

Stakeholder Engagement in Instagram-Based Complaint Handling Indihome Service PT Telkom Yogyakarta Region

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ABSTRACT

This research aims to analyze Telkom Indonesia's engagement strategies with its stakeholders in Yogyakarta during a surge of complaints regarding their Indihome product on Instagram (@indihome.yogya). As a dominant internet service provider, Telkom Indonesia, through its Indihome product, faces a high volume of customer complaints, further amplified by the prevalence of social media platforms like Instagram, which provide a direct channel for customers to air their grievances. The study employs the Stakeholder Circle Model to examine the steps undertaken by Telkom Witel Yogyakarta in addressing customer complaints. A qualitative descriptive approach is adopted to gain a comprehensive understanding of the phenomenon under investigation. Data is gathered through interviews with key informants and a thorough examination of relevant documentation. The findings reveal that Telkom Witel Yogyakarta implements a five-stage stakeholder engagement process: (1) Identification: Creating a list of stakeholders; (2) Prioritization: Developing a stakeholder assessment scale; (3) Visualization: Conducting stakeholder mapping and dividing stakeholders into four quadrants; (4) Engagement: Implementing appropriate communication strategies tailored to each stakeholder category; (5) Monitoring: Evaluating the effectiveness of engagement efforts and ensuring alignment with expectations. This research contributes to the understanding of stakeholder engagement in complain handling from customers on social media platforms. The five-stage stakeholder engagement process offers a valuable framework for organizations seeking to improve their stakeholder relationships and effectively address customer concerns through social media channels.

Keywords: *Stakeholder Engagement, Social Media, Complain Handling, Telkom Witel Yogyakarta, Indihome.*

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INTRODUCTION

Maintaining positive stakeholder relationships is crucial for any organization, especially for profit-driven companies. Effective information exchange periodically between a company and its stakeholders is paramount. Integrated reporting promoted a materiality assessment approach with stakeholders, which led to a reduction in social disclosures, while the materiality focus led to the disclosure of social matters more relevant to stakeholders. In the other words, this led to meaningful stakeholder engagement, which led to social disclosure that are more relevant to stakeholders (Farneti, Casonato, Montecalvo, de Villiers, 2019).

Regardless of their structure (commercial, non-profit, or government), organizations must translate their mission, vision, and governing documents into actionable strategies. While financial performance is a common measure, success ultimately depends on effectively fulfilling the organization's various corporate, legal, social, and stakeholder-driven responsibilities. This encompasses strategic, operational, and tactical activities, with success gauged by a combination of financial compliance and meeting stakeholder expectations, including those of the public, government, shareholders, customers, employees, and advocacy groups (Bourne, 2009).

Beyond financial performance, organizational success hinges on fulfilling a diverse set of responsibilities. Whether a commercial enterprise, non-profit organization, or government body, every entity operates under a mission, vision, and founding documents. These define the expectations of various stakeholders, including the public, government, shareholders, customers, employees, and lobby groups (Lestari, Pujiastuti, Wiendijarti, 2013). Effective leadership translates these expectations into actionable strategies and ensures all organizational activities, be they strategic, operational, or tactical, contribute to meeting them. Success is then measured by a combination of financial compliance and the extent to which stakeholder expectations are met (Bourne, 2009).

The complexity intensifies when the company is state-owned. Unlike private companies that solely focus on profit maximization, state-owned enterprises (SOEs) are also mandated to provide equitable and high-quality services to the public as a form of national service. Furthermore, the intricate web of political interests further complicates the management of SOEs, rendering them less flexible compared to their private sector counterparts. System administrators of SOE incomplete, SOE not considered SOEs also not be considered as an organ of state in economic activities. The provisions on duty to regulate economic, or political mission is unclear and frequently changing difficult to predict (Bao & Long, 2021).

Internet access has become an indispensable part of daily life in the digital era. People use internet to support daily activities (Kurniasari, Lestari, Isbandi, 2008). Its usage extends far beyond specific activities, encompassing nearly every aspect of our lives, from communication and education to business, banking, e-commerce, entertainment, and more. In Indonesia, the transition to a digital society is well underway. The 2021-2022 Internet Survey Report by Association of Indonesian Internet Service Providers (APJII) highlights the steady and widespread growth of internet penetration across provinces. According to the survey, Indonesia's internet penetration rate reached 77.02% in 2022, reflecting a continuous upward trend compared to previous years. In 2018, the penetration rate stood at 64.80%, rising to 73.70% in 2019-2020 and further increasing to 77.02% in 2021-2022. Out of Indonesia's total population of 272,682,600 in 2021, 210,026,769 individuals had internet access.

The COVID-19 pandemic has presented a favorable environment for Internet Service Providers (ISPs) over the past three years. ISPs are companies that offer internet services to consumers, providing them with leased internet access. In addition to providing internet connectivity, ISPs also handle maintenance and installation. The growth in internet penetration over the years has coincided with a surge in internet demand. This demand has been particularly pronounced for wired internet or fixed broadband services. According to data from The Indonesian Telematics Society (MASTEL), fixed broadband usage experienced a 28% increase in the second quarter of 2020 compared to the previous quarter.

Telkom's Indihome emerged as the dominant provider of fixed broadband or home internet services in Indonesia during 2021-2022. According to an survey from APJII, Indihome held a commanding 67.54% share of the market, with a total of 7,568 respondents across

Indonesia indicating their preference for the service. Among Telkom Indihome customers in the Yogyakarta service area, the most popular package is the most affordable option, the Indihome Special Package 30 Mbps priced at Rp 275,000 per month. This package has consistently been the best-selling option for sales generated through social media channels managed by the PT Telkom Indonesia Yogyakarta Telecommunications Business Unit (Telkom Witel Yogyakarta).

Despite its growing customer base, Indihome has also faced a significant increase in customer complaints. According to Ombudsman RI, Indihome topped the list of most complained-about services, accounting for 25% of all complaints between 2018 and 2022. The Indonesian Consumers Foundation (YLKI) reported that 11.9% of the total 535 complaints received in 2021 were related to telecommunications companies, with Indihome complaints constituting 25% of this category. This places Indihome as the service with the highest number of customer complaints.

Customer complaints regarding Indihome services in the Yogyakarta region have experienced a significant surge, particularly through comments on the @indihome.yogya Instagram page. In 2022, a total of 39 complaints were recorded on the platform. This number has witnessed a drastic increase in the first two months of 2023, with 163 comments expressing customer dissatisfaction and grievances directed at Telkom Witel Yogyakarta.

Numerous complaints posted on the @indihome.yogya Instagram page are being ignored, with some customers even reporting that the comment section is frequently disabled. Customers who reach out through the DM (Direct Message) feature on the same account often receive no response. The comments on @indihome.yogya have evolved beyond simply reporting technical issues, with many customers expressing negative sentiments.

Social media has emerged as a powerful tool for information dissemination, dialogue, and relationship management. These new communication technologies empower individuals and organizations to engage, reach, persuade, and target key audiences more effectively across various platforms (Freberg, 2021).

PT Telkom Indonesia, the holding company, provides three social media platforms for customer complaint services: Instagram @indihomecare, Twitter @indihomecare, and call center 147. Hence, Telkom Witel Yogyakarta specifically utilizes three social media platforms: WhatsApp, Twitter, and Instagram. These platforms are employed to disseminate information, educate customers, and serve as channels for customer complaints and feedback.

Among the three social media platforms utilized by Telkom Witel Yogyakarta for customer support, WhatsApp and Instagram are the most frequently used by Indihome customers to express their grievances. According to a Digital Marketer at Telkom Witel Yogyakarta, many customers reach out through DM (Direct Message) on Instagram @indihome.yogya.

Businesses that provide services are inherently susceptible to customer complaints. If these complaints are not adequately addressed and minimized, they can quickly escalate into serious issues that jeopardize the business. Telkom, in particular, risks experiencing financial losses due to a decline in Indihome product sales and reputational damage. It means, stakeholder relations particularly customer and employee relationships, have a significant positive effect on corporate sales performance (Yang, Sun, Zhai, 2018).

Effective stakeholder engagement facilitates the path towards sustainable business practices. By assisting business to become more sustainable in creating and maintaining good stakeholder relationships whilst solidifying strong corporate reputations public relations as

practice and as discipline could also become better sustainable and socially more relevant in future (Rensburg, de Beer, Coetzee, 2008).

THEORETICAL FRAMEWORK

The Stakeholder Circle Model

The Stakeholder Circle approach emphasizes that an organization's activities, driven by its strategies and goals, are the foundation for identifying the stakeholders crucial for their success. As shown in Figure 1, this perspective guides all decisions and understanding of stakeholder relationships. The manager leading the activity is at the center, surrounded by the team, often neglected in stakeholder engagement. Next comes the identified group of key stakeholders for the activity's current success. The outermost layer represents potential stakeholders who might become important later on (Bourne, 2009).

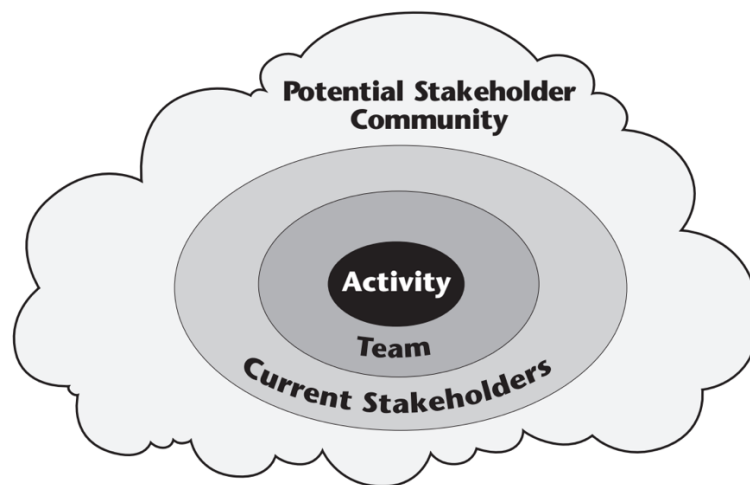


Figure 1: The Stakeholder Circle Model (Bourne, 2009)

Distinguishing between current and potential stakeholders is key. This approach minimizes confusion about who matters right now and how to manage those relationships effectively. It also allows for better planning for future stakeholder engagement. The outermost circle, representing potential stakeholders, holds significance for both risk management and marketing. They may pose future risks to the activity's success, or they could be potential customers the organization should consider in their marketing plans (Bourne, 2009).

Bourne (2009) stated the Stakeholder Circle offers a versatile approach that adapts to a project's evolving stakeholder landscape. This five-step ensures effective stakeholder management: (1) Identification: Start by pinpointing all stakeholders involved; (2) Prioritization: Assess who holds the most significance; (3) Visualization: Create a clear picture of the entire stakeholder community; (4) Engagement: Foster strong relationships through well-defined communication strategies; (5) Monitoring: Continuously evaluate the impact of your engagement efforts.

This study employs the Stakeholder Circle model to examine how Telkom Indonesia (Yogyakarta Telecommunications Service Area) identifies involved stakeholders, analyzes key stakeholders, maps stakeholder power and interest, selects effective communication tactics, and evaluates the impact of these tactics in addressing customer complaints arising from social media platform Instagram.

METHODOLOGY

The qualitative descriptive approach was deemed suitable for this study due to its alignment with the research problem and objectives. As Kriyantono (2020) explains, qualitative research delves into the phenomena experienced by research subjects holistically and describes them using words and language. According Crick (2020), qualitative research emphasizes the process of the research problem rather than the quantity of the population or sample.

To conduct this research effectively, the researcher must engage in in-depth study and interaction with the research object. The employed research approach is a qualitative descriptive approach that outlines the stakeholder relationship management practices of PT Telkom Indonesia (Yogyakarta Telecommunications Service Area). The research aims to describe the data, develop concepts, and draw conclusions from the collected data.

Qualitative research often faces criticism for being biased, small-scale, anecdotal, and/or lacking rigor; however, when conducted properly, such research can be unbiased, in-depth, valid, reliable, credible, and rigorous. Qualitative researchers typically employ smaller sample sizes, allowing them to gain a deeper understanding of how theories and psychological constructs can be applied (or not) in real-world settings. According to Crick (2020), common weaknesses of qualitative research include small sample sizes, single-source studies, and poorly documented data analysis processes.

Boddy (2016) argues that qualitative research prioritizes the development of in-depth understanding over breadth. This is particularly true for studies conducted within a non-positivist paradigm that employs a constructivist approach. Consequently, in certain cases, a single case study involving one research participant can be valuable and yield significant insights. This suggests that a small sample size is not necessarily a valid criticism, especially if the researcher has logically justified the chosen sample size.

In this study, research participants were chosen based on a multi-pronged approach. First, their characteristics were identified to ensure relevance to the research topic. Second, their positions within the target organization were considered for suitability. Finally, their alignment with the research framework was assessed. The specific research participants for this study are: 1) Head of Digital Marketing of Telkom Witel Yogyakarta; 2) Digital Marketing Staff of Telkom Witel Yogyakarta; 3) Instagram Admin of @indihome.yogya.

Primary data, as defined by Kaharuddin (2021), is data collected directly by the researcher during the research process. In this study, primary data was obtained directly from informants through interviews. According to Daymon and Holloway in Andarini (2018), data gathered through interviews grants researchers the flexibility to gather more unique and up-to-date information, without limitations on the questions they can ask. The employment of interview techniques aims to examine, test, and complement previously obtained findings (Hikmawati, 2020).

Secondary data, as defined by Kaharuddin (2021), refers to data that has already been collected and analyzed by someone else. It can include information from various sources, such as books, journals, articles, reports, and documents. Secondary data provides a broader context for the research topic and can be used to compare findings from different studies. Documentation, according to Hikmawati (2020), is a representation of past events or occurrences. It can be presented in various forms, including written records, images, artifacts, or any other form of creative expression that captures a particular moment or phenomenon.

This study employed a mixed-methods approach, utilizing primary data collected through in-depth interviews with key informants from both PT Telkom Indonesia (Yogyakarta

Telecommunication Service Area) and consumers who had previously filed complaints via the company's Instagram social media platform. This approach allows for the collection of rich, qualitative data, capturing the unique perspectives and experiences of both stakeholders involved in the customer complaint process. Furthermore, secondary data was obtained by analyzing reports generated by Telkom Witel Yogyakarta related to consumer complaints. This secondary data provided additional context and insights into the overall volume, nature, and trends of customer complaints handled by the company.

To establish the validity of the data in this study, triangulation techniques will be employed. Triangulation is a method that utilizes external elements to verify or compare data, thereby enhancing its trustworthiness (Kriyantono, 2020). Triangulation involves gathering data from multiple sources, such as documents, archives, and interview results. Additionally, defines source triangulation as comparing information obtained from different and more reliable sources (Sugiyono & Lestari, 2021).

This research will utilize source data triangulation as a data validity test to ensure that the data analysis is not solely based on a single source type. The data collected in this study encompasses both primary and secondary data related to stakeholder relationship management practices of PT Telkom Indonesia (Yogyakarta Telecommunications Service Area). This approach is undertaken by the researcher to ensure the validity and trustworthiness of the data utilized in the study.

RESULTS AND DISCUSSION

The findings of this study reveal that numerous stakeholders are involved in the operational activities of Telkom Witel Yogyakarta, including addressing customer complaints through the social media platform Instagram. The Head of Digital Marketing at Telkom Witel Yogyakarta identified a list of stakeholders consistently involved in the complaint handling process: (1) Telkom Headquarter; (2) 147 Call Center Personnel; (3) Field Technicians; (4) @indihome.yogya Instagram Followers; (5) Indihome Customers in Yogyakarta; (6) @indihome.yogya Instagram Administrators; (7) Customers whose Complaining @indihome.yogya; (8) Key Opinion Leaders.

Following the identification of stakeholders, Telkom Witel Yogyakarta proceeded to conduct stakeholder prioritization assessments. This exercise aimed to determine the most significant stakeholders among the identified group. The findings of this study, based on interviews and documentation, are as follows:

Table 1: Adaption of Bourne's Stakeholder Prioritizing Assessment

No	Stakeholder	Power	Proximity	Urgency	
				Value	Action
1	Telkom Headquarter	5	5	5	5
2	147 Call Center Personnel	1	1	2	2
3	Field Technicians	2	2	3	3
4	@indihome.yogya Instagram Followers	1	1	1	1
5	Indihome Customers in Yogyakarta	1	1	2	2
6	Admin of @indihome.yogya	2	4	3	3
7	Customers whose Complaining through Instagram @indihome.yogya	2	1	4	4
8	Key Opinion Leaders	2	1	2	3

Bourne (2009) underlined the three dimensions of the assessment of prioritizing stakeholde as follows: (1) Power, it defined as 'ability to get things done' (Lovell 1993; Pinto

1998). In this step, the relative power to ‘kill’ or ‘save’ the work or activity, or cause permanent change; (2) Proximity, regular interaction builds trust and fosters effective work relationships within teams due to familiarity with each other's strengths and weaknesses (Granovetter 1973); (3) Urgency, rated through analysis of two sub-categories: 1) the value that a stakeholder places on an outcome of the work; and 2) the action that he or she is prepared to take as a consequence of this value or stake.

The stakeholder assessment employed a 5-point scale, ranging from 1 (lowest) to 5 (highest). The findings from the second stage of the stakeholder circle model analysis revealed four key stakeholders involved in handling Indihome customer complaints through Instagram social media: Telkom Headquarters; Field Technicians; @indihome.yogya Instagram Admin; Indihome customers submitting complaints through @indihome.yogya Instagram.

The next stage of the Stakeholder Circle Model involves visualizing the key stakeholders. Telkom Witel Yogyakarta employed the Mendeleev matrix (1991) stakeholder mapping technique to analyze stakeholder groups based on two key factors: Power (the ability to influence the organization's strategy or project resources) and Interest (the level of their interest in the organization or project's success).

This model maps stakeholders into four quadrants based on the level of power and interest of each stakeholder. The outcomes of this mapping exercise will influence the organization's communication intensity with each stakeholder. In the context of Telkom Witel Yogyakarta's complaint handling through Instagram social media, the stakeholder mapping results are as follows:

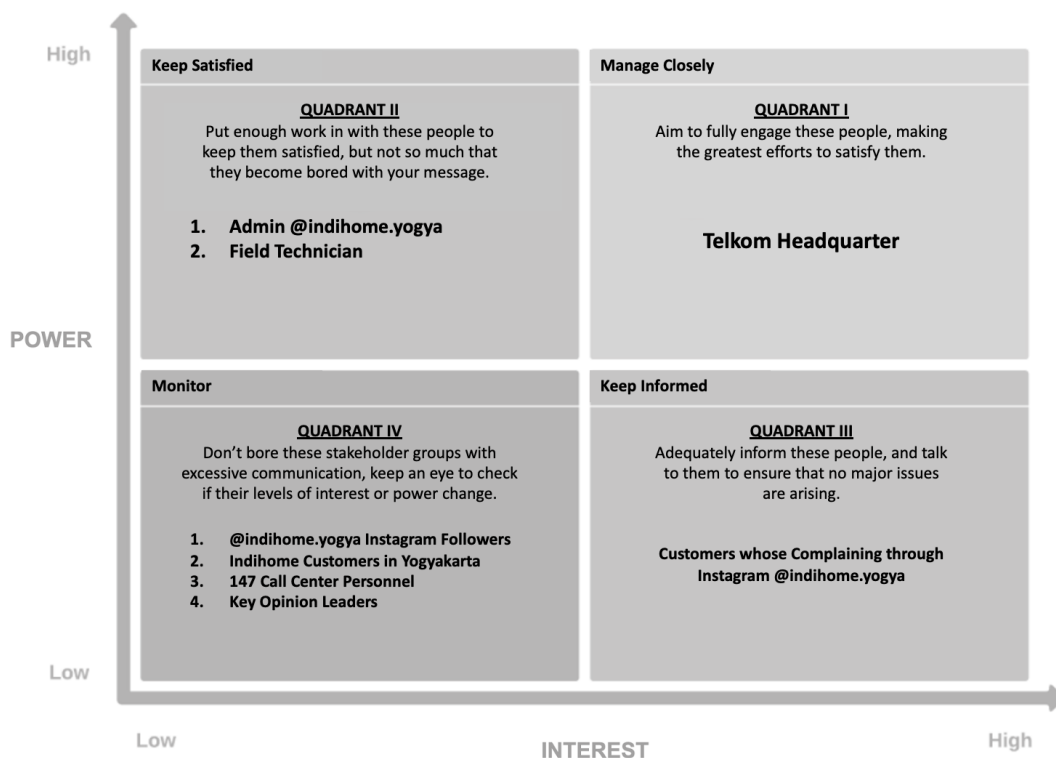


Figure 2: Adaptation of Mendelow’s Matrix of Telkom Witel Yogyakarta Stakeholder Mapping

The placement of Telkom Headquarters in Quadrant I aligns with its authority in decision-making and performance evaluation of its branch offices, including Telkom Witel Yogyakarta. Additionally, the centralized public relations function at Telkom Headquarters necessitates Telkom Witel Yogyakarta to report all customer complaints and grievances.

Moreover, not all complaints fall within the purview of the branch office. For instance, issues related to slow internet speed, whether received through Instagram comments or direct messages, can only be registered by Telkom Witel Yogyakarta through their information system before Telkom Headquarters takes further action.

Quadrant II of the stakeholder mapping exercise includes two key stakeholders: 1) @indihome.yogya Admin, Telkom Witel Yogyakarta must prioritize meeting the information needs of this stakeholder to maintain effective communication and manage customer complaints through Instagram; 2) Field Technicians, satisfying the information requirements is crucial to address their concerns promptly because they are organization's representatives that would engage directly with customers on the field.

Quadrant III encompasses a single stakeholder: Customers whose Complaining through Instagram @indihome.yogya, Telkom Witel Yogyakarta should provide adequate information to them is essential to prevent potential issues that could hinder Telkom Witel Yogyakarta's business operations.

While the four remaining stakeholders were not prioritized as key stakeholders, they were not entirely disregarded. These stakeholders fall into Quadrant IV, requiring ongoing monitoring and periodic communication engagement. This is crucial as their power and interest levels may shift over time. Telkom Witel Yogyakarta's negligence towards these stakeholders could result in a lack of awareness of potential emerging issues.

The placement of each stakeholder into quadrants, as shown in Figure 2 above, aims to determine the type, quantity, and frequency of communication between the organization and these stakeholders. This stage 4 explains how Telkom Witel Yogyakarta implements communication strategies when handling customer complaints regarding their Indihome product.

Findings of the study reveal how Telkom Witel Yogyakarta communicates customer complaints from their business area to the headquarter of Telkom Indonesia. According to the Head of Digital Marketing at Telkom Witel Yogyakarta:

Daily reports are sent every day after work hours are over. One of the contents is about customer complaints, we extract data from the information system and then we can see how many complaints there are and from which channels these complaints are channeled (Informant 1).

The findings above show how Telkom Witel Yogyakarta communicates with Telkom Indonesia Headquarters through daily reports, which are always sent after office hours. Reports are needed because Telkom Indonesia has the highest authority in decision-making, evaluating Telkom Witel Yogyakarta's performance, and accessing several resources, such as call center personnel 147, controlled by headquarters.

This is reinforced by the findings of the research by Farneti, Casonato, Montecalvo, and de Villiers (2019), which states that integrated reports have a positive impact, leading to meaningful stakeholder engagement, which in turn leads to social disclosures that are more relevant to stakeholders. Telkom Witel Yogyakarta needs to maintain relationships with stakeholders in Quadrant I because they have high power and high interest when it comes to customer complaints.

For stakeholders in Quadrant II, communication is carried out periodically to satisfy them, but does not need to be intense as they will get bored with it. This is implemented by Telkom Witel Yogyakarta, according to their Digital Marketing Staff (Informant 2), "...provide

direction on the company's vision and goals, and the technical execution of complaint handling is left to the team."

Based on the statement from Informant 2, it can be observed that the Head/Manager level provides sufficient direction regarding the goals to be achieved and grants freedom to the digital marketing staff to be creative in carrying out their work. This approach fosters a sense of autonomy and empowerment among the staff, potentially leading to increased motivation, engagement, and job satisfaction. The purpose of this is to make the Telkom Witel Yogyakarta digital marketing staff feel like they are being given the space to improve and develop.

Telkom Witel Yogyakarta applies a similar approach to other internal stakeholders. The Instagram admin for @indihome.yogya is given freedom in creating visual and text messages, as long as they follow the company's guidelines. Likewise, field technicians have their own Standard Operating Procedures (SOPs) to guide their work. Telkom Witel Yogyakarta's role is to provide clear information to the field technicians, including details about the customer (address, type of complaint), and their compensation for resolving the complaint.

Customers who complain through the @indihome.yogya Instagram account are classified as Quadrant III stakeholders. They are considered to have high interest because they directly experience Telkom Indonesia's services, but low power because they can only wait for their complaints to be resolved by the company. Despite this, these stakeholders should not be taken lightly. Unresolved complaints could escalate if customers have the ability to go viral. Bender (2024) explains that complaints can turn into crises due to the involvement of many people on the internet. Viral complaints that were once limited to product users have started to attract the attention of various groups. Additionally, with advancements in internet technology, the public can now participate through online petitions and demand accountability from organizations.

According to the Instagram admin for @indihome.yogya, Telkom Witel Yogyakarta's role is limited because they only follow Standard Operating Procedures (SOP):

...our team can handle specific cases, like new installations. But for network problems, they have to redirect customers to 147 or indihome.care. The SOP requires reports to go through the central system first before an IndiHome Care agent can create a ticket (Informant 3).

To ensure customers remain satisfied when complaining through the @indihome.yogya Instagram channel, the admin uses an emotional approach when delivering their message. Here's what they said:

Usually, when we redirect them to 147, they understand and stay calm. We also apologize for the inconvenience and express our appreciation for them reporting the complaint (Informant 3).

Despite the @indihome.yogya Instagram admin's efforts to resolve customer complaints, some customers may remain dissatisfied. In such cases, Telkom Witel Yogyakarta demonstrates its commitment to customer satisfaction by facilitating the escalation of the complaint to the central office. This is evident in the statement from informant 3: "...we help by trying to follow up with the headquarter or we accompany them to resolve the problem."

Stakeholders in Quadrant IV are generally considered to have low interest and low power in influencing the situation when Telkom Witel Yogyakarta faces a surge in customer complaints. Despite their perceived low influence, it remains crucial to monitor this group to

prevent any shifts in their attitudes or behaviors that could potentially disrupt the company's operations.

For example, followers of the @indihome.yogya Instagram account and IndiHome customers in the Yogyakarta area, in general, need to be well-informed. In the context of complaints related to IndiHome services, the @indihome.yogya admin routinely produces content about the complaint process when customers have problems:

...we educate them through content. For example, if they encounter problems, we offer tips to overcome those problems. So, for instance, if a customer experiences an urgent issue, they can solve it themselves and don't need to report it to 147. However, if they really need help from the central office or a technician, we also explain the process of reporting to 147 or IndiHome Care (Informant 3).

Based on the information above, the official complaint channels for issues related to poor IndiHome network are the 147 Call Center and the IndiHome Care mobile application. Both channels are centrally managed by Telkom Indonesia headquarters. However, Telkom Witel Yogyakarta is still responsible for ensuring that all customers in the Yogyakarta area are aware of this process. For 147 Call Center staff, Telkom Witel Yogyakarta needs to ensure they have sufficient information regarding complaints within their Yogyakarta business area.

On the other hand, Key Opinion Leaders (KOLs) who collaborate with Telkom Indonesia for IndiHome don't have the power or responsibility to directly handle customer complaints. Their role is solely as brand ambassadors, promoting the internet service product itself and educating the public about IndiHome. This is explained by a Telkom Witel Yogyakarta Digital Marketing Staff:

Back then, he came to Yogyakarta and we created content about a visit to the IndiHome sales office. Content created with KOLs is usually about product knowledge and education. It can be both at the same time. Obviously, we create content that is beneficial and informative but still entertaining (Informant 2).

Telkom Witel Yogyakarta constantly evaluates all aspects of their work, including how they handle customer complaints about their internet service. Currently, their evaluation process involves daily reports sent to Telkom Indonesia headquarter. However, based on research findings indicating that complaint resolution is centralized at the headquarters, Telkom Indonesia could create a more efficient process to resolve customer complaints faster. This could be achieved by ensuring their customers across Indonesia, including those in Yogyakarta, are aware of and actively use the IndiHome Care mobile app.

On the other hand, the role of the Telkom Witel Yogyakarta Digital Marketing team can be optimized to not only promote Telkom Indonesia products for sales growth, but also to create attractive programs that encourage people to download and actively use the IndiHome Care mobile application. Despite the potential for the IndiHome Care app to streamline complaint resolution, customer complaints will continue to arise through various channels, including social media platforms like Instagram. Therefore, Telkom Indonesia should maintain its strategy of utilizing education and apologies in its communication approach to uphold its image and reputation as a state-owned enterprise providing quality internet services.

CONCLUSION

Telkom Witel Yogyakarta, the Telkom Indonesia branch in Yogyakarta, has been implementing the five stages of the stakeholder circle model. They've already identified stakeholders, prioritized them, and created a stakeholder map, even though these steps haven't been done deliberately. It's important for Telkom Indonesia to turn these processes into official Standard Operating Procedures (SOPs) so they can be applied consistently across all their business areas.

Telkom Indonesia already has good communication standards for stakeholder engagement, and these should be maintained. There's room for improvement in some areas, though. For example, they could maximize the use of official complaint channels to speed up customer service response times. Evaluation is already a systematic part of Telkom Indonesia's work culture. As the leading internet service provider in the market, they should use the results of these evaluations for future planning to continuously improve the services they offer to customers.

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