





Optimizing Digital Talent Development Strategies: A Case Study of Indonesia's Telecommunication Sector Using AHP

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Abstract

Background: PT Telkom Indonesia Tbk (Telkom) is a BUMN (State-Owned Enterprises) company wholly or primarily owned by the Indonesian government and is a pillar for other BUMNs in managing digital talent. The company also faces challenges in preparing digital talent according to the company's future needs. One of these challenges is the existence of a talent war, which results in every company having to be able to compete. This research aims to formulate a digital talent development strategy at PT Telkom Indonesia.

Objective: The substance of this research is to formulate a digital talent development strategy through digital talent attraction, development, and retention.

Method: The method used in this research is Analytical Hierarchy Process (AHP) analysis using primary data and secondary data. The data was obtained from 6 AHP experts, including practitioners, academics, and internal Telkom.

Results: The results of this study indicate that digital talent development is the most crucial factor to be developed at Telkom companies. There is career development, which is a priority for the company to improve. In line with this, the best alternative strategy can be applied to optimize individual development opportunities.

Conclusion: This research shows that the digital talent development factor is the most influential in developing digital talent at PT Telkom Indonesia Tbk.

Keywords: Analytical hierarchy process, BUMN, Digital talent, Talent war.

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1. Introduction

The digital era is an era that can no longer be ignored. This era is marked by the rapid development of technology and the flow of information. The development of this era is known as digital transformation, which is the process of using digital technology such as virtualization, mobile computing, cloud computing, integration of all systems in an organization, and so on (Loonam, 2018). In addition, according to (Morakanyane, 2017), digital transformation is an evolutionary process that relies on digital capabilities and technology to create or change business processes, operational processes, and customer experiences to create new value.

The COVID-19 pandemic has caused an acceleration in digital transformation. COVID-19 was chosen as a catalyst for technological transformation because the pandemic created unprecedented global disruptions that necessitated rapid adaptation and innovation. The sudden shift to remote work, online education, and digital communication highlighted the need for robust technological solutions, pushing organizations and individuals to adopt and develop new technologies acceleratedly. Unlike other potential causes, the pandemic's impact was immediate, universal, and profound, affecting nearly every sector simultaneously and creating a unique pressure cooker environment that spurred technological advancements and digital transformation on a scale never seen before. This context provides a clear and compelling case study of how external crises can drive technological progress and reshape societal norms. Social restrictions and community movements aimed at preventing transmission of the COVID-19 virus mean that all activities must be carried out remotely. Some companies implement a hybrid work system, where some employees work from the office and others from home or by combining both. This work system means all employees must be ready to combine technology and competencies. Rudhumbu and Chawawa (2014) stated that access to remote work was impossible before the pandemic and depended on job hierarchies.

Digital transformation means employees must have digital skills to adapt to the demands of the times. The digital era will bring new opportunities in various fields. According to the World Bank, Indonesia has experienced a shortage of 9 million people in digital jobs over the past 15 years. According to a study from the International Monetary Fund (IMF), 2 million jobs must be replaced by digital functions, and 9.5 million jobs must be replaced by artificial intelligence (Kane et al., 2017). This results in employees having to adapt and have competitive abilities in this digital transformation era. Digital talent is an organization's innovation and business development engine (Berg et al., 2020).

Companies develop talent management programs and practices to increase job satisfaction, organizational commitment, and retention (George, 2018). The unique characteristics of digital talent pose a talent management challenge for organizations that need to ensure that one of their most valuable resources is highly mobile and educated staff with expert-level digital skills (Cardenas-Navia & Fitzgerald, 2019).

In 2001, the World Economic Forum (WEF) published a series of reports called the Global Talent Competitiveness Index, better known as the GTCI, which aims to create a Country Competitiveness Ranking based on Human Resources, better known today as "Talent" to measure a developed and developing country based on the level of competitiveness of human resources (HR) in the international market. Implicitly, this index measures how efficiently a country utilizes its production factors, leading to efforts to maximize total factor productivity (TFP) and achieve long-term economic growth, making it useful for policymakers to make effective policy interventions. In the World Economic Forum (WEF) Report summarized for the last 5 years, taken from 2018 - 2022, Indonesia has experienced a decline in the skills of Indonesian human resources, and details can be seen in Figure 1.

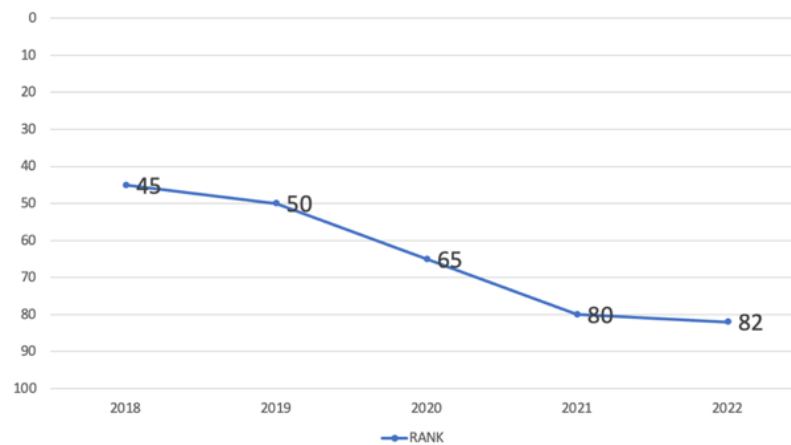


Figure 1. Indonesia's Global Competitiveness Index (GCI) Ranking 2018-2022

This is due to several components that cause Indonesia's GCI to decline, namely: (1) Quality of Education and Training, (2) Ability to attract and retain talent management, (3) Availability of jobs, (4) Attractiveness and quality of the environment. The ability of a country to attract and retain talented, skilled, and potential talent in the fields required in the labor market. It also affects the country's ability to offer an attractive work environment that fulfills the needs of a Talent. Indonesia is a developing country with a variety of large industries, hence the need for the implementation of talent management. Talent has been the talk of Human Resources for the past few years (Ganaie & Haque, 2017). The development of Industry 4.0 brings significant changes in the world of work, which forces a company to be more innovative and flexible in managing talent. Following the development of an era, Indonesia must make various efforts to improve Talent Management and the availability of a qualified workforce (Shelton Hunt, 2014). The role of an organization or institution is to determine future talent needs; there is a talent management process consisting of the identification, development, and maintenance of the talent owned by an organization (Nair, 2019).

In the face of bureaucratic reform, Indonesia applies talent management to government agencies, ministries, and local governments whose employees are State Civil Apparatus (ASN), regulated in Law Number 5 of 2014. In addition, the government's seriousness in developing talent is also mentioned in the Government Work Plan 2020 - 2024, which explains succession-based talent management that guarantees the process of implementing management with the term merit system. In addition, Talent Management has also begun to be implemented in companies under the auspices of State-Owned Enterprises, better known as BUMN. BUMN is a business entity partially or wholly owned by the State of the Republic of Indonesia as a non-profit company that aims to provide goods or services for the community. Persero Company is a BUMN in the form of a limited liability company whose capital or shares are at least 51% owned by the government, which aims to pursue profits. SOEs are among the economic actors in Indonesia, in addition to private businesses, micro, small, and medium enterprises (MSMEs), and cooperatives.

One state-owned enterprise that has good digital talent management is PT Telkom Indonesia. This is because the company has only a digital talent development division. Thus, this company is a role model for other companies in implementing digital talent management. PT Telkom Indonesia Tbk (Telkom), the largest Telkom company in Indonesia, also faces challenges in preparing digital talent that suits the company's needs in the future. As one of the industry players, Telkom seeks to identify the best talent early on by developing a Human Capital System for digital talent that supports the company's strategic plan contained in the Corporate Strategic Scenario (CSS) document to become the Digital Telco of the first choice to advance society. The digital talent problems at PT Telkom Indonesia (Persero) Tbk

include the lack of digital talent with global ICT competence, digital talent wars between companies that offer attractive compensation and careers, and high employee turnover.

This digital talent problem triggers human resource risks for PT Telkom Indonesia (Persero) Tbk employees. Human resource risk has the potential to harm the company. This is because human resources are the company's primary asset, which is a very valuable or significant investment that will be the main factor in determining a company's success. Human resource management is one of the steps in getting digital talent. Beechler and Woodward (2009) said that recruitment and selection are some indicators that determine the quality of talent.

Digital talent is also defined as individuals who possess and productively work at different levels, various innate and acquired digital capabilities, competencies, and skills through the operation of organizational settings in the technology industry and are responsible for the activities, roles, and tasks they carry out (Dan et al., 2021). There is a lack of human resources that have digital capabilities, which, at times, require companies to be able to adapt to these changes. Thus, companies compete to get digital talent.

Therefore, research is needed regarding developing the right digital talent to create quality digital talent that suits the company's needs. Given that PT Telkom Indonesia is a company that is a role model for other SOEs in managing digital talent. Thus, knowing the appropriate process for developing digital talent and the company's needs is necessary. This research aims to formulate a digital talent development strategy at PT Telkom Indonesia. Through this research, it is hoped that the company can manage its digital talents so that they can develop for the better. So that digital talents can maximize their abilities so that they will have a good impact on their work.

2. Literature Review

2.1. Digital Talent Development

Talent is the main element that represents the strength of human resources, and other elements are knowledge and skills that can be obtained through human resource development. According to Karaboğa et al. (2021), talent is employees' ability, skills, and knowledge to work effectively to achieve organizational goals. Talent can also mean that employees have the potential to become future company leaders. Talented employees significantly influence short- and long-term organizational productivity (Nofrita et al., 2020) because they can manage complexity, strategic thinking, and a combination of work commitment and knowledge that contributes to competitive advantage (Karacay, 2018).

Digital talents are defined as individuals who contribute to the process of digitalization and digital transformation, regardless of their organizational form and structure in various industries and sectors, who can create ideas that become new digital products, contribute to specific organizational settings, as well as improve or lead entities/ activities through one or more roles, activities, and tasks carried out (Dan et al., 2021). Digital talents are also defined as individuals who possess and productively work at different levels, a variety of digital abilities, competencies, and skills innate and acquired through the operation of organizational settings in the technology industry and are responsible for the activities, roles, and tasks they carry out (Dan et al., 2021).

Global trends in digital talent development show a significant increase in investment in training and development of digital skills such as programming, data analytics, cybersecurity, and artificial intelligence. Companies and educational institutions worldwide are working together to provide training and certification programs designed to meet the evolving needs of the industry. Digital technologies are increasingly at the core of business operations, so the ability to adapt and master new skills is critical to an organization's success (Dan et al., 2021).

For PT Telkom Indonesia, keeping up with this trend is critical to remaining competitive and relevant in an increasingly digitized telecommunications market. Developing digital talent within the company enables PT Telkom to innovate faster, improve efficiency, and provide better customer service. In addition, as a leader in Indonesia's telecommunications industry, PT Telkom has a strategic role in driving national digital transformation. By ensuring that its workforce has solid digital skills, PT Telkom can support the development of Indonesia's digital economy and meet evolving technological demands.

3. Method

3.1. Sample / Participants

The sample used in this research consists of six experts involved in planning and making decisions on digital talent development strategies in all PT Telkom Indonesia Tbk offices. The criteria for selecting experts consist of practitioners with practical experience in developing digital talent, academics who have knowledge and understand digital talent, and internal Telkom who have the authority to determine policies or make decisions regarding digital talent at PT Telkom Indonesia Tbk. This study's primary and secondary data are primary and secondary. Primary data is obtained from questionnaires collected through an online in-depth interview with an expert, who then filled out the AHP questionnaire that had previously been presented. Meanwhile, secondary data is obtained from literature reviews and previous research from the Internet search.

Table 1. AHP Assessment Expert

Code	Group Expert	Position
Expert 1	Internal	AVP Digital Talent & Leadership
Expert 2	Internal	SM Human Capital Business Partner
Expert 3	Internal	SM Shared Service – Regional Division
Expert 4	Internal	VP Corporate Secretary (Employee Exchange)
Expert 5	External	Pegadaian Nomination and Remuneration Committee
Expert 6	External	President Director of BLST

3.2. Data collection and analysis

Data was collected by contacting each expert via WhatsApp social media and conducting in-depth interviews with several experts via the Zoom meeting platform. The image of the AHP structure can be seen in Figure 2.

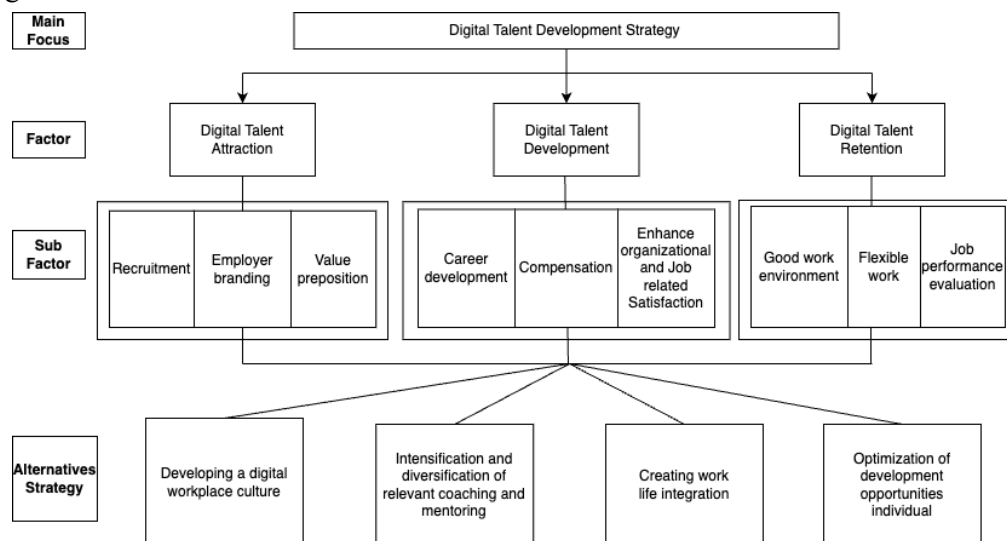


Figure 2. AHP Structure

The structure is divided into four levels: main focus, factors, sub-factors, and strategic alternatives. This alternative will be a priority strategy for developing digital talent at PT Telkom Indonesia Tbk. Using a rating scale, assess the importance/role of components in one hierarchical level concerning components at the previous level (Saaty, 2008), as shown in Table 2.

Table 2. AHP Comparison Scale

Score	Description
1	A is as important (Equal) as B
3	A is slightly more important (Moderate) than B
5	A is clearly more important (Strong) than B
7	A is very clearly important (Very Strong) with B
9	A is absolutely more important (Extreme) than B
2,4,6,8	When in doubt between 2 adjacent values
1/(1/9)	The inverse value of the level of importance on a scale of 1-9

The data will be analyzed with the Expert Choice application, a software application used to support the Analytic Hierarchy Process (AHP) based decision-making process. AHP is a method that assists in complex decision-making by breaking down problems into smaller, more easily analyzed components. Expert Choice assists users in organizing and analyzing those decisions in a systematic and structured way.

4. Results

The formulation of alternative strategies for developing digital talent capabilities at PT Telkom Indonesia (Persero) Tbk was carried out using the Analytical Hierarchy Process (AHP) approach. In implementing AHP, the formulation of alternative strategies is carried out through several stages. First, an independent exploration is carried out to determine the criteria and strategic alternatives. Secondly, the structure of criteria and alternative strategies and their elements were prepared, with the main focus being the strategy for developing digital talent capabilities at PT Telkom Indonesia (Persero) Tbk. Third, the AHP questionnaire should be prepared based on a hierarchical structure. Fourth, the AHP questionnaire data was collected from six experts and divided into internal and external groups. The internal expert group consists of structural officials at PT Telkom Indonesia (Persero) Tbk who can decide on digital talent strategies. Meanwhile, the external expert group consists of two fields, practitioners and academics, who are competent in human resource management. Finally, the expert data was analyzed using the Expert Choice application to interpret and formulate policies related to digital talent development strategies at PT Telkom Indonesia Tbk.

Vertical processing in AHP aims to see how each element influences, at a certain level, the focus of the main objective. In this case, the element level consists of factor criteria, sub-factors, and strategic alternatives. This research mainly focuses on formulating a digital talent development strategy at PT Telkom Indonesia (Persero) Tbk. The second level contains factor criteria consisting of digital talent attraction, development, and retention factors. The third level consists of elements that are divided into three sub-factors, namely recruitment, employer branding, and value proposition, which are included in the sub-factor corridor of digital talent attraction, career development, compensation, and enhancing organizational and job-related satisfaction, which are included in the sub-corridor. Digital talent development, good work environment, flexible work, and job performance evaluation factors are included in the digital talent retention sub-factor corridor. Finally, based on the criteria above, an alternative strategy was formulated consisting of developing a digital workplace culture, intensifying and diversifying relevant coaching and mentoring, creating work-life integration, and optimizing individual development opportunities. The overall results of the vertical analysis can be seen in Figure 3.

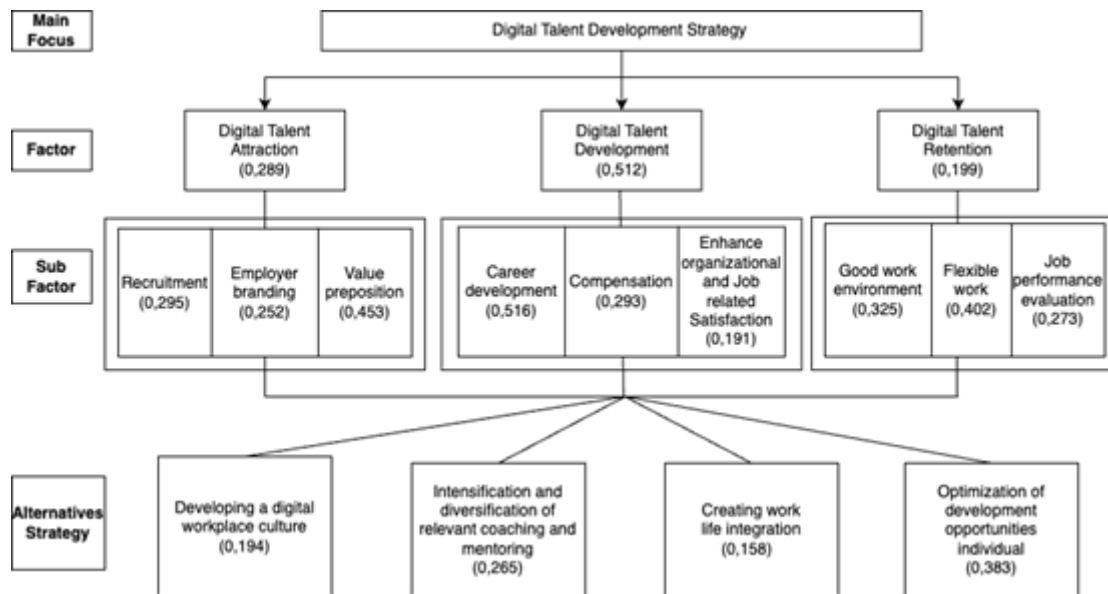


Figure 3. The Results of results of Process Hierarchy Analysis

4.1. Analysis of Factor Criteria on Focus

Factor elements in digital talent development at PT Telkom Indonesia Tbk consist of digital talent attraction, digital talent development, and digital talent retention factors. The factorial framework was created to facilitate problem mapping and decision-making, considering the many variables that can develop employee capabilities. Table 3 below shows each factor's weights and priorities affecting digital talent development.

Table 3. Weighting and Prioritization of Factor Criteria to Focus

Factor	Weight	Priority
Digital Talent Attraction	0,289	2
Digital Talent Development	0,512	1
Digital Talent Retention	0,199	3

The data processing results show that the factor that has the most significant influence on the digital talent development strategy at PT Telkom Indonesia is the digital talent development factor (0.512).

4.2. Analysis of Sub-Factor Criteria on Focus

The factors in this study are divided based on digital talent attraction, digital talent development, and digital talent retention. The digital talent attraction sub-factor elements include recruitment, employer branding, and value proposition. The digital talent development sub-factor elements include adjustments to career development, compensation, and enhancing organizational and job-related satisfaction. Finally, the digital talent retention sub-factor consists of a good work environment, flexible work, and job performance evaluation. The weight and priority of each element in the sub-factors that affect the digital talent capability development strategy at PT Telkom Indonesia are shown in Table 4.

Table 4. Weight and Priority of Sub-Factor Criteria on Focus

Subfactor	Weight	Priority
Subfactor Digital Talent Attraction		
Recruitment	0,295	2
Employer branding	0,252	3
Value proposition	0,453	1
Subfactor Digital Talent Development		
Career development	0,516	1
Compensation	0,293	2
Enhance organizational and job-related satisfaction	0,191	3
Subfactor Digital Talent Retention		
Good work environment	0,325	2
Flexible work	0,402	1
Job performance evaluation	0,273	3

The data processing results above show that value proposition significantly influences the digital talent attraction sub-factor (0.453). In the digital talent development sub-factor, the data processing results show that career development is the sub-factor that has the most significant influence (0.516). The next factor is digital talent retention, where data processing results show that flexible work is the sub-factor with the most significant influence (0.402).

4.3. *Analysis of Alternative Strategy Criteria for Focus*

The mapping of sub-factors is critical in formulating digital talent capability development strategies to know the steps that companies must take to obtain or maximize existing resources to remain adaptable to the era of digital development. Alternative strategy elements include developing a digital workplace culture, intensifying and diversifying relevant coaching and mentoring, creating work-life integration, and optimizing individual development opportunities. The following is the weighting and prioritization of alternative strategy elements:

Table 5. Weight and Priority of Strategy Alternative Criteria against Focus

Alternative Strategy Subfactor	Weight	Priority
Developing a digital workplace culture	0,194	3
Intensification and diversification of relevant coaching and mentoring	0,265	2
Creating work life integration	0,158	4
Optimization of individual development opportunities	0,383	1

Based on the analysis above, the alternative strategy of optimizing individual development opportunities (0.383) is the top priority of PT Telkom Indonesia's digital talent development strategy.

5. **Discussion**

5.1. *Analysis of Factor Criteria on Focus*

The data processing results show that the factor that has the most significant influence on the digital talent development strategy at PT Telkom Indonesia is the digital talent development factor (0.512), which is then followed by the digital talent attraction factor (0.289) and the digital talent retention factor (0.199). In the context of PT Telkom Indonesia, the digital talent development factor (51.2%) is considered more important in developing digital talent. Thus, it is necessary to develop human resources capabilities within a company to achieve company goals. Thus, the urgency to develop human resources

is considered high, considering the company will not develop well if its human resources do not experience capacity building. The first step in developing digital talent is knowing each talent's ability level. After that, it is necessary to prepare a program that can support the needs of digital talent.

Furthermore, the digital talent attraction and retention factors have a value weight of 28.9% and 19.9%. The weight of the two factors will be worth 48.8%, which means almost half of the existing weight to improve digital talent capabilities. In this study, digital talent attraction and retention at PT Telkom Indonesia are still low. This is because PT Telkom Indonesia is a telecommunications company, so indirectly, this company already has its attraction, especially for digital talent. Nevertheless, the company still needs to increase its digital talent attraction to compete with other companies to attract good quality candidates and increase the capabilities of digital talent at PT Telkom Indonesia. In addition, the company must also be able to maintain its digital talent by providing good facilities and a work environment for digital talent.

5.2. *Analysis of Sub-Factor Criteria on Focus*

The data processing results above show that in the digital talent attraction sub-factor, value proposition has the most significant influence (0.453) compared to recruitment (0.295) and employer branding (0.252). Value proposition affects many aspects of human resource implementation, especially in digital talent attraction. Creating an attractive value proposition can increase the attractiveness of digital talent to work in the company (Trost, 2020). This is because digital talent will feel challenged to compete in a company with a good value proposition. Therefore, companies must improve their value proposition to compete with other companies to get quality digital talent (Oncioiu et al., 2022).

On the other hand, recruitment is also an aspect that needs to be considered in the digital talent attraction factor. Gilch and Sieweke (2021) said that recruitment has a vital role, given that companies need to look externally to hire talented people with digital knowledge and expertise to digitize company products. In the recruitment process, special qualifications are needed to get digital talent. Due to the limited number of digital talents available, companies must choose employees who suit their needs. In addition, these special qualifications can also be used as an initial standard in developing the abilities of digital talent employees.

Finally, employer branding is a sub-factor of digital talent attraction and is considered less important in developing digital talent capabilities at PT Telkom Indonesia Tbk. Thus, in general, the management of PT Telkom Indonesia does not have significant obstacles in conducting digital talent attraction in terms of employer branding. Trost (2020) states that it is essential for companies to improve their company branding to attract qualified prospective employees.

In the digital talent development sub-factor, the data processing results show that career development is the sub-factor that has the most significant influence (0.516) on the digital talent capability development strategy at PT Telkom Indonesia, followed by compensation (0.293) and enhances organizational and job-related satisfaction (0.191). Based on the expert's point of view, career development is considered very important to the digital talent development strategy at PT Telkom Indonesia. Career development can help digital talent fully develop their abilities. Thus, digital talent can carry out their work well. According to Queiroz and Wamba (2022), career development, both technical development and general management skills, is an integral part of digital talent development because it positively impacts employees.

Furthermore, compensation is also considered necessary in the sub-factors of digital talent development, according to experts. This is because the amount of compensation received by employees is a reflection or measure of the value of the employees' work. Thus, the size of compensation can affect employees' job performance, motivation, and satisfaction (Das et al., 2016). Therefore, compensation is one of the most critical indicators in developing digital talent.

The sub-factor of enhancing organizational and job-related satisfaction (0.191) is considered less capable of developing digital talent capabilities at PT Telkom Indonesia. These results informed that enhanced organizational and job-related satisfaction has a negative value, which means that enhanced organizational and job-related satisfaction cannot influence the development of digital talent (Khaira *et al.*, 2023). According to Caligiuri *et al.* (2009), job satisfaction will make it easier for a company to develop its company. Therefore, even though the sub-factor of enhanced organizational and job-related satisfaction does not contribute to the development of digital talent, companies should still increase the job satisfaction of their employees to develop the company even better.

The next factor is digital talent retention, where the results of data processing show that flexible work is the sub-factor that has the most significant influence (0.402) on the digital talent development strategy at PT Telkom Indonesia, followed by good work environment (0.325) and job performance evaluation (0.273). So, the flexible work indicator can maintain digital talent to remain in the company. According to Dan *et al.* (2021), flexible work is a working system that suits digital talent. In addition, flexible work is also considered an efficient strategy for motivating digital talent. This is also in line with Sibgatullina *et al.* (2019) research, which states that flexible working can improve employee welfare.

Based on expert assessments, the sub-factor of an excellent work environment is essential in formulating digital talent development strategies at PT Telkom Indonesia. This is because a good work environment can retain digital talent to remain in the company. Thus, the company can continue developing digital talent's ability to be even better. Digital talent tends to like a work environment that can help them continue to develop and maximize themselves in their work. Martínez-Morán *et al.* (2021) state that a good work environment consists not only of physical space (comfort, suitable office space aesthetics, and easily accessible location) but also of good working conditions.

Meanwhile, the job performance evaluation sub-factor is the last priority in the digital talent retention factor. These results explain that the job performance evaluation indicator has the lowest loading factor value on the digital talent variable. So, job performance evaluation does not have a significant share in developing digital talent at PT Telkom Indonesia. According to Sánchez-Bayón and Lominchar (2020), job performance evaluation needs to be differentiated as a function of job level. The frequency of meeting evaluations for senior digital talent can be lower than for junior digital talent. This is because a level of experience that is still small can cause a decrease in performance in carrying out work (McFarland & Jestaz, 2016).

5.3. *Analysis of Alternative Strategy Criteria for Focus*

Based on the analysis above, the alternative strategy of optimizing individual development opportunities (0.383) is the top priority of PT Telkom Indonesia's digital talent development strategy. Not much different from the weight of the top priority value, intensification and diversification of relevant coaching and mentoring (0.265) is the second alternative. The third alternative is developing a digital workplace culture (0.194), and the last is creating work-life integration (0.158).

Optimizing individual development opportunities is critical in the digital talent development strategy at PT Telkom Indonesia. This is understandable because, along with technology development, the ability to run technology continues to increase. Therefore, digital talent must be able to adapt to these developments. Thus, a company that can optimize opportunities for developing individual digital talent is needed.

Intensifying and diversifying relevant coaching and mentoring is an alternative to the second priority strategy to develop digital talent at PT Telkom Indonesia. Implementing intensive and diverse coaching and mentoring and relevant materials can develop the capabilities of digital talent. The material in question is material that suits everyone's needs. Therefore, the company needs to know each digital talent's abilities.

Developing a digital workplace culture, which is in the third priority order, is also essential to pay attention to. Implementing a working system using an integrated platform that allows companies to collaborate and communicate effectively, whether employees work remotely, in the office, or hybrid, is very suitable for digital talent personalities. This is because digital talents tend to like flexibility in their work.

Regarding value weight, creating work-life integration is considered the least essential alternative compared to other strategic alternatives. This condition can be understood because digital talents have indirectly integrated work into their lives. This can be seen when working anywhere, and digital talents complete their work according to their respective productive time. Thus, digital talent is required to be responsible for completing his work.

6. Conclusions

This research shows that the digital talent development factor is the most influential in developing digital talent at PT Telkom Indonesia Tbk. This is because the company will not develop well if its digital talent does not experience an increase in ability. However, the company also must improve its digital talent development attraction and talent retention so that it can still attract employees to enter the company and maintain the digital talent it has to stay in the company. Career development is a top priority that needs to be improved by the management of PT Telkom Indonesia. In line with this, the best alternative strategy to implement is optimizing individual development opportunities. This fundamental strategy alternative can be better implemented by intensifying and diversifying relevant coaching and mentoring, developing a digital workplace culture, and creating work-life integration. The limitation of this study is the small number of samples used, namely six experts. So that in future research, researchers can conduct research on a larger sample and additional relevant variables related to digital talent management.

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