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Integrating Resource-Based, External Dependency, Dynamic Capability, and Social Cognitive Perspectives to Explain Organizational Performance in Context of PT Telkom Indonesia

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Abstrak

The rapid restructuring of the global telecommunications industry toward data-driven digital ecosystems has intensified the strategic relevance of internal resources, interorganizational dependencies, adaptive capability renewal, and managerial cognition as determinants of organizational performance. This conceptual review integrates Firm Performance Theory with the Resource-Based View (RBV), Resource Dependence Theory (RDT), Dynamic Capabilities Theory (DCT), and Social Cognitive Theory (SCT) to construct a multi-level explanatory model suited to organizations undergoing digital transformation. Using PT Telkom Indonesia as contextual grounding, the review demonstrates that organizational performance emerges not solely from the possession of VRIN resources, but from the interaction between resource endowments, dependency governance structures, dynamic capability enactment, and the development of cognitive and learning-based competences. The synthesis argues that Telkom's performance trajectory in transitioning from legacy telecommunication operations toward integrated digital infrastructure and enterprise platform services is shaped by the simultaneous reinforcement of asset orchestration logic, partnership coordination, strategic sensing and reconfiguration routines, and leadership self-efficacy. The article proposes a circular, mutually constitutive model of performance generation rather than a linear causal sequence, highlighting performance as an evolving outcome of co-aligned strategic mechanisms. Research gaps are identified in cognitive microfoundations of digital transformation in state-owned enterprises, dependency–capability interplay in digital infrastructure ecosystems, and performance measurement adaptations for platform-based business models. A future research agenda is proposed to address these gaps.

Keywords : *Resource-Based View (RBV), Resource Dependence Theory (RDT), Dynamic Capabilities, Social Cognitive Theory, Organizational Performance,Digital Transformation, Ecosystem Partnerships, PT Telkom Indonesia, Digital Talent, Leadership Cognition, Capability Renewal*

1. Introduction

Digital platforms, cloud solutions, and data-driven business models are fundamentally changing the way value is created and competition is structured in the telecommunications industry. PT Telkom Indonesia, the largest state-owned telecommunications operator in Indonesia, has moved beyond traditional connectivity services to offer integrated digital services, including cloud infrastructure, content distribution, and enterprise solutions (Verhoef et al., 2021; Telkom Indonesia, 2024). This transformation calls for a more nuanced theoretical understanding, as performance drivers in the digital era go beyond internal capabilities to include regulatory factors, adaptive strategies, and the cognitive dimensions of leadership. The telecommunications landscape is increasingly competitive and fragmented, influenced by both technological advances and evolving customer demands for tailored digital services (Nambisan et al., 2019).

The telecommunications sector's competitive landscape is becoming increasingly complex, driven by technological innovations and rapidly evolving customer expectations demanding personalized digital services and seamless interactions (Nambisan et al., 2019). Performance metrics must thus extend beyond conventional financial indicators to include dimensions such as operational excellence, innovation capacity, network effects, and learning agility (Nambisan et al., 2019; Suri & Martinez, 2023). Given Telkom's status as a state-owned enterprise operating under stringent regulatory oversight, no single theoretical lens adequately explicates its strategic development. Therefore, this article integrates five complementary theoretical frameworks to model the intertwined internal and external determinants of organizational success in digital ecosystems. The article also

contextualizes this model with recent real-world data from Telkom's performance and emerging strategic initiatives that illustrate the practical application of these theories.

In response to rapidly evolving technological landscapes and increasing customer expectations, PT Telkom Indonesia has accelerated its digital transformation through a strategic framework known as the "Five Bold Moves." This approach encompasses expanding and optimizing digital infrastructure, enhancing cloud and enterprise ICT services, and redefining its business portfolio to focus on both consumer and business-to-business markets (Telkom, 2025). Leadership has emphasized building a digitally skilled workforce and fostering a culture of innovation to meet dynamic market demands. Furthermore, Telkom has cultivated strategic partnerships with global hyperscalers and local digital ecosystem players to reinforce Indonesia's digital sovereignty and drive sustainable business growth (Ghosh & Xin, 2023). This transformative effort aligns with national priorities for digital economy acceleration, positioning Telkom not just as a telecommunications operator, but as a leading digital ecosystem enabler in Southeast Asia. These developments underscore the strategic and operational complexities involved in adapting legacy infrastructure and capabilities to a digitally disrupted environment.

2. Literature Review and Theory Development

In recent years, PT Telkom Indonesia has embarked on an ambitious and sustained digital transformation journey aligned with the Indonesian government's national digital economy agenda. Comprised within its strategic framework known as the "Five Bold Moves," Telkom is accelerating the development of integrated digital infrastructure, platforms, and services to position itself as a leading digital telco in Southeast Asia (Telkom, 2025). This transformation features intensive investments in hyperscale data centers through subsidiaries like NeutraDC, the expansion of cloud computing and enterprise ICT solutions, and the strategic reshuffling of its business portfolio to separate consumer and business divisions. Leadership prioritizes talent development, digital literacy enhancement, and cultural agility to foster an innovation-driven workforce capable of executing the digital strategy (journal.ubm.ac.id, 2025). Alongside infrastructure modernization, Telkom actively cultivates robust ecosystem partnerships with hyperscalers, software vendors, and government stakeholders to strengthen Indonesia's digital sovereignty and create sustainable value ecosystems (Ghosh & Xin, 2023). This multi-dimensional transformation underscores the complexity and depth of strategic challenges Telkom faces as a state-owned enterprise adapting to rapid digital disruption and evolving market demands.

2.1. *Firm Performance Theory*

Firm performance has traditionally been defined as the degree to which an organization achieves its goals, including financial returns, market expansion, innovation, and operational efficiency (Richard et al., 2009). In today's digital environment, however, performance must also consider ecosystem growth, platform adoption, customer engagement, and the scalability of digital service architectures (Verhoef et al., 2021). Scholars now argue that performance evaluation frameworks should be aligned with the firm's strategic logic. For companies pursuing digital platforms and services, metrics such as user lifetime value, ecosystem partner activation, and service continuity are increasingly important, surpassing traditional infrastructure revenue measures (Vial, 2019).

In the context of Telkom's ongoing transformation, firm performance is increasingly evaluated through a multi-dimensional lens incorporating not only traditional financial metrics but also indicators of digital ecosystem engagement and innovation capacity. The company's accelerated penetration in the digital enterprise segment, coupled with growth in data center utilization rates, showcases how evolving performance measures reflect strategic priorities aligned with emerging business models (Telkom Indonesia, 2025). Furthermore, adopting customer-centric innovation metrics and ecosystem partner activation rates is critical for assessing Telkom's competitive positioning in digital markets beyond infrastructure provision.

For Telkom, this has meant a shift from traditional telecommunication metrics (e.g., ARPU, churn rate, network coverage) to digital and enterprise-oriented indicators such as data center utilization, cloud solution adoption rates, enterprise managed service contracts, and API/service-layer revenues (Telkom Indonesia, 2024). This evolution signifies a theoretical shift: firm performance in digital telecommunications is not merely an end result, but a dynamic reflection of ongoing capability development, partnership management, and learning processes (Bourne et al., 2021). Thus, the performance of firms like Telkom must be examined through a broad strategic and evolutionary lens, encompassing non-financial and ecosystem-level indicators to capture the full spectrum of value creation (Hund et al., 2021).

2.2. *Resource-Based View (RBV)*

The Resource-Based View explains firm performance as resulting from unique internal resources that are valuable, rare, inimitable, and non-substitutable (VRIN) (Barney et al., 2021). According to RBV, organizations achieve sustainable competitive advantage when they possess resources that competitors cannot easily replicate. In

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telecommunications, such resources include physical network infrastructure, spectrum licenses, data center capacity, brand equity, and organizational knowledge. PT Telkom Indonesia exemplifies VRIN resources through its nationwide fiber backbone, submarine cable networks, extensive data center footprint, and its longstanding reputation and institutional legitimacy as the country's national telecommunications provider (Telkom Indonesia, 2024).

However, current RBV literature highlights that possessing a resource advantage is not enough unless the firm can mobilize, integrate, and renew these resources (Barney et al., 2021). For Telkom, while network infrastructure and spectrum holdings provide a foundational advantage, sustained competitive performance increasingly relies on the ability to integrate these assets into higher-value digital offerings, such as enterprise cloud solutions, cybersecurity services, and platform ecosystems. This shift represents a transition from resource ownership to resource orchestration, requiring new managerial decision-making, partnership governance, and coordination across business units (Nambisan et al., 2019; Heubeck & Meckl, 2023). The orchestration capability aligns with the broader dynamic capability perspective, highlighting how resources underpin but do not alone guarantee competitive success (Teece, 2007).

Telkom's value proposition increasingly depends on leveraging its extensive digital infrastructure alongside intangible assets such as organizational knowledge and technological partnerships. The evolution from pure asset ownership to effective resource orchestration aligns with current RBV advancements emphasizing dynamic redeployment in volatile digital markets (Heubeck & Meckl, 2023). Investment in advanced data centers and secure cloud platforms illustrates tangible manifestations of VRIN resources providing sustained competitive advantage.

2.3. *Resource Dependence Theory (RDT)*

Resource Dependence Theory emphasizes that organizations operate within networks of interdependent actors, with performance influenced by the balance of power and control over resources among stakeholders (Hillman et al., 2009). Telkom's strategy is shaped by several structural dependencies: regulatory oversight from the Ministry of State-Owned Enterprises (BUMN), alignment with national digital infrastructure policies, technology partnerships with global network and cloud vendors, and capital requirements for data center expansion.

For instance, Telkom's restructuring to separate IndiHome and integrate consumer telecommunications into Telkomsel (completed in 2023) illustrates a portfolio realignment driven by external dependencies, where government priorities, spectrum management, competitive positioning, and shareholder expectations converge (Reuters, 2024). Similarly, efforts to attract a strategic investor in NeutraDC reflect Telkom's need to balance capital acceleration, technology transfer, and ecosystem partnership decisions against the risks associated with becoming too dependent on dominant global cloud players (Developing Telecoms, 2024). RDT thus clarifies the external relational logic behind Telkom's strategic transformation and sheds light on the bargaining power Telkom manages vis-à-vis regulators and partners in maintaining autonomy while navigating dependencies (Ghosh & Xin, 2023).

Telkom's strategic restructuring to separate IndiHome and focus business units reflects a response to complex external dependencies including regulatory mandates and capital needs for digital infrastructure investments. Managing relationships within government bodies and global technology partners remains a delicate balance, crucial for mitigating dependency risks while maximizing strategic collaboration (Ghosh & Xin, 2023). Such governance arrangements shape Telkom's agility in a rapidly evolving ecosystem.

2.4. *Dynamic Capabilities Theory (DCT)*

Dynamic Capabilities Theory posits that sustainable performance in rapidly changing environments requires organizations to sense opportunities and threats, seize new resource configurations, and reconfigure structures and assets (Teece, 2007). Strategic advantage arises not just from possessing resources, but from the ability to renew and realign them over time. It also articulates that firm longevity amidst turbulence arises from sensing opportunities and threats, seizing resources, and reconfiguring asset bases (Teece, 2007). Telkom's digital transformation digitizes organizational capabilities and infrastructure, investing heavily in NeutraDC, TelkomSigma, and enterprise platforms that serve banking, logistics, and public sectors (Rahman et al., 2025).

Telkom's multi-year transformation illustrates these dynamic capability processes. The company has identified growing demand for data center, cloud, and enterprise ICT solutions—driven by digitalization in banking, e-commerce, logistics, and public administration (Rahman et al., 2025). It has acted on these opportunities through strategic investments in NeutraDC, TelkomSigma, and managed service platforms. Telkom has also restructured

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its organization, shifting fixed broadband consumer operations to Telkomsel and focusing the parent company on B2B digital infrastructure and platform leadership. This reconfiguration has required changes in talent structure, investment policies, operating models, strategic KPIs, and partnership governance (Liu et al., 2024). Dynamic capabilities enable Telkom to remain agile in the digital ecosystem and foster innovation despite regulatory and market complexities.

Telkom exemplifies the practical application of dynamic capabilities, demonstrated by its organizational agility in reallocating resources toward cloud computing, enterprise digital platforms, and cybersecurity services. The company's commitment to talent reskilling and culture transformation further supports the fast sensing and seizing of emerging market opportunities, enabling sustained growth amid digital disruption (Rahman et al., 2025).

2.5. *Social Cognitive Theory (SCT)*

Social Cognitive Theory emphasizes human agency, learning, and the cognitive processes underlying organizational behavior (Bandura, 2001). It explains how managerial cognition, reflective thinking, and collective efficacy influence strategy formulation and implementation. Disruptive change, such as digital transformation, requires leadership confidence in change initiatives, organizational learning, and a culture that supports experimentation and knowledge sharing (Fida et al., 2025). Telkom's emphasis on leadership development and digital talent upskilling illustrates SCT's role in shaping firm-level adaptive capacity and resilience. The theory also illuminates microfoundations of strategic renewal, where leader cognition interacts with resource orchestration and environmental scanning to sustain firm performance (Durán et al., 2022).

Social Cognitive Theory addresses the cognitive and behavioral dimensions of strategic change, emphasizing managerial cognition, learning, and leadership efficacy that underpin organizational adaptation (Bandura, 2001). The theory focuses on how leaders' beliefs, confidence, and learning culture foster the implementation of transformative initiatives. Digital transformation requires this human and cultural dimension to complement resource and capability adjustments. highlights managerial cognition, learning culture, and leadership self-efficacy as pivotal for transformation (Bandura, 2001). Telkom's comprehensive leadership and talent digital upskilling programs exemplify this socio-cognitive dimension (Fida et al., 2025), it elucidates how organizational confidence and learning mechanisms catalyze the practical realization of strategic intentions, supporting resources and dynamic capabilities in complex change processes (Durán et al., 2022). Telkom's digital culture emphasizes innovation mindset development, enabling strategic agility and sustained adaptation.

At Telkom, extensive leadership development programs and digital skill enhancement initiatives signal an institutional commitment to social cognitive factors underpinning strategic renewal (Fida et al., 2025). SCT highlights how individual and collective self-efficacy influences organizational resilience and agility, mediating the practical translation of resource orchestration and dynamic capabilities into performance outcomes (Durán et al., 2022).

Leadership cognition and the fostering of an innovation culture are instrumental in translating digital ambitions into operational reality at Telkom. The company's digital talent initiatives, leadership development programs, and collaborative culture underscore the role of self-efficacy and collective confidence in facilitating effective change management, critical for complex strategic transformations (Fida et al., 2025).

2.6. *Human Resource Development and Digital Talent Management*

A critical but often understated pillar of Telkom's transformation lies in cultivating digital talent and leadership. Initiatives such as Telkom Corporate University offer continuous digital literacy training, fostering leadership competencies aligned with digital strategy (journal.ubm.ac.id, 2025). Talent retention programs, agile work models, and culture change interventions support organizational learning and innovation (e-journal.unair.ac.id, 2025).

This human capital development aligns with SCT's emphasis on gaining collective self-efficacy to navigate uncertainties and materialize digital aspirations. It also complements DCT by rapidly updating firm and individual capabilities necessary for evolving technologies.

Telkom's investment in the development of a digitally skilled workforce through programs such as its corporate university and partnerships with educational institutions exemplifies strategic alignment of human resources with digital transformation goals. The upskilling of employees in cloud technologies, cybersecurity, and AI reflects an understanding that human capital is a critical dynamic capability underpinning sustained competitive advantage (journal.ubm.ac.id, 2025).

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2.7 Ecosystem Partnerships and Platform Strategy

Telkom's strategic orientation increasingly centers on ecosystem orchestration—coordinating a network of telecom vendors, cloud hyperscalers, software providers, and enterprise clients. This ecosystemic approach redefines competitive advantage through value co-creation and shared innovation (Jacobides et al., 2018; Liu et al., 2024).

Ecosystem strategies demand balancing cooperation with competition, managing partner interdependencies prudently, and leveraging platform economies of scale. Telkom's initiatives in cloud partnerships, enterprise platform expansion, and participation in national digital economy programs illustrate ecosystem-based adaptation (Ghosh & Xin, 2023; Hund et al., 2021).

Telkom's ecosystem strategy, focusing on building a broad network of partners across cloud providers, software vendors, and government stakeholders, reinforces its digital platform ambitions. This approach emphasizes value co-creation and mutual interdependence, requiring sophisticated governance mechanisms to balance competitive and cooperative dynamics within the digital economy (Jacobides et al., 2018; Liu et al., 2024).

3. Integrated Conceptual Discussion

Integrating RBV, RDT, DCT, and SCT reveals that organizational performance results from the simultaneous interaction of internal resources, external dependencies, dynamic adaptation routines, and cognitive-behavioral mechanisms. Rather than acting independently, these factors form a mutually reinforcing system. Alongside human resource and ecosystem considerations, frames Telkom's organizational performance as an emergent property of interdependent factors operating simultaneously across multiple levels.

Strategic assets underpin technological innovation and market positioning. External dependencies shape capability choices and governance. Dynamic capabilities drive continuous reconfiguration and responsiveness. Social cognitive mechanisms sustain leadership efficacy and learning cultures. Digital talent development and ecosystem orchestration provide additional layers of adaptation critical for sustaining competitive advantage in complex digital markets.

From the RBV perspective, Telkom's strategic assets—such as its nationwide fiber backbone, data center footprint (NeutraDC), and enterprise client relationships—provide the foundation for competitive advantage (Barney et al., 2021). However, the value of these resources depends on how they are deployed and reconfigured to align with market and technological changes.

RDT explains that resource deployment occurs within a web of structural interdependencies involving regulatory authorities, hyperscaler cloud partners, and technology vendors. Telkom's strategic decisions, such as reorganizing IndiHome into Telkomsel and pursuing strategic investors for data center expansion, demonstrate how dependency management shapes the company's strategic direction (Reuters, 2024; Developing Telecoms, 2024). The firm's ability to manage these dependencies is critical to balancing autonomy and collaboration in highly interconnected digital ecosystems (Hillman et al., 2009).

DCT adds that the ability to renew and reconfigure resources is essential for sustaining performance amid digital disruption (Teece, 2007; Rahman et al., 2025). Telkom's shift toward B2B digital services and enterprise cloud orchestration exemplifies this dynamic capability, highlighting strategic sensing, seizing, and recalibrating capabilities (Alrub et al., 2025).

SCT brings in the human element, emphasizing that strategic change relies on managerial cognition, organizational confidence, and a culture of learning (Bandura, 2001; Fida et al., 2025). Telkom's focus on leadership and talent digitalization highlights the importance of this layer in nurturing strategic agility and continuous improvement (Furnival & Mu, 2023).

Performance thus emerges when:

- RBV supplies strategic resources,
- RDT determines the structure of external opportunities and constraints,
- DCT ensures continuous renewal of resources and partnerships, and
- SCT enables leaders and teams to implement strategic changes.

At Telkom, performance is maintained as a dynamic equilibrium through ongoing capability development and the continuous renegotiation of relationships rather than static resource conditions (Mura et al., 2021).

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3.1. *Conceptual Framework*

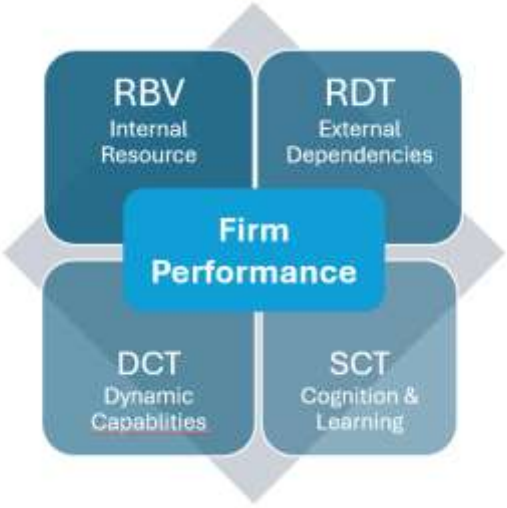

Figure 1. Integrated Conceptual Model

The circular model represents the reciprocal relationships among RBV, RDT, DCT, and SCT, illustrating their joint influence on firm performance. This holistic system approach accommodates the multifaceted nature of digital transformation in telecommunications.

- RBV ↔ DCT: Resources must be continually renewed, and capabilities depend on resource depth.
- RDT ↔ DCT: Dependency governance shapes the firm's ability to reconfigure assets.
- SCT ↔ DCT: Managerial cognition influences the quality of sensing, seizing, and reconfiguring.
- SCT ↔ RBV: Collective confidence determines the ability to leverage resources.
- RDT ↔ RBV: External dependence impacts the acquisition and control of strategic resources.

All four perspectives contribute simultaneously, with joint influence and co-evolution rather than linear causality (Jacobides et al., 2018).

Recent studies emphasize the importance of digital maturity and dynamic capabilities in determining organizational outcomes, especially in rapidly changing industries. For example, Alrub et al. (2025) show that higher digital maturity enables firms to leverage dynamic capabilities for innovation and resilience, illustrating similar implications for firms like Telkom. This aligns with broader digital transformation literature emphasizing continual digital readiness assessments (Plekhanov et al., 2023).

Leadership cognition and strategic renewal are particularly important in SOEs. Furnival and Mu (2023) argue effective SOE leadership balances institutional control with innovation, fostering strategic renewal in complex digital environments—a challenge highly relevant to Telkom (Furnival & Mu, 2023).

Studies on digital ecosystems highlight firms' need to manage dependencies on platform owners while competing for value capture (Ghosh & Xin, 2023). Hund et al. (2021) underscore integrated frameworks addressing technological and organizational digital innovation factors.

The business ecosystem concept provides a lens for understanding Telkom's network of partners, vendors, and competitors. Ecosystem strategies require orchestration and governance to optimize value and innovation. Liu et al. (2024) differentiate business and platform ecosystems, highlighting the strategic foresight and management essential in ecosystem leadership.

Finally, interplay among resources, capabilities, and cognition is central to digital transformation success. Mura et al. (2021) and Plekhanov et al. (2023) stress ambidexterity that balances innovation exploration and exploitation.

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Newcastle Open Theories (2025) reinforces the need for adaptability in resource reconfiguration during digital era disruptions.

3.2. *Research Gap*

Identified Gap	Explanation	Opportunity
Cognitive microfoundations in SOE digital capability building	Few studies link leadership cognition to dynamic capability outcomes in state-owned enterprises.	Multi-level cognition–capability studies (surveys + interviews + performance data).
Integration of RDT and DCT in digital infrastructure ecosystems	Partnership and dependency structures are rarely tested as predictors of adaptation.	Event-sequence and strategic alliance governance research.
Performance measurement for digital ecosystem strategies	Performance is still measured financially, not relationally or ecosystemically.	Develop new KPIs (partner activation, cloud workload growth, ecosystem stickiness).

3.3. *Research Gap*

- RQ1: How does managerial cognition shape dynamic capability development in state-owned digital transformation?
- RQ2: How does dependency governance influence organizational reconfiguration and strategic autonomy?
- RQ3: What multidimensional KPIs most effectively capture performance in digital infrastructure ecosystems?

4. Conclusion

This conceptual review demonstrates that the performance of PT Telkom Indonesia cannot be adequately explained by internal resources, environmental pressures, strategic agility, or managerial cognition in isolation. Instead, performance is the product of the interaction among RBV, RDT, DCT, and SCT elements, all operating simultaneously. Telkom's successful transformation relies on leveraging VRIN assets, managing regulatory and partner dependencies, continuously reconfiguring organizational capabilities, and cultivating a cognitive and cultural environment that supports adaptive learning. This integrated framework offers a rigorous foundation for future empirical research and supports more precise strategic decision-making in digital-era telecommunications. ncorporating recent operational data enhances practical relevance and underscores strategic management complexities facing telecom SOEs adapting to rapid digital disruption (Telkom Annual Report, 2025)

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