

## Talent Attraction Amid Digital Competition and Engagement Challenges: A Literature Review Study

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### Abstract

The rise of digital competition has intensified the demand for high-quality IT talent, presenting challenges in attracting and engaging young professionals. In Indonesia, state-owned enterprises like Bank Rakyat Indonesia (BRI) must compete with tech companies and startups for digital talent. This literature review examines the Brilian Future Leader Program (BFLP) IT Specialist Track as a strategic response to the talent war and engagement issues. Using frameworks such as employer branding, person-organization fit, and strategic talent development, the review explores internal and external factors shaping IT talent's perceptions of BRI as an employer. Benchmarking is conducted against digital talent programs at Gojek, Tokopedia (GOTO Group), and Telkom Indonesia, focusing on key features such as fast-track leadership, agile work environments, and project-based learning. These insights offer practical recommendations for enhancing BFLP's attractiveness and engagement, especially among Gen Z and millennials. A conceptual model is proposed, integrating organizational values, leadership opportunities, and employer reputation to explain how talent attraction and engagement are interconnected. This foundation supports future qualitative research and guides improvements in program design, employer communication, and talent positioning in Indonesia's competitive digital labour market.

### Keywords

*Digital Transformation, Employee Engagement, Talent Attraction, Talent War.*

## 1. Introduction

Digital transformation has become a key driver of global competition, especially in the financial services industry. With rapid technological advancements, evolving customer expectations, and the rise of agile fintech players, traditional institutions are under pressure to modernize. In this dynamic environment, IT professionals play a vital role in enabling innovation and organizational flexibility (Bersin, 2015; Deloitte, 2023; Falah, 2024). As the demand for digital talent grows more intense, building a strong employer brand and implementing thoughtful talent management strategies have never been more important.

As Indonesia's digital economy continues to grow, the competition for top tech talent is heating up especially among banks, tech companies, and startups (World Economic Forum, 2023). For state-owned enterprises like Bank Rakyat Indonesia (BRI), this means going head-to-head with private sector players to attract and keep the best IT professionals. To rise to this challenge, BRI launched the Brilian Future Leader Program (BFLP) IT Specialist Track designed not just as a recruitment tool, but as a strategic pathway to nurture future leaders who can drive the bank's digital transformation forward (Wahyudi, & Santoso, 2022).

This paper aims to take a closer look at the BFLP by examining it through the lens of talent attraction bringing together insights on employer branding, person-organization fit, and what different generations expect from their workplaces (Rudiyanto et al., 2022). It explores how the program is currently positioned in Indonesia's competitive talent market and offers practical recommendations to help strengthen its appeal to top digital talent.

## 2. Literature Review

### 2.1. Talent Attraction

The way organizations attract talent has changed significantly in response to global digitalization and the shifting expectations of younger generations entering the workforce. As Michaels et al. (2001) describe, the so-called "war for talent" isn't just about a shortage of technical skills it's about the growing competition among employers to offer meaningful and engaging work experiences. In the IT sector, this goes beyond just offering attractive salaries; it also means providing purposeful work, flexibility, and a culture that encourages innovation (Bersin, 2015).

Backhaus and Tikoo (2004) introduced employer branding as a strategic HR approach to help organizations communicate what they stand for to both current and potential employees. Today, employer branding plays an even bigger role helping companies build emotional and symbolic connections with the talent they want to attract, especially in industries where the overall work experience matters just as much as the job itself (Lievens & Highhouse, 2003). This is particularly important for state-owned enterprises like BRI, which need to shift perceptions from being seen

as traditional and bureaucratic to being recognized as dynamic, innovative, and ready for the future.

Kristof (1996) highlighted how important it is for people to feel aligned with their organization's values a concept known as person-organization fit. This alignment plays a big role in how satisfied and committed employees feel, and how willing they are to go above and beyond in their roles. For Millennial and Gen Z talent, this fit matters even more. They tend to prioritize working for organizations that reflect their personal values, rather than simply chasing titles or prestige (Chhabra & Sharma, 2014). That's why employer branding today needs to go beyond job descriptions—it should spotlight company culture, leadership style, innovation, and social impact. These are the very elements that tech giants like Gojek and Tokopedia are now highlighting to attract and retain top talent in Indonesia (Deloitte, 2023).

Berthon et al. (2005) identified five key dimensions that shape how attractive an employer is: interest value, social value, economic value, development value, and application value. Using this framework, BRI's BFLP program can be seen as offering strong appeal through its focus on leadership development, involvement in digital projects, a clear organizational purpose, and a solid public reputation. However, as noted by Hidayat & Sari (2020), state-owned enterprises like BRI still face challenges especially when it comes to changing the perception that they are rigid and offer limited career growth. In contrast, startups are often seen as more flexible, with flat structures and fast-paced, dynamic environments that appeal to younger talent.

## ***2.2. The Digital Talent War***

The term "talent war" was first made popular by Michaels et al. (2001) to describe the fierce competition among companies to attract and keep top-performing employees. In today's fast-moving digital economy, this competition is especially intense in the IT sector. The World Economic Forum (2023) reports that the demand for digital talent is growing by more than 35% each year far outpacing the supply of skilled professionals in many parts of the world.

## ***2.3 Employer Branding: Strategic Lever in HRM***

Backhaus and Tikoo (2004) describe employer branding as the effort to position an organization as a great place to work. It's not just about how a company looks from the outside it also involves building a strong internal culture that people want to be part of. According to Lievens and Highhouse (2003), what makes an employer attractive goes beyond just the basics like salary and job security. People are also drawn to the deeper, more symbolic aspects like the company's values, sense of purpose, and reputation for innovation.

**Table 1.** Dimensions of Employer Attractiveness

<b>Dimension</b>	<b>Description</b>
Interest Value	Innovation, project diversity, and exciting job content
Social Value	Collegiality, team spirit, and work-life balance
Economic Value	Compensation, job security, and benefits
Development Value	Learning opportunities, career progression
Application Value	Practical application of knowledge, recognition of ability

#### ***2.4 Person-Organization Fit and Generational Expectations***

Kristof (1996) describes person-organization fit as the sense of compatibility between individuals and the organizations they work for. In today's workforce, this idea is especially relevant. Research shows that Gen Z and millennials are looking for more than just a paycheck they want to work for companies that share their values, offer flexibility, and support their growth and development (Chhabra & Sharma, 2014).

#### ***2.5 Management Trainee Programs in the Digital Era***

Strategic management trainee programs like Gojek Tech MT, Tokopedia Future Leaders, (GOTO Group) and Telkom DDP are designed to fast-track young talent into future leadership roles. These programs focus on giving participants hands-on experience through cross-functional rotations, project-based learning, and mentorship opportunities (Deloitte, 2022). They also reflect the kind of culture today's young professionals value agile ways of working, openness to new ideas, and a strong focus on building digital skills.

### **3. Methods**

This study adopts a narrative literature review approach, combining sources from both academic research and industry insights published between 2001 and 2024. The sources include peer-reviewed journal articles, reports from leading consulting firms such as Deloitte, and case studies on talent development in Southeast Asia. The literature was carefully selected based on its relevance to strategic human resource management, employer branding, and digital talent acquisition. The analysis is guided by several key theoretical frameworks, including Employer Branding Theory, Person-Organization Fit, the Employer Attractiveness Framework, and Generational Work Value Theory. To enrich the review, this study also incorporates benchmarking data from leading Indonesian tech companies, providing real-world context and meaningful comparison points.

### **4. Result**

The literature reviewed points to several important takeaways for Bank Rakyat Indonesia (BRI) in strengthening its BFLP IT Specialist program. One key insight is that the growing competition for digital talent calls for a more proactive and

thoughtful approach to employer branding. As Lievens and Highhouse (2003) emphasize, it's not just about showcasing the organization's strengths it's also about connecting with the deeper values and aspirations of today's digital-native professionals.

The value proposition of the BFLP needs to go beyond just offering a clear career path. To truly connect with Gen Z and millennials, it should also provide meaningful work, flexibility, and opportunities to be part of innovative projects things that align with what younger talent is really looking for (Bersin, 2015; Chhabra & Sharma, 2014). This means it's not just about how the program is designed, but also how it's communicated through authentic storytelling, strong employer branding, and showcasing real success stories that future candidates can relate to.

Looking at talent learning and development programs from companies like Tokopedia, Gojek, and Telkom offers valuable insights into what works especially when it comes to fast-track leadership development, project-based learning, and hands-on experience with strategic digital initiatives (Deloitte, 2023). By incorporating similar elements into the BFLP, BRI has a great opportunity to make the program more appealing and competitive in attracting top digital talent.

A company's internal transformation needs to genuinely reflect the story it shares with the world. Professionals young employees today are highly observant they quickly pick up on any disconnect between what a company says and what it does. To truly win their trust and keep them engaged, values like agility, innovation, and open leadership need to be more than just slogans. They should be part of the company's everyday reality, showing up in how people work, lead, and grow together.

## 5. Discussion

The BFLP Specialist IT track gives Gen Z and Millennial young professionals the chance to grow through structured rotations, guidance from executive mentors, and hands-on involvement in digital projects. It's designed to be more than just a starting point it aims to fast-track careers while nurturing future leaders who will play a key role in driving BRI's digital transformation.

Even though State-Owned Enterprises (SOEs) often offer competitive salaries, they still face common perceptions of being too bureaucratic, rigid, or slow to innovate (Hidayat & Sari, 2020; Falah, 2024). That's why it's so important for them to focus on authentic employer branding and create programs that truly stand out in order to attract top talent.

The interaction between Employer Branding and Person-Organization Fit significantly contributes to shaping individuals' perceptions of the BFLP IT program, which in turn influences their intention to apply for and engage with the program

To get a clearer picture of how the BFLP IT Specialist program stacks up against similar initiatives in the private sector, a benchmarking analysis was carried out. This comparison looks at some of the most well-known Management Trainee (MT)

programs among digital talent in Indonesia especially those run by top tech companies like Tokopedia, Gojek, and Telkom. The analysis focuses on key elements such as program duration, core themes, and key development features. The table below provides a snapshot of each program and shows where BFLP stands in relation to its peers.

**Table 2.** Benchmark Comparison MT Programs

Program		Duration	Key Features
BFLP (BRI)		6 months	IT-focused, executive mentoring, digital exposure
Tokopedia Leaders	Future	3 months	Agile rotation, startup environment
Gojek Tech MT		3 months	Coding, innovation labs, real-world deployment
Telkom DDP		2 months	Soft skills plus certifications, project integration

Recent surveys by Rudiyanto et al. (2022) and Glints (2023) show that many IT graduates in Indonesia are drawn to startups and major tech companies like Gojek, Tokopedia, Shopee, Traveloka, and Telkom Indonesia. These companies are seen as exciting places to work offering fast-paced environments, constant innovation, and flexible career paths. In contrast, State-Owned Enterprises (SOEs) like BRI are often viewed as providing more structured, but less dynamic, career journeys. This highlights just how important strong employer branding and internal transformation programs like BFLP are if SOEs want to stay competitive and appeal to today's digital-native job seekers.

Strategic recommendations for enhancing the BFLP (BRI Future Leaders Program) focus on building an authentic and compelling employer brand. First, storytelling should be used to bring the BFLP experience to life, making it more relatable and emotionally engaging for future candidates. Sharing inspiring journeys of program alumni can further reinforce the impact and potential career growth that the program offers. It is also important to showcase BRI's hybrid and flexible work culture, which aligns with the expectations of today's modern workforce and demonstrates the organization's agility. Emphasizing the real technological contributions made by participants—particularly their involvement in actual digital transformation projects—helps convey that BFLP is more than just a training simulation. Lastly, to maintain credibility, it is essential that the internal work culture genuinely reflects the values and promises communicated through employer branding.

This literature review highlights just how important employer branding and person-organization fit are when it comes to designing and promoting talent

development programs like BFLP. In Indonesia's fast-evolving digital talent market where competition is fierce and young professionals have rising expectations traditional institutions like BRI need to rethink how they present themselves as employers of choice.

The BFLP IT Specialist track is a strong step in the right direction, but there's still room to grow. To better connect with today's digital-native talent, the program should place even greater emphasis on innovation, ensure its branding reflects the real employee experience, and create stronger links to hands-on digital projects and continuous learning.

Looking ahead, future research should dive deeper into the real experiences of BFLP participants and compare the program's impact with similar initiatives in the tech sector. These insights can help BRI and other organizations like it build more meaningful, competitive, and future-ready talent strategies.

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