

Implementation of employer branding at PT Telkom Indonesia in maintaining corporate image

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ABSTRACT

Background: As competition for digital talent intensifies, companies are under pressure to build a strong image as an attractive and relevant workplace for younger generations. PT Telkom Indonesia (Persero) Tbk, a leading telecommunications provider in Indonesia undergoing digital transformation, faces the challenge of maintaining its image as an employer amid a changing industrial environment. **Purpose:** This study aims to describe how PT Telkom Indonesia conducts its employer branding efforts through three interconnected steps: building the Employee Value Proposition (EVP), marketing to external audiences, and internal employee engagement to maintain corporate image. **Methods:** A qualitative and technical design combining participant observation, extensive interviews, and analysis of relevant documents and literature was used. **Results:** PT Telkom Indonesia was found to have integrated employer branding through internal initiatives such as the Four-Pillar EVP framework, digital communication strategies via Instagram @livingintelkom and LinkedIn, experience-based programs like Digistar, GPTP, GPSP, and employee ambassador programs. **Conclusion:** This study concluded that PT Telkom Indonesia implements employer branding by integrating the Employee Value Proposition (EVP), external marketing, and internal marketing to maintain a corporate image as a truly competitive employer. **Implication:** These findings highlight the importance of aligning organizational values, communication, and employee experience to strengthen employer appeal and the company's long-term reputation.

Keywords: Corporate image; employee engagement; employee value proposition; employer branding; organizational communication

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INTRODUCTION

The development of digital technology has significantly changed the industrial structure and labor market dynamics. Advances in Artificial Intelligence (AI), Big Data, and Cloud technologies are driving organizations to continue to adapt strategically and sustainably trends (Hutagalung, 2025). In this context, transformation is understood not only as a shift in business direction but also as a condition that requires companies to maintain the relevance of their organizational image in accordance with evolving trends.

In line with these developments, an organization's competitive advantage is no longer determined only by the ownership of physical assets, but also by its ability to attract, develop and retain competent talent capable of adapting to change (Sumartik & Ambarwati, 2023). Therefore, companies need to ensure that their image as an employer remains consistent, credible, and relevant amid an ever-evolving industry landscape.

In response to the increasingly fierce competition for talent (War for Talent), companies can no longer rely solely on attractive benefit or compensation offers. LinkedIn's Talent Trends report (2023) shows that 75% of job seekers consider a company's image before applying, while more than 70% of global professionals are passive candidates who remain open to new job opportunities. These findings indicate that maintaining the company's image as an employer is a key factor in maintaining the organization's attractiveness in a sustainable manner. Meanwhile Deloitte (2023) noted that more than 60% of Generation Z respondents choose companies based on alignment of values and work culture rather than mere compensations factors. The data indicates that the company's image as a workplace is a strategic factor in attracting talent.

Generation Z who are now starting to dominate the job market have a preference for organization that are authentic, transparent, and have a positive image. Thang and Trang(2024) show that the image and image of an organization perceived by prospective employees significantly moderates the relationship between Employer Branding and the intention to apply, especially when the availability of information on social media also influences this perception. A systematic literature review also confirms that Employer Branding contributes to increasing Gen Z employee retention through the perception of a work environment (Fakhruddin & Ratnawati, 2025).

This strategic effort is known as Employer Branding, an approach that integrates organizational communication, human resource management, and corporate image. This concept is growing increasingly important because it is directly correlated with an organization's ability to attract, retain, and developed quality talent. Employer Branding is expected to reduce employee turnover, increase employee motivation and a sense of belonging to each other, and align individual behavior according to the company's needs (Wijaya et al., 2023). More than just a recruitment strategy,

Employer Branding is now seen as a long-term investment to strengthen the company's work culture and identity as a whole organizations (Azhar et al., 2024).

The digital era has made communication channels a strategic factor that determines the effectiveness of Employer Branding. Research shows that Employer Branding through company's website affects interest in applying for a job and the perception of the organization's image (A. K. Putri et al., 2025). Meanwhile the integration of Corporate Social Responsibility (CSR) in Employer Branding strategies significantly increases employee attraction and retention (Ivanov, 2025). This sustainability dimension is becoming increasingly relevant in the context of state-owned companies such as Telkom that carry out social responsibility to the public.

This situation is relevant for PT Telkom Indonesia (Persero) Tbk as the largest telecommunications company in Indonesia to maintain the company's image to remain relevant in the eyes of digital talent. Telkom's Employer Branding activities are managed by the Human Capital Communication Subunit (HCComm), which plays a key role in building stories about company values, designing internal and external communication messages, and creating workplace experiences aligned with company's identity.

Based on the description above, this study was formulated to answer the following research questions: how does PT Telkom Indonesia carry out Employer Branding activities through three main stages, namely the formulation of the Employee Value Proposition (EVP), external marketing, and internal marketing, as an effort to maintain the company's image? This study aims to provide a practical overview of the application of Employer Branding in the context of corporate communication as well as show how this strategy contributes to maintaining PT Telkom Indonesia's corporate image in the midst of an increasingly competitive digital talent market.

LITERATURE REVIEW

Employer Branding: Concepts and Stages

The application of branding principles in human resource management is known as Employer Branding. This concept was first introduced by Ambler and Barrow (1996), who defined it as a package of functional, economic, and psychological benefits provided by work and related to worker organizations.

Backhaus and Tikoo (2004) conceptualized Employer Branding as a strategic process to build a unique organizational identity that differentiates the company from its competitors, with the goal of attracting and retaining high-quality employees. Hein et al. (2024) further support this claim by showing that Employer Branding, with its correlation between external messaging and the actual employee experience, contributes significantly to employer appeal. Backhaus and Tikoo (2004)

also proposed three complementary stages of Employer Branding: (1) the development of the Employee Value Proposition (EVP); (2) external marketing; and (3) Internal Marketing.

Employee Value Proposition (EVP)

Employee Value Proposition (EVP) is a core idea within Employer Branding that captures the value an organization provides to its employees in return for their contributions. Ambler and Barrow (1996) state that EVPs include the functional, economic, and psychological benefits that employees receive from the organization.

Backhaus and Tikoo (2004) emphasized that EVP is the basis for building strong Employer Brand, because through EVP the organization can communicate values, culture, and advantages that distinguish it from competitors in the labor market. In the context of Gen Z, Vieira et al. (2024) found that EVPs that reflect the values of authenticity, self-development, and social impact are more effective in attracting and retaining young talent than EVPs that focus solely on financial compensation.

Corporate Image and Employer Brand

A company's image is a perceptual construction formed from the accumulation of experience, information, and public interaction with the organization. Kotler and Keller (2016) define a company image as a set of beliefs, ideas, and impressions that a person has of an object or organization, which is shaped through communication and direct experience. In the context of Employer Branding, the company's image plays an important role in influencing the perception of potential employees, as a positive image increases the attractiveness of the organization and strengthens public trust.

Junça Silva and Dias (2023) affirm that employer attractiveness and organizational image significantly influence the intention of potential employees to apply for jobs, both positively and negatively. Additionally, they found that the greater the variety of benefits offered by an organization, such as work-life balance, flexible hours, and career development opportunities, the greater its ability to attract and retain top talent.

The research gap underlying this study is the number of studies that specifically examine the application of Employer Branding in Indonesian state-owned companies related to efforts to maintain corporate image. Most previous studies have focused on the effect of Employer Branding on job application intentions or employee engagement (Fakhrudin & Ratnawati, 2025; Thang & Trang, 2024), without examining the implementation process in depth in the context of digital state-owned enterprises. This study aims to overcome this gap by qualitatively examining PT Telkom Indonesia's Employer Branding practices through three main stages proposed by (Backhaus & Tikoo, 2004).

Two-Way Symmetrical Communication in Employer Branding

Two-Way Symmetrical Communication is one of the communication models in public relations that emphasizes the importance of a balanced two-way message exchange between an organization and its public. According to Grunig and Hunt (1984), this model emphasizes a balanced dialogue with the ultimate goal of achieving mutual understanding.

This model is part of the framework of the Theory of Excellence, which emphasizes that a superior public relations function is one that is able to build a mutually beneficial relationship between an organization and its public through open, participatory, and trust-based communication. In the context of Employer Branding, this model is particularly relevant because Employer Branding is no longer understood as a process of building a one-way image, but rather as the result of continuous interaction between the organization and employees, where employees and prospective employees are seen as active public who have a voice and expectations that actively shape the organization's image.

RESEARCH METHODS

This study uses a qualitative descriptive approach to provide a systematic description of the phenomenon as it occurs naturally, without interfering with the object of study. Qualitative methods are used to understand social reality holistically in its natural context, where the researcher acts as the main instrument of research and the data is analyzed inductively to capture the meaning of the phenomenon being investigated (Creswell & Creswell, 2018). In descriptive research, the main focus is not on generalizations but on understanding the meaning of social phenomena as observed (Abdussamad, 2021). The qualitative approach was chosen because this study focuses on an in-depth understanding of the implementation process of Employer Branding at PT Telkom Indonesia in maintaining the company's corporate image.

This study was conducted in the Human Capital Communication Sub-Unit (HCComm) of PT Telkom Indonesia (Persero) Tbk, which is responsible for managing the company's internal and external communications, especially Employer Branding activities. The research location was chosen because of the unit's direct involvement in developing corporate communication strategies, managing Employer Branding digital media, and implementing talent development programs and organizational culture. This study focuses on the implementation of Employer Branding through three main stages: Employee Value Proposition (EVP), External Marketing, and Internal Marketing.

The research participants consisted of three main informants who were selected through sampling based on their direct involvement in Employer Branding activities within the HCComm Sub-Unit of PT Telkom Indonesia. The first informant is the HCComm Employer Branding Lead, who

is responsible for formulating the strategy and coordinating the overall Employer Branding program. The second informant is the Employer Branding staff who are responsible for managing content and digital communication on the Instagram and LinkedIn platforms @livingintelkom. The third informant is the Digistar Program Coordinator, who is directly involved in the implementation of experiential programs for young talents and university students. These three informants were selected based on their ability to provide comprehensive, accurate, and relevant information regarding the company's Employer Branding practices.

The data collection techniques used in this study included participant observation, interviews, and literature review. First, participant observations were carried out by participating directly in Employer Branding activities carried out by HCComm, including managing Employer Branding content on @livingintelkom Instagram accounts intended for external audiences, aligning narratives related to organizational culture and company policies, and producing internal communication materials through the Diarium platform. Through these observations, researchers gain an understanding of work processes, team communication patterns, and the implementation of company communication strategies in daily activities.

Second, in-depth interviews were conducted with parties involved in Telkom Indonesia's HCComm Sub-Unit, especially informants who have direct involvement in Employer Branding activities. Interviews were conducted in a semi-structured manner using interview guidelines compiled based on three stages of Employer Branding according to Backhaus and Tikoo (2004). The interview process is conducted with the aim of obtaining in-dept information about the process of planning, implementing, and evaluating the company's Employer Branding Strategy, including strategic considerations in determining communication messages and efforts to align organizational culture.

Third, literature studies are carried out by examining various written sources such as books, scientific journals, archives, company reports, and organizational documents that are relevant to the research topic. The researcher also studied the company's official documents such as work culture guidelines, HCComm internal materials, and Telkom's digital channels which are used as supporting sources of information in describing the company's Employer Branding practices. The literature study is conducted to strengthen the theoretical foundation while assisting researchers in analyzing the suitability between theoretical concepts and practices applied by the company.

Data analysis was carried out using the interactive model of Miles et al. (2020) which includes three flows of activities that take place simultaneously, namely data reduction, data presentation, and conclusion drawn or verification. Data reduction involves selecting, focusing, simplifying, and abstracting raw data obtained from observation, interviews, and document analysis. The data

display is presented in the form of narrative descriptions that describe the patterns and relationships between themes that emerge. Conclusions are drawn inductively by identifying patterns, relationships, and alignment between empirical findings and the concepts of Employer Branding and Two-Way Symmetrical Communication. Data reliability is ensured through source triangulation by comparing findings from observations, interviews, and document analysis to verify the consistency and credibility of research findings.

RESULTS AND DISCUSSION

Employee Value Proposition of PT Telkom Indonesia

The Employee Value Proposition (EVP) is the initial stage of the Employer Branding process, focusing on establishing an organization's identity as a workplace with unique and distinctive values. Telkom Group's EVP development is carried out through a data-driven structured process that involves three main perspectives: employee perspective, market perspective, and business perspective.

Employee perspective focuses on identifying actual employee experiences through employee satisfaction and engagement surveys, analyzing the factors that unite and contribute to the organization. From a market perspective, this process involves mapping Telkom's external image as an employer and comparing it with that of competitors and Employer Branding strategies. From a business perspective, it also includes ensuring that the EVP aligns with the company's goals, vision, mission, and transformation strategy, and internalizes *akhlak* as a core value for Indonesian state-owned enterprises.

The results of this process are reflected in the four pillars of the Employee Value Proposition (EVP), which represent the values the company instills in employees in terms of personal growth and contributions to the organization and society. EVPs are designed to align the expectations of digital talent seeking an adaptive and collaborative work environment that meets the needs of companies and offers opportunities for continuous development. The EVP also serves as the foundation for maintaining consistency in organizational identity across various corporate communication activities. The values expressed in the EVP are used not only as external communication messages but also as guiding principles for internal program development, organizational culture, and employee experience management.

Through this EVP, PT Telkom Indonesia seeks to build its identity as an employer that is not only business-oriented but also committed to creating a positive and meaningful work experience for its employees. The clarity of the EVP shows that Telkom not only offers jobs, but also presents values, work culture, and long-term development opportunities that are able to strengthen employee attachment to the organization.



Source: HC Communication PT Telkom Indonesia, 2025

Figure 1 Telkom Employee Value Framework

Figure 1 shows PT Telkom Indonesia's Employee Value Proposition framework which consist of four main pillars, namely Learn, Grow, Contribute to Indonesia, and Great Place to Elevate Global Leaders. Each pillars has a strategic meaning, as the Learn pillar emphasizes opportunities for employees to continuously develop competencies through adaptive learning, upskilling, and continuous innovation. The Groe pillar represents the company's support for career development, both personally and profesional. The Contribute to Indonesia pillar reflects the dimension of meaningful work, where employess are encouraged to make a real impact on the organization and society at large. Meanwhile, the Great Place to Elevate Global Leaders pillar affirms the company's commitment to creating a conducive work environment to form leaders with strong character and global orientation.

The process of forming an Employer Branding is not only carried out top-down, but also involves an internal communication role that allows for alignment between the values formulated and the experience felt by employees. This reflects a two-way communication approach, as affirme by Telkom's Employer Branding Lead:

If what we communicate externally doesn't match the real experience of employees internally, then it won't be sustainable. Therefore, the most important thing is to ensure the employee experience is strong first, and only then communicate it (Informant 1, personal communication, January 12, 2026).

This practice shows that the development of Employer Brand at PT Telkom Indonesia is not achieved through one-way communication that only focuses on building the company's image,

but through the process of aligning the organization's message with the real work experience of employees. Consistency between the values conveyed and the internal experience of employees is an important factor in building the credibility of Employer Branding, as the differences between the two can lead to public distrust and reduced employee engagement with the organization.

These findings are consistent with the concept of Two-Way Symmetrical Communication proposed by Grunig and Hunt (1984), which emphasizes balanced two-way communication between an organization and its public. It also supports the arguments of Backhaus and Tikoo, (2004) who identify EVPs as the primary foundation of Employer Branding because EVPs serve as the primary source of organizational differentiation in the labor market. Telkom's four EVP pillars, namely Learn, Develop, Contribute to Indonesia, and Great Places to Raise Global Leaders, reflect the integration of functional, psychological, and economic benefits as conceptualized by Ambler and Barrow (1996). The Learn and Grow pillars represent functional benefits in the form of competency and career development opportunities, while Contribute to Indonesia and Great Place to Elevate Global Leaders reflect psychological benefits that provide meaning to work and pride as a part of an organization that contribute to society and national development. These four pillars are conceptually aligned with the findings of Vieira et al. (2024) that an effective EVP for Gen Z is an EVP that combines the value of self-development, social contribution and a meaningful professional identity.

External Marketing at PT Telkom Indonesia's Employer Branding

The next stage in Employer Branding is the external marketing process (External Marketing), which is the process in which the perception of prospective employees towards the company is formed through various associations inherent in the organization. In the context of PT Telkom Indonesia, the formation of this perception is carried out through an integrated communication strategy, especially through the use of digital media and experiential communication.

The use of Instagram social media as a communication channel for PT Telkom Indonesia's Employer Branding can be seen in figure 2. @livingintelkom account, which already has 183k followers. This figure shows the effectiveness of digital communication strategies in reaching and engaging audiences, especially Gen Z and students as the main target of Employer Branding. The content displayed includes employee work culture, employee experience storytelling, Digistar program information, and various company achievements and award. Meanwhile, PT Telkom Indonesia's official LinkedIn account has 863,000 followers and more than 10,000 registered employees. The platform serves as a professional communication channel to maintain the company's image among professionals and recent graduates through formal content that emphasizes career development, corporate achievements, and job opportunities.



Source: Instagram @livingintelkom, 2025

Figure 2 Telkom Employer Branding Instagram Profile

The distinctive characteristics of these two platforms indicate the application of communication strategies tailored to the characteristics of the audience and the media context. Instagram is used to build emotional connections and raise awareness through a more human-centered and interactive approach to communication, while LinkedIn is used to reinforce the company's professional image among the workforce and digital talent. This approach is consistent with the findings of (Hasan & Damayanti, 2024), who conclude that public segmentation-based social media management strategies effectively disseminate information and encourage audience engagement within public organizations. Similarly Putri and Anisa (2023) found that companies that implement structured marketing public relations strategies are better able to reach diverse audiences in a competitive digital business environment. As explained by Telkom's Employer Branding staff:

We use Instagram primarily to build closeness and awareness. Our target audience is university students and Generation Z, so the approach should be more human and relatable. Meanwhile, LinkedIn focuses more on professional branding, how Telkom is seen as a credible and competitive workplace (Informant 2, personal communication, January 12, 2026).

Figure 3 illustrates the implementation of the Digistar Program as a form of communication of experience in PT Telkom Indonesia's Employer Branding strategy. Employer Branding not only serves to shape the company's public image but also increases employer attractiveness among potential employees and builds organizational identity among internal employees. At PT Telkom Indonesia, these goals are reflected in various strategic initiatives, one of which is the Digistar Program. The program is designed to provide university students and young talents with direct exposure to the company's work culture and professional environment through several interconnected sub-programs, each serving a different function and target segment.



Source: Author, 2025

Figure 3 Telkom Digistar Program

Digistar Connect consists of campus visits conducted at various universities to introduce PT Telkom Indonesia's work culture and career opportunities. Digistar Community is a collaborative initiative that involves the digital community, positioning Telkom not only as a talent recruiter but also as a supporter of the development of the digital community. Digistar Club serves as a campus-based community platform for competency development. Meanwhile, Digistar Class Internship is an internship program that features intensive mentoring and real work experience, strengthening the Employer Branding experience by allowing participants to experience firsthand the company's work culture, industry dynamics, and professional standards.

Conceptually, this experience-based approach is in line with the arguments of Backhaus and Tikoo (2004), who argue that effective External Marketing goes beyond building awareness by creating strong associations between potential employees and the organization's values. Hein et al., (2024) it was also found that Employer Branding combined with hands-on experience was more effective in fostering a positive perception of the company's image because potential employees got more authentic and real references before applying for jobs. The Digistar program allows prospective employees to develop a realistic understanding of the company's work culture before officially entering the organization, so that perceptions of the company's image can be formed not only through communication messages but also through hands-on experience.

The principle of Two-Way Symmetrical Communication Grunig and Hunt (1984) is also reflected in Telkom's external marketing strategy. Through various features such as comments, direct messages, surveys, and Instagram story interactions, your audience can provide direct feedback.

Additionally, during the Q&A sessions held during Digistar Connect, students can communicate directly with company representatives. As Employer Branding leaders explained:

We don't just want to convey a message about Telkom, we also want to understand how talent views us and what they expect from us. Feedback from comments, direct messages, and even questions during campus visits is always used as input to improve future content and communication approaches (Informant 1, personal communication, January 12, 2026).

Based on this description, the external marketing strategy in PT Telkom Indonesia's Employer Branding has been carried out in an integrated manner through a combination of digital communication and experience-based programs. This strategy not only serves to increase the company's attractiveness in the eyes of prospective employees (employer attractiveness), but also serves as a bridge that connects the values formulated in the EVP with the public's external perception of the company. The integration between digital communication and live experiences allows companies to form a more authentic organizational image and reinforces public trust in the value that companies offer as a workplace.

Internal Marketing at PT Telkom Indonesia's Employer Branding

Internal communication in PT Telkom Indonesia's Employer Branding is strengthened through various development programs, employee empowerment, and Employee Engagement designed to build long-term attachment. Telkom's internal marketing approach shows that the organization does not only focus on formal communication aspects, but also on creating meaningful employee experiences. This is done through the integration of competency development programs, strengthening organizational culture, and providing a space for participation for employees. The



Source: Instagram @livingintekom, 2025

Figure 4 Welcoming the GPTP 20 Campaign

pattern shows the application of the concept of Two Way Symmetrical Communication, where communication takes place in a two-way and participatory manner, and is oriented towards a balance of interests between the organization and employees.

One example of PT Telkom Indonesia's internal marketing strategy is shown through the Welcoming GPTP 20 campaign as seen in Figure 4. The Great People Trainee Program (GPTP) is one of the strategic programs in the development of Telkom's young talents. This program not only serves as a training for new employees, but also becomes a strategic path in shaping the identity and understanding of the work culture for new talents from the beginning of the working period. Through GPTP, companies build an understanding of organizational identity, professional expectations, and adaptive work culture that is expected to form an initial attachment between employees and the company.

Figure 5 shows the Great People Scholarship Program (GPSP) campaign which is part of PT Telkom Indonesia's internal marketing implementation in supporting sustainable human resource capacity development. The Great People Scholarship Program (GPSP) is a scholarship program intended for Telkom employees as part of a strategy to increase human resource capacity in a sustainable manner. The existence of this program strengthens the message that Telkom not only provides jobs, but is also in line with the company's EVP, namely Great Place to Elevate Global Leaders. This investment in education and skill development creates a psychological connection between employees and the company, fostering greater loyalty and organizational engagement (Backhaus & Tikoo, 2004). This provision demonstrates that Telkom implements the EVP not only as symbolic narrative but also through actual policies that employees can directly recognize.



Source: Instagram @livingintekom, 2025

Figure 5 Great People Scholarship Program (GPSP) Campaign

The Employee Ambassador program is a form of internal marketing aimed at empowering employees as representatives of the organization, especially through social media and professional interactions. In this program, employees are positioned not only as recipient of the Employer's Branding message but also as actors who actively express the company's work experience, corporate values, culture, and contribution to society. This approach marks a shift from business-oriented communication to advocacy-based communication, where employees are trusted as co-creation in building the company's image. This directly reinforces the principle of symmetrical two-way communication, where employees not only receive messages but also actively participate in shaping the organization's narrative (Grunig & Hunt, 1984). Therefore, a company's image is built not only through formal corporate communication but also through experiences and stories directly shared by employees to the public.

Employee engagement as Employee Ambassadors highlights the reliability of corporate communication. This is because the message delivered comes from the direct experiences of employees. In today's digital communication context, an employee advocacy-based approach is considered more effective for building public trust than formal, centralized corporate communication. Therefore, employees not only serve as representatives of the organization but also serve as communication tools that more naturally strengthen the company's image.

Based on this explanation, PT Telkom Indonesia's Internal Marketing focuses not only on conveying organizational values but also on creating workplace experiences that strengthen employee's emotional and professional bonds. Backhaus and Tikoo (2004) explained that Internal Marketing aims to build organizational culture and employee loyalty by aligning corporate values with employee behavior. GPTP, GPSP, and the Employee Ambassador Program demonstrate that Telkom not only symbolically communicates corporate values but also implements them in policies and programs that employees can directly feel. Therefore, Telkom's Internal Marketing plays a crucial role in maintaining consistency between the values communicated and employee's practical experience, and supporting sustainable Employer Branding.

CONCLUSION

PT Telkom Indonesia has implemented Employer Branding practices in a real and integrated manner in its organizational communication activities, including internal communication to employees and external communication to digital talents, students, communities, and the professional public. At the EVP stage, Telkom succeeded in formulating unique organizational values reflected in AKHLAK's work culture, BISA's core values, and EVP based on four pillars: Learn, Grow, Contribute to Indonesia, and Great Place to Elevate Global Leaders. In the External Marketing stage,

Telkom communicates these values through digital strategies and experience-based programs such as Instagram @livingintelkom optimization, LinkedIn, and the Digistar program that not only build awareness and employer attractiveness, but also create active engagement through dialogue and participatory communication. In the Internal Marketing stage, Telkom ensures that the values that have been formulated in the EVP are internalized in real life through various programs such as GPTP, GPSP, and Employee Ambassador, which build psychological attachment, loyalty, and employee involvement with the organization. Overall, the findings show that Employer Branding contributes to maintaining PT Telkom Indonesia's corporate image as an authentic, relevant, and competitive employer in the digital industry. This success is proven through PT Telkom Indonesia's recognition as Forbes World's Best Employers for five consecutive years. The results provide a conceptual contribution in the form of an Employer Branding implementation model that prioritizes consistency between corporate values, employee experience, and the external public. This research suggests that companies should develop more organized feedback systems, strengthen advocacy-based branding approaches by expanding the Employee Ambassador program, and more strategically integrate Employer Branding into overall ESG commitments.

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Ethical permission: This study involved human participants. Prior to data collection, informed consent was obtained from all participants, and their participation was voluntary. The identities of all participants are kept confidential and presented anonymously in this manuscript.

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