships between employees and work teams. The formation of a harmonious working environment and atmosphere at Telkom Indonesia is supported by the internalization of AKHLAK culture in an applicable manner as a *moral compass* for employees at work. The program carried out in order to realize social value in Telkom Indonesia, for example, is the existence of COCA (*Calender of Culture Activation*). In addition, to ensure the implementation of *culture*, in each unit a *culture agent* and *culture booster* will be appointed. Telkom also annually organizes a *culture festival* as a *reward* event for the best unit, the best *culture agent*, and the best *culture booster*. Telkom also implements an FWA (*Flexible Working Arrangement*) policy that regulates the flexibility of employee work time and place. The facilities provided by the company are also adequate for employee needs, not only work facilities, but also sports facilities such as a gym.

Economic Value is a *value* related to the *working environment* that emphasizes material aspects, both physical and non-physical such as salary, compensation and bonuses, and *security* (job security). Based on the results of the *employer branding* survey conducted per quarter by Telkom, the *salary* point has never been the main one. However, Telkom remains concerned about this value where Telkom Indonesia always conducts a *salary survey* every year to ensure employee salaries remain competitive. Regarding physical job security, Telkom already has ISO OHSAS / SMK3 (Occupational Safety and Health Management System) certification, labor insurance, and has SAF, a special unit that ensures employee safety. As for non-physical *security*, it is guaranteed by Telkom through the *talent journey*

program, which is a program designed to ensure and maintain the *employee experience* starting from the *attracting* phase, *on boarding*, *career development*, until the employee *retires*. The existence of the talent journey program is also expected to increase *engagement* so that the goal of *employer branding* to retain employees can be realized.

Development Value is a *value* related to the *working environment* that emphasizes aspects of recognition, self-esteem, and employee confidence to develop themselves and their careers in the company. Two forms of development are referred to as the Tuprong triangle in Telkom, namely *leadership development* and *functional development*. *Functional development* is related to *skill development* in accordance with the employee's field of work. Employees can use the MyDigiLearn platform to develop *skills* and see *their learning path*. Telkom also has In-Genium, a career application that allows employees to convey their career aspirations. In addition, Telkom also opens a scholarship program for employees who want to continue their education through the GPSP (*Great People Scholarship Program*) program and *support* in the form of educational leave from the company. The *leadership development* is related to *leadership skills* that have a certain level, starting from *entry level* to board of directors level. Some programs in *leadership development* include GPRP (*Great People Rookie Program*), GPDP (*Great People Development Program*), and GEDP (*Great Executive Development Program*). Telkom also has a "*couching and counselling with you*" program as a facility for employees who feel stuck in *personal* and *professional development*. Each of these programs is certainly made based on Telkom's pre-existing EVP. The *development value* provided can also be felt by friends with disabilities who work at Telkom. The digital competencies possessed by friends with disabilities can then be channeled to *clients* who need these services through applications such as viper.

Application Value is a *value* related to a *working environment* that provides flexibility for employees to apply and share their knowledge and experience with others. One of Telkom Indonesia's programs related to application value is the AyoBikinNyata (ABN) program. ABN is an *employee volunteer* program in the form of social projects that aim to have a direct impact on society. One of the ABN projects that has been done is the construction of a bridge in Maluku as a means to facilitate access to transportation in order to accelerate business processes. ABN is also a form of implementation of one of the company's EVPs, namely *contribute*. Telkom also has a sharing session program, which is *expert insight* from the *corporate university* unit that is *in-charge of training*. Through this program, employees who are *experts* in their fields can *share* with other employees. There is also the Digistar program which can also be a means for employees to share their knowledge and experience, especially to external *target audiences*, namely prospective talent candidates. Content on social media with the *tagline* "Thank God I'm / We're #livingintelkom" is also a means of *sharing* about the *working environment* at Telkom while making employees as ambassadors of the company's *employer branding*.

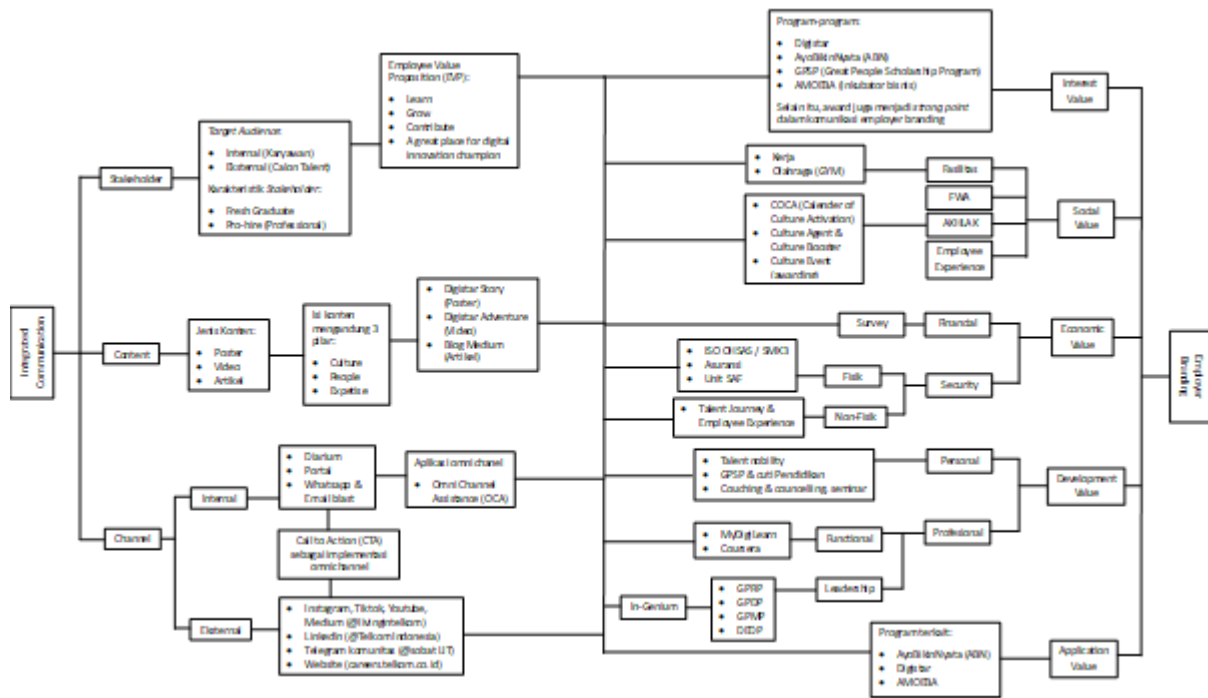


Figure 1. Integrated Communication Model in Managing Employer Branding Management of PT Telkom Indonesia (Persero), Tbk. (Author, 2023)

CONCLUSION

Integrated communication is needed to facilitate employer branding activities to achieve the goals of employer branding itself, namely attracting prospective employees and retaining employees in the company. Telkom Indonesia has implemented integrated communication in the implementation of its employer branding through four employee value propositions as a stakeholder-oriented company bargaining power, namely learn, grow, contribute, and a great place for digital innovation champions. Some channels used in employer branding communication have also used digital-based media such as Instagram, Tiktok, Youtube, LinkedIn, Telegram, and Website, Diarium, Portal, and Whatsapp and Email blasts. In addition, Telkom has also implemented an omnichannel strategy through links that connect between social media (Call to Action) and the Omni Channel Assistance (OCA) application. The implementation of Telkom Indonesia's employer branding is carried out by communicating the company's flagship programs related to interest value, social value, economic value, development value, and application value. The programs or company policies delivered as employer branding communication messages include Digistar, AyoBikinNyata (ABN), Great People Scholarship Program (GPSP), Great People Rookie Program (GPRP), Great People Development Program (GPDP), Great Executive Development Program (GEDP), Calender of Culture Activation (COCA), Flexible Working Arrangement (FWA), AMOEBA business incubator, talent journey and employee experience, talent nobility, and coaching and counseling. This research is limited to analyzing the application of integrated communication in managing employer branding. Future research can develop this research by digging deeper into the evaluation mechanism of the application of integrated communication that has been carried out in managing employer branding.

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