


**STRATEGIC PLAN FOR INTERNAL EMPLOYER BRANDING AT INDONESIA
TELECOMMUNICATION COMPANY FOR THE PERIOD 2024-2025**

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ARTICLE INFO	ABSTRACT
<p>Article history: Received: January, 22nd 2024 Accepted: March, 22nd 2024</p>	<p>Purpose: Amidst ongoing changes, employer branding is crucial for attracting and retaining top talent. Given the competitive job market, it's essential to establish the company as an appealing workplace. This study aims to develop an internal employer branding strategy for Company for 2024-2025 by analyzing current practices and identifying key areas for improving the employee value proposition, ultimately enhancing the company's attractiveness to employees.</p>
<p>Keywords: Employer Branding; Employee Value Proposition; Internal Employer Branding; Meritocracy-Based Performance Management.</p> 	<p>Methodology: This study utilizes a mixed-methods approach, comprising qualitative descriptive methods through interviews and survey with Company management and employees, and quantitative data collection via surveys distributed among employees, using a Likert scale to evaluate the importance and performance of the company's EVP.</p> <p>Findings: The research findings will demonstrate the critical importance of employer branding for both internal and external facets of the company. It will highlight the significant benefits of implementing employer branding internally as a corporate strategy for effective employee retention and management. Additionally, the insights gained will be invaluable for the company to understand employee expectations and fulfill promises to employees as an employer.</p> <p>Originality/Value: This research constitutes a valuable contribution to the literature on employer branding by reinforcing the pivotal role played by employer branding and corporate reputation as instrumental factors in the attraction and retention of employees within the organizational framework.</p> <p>Doi: https://doi.org/10.26668/businessreview/2024.v9i4.4652</p>

**PLANO ESTRATÉGICO PARA A MARCA DO EMPREGADOR INTERNO NA INDONESIA
TELECOMMUNICATION COMPANY PARA O PERÍODO DE 2024-2025**

RESUMO

Objetivo: em meio a mudanças contínuas, a marca do empregador é crucial para atrair e reter os melhores talentos. Dado o mercado de trabalho competitivo, é essencial estabelecer a empresa como um local de trabalho atraente. Este estudo tem como objetivo desenvolver uma estratégia interna de employer branding para a Empresa para 2024-2025, analisando as práticas atuais e identificando as principais áreas para melhorar a proposta de valor para o funcionário, aumentando, em última análise, a atratividade da empresa para os funcionários.

Metodologia: Este estudo utiliza uma abordagem de métodos mistos, incluindo métodos descritivos qualitativos por meio de entrevistas e pesquisas com a gerência e os funcionários da empresa, e coleta de dados quantitativos por meio de pesquisas distribuídas entre os funcionários, usando uma escala Likert para avaliar a importância e o desempenho da EVP da empresa.

Resultados: Os resultados da pesquisa demonstrarão a importância crucial da marca do empregador para as facetas internas e externas da empresa. Destacarão os benefícios significativos da implementação da marca do empregador internamente como uma estratégia corporativa para a retenção e o gerenciamento eficazes dos funcionários. Além disso, os insights obtidos serão valiosos para a empresa entender as expectativas dos funcionários e cumprir as promessas feitas a eles como empregador.

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Originalidade/Valor: Esta pesquisa constitui uma contribuição valiosa para a literatura sobre employer branding ao reforçar o papel fundamental desempenhado pelo employer branding e pela reputação corporativa como fatores instrumentais na atração e retenção de funcionários dentro da estrutura organizacional.

Palavras-chave: Employer Branding, Proposta de Valor para o Funcionário, Employer Branding Interno, Gerenciamento de Desempenho Baseado em Meritocracia.

PLAN ESTRATÉGICO PARA LA MARCA DE EMPLEADOR INTERNA EN LA EMPRESA INDONESIA DE TELECOMUNICACIONES PARA EL PERIODO 2024-2025

RESUMEN

Propósito: En medio de un cambio continuo, la marca empleador es crucial para atraer y retener a los mejores talentos. Dada la competitividad del mercado laboral, es esencial establecer la empresa como un lugar de trabajo atractivo. Este estudio pretende desarrollar una estrategia interna de employer branding para la Compañía para 2024-2025, analizando las prácticas actuales e identificando las áreas clave para mejorar la propuesta de valor al empleado, aumentando en última instancia el atractivo de la empresa para los empleados.

Metodología: Este estudio utiliza un enfoque de métodos mixtos, incluyendo métodos cualitativos descriptivos a través de entrevistas y encuestas con la dirección y los empleados de la empresa, y la recopilación de datos cuantitativos a través de encuestas distribuidas entre los empleados, utilizando una escala Likert para evaluar la importancia y el rendimiento de la PVE de la empresa.

Resultados: Los resultados de la investigación demostrarán la importancia crucial de la marca de empleador para las facetas interna y externa de la empresa. Destacarán los importantes beneficios de la implantación interna de la marca de empleador como estrategia corporativa para la retención y gestión eficaces de los empleados. Además, los conocimientos adquiridos serán valiosos para que la empresa comprenda las expectativas de los empleados y cumpla las promesas que les hace como empleador.

Originalidad/Valor: Esta investigación constituye una valiosa contribución a la literatura sobre employer branding al reforzar el papel fundamental que desempeñan la marca de empleador y la reputación corporativa como factores instrumentales para atraer y retener a los empleados dentro de la estructura organizativa.

Palabras clave: Marca de Empleador, Propuesta de Valor para el Empleado, Marca Interna de Empleador, Gestión del Rendimiento Basada en el Mérito.

1 INTRODUCTION

Employer branding is currently seen as a managerial activity aimed at controlling the employee management process, which should be managed proactively (Edwards & Edwards, 2013). In this consideration, employer branding helps in developing the employee value proposition (EVP), with its main purpose being to provide promised value to retain talented employees, enhance commitment, and attract valuable talent (Chawla, 2020). Employer branding can be used externally for future potential employees and internally for current employees to enhance their loyalty and dedication (Theurer et al., 2016). Managing employer image is considered an example of the external type of employer branding while managing identity is an internal type (Lievens & Slaughter, 2016). In its core implementation process, external employer branding focuses on attracting and retaining talents that can add value to the company (Moroko & Uncles, 2005). Meanwhile, internal employer branding creates an

environment where current employees support the brand and achieve brand or organizational goals, fostering attachment among current employees with the company (Ouchi, 1981).

The leading digital cellular telecommunications operator in Indonesia, the Company, has an extensive network coverage, demonstrating industry leadership and adaptability. While aiming to establish itself as a talent hub, particularly in digital expertise, by showcasing its talents externally in 2021, internal employer branding strategies, especially in retention, were underexplored until 2023, with a focus primarily on general aspects. Following the low engagement levels revealed by the OCHI survey in December 2022, efforts to enhance employee engagement were initiated by reassessing the internal focus of the employee value proposition (EVP). Currently, the Company's EVPs prioritize empowerment through technology, innovation, excellence, and community building. Despite previous emphasis on external aspects, interviews with Principal Talent Management & Leadership Development highlighted a lack of active internal communication regarding EVPs.

The introduction of a culture transformation program aimed to promote transparency and meritocracy in human resources management, leading to policy changes like employee rotation, coaching, talent grooming, and bonus adjustments. Given these findings and the HR strategy, there's a recognized need for fundamental changes through EVP review. By focusing on internal strategies and understanding employee motivations, the Company seeks to enhance retention and maintain motivation, aligning with Gallup's insights on engagement. Successful execution of internal employer branding strategies will bolster Company's competitiveness, technological adaptability, and reputation as a talent hub in Indonesia, aligning with its vision. Consequently, the study addresses four key questions regarding current practices, EVP improvement, EVP redesign, and internal employer branding strategy guidelines.

2 LITERATURE REVIEW

According to Borrow and Ambler (1996), employer branding is the benefits provided by a company to its employees, including economic, functional, and psychological benefits that can enhance productivity and develop employee recruitment, retention, and commitment. According to Minchington (2010), employer branding is described as the company's image as a great place to work in the minds of employees and key stakeholders in the market. Through employer branding, employees are empowered to recommend and praise the company to others. This can be leveraged by companies to identify areas and aspects that can be used to create a

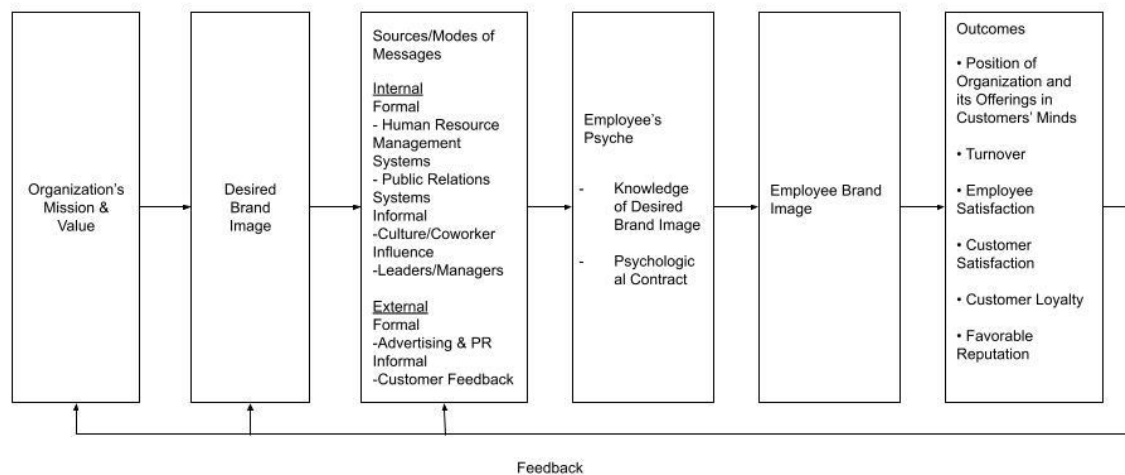
unique employee experience, considering both tangible and intangible benefits offered by the company (Mosley, 2007). Therefore, the aim of this research is to design an internal employer branding strategy by examining the current EVP condition, employee perceptions, and company strategies so that the employer branding plan can be structured according to the company's gaps and needs. Other supporting literature used in this study includes the employee branding process and employee value proposition (EVP) by Phawar Charak.

2.1 EMPLOYEE BRANDING PROCESS

According to Simon Borrow and Tim Ambler (1996), employer branding is the benefits provided by a company to its employees, including economic, functional, and psychological benefits that can enhance productivity and develop employee recruitment, retention, and commitment. In Figure 1, there is a framework of the employer branding process that has been refined by Miles and Mangold (2005), which is further explained as follows.

Figure 1

Employee Branding Process



Source: Miles and Mangold (2005)

The process begins with defining the organization's mission and values, which serve as the foundation for creating its desired brand image. Internal communication should effectively convey these values and behaviors expected from employees. Various sources, both formal and informal, contribute to shaping the organization's image. Formal internal sources include

human resource management systems and public relations efforts. Informal internal sources involve interactions and observations among employees. External sources, such as advertising and public relations, also influence the organization's image. Feedback loops help assess the effectiveness of the employee branding system, impacting employee satisfaction, performance, and customer perception. Ultimately, fulfilling the psychological contract between employees and the organization is crucial for building trust and enhancing the brand image.

2.2 EMPLOYEE VALUE PROPOSITION

Charak and Zaware (2020) states that the development of the employee value proposition is an important part of a company's employer brand or employer image. The employer value proposition is something that the organization wants to offer to its employees in return for their performance. This statement is further reinforced by attributes of the employer value proposition (EVP), such as economic factors like salary and rewards, functional factors like job content, training, and career growth, psychological factors like company culture, positive interpersonal relationships in the company, teamwork, customer reputation, market position, and top management reputation (Kuchеров & Zavyalove, 2012). EVP needs to be identified to current employees and potential employees with what they expect from the organization in connection with emotional and rational benefits to ensure that each perception of employees is correct and that there is no confusion with the offered value (Mosley, 2007). Based on Table 1, there are 4 elements in the model: career, employee, reward, job, and institutional, which contain 38 factors.

Table 1

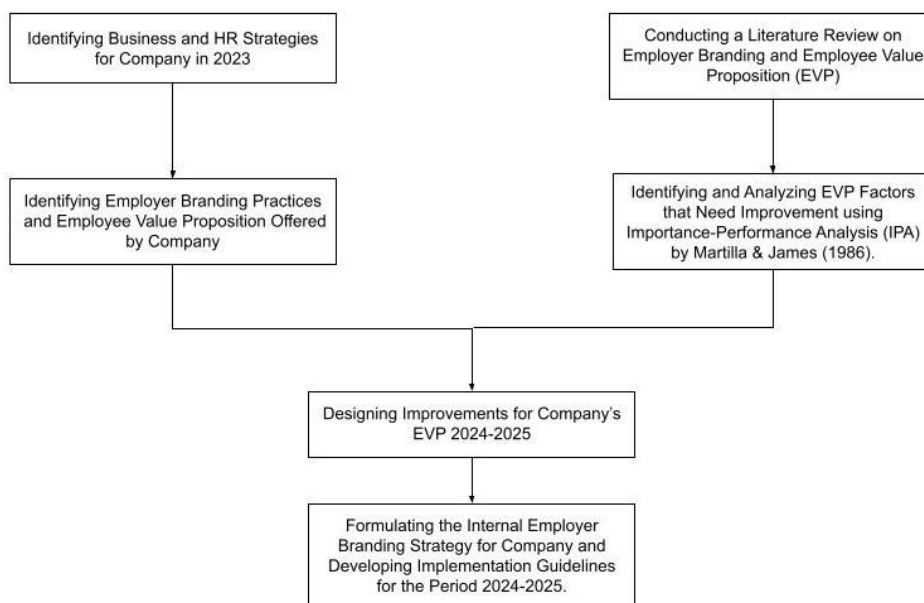
Framework of Pawar and Charak's Priority Model of Employee Value Proposition

Element	Factor
Career	Future Prospects
	Meritocracy
	Growth Opportunities
	Stabilities Organization
	Organizational Stability
Employee	Senior Leadership
	Managerial Quality
	People Management
	Coworker Quality
	Collegial Environment
	Camaraderie
Rewards	Compensation

Element	Factor
	Health Benefits
	Leaves
	Retirement Benefits
Work	Work-life Balance
	Innovation
	Job Reputation
	Interest Alignment
	Job Impact
	Location
	Business Travel
Institution	Respect
	Product/Service Quality
	Ethics
	Employer Recognition
	Customer Reputation
	Brand Awareness
	Technology Level
	Empowerment
	Industry
	Market Position
	Environmental Responsibility
	Risk Taking
	Social Responsibility
	Informal Environment
	Diversity
Organization Size	

Source: Charak and Zaware (2020)

The EVP model by Pawar and Charak offers solutions to various HR issues within the company, contributing positively to its long-term reputation. In the short term, this model aids in addressing talent management concerns. Moreover, the study's explanation of the three main theories underscores the pivotal role of employer branding in shaping the company's appealing image as a workplace, with EVP serving as a vital link between employer and employee branding efforts. Understanding this interconnectedness facilitates the development of comprehensive strategies aimed at enhancing the company's reputation, fostering employee engagement, and nurturing positive relationships, ultimately attracting, retaining, and empowering a high-quality workforce.

Figure 2*Analytical Framework*

The process of identifying business and HR strategies for the company in 2023 involves gathering information on the organization's vision, mission, goals, and challenges. This includes analyzing current conditions within the company and its human resources to align strategy design with objectives. Additionally, employer branding practices and the employee value proposition (EVP) are evaluated through in-depth interviews and literature reviews. Using Martilla and James's Importance-Performance Analysis (IPA), EVP factors needing improvement are identified and analyzed through interviews and surveys. The data collected informs the design of improvements for the company's EVP in 2024-2025, ensuring alignment with strategic directives. Finally, internal employer branding strategy formulation and implementation guidelines for 2024-2025 are developed based on analysis findings and theoretical concepts.

3 DATA AND METHODOLOGY

The research employs a mixed method approach, incorporating both quantitative and qualitative methods to ensure comprehensive data collection for evaluating employee value proposition (EVP) strategies. Quantitative research utilizes statistical analysis to examine concrete data, while qualitative research aims to derive meaning from naturally occurring phenomena. The

qualitative approach involves interviews and surveys with open-ended questions, conducted with Company management and employees to gather insights on EVP strategies.

Table 2

Criteria Respondents

Criteria for Interview Respondents				
Criteria	Generation	Education	Work Experience	Total
<i>Data Scientist</i>	Millennial	Bachelor's degree (S1).	≥ 2 years of work experience	2
<i>UI/UX Specialist</i>				4
<i>Software Developer</i>				1
<i>Best Performance</i>				5
Total				12
Criteria for Survey Respondents				
Criteria	Generation	Education	Work Experience	Total
<i>Manager</i>	Millennial	Bachelor's degree (S1).	≥ 2 years of work experience	6
	Generation X			2
<i>UX Specialist</i>	Millennial			1
<i>Officer</i>	Millennial			20
<i>Staff</i>	Millennial			5
	Generation Z			3
<i>Senior</i>	Millennial			4
<i>EX Researcher</i>				1
<i>Software Developer</i>				1
<i>Engineer</i>				1
<i>Supervisor</i>		2		
Total				46

The next data processing involves mapping each factor using the Importance-Performance Analysis (IPA) matrix (Martilla & James, 1977). IPA is a method of mapping factors with mean or median scores, with the importance score category as the y-axis and the performance score category as the x-axis. In this study, the IPA method will be conducted using the SPSS application, which is useful for identifying which EVP factors are priorities through survey data using a Likert scale. Then, during the data processing, the mean or median values will be used to determine the position of the y and x axes based on the normality test to be conducted. The IPA method has four quadrants for mapping importance scores as follows.

Table 3

Quadrant Importance Analysis Performance (IPA)

I	Quadrant I	Quadrant II
M	Concrete Here	Keep Up the Good
P	High Importance	Work
O	Low Performance	High Importance
R		High Performance
T	Quadrant III	Quadrant IV
A	Low Priority	Possible Overkill
N	Low Importance	Low Importance
C	Low Performance	High Performance
E		
	PERFORMANCE	

Source: Martilla and James (1977)

After obtaining survey data using the Likert scale, factors in quadrant 1 are those with high importance but low-performance levels, making them a priority for improvement for EVP evaluation and employer branding strategy development. Quadrant 2 represents factors that require special attention to maintain and preserve. Quadrants 3 and 4 do not require prioritization by the company; however, factors in Quadrant 4 can be redirected to serve as reliable strategy references, complementing Quadrant 1.

4 RESULTS AND DISCUSSION

4.1 QUALITATIVE & QUANTITATIVE DATA

From 46 respondents, based on the analysis of qualitative data from interviews and surveys through questionnaires, it can be concluded that there are 4 top factors that consistently appear in the analysis tool and have the highest frequency of negative statements, as shown in Table 4. These factors are people management, senior leadership, meritocracy, and future prospects. The results of the identified analysis will then be compared with the results of quantitative data analysis using the IPA matrix to see the level of importance and performance of each EVP factor, thus identifying which top factors consistently appear from both considerations.

Table 4

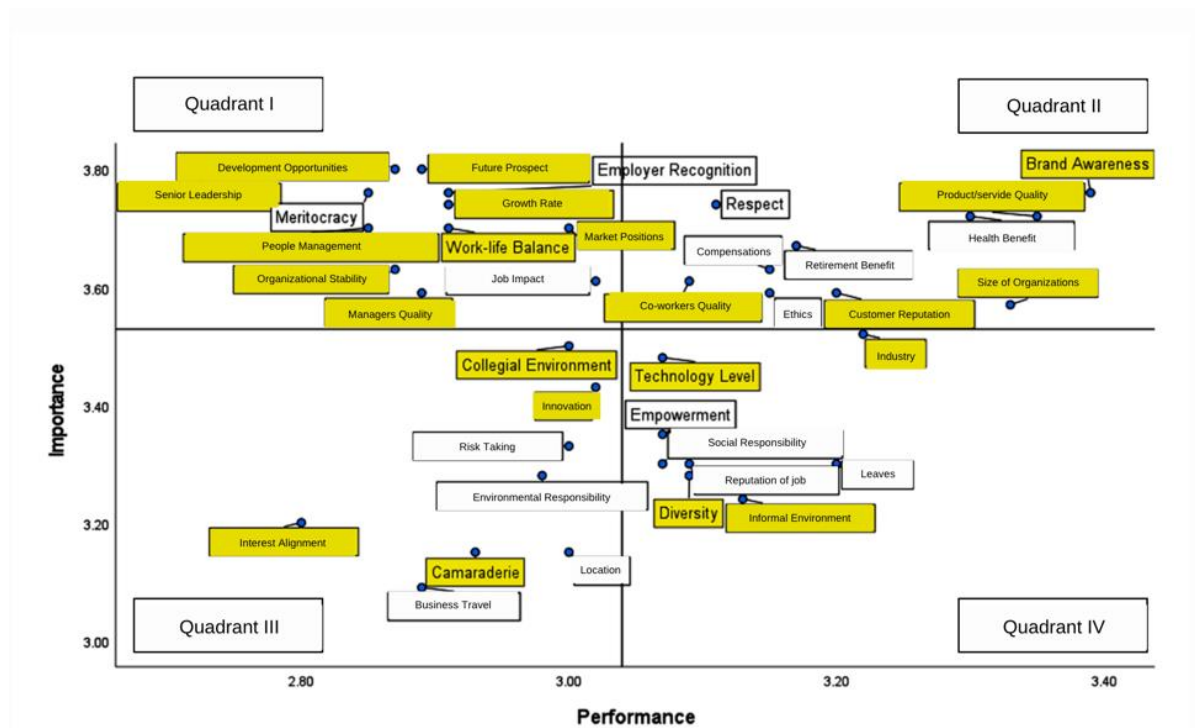
Highest Frequency of Negative Statements on EVP Factors - Quantitative Data

Interview		Survey	
Factor EVP	Frequency	Factor EVP	Frequency
Future Prospect	4	Future Prospect	5
Meritocracy	12	Meritocracy	9
Senior Leadership	9	Senior Leadership	7
People Management	12	People Management	17
Collegial Environment	7	Collegial Environment	0
Technology Level	0	Technology Level	5

The next step in the study is the analysis of questionnaires distributed to respondents, which will be analyzed using the Importance-Performance Analysis (IPA) method. Mapping EVP factors into the IPA matrix using mean values with the level of importance as the Y-axis and the performance level as the X-axis. The mapping of the IPA matrix on EVP factors is depicted in Figure 3 where factors marked in yellow are identified as already included in Company's current EVP.

Figure 3

IPA Matrix



Source: Statistical Package for the Social Sciences (SPSS) Output

Based on the above figure and previous explanations of each quadrant, this study focuses on quadrant 1, where factors are of high importance to employees but have low performance, thus

requiring priority for EVP evaluation improvement to create the necessary employer branding. Through the previous discussion, to determine the basis for selecting EVP factors that need improvement, two sets of analysis results will be considered: quantitative data (Quadrant I in the IPA matrix) and qualitative data resulting in negative statements. The qualitative data, consisting of interview results and responses to open-ended survey questions, were summarized and the frequency of the most consistent negative statements was totaled, followed by identifying which also fell into the Quadrant I category in the IPA matrix results. Thus, 4 priority factors for the Company EVP design have been determined, as listed in Table 5.

Table 5
Conclusion of Priority EVP Factors

Career Elements			
Factor	Description	%	Frequency
Future Prospects	Not optimistic about career advancement within the company	17%	10
	Management of employees, especially in terms of career, needs improvement	9%	5
Meritocracy	Transparency in reward assessment	48%	28
Employee Elements			
Factor	Description	%	Frequency
Senior Leadership	Supervisor abilities (Coaching, support, guidance)	28%	16
People Management	Internal recruitment system	3%	2
	More transparent and fair performance evaluation system	34%	20
	Providing socialization about reward policies	3%	2
	Improvement in performance management aspects to enhance productivity	9%	5

Table 5 shows the 4 main factors with the highest presentation as a reference in formulating improvements to the EVP and internal employer branding strategies. These four factors consist of meritocracy with the transparency of reward assessment statements, people management with a more transparent and fair performance evaluation system, senior leadership with the ability of superiors (coaching, support, guidance), and future prospects with a lack of optimism for career advancement in the company.

4.2 DESIGNING EVP IMPROVEMENT

Before initiating employer branding activities, it's crucial to identify the Employee Value Proposition (EVP). This discussion aims to establish internal strategies for talent retention based on previous analyses. Mainly focusing on four priority factors - future prospects, meritocracy, senior leadership, and people management identified from previous

data analyses, the design of EVP improvement strategies encompasses initiatives such as meritocracy-based performance management, leadership policy design, and career enhancement for 2024-2025.

4.3 DESIGN AND IMPLEMENTATION STRATEGY FOR MERITOCRACY-BASED PERFORMANCE MANAGEMENT

The result of qualitative data categorization states that the highest frequency of 2 factors, meritocracy, and people management, is related to the previously established categories: assessment for reward provision and assessment perceived as not transparent and fair, which touches on people management matters. To further understand the identification of these two factors and the improvement suggestions provided, refer to Table 6 and Figure 4.

Table 6

Identification of Design and Implementation Strategy for Meritocracy-Based Performance Management.

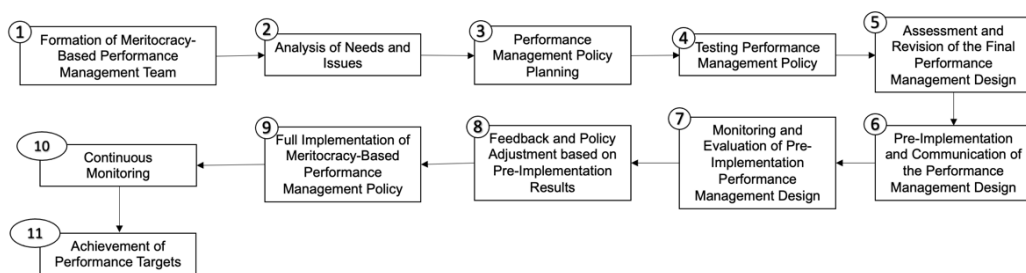
Priority EVP Factor	Current Condition	Finding	Improvement Recommendations	Expected Results
Meritocracy	Currently, Company implements an Integrated Performance Management System (IPMS) program aimed at establishing a dynamic system to assist and align employee performance evaluations, and eliminating disparities in evaluation rules and methods across levels to ensure equitable performance assessment for rewards.	<ul style="list-style-type: none"> The performance evaluation criteria for employees are still unclear. The basis for assessing reward allocation lacks transparency. 	<ul style="list-style-type: none"> Formation of a Meritocracy-based performance management team Review of reward policy rules for employees, considering clear evaluation criteria based on aspects directly related to individual performance and company target achievements. Clear, open, and regular socialization regarding reward distribution (monetary/non-monetary) system information for all employees. 	Employee motivation to achieve optimal performance based on meritocracy, as expected by the company
People Management	The Company's Integrated Performance Management System (IPMS) serves as a	The implementation revealed the following findings: employee performance assessments lack	<ul style="list-style-type: none"> Performance appraisal systems and procedures that ensure fair and transparent 	Employee expectations are met through clear performance

	dynamic mechanism facilitating the alignment of employee evaluation processes by standardizing rules and methods across different levels and addressing various issues pertaining to competency, performance management, career and talent management, performance appraisal, human resource development, decision-making matrices, and internal process enhancements.	transparency and fairness, with no follow-up on the results; performance management aspects do not sufficiently support productivity; and there is a lack of communication regarding reward policies.	evaluations involving all parties (not just supervisors). <ul style="list-style-type: none"> • Conducting trial systems. • Systems and procedures that ensure systematic processes to meet business and employee needs effectively. • Regular socialization and discussions with employees with more detailed explanations regarding: <ul style="list-style-type: none"> • Reward policies • Performance management 	expectations for individuals or groups, fostering enthusiasm and optimal performance supported by effective performance management practices.
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Table 6 outlines improvement suggestions that the company can undertake to enhance the performance of meritocracy-based performance management. Meritocracy is the only factor not yet included in the current EVP, thus requiring a new fundamental design, namely through company policies. The policies refer to general policies, strategic policies, and specific policies (technical/system and procedures). Policy implementation includes processes; socialization, implementation, and effective, detailed, comprehensive, and periodic monitoring-evaluation (M&E). This is also based on the fact that every function requires procedural matters related to employee management as a foundation for implementation to ensure that the HCM function can manage human resources appropriately. Based on these improvement suggestions, 11 stages of strategy design and implementation for meritocracy-based performance management are formulated in Figure 4 as follows.

Figure 4

Design and Implementation Strategy for Meritocracy-Based Performance Management



The process begins with the formation of a meritocracy-based performance management team by HR, comprising individuals with high competence and credibility, selected based on meritocratic principles. This team will conduct a thorough analysis of organizational needs and potential issues in current performance management, seeking input from various stakeholders. Following this, meritocracy-based performance management policies will be planned, focusing on clear and objective evaluation criteria to support organizational goals and provide fair rewards. A trial implementation will then be conducted to identify improvements, with subsequent assessment and revision of the final design. Pre-implementation communication will ensure organizational understanding and involvement, leading to a full implementation from the seventh month onwards. Continuous monitoring and adjustment will be integral, ensuring consistent application of meritocracy values and achievement of performance targets through ongoing assessment. Special assessment teams will guarantee transparency and fairness in evaluations, supporting employees in reaching their full potential.

After designing the above strategy steps, to facilitate implementation, a guideline or action plan needs to be created, detailing implementation timelines, objectives, activity breakdowns, responsibilities, and other relevant information as depicted in Table 7.

Table 7

Guidelines for Planning and Implementing Meritocracy-Based Performance Management Strategies

Strategy for the Design and Implementation of Meritocracy-Based Performance Management 2024-2025

Target Group	All Employee
Objectives	Motivating employees to achieve optimal performance based on Fulfilling employees' expectations to gain clarity regarding the The creation of employee enthusiasm in delivering their best
Unit in Charge	Meritocracy-Based Performance Management Team

No	Activites	PIC	2024												2025												Resources Needed	Task PIC	Performance Results	Notes									
			Januari	Februari	Maret	April	Mei	Juni	Juli	Agustus	September	Oktober	November	Desember	Januari	Februari	Maret	April	Mei	Juni	Juli	Agustus	September	Oktober	November	Desember													
1	Formation of Meritocracy-Based Performance Management Team	Tim Mankin	■																																				
2	Analysis of Needs and Issues	1. Tim Mankin 2. Tim Performance 3. Top Management	■	■																																			
3	Planning of Performance Management Policy	Tim Mankin			■																																		
4	Testing Performance Management Policy	1. Tim Mankin 2. Tim Performance 3. Top Management			■	■																																	
5	Assessment and Revision of the Final Performance Management Design	Tim Mankin				■	■																																
6	Pre-Implementation and Communication of the Performance Management Design	Tim Mankin					■	■	■	■	■	■	■	■	■	■																							
7	Monitoring and Evaluation of Pre-Implementation Performance Management Design	Tim Mankin					■	■	■	■	■	■	■	■	■	■																							
8	Feedback and Policy Adjustment based on Pre-Implementation Results	1. Tim Mankin 2. Tim Performance 3. Top Management													■	■																							
9	Full Implementation of Meritocracy-Based Performance Management Policy	Tim Mankin															■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
10	Continuous Monitoring	Tim Mankin															■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
11	Achievement of Performance Targets	1. Tim Mankin 2. Tim Performance																																				■	

4.4 STRATEGY FOR DESIGNING LEADERSHIP MANAGEMENT POLICIES

Table 5 concluded that the highest priority EVP factor is senior leadership, with the category of inputs such as coaching, support, and guidance. Similarly, the IPA matrix results indicate that this EVP factor falls within Quadrant I, meaning it has high importance but low performance, requiring improvement. To gain deeper insights into the identification of these two factors' conditions and the recommendations provided, refer to Table 8 and Figure 5.

Table 8

Identification of Leadership Management Policy Planning Strategies

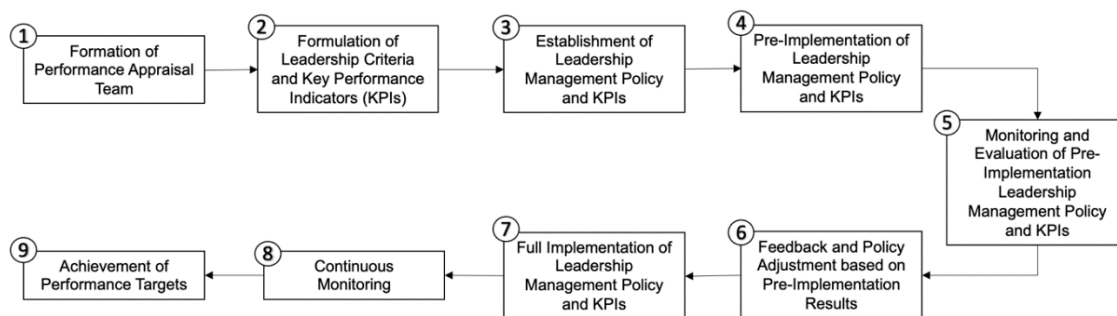
Factor EVP Priority	Current Condition	Findings	Improvement Suggestions	Expected Results
Senior Leadership	The company utilizes an Integrated Performance Management System (IPMS) application to facilitate senior leadership's active supervision of subordinates, including monitoring, evaluation, coaching, and counseling activities, with junior employees utilizing the system to document their activities and communicate coaching and counseling needs.	In implementation, the findings revealed that senior leadership's coaching and counseling post-evaluation are viewed as formalities, indicating a lack of awareness regarding employees' developmental needs.	<ul style="list-style-type: none"> • Formulate specific policies at a certain band/level regarding the obligation to provide coaching, and counseling to employees linked to key performance indicators (KPI) of both the employee and the superior. • Provide descriptive and specific feedback to have an effective positive impact. • Implement the creation of an activity plan for subordinates that supports progress, results, and impacts in performance improvement so that superiors can directly monitor employee development. 	Ensure that Senior Leadership is capable of fulfilling their duties effectively to support improved performance among subordinates, meeting employees' expectations for development with attentive and caring leadership.

In Table 8, improvement suggestions have been detailed for the company to enhance the performance of senior leadership. Departing from these improvement suggestions, the factor of senior leadership has already been included in the current EVP, thus requiring fundamental improvement from the company's policies. These policies encompass general

policies, strategic policies, and specific policies (technical/system and procedures). Therefore, a 9-stage strategy for planning leadership management policies has been formulated, where each stage in the development and implementation of leadership management policies and KPIs focuses on the tasks of leaders as guides, coaches, and counselors as shown in Figure 5.

Figure 5

Strategy for Planning Leadership Management Policies



To enact the improvement suggestions outlined, a dedicated Performance Appraisal Team must be assembled. This team will ensure diversity and expertise among its members, who will be tasked with defining roles, responsibilities, and specific evaluation criteria for leaders, taking into account the company's needs and culture. Collaborating with leaders and stakeholders, the team will formulate leadership criteria aligned with strategic goals, and establish measurable Key Performance Indicators (KPIs), primarily focusing on bands 1-3 and direct subordinates. KPIs will revolve around core responsibilities such as coaching, guidance, and feedback provision to enhance employee performance. Activity plans supporting progress and results will aid leaders in monitoring employee development, with annual performance appraisals guiding policy development to address any discrepancies. Leadership management policies and KPIs will be clearly articulated and socialized with team leaders, with pre-implementation lasting 3-6 months to ease the transition and gather feedback. Monitoring during pre-implementation ensures policy adherence and effectiveness, with adjustments made based on feedback. Full implementation follows, supported by continuous monitoring and support from the Performance Appraisal Team, aiming to achieve performance targets through ongoing evaluation, feedback, and development initiatives.

After designing the above strategy stages to facilitate implementation, it is necessary to create guidelines or action plans containing implementation timelines, objectives, activity descriptions, responsibilities, and other information as depicted in Table 9.

Table 9

Guidelines for Career Improvement Strategy Planning and Implementation

Strategy for the Planning of Leadership Management Policies 2024-2025

Target Group	Leader (Level 1-3)
Objectives	Realization of Senior Leadership capable of fulfilling their duties optimally and effectively, thereby supporting improved performance for subordinates Fulfillment of employees' expectations for growth with the presence of Senior Leadership that is attentive and caring
Unit in Charge	Tim Performance Appraisal

No	Activites	PIC	2024												2025												Resources Needed	Task PIC	Performance Results	Notes	
			Januari	Februari	Maret	April	Mei	Juni	Juli	Agustus	September	Oktober	November	Desember	Januari	Februari	Maret	April	Mei	Juni	Juli	Agustus	September	Oktober	November	Desember					
1	Establishment of the Performance Appraisal Team	Tim Markin																													
2	Formulation of Leadership Criteria & Key Performance Indicators (KPIs)	1. Tim Markin 2. Tim Performance Appraisal 3. Top Management																													
3	Determination of Leadership Management Policy & KPI	Tim Performance Appraisal																													
4	Pre-implementation of Leadership Management Policy	Tim Performance Appraisal																													
5	Monitoring and Evaluation of Pre-implementation Leadership Management Policy	1. Tim Markin 2. Tim Performance Appraisal 3. Top Management																													
6	Feedback and Policy Adjustment based on Pre-implementation Results	Tim Performance Appraisal																													
7	Full Implementation of Leadership Management Policy & KPI	1. Tim Markin 2. Tim Performance Appraisal 3. Top Management																													
8	Continuous Monitoring	Tim Performance Appraisal																													
9	Achievement of Performance Targets	Tim Performance Appraisal																													

4.5 DESIGN AND IMPLEMENTATION STRATEGY FOR CAREER ENHANCEMENT

In Table 5, it has been concluded that the EVP factor with the highest frequency priority is future prospects with a pessimistic perception category regarding career advancement in the company. Similarly, the IPA matrix results indicate that this EVP factor falls into Quadrant I, which is interpreted as a factor with high importance but low performance, thus requiring improvement in this factor. To delve deeper into identifying the condition of this factor and the suggested improvements, refer to Table 10 and Figure 6.

Table 10

Identification of Career Enhancement Policy Design and Implementation Strategy

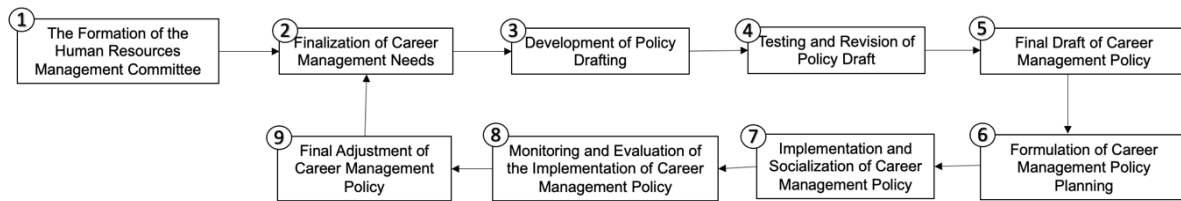
Factor EVP Priority	Current Condition	Findings	Improvement Suggestions	Expected Results
Future Prospects	The company has established and executed a system and career management policy, serving as the cornerstone for overseeing career opportunities within its organizational framework, including the implementation of a culture transformation program structured in three phases: articulation, activation, and embedding of culture.	The implementation yielded the following findings: employee pessimism about effectiveness, perceived difficulty meeting career advancement criteria, and lengthy advancement timelines.	More detailed clarity in policies related to: <ul style="list-style-type: none"> • Career Requirements • Career structuring mechanisms • Intensive and regular socialization and discussions regarding career management policies for employees. • Formation of a personnel management committee composed of top leadership from the working units, tasked with overseeing the implementation of related policies. 	The aim is to create a clearer, more effective, more implementable, and more attractive career path.

In Table 10, improvement suggestions have been outlined for the company to enhance the performance of future prospects. Departing from these improvement suggestions, the factor of future prospects has already been included in the current EVP, thus requiring fundamental improvement from the company's policies. These policies encompass general policies, strategic policies, and specific policies (technical/system and procedures). Therefore, a 9-stage strategy

for the design and implementation of career enhancement policies has been formulated, as depicted in Figure 6.

Figure 6

Strategy for the Design and Implementation of Career Enhancement Policy



The human resources department collaborates with diverse representatives, including senior management and employees, to formulate a career enhancement strategy. This collaborative effort aims to gather insights beyond management's perspective, identify career management needs, and draft a comprehensive policy aligned with employee growth. The policy undergoes validation, revision, and strategic planning for implementation, emphasizing HR's pivotal role in fostering an environment conducive to employee development and advancement. After designing the above strategy stages, to facilitate implementation, guidelines or action plans need to be created containing implementation timelines, objectives, activity elaboration, responsible parties, and other information as depicted in Table 11.

Table 11

Guidelines for Career Enhancement Policy Design and Implementation

Strategy for the Design and Implementation of Career Advancement Policy 2024-2025

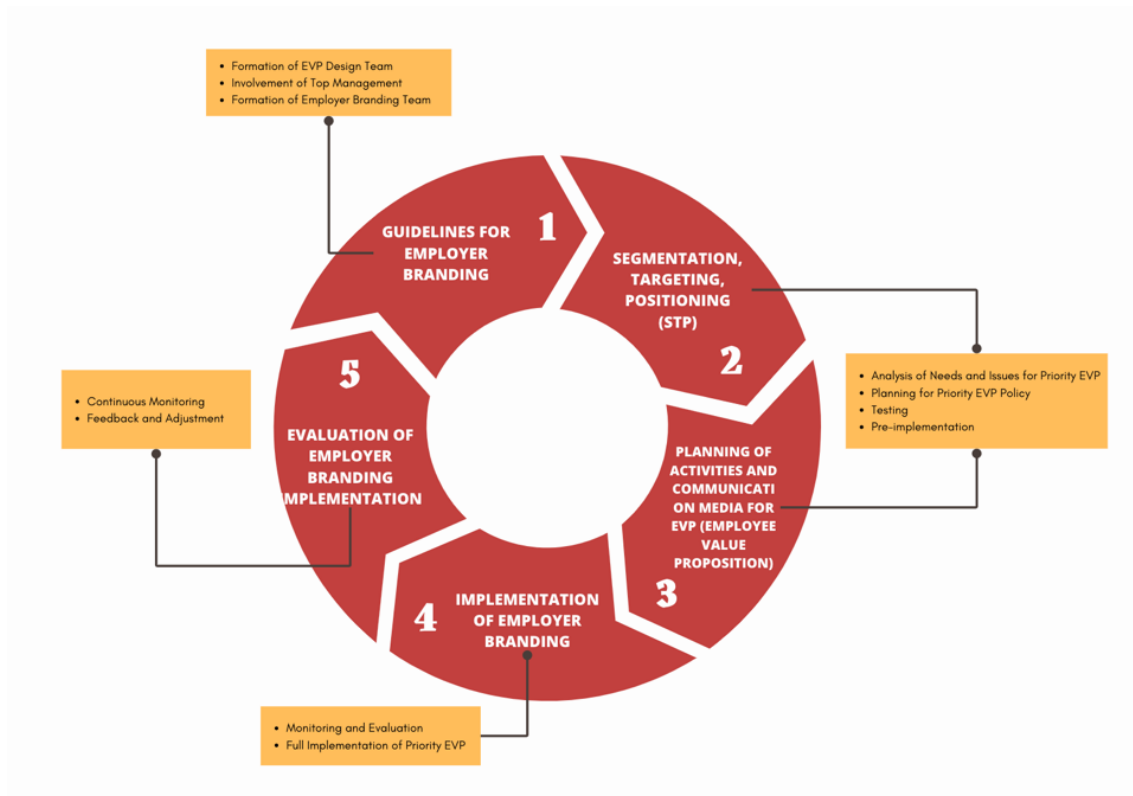
No	Activities	PIC	2024												2025												Resources Needed	Task PIC	Performance	Notes
			Januari	Februari	Maret	April	Mei	Juni	Juli	Agustus	September	Oktober	November	Desember	Januari	Februari	Maret	April	Mei	Juni	Juli	Agustus	September	Oktober	November	Desember				
1	Establishment of the Employee Committee	Employee Committee Employee Representatives Senior Management	■																											
2	Finalization of Career Management Needs	Employee Committee Employee Representatives Senior Management	■	■																										Perencanaan Peningkatan Karir
3	Formulation of Policy Draft	Employee Committee Employee Representatives Senior Management		■																										Mekanisme
4	Testing and Revision of Policy Draft	Employee Committee Employee Representatives Senior Management			■	■	■																							
5	Final Draft of Career Management Policy	Employee Committee Employee Representatives Senior Management						■																						
6	Development of Career Management Policy Planning	Employee Committee						■																						
7	Implementation and Socialization of Career Management Policy	Employee Committee						■	■	■	■	■																		
8	Monitoring and Evaluation of Career Management Policy Implementation	Employee Committee											■															■		Annual Employee Satisfaction Survey
9	Adjustment and Final Implementation of Career Management Policy	Employee Committee Employee Representatives Senior Management													■	■	■	■	■	■	■	■	■	■	■	■	■	■		

4.6 INTERNAL EMPLOYER BRANDING STRATEGY DESIGN

In formulating the internal strategy, the previously constructed EVP will be integrated into the internal strategy phase of employer branding. Company's internal employer branding strategy planning in Figure 7 includes guidelines or directions for employer brand, segmentation, targeting, positioning (STP), activity planning, EVP communication media, employer branding implementation, and evaluation of employer branding implementation, as explained further below.

Figure 7

Company's Internal Employer Branding Strategy Design



4.6.1 Employer Brand Guidelines or Directions

In the initial phase, the company requires clear guidelines outlining objectives and strategies for implementing employer branding initiatives. A strategic approach to human resource management necessitates consistent messaging throughout the organizational system to foster emotional connections between employees and the brand. Hence, top management involvement in formulating these directives is crucial to ensure alignment with the company's

vision, mission, values, and culture. This entails collaboration with key figures such as the vice president of human capital strategy, division heads, and talent acquisition leads. Moreover, integrating company policies into these guidelines is essential to uphold internal stakeholder trust and prevent conflicting messages. Subsequently, this phase involves establishing employee committees or teams to develop EVP enhancement plans, leveraging input from various stakeholders. With robust support from top management, employees are empowered to execute internal branding strategies effectively.

4.6.2 Segmentation, Targeting, Positioning (STP)

Employer branding planning requires defining the target audience through STP (Segmentation, Targeting, Positioning) determination to focus on specific employer branding objectives. Currently, the focus is on internal stakeholders (existing employees) for EVP design. STP formulation influences the choice of communication media used in conveying EVP and implementing employer branding strategies. Segmentation involves dividing the talent market based on demographic, geographic, psychographic, and behavioral criteria. Targeting selects groups from segmentation for retention, attraction, and recruitment purposes. Positioning places the employer brand in the minds of internal and external targets, emphasizing advantages over competitors. An example of Company's internal STP strategy formulation, referencing EVP factors like senior leadership, people management, meritocracy, and future prospects, is provided.

4.6.3 Activity Planning and EVP Communication Media

Enhancing the Employee Value Proposition (EVP) is pivotal in employer branding planning to achieve desired goals. Key EVP factors such as future prospects, meritocracy, senior leadership, and people management have been identified for optimization through prior analysis. Implementation of improvement suggestions for these EVP factors facilitates potential reassessment or updates to the EVP design. Additionally, tailored key performance indicators (KPIs) enable the employer branding team to measure targeted outcomes, focusing on internal objectives such as employee engagement, retention rates, talent attrition, new employee satisfaction with HR functions, satisfaction with the brand promise, and advocacy among current employees.

In alignment with previous guidelines and agreed-upon goals, Company's internal employer branding strategy aims to enhance employee retention and engagement while also

leveraging employees to attract potential talents. The messages should resonate with readers emotionally and psychologically by carefully choosing and arranging words in delivering employer brand messages, particularly by highlighting the reader's viewpoint. To evoke emotions, each shared career experience should consider both what the employee gains and what contribution they can make. Key strategies include various employer brand activities and EVP communication media. These encompass initiatives such as "Talents talk to talents" where employees and management share personal experiences, human-centric messaging that emphasizes emotional connections, and the "Learn Grant" program facilitating employee skill enhancement through educational opportunities. Additionally, the "T-Excellence Awards" recognize outstanding employee achievements, while initiatives like "Why join us?" on the company website and a "Networked Hiring Campaign" encourage external applicant awareness. Moreover, the "Company Event Engagement Program" fosters EVP communication in relaxed settings, enhancing employee well-being and showcasing the company's values to external audiences through social media channels.

In implementing employer branding strategies, the company must carefully choose suitable communication channels to effectively convey its brand message, utilizing formal avenues like socialization activities and establishing an employer branding media team to enhance message appeal. Tailoring media to internal millennial employees' preferences for innovation and creativity is essential, aligning with key EVP factors and emphasizing core values such as agility and innovation. Leveraging platforms like Instagram, LinkedIn, the company's website, and TikTok can optimize EVP delivery, given millennials' tech-savvy nature. Content planning, involving employee input and testimonials, ensures authenticity and relevance, promoting content across social media and official channels. Adopting long-term, medium-term, and short-term media cycles ensures a consistent and impactful EVP communication strategy resonating with the target audience.

4.6.4 Implementation of Employer Branding

After the strategic planning is ready, it's time to start the activation of the employer branding implementation. To monitor the activities more easily, the planning needs to be documented in the internal employer branding strategy implementation guidelines or activity calendar as depicted in Table 12. Through the internal employer branding strategy

implementation guidelines, it will be easier for the team to monitor every planned activity so that if there are things beyond the planning, the team will be more responsive to respond early.

Table 12

Guidelines for Internal Employer Branding Activities at Company

Formulation of Internal Strategy for Employer Branding Activities 2024-2025

Target Group	4 Critical Capabilities:
	Data Scientist
	UI/UX Designer
	Software Developer
Objectives	Best Performance
	Enhancing Employee Engagement
	Retaining Targeted Employees
Unit in Charge	People & Employer Branding Team

Activites	PIC	2024												2025												Resources Needed	Task PIC	Performance Results	Notes
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12				
Guidelines/Directions for Employer Branding:	People & Employer Branding Team																												
Policy Evaluation	Tim EVP																												
Discussion of Changes in HCM Strategy	Tim EVP																												
Top Management Guidelines Discussion	Tim EVP, People & Employer Branding																												
Formulation of Employer Branding Strategy Guid	People & Employer Branding Team																												
Determination of STP Internal Strategy 2024	Tim EVP, People & Employer Branding																												
Planning Activities and EVP Media	Tim EVP, People & Employer Branding																												
Activation of Employer Branding Activities:	People & Employer Branding Team																												
- TelkomLearn Grant	People & Employer Branding Team																												
- Telkomsel Event Engagement Program	People & Employer Branding Team																												
- Townhall	People & Employer Branding Team																												
- Gathering	People & Employer Branding Team																												
- Outing	People & Employer Branding Team																												
- "Why Join Us?"	People & Employer Branding Team																												
- Talents talk to talents	People & Employer Branding Team																												
- Networked Hiring Campaign	People & Employer Branding Team																												
- T-Excellence Awards	People & Employer Branding Team																												
Monitoring	Tim EVP, People & Employer Branding																												
Evaluation	Tim EVP, People & Employer Branding																												

The team will refer not only to the employer branding activity guidelines but also to the agreed-upon key performance indicators (KPIs). This will enable them to assess whether the activities meet the established KPIs and to identify any unexpected impacts. Evaluation will be conducted annually based on these outcomes. The company aims for satisfied employees to spread positive messages to current employees, potential hires, and applicants. Throughout the activities, feedback from employees will be collected and recorded, with efforts made to enhance activity quality based on this feedback.

4.6.5 Evaluation of Employer Branding Implementation

The internal employer branding strategy design depicted in Figure 7 represents a continuous process, necessitating post-implementation evaluation to assess effectiveness. This evaluation entails scrutinizing various aspects, including challenges encountered during planning and execution, alignment between planning and implementation phases, and the disparity between internal and external perceptions, typically measured through employee satisfaction/engagement surveys conducted during EVP evaluations. Additionally, it involves examining previously established key performance indicators (KPIs) to ascertain if the activities have met the set benchmarks; if not, adjustments for subsequent employer branding efforts are warranted. Furthermore, improvements should consider any significant changes in outcomes, such as business goals and Human Capital Management (HCM) strategies, prompting the need for recalibration in future implementations. Ideally, during company evaluations, reassessing the EVP's alignment with organizational needs is imperative, ensuring its relevance in fulfilling the employer brand promise amidst evolving conditions.

5 CONCLUSION

This research aims to enhance engagement and retention within Company's critical capabilities and performance targets. It employed qualitative methods such as interviews and surveys, alongside quantitative methods like questionnaires distributed to employees. The findings revealed several key points: firstly, management recognized the need to shift focus from external to internal employer branding practices, prompted by low engagement levels and negative feedback from employees, leading to a reevaluation of Company's EVP. Secondly, analysis identified four priority factors for improvement: future prospects, meritocracy, senior

leadership, and people management. Thirdly, a strategy for internal employer branding improvement for 2024-2025 was outlined, involving initiatives like meritocracy-based performance management, the design & implementation of career enhancements and leadership policies. Lastly, the design of the internal employer branding strategy encompassed stages including guidelines development, segmentation, targeting, positioning, activity planning, communication media planning, implementation, and evaluation, emphasizing the importance of top management involvement, tailored planning, emotive messaging, and creative engagement events to effectively communicate the EVP to internal stakeholders.

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