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EVALUATING EMPLOYER BRANDING FROM THE PERSPECTIVE OF BACHELOR DEGREE SBM ITB STUDENTS BY USING THE 4E MODEL CASE STUDY : PT TELKOM INDONESIA, Tbk

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Abstract. This study discusses more in depth about Employer Branding using the 4E approach (employee engagement, employee empowerment, employee education, employee equity). This research was conducted in one of the SOE's in Indonesia, namely PT Telkom Indonesia, Tbk. The purpose is to measure the degree of employer branding of PT Telkom Indonesia, Tbk by using the 4E Model approach and to evaluate matters relating to employer branding of PT Telkom Indonesia, Tbk. The survey was conducted to 134 respondents of Management SBM ITB students batch 2018 who were seen as external assessors (job seekers). Responses were collected using a questionnaire, which contained questions compiled based on 4E Models (employee engagement, employee empowerment, employee education, employee equity). In data analysis, there are two approaches carried out in this study, namely quantitative analysis and qualitative analysis. Based on quantitative analysis results are obtained; 4E Model has a high degree of employer branding with an average of 4.55-5.01 (in detail the highest average degree is employee equity of 5.01 and the lowest is employee empowerment on a scale of 4.55). While qualitative analysis is used to find out what things need to be evaluated, especially related to employer branding, the evaluation process is done by analyzing unsatisfactory answers (illustrated on a scale of 1-3) by respondents to the distributed questionnaire. Based on qualitative analysis, PT Telkom Indonesia, Tbk must increase its employer branding by actively conducting recruitment campaigns in various media, for example: Linked-In; providing various corporate promotion programs such as campus visits ; utilizing gamification-based on technology in training and recruitment processes, and raising the community awareness by actively posted company achievements in various media, both social and print.

Keywords: *Employer branding, 4E's Model, Evaluation, Qualitative Analysis, Quantitative Analysis, State – owned Enterprises, Respondents*

1. Background

1.1 Introduction

Employer Branding is one of the important things that will affect the employee decision in order to enter one corporation. Employer branding is the promoting of company or the organization which opens employment for the job seekers who in the next are become the desired target of company to be recruited and retained (Mossevelde , 2014). Employer branding also needed to attract the prospective employee and ensure the current employee feels engaged and in line with the culture also strategy of working in the company. In addition, employer branding is interpreted as the expected, long-term strategy to maintain the awareness and perceptions of current employees, prospective employees, and all the stakeholders in relation with the particular corporation (Sullivan, 2004). Many corporations spend significant resources in order to do the campaign of employer branding, this further indicates that corporations finding the benefit of it in practice. To strengthen the issue and find out the importance of employer branding, the researcher conducted the interview with several parties at one of SOE's as the sampling, where at PT Telkom Indonesia, Tbk. The problem of PT Telkom Indonesia Tbk, was the lack of promotion which furthermore give bad impact to their corporate brand name. After doing interview process with several important parties of PT Telkom Indonesia Tbk. Such as *The Head of Training program at PT Telkom Indonesia Tbk at Corporate University* on July, 6th 2018, he said that PT Telkom

Indonesia, Tbk actually has several program in order to increase the company brand name, in examples : giving the chance to employee to continue their study program until master degree or if the employee has the ability might be until doctoral degree to overseas, the people development is one of concern of PT Telkom Indonesia, Tbk. But this *image is very rare being listened to the public*, therefore not many people know the strength of PT Telkom Indonesia, Tbk.

It was also strengthened by the opinion of the *employee from Reward Management Unit* who said according to the survey result, public is not prefer to work at PT Telkom Indonesia, Tbk are because of several reasons :

1. Lack of transparency between units and too bureaucratic
2. Mostly people wants to work at International Company
3. Too much pressure
4. There is no chance to work at overseas
5. Working with PT Telkom Indonesia, Tbk results lower salary
6. The fell of Telecommunication business

In refers to the problem which related to the employer branding issue that are happened at PT Telkom Indonesia, Tbk. There is the model that can be used in order to solve that problem, which are 4E's approach model. The 4E's model is the approach based on the employee engagement, empowerment, education also equity.

Based on the issue above, therefore the researcher are interested to conduct the research about the employer branding issue of SOE's which are at PT Telkom Indonesia, Tbk as the sampling company, use 4E's Model approach in order to increase the image also the attraction of the corporate in the fresh graduate students of SBM ITB batch 2018 point of view.

1.2 The 4E's Model

1.2.1 Employee Engagement

Employee Engagement is happen when the employees are committed to their work and the organization also motivated to achieve high levels of performance. According to David Macleod *employee engagement* is created when the employees are feel engaged, they will do their job beyond the target or expectation of the company. The employee will feel engage when they are feel delighted to do their job, this is also follow with the organizational engagement. Based on the article titled *Job Engagement : Why It's important and How to Improve It* by Darryl R. Roberts and Thomas O. Davenport the employee engaged, is them who are :

- a. Make the skills and abilities utilized for job
- b. The works done is challenging and encouraging
- c. Recommend the company (place they work for) to the colleagues, close friend, also family as the good place to work
- d. Pleased to work at company
- e. Believe that the company doing the effort in order to become the leader in its industry

Employee engagement is closely related to the employer branding, when employee feel engage to do the job it will increase the image (brand) of the company as the employer on the stakeholders point of view. There are several things related to increase employee engagement :

- a. By making good job design (such as career-path, the salary, reward system, etc)
- b. Increase the quality of learning and development program in order to makes the employee more engage while work (such from training, workshop, seminar, etc)
- c. Monitor, evaluate the performance management
- d. Improving the quality of leadership provided by line managers
- e. Motivate the employee by providing several events such as seminar that attended by impactful people, or leadership training also workshop, etc.

1.2.2 Employee Empowerment

Employee empowerment is giving the authority to the employee in order to make the decision in the company. According to George N. Root III in his article titled Challenges of Employee Empowerment defines that employee empowerment is providing an opportunity to the employee in making decisions that in the end will give impact to the whole of company. There is the relation between the performance also job satisfaction of employees with employee empowerment. According to Bowen and Lawler (1992,1995; Lawler, Mohrman and Ledford 1995) empowerment increase the hard – skills and capabilities of the employees that in the end will allowing them to perform more effectively. Therefore, the employee empowerment has positive relations with employee performance and job satisfaction. Furthermore, the high employee performance also job satisfaction will give the positive impact to the employer branding.

The managerial motives in the employee empowerment :

- 1. Empowerment through participation*
- 2. Empowerment through involvement*
- 3. Empowerment through commitment*
- 4. Empowerment through delayering*

1.2.3 Employee Education

Employee education is one of important thing which the company needs in order to results good quality also qualified employee. Other than that in existence of employee education, will indirectly enhance the employer branding. Educates employees will creates good perspective from external company (stakeholders), since they have been seen as the employee whom are proficient on their field. There are so many benefits of employee education, *Gallup* argued when employee are feel glad with the benefits of education, they also feel glad with benefit wrap, feeling delight with their work environment, and engage to do their work. According to the Betcherman and Davidman (1998) education and training are superior to improve the productivity, profitability of future likelihood, and the sustainability of the company. In addition Saks *et al* (2002) argued when training followed by incentives will give the good impact such as gain the revenue maximization, and customer satisfaction. In conclusion, employee education will give the positive impact to the employer branding both from the internal also external of the corporation.

1.2.4 Employee Equity

Employee is an assets of the company. Company should treat the employees on a better way because they are also equity to the company. Since employee can give the big impact suchs giving the idea in making the product or program in order to improve the company reputation also image from all the stakeholders point of view, directly serving the customers, etc. There are some indicators that will be affected by employee equity :

1. Profitability
2. Customer effectiveness
3. Efficient use of resources
4. Team Work
5. Learning and Innovation
6. Orientation towards society (Corporate Social Responsibility)

The employee equity factors :

- 1. Value Equity*
- 2. Brand Equity*
- 3. Retention Equity*

1.3 Summary

The 4E's Model (employee engagement, employee empowerment, employee education and employee equity) are the model used in evaluating the employer branding of PT Telkom Indonesia, Tbk. This

research also want to see the degree of 4E model's towards employer branding of PT Telkom Indonesia, Tbk. With in the end goals, this study like to give the recommendation in order to evaluated employer branding of PT Telkom Indonesia, by the used of Management Students of SBM ITB batch 2018 perspective, whom looked as the accsesor (the potential employee of the corporation).

2. Methods

This study is used two approachment in analyzing the problem. The methodology which are being used; the quantitative method and the qualitative method.

2.1 The Quantitative Method

The quantitative method is done by conducted the survey through the online questionnaire, by giving the several statements, the Likert Scale are used in order to answer every statement given. Below are the table of Liker Scale with it explanation:

Table 1 The description of Likert Scale

Ratings	Description
1	Strongly Disagree
2	Disagree
3	Less Agree
4	Pretty Agree
5	Agree
6	Strongly Agree

The scale determination (1-6) scale is used to see respondents trends in choosing the answer of every statements on each distinguish variable. If the respondent chooses a scale between 1 until 3, they are declared disagreeing with the statement given. In contrast, if the respondent chooses a scale between 4 until 6, they agreed to the statement given.

2.1.1 Respondents

The respondents of this research are the Management Students of SBM ITB batch 2018 with total 134 students (this is due to the Slovin Formula).

2.1.1.1 Demography Profile : Gender

Gender

Male; 41%
Female ;
59%

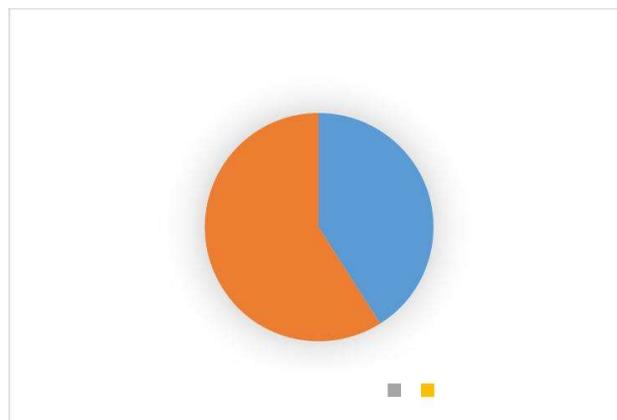


Figure IV. 1 Demography Profile : Gender

The chart above shows the percentage gender of respondents whom fill out the questionnaire that has been distributed to the Management students of SBM ITB batch 2018 through on-line. In the *figure 14* it appears that the total percentage respondents of female are higher than male. The female respondents are about 59% while the man respondents are about 41%.

2.1.1.2 Demography Profile: Age

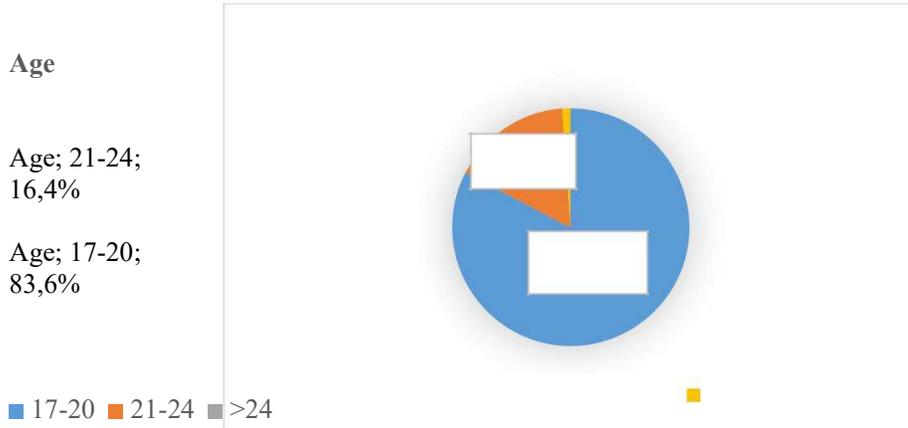


Figure IV. 2 Demographic Profile : Age

The chart above shows the percentage age of respondents whom are fill out the questionnaire. The respondents of this research are the Management students of SBM ITB batch 2018. On the questionnaire which are distributed given 3 age ranges such (age 17-20; 21-24 and > 24 years old). Mostly of the respondents age are between 17-20 years old with the percentage 83,6%, and the respondents age between 21-24 years old are 16,4%. None of the respondents age more than 24 years old. The summary of the respondents age can be seen at *figure 15*.

2.2 The Qualitative Method

The qualitative method in this study using the research measurement. The research measurement will be presented in the table form. The table contains responses to questionnaire given by respondents. A qualitative analysis will be done to the negative answer or represented by the 1-3 (answer scale).

Footnote : The answers analyzed are negative answers with a scale above 7%. Then this qualitative analysis will be used as recommendation matter in order to improve the *employer branding* issue for PT Telkom Indonesia, Tbk.

2.3 Data Collection Method

There are three data collection techniques used in this research, which are the literature review study, interview and survey.

2.3.1 Literature Study

Literature review is used to enrich and strengthen the data of research. The literature review is obtained from the internet website, journals, previous researches, and others source which made as theoretical basis.

2.3.2 Interview

Interviews are conducted in order to strenghten the problem statement of this study. The process of interview have been done by the researcher with several informant whom are currently work at PT Telkom Indonesia, Tbk (*the informant are working at the different office, but still in one work family that are Human Capital Unit*). Interviews are conducted by directly also through online media (WhatsApp application) – this is due some reasons such as : unsuitable schedule with informant.

The process is carried out at the beginning of this research to build the strong background also the problem statement of the study, exactly on the first week of July, 2018. The interview are conducted with semi-formal techniques, this is due to make the informant more flexible and relaxed in answering questions.

2.4 Data Analysis

This research used several steps to analyze the data, such as the reliability, validity test, the descriptive analysis to look the average degree of each variable of 4E's Model towards employer branding of PT Telkom Indonesia, Tbk from the respondents answer towards questionnaire and the research measurement table to do the qualitative analysis.

3. Results and Discussion

3.1 Validity and Reliability Test

Table III. 1 Case Processing Summary

		N	%
Cases	Valid	30	100,0
	Excluded ^a	0	,0
	Total	30	100,0

- a. Listwise deletion based on all variables in the procedure.

Table III. 2 Reliability Statistics

Cronbach's Alpha	N of Items
,930	24

From the table 8 all the cases are concluded to be reliable, the Cronbach's Alpha said to be reliable when the level are above 0,60. Table 9 shows the level of Cronbach's Alpha are 0,930 so it can be concluded that all the questionnaire are realible and worth to be spread.

3.2 The Descriptive Data Analysis

According to the (Narkhede , 2018) descriptive analysis is the technique in summarizing and organizing the data so it can be easier to understood. The descriptive analysis is unlike the inferential, it used to describe data, but not have try to generalized the data. Below are the table results of average 4E's Model towards employer branding based on respondents answer :

Table IV. 1 The Average Score of 4E Model

No	Indicator		Alternative Answers						Total Score	Average
			6	5	4	3	2	1		
1	Employee Engagement	1	22	69	4	9	4	0	632	4.71
2		2	37	57	30	5	1	0	660	4.92
3		3	35	42	34	11	1	0	635	4.73
4		4	35	38	45	11	4	0	625	4.66
5		5	24	49	46	10	4	0	615	4.58
6		6	34	62	47	7	1	0	657	4.90
Average Total of Employee Engagement										4.75

7	Employee Empowerment	1	35	62	28	9	0	0	470	3.50
8		2	25	47	45	13	4	0	612	4.56
9		3	47	52	26	8	1	0	672	5.01
10		4	32	61	32	8	1	0	651	4.85
11		5	25	55	42	9	3	0	626	4.67
12		6	25	62	33	12	2	0	632	4.71
Average Total of Employee Empowerment										4.55
13	Employee Education	3	39	54	37	4	0	0	664	4.95
14		4	24	45	46	11	8	0	602	4.49
15		5	39	52	28	12	3	0	648	4.83
16		6	50	59	19	5	1	0	688	5.13
Average Total of Employee Education										4.85
17	Employee Equity	4	65	42	20	5	2	0	699	5.21
		5	44	49	28	10	2	1	656	4.89
		6	41	56	30	4	3	0	664	4.95
Average Total of Employee Equity										5.01

Based on the descriptive analysis it can be concluded that the 4E's Model has high degree towards employer branding, it seen from the results employee engagement has 4.74 average degree towards employer branding; employee empowerment has 4.55 average degree towards employer branding; employee education has 4.85 average degree towards employer branding and employee equity has 5.01 average degree towards employer branding.

3.3 The Quantitative Analysis: Descriptive Analysis based on gender

The result of descriptive analysis based on gender are presented in the table below :

a.1 Female

Table IV. 2 The Average Female Pespective towards 4E Model

No	Indicator		Alternative Answers						Total Score	Average
			6	5	4	3	2	1		
1	Employee Engagement	1	16	35	20	7	1	0	374	4.73
2		2	19	31	27	2	1	0	385	4.81
3		3	22	21	26	10	0	0	371	4.69
4		4	26	18	24	9	2	0	373	4.72
5		5	15	29	28	4	3	0	365	4.62
6		6	19	33	21	6	0	0	381	4.82
Average Total of Employee Engagement										4.73
7	Employee Empowerment	1	23	30	19	7	0	0	385	4.87
8		2	15	27	23	11	3	0	356	4.50
9		3	27	31	15	6	0	0	395	5.00
10		4	22	30	23	4	0	0	386	4.88
11		5	13	30	27	7	2	0	361	4.56
12		6	18	28	24	7	2	0	369	4.67
Average Total of Employee Empowermen										4.74
13	Employee Education	3	27	30	20	2	0	0	398	5.03

14		4	15	29	27	4	4	0	363	4.59
15		5	28	28	16	7	0	0	393	4.97
16		6	29	37	10	3	0	0	408	5.16
Average Total of Employee Education										4.93
17	Employee Equity	4	40	26	10	2	1	0	418	5.29
		5	29	25	18	6	0	1	389	4.92
		6	26	29	19	5	0	0	368	4.65
Average Total of Equity										4.95

a.2 Male

Table IV. 3 The Average Male Perspective towards 4E Model

No	Indicator	Alternative Answers							Total Score	Average
		6	5	4	3	2	1			
1	Employee Engagement	1	6	32	10	4	2	0	252	4.66
2		2	18	24	10	2	0	0	274	5.07
3		3	12	18	22	1	1	0	255	4.72
4		4	11	18	21	2	2	0	250	4.62
5		5	11	17	18	6	2	0	245	4.53
6		6	14	23	14	2	1	0	263	4.87
Average Total of Employee Engagement										4.74
7	Employee Empowerment	1	14	29	9	2	0	0	271	5.01
8		2	10	19	20	4	1	0	249	4.61
9		3	19	21	11	2	1	0	252	4.66
10		4	11	28	11	3	1	0	261	4.83
11		5	10	24	16	3	1	0	252	4.66
12		6	8	32	9	5	0	0	259	4.79
Average Total of Employee Empowerment										4.76
13	Employee Education	3	14	18	20	2	0	0	260	4.81
14		4	10	14	19	7	4	0	235	4.35
15		5	13	21	13	5	2	0	254	4.70
16		6	21	20	11	2	0	0	276	5.11
Average Total of Employee Education										4.74
17	Employee Equity	4	28	13	10	3	0	0	282	5.22
		5	17	21	9	6	1	0	263	4.87
		6	18	25	9	0	2	0	273	5.05
Average Total of Employee Equity										5.04

In deep analysis, according to gender; the female respondent has higher perception towards Telkom Indonesia, Tbk. by 4.83 compared to male respondent by 4.82. It means Telkom Indonesia, Tbk. Employer branding is perceived better by female respondent.

3.4 The Quantitative Analysis: Descriptive Analysis based on age

According to the data analysis here are the results of descriptive analysis based on age:

b.1 Age between 17-20

Table IV. 4 The Average Respondents with age 17-20 perspective towards 4E Model

No	Indicator		Alternative Answers						Total Score	Average
			6	5	4	3	2	1		
1	Employee Engagement	1	7	9	2	3	1	0	106	4.81
2		2	8	7	7	0	0	0	111	5.04
3		3	7	6	8	1	0	0	107	4.86
4		4	8	5	8	1	0	0	108	4.90
5		5	7	7	5	3	0	0	106	4.81
6		6	9	5	6	2	0	0	109	4.95
Average Total of Employee Engagement									4.89	
7	Employee Empowerment	1	9	6	7	0	0	0	112	5.09
8		2	7	10	3	2	0	0	110	5.00
9		3	11	7	3	1	0	0	115	5.22
10		4	9	10	3	0	0	0	116	5.27
11		5	5	8	8	1	0	0	105	4.77
12		6	8	10	3	1	0	0	113	5.13
Average Total of Employee Empowerment									5.08	
13	Employee Education	3	9	7	5	1	0	0	112	5.09
14		4	8	2	8	2	2	0	100	4.54
15		5	10	3	6	3	0	0	108	4.90
16		6	10	6	5	1	0	0	113	5.13
Average Total of Employee Education									4.91	
17	Employee Equity	4	14	6	1	0	1	0	120	5.45
		5	10	9	2	1	0	0	116	5.27
		6	10	7	4	1	0	0	114	5.18
Average Total of Employee Equity									5.30	

b.2 Age between 21-24

Table IV. 5 The Average Respondents with age 21-24 perspective towards 4E Model

No	Indicator		Alternative Answers						Total Score	Average
			6	5	4	3	2	1		
1	Employee Engagement	1	15	59	28	8	3	0	527	4.66
2		2	29	48	30	5	1	0	551	4.87
3		3	27	33	41	11	1	0	526	4.65
4		4	29	31	38	10	5	0	521	4.61
5		5	19	39	42	8	5	0	511	4.52
6		6	24	52	30	6	1	0	544	4.81
Average Total of Employee Engagement									4.68	
7	Employee Empowerment	1	28	53	22	10	0	0	551	4.87
8		2	18	36	41	13	5	0	501	4.43
9		3	35	45	24	8	1	0	557	4.92
10		4	24	48	32	8	1	0	538	4.76
11		5	18	46	36	9	4	0	517	4.57
12		6	18	51	30	12	2	0	523	4.62
Average Total of Employee Empowerment									4.69	
13	Employee Education	3	32	43	35	3	0	0	556	4.92
14		4	17	41	39	9	7	0	504	4.46
15		5	31	46	23	10	3	0	544	4.81
16		6	40	52	16	4	1	0	578	5.11
Average Total of Employee Education									4.82	
17	Employee Equity	4	54	34	19	5	1	0	587	5.19
		5	37	37	25	11	2	1	545	4.82
		6	34	47	25	4	3	0	557	4.92
Average Total of Employee Equity									4.97	

In deep analysis, according to age; the respondent with age between 17-20 has higher perception towards PT Telkom Indonesia, Tbk by 5.04 compared to respondent with age 21-24 by 4.79. It means PT Telkom Indonesia, Tbk Employer branding is perceived better by younger generation.

3.5 The Qualitative Analysis using Research Measurement

This qualitative analysis is presented in the table form, where this analysis serves to see each statement classified as having a low response (illustrated on a scale of 1-3) according to the respondent's answer. By this analysis, things that are not good from the perspective of respondent toward PT Telkom Indonesia, Tbk can be used as the evaluation process of the corporate with the end goals it also can improve firm's *Employer branding*.

Table IV. 6 Qualitative analysis using research measurement

The respondents response with “disagree” (scale 3) are pretty high which are 8,2% also the “not agree” response (scale 2) are fairly high. This number can affect the desire of new potential employee to work for PT Telkom Indonesia,Tbk. The negative effect are may the intetion of peoples to work at PT Telkom Indonesia, Tbk low caused by their lack of knowledge about thefreedom to develop career of employee.

Variables	Question	Indicator	Description	Effect	Recommendation
Employee Engagement	Perusahaan Dikenal memiliki supervisor (atasan) yang mendukung dan memotivasi setiap tugas yang dikerjakan	Good relations with superiors	Based on questionnarie response, there are 8,2 % the respondents whom “disagree” (chosed scale 3) with given statement	The respondents response with “disagree” (scale 3) are pretty high which are 8,2%. This number can affect the desire of new potential employee to work for PT Telkom Indonesia,Tbk . The negative effect are may the intetion of peoples to work at PT Telkom Indonesia, Tbk low caused by their lack of knowledge about the relationship between superior with employee in working.	In overcoming problem, PT Telkom Indonesia can establish the program socialitation to college with involving employers and employee (once a year). to maintain those issue By doing this, knowledge of students as new potential employee about relationship between superior employee in work can be increasing.
	Perusahaan dikenal memberikan kebebasan untuk karyawan dalam mengembankan karir	Freedom to develop career	Based on questionnarie response, there are 8,2 % the respondents whom “disagree” (chosed scale 3) and chosed “not	The respondents response with “disagree” (scale 3) are pretty high which are 8,2% also the “not agree” response (scale 2) are fairly high. This number	Telkom Indonesia, Tbk can use the social media as the channel in order to provide the information of the work also employees career development. By doing the campaign through website also advertisement on

			agree” (scale 2) with Given statement	can affect the desire of new potential employee to work for PT Telkom Indonesia, Tbk . The negative effect are may the intetion of peoples to work at PT Telkom Indonesia, Tbk low caused by their lack of knowledge about thefreedom to develop career of employee.	Youtube for example, increase the knowledge of peoples especially the new potential employee about career freedom on work at PT Telkom Indonesia, Tbk as one of SOE’s.
	Perusahaan memiliki visi dan misi yang sesuai dengan diri saya	One Mission and Vision	Based on questionarie response, there are 7,5% the respondents whom “disagree” (chosed scale 3) and 3% with “not agree” (chosed scale 2) about given statement.	This percentage are depend on the vision and mission of the respondents. The unmatched vision or mission with PT Telkom Indonesia, Tbk as one of SOE’s in Indonesia are can not classified as having negative effect in both parties (the new potential employee and the orporate). Because it was back to the individually point of view.	There are no significant recommendation that can be given to the PT Telkom Indonesia, Tbk since it was about the vision and mission are based on the individually point of view. This statement are more about the choice of new potential employees to work at the corporation which match with their vision and mission.
Employee Empowerment	Perusahaan dikenal memberi kesempatan untuk	The authority in making important decision	Based on the questionarie response, there are 9% of the	The giving of authority is one form as corporate highly trust	The campaign through advertisement through electronic or print media can

	menetapkan keputusan penting, dan membuat tingkat kepercayaan antara (atasan dan bawahan) lebih besar	increase the level of trust	respondents whom “disagree” (chosed scale 3) and 1,5% whom “not agree” (chosed scale 2) about the given statement.	to the employee. Since it is such a crucial things, the distrust of employees to the employer can affect the employee performance on working. This is also can affect the decrease of new potential employee intention to apply to work at PT Telkom Indonesia, Tbk as one of SOE’s	overcome this problem. The campaign has the goals to increase the public awareness about authority that can be taken by the employee on work also condition and program that provide by PT Telkom Indonesia, Tbk as one of SOE’s.
Employee Education	Perusahaan dikenal memberikan sistem pembelajaran secara on-line seperti Gamification (yang telah diterapkan oleh Domino’s pizza, Zappos, dsb) yang akan memudahkan karyawan untuk belajar	Gamification learning	Based on respondents response through the questionnaire , there are 8,2% of them whom disagree” (chosed scale 3) and 6% whom “not agree” to the statement.	The used of gamification on learning can increase the corporate efficiency also effectiveness in promoting the learning program to the new potential employee. Since the percentage of respondents who choose “disagree and not agree” to the statement it can affect their perspective through the corporate. With the worst impact it can influence the intention to work at PT Telkom	The campaign through advertisement through electronic or print media can overcome this problem. The campaign has the goals to increase the public awareness about used of gamification on learning process also condition and program that provide by PT Telkom Indonesia, Tbk as one of SOE’s.

				Indonesia, Tbk .	
	Perusahaan dikenal memberikan kesempatan belajar yang tinggi seperti melanjutkan kuliah ke jenjang S2, S3 bagi setiap karyawan nya	Chance to learn (continue to study to master or doctoral degree)	Based on respondents response through the questionnaire , there are 9% of them whom “disagree” (chosed scale 3) and 2.2% whom “not agree” to the statement.	Based on the interview process between the researcher and PT Telkom Indonesia employees, they told PT Telkom Indonesia, Tbk provide the chance to continue learn to master or doctoral degree. But, the respondents bad response through this statement was in contrast. The lack of respondents knowledge about the statement may affect their perception and intention to work at PT Telkom Indonesia, Tbk. Or more worstly it can affect the reputation name of corporate as one of SOE’s in Indonesia.	The campaign through advertisement through electronic or print media can overcome this problem. The campaign has the goals to increase the public awareness about used of gamification on learning process also condition and program that provide by PT Telkom Indonesia, Tbk as one of SOE’s.
Employee Equity	Perusahaan dikenal memiliki brand yang baik terlihat dengan seringnya membuat iklan rekrutmen di berbagai	Good Brand Image	Based on respondents response through the questionnaire , there are 7,5% of them whom “disagree” (chosed scale 3) and 1,5%	The effect of the bad statement from respondents can lead to their bad percpetive towards the corporate.	Based on the respondents response to the statement given at questionnaire, their “disagree”response could lead the low intention to work at PT Telkom

	media seperti Linked-In, Media Cetak, dsb		whom “not agree” to the statement.		Indonesia, Tbk as one of SOE's. Therefore it is important to the firms to increase their brand by often promote the corporate through media electronic such as Linked-in also print media, by doing that PT Telkom Indonesia Tbk, can also increase the awareness of the corporation in public point of view.
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3.5 Data Analysis

Based on the data processing using several tools above, the 4E's Model (employee engagement, employee empowerment, employee education and employee equity) has high degree toward employer branding.

4. Conclusion and Recommendation

4.1 Conclusion

The 4E's Model ; *employee engagement, employee engagement, employee empowerment, employee equity* is the model that are used in order to evaluate the employer branding of PT Telkom Indonesia, Tbk based on the SBM ITB students perspective. According to the descriptive analysis the degree of employer branding of PT Telkom Indonesia, Tbk are very high which described in each variable; the highest average score is on employee equity with 5.01, while the lowest average score is on employee empowerment with 4.55.

Based on the gender criteria, female respondents also argue that employer branding of PT Telkom Indonesia are good, it can be shown by the quantitative analysis which can be seen at the average grand total is 4.83. Either with the male opinion towards employer branding of PT Telkom Indonesia Tbk, also very high, as the results show the average grand total is 4.82. The same thing also followed by the results of descriptive analysis based on age, the results show respondents with age between 17-20 assess the employer branding of PT Telkom Indonesia, Tbk was very high it can be shown from the calculation the average grand total is between 5.04. The respondents with the age between 21-24 also has very high perceiveness towards employer branding of PT Telkom Indonesia, Tbk with a results average grand total is 4.79.

However, the quantitative analysis has the very high result (in number representative), the willingness to apply to PT Telkom Indonesia, Tbk based on SBM ITB students are low, it is because the program that held of PT Telkom Indonesia related to works also salary are become the main reason. SBM ITB students if it compares with POE's, PT Telkom Indonesia still left behind. Therefore it is important to Telkom Indonesia, Tbk to improve their internal program in order to attract the future candidates for corporation.

4.2 Recommendation

4.2.1 The Recommendation for PT Telkom Indonesia, Tbk

In the interest of increasing the employer branding, especially through the perspective of the students as one of potential employee for the corporation. Below are several things that can be done by PT Telkom Indonesia, Tbk.

- a. Increase campaign about *general information, working culture, the program that are made in order to enhance the employee engagement and capability through working such training, the scholarship to continue the study to Master or Doctoral degree for employee* of PT Telkom Indonesia, Tbk to the external parties especially to the potential employee through several channels such as social media (Instagram, Youtube channel, Twitter, Facebook, etc).
- b. Intensify the corporate promotion especially about recruitment through print and electronic media such as Linked-In. Since Linked-In is one of trusted electronic media promotion of several corporation, therefore by doing so will increase the public awareness about PT Telkom Indonesia, Tbk especially for job seekers point of view.
- c. Held the corporate promotion program e.g campus visits, the competition program that offers prizes for apprenticeship programs for the winners. By the program can enhance the awareness of peoples especially students as the potential employee for firms.
- d. Do the publication about every achievement which obtained by PT Telkom Indonesia, Tbk. By doing this action, people's knowledge about the corporate will increase. In addition these also indirectly enhance the firms reputation.
- e. Develop the training program by the use of technology help (*gamification*), the innovation training process will lead the intention of potential employee to join it, since nowadays the potential employee are mostly comes from millennial generation who are savvy to the technology. Besides, the use of gamification also give the advantage to the firms as well because it will decrease the corporate expenses.
- f. All the campaign program especially through the social media, designed as attractive as possible in order to increase the people willingness to see it, especially to the potential employee. Attractive means it designed with good image, use language that are easy to understand, displaying the creative side and touch of art.
- g. Evaluate the working and salary mechanism as the internal strategy, since nowadays many potential employee are wants to work at challenging situations in order to makes their skill grow, also salary it is important to adjust to the work load and employee performance of work.
- h. Evaluate the working condition, makes it more challenging in order to improve the engagement of employee in working.
- i. Evaluate the empowerment system, by giving the big responsibility in the form of job task to the employee in order to teach their capability and skill on accomplish every job given.

4.2.2 The Recommendation for the further research

The study aims to evaluate the employer branding of PT Telkom Indonesia, Tbk by using 4E's Model; *employee engagement, employee empowerment, employee education and employee equity*. The recommendation for the further research are may it can raise the deeper issue about the employer branding since it is important for the corporate existence. The researcher also has the hope that the further research can linking the employer branding issue with gamification in more deep, since it is really useful and happening in this era.

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