

Optimizing Workforce Productivity Through Human Resource Development: Insights from PT Telkom Indonesia Tbk

Burhanuddin^{1*}

¹Department Of Management, University State Of Makassar

e-mail: [*dr.burhanuddin@unm.ac.id](mailto:dr.burhanuddin@unm.ac.id)

Abstract

The main objective of this research is to analyze the human resource empowerment strategies used by PT Telkom Indonesia Tbk and their impact on work productivity. Data was collected through interviews with company management, employees, and industry experts competent in this field. This research employs a qualitative approach and utilizes data collection techniques such as observation and literature study. The results of the study indicate that PT Telkom Indonesia Tbk has implemented various effective human resource empowerment strategies. Telkom has implemented several programs aimed at improving work productivity. These include providing career development opportunities, employee training and development, rewards and incentives for employees, as well as conducting performance appraisals. The implementation of these human resource empowerment strategies has had a positive impact on work productivity at PT Telkom Indonesia Tbk. The research concludes that effective human resource empowerment strategies can help improve company work productivity. The findings of this study can provide insights and recommendations for other companies seeking to enhance work productivity through human resource empowerment.

Keywords : *Strategy, Empowerment, Performance, PT Telkom Indonesia.*

INTRODUCTION

Every organization or company must focus on an essential asset in managing its vision and mission: human resources (HR). Human resources are an asset because they create, manage, and achieve the objectives tied to the organization's vision and mission. There has been a shift in perspective from tangible physical assets to intangible or invisible assets. Human resources are a vital element necessary for building an organization. Therefore, organizations must manage HR effectively to enhance work efficiency and organizational productivity. One way to achieve this is by empowering human resources (Jatmika & Andarawati, 2017).

Human resource development is a concept aimed at making people a competitive advantage. In practice, effective HR development is known to improve productivity, morale, and individual potential within an organization. HR development programs are not merely job-related but also involve enhancing knowledge, mindset, collaboration abilities, and attitudes toward changes in the environment (Djuwita, 2011).

Achieving high or optimal performance is a desired goal for organizations to reach high work productivity. Performance involves how well an employee completes assigned tasks in terms of both quantity and quality. Several factors influence performance. First, individual factors are related to an employee's ability to fulfill their job responsibilities. Second, organizational factors involve the organizational structure, availability of facilities, and creating a safe and comfortable working environment. Understanding positions and tasks clearly is crucial for an organizational structure to provide guidance to employees on achieving objectives and the steps to be taken. Third, management plays a critical role. Organizational management must foster a safe and harmonious working environment and develop employee competencies to motivate them optimally (Hasibuan, 2014).

Providing opportunities for individuals or employees to maximize their potential will positively impact the organization, making it more competitive by focusing on efficiency and work effectiveness. Empowerment is a method of managing human resources by offering guidance and freedom to employees in executing their duties and responsibilities, aiming to achieve organizational goals (Yamoah, 2014). Empowerment seeks to address obstacles that may arise from systems and procedures that are misaligned with the organization's goals (Suryadi, 2010).

In addition to improving employee performance, empowerment also enhances an organization's ability to retain its employees. Empowering human resources refers to the optimal utilization of employee potential, considering reasonable limitations in implementation. This aims to provide job satisfaction to employees, encouraging them to continuously achieve better outcomes (Nawawi, 2012). To achieve individual and organizational goals, an effective human empowerment plan is required. This plan represents steps taken by the organization to achieve its objectives (Mardikanto and Soebianto, 2012). Enhancing and developing individual abilities in leveraging knowledge and skills to improve quality of life is one way to optimize human resource empowerment strategies.

According to Moses Eleazar Ferdinandus, full empowerment requires considerable time but will impact the entire organization and drive change across all parts of the organization. The empowerment process must begin with an objective evaluation of the organization's current culture. This evaluation helps gain a deeper understanding of what needs to change, why change is necessary, and identifies the main obstacles to be addressed (Ferdinandus, 2014).

Case Study: PT Telkom Indonesia Tbk

PT Telkom Indonesia (Persero) Tbk is a state-owned enterprise (BUMN) engaged in information and communication technology (ICT) services and telecommunications networks in Indonesia. The majority shareholder of Telkom is the Government of Indonesia (52.09%), while 47.91% is publicly owned. Telkom's shares are traded on the Indonesia Stock Exchange (IDX) under the code "TLKM" and on the New York Stock Exchange (NYSE) under the code "TLK."

As part of its transformation into a digital telecommunication company, Telkom Group adopts customer-oriented business and operational strategies. This transformation aims to make the Telkom Group organization leaner and more agile in adapting to the rapidly changing telecommunications industry. The new organization is also expected to enhance efficiency and effectiveness in creating high-quality customer experiences (source: Telkom Indonesia).

According to Djuwita (2011), human resource development is a planned and continuous strategy undertaken by management to improve employee capabilities and organizational performance. HR training and development are activities designed to enhance the knowledge and skills necessary for an individual's future career. Successful education and training positively contribute to HR development objectives and missions, as organizations require employees with the abilities and skills aligned with their fields of work to become productive human resources. In addition to professional competence, attitudes and behavior are critical indicators of HR morality. Therefore, education and training serve as a bridge connecting these aspects.

The goal of human resource development is to enhance the efficiency and performance of individuals, groups, and the organization as a whole. The diversity of humans, technologies, jobs, and organizations that constantly change highlights the importance of ongoing training and development for employees. These actions aim to create a workforce capable of mastering technology, achieving predetermined objectives. The training and development process should begin when employees first enter the workforce and continue throughout their career progression.

Based on the aforementioned background, this research focuses on "Human Resource Empowerment Strategies to Improve Work Productivity: A Case Study at PT Telkom Indonesia Tbk".

METHOD

In this study, a qualitative approach is employed to provide an in-depth depiction of the phenomenon being examined. Data is collected with an emphasis on the quality of information rather than its quantity (Sugiyono, 2018). The focus of this research is the human resource empowerment strategy aimed at improving employee productivity at PT Telkom Indonesia Tbk. The research is conducted at the PT Telkom Indonesia Tbk location.

The data collection method used is a literature study, involving a review of reports and scientific journals relevant to the research problem. Data analysis employs the interactive data

analysis model by Miles and Huberman, which includes four stages: data collection, data reduction, data presentation, and document review. To ensure data validity, source triangulation is applied by comparing and verifying information from several different informants.

RESULTS AND DISCUSSION

Human resource empowerment is a critical process for companies to enhance work productivity. It involves equipping employees with skills, knowledge, authority, and responsibility to help them achieve their maximum potential. This enables employees to actively contribute to achieving company goals. The relationship between human resource empowerment and work productivity is closely interconnected, as empowerment can enhance employees' capabilities and motivation, which positively impacts their performance.

Firstly, by providing employees with access to training and development, companies can improve their skills and knowledge. Skilled employees are better equipped to complete tasks with the required efficiency and expertise. They gain a better understanding of work processes, modern technologies, and best practices in the industry. This directly contributes to increased work productivity as employees can perform their tasks with greater accuracy and quality.

Additionally, human resource empowerment grants employees greater authority and responsibility in decision-making. Allowing employees the freedom to make decisions related to their work instills a sense of ownership and accountability for their outcomes. Employees who feel in control of their tasks are more likely to be committed and motivated to achieve the best results. They can also respond to changes and challenges more quickly without waiting for approval from higher management levels. In the long term, this contributes to improved productivity and overall organizational effectiveness. Human resource empowerment aims to enhance the productivity of individuals, groups, and the organization as a whole. To develop human resources, organizational management must implement fundamental changes in conventional policies and practices.

Beyond its positive impact on employees, human resource empowerment is also essential for the company's overall success. In a competitive business environment, companies must adapt to market and technological changes. By empowering human resources, companies gain a competitive advantage by having knowledgeable and innovative employees. Empowered employees are more proactive in offering new ideas, identifying opportunities, and solving complex problems. This enables companies to remain relevant and thrive amidst fierce competition.

The researcher has obtained findings from a study on the empowerment strategies implemented by PT Telkom Indonesia to enhance employee productivity, detailed as follows:

1. Career Development

Telkom has implemented a career development tool called "FASTRACK", aimed at transforming career development into a shared responsibility between employees and line managers. Through FASTRACK, employees are encouraged to actively plan and manage their career paths. Twice a year, they are required to fill out an Employee Career Plan, listing the positions they aspire to for career growth.

Line managers also play a crucial role in this process by filling out a Management Career Plan, outlining career development positions suitable for their subordinates. By involving both parties, the company aims to align individual career goals with organizational needs.

Since 2007, Telkom has expanded its career development concept beyond the parent company to include the entire Telkom Group. This is evident in the practice of rotating employees among Telkom Group entities. The aim is to enhance synergy within the Telkom Group and boost overall performance. By offering employees opportunities to gain experience across various divisions and entities, the company seeks to optimize their potential and strengthen collaboration among business units.

2. Training and Development

Telkom implements human resource empowerment strategies through various competency development programs, including education, training, seminars, and other activities to enhance employees' knowledge and skills. Generally, these programs have two main objectives:

Shifting Competency: Transitioning telecommunications business from TDM-based to IP-based, and expanding into the Information, Media, and Entertainment (IME) sectors. **Developing Competency:** Building leadership skills, fostering talent development, and creating new corporate cultures and values aligned with the company's core functions.

The competency development programs focus on three areas:

Leadership and Talent Development: Preparing current and future leaders to effectively manage the business. **Competency Development:** Supporting business transformation, cultural transformation, and synergy programs within the Telkom Group. **Business Support Programs:** Supporting operational functions in key areas like communication, risk management, financial management, logistics, and health and safety.

3. Telkom Employee Reward

PT Telkom has implemented an employee reward program to enhance individual and unit performance within the company. Known as the Telkom Employee Reward, this program includes various categories such as religious awards, individual achievement awards, and unit performance awards.

Innovatively, Telkom has extended its reward policies to recognize external parties and communities. For instance, Corporate Social Responsibility (CSR) awards are given to organizations or individuals who demonstrate exceptional contributions to social responsibility programs. Other awards include the Healthiest Family Award, Best Tactical Innovator Award, Champion Award, and Best Regional Office Award.

This expanded reward policy highlights Telkom's commitment to fostering a spirit of excellence and dedication within the company while strengthening its relationship with external stakeholders and benefiting society at large.

4. Compensation System

Telkom adopts a comprehensive approach to incentivizing employees to boost motivation and performance. The company provides periodic incentives based on performance and predefined benchmarks. For example, a 10% basic allowance increase is implemented regularly each July, motivating employees to meet their targets.

Additionally, Telkom offers an annual basic salary increase in April, based on performance evaluations. This routine salary adjustment reflects the company's commitment to recognizing and rewarding employees' hard work.

Employees also receive competitive remuneration packages, including base salaries, relevant allowances, bonuses, and other benefits such as retirement programs and post-employment health services. Other benefits include housing assistance and health coverage for employees and their families. Regular evaluations ensure that the remuneration packages remain market-competitive.

5. Performance Appraisal

Telkom employs a Future-Oriented Method for employee performance evaluation using a Balanced Scorecard approach, which considers four interconnected perspectives:

- a. Financial – Focused on shareholder interests.
- b. Customer – Aiming to be the most valuable supplier for customers.
- c. Internal Business Process – Identifying key business processes required for long-term financial and customer satisfaction goals.
- d. Learning and Growth – Continuously enhancing value creation, particularly in employee capabilities and motivation.

Work productivity is achieved when employee ability and motivation interact. Work ability, influenced by knowledge and skills, is shaped through education, experience, training, and aspirations. Skills are further influenced by talent, intelligence, and personality. On the other hand, work motivation is affected by physical conditions, the social work environment, and the fulfillment of basic needs. Productivity can be measured through various aspects, one of which is individual performance. Thus, employees with high ability and motivation in performing their tasks contribute to organizational success by becoming productive members of the workforce.

Discussion

Empowering Human Resources and Enhancing Productivity

Recent research emphasizes that empowering human resources is a crucial strategy for boosting organizational productivity and sustainability. Empowerment practices, such as decision-making autonomy, skill development, and fostering meaningful work environments, are linked to improved organizational commitment, reduced turnover, and enhanced job satisfaction.

Employee Empowerment and Organizational Commitment

Empowerment strategies have been shown to create a sense of ownership and belonging among employees. For instance, a study in the hospitality industry demonstrated that when employees feel empowered, they develop stronger emotional commitments to their organizations, significantly reducing turnover intentions. This approach is particularly critical in sectors facing high attrition rates, as it strengthens workforce sustainability (Murray & Holmes, 2021).

Green Human Resource Management (G-HRM)

G-HRM integrates sustainability principles into HR practices, promoting environmentally conscious behaviors among employees. This practice not only improves ecological performance but also boosts employee satisfaction and productivity. It highlights the importance of aligning individual and organizational values, fostering a culture of mutual commitment and shared goals (AlKetbi & Rice, 2024).

The Role of Empowerment in Sustainable Workforce Development

Research has also linked empowerment to long-term workforce sustainability. Providing employees with meaningful tasks and opportunities for growth increases job satisfaction and performance, while aligning their personal and professional goals with the organization's mission (Pham et al., 2020; Ren & Hussain, 2022).

Supporting Theories and Implications

The resource-based view (RBV) of strategic management supports these findings, suggesting that empowered human resources are a critical organizational asset. By leveraging intrinsic motivators and fostering an inclusive environment, organizations can enhance both individual and collective productivity.

CONCLUSION

In conclusion, human resource empowerment serves as a pivotal strategy for enhancing employee productivity and organizational performance. By implementing initiatives such as decision-making autonomy, competency development, and value alignment, organizations foster motivated, skilled, and committed workforces. This not only drives efficiency but also supports long-term sustainability in dynamic market environments. Moreover, recent studies underscore the synergy between empowerment practices and green HRM, highlighting their role in building resilient and future-ready organizations capable of thriving in competitive industries.

REFERENCES

- AlKetbi, A., & Rice, J. (2024). The Impact of Green Human Resource Management Practices on Employees, Clients, and Organizational Performance. *Administrative Sciences*, 14(4), 78. DOI: 10.3390/admsci14040078.
- Andarwati, Mardiana, and Dodik Jatmika. (2017). Analysis of the Influence of Accounting Information System Quality on Technology Acceptance in the SME Sector Using the TAM Model Approach. Faculty of Information Technology, Universitas Merdeka.
- Djuwita, T. M. (2011). Human Resource Development and Employee Work Productivity. *Manajerial*, Vol. 10 No. 19, pp. 15–21.
- Ferdinandus, M. E. (2014). Empowerment of the Menur Public Health Center to Improve the Quality of Public Health Services. Undergraduate Thesis, Universitas Airlangga.
- Hasibuan, M. (2014). "Human Resource Management." Jakarta: PT. Bumi Aksara.
- Nawawi. (2012). "Human Resource Management for Competitive Business." Yogyakarta: Gajah Mada University Press.
- Ren, S., & Hussain, Z. (2022). Green HRM and Organizational Performance. *International Journal of Human Resource Studies*.
- Sugiyono. (2018). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabeta.
- Murray, W. C., & Holmes, M. R. (2021). Impacts of Employee Empowerment and Organizational Commitment on Workforce Sustainability. *Sustainability*, 13(6), 3163. DOI: 10.3390/su13063163.
- Telkom Annual Report. (2022). *Bold Moves, Boosting Sustainable Growth*.
- Pham, N. T., et al. (2020). Green Human Resource Management: A Systematic Literature Review. *Journal of Cleaner Production*.