

The Analysis of Telkomsel's Stakeholders' Interaction

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Abstract

Previous research of business' stakeholders was limited to power analysis and the flow of communication, neither focused on every activity that occurred between subjects with aim to attain common goal and employ definite response in terms of business. Within the field of international business, stakeholders need to be involved more than just influences, rather taking a part with the company, as globalization and internationalization are simultaneously affecting business. Thus, this research offers a new perspective by contributing to business administration study, from the framework of business communication, where it proves that stakeholders' interaction analysis defines how an active business environment engaged frequently and co-creating value agenda performed continually. Stakeholders' interaction relies on socio-economic aspect where the transaction of value established from economic mission observed by the company and socially responded by its stakeholders. Using the perspective of cluster and/or priority-based stakeholder mapping, advancing multi-approach method, and aligning with multiple case study, this research provides a comprehensive result about co-created value and behavioral scheme that applied within stakeholders' interaction. There was no coding found during the research, but a complete and newfangled analysis method. The research was conducted with a rarely used multiple case study, as it was the fittest method to develop the analysis. It also derives both practical and academic definition of stakeholders' interaction and its co-created value, for businesses always facing changes, and international business has the highest degree of diversities among people, altogether with inevitable facts of its dynamic environment.

Keywords: stakeholders; co-created value; international business; multiple case study; telecommunication industry

1. Introduction

Business involves people (Daniels, et al 2011). In many research projects, stakeholders' interactions were an ad hoc rather than strategic and systematic (Slunge, et al., 2017). As the attached global system to business became more intertwined, response comprehension and appreciation were portraying an important role of international business, in addition to how stakeholders have been being its economic mission (Griffin and Pustay, 2015). There was an integration in between that constructing a new term of stakeholders' interaction, where previous researches were limited as (1) communication's route; and (2) the use of media between stakeholders of either employers and employees, governments and publics (states and markets), or relationship that involved trust in social responsibility and/or marketing (Szilard and Smith, 2014; Tilman, et al 2001; Ashley, 2010; Smirnova, et al, 2009; Davletgildev, 2003; Knaggård, et al 2019). But as international business meant a larger scale of people diversity, stakeholders' interaction then, carried a larger meaning as a concept and has its own complex structure. Stakeholders and their interactions within networked ecosystems are continuously changing (Solaimani, et al, 2013). Stakeholders' interaction, on that account, explained how relationships management among two or more entities revealed through responsibility, consequences, and involved process, counting to value as the final outcome; a scheme of influence power among each other and to the company; interaction between stakeholders in applied research is essential, by focusing on knowledge transcendence to address complex problems in society through applying transdisciplinary aspects; also, between rhetoric and reality, the environmental communication of business perceived as mere words, separated from reality in the discourse of environmental management (Nota and Aiello, 2019; Greger, et al, 2014; Pade-Khene, et al, 2013; Ivanova, 2011; Onkila, 2011).

1.1 International Business and Stakeholder Theory

The practice of international business implicated 4 (four) subdisciplines at the crossroads between communication and organization, which one of them was business communication (Miller, 1996). The process of business communication known as business interactions, which included (1) relationships management, whether reciprocal or agreements; and (2) transactions (Goldkuhl and Melin, 2011). The result was value, which has gone from a category of core economy theory to economic agents' preferences by providing normative consensus about entitled privileges, stakeholders obligation, and a fundamental principle within a collective value creation through relationships (Mazzucato, 2018). The origin of stakeholder theory itself varied among scholars and practices (Mitchell, et al, 1997). Corresponding to it, this research pulled out stakeholders as individual, group, and organization which stakes were influencing business relationship with power authority.

1.2 Stakeholders' Interactions Analysis

Stakeholders' interaction referred to all subjects along with tier opportunity of influence to the process of decision making (Pade-Khene, et al, 2013). But businesses tend to take the interaction to mean tacit communication strategy, either in concern assessment, aim to explore or demonstrate commitment, or managing issues (Lewis, 2007; Luoma-aho and Vos, 2010).

Interaction, indeed, existed through communication. Stakeholder analysis focused on the people, groups, and organizations that populate the external environment and initiated by stakeholder management approach, by aiming to reach an ideal ‘win-win’ collaborative outcome through making a beneficial moral decision for common good of all constituencies within the constraints of justice fairness, and economic interest, as a response to the growth and complexity of contemporary corporations and the need of understanding the operation with stakeholders (Post, et al, 2002; Weiss, 2014). It didn’t have to be the result of a crisis, rather a planning method employed to understand the relationship between company and its stakeholders indicated that they are interacting. The analysis, then, conducted in a series of steps, and providing a rational and systematic basis of ‘ethical actions’ which involving the relationship.

1.3 Stakeholders’ Interactions Value

Stakeholders create value, derive benefit, and may also suffered harm through their interactions with the corporation (Wilson and Karp, 2015). According to the framework, stakeholders’ interaction carried a value that contributes to the business, where tendency of the relationship within their responsibility, power and/or influence towards business strategy and management, at the same time became the heart of transaction. Applied in stakeholders’ interaction analysis, value explained how shareholders, government, and customers created or maybe co-create their value, as it contributed to the global economy through international business.

1.4 International Business and Stakeholders’ Interaction

The changing and challenging business environment of telecommunication, as part of industry 4.0, were likewise reforming the perspectives of value in the focus on stakeholder value considerations, customer-centricity, shared value, and value-creating system (Walters and Helman, 2020). Refer to academic reading, co-created value meant a value that derived and/or arrived from both parties in decision-making, while practically, it means a sequence merit. It is also beneficial for value co-creation in terms of the sharing of resources, knowledge, and experiences simultaneously on complexity of coordination and commitment (Cantele and Vernizzi, 2015). By and large, one of Indonesia State-owned Enterprise’s subsidiary, TELKOMSEL, cultivated their business growth through a connection with Singapore Telecommunication Limited (Singtel) as their shareholder, where the company first owned 22.3% of stock until then 35% (Kolesnikov, 2001; Ling, 2001; CNN, 2002; Arnold, 2002; Syahrul, 2003). This practice enables a superpower position as a company, even so performing an extended relationship for the parent company with foreign (CommsUpdate, 2011). Its parent company unallowed to have direct relation as a State-owned Enterprise, while TELKOMSEL performed as the wings where Singapore Telecommunication Limited (Singtel) took part as Top Management figures.

Because stakeholders’ interaction analysis is conforming to companies, the objectives of research in explaining TELKOMSEL’s stakeholders’ interaction analysis were conducted through answering (1) TELKOMSEL’s stakeholders’ map, (2) employed stakeholder’s relationship model recognition, (3) the model management style’s alignment to each stake, and

(4) the process of stakeholder interaction analysis' contribution to the company's value co-creation within the scope of businesspeople management, specifically stakeholders.

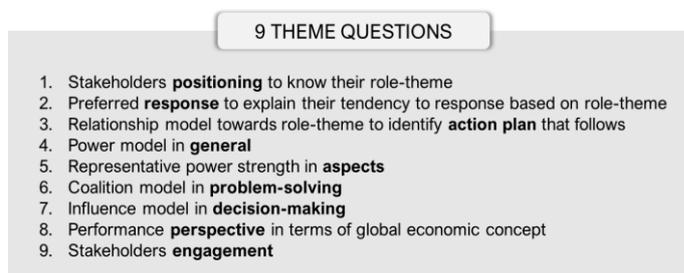
2. Research Methodology

This research used qualitative approach, to attain an insider's view of the group under study (Antwi and Hamza, 2015). The origin of the stakeholders' study was a descriptive discovery process (Sturman, 1997). Its methods were never decided to use which the best or suitable. On the other hand, the study of stakeholders' interaction eventually existed with more than a tool whereas it wasn't a theory, rather a concept of it, and happened in a time series, repeated consistently. This meant for focusing on a complexity which makes case study as the fittest, in addition that there were stakeholders' study complimented with stakeholders' interaction equipment in the whole research, thus, the exact type of case study for this research was multiple case study. In several arguments, multiple case study used because there were cases allowed for more replication and eventually resulted in a more externally valid outcome. However, the number of cases was not a quality criterion for multiple case study research (Eisenhardt, 1991). According to Pauwels and Matthyssens (2004), multiple case study utilized when the aim of research result is to create more theory-driven variance and divergence in the data, instead of creating more of the same. Different from its origin of case study, multicase supported researcher to gather information from the reality through informants and/or research subjects without damaging or affecting the others.

2.1 Findings

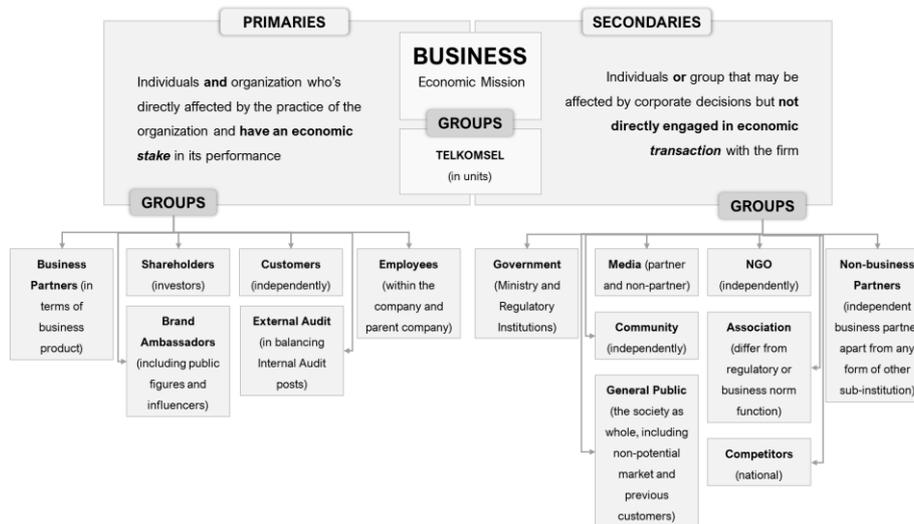
Under the circumstances, the research strengthened method of analysis by offering a new set of questions that strategically able to receive complete answer. The set was called 9 Theme Questions, performed as both parameters and result of experiments.

Figure 3: The New Parameters for Stakeholders' Interaction Analysis



On the ground of this, there were no exact coding neither pattern found, rather a business behavioral scheme that rooted unconsciously though concerns and considerations.

Figure 3: Telkomsel's Stakeholders Mapping



The specific mapping of Telkomsel's stakeholders divided into (1) primaries and (2) secondaries, were each sector or category represented its theoretical definitions and characteristics. The economic stake carried by The **Primaries** was indicated by the return that has to be received (or reward) for ownership of profit and other advantage theme. On the other hand, the organization's practice created a significant impact on how the stakes' being managed. The **Secondaries** were whose decision-making process affected by corporate decisions which recorded as contribution, but not directly engaged in economic transaction with the firm. While **Business** was the only part of the analysis that involves different perspective with same concept of analysis. Within TELKOMSEL, there were few relevant units who speak for the company in identifying economic mission with stakeholders. The ability to identify, therefore, was essential for business in conducting and maintain their stakeholders' interaction. Using lens of central operation in stakeholders' interaction analysis, which employed business analysis itself to describe how the company was picturing their intention, motivation, interest, and power in terms of stakeholders' response receiver and demander of the next action plan.

2.2 Value Co-creation

As to academic, the practical definition clarified the applied behavioral scheme from business to stakeholders vice versa, where values were incorporated and internalized through business relationship management. The behavioral scheme occurred in decision-making to respond stakeholders, created feedback to the business, and a constructed self-representation. Borrowing the perspective of borderless study, through the research, it was found that business knowledge to discuss about concept of relationship emerged from psychological approach which build on script plan goals and understanding, rooted in behavioral schema theory (Schank and Abelson, 1977). As the outcome of stakeholders' interaction, value was uneasy to be recognized by both stakeholders and business and had to come with introduction in terms of business relation.

Value was defined as common interest that has to be embodied in both stakeholders and business. The unfamiliarity gathered a new perspective by questioning what common interest was and addressed by who. Therefore, the clear-cut interpretation of value was the tendency to respond based on relation. Although business relationship research was based on integrated disciplines, behavioral scheme contributed to the knowledge, much as relation, communication, power, influence, respond, and other points always involves personal point of views elaborated to a big frame of stakeholders' interaction. Eventually, value was identified through stakeholders' interaction analysis, for its degree of subjectivity was high but acceptable by both. It consisted of mutual understanding and behavioral scheme as it redefined the meaning in terms of business as response. Established value within the interaction was created based on what to take for what to earn while co-created value was the response of stakeholders' interaction occurred in business. As it were, stakeholders' interaction enabled businesspeople or actors to communicate with an intangible value, which co-created on all counts. Intangible itself meant unconsciousness and repetition of performing value in every business activity. Thus, intangible co-created value within stakeholders' interaction represented a concrete result of how active environment of stakeholders and business expressing a transaction in terms of business relationship.

Table 2: The Primary's Interaction

INTERACTION ANALYSIS STANDPOINT	PRIMARY STAKEHOLDERS					
	SHAREHOLDERS	CUSTOMERS	EMPLOYEES	BUSINESS PARTNERS	BRAND AMBASSADORS	EXTERNAL AUDIT
Stakeholder Positioning	Position Stakeholder power-based	Position Corporate-based power user	Position Collaborators	Position Collaborators	Position Corporate-based power user	Position Partial contributor
	Role-theme Influential actor	Role-theme Follower	Role-theme Equally responsible to company	Role-theme Equally responsible to company	Role-theme Follower	Role-theme Target of company's responsibility
Preferred Response	Managerial	Contractual	Contractual	Contractual	Contractual	Managerial
Relationship Model	Power-based	Power-based	Collaborative	Collaborative	Power-based	One-sided Contribution
Power Model	Power Structure	Power Distribution	Power Relation	Power Structure	Power Distribution	Power Relation
Representative Power Strength	Major Voting, Political, Economic, Technological, Cultural, Power over people	Major Voting, Economic, Technological, Legal, Cultural, Power over people	Major Political, Economic, Technological, Legal, Environmental	Major Voting, Economic, Technological, Legal, Environmental, Power over people	Major Economic, Environmental, Power over people	Major Political, Economic
	Minor Legal, Environmental	Minor Political, Environmental	Minor Voting, Cultural, Power over people	Minor Political, Cultural	Minor Voting, Political, Technological, Legal, Cultural	Minor Political, Technological, Legal, Environmental, Cultural, Power over people
Coalition Model	Broad	Targeted	Contextual	Targeted	Contextual	Targeted
Influence Model	Cooperative	Cooperative	Cooperative	Collaborative	Collaborative	Cooperative
Performance Perspective (in Managerial)	Asset Concern	Asset Unconcern	Asset Concern	Asset Unconcern	Asset Unconcern	Asset Concern
	Investment Concern	Investment Concern	Investment Unconcern	Investment Concern	Investment Unconcern	Investment Concern
Stakeholder's Engagement	Value Co-created	Value Co-created	Value Created	Value Co-created	Value Created	Value Created
	Priority Level Managed closely	Priority Level Keep Satisfied	Priority Level Keep Informed	Priority Level Keep Informed	Priority Level Monitor	Priority Level Keep Informed

Table 3: The Secondary's Interaction

INTERACTION ANALYSIS STANDPOINT	SECONDARY STAKEHOLDERS							
	GOVERNMENTS	NGOs	MEDIA	COMMUNITIES	ASSOCIATIONS	GENERAL PUBLIC	COMPETITORS	NON-BUSINESS PARTNERS
Stakeholder Positioning	Position Stakeholder power-based Role-theme Influential actor	Position Collaborators Role-theme Equally responsible to company	Position Gatekeeper Role-theme Negotiate disclose information and situational reporting for public	Position Partial contributor Role-theme Target of company's responsibility	Position Stakeholder power-based Role-theme Influential actor	Position Gatekeeper Role-theme Negotiate disclose information and situational reporting for public	Position Corporate-based power user Role-theme Follower	Position Collaborators Role-theme Equally responsible to company
Preferred Response	Mandatory	Conditional	Managerial	Conditional	Contractual	Conditional	Conditional	Contractual
Relationship Model	Power-based	Collaborative	Power-based	One-sided Contribution	Power-based	Power-based	Power-based	Collaborative
Power Model	Power structure	Power relation	Power distribution	Power distribution	Power structure	Power distribution	Power distribution	Power structure
Representative Power Strength	Major Political, Economic, Legal, Cultural Minor Voting, Technological, Environmental, Power over people	Major Political, Legal, Environmental, Power over people Minor Voting, Economic, Technological, Cultural	Major Political, Technological, Environmental, Power over people Minor Voting, Economic, Legal, Cultural	Major Political, Environmental, Power over people Minor Voting, Economic, Technological, Legal, Cultural	Major Political, Economic, Legal, Power over people Minor Voting, Technological, Environmental, Cultural	Major Political, Economic, Technological, Environmental, Cultural, Power over people Minor Voting, Legal	Major Political, Economic, Technological, Legal, Environmental, Power over people Minor Voting, Cultural	Major Political, Economic, Technological, Environmental Minor Voting, Legal, Cultural, Power over people
Coalition Model	Targeted	Targeted	Broad	Contextual	Targeted	Broad	Targeted	Contextual
Influence Model	Reciprocity	Reciprocity	Assertive	Cooperative	Cooperative	Assertive	Cooperative (Cooperative and Competitive)	Collaborative
Performance Perspective	Asset Unconcern Investment Concern	Asset Concern Investment Unconcern	Asset Concern Investment Concern	Asset Concern Investment Unconcern	Asset Concern Investment Concern	Asset Unconcern Investment Unconcern	Asset Unconcern Investment Concern	Asset Concern Investment Concern
Stakeholder's Engagement	Value Co-created Priority Level Managed closely	Value Co-created Priority Level Managed closely	Value Co-created Priority Level Managed closely	Value Created Priority Level Keep Informed	Value Co-created Priority Level Keep Informed	Value Created Priority Level Keep Informed	Value Created Priority Level Monitor	Value Co-created Priority Level Keep Satisfied

3. Conclusion

TELKOMSEL's stakeholders mapping conducted within the concept of priority, which means there were primary, secondary, and business as the center. The mapping explained the flexibility of interchange stakeholders' posts in certain condition, but the default works both ways. There were 4 (four) stakeholders' relationship model that applied apropos of this research, following Onkila's (2011) research, which were power-based, collaborative, and one-sided contribution, as business practice proves gatekeeper as the new stakeholder positioning. But the implemented models result in preferred response of either mandatory, contractual, conditional, or managerial, where their stakes involve influence model of either cooperative, collaborative, reciprocity, assertive, and cooperative (cooperative and competitive).

At the edge of result, value wasn't contributing at its highest level of definition, instead, become the benefit and justify their preferred response to each stakeholder in certain condition. Thus, practical knowledge had been covered with personal knowledge that in a careful recognition rooted in both business identity (including macro and micro economic analysis), psychological aspect of businesspeople, organization culture, business culture and preferences as the benchmark, altogether with tolerance of negotiation when it comes to law and falls to the following stakeholders like a rippling water, with 2 (two) indicators that precise enough to define and describe stakeholders' interaction, they were (1) preferred response and (2) influence model.

The possibility of a wider interactions would cause an inevitable relation's effect that some wanted to avoid, even when the ideal approach was performed and considered response was given, for relation and interaction were a sequence. Nevertheless, both business and stakeholders always responsible to adjust themselves into the common goals, or in other words, practice business ethic in a professional yet friendly way. Business happened in the hand of humans, and its cycle of life depend on its people.

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