

IMPLEMENTING BUMN'S EMPLOYEE WELL-BEING POLICY: BASELINE SURVEY AND STRATEGIC WELL-BEING PROGRAM FOR TELKOMSIGMA

Strategic Workforce Planning

Authors

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Background

In alignment with Indonesia's Ministry of State-Owned Enterprises (BUMN) Mandate SE-1/MBU/01/2024, all BUMNs are required to implement a holistic Employee Well-Being (EWB) policy encompassing seven dimensions: **physical, mental, environmental, intellectual, financial, spiritual, and social well-being**. PT Telkomsigma, a digital services subsidiary of the Telkom Indonesia Group, initiated a strategic workforce planning effort to assess and strengthen employee well-being amid organizational transformation and market volatility.



Objective

This study aimed to **establish a 2025 EWB baseline** through a comprehensive survey and to design targeted, data-driven well-being interventions that support strategic workforce sustainability and performance.

Methodology

- 01 ➤ A quantitative-descriptive approach was employed using an online self-assessment survey distributed to 1,938 employees (77.2% response rate) across business units.
- 02 ➤ The instrument used **adaptation, modification, and combination of validated psychological scales**—including SF-36, DASS-21, Ryff's Psychological Well-Being Scales, PERMA Profiler, and the CFPB Financial Well-Being Scale.
- 03 ➤ Analyses included descriptive statistics, t-tests, reliability and validity testing, and linear regression per sub-domain to construct the Employee Well-Being Index and a Strategic Priority Matrix.

Result

- 01 ➤ **THREE DIMENSIONS WITH THE HIGHEST SCORES**
 1. **INTELLECTUAL WELL-BEING** (Score: 3.84) Employees feel strongly supported in their intellectual development, driven by access to training, meaningful work challenges, and managerial support.
 2. **SOCIAL WELL-BEING** (Score: 3.86) Reflects an inclusive and supportive work environment. Relationships among colleagues and with supervisors are rated positively.
 3. **SPIRITUAL WELL-BEING** (Score: 3.75) Employees experience meaning in their work and emotional balance, although there is still room for strengthening access to spiritual guidance.

- 02 ➤ **THREE DIMENSIONS WITH THE LOWEST SCORES**
 1. **PHYSICAL WELL-BEING** (Score: 2.91) The score indicates a need for support to improve aspects such as work posture, minimizing physical fatigue, or implementing regular physical activities to support health.
 2. **FINANCIAL WELL-BEING** (Score: 2.70) Concerns regarding income/financial stability. Lack of access to financial services.
 3. **MENTAL WELL-BEING** (Score: 2.58) The lowest score, indicating potential stress, emotional exhaustion, or difficulties with focus and motivation.

Novelty

This study is among the first to operationalize BUMN's **seven-dimensional EWB framework within a digital SOE**. It offers a scalable, psychometrically sound methodology for Strategic Workforce Planning and provides actionable insights for large organizations seeking to **enhance workforce engagement, health, and retention**—critical pillars of sustainable business performance.

Analysis

Statistical analyses included **descriptive analytics** (mean, median, frequency distribution) to describe overall well-being levels, followed by **normality tests** (Kolmogorov-Smirnov, Shapiro-Wilk) to validate data distribution, and **Independent Samples T-Tests** to identify significant differences between demographic groups. Further, **reliability** (Cronbach's Alpha), **validity testing** (Pearson correlation and factor loadings), and **linear regression analyses** were applied per sub-domain to assess internal consistency, construct validity, and predictive relationships within each well-being dimension.

Recommendations

1. **Development of Unit-Level Specific Intervention**
Programs focused on the 3 (Three) Priority Employee Well-Being (EWB) Dimensions **with the lowest average scores in each Business Unit**,
2. **Implementation of Measurable and Monitored Intervention Programs**;
3. **Periodic Monitoring & Evaluation** of Intervention Programs.
4. **Replication of Effective Programs Across Units**.
5. **Annual Follow-up Survey (Re-Survey)**