

CHAPTER II

DESCRIPTION OF THE RESEARCH OBJECT AND RESPONDENT PROFILE

2.1 Company Profile of Indosat Ooredoo Hutchison

Indosat Ooredoo Hutchison (IOH) is one of the leading telecommunications and digital technology companies in Indonesia. The company operates in the telecommunications sector by providing mobile communication services, internet connectivity, digital solutions, and information technology services for individual and corporate customers. IOH serves millions of customers across Indonesia through its digital platforms and telecommunications network infrastructure. The company also continues to improve the quality of its services to meet the increasing demand for digital communication and internet usage.

In conducting its business activities, IOH focuses on digital transformation, technological innovation, and operational efficiency. The company develops various digital services and network technologies, including 4G and 5G infrastructure, to improve customer experience and service performance. In addition, IOH utilizes digital platforms and technology-based systems to support business operations and customer service activities. Through continuous innovation, the company aims to maintain competitiveness within Indonesia's telecommunications industry.

IOH also implements Environmental, Social, and Governance (ESG) principles as part of its sustainability strategy and corporate responsibility. The company emphasizes responsible business practices, digital inclusion, and

community empowerment through various technological and social initiatives. In addition, IOH prioritizes employee development, collaboration, and organizational effectiveness to support long-term business sustainability. Through these strategies, the company aims to strengthen its position as a major telecommunications company that supports digital transformation and economic development in Indonesia.

2.2 Company History

PT Indosat Tbk was officially established on November 10, 1967, as one of the earliest foreign investment companies operating in Indonesia's telecommunications sector. At the beginning of its establishment, the company primarily focused on providing international telecommunication services to support communication activities within Indonesia. As the telecommunications industry continued to develop, the company gradually expanded its business operations into mobile communication services, internet connectivity, and digital telecommunications solutions. The continuous expansion of services and infrastructure reflected the company's effort to adapt to technological advancement and the increasing demand for communication services in Indonesia.

Throughout its development, Indosat underwent several strategic transformations aimed at strengthening its position within the national telecommunications industry. In 2001, the company integrated its operations with Satelindo and IM3 as part of a corporate strategy to enhance operational capability and market competitiveness. Furthermore, in 2008, Indosat became affiliated with Ooredoo Group, which later led to the transformation of the company's identity into

Indosat Ooredoo. This change represented the company's commitment to business modernization, technological innovation, and digital transformation in response to the dynamic development of the telecommunications sector.

A significant transformation occurred in January 2022 when Indosat Ooredoo officially merged with Hutchison 3 Indonesia (Tri Indonesia) and formed Indosat Ooredoo Hutchison (IOH). The merger was carried out as a strategic initiative to improve operational efficiency, strengthen network infrastructure, and expand digital service capabilities across Indonesia. Through this integration process, the company combined technological resources, operational systems, and organizational structures into a unified corporate entity. Following the merger, IOH became one of the major telecommunications operators in Indonesia with extensive network coverage and a large customer base.

PT Indosat Ooredoo Hutchison Tbk is led by Vikram Sinha, who has served as President Director and Chief Executive Officer since the successful completion of the merger between Indosat Ooredoo and Hutchison 3 Indonesia in 2022. Under his strategic leadership, the company has consistently prioritized comprehensive post-merger integration, accelerated digital transformation, and the implementation of AI-driven innovations to strengthen its competitive edge in the telecommunications industry. Furthermore, the majority and controlling shareholder of PT Indosat Ooredoo Hutchison Tbk is Ooredoo Hutchison Asia Pte. Ltd., which holds approximately 65.64% of the company's total outstanding shares, thereby providing strong international backing and strategic governance.



Figure 2.1 Company History

Source: Indosat Ooredoo Hutchison Company Profile, 2026.

The figure above illustrates the historical development and transformation of Indosat Ooredoo Hutchison from its establishment until the merger process in 2022. The evolution of the company's logo and corporate identity reflects various stages of organizational development, strategic partnerships, and business transformation within Indonesia's telecommunications industry. In addition, the transformation of the corporate identity demonstrates the company's adaptation to technological progress, market competition, and the increasing demand for digital communication services over time.

Table 2.1 Estimated Employee Distribution by Department at PT Indosat Ooredoo Hutchison.

NO	DEPARTMENT	TOTAL	PERCENTAGE %
1	Finance	167	4%
2	Human Resources	105	3%
3	Strategy & Execution	65	2%
4	Commercial	1156	28%
5	Business	386	9%
6	Technology	1647	39%
7	Digital	278	7%
8	Procurement	146	3%
9	Enterprise Data Analytics	84	2%
10	Internal Audit	42	1%
11	Integration	30	1%
12	Legal & Regulatory	76	2%
	Total	4182	100%

Source : Internal Data of PT Indosat Ooredoo Hutchison (2026).

Table 2.1 presents the estimated employee distribution across the 12 main departments of PT Indosat Ooredoo Hutchison, comprising a total workforce of 4,182 employees. The Technology Department accounts for the largest share (39%), followed by the Commercial Department (28%) and the Business Department (9%). Other departments contribute smaller proportions ranging from 1% to 7% of the workforce. This distribution highlights the company's strong emphasis on technology and commercial functions, which are essential to its telecommunications and digital services operations. Furthermore, these 12 departments represent the company's main organizational structure, which is supported by approximately 70 sub-organizations..

2.3 Vision, Mission and Logo of Indosat Ooredoo Hutchison

2.3.1 Vision

“Become the most preferred digital telco of Indonesia.”

2.3.2 Mission

“Deliver world class digital experiences, connecting and empowering every Indonesian.”

2.3.3 Logo



Figure 2.2 Indosat Ooredoo Hutchison Logo

Source: Indosat Ooredoo Hutchison Company Profile, 2026.

The figure above illustrates the development of the corporate identity of Indosat Ooredoo Hutchison from its establishment until the merger process in 2022. The transformation of the company's logo reflects the organizational development, strategic partnerships, and business transformation that occurred over time. In addition, the changes in corporate identity indicate the company's adaptation to technological advancement, market competition, and digital transformation within Indonesia's telecommunications industry.

2.4 Respondent Criteria

The participants in this research were chosen according to a set of criteria established by the researcher, aligned with the study's objectives. These participants were current employees of Indosat Ooredoo Hutchison who had undergone the post-merger integration process subsequent to the merger of Indosat Ooredoo and Hutchison 3 Indonesia. The chosen participants were deemed to possess pertinent experience and insight into the organizational transformations and employee-related processes that transpired following the merger.

Moreover, the participants in this study had undergone the employee selection and adjustment procedures that took place during the post-merger phase. This criterion was crucial to confirm that the participants were directly connected to the research subject and could offer pertinent insights for the investigation. Additionally, the respondents represented various divisions and employment histories within the organization, thereby contributing diverse viewpoints on the effects of the merger process on employees within the company.

2.4.1 Respondent Identity Based on Gender

The classification of respondents based on gender was conducted to identify the gender composition of employees involved in this study. The respondent distribution based on gender is presented in Table 2.2 below.

Table 2.2 Respondent Identity Based on Gender

NO	Gender	Frequency	Percentage
1	Male	62	62.00
2	Female	38	38.00
Total		100	100.00

Source : Processed Primary Data (2026)

Based on Table 2.2, the majority of respondents in this study were male employees, consisting of 62 respondents or 62% of the total sample. Meanwhile, female employees accounted for 38 respondents or 38% of the respondents. These findings indicate that male employees dominated the respondent composition in this research.

The respondent distribution based on gender reflects the workforce composition involved in the post-merger integration process within Indosat Ooredoo Hutchison. Both male and female employees participated in providing perspectives related to organizational integration, job satisfaction, and employee selection effectiveness following the merger process. Therefore, the diversity of respondents based on gender supports the relevance of this study in representing employee experiences within the organization.

2.4.2 Respondent Identity Based on Age

The classification of respondents based on age was conducted to identify the age distribution of employees involved in this study. Age is considered an important factor because it may influence employees' perspectives, experiences, and adaptability toward organizational changes following the merger process. The distribution of respondents based on age is presented in Table 2.3 below.

Table 2.3 Respondent Identity Based on Age

NO	Age	Frequency	Percentage
1.	22-25	9	9.00
2.	25-30	34	34.00
3.	31-35	33	33.00
4.	> 35	24	24.00
Total		100	100.00

Source : Processed Primary Data (2026)

Based on Table 2.3, the majority of respondents in this study were employees aged between 25–30 years old, consisting of 34 respondents or 34% of the total sample. This was followed by respondents aged 31–35 years old with 33 respondents or 33%. Meanwhile, employees aged above 35 years old accounted for 24 respondents or 24%, while respondents aged below 25 years old represented the smallest proportion with 9 respondents or 9% of the respondents.

The findings indicate that most respondents belong to the productive working-age category. Those within this demographic are generally more involved in organizational tasks and have a more substantial impact on the post-merger integration process at Indosat Ooredoo Hutchison. Furthermore, respondents belonging to this category are perceived to possess a higher level of adaptability to organizational changes, digital transformation, and the processes of employee adjustment that follow the merger. Consequently, the age distribution of respondents underscores the significance of this study in examining employee perspectives on post-merger organizational circumstances.

2.4.3 Respondents Identity Based on Length of Employment

The classification of respondents based on length of employment was conducted to identify the working experience of employees involved in this study. Length of employment is considered important because it may influence employees' understanding, adaptability, and experience regarding organizational changes following the merger process. The distribution of respondents based on length of employment is presented in Table 2.4 below.

Table 2.4 Respondents Identity Based on Length of Employment

NO	Length of Employment	Frequency	Percentage
1	Less than 1 Year	8	8.00
2	1–3 Years	29	29.00
3	4–6 Years	37	37.00
4	More than 6 Years	26	26.00
Total		100	100.00

Source : Processed Primary Data (2026)

Based on Table 2.4, the majority of respondents had worked at the company for 4–6 years, consisting of 37 respondents or 37% of the total sample. This was followed by employees with 1–3 years of working experience at 29%, while respondents who had worked for more than 6 years accounted for 26% of the respondents. Meanwhile, employees with less than 1 year of working experience represented the smallest proportion with 8% of the total respondents.

The findings indicate that most respondents had sufficient working experience within the company and were familiar with the organizational environment before and after the merger process. Employees with longer working experience are generally considered to have a better understanding

of organizational changes, work adjustment processes, and post-merger integration conditions within Indosat Ooredoo Hutchison.

2.4.4 Respondents Identity Based on Division/Department

The classification of respondents based on division or department was conducted to identify the organizational background of employees involved in this study. The respondents in this research came from various divisions within Indosat Ooredoo Hutchison, reflecting diverse operational and functional roles within the company. The distribution of respondents based on division or department is presented in Table 2.5 below.

Table 2.5 Respondents Identity Based on Length of Employment

NO	Division/Department	Frequency	Percentage
1	Operations	24	24.00
2	Information Technology (IT)	19	19.00
3	Human Resources (HR)	15	15.00
4	Marketing	14	14.00
5	Finance	11	11.00
6	Network/Engineering	9	9.00
7	Legal	5	5.00
8	Customer Service	3	3.00
	Total	100	100.00

Source : Processed Primary Data (2026)

Based on Table 2.5, the majority of respondents were employees from the Operations division, consisting of 24 respondents or 24% of the total sample. This was followed by employees from the Information Technology (IT) division with 19 respondents or 19%, and Human Resources (HR) with 15 respondents or 15%. Meanwhile, the remaining respondents originated from several other divisions, including Marketing, Finance, Network/Engineering, Legal, and Customer Service.

The distribution of respondents across different divisions indicates that this study involved employees with various organizational roles and responsibilities within Indosat Ooredoo Hutchison. The involvement of respondents from multiple departments provides broader perspectives regarding the post-merger integration process, organizational adjustment, and employee selection effectiveness. In addition, the diverse departmental background of respondents supports the relevance of this study in representing employee experiences across different functional areas within the company.

2.4.5 Respondents Identity Based on Employment Status

The classification of respondents based on employment status was conducted to identify the employment background of employees involved in this study. Employment status is considered important because it may influence employees' perspectives, job stability, and experiences regarding organizational changes following the merger process. The distribution of respondents based on employment status is presented in Table 2.5 below.

Table 2.6 Respondents Identity Based on Employment Status

NO	Employment Status	Frequency	Percentage
1	Permanent Employee	93	93.00
2	Contract Employee	7	7.00
Total		100	100.00

Source : Processed Primary Data (2026)

Based on Table 2.6, the majority of respondents in this study were permanent employees, consisting of 93 respondents or 93% of the total sample. Meanwhile, contract employees accounted for 7 respondents or 7%.

18% of the respondents. These findings indicate that most respondents had a stable employment status within the company. The respondent distribution based on employment status demonstrates that both permanent and contract employees were involved in the post-merger integration process within Indosat Ooredoo Hutchison. The involvement of respondents with different employment statuses provides broader perspectives regarding organizational adjustment, employee integration, and the employee selection process following the merger.