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ANALYSIS OF THE IMPLEMENTATION OF THE RIGHT PEOPLE PILLAR IN HUMAN RESOURCE MANAGEMENT OF PT TELKOM INDONESIA (PERSERO) TBK

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ABSTRACT
This study aims to analyze the implementation of the Right People pillar in sustainable human resource management (HRM) at PT Telkom Indonesia (Persero) Tbk. The study employs a descriptive qualitative approach with a document study method on the company's Sustainability Reports from 2022 to 2025. Data were analyzed using content analysis through data reduction, presentation in a longitudinal comparison matrix, and conclusion drawing validated by source triangulation. The results show that the implementation of the Right People pillar at PT Telkom Indonesia has evolved consistently over four years. In 2022, the company focused on strengthening digital competence and work culture as the foundation of organizational transformation. In 2023, talent acceleration and leadership development were reinforced. In 2024, HR strategies began integrating with ESG agendas and value creation. In 2025, this commitment was strengthened through the Empower Our People pillar, which positioned talent development, diversity, equity, and inclusion (DEI) as part of the transformation strategy toward a Strategic Holding. These findings align with the Sustainable Human Resource Management concept (Kramar, 2022), which views HR management as a long-term strategic investment. This study contributes theoretically by enriching the Right People discourse based on sustainability documents and practically by providing insights for HR practitioners in designing talent strategies integrated with ESG principles

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INTRODUCTION

The exponential development of digital technology, characterized by the adoption *of artificial intelligence* (AI), *big data*, and *cloud computing*, has driven massive disruption in the global business landscape. The telecommunications industry, as the backbone of digital infrastructure, is one of the sectors that has undergone the

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fastest and most radical transformation. In this volatile condition, business sustainability is no longer measured only by financial achievements, but also by the organization's ability to adapt through strategic human resource (HR) management (Vial, 2019). This paradigm shifts management's focus from short-term profit orientation to long-term value creation that integrates *Environmental, Social, and Governance* (ESG) aspects. In the ESG framework, *the Social* dimension relies heavily on how companies manage, develop, and empower their human capital.

The concept of sustainability in modern business demands integration between economic, social, and environmental goals. In the perspective *of Sustainable Human Resource Management* (SHRM), HR management is directed not only to meet the operational needs of the organization, but also to create economic, social, and environmental sustainability through competency development, employee welfare, and long-term organizational sustainability (Kramar, 2022). SHRM views HR as a strategic asset that must be managed holistically to support organizational transformation, drive innovation, and create sustainable competitive advantage (Rožman et al., 2023; Akdeniz, 2023). Therefore, an organization's ability to acquire, develop, and retain competent talent in accordance with strategic needs is the main foundation in the face of technological disruption and industrial competition.

One of the core concepts in SHRM that bridges business strategy with talent management is the *Right People* principle. This concept emphasizes the importance of putting "the right talent, in the right place, at *the right time*". Based on the *Resource-Based View* (RBV) perspective of Barney (1991), sustainable competitive advantage can only be achieved through valuable, scarce, elusive, and irreplaceable resources. In the context of human resources, this is realized through comprehensive talent management, starting from strengthening competencies, leadership development, *succession planning*, to creating an inclusive work environment (Ulrich, 1997; Spencer & Spencer, 1993). Furthermore, *the principle of Right People* in the modern era is also closely related to the implementation of *Diversity, Equity, and Inclusion* (DEI). Kramar (2022) and Rožman et al. (2023) affirm that the implementation of DEI is not just a social responsibility, but rather a strategic strategy to improve performance, adaptability, and innovation through diversity of perspectives.

PT Telkom Indonesia (Persero) Tbk, as a giant State-Owned Enterprise (SOE) in the telecommunications sector, is a highly relevant empirical context for examining the implementation of *the Right People* principle. During the period 2022 to 2025, Telkom underwent a highly dynamic business transformation, culminating in the company's transition to a *Strategic Holding model* through the TLKM 30 strategy. This transformation requires cultural reform, governance strengthening, and massive improvement of human resource capabilities. Telkom's commitment to sustainable human resource management is consistently reflected in *the company's Sustainability Report*. In 2022, the company's main focus will be on strengthening digital competencies and work culture. The year 2023 is marked by the acceleration of digital talent development. Entering 2024, HR strategies will begin to be explicitly integrated with *the value creation* and ESG agendas. At its peak, in 2025, Telkom will strengthen its commitment through *the Empower Our People* pillar, which places talent development and DEI as the main instruments of transformation. Empirically, by 2025 Telkom will record a proportion of women in managerial positions of 21%, the proportion of female employees at 31.7%, and employ 106 employees with disabilities, indicating a shift from simply meeting technical needs to building an inclusive and sustainable work ecosystem.

Although PT Telkom Indonesia's *Sustainability Report* has contained a variety of comprehensive information on human resource management, the information is basically presented in a descriptive standard reporting format. Until now, there is a significant *research gap* in the academic literature regarding how the information is critically analyzed as a *Right People* strategy. Literature search shows that most previous research has focused more on the integration of SDGs and ESG in general (Handayani & Fitrianisa, 2025), *Green Human Resource Management practices* (Jerónimo et al., 2020; Fathurohman et al., 2025; Permadi & Agustina, 2025), or the influence of SHRM on organizational performance (Lawter & Garnjost, 2025).

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Research conducted by Jerónimo et al. (2020) and Lawter & Garnjost (2025) has successfully proven that sustainable HR practices contribute to ESG achievement and company performance. However, these studies have not specifically dissected how the *Right People* pillar is implemented and evolved over time through sustainability documents. On the other hand, the study of *Right People* has been conceptual and more often associated with *talent management* or *strategic HRM* in general, without being used as the main unit of analysis based on longitudinal document studies (Ulrich, 2015; Robbins & Judge, 2017). There has been no study that specifically analyzes the evolution of the implementation of *the Right People* pillar based on *PT Telkom Indonesia's Sustainability Report* for the 2022–2025 period using a longitudinal approach. In fact, longitudinal analysis for four consecutive years is crucial to understand whether a company's talent management strategy is only reactive to momentary trends, or is a consistent long-term strategic investment.

The absence of this longitudinal review is an important issue, as consistency in talent management is the key to ensuring that the company's digital transformation and sustainability agenda are not hampered by the absence of competent and adaptive human resources. Without an in-depth analysis of how *Right People* is implemented from year to year, stakeholders cannot comprehensively evaluate whether the *Social aspects* of the ESG framework have been implemented as a core strategy or merely complementary to corporate reporting.

Departing from these theoretical and empirical gaps, this study is here to fill the literature gap by specifically analyzing the implementation of *the Right People* pillar in sustainability-based HR management. The novelty of this research lies in three main aspects: first, the positioning of *the Right People pillar* as the main unit of analysis in the context of *the Sustainability Report*, which has not been explored much before; second, the use of a longitudinal approach during four reporting periods (2022–2025) to map the evolution and consistency of HR strategies; and third, strengthening the analysis of the social dimension in the ESG framework specifically in the telecommunications sector which is undergoing massive digital transformation.

Therefore, this study aims to analyze the strategy and implementation of talent management (*Right People*) in the *Sustainability Report* of PT Telkom Indonesia (Persero) Tbk for the 2022–2025 period. This research uses a descriptive qualitative approach with document study methods and content analysis techniques. Through this research, it is hoped that it can make a theoretical contribution by enriching the literature *on Sustainable Human Resource Management*, especially related to the concept *of Right People* based on sustainability documents. Practically, the results of this study are expected to provide insight for HR practitioners and company management in designing talent strategies that are not only responsive to digital transformation, but also deeply integrated with sustainability and ESG principles.

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METHOD,

This study uses a qualitative approach with a descriptive design through the *document study* method. The qualitative approach was chosen because this research aims to understand, interpret, and analyze the strategic meaning contained in the company's documents, not to test the relationship between variables statistically. As explained by Creswell (2016) and Moleong (2018), qualitative research allows researchers to explore phenomena holistically in their natural context, making it very suitable to examine the implementation of *the Right People* pillar as reflected in the narrative of human resource management policies and programs. The descriptive design is used to systematically describe the evolution of PT Telkom Indonesia (Persero) Tbk's talent management strategy over time, so that development patterns and policy consistency can be clearly identified.

The object of this study is the *Sustainability Report* of PT Telkom Indonesia (Persero) Tbk which was published consecutively for four periods, namely 2022, 2023, 2024, and 2025. The selection of the four reports is based on the company's consistency in presenting information related to social aspects in the framework of *Environmental, Social, and Governance* (ESG), especially related to competency development, talent management,

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leadership, digital transformation of human resources, and diversity, *equity, and inclusion* (DEI). As supporting data, the researcher also utilizes PT Telkom Indonesia's *Annual Report* and various relevant scientific literature to strengthen the conceptual foundation of the analysis. Thus, the data sources in this study are entirely secondary, obtained from the company's public documents that can be accessed through PT Telkom Indonesia's official website.

Data collection is carried out through document study techniques and literature studies. Document studies are carried out by systematically examining the four *Sustainability Reports* to identify information related to the implementation of *the Right People* pillar. Researchers play a key role in the data collection and interpretation process, as suggested by Sugiyono (2022) and Creswell (2016). All documents are read thoroughly, then the sections containing information related to competency development, talent management, leadership, digital transformation, and DEI are marked and grouped into appropriate analysis categories.

The data analysis technique uses *content analysis* (content analysis) which refers to the Miles, Huberman, and Saldaña (2019) model. The analysis process is carried out through three main stages. First, data reduction, where the researcher selects and focuses data on information relevant to the implementation *of the Right People pillar*, while irrelevant data is set aside. Second, data presentation, namely data that has been reduced is compiled in the form of a longitudinal comparison matrix to facilitate the identification of the development and consistency of implementation between reporting periods. Third, drawing conclusions and verification, namely researchers draw conclusions based on the patterns and themes found, then verifying them by comparing findings between periods and confirming them with the literature, especially the concept *of Sustainable Human Resource Management* from Kramar (2022).

To ensure the validity of the data, this study applied source triangulation by comparing information between Sustainability *Report*, *Annual Report*, and scientific literature. In addition, credibility is maintained through repeated reading and checking the suitability of the data with interpretation, dependability is maintained through consistency of analysis between report periods, and confirmability is ensured by basing conclusions on document data, not on the researcher's subjective assumptions.

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RESULT AND DISCUSSION,

The Evolution of the Implementation *of the Right People* Pillar (2022–2025)

Based on a longitudinal analysis of *PT Telkom Indonesia (Persero) Tbk's Sustainability Report for the 2022–2025 period, it was found that the implementation* of the Right People pillar *has experienced consistent and progressive development. Overall, the company's number of employees shows a structured downward trend from 23,793 people in 2022 to 21,151 people in 2025, which indicates organizational efficiency as well as a shift towards superior talent quality. The focus of HR strategy has also evolved significantly: from strengthening digital competencies in the early phases, to integration with the ESG agenda, to strengthening* the Empower Our People pillar *which places diversity and inclusion at the core of transformation.*

Competency Development and *Digital Talent*

Competency development is the most consistent dimension in the implementation of *the Right People* pillar. In 2022, the company will focus on *digital capability building* through learning programs, professional certifications, and strengthening digital work culture. 2023 will be marked by a significant increase in investment in learning, recording more than 1.7 million hours of employee training, with a focus on *digital talent acceleration* and leadership development. Entering 2024, competency development programs are directed at *reskilling* and *upskilling* for mastering future technologies such as *artificial intelligence* and data analysis. By 2025, this commitment will be strengthened through the *Empower Our People* pillar which places continuous learning as an integral part of the transformation towards *Strategic Holding*.

Talent Management and *Succession Planning*

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Talent management shows an evolution from a general narrative approach to an integrated system. In 2022, talent management is still common as part of the HR development strategy. 2023 will be marked by the formation of *a talent pool* and a more systematic implementation of *succession planning* to prepare potential leaders. In 2024, talent management will be integrated with a KPI system and *leadership pipeline* that is aligned with business strategy. By 2025, talent management will be at the core of the *Empower Our People* pillar, which is not only oriented towards meeting current needs, but also on long-term leadership sustainability.

Diversity, Equity, and Inclusion (DEI)

The DEI dimension showed the most significant development during the study period. In 2022 and 2023, new companies are limited to affirming their commitment to diversity and equal employment opportunities. In 2024, the commitment is strengthened by strengthening women's leadership as part of the social aspect of the ESG framework. At its peak, by 2025, the implementation of DEI will be measured concretely: the proportion of women in managerial positions will reach 21%, the proportion of female employees will reach 31.7%, and the company employs 106 employees with disabilities. This data shows a shift from normative commitment to measurable and inclusive implementation.

The following table summarizes the evolution of the implementation of *the Right People* pillar longitudinally:

Table 1. Longitudinal Comparison Matrix for the Implementation *of the Right People* Pillar of PT Telkom Indonesia (Persero) Tbk for the 2022–2025 Period

Dimensions of Analysis	2022	2023	2024	2025
HR Strategy Focus	Digital culture transformation	*Talent mapping* & *digital acceleration*	Integration with ESG & *value creation*	*Empower Our People*, transformasi *Strategic Holding*
Competency Development	*Digital capability building*	Systematic training, 1.7 million hours	*Reskilling* (AI, data)	Continuous learning
Talent Management	General narrative	*Talent pool* & *succession planning*	Integrated KPIs & *leadership pipeline*	Pilar *Empower Our People*
DEI	Diversity commitment	Equal employment opportunities	Strengthening women's leadership	21% of female managers, 31.7% of female employees, 106 of disabilities
Sustainability Reporting	Basic indicators	Systematic reporting	Integration of HR in sustainability strategies	Strengthening through *the Empower Our People pillar*

Source: Data processed from PT Telkom Indonesia's Sustainability Report (2022; 2023; 2024; 2025)

Overall, the findings show that the implementation of the *Right People pillar* at PT Telkom Indonesia is not static, but rather develops from a technical orientation to a strategic orientation that is integrated with the company's sustainability agenda.

Discussion

Strategic Evolution: From Technical Competence to Sustainable Talent Investment

The findings of this study show that the implementation of *the Right People pillar* at PT Telkom Indonesia has undergone a significant evolution during the 2022–2025 period. The shift from strengthening digital competencies in 2022 to an increasingly strong DEI implementation in 2025 is not a coincidental change, but rather

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a strategic response of the company to the increasingly complex demands of business transformation. In the initial phase of transformation, the company prioritized the technical readiness of employees to be able to operate the rapidly growing digital infrastructure and services. After the foundation of digital competencies began to take shape, the company expanded its attention to diversity and inclusion aspects as part of efforts to build an adaptive and sustainable organizational culture.

These findings are in line with the concept *of Sustainable Human Resource Management* (SHRM) put forward by Kramar (2022), who emphasizes that human resource management is not only aimed at meeting the needs of the organization in the short term, but also building human capabilities that are able to support the sustainability of the organization in the long term. PT Telkom Indonesia's consistency in improving digital competencies, developing talent, strengthening leadership, and creating an inclusive work environment during the research period confirms that the company has viewed human resources as a strategic investment, not just an administrative function.

Furthermore, these findings also support the view of Rožman et al. (2023) who stated that talent management that is integrated with organizational strategy is one of the important factors in improving the company's competitiveness and sustainability. Based on the results of the document analysis, PT Telkom Indonesia not only implements various competency development programs, but also integrates talent management into the company's digital transformation and sustainability strategy. This shows that the implementation of the *Right People pillar* has become an important part in supporting the achievement of the company's strategic goals.

Integration of the *Right People* Pillar with the ESG and *Strategic Holding Agenda*

One of the most important findings of this study is the increasingly strong integration between *the Right People pillar* with the ESG agenda and the company's transformation towards *Strategic Holding* through the TLKM 30 strategy. In 2024, HR strategies will begin to be explicitly integrated with *value creation* and social aspects within the ESG framework. At its peak, by 2025, the *Empower Our People pillar* will be placed as one of the main pillars of corporate transformation.

This shift is closely related to the direction of the company's transformation towards *Strategic Holding*. In this model, each business entity is required to have independent and diverse human resource capabilities according to their respective industry characteristics. Therefore, the implementation of DEI is very relevant because companies need a workforce that is not only technically competent, but also able to collaborate across backgrounds, encourage innovation, and represent the sustainability values that the company is committed to in front of stakeholders. In other words, DEI is not just a social program, but part of the organizational infrastructure that supports long-term business growth.

This finding strengthens the argument of Akdeniz (2023) who states that a talent management strategy that is integrated with a business strategy is one of the determining factors for the company's competitiveness in the long term. PT Telkom Indonesia has shown that talent management cannot be separated from the company's digital transformation and sustainability agenda.

Strengthening DEI as an Indicator of Strategic Maturity

Quantitative data recorded in 2025—namely 21% women in managerial positions, 31.7% female employees, and 106 employees with disabilities—shows that PT Telkom Indonesia has reached a stage of strategic maturity in DEI implementation. This achievement is in line with Kramar's (2022) view that the application of DEI principles in human resource management is part of the organization's social responsibility as well as a strategy to improve performance and innovation through diversity of perspectives. Rožman et al. (2023) also added that organizations that consistently implement DEI tend to have higher levels of employee engagement and are able to attract more diverse talent.

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The shift from normative commitments in 2022 to measurable implementation by 2025 shows that PT Telkom Indonesia has successfully transformed DEI from mere discourse to operational practices integrated with business strategy. This is empirical proof that the *Right People* pillar is not only focused on "putting the right people in the right positions," but also on "creating an environment that allows everyone to thrive and contribute optimally."

Critical Note: Limitations of Impact Measurement

Although the direction of PT Telkom Indonesia's HR policy is in line with the principles *of Sustainable HRM*, there is one critical note that needs to be considered. Kramar (2022) emphasizes the importance of measuring the real impact of each HR policy on organizational sustainability. However, in *PT Telkom Indonesia's Sustainability Report, the information presented is still more descriptive about the program that is carried out without being accompanied by specific measurable success indicators, such as the impact of training programs on productivity, or the correlation between the implementation of DEI and innovation performance.*

This condition shows that even though Telkom's HR policy direction is right, the transparency of reporting the impact of the policy can still be improved to meet higher sustainability accountability standards. In the future, companies need to develop more concrete impact indicators, such as return *on investment* (ROI) from talent development programs, key talent retention rates, or measurable inclusion indexes, so that sustainability reporting is not only narrative but also evidence-based.

Theoretical and Practical Implications

Theoretically, this study enriches the *literature on Sustainable Human Resource Management* by showing that the *Right People* pillar can be analyzed longitudinally through *Sustainability Reports* as public documents. This approach opens up opportunities for future research to examine the social dimension in the ESG framework in more depth, not only as a complement to reporting, but as a core corporate strategy.

Practically, the findings of this study provide insight for HR practitioners in designing talent strategies that are integrated with ESG principles. PT Telkom Indonesia shows that sustainable talent management requires a gradual approach: starting from strengthening technical competencies, developing talent management systems, to strengthening DEI as part of organizational culture. This evolution pattern can be a reference for other companies, especially SOEs that are undergoing digital transformation, in designing HR strategies that are not only responsive to technological changes, but also sustainable in the long term.

CONCLUSION,

This study concludes that the implementation of *the Right People* pillar in *the Sustainability Report* of PT Telkom Indonesia (Persero) Tbk for the 2022–2025 period has been implemented consistently and progressively as an integral part of the *Sustainable Human Resource Management* (SHRM) strategy. Longitudinal analysis reveals the evolution of a clear and targeted HR management strategy. In 2022, the company is focusing on strengthening digital competencies and work culture as the foundation for transformation. The year 2023 will be marked by a more systematic *talent acceleration* and leadership. Entering 2024, HR strategies will begin to be explicitly integrated with the *sustainable growth* agenda. At its peak, in 2025, this commitment will be strengthened through *the Empower Our People* pillar, which places talent development, continuous learning, and *Diversity, Equity, and Inclusion* (DEI) as the main instruments in the company's transformation towards a *Strategic Holding model*. Measurable achievements, such as the proportion of 21% women in managerial positions and the inclusion of 106 employees with disabilities, prove the shift from normative commitment to inclusive strategic implementation.

These findings confirm that talent management at PT Telkom Indonesia has shifted from a short-term administrative orientation to a long-term strategic investment that supports organizational resilience and competitiveness in the era of digital disruption. Theoretically, this study enriches the SHRM literature by proving that the *Right People pillar* can be critically analyzed through public documents as the main unit of analysis. Practically,

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the results of this study provide an empirical frame of reference for HR practitioners, especially in the state-owned sector, in designing talent strategies that are in line with *Environmental, Social, and Governance* (ESG) principles.

As a limitation, this study is only based on the analysis of public documents (*Sustainability Report*), so it has not measured the direct impact of these policies on organizational performance. Therefore, further research is recommended to expand the scope of the analysis by comparing the implementation of *the Right People* pillar between telecommunication companies, or using *mixed-methods* that involve in-depth interviews with internal stakeholders to validate the real impact of the HR sustainability strategy.

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