

DOI: <https://doi.org/10.34069/AI/2023.65.05.22>

How to Cite:

Ferreiro-Seoane, F.J., Álvarez-Herranz, A., Llorca-Ponce, A., & Cid Bouzo, A. (2023). The most attractive companies in the labour market based on culture place of origin. *Amazonia Investiga*, 12(65), 230-245. <https://doi.org/10.34069/AI/2023.65.05.22>

The most attractive companies in the labour market based on culture place of origin

Las empresas más atractivas del mercado laboral en función de la cultura del lugar de origen

Received: May 2, 2023

Accepted: June 4, 2023

Written by:

Francisco-Jesús Ferreiro-Seoane¹<https://orcid.org/0000-0002-3984-3158>**Agustín Álvarez-Herranz**²<https://orcid.org/0000-0003-1438-2495>**Alicia Llorca-Ponce**³<https://orcid.org/0000-0002-5426-4090>**Ana Cid Bouzo**⁴<https://orcid.org/0000-0003-0168-8794>

Abstract

This paper analyses the differences in the attractiveness of companies according to their country of origin. The aim is to expand knowledge about which characteristics make organisations more attractive to workers based on their place of origin (Anglo-Saxon, Northern-Central European, Mediterranean, Asian regions). In addition, it is analysed if the COVID-19 has caused changes in the elements that make up the attractiveness.

The sample comprises the ranking published by the journal *Actualidad Económica* about the most attractive companies to work for in Spain, during 2013-21. The variables used in the ranking are: Talent-Management, Remuneration, Work-Environment, CSR and Training. Other control variables like geocultural area are used. For this purpose, an econometric model of unbalanced panel data with random effects is proposed.

Results show there are differences in the assessment of professional attractiveness according to the companies' place of origin and culture. Remuneration and permanence in the ranking are the only variables which are relevant regardless of the culture. Talent Management, Working Environment and Training, size, and stock price influence Western countries

Resumen

Este trabajo analiza las diferencias en el atractivo de las empresas según su país de origen. El objetivo es ampliar el conocimiento sobre qué características hacen que las organizaciones sean más atractivas para los trabajadores en función de su lugar de origen (regiones anglosajonas, centro-norte de Europa, mediterráneas, asiáticas). Además, se analiza si el COVID-19 ha provocado cambios en los elementos que componen el atractivo.

La muestra está compuesta por el ranking publicado por la revista *Actualidad Económica* sobre las empresas más atractivas para trabajar en España, durante 2013-21. Las variables utilizadas en el ranking son: Talento-Gestión, Remuneración, Clima Laboral, RSC y Formación. Se utilizan otras variables de control como el área geocultural. Para ello se propone un modelo econométrico de datos de panel no balanceado con efectos aleatorios.

Los resultados muestran que existen diferencias en la valoración del atractivo profesional según el lugar de origen y la cultura de las empresas. La remuneración y la permanencia en el ranking son las únicas variables relevantes independientemente de la cultura. La gestión del talento, el entorno laboral y la formación, el tamaño y el precio de las acciones influyen de manera desigual en los países

¹ Department of Applied Economics. University of Santiago Compostela. Santiago de Compostela, A Coruña. Spain.

² Department of Economics, Econometrics and Economic and Institutional Spanish and International History. University of Castilla – La Mancha. Cuenca, Cuenca. Spain.

³ Department of Business Organization. Polytechnic University of Valencia. Valencia, Valencia. Spain.

⁴ PhD Candidate. Doctoral Program Economics and Business. University of Santiago de Compostela. Spain.



unequally. The opposite occurs for SCR, which only affects Asian companies. Also, COVID-19 has affected unequally the assessment of the attractiveness of companies.

Keywords: organizational culture, cross-country differences, talent-management, remuneration, work-environment.

Article classification: Research work.

Introduction

Over the last decades, the economy of knowledge and human capital have acquired relevance. This work aims to expand knowledge about the attractiveness of companies for job seekers. Firstly, to shed light on which aspects and/or attributes of organizational culture make up their attractiveness; secondly, to determine if there are differences in these aspects according to the organisation's country of origin and, thirdly, to assess whether COVID-19 has modified the attributes that make up said attractiveness.

The companies ranked among the 100 best Spanish companies to work for by the Revista de Actualidad Económica (RAE) motivated the publication of this study. The ranking, published annually, takes five parameters into consideration, which the literature recognises as key indicators in assessing the attractiveness of companies by workers and professionals; these variables are: Talent Management, Remuneration, Working Environment, Corporate Social Responsibility (CSR) and Training. This ranking has also been used in studies on organisational learning capacity (Guinot et al., 2015). In addition to these five parameters, other variables have been studied, such as their size, whether the company is listed on the stock market or not and the continuity in the ranking over the years.

The results of the aforementioned ranking for the period 2013-21 revealed a crucial circumstance to elicit this research: the presence of different multinational companies (MNCs) operating in Spain. This phenomenon highlights the international scope of the ranking published by RAE, and it leads to a more profound reasoning: Are differences in the attractiveness of companies dependant on their place of origin? Is the way companies address employer branding and projected image conditioned by their culture? How has COVID-19 influenced attractiveness?

Based on the ranking published annually by the RAE for the period 2013-21, along with other control variables such as size, listing on the stock market, field of activity and continuity in the ranking of the highest-rated companies, the main objective of this article is to analyse whether there are differences in the level of attractiveness and in the different elements described when assessing attractiveness according to the nationality of the parent company (Anglo-Saxon, European, Mediterranean or Asian). Variables which are likely to influence professional attractiveness will also be analysed to study how the COVID-19 pandemic might have affected them. This knowledge will produce useful information for companies regarding human resource management with the aim of improving the recruitment and retention of talent.

Literature Review

There are numerous studies on the attractiveness of organizations, focusing on the five variables mentioned above, and the influence that the origin of companies has on organizational culture.

Attracting and retaining talented employees has become a fundamental aspect for organisations around the world (Eger et al., 2019). In fact, recent studies reveal that the vast majority of companies have a real interest in providing an ideal work environment for their employees (Senarathne, 2020). This occurs because the current state of business values talent as a key factor for the successful performance of companies (Alparslan & Saner, 2020; Vilciauskaite et al., 2020). Finding an appropriate strategy to attract and retain talented employees requires investing in employer branding policies (Monteiro et al., 2020). A good design and implementation of human resources strategies, including the employer's brand, are key aspects for attracting and retaining employees and for the growth and competitiveness of the organisation (Amarakoon & Colley, 2022). Although this concept has been established for more than two decades, its

occidentales. Lo contrario ocurre con el SCR, que solo afecta a las empresas asiáticas. Asimismo, el COVID-19 ha afectado de manera desigual la valoración del atractivo de las empresas.

Palabras clave: cultura organizacional, diferencias entre países, gestión del talento, remuneración, clima laboral.

Clasificación del artículo: Trabajo de investigación.

process and consequences have not been analysed in full yet (Gregorka et al., 2020). However, it is strongly believed that a solid employer brand may help organisations stand out in the market and attract the best professionals. Ultimately, the brand facilitates the communication of the uniqueness of an organisation, and it also contributes to determining its intangible value (Rath & Vasantha, 2018).

The attractiveness of organisations to job seekers. Influential factors

Companies included in the study are taken from the ranking *The 100 best Spanish companies to work for*, which was published by RAE. This ranking has been selected because it includes variables that are recognised in the literature as the most suitable indicators to measure the attractiveness of a company.

Job satisfaction, affective organisational commitment, and turnover intention are considered important concerns in the **talent management** literature, (Alferaih, 2017). Several works also observed a positive relationship between talent management and job performance, (Kwame Mensah et al., 2016). High-performance and ethical organisational cultures have strong effects on attracting and retaining talent, (Kontoghiorghes, 2016).

Findings from a study conducted in the UK, US, Greece and Australia suggest that the main strategies for retaining talent include a friendly and open access culture, teamwork, compensation, training and development, as well as the involvement of staff, (Marinakou, 2019). Studies carried out in Belgium indicate that talent retention practices occur mostly in promotion opportunities and financial rewards, rather than those related to social environment or a balance between work and personal life (De Vos & Meganck, A., 2009). Various studies on the health sector in Germany point to **remuneration** as one of the most important factors to increase the attractiveness of the job, Herget et al., (2021). Other sectors such as construction have shown that remuneration is among the most important motivational factors, (Aghayeva & Ślusarczyk., 2019). The same is also stated in another study about the information technology sector, which indicates that the motivation of employees is related to additional payments, (Chistyakov et al., 2021). In the case of the shipping industry in China, the results show that promotion is the most significant factor in job satisfaction, followed by salary and benefits, (Li et al., 2014).

There have also been studies found on the importance of the **work environment**. With that being said, Aghayeva & Ślusarczyk (2019) conclude that one of the more discouraging aspects for professionals was the aggressive treatment from their supervisors/bosses and the conditions of an unsafe workplace that generate an unhealthy work environment. Li et al., (2014) concluded that one of the main aspects that are valued by the Chinese professions were work environment and the usage of status-describing titles.

Empirical studies carried out in various sectors of different countries conclude that there is a positive relationship between workers' perception of **CSR** and the organisational attractiveness: Belinda et al., (2018), in the USA; Menaga & Shanmugam (2021), and Bharadwaj & Yameen (2021) in India; Choi et al., (2020) in South Korea; Ouyang et al., (2021), in China, or Tarigan et al., (2021) in Indonesia. The constructs of corporate social responsibility have significant influence on the evaluation of the employer brand, (Xinsheng & Yoon, 2016).

'Millennials' are of special interest, highlighting their greater sensitivity to CSR practices when assessing the attractiveness of a company, Waples & Brachle (2020) in the USA; Catano & Morrow (2016) in Canada. Besides their attractiveness to job seekers, CSR practices also lead to greater employee motivation and job retention rates, which in turn has had a positive impact on corporate performance, (Sharma & Mishra, 2019).

Empirical evidence supports the positive relationship between **training** employees and job satisfaction, (Choi et al., (2020), Paais (2019), Cerdin et al., (2020); Gaspar et al., (2021)). Training positively influences internal and external job satisfaction according to a study conducted in Chinese state-owned enterprises, (Zhang & Lee, 2016). A study conducted for Japanese companies in Malaysia concludes that the elements that make up attractiveness differ with age, with skill training being more attractive for students, (Mori et al, 2019).

Cross-Country Differences

Globalisation has caused organisations to operate in a huge number of culturally diverse countries (Valverde-Moreno et al., 2021). As a result, multinational companies (MNCs) are becoming increasingly

common in many economies. However, authors like Guthrie et al., (2008) already emphasise the existence of substantial differences among MNCs according to their country of origin.

Consequently, organisations in today's globalised world must determine whether it would be better to use one corporate strategy or to customise their employer brand according to the cultural differences among nations. Therefore, MNCs are under the complex pressure of finding appropriate balance between global, national and local practices, especially in the area of human resource management (Hussein & Kachwamba, 2009). This is the reason why the country-of-origin effect (COE) on employment practices in multinational enterprises has become an important area of international human resource management research (Zhu & Jack, 2017). According to theories of ethnocentricity, MNCs tend to transplant the dominant business strategic practices of the country of origin into their subsidiaries and apply them wherever they operate (Hussein & Kachwamba, 2009).

Various works in which comparative research is conducted using several econometric techniques highlight contrasts between human resources practices across countries (Amossé et al., 2016; Grimshaw & Rubery, 2009). With regard to this approach, little research has been done into different cultural perspectives towards **talent management (TM)** around the globe. In emerging market economies (such as Asia, Eastern Europe, Middle East, Africa, and BRICS), it is a largely unexplored area of practice and research (Dirani & Nafukho, 2018). Furthermore, most research on TM is conducted in the West, while the current state and indigenous practices of TM in most countries of the world are not explored.

There are some studies in this respect, but they are too specific. Research conducted by De Guzman et al., (2011) about the current Human Resource (HR) philosophy and the specific roles practiced by HR professionals among Asian companies in four Asian countries demonstrates that differences among countries exist depending on the type of organisation, the size of the organisation, and whether the HR managers work for HR departments or for other functional departments. Likewise, Poocharoen & Lee (2013) have investigated public sector TM schemes in Thailand, Malaysia, and Singapore, concluding that while the countries have comparable names of TM schemes, a closer look at these reveals that there are also many differences.

Studies about **remuneration and compensation** mostly focus on comparatives between remuneration policies for CEOs, especially in countries such as Japan or the United States. That is the case of the study conducted by Pan & Zhou (2018), whose results show strikingly large differences between the Japanese and American systems that are difficult to explain by differences in conventional incentive contracts. These findings differ from other recent studies, which portray that international differentials in CEO wages have largely disappeared since the mid-2000s. However, no scientific studies have been found which evaluate remuneration differences within non-executive positions in the companies around the world.

Similarly, there are very few studies on the variable **work environment**. Indeed, articles that deal with these issues from an overall perspective are scarce, thus reducing the amount of available works related to these factors, as well as the number of authors who have analysed these variables from a perspective centred in places of origin.

Regarding Corporate Social Responsibility (**CSR**), differences appear among practices implemented by companies in developing countries (BRICS) and two developed countries (USA and UK), which result in developed countries having higher CSR disclosure scores than developing countries (Bhatia & Makkar, 2019). Regarding the rest of the studies, their scope is too specific. For instance, a study reflects that consumers in Albania, as post-communist countries, have more expectations in terms of CSR than Germans and Italians, Minoja et al., (2022).

Identifying cross-country differences in personnel **training** is easier through the existing literature. On the one hand, statistically significant differences have been found among training practices in the sample of nine Central and Eastern European (CEE) countries, Berber et al., (2020). If we look at specific countries, a study in China finds both similarities and differences between Chinese and German companies, particularly in terms of the links between the national training system, the national labour market, and the social setting, Li et al., (2014). A case study for companies listed at the Korean capital market has provided empirical evidence on the effect of training on companies and it has identified the need to analyse firms in other countries, such as Japan, the USA and China, (Kwon, 2019). In contrast, a study regarding the

relationship between training and development of employees and the observed organisational performance in countries of the Danube region has not detected significant differences, (Slavić & Berber, 2019).

Multinational companies face fierce competition to attract local talent. In this sense, Kim et al., (2018) analyze the influence of professionals' cultural values when assessing the attractiveness of Japanese companies in Malaysia. The results indicate that the attractiveness of the employer for a professional or job seeker depends on the fit between the cultural values of the latter and those of the country of origin of the employing company of the individual cultural value with the country of origin of the employing company.

The work of Jyoti & Kour (2017) points to cultural intelligence as a key element for the success of organizations, especially in the case of multinationals whose culture is linked to their country of origin but who are forced to interact with professionals from different cultures. Cultural intelligence allows interaction to a greater extent with professionals from different cultures and increases their productivity.

Methodology

Hypotheses

Hypothesis 1 (H1): The assessment of Talent Management made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.

Hypothesis 2 (H2): The assessment of Remuneration made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.

Hypothesis 3 (H3): The assessment of the Work Environment made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.

Hypothesis 4 (H4): The assessment of CSR made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.

Hypothesis 5 (H5): The assessment of Training made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.

Hypothesis 6 (H6): The assessment of economic activity made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.

Hypothesis 7 (H7): The assessment of company size made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.

Hypothesis 8 (H8): The assessment of the stock price made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.

Hypothesis 9 (H9): The assessment of continuity of a company in the ranking made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.

Sample

The RAE publishes an annual ranking of the 100 most important companies to work for in Spain. We have a total of 894 records in the years of 2013-2021. The total number of companies that appear in the ranking amounts to 300, of which 4.7% appear on all nine rankings.

Table I provides a breakdown of records by international categories, with Mediterranean companies being the most present (55,0%) followed by Anglo-Saxons (24.7%), Northern-Central European (18.3%) and Asian (2%). There are two large clusters: one gathers Western companies, with a smaller presence of Eastern companies.

Table I.

Classification of companies in the RAE ranking by region (2013-21)

Region/Country	N° records	Companies	
		N°	%
Anglo-Saxon	249	74	24.7
Canada	1	1	0.3
United States	147	46	15.3
Ireland	12	3	1.0
UK	89	24	8.0
Asian	17	6	2.0
China	2	1	0.3

South Korea	5	1	0.3
Japan	10		1.3
Northern and Central Europe	157	55	18.3
Germany	57	21	7.0
Belgium	1	1	0.3
Denmark	3	3	1.0
Finland	6	1	0.3
Luxembourg	2	2	0.7
Norway	1	1	0.3
Sweden	44	12	4.0
Switzerland	22	7	2.3
Netherlands	21	7	2.3
Mediterranean Europe	471	165	55.0
Spain	363	134	44.7
France	75	26	8.7
Italy	24	3	1.0
Portugal	9	2	0.7
Overall	894	300	100.0

Source: Own elaboration, using data published in Actualidad Económica

Variables and Methods

Table II describes the variables used by the RAE that make up the five indicators used in the preparation of the annual ranking. The ranking is drawn up using a questionnaire with a hundred questions. The questionnaire canvasses experts in human resources from more than 500 companies. The companies eligible for participation in the ranking must meet the following criteria: to operate in Spain, to have been in operation for more than five years and to have a workforce of more than 100 employees.

Table II¹.

Variables used by the RAE

Variable	Description	Maximum score
Talent management	Projection, performance and undesired turnover	240
Remuneration	Assesses fixed and variable wages, non-monetary remuneration and social benefits	225
Work environment	Working hours, teleworking, work-life balance and working conditions	205
Corporate Social Responsibility	Social and volunteering policies involving personnel	50
Training	The investment received by the employee	220
Total	Total score	1,000

Source: Own elaboration, using data published in Actualidad Económica

Table III shows the control variables added to carry out the study.

Table III.

Control variables added to the study for companies in the RAE ranking

Variables	Justification
Nationality	To classify the quantitative information of the ranking by nationality. They are grouped by cultural regions.
Economic activity	To know the economic sectors to which companies belong and, for this purpose, they are classified according to CNAE code, grouped to the first digit.
Size	To know the size of the companies that are in this ranking.
Stock Market Listing	Classifying companies according to whether they are listed on the Secondary Stock Market or not.
Continuity in the ranking	Number of times the company appears in the ranking.

Source: Own elaboration

¹ A variable named "Employees' perception" was included only until 2021, therefore it was left out of the analysis. Likewise, the rating scale was changed in 2020, thus newer values have been adjusted to the original ratio for data homogeneity.

The information available has led us to compile two econometric models of unbalanced panel data with random effects. Using this type of econometric model, we can assess whether the individual coefficients α_i and/or the temporal coefficients ϕ_t are not fixed effects in the regression-independent term, but rather are left to vary randomly over time and across companies. The general expression of the panel data regression model with random effects would be the following, equation 1:

$$Y_{it} = \beta_0 + \sum_{i=1}^K \beta_k X_{kit} + u_{it} \quad (1)$$

Where Y_{it} is a linear function of K explanatory variables ($i=1,2,\dots,N$ companies and $t=1,2,\dots,T$ observations in time), but the error term has the following structure, equation 2:

$$u_{it} = \alpha_i + \phi_t + \varepsilon_{it} \quad (2)$$

Where:

$$E[\alpha_i] = E[\phi_t] = E[\varepsilon_{it}] = 0 \quad (3)$$

$$Var[\alpha_i] = \sigma_\alpha^2; Var[\phi_t] = \sigma_\phi^2; Var[\varepsilon_{it}] = \sigma_\varepsilon^2 \quad (4)$$

$$Cov[\alpha_i, \alpha_j] = 0; Cov[\phi_t, \phi_s] = 0; Cov[\varepsilon_{it}, \varepsilon_{jt}] = 0 \quad (5)$$

Equation (1) in this work has been broken down into two equations, the first of which will include the variables that make up the six indicators of the RAE ranking and the control variables minus the economic sector variable, whose expression is shown in equation 6:

$$Ranking_{it} = \beta_0 + \sum_{i=1}^K \beta_k X_{kit} + \sum_{h=1}^H \beta_h Z_{hit} + u_{it} \quad (6)$$

Its disaggregated form is expressed as equation (7), in which the dummy variable $D2021$ has been introduced, which takes a value of 1 in the years 2020 and 2021 and 0 in the rest of the years, to check if COVID-19 has caused a change in the structure of equation (6), both at the origin and at the slope. This will show whether COVID-19 affected the characteristics that workers value in a company. In other words, this work aims to answer the following question: Has COVID-19 caused workers to change their priorities when evaluating a company?

$$\begin{aligned} Ranking_{it} = & \beta_0 + \beta_1 TALENT_MANAGEMENT_{it} + \beta_2 REMUNERATION_{it} + \beta_3 CSR_{it} + \\ & \beta_4 WORKING_ENVIRONMENT_{it} + \beta_5 TRAINING_{it} + \beta_6 EMPLOYEE_PERCEPTION_{it} + \\ & \beta_7 SIZE_{it} + \beta_8 PERMANENCE_RANKING_{it} + \beta_9 STOCK_QUOTATION_{it} + \beta_{10} D2021_{it} + \beta_{11} D2021 * \\ & TALENT_MANAGEMENT_{it} + \beta_{12} D2021 * REMUNERATION_{it} + \beta_{13} D2021 * CSR_{it} + \beta_{14} D2021 * \\ & WORKING_ENVIRONMENT_{it} + \beta_{15} D2021 * TRAINING_{it} + \beta_{16} D2021 * \\ & EMPLOYEE_PERCEPTION_{it} + \beta_{17} D2021 * SIZE_{it} + \beta_{18} D2021 * PERMANENCE_RANKING_{it} + \\ & \beta_{19} D2021 * STOCK_QUOTATION_{it} + u_{it} \quad (7) \end{aligned}$$

The second equation would only take the control variables, equation (8):

$$\begin{aligned} Ranking_{it} = & \beta_0 + \beta_1 SIZE_{it} + \beta_2 STOCK_MARKET_QUOTATION_{it} + \beta_3 PERMANENCE_RANKING_{it} + \\ & \sum_{s=1}^S \beta_s ECONOMIC_ACTIVITY_{sit} + \beta_4 D2021_{it} + \beta_5 D2021_{it} * SIZE_{it} + \beta_6 D2021_{it} * \\ & STOCK_MARKET_QUOTATION_{it} + \beta_7 D2021_{it} * PERMANENCE_RANKING_{it} + \sum_{s=1}^S \beta_s D2021 * \\ & ECONOMIC_ACTIVITY_{sit} + u_{it} \\ Ranking_{it} = & \beta_0 + \beta_1 SIZE_{it} + \beta_2 STOCK_MARKET_QUOTATION_{it} + \beta_3 PERMANENCE_RANKING_{it} + \\ & \sum_{s=1}^S \beta_s ECONOMIC_ACTIVITY_{sit} + u_{it} \quad (8) \end{aligned}$$

Results and discussion

Table IV shows that the companies most valued by workers are the Anglo-Saxon ones, with an average score of 723.9 points, highlighting the American ones (729.7) followed by the British ones (721.3).

Table IV.
Average values by region and country, period 2013-21

Region/Country	Talent Management	Remuneration	Work Environment	CSR	Training	Total
Anglo-Saxon	184.5	163.7	159.3	41.4	175.1	723.9
Canada	160.0	140.0	100.0	35.0	120.0	555.0
United States	186.0	162.9	162.1	40.9	177.7	729.7
Ireland	172.7	145.7	151.6	44.8	172.2	687.0
UK	183.7	167.6	156.3	41.9	171.7	721.3
Northern and Central Europe	176.7	164.2	156.4	40.1	173.9	711.3
Germany	173.5	166.4	150.3	39.8	171.0	700.9
Belgium	136.2	199.0	149.3	34.8	137.9	657.3
Denmark	152.4	154.1	157.6	37.1	146.4	647.6
Finland	196.0	165.9	149.1	37.9	176.2	725.0
Luxembourg	162.5	145.0	130.0	35.0	160.0	632.5
Norway	165.0	135.0	145.0	30.0	165.0	640.0
Netherlands	179.2	169.3	162.6	39.4	174.7	725.3
Sweden	175.6	149.8	153.1	39.1	176.0	693.6
Switzerland	183.1	165.2	168.5	45.7	184.9	747.4
Mediterranean Europe	177.5	163.4	153.9	41.4	174.1	710.3
Spain	176.7	161.3	154.3	41.2	172.4	706.0
France	182.1	164.1	152.1	42.2	180.2	720.7
Italy	180.3	187.1	156.9	42.0	178.2	744.3
Portugal	166.2	177.0	142.9	41.7	182.3	710.1
Asian	183.5	165.0	156.5	41.4	160.9	707.4
China	175.0	150.0	120.0	30.0	130.0	605.0
South Korea	189.0	176.0	174.0	43.0	186.0	768.0
Japan	182.4	162.6	155.1	42.9	154.6	697.6
Overall	179.4	163.6	155.9	41.2	174.1	714.2

Source: Own elaboration, using data published in Actualidad Económica

Table V shows the summary results of the econometric model obtained from Appendices I to IV, which will be contrasted with the result of the hypotheses.

Table V.
Summary of significant variables sorted by the significance of the standardised coefficient and classified by geo-cultural region

Variable	Anglo-Saxon		Northern and Central Europe		Mediterranean		Asian	
	Std. Coefficient Pre-COVID-19 (2013-2019)	Std. Coefficient Post-COVID-19 (2013-2021)	Std. Coefficient Pre-COVID-19 (2013-2019)	Std. Coefficient Post-COVID-19 (2013-2021)	Std. Coefficient Pre-COVID-19 (2013-2019)	Std. Coefficient Post-COVID-19 (2013-2021)	Std. Coefficient Pre-COVID-19 (2013-2019)	Std. Coefficient Post-COVID-19 (2013-2021)
Variables excluding economic sectors (Appendix 1a,2a,3a,4a)								
Talent Management	-0.2822***	-0.2822***	-0.2591***	-0.2591***	-0.2446***	-0.2446***		
Remuneration	-0.3347***	-0.5674***	-0.3595***	-0.3595***	-0.3682***	-0.3682***	-0.3766***	-0.3766***
Work Environment	-0.3300***	-0.3300***	-0.4103***	-0.4103***	-0.2239***	-0.7796***		
SCR							-0.2327***	-0.2327***
Training	-0.1959***	-0.5023***	-0.2859***	-0.2859***	-0.1601***	-0.8900***		
Size	-0.0506**	-0.0986**			0.0415**	-0.0415**		
Stock Market Listing			-0.0656**	-0.0656**				
Continuity in the Ranking	-0.1100***	-0.0077**	-0.0641**	-0.0641**	-0.1314***	-0.0391**	-0.4896***	-0.4896***

Variables including economic sectors (Appendix 1b,2b,3b,4b)							
Size						-3,9339***	-3,9339***
Stock Market Listing			-0,2801***	-0,2801***		-2,2765***	-2,2765***
Continuity in the Ranking	-0,5253***	-0,5253***			-0,5394***	-0,5394***	-0,8152**
Financial and insurance (K)	-0,1576***	-0,1576***			-0,3073***	-0,2323***	
Information and Communication (J)					-0,0964**	-0,0964**	
Professional, scientific, and technical services(M)					-0,1381***	-0,0905**	
Administrative and auxiliary services (N)				-0,1013**	-0,0805**	-0,0805**	
Wholesale and retail trade (G)	-0,2375***	-0,2375***			-0,1177***	-0,0508*	-1,8608***
Energy supply (D)					-0,1372***	-0,0491*	
Healthcare and social services (Q)	-0,2021***	-0,2021***					

Source: Own elaboration, using data published in Actualidad Económica

(H1): *The assessment of Talent Management made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.*

Talent management is an attractive factor for all the regions considered, except for Asian companies (see table V and appendices Ia,IIa,IIIa,Iva). According to the regions considered, the relative significance reached by this variable varies, so we can affirm that hypothesis I is fulfilled (see table V). It can be seen that Anglo-Saxon companies are the ones that achieve the highest score in Talent Management. In addition, it is the variable that reaches the highest score among the set of variables (see table IV).

If we compare the situation before and during the pandemic, its relative importance decreases. This reduction is more intense in the case of regions with the greatest presence of companies, the Anglo-Saxon¹ (3→4) and the Mediterranean (2→4), (see table V).

Numerous authors highlight Talent Management in organisations as an attractive factor for professionals and job seekers (Alparslan & Saner, 2020; Vilciauskaite et al., 2020). Other authors highlight the positive relationship between talent management and job satisfaction, Victor & Hoole (2017) and Marinakou (2019). Ferreiro-Seoane et al., (2021) had studied the importance of Talent Management in the most attractive companies to work for. However, there are few studies that verify the existence of differences in Talent Management according to the cultural perspective or the place of origin of the organisation, (Dirani & Nafukho, 2018). Existing studies have been focused on the West (Bonache & Trullen, 2021), although there are also analyses which study Asian countries (De Guzman et al., 2011).

(H2): *The assessment of Remuneration made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.*

Remuneration is a factor that makes the company attractive to workers for all the regions considered (see table V and appendices Ia,IIa,IIIa,IVa) and the score differs based on the place of origin of the companies (see table IV). With these results, it can be affirmed that hypothesis 2 is fulfilled (see Table V).

It can also be observed that the COVID-19 pandemic has triggered changes in the relevance of this variable, losing relative significance, especially for Mediterranean companies (1→3), (see table V).

The importance of Remuneration is recognised by professionals and job seekers Herget et al., (2021), and Chistyakov et al., (2021). However, there are no studies that analyze and compare the impact of remuneration on the attractiveness of the company considering companies from different regions. The results of the analysis realized show that Remuneration is a factor of influence for all regions and its relevance differs by region.

¹ This indicates that the Talent Management variable occupies the third position as an influential factor and that it has moved to fourth position with COVID-19.

(H3): *The assessment of the Work Environment made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.*

The work environment is an attractive factor for all the regions considered except in the case of Asian companies (see table V and appendices Ia, IIa, IIIa, IVa). Moreover, in the regions for which this variable stands out, its intensity differs depending on the place of origin, scoring higher in companies from Northern and Central Europe (see table V). With these results, it is affirmed that hypothesis 3 is fulfilled. COVID-19 affected the score of this variable: its relevance increased for Mediterranean companies (3→2), with an opposite impact on Anglo-Saxon firms (see table V).

(H4): *The assessment of CSR made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.*

SCR influences attractiveness only for Asian companies (see table V and appendices Ia, IIa, IIIa, IVa). While in the rest of the geographical areas it is not considered an attractiveness variable, so Hypothesis 4 is fulfilled.

There are numerous works that indicate the existence of a positive influence between job seekers' perception CSR and the attractiveness of a company, Menaga & Shanmugam (2021), Bharadwaj & Yameen (2021), Choi et al., (2020), Ouyang et al., (2021), Xinsheng & Yoon (2016) in China, or Tarigan et al., (2021). However, the number of studies decreases when isolating those which try to link the influence of CSR on attractiveness according to the country of origin of the company (Table V). It is concluded that CSR is an influential factor in the attractive only in Asian companies.

(H5): *The assessment of Training made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.*

Training is a factor influencing attractiveness for all regions considered, excluding Asian. Differences in its values are observed between regions being the Anglo-Saxon companies are the most valued. Thus, hypothesis 5 is fulfilled (see table V, appendices Ia, IIa, IIIa, IVa and table IV).

When incorporating the year 2020 and 2021 (impact of COVID-19), changes in the variable are observed, especially in Mediterranean (4→1) and Anglo-Saxon (4→2) companies.

There are many authors who highlight the importance of training in companies in the attractiveness of organizations (Cerdin et al., 2020). Empirical evidence supports the positive relationship between the training of workers and job satisfaction, (Choi et al., 2020; Paais 2019; Cerdin et al., 2020 and Zhang & Lee, 2016). This work confirms that training is an influential factor on business attractiveness, in line with what was concluded by the cited authors, except in Asian countries. This finding once again highlights the differential behaviour between Western and Asian countries.

(H6): *The assessment of economic activity made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.*

Differences in the obtained scores for all variables are observed between both industry sectors and regions, with no specific sector being equally significant for all regions (see table V and appendices Ia, IIa, IIIa, IVa), therefore hypothesis 6 is fulfilled. The two most valued sectors are energy and financials, highlighting Mediterranean companies. The third most valued sector is professional services, in which Anglo-Saxon companies stand out (see table VI).

Before COVID-19, the region in which most of the sectors have a high score is the Mediterranean region (6), followed by the Anglo-Saxon region (3). There have been little to no changes in this variable since the start of the COVID-19 pandemic (see table V).

Table VI.*Mean values by economic sector and geo-cultural region, period 2013-21*

Sector	Anglo-Saxon	Northern and Central Europe	Mediterranean Europe	Asian	Overall
Administrative and auxiliary services	715.4	726.6	665.5		705,8
Wholesale and retail	735,2	678.1	684.2	714,9	704,6
Construction sector		725.0	723.1		723,6
Financial and insurance	726.4	723.6	746.7		739,1
Hospitality	709.0		624.0		652,3
Manufacturing Industry	716.4	700.9	699.4	700.0	704,6
Information and Communication	701.1	731.0	695.0	700.9	702,5
Real Estate	677.1		713.1		687,7
Professional, scientific and technical services	734.9	729.4	702.1		719.0
Healthcare and social services	784.6		604.0		686.1
Energy supply		615.0	747.8		741.8
Transportation and storage	665.0		671.3		671.0

Source: Own elaboration, using data published in Actualidad Económica

(H7): *The assessment of company size made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.*

Ferreiro-Seoane et al., (2023) had concluded that the size variable was significant for the most attractive firms during the COVID-19 pandemic but had not studied its influence according to the origin of the firms. There are differences in the assessment of company size, measured through the number of workers, depending on the place of origin of the companies (see table VII). The results show that size is a relevant factor to the attractiveness of companies in the Anglo-Saxon and Mediterranean regions. Hypothesis 7 is fulfilled. With COVID-19, the relative influence of this variable on attractiveness has increased (see table V and appendices Ia, IIa, IIIa, IVa). The pandemic increased workers' concern about the possibility of losing their job and seriously affected the income of many companies and workers. It could be that size is considered a security element when it comes to keeping a job, since larger companies have a higher survival rate.

Table VII.*Mean size of companies by geo-cultural region, period 2013-21*

Region/Country	Mean size	Listed on the stock market	
		No	Yes
Anglo-Saxon	1,880.7	709.5	731.3
Canada	860.0		555.0
United States	1,930.6	713.9	736.0
Ireland	5,002.5	649.1	724.9
UK	1,388.8	714.4	725.9
Northern and Central Europe	2,626.3	674.2	724.8
Germany	1,191.8	667.2	716.4
Belgium	120.0	657.3	
Denmark	1,101.3	647.6	
Finland	650.0		725.0
Luxembourg	11,373.5		632.5
Norway	784.0		640.0
Netherlands	2,341.8	693.5	737.3
Sweden	7,891.9	657.4	704.3
Switzerland	1,756.3	699.7	755.4
Mediterranean Europe	6,367.3	690.8	726.5
Spain	7,478.1	684.9	730.1
France	3,390.5	724.2	720.1
Italy	986.8	780.7	722.5
Portugal	722.2		710.1
Asian	3,089.2	680.8	745.4
China	1,000.0	605.0	
South Korea	270.0		768.0
Japan	4,916.7	699.8	689.0
Overall	4,398.4	693.0	727.8

Source: Own elaboration, using data published in Actualidad Económica

(H8): *The assessment of the stock price made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.*

60.9% of the most attractive companies to work for are listed in the stock market (see table VII), although there are differences based on their place of origin (see table V and appendices Ia, IIa, IIIa, IVa). The results show that the relationship between the attractiveness of companies and the Stock Market Quotation is only significant in the case of companies from Northern and Central Europe. Hypothesis 8 is fulfilled.

(H9): *The assessment of continuity of a company in the ranking made by workers regarding the labour attractiveness of companies differs according to the place of origin of the parent company.*

The number of companies that remain in the ranking for the full period of 2013-21 is low (4.7%). This percentage differs according to the region considered: Anglo-Saxon (5.4%), (4.8%) and Northern-Central European (3.6%). The results of the econometric models show that there is a relationship between continuity in the ranking and the obtained score on attractiveness in all regions (see figure I). However, the influence of this variable differs depending on the place of origin (see table V and appendices Ia, IIa, IIIa, IVa). If we include the effects of COVID-19, this variable loses influence compared to other variables. Hypothesis 9 is fulfilled.

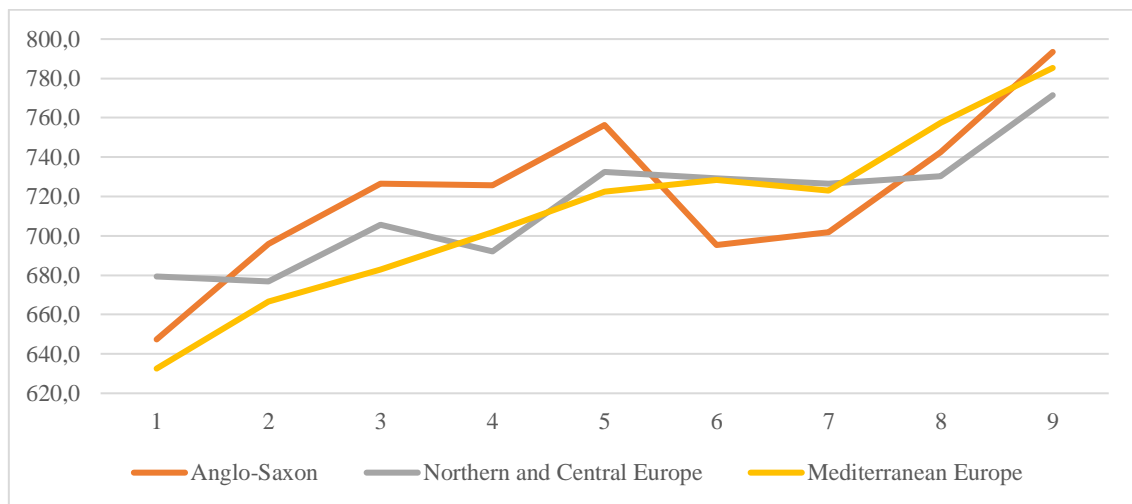


Figure I. Evolution of job attractiveness values by international areas and by years of continuity in the ranking.

Source: Own elaboration, using data published in Actualidad Económica

Conclusions

The international nature of the studied listing is proved by the presence of companies from 20 different countries (Table I). Western companies are classified in 3 predominant regions: the Mediterranean (55.0%), Anglo-Saxon (24.7%) and Northern-Central European (18.3%). Only three Eastern countries are present in the ranking.

One conclusion is that Talent Management is an influential factor in the attractiveness of a company, whose significance depends on the company's place of origin, being relevant in companies from western regions and not in eastern ones. The effect of COVID-19 has reduced the influence of this variable on attractiveness in favour of other factors (Table V).

Anglo-Saxon and Mediterranean companies obtaining the highest scores in the assessment of remuneration (see table IV). With COVID-19, their relative influence has decreased for Mediterranean companies. We can interpret these results as the consequence of a greater fear of losing one's job with higher unemployment rates causing a reduction in salary expectations (see table V).

In companies in Northern and Central Europe, work environment is the most influential factor and with COVID-19 ranked in second place. This change could be explained considering that a situation of maximum turbulence causes workers to value companies that take care of the work environment more

highly. On the contrary, in Asian companies, this factor does not influence attractiveness, showing the differences between eastern and western companies when assessing attractiveness (Table V).

It is concluded that CSR is an influential factor in the attractive only in Asian companies, there is no evidence that the factor is influential in companies from western areas. These results may be due to cultural differences between East and West, if we take into account that Eastern standards value the group over the individual more than Westerners, where individualism is more valued.

This work confirms that training is an influential factor on business attractiveness. But once again highlights the differential behaviour between Western and Asian countries. Another noteworthy aspect is the effect of COVID-19 on the indicators that describe the attractiveness of the company. In the case of Mediterranean companies, in the COVID-19 period, training has reduced its influence on attractiveness (see table V). This fact could be due to the fear of losing one's job, which led to re-establishing the priorities of employees, giving more importance to security in maintaining their jobs.

The results also show the relevance of the activity sector on the attractiveness of a company, establishing differences based on the place of origin (see table V).

The influence of size on attractiveness appears to have increased (see table V). This fact is consistent with the situation caused by COVID-19: workers are aware that their job may be in danger due to the cessation of activity and closure. It is reasonable to think that larger companies will be less likely to cease their activity than small companies, thus size becomes more valued by the worker.

The stock exchange listing is only a factor of influence for companies in Northern Europe, which is logical if we take into account the fact that companies in this region tend to be multinational companies, therefore they need to attend to the capital market to a greater extent.

Continuity in the ranking is an important factor of influence for all areas, although with different intensity; it is very relevant in the case of Asian companies and less so for the rest. Due to COVID-19, the influence of this variable has decreased, being surpassed in valuation by another variable, size. With COVID-19, workers prefer a large company that has appeared in the ranking for more years.

As a final conclusion, it is worth noting that only two variables that are part of the attraction, remuneration and continuity in the ranking are influential factors for all the international areas considered, and the degree of influence differs by the culture of origin of the companies. Three variables, Talent Management, Work Environment, and Training have an influence on the attractiveness of companies in Western culture, but they are not variables that influence countries of oriental culture. With SCR, the opposite happens. The influence of size and stock price listing is unevenly manifested in western areas.

Finally, it should be noted that COVID-19 has affected the indicators responsible for company attractiveness and that this impact has been unequal depending on the regions considered. It can be concluded that there are differences in the attractiveness of firms according to their place of origin. Thus, human capital attractiveness strategies will have to take into account the traits that characterise the firm's country of origin and adapt to each environment.

Future research should focus on highlighting these changes in other countries with two objectives. Firstly, to expand knowledge about what other factors might influence the attractiveness of firms and secondly, to investigate the differences according to the geographical scope of the firm.

Bibliographic references

- Aghayeva, K., & Ślusarczyk, B. (2019). Analytic Hierarchy of Motivating and Demotivating Factors Affecting Labor Productivity in the Construction Industry: The Case of Azerbaijan. *Sustainability*, 11, 5975. <https://doi.org/10.3390/su11215975>
- Alferaih, A. (2017). Developing a conceptual model to measure talent's turnover intention in tourism organisations of Saudi Arabia. *International Journal of Organisational Analysis*, 25(1), 2-23. <http://dx.doi.org/10.1108/IJOA-10-2014-0803>

- Alparslan, A., & Saner, T. (2020). The Influence of Sustainable Talent Management on Job Satisfaction and Organisational Commitment: Moderating Role of In-service Training. *Journal of Research and Social Intervention*, 69, 96-121. http://www.rcis.ro/images/documente/rcis69_06.pdf
- Amarakoon, U., & Colley, L. (2022). Atracción y retención de empleados en una PYME regional australiana: la importancia del lugar y la escala en la gestión de recursos humanos, *Personnel Review*, (ahead-of-print) <https://doi.org/10.1108/PR-03-2021-0172>
- Amossé, T., Bryson, A., Forth, J., & Petit, H. (2016). Managing and working in Britain and France: An Introduction. Amossé, T. Bryson, A. Forth, J. & Petit, H. (Ed.s), *Comparative workplace employment relations. An analysis of practice in Britain and France*. London: Palgrave, MacMillan. 1-26. https://doi.org/10.1057/978-1-137-57419-0_1
- Belinda, C.D., Westerman, J.W., & Bergman, S.M. (2018). Recruiting with ethics in an online era: Integrating corporate social responsibility with social media to predict organisational attractiveness. *Journal of Vocational Behavior*, 109, 101-117. <https://doi.org/10.1016/j.jvb.2018.10.001>
- Berber, N., Slavic, A., Jelaca, M.S., & Bjekic, R. (2020). The effects of market economy type on the training practice differences in the Central Eastern European region. *Employee Relations*, 42(4), 971-998. <https://doi.org/10.1108/ER-10-2018-0265>
- Bharadwaj, S., & Yameen, M. (2021). Analyzing the mediating effect of organisational identification on the relationship between CSR employer branding and employee retention. *Management Research Review*, 44(5), 718-757. <https://doi.org/10.1108/MRR-05-2020-0298>
- Bhatia, A., & Makkar, B. (2019). CSR disclosure in developing and developed countries: a comparative study. *Journal of Global Responsibility*. ahead-of-print. DOI: <https://doi.org/10.1108/JGR-04-2019-0043>
- Bonache, J., & Trullen, J. (2021). Introduction. Bonache, J. and Trullen, J. (Ed.s.) In *Talent Management in Latin America: Pressing Issues and Best Practices*. New York: Routledge, 1-7. <https://doi.org/10.4324/9781003015918>
- Catano, V.M., & Morrow, H.H. (2016). The influence of corporate social responsibility, psychologically healthy workplaces, and individual values in attracting millennial job applicants. *Canadian Journal of Behavioural Science*, 48(2), 142-154. <https://doi.org/10.1037/cbs0000036>
- Cerdin, J.L., Liao, Y., & Sharma, K. (2020). The role of temporal focus, dispositional employability, and training on the perceived internal career prospects of talents". *The International Journal of Human Resource Management*, 31(9), 1106-1133. <https://doi.org/10.1080/09585192.2019.1711441>
- Choi, J., Park, Y., & Sohn, Y.W. (2020). Corporate social responsibility and job seekers' application intention: A mediated moderation model of calling and value congruence. *Career Development International*, 26(1), 65-82. <https://doi.org/10.1108/CDI-02-2020-0030>
- Chistyakov, A.A., Mashkin, N.A., Ishmuradova, I.I., Ruchkina, G.F., Babieva, N. S., & Shaidullina, A. R. (2021). System management and labour relations transformation in relation with talented, healthy and sportsman staff. *Journal of Human Sport and Exercise*, 16(3), 1323-1329. <https://doi.org/10.14198/jhse.2021.16.Proc3.47>
- De Guzman, G.M., Neelankavil, J.P., & Sengupta, K. (2011). Human resources roles: ideal versus practiced: a cross-country comparison among organisations in Asia. *The International Journal of Human Resource Management*, 22(13) 2665-2682, <https://doi.org/10.1080/09585192.2011.560865>
- De Vos, A., & Meganck, A. (2009). Lo que hacen los gerentes de recursos humanos frente a lo que valoran los empleados: Explorando las opiniones de ambas partes sobre la gestión de la retención desde una perspectiva psicológica del contrato. *Revisión del Personal*, 38(1), 45-60. <https://doi.org/10.1108/00483480910920705>
- Dirani, K.M., & Nafukho, F.M. (2018). Talent Management and Development: Perspectives From Emerging Market Economies. *Advances in Developing Human Resources*, 20(4), 383-388. <https://doi.org/10.1177/1523422318803362>
- Eger, L., Micik, M., Gangur, M., & Rehor, P. (2019). Employer branding: exploring attractiveness dimensions in a multicultural context. *Technological and Economic Development of Economy*, 25(3), 519-541. <https://doi.org/10.3846/tede.2019.9387>
- Ferreiro-Seoane, F.J., Miguéns-Refojo, V., & Atrio-Lema, Y. (2021). Can Talent Management Improve Training, Sustainability and Excellence in the Labor Market? *Sustainability*, 13, 6645. <https://doi.org/10.3390/su13126645>
- Ferreiro-Seoane, F. J., Ríos-Blanco, A., & Jardón-Ferreiro, E. (2023). ¿Cómo son las empresas excelentes para trabajar en España durante la pandemia del COVID-19? *CIENCIA UNEMI*, 16(42), 102-115. <https://doi.org/10.29076/issn.2528-7737vol16iss42.2023pp102-115p>

- Gaspar, I., Martinho, A., & Lima, M. (2021) Exploring the benefits of a mindfulness program for Portuguese public healthcare workers. *Curr Psychol*, 40, 772–781. <https://doi.org/10.1007/s12144-018-9987-3>
- Gregorka, L., Silva, S., & Silva, C. (2020). Employer branding practices amongst the most attractive employers of IT and engineering sector. *International Journal of Human Capital and Information Technology Professionals (IJHCITP)*, 11 (1), 1-16. <https://doi.org/10.4018/IJHCITP.2020010101>
- Grimshaw, D., & Rubery, J. (2009). Economics and HRM. P. Boxall, J. Purcell, & P. M. Wright (Eds.), *The Oxford Handbook of Human Resource Management* 68-87. Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199547029.003.0004>
- Guinot, J., Chiva, R., & Mallén, F. (2015). Altruismo y capacidad de aprendizaje organizativo: Un estudio de las empresas mejor valoradas por los trabajadores en España. *Universia Business Review*, 45, 92-109. Available at: <http://repositori.uji.es/xmlui/bitstream/handle/10234/153475/chiva+2016.pdf?sequence=1>
- Guthrie, J.P., Liu, W., Flood, P.C., & MacCurtain, S. (2008). High performance work systems, workforce productivity, and innovation: A comparison of MNCs and indigenous firms (WP 04-08), DCU Business school, Dublin. Recuperado de: <https://acortar.link/íprnsH>
- Herget, S., Nafziger, M., Sauer, S., Bleckwenn, M., Frese, T., & Deutsch, T. (2021). ¿Cómo aumentar el atractivo de las pasantías rurales de pregrado? Un estudio transversal entre estudiantes de medicina en dos facultades de medicina alemanas. *BMJ abierto*, 11(6), e046357. Recuperado de: <https://bmjopen.bmj.com/content/11/6/e046357>
- Hussein, A., & Kachwamba, M. (2009). The Influence of Country-of-Origin on Human Resource Strategy of Multinational Companies in Developing Countries. *International Association of Computer Science and Information Technology, Spring Conference, Singapore*, 368-372. <https://doi.org/10.1109/IACSIT-SC.2009.65>
- Jyoti, J., & Kour, S. (2017). Cultural intelligence and job performance: An empirical investigation of moderating and mediating variables. *International Journal of Cross Cultural Management*, 17(3), 305-326. <https://doi.org/10.1177/1470595817718001>.
- Kim, S., Mori, I., & Rahim, A. (2018). Cultural values matter: Attractiveness of Japanese companies in Malaysia. *International Journal of Cross Cultural Management*, 18(1), 86-102. <https://doi.org/10.1177/1470595818759570>
- Kontoghiorghes, C. (2016). Linking high performance organisational culture and talent management: Satisfaction/motivation and organisational commitment as mediators. *International Journal of Human Resource Management*, 27(16), 1833-1853. <https://doi.org/10.1080/09585192.2015.1075572>
- Kwame Mensah, J., Bawole, J., & Wedchayanon, N. (2016). Unlocking the “black box” in the talent management employee performance relationship: evidence from Ghana. *Management Research Review*, 39(12) 1546-1566. <https://doi.org/10.1108/MRR-08-2015-0190>
- Kwon, K. (2019). The long-term effect of training and development investment on financial performance in Korean companies. *International Journal of Manpower*, 40(6), 1092-1109. <https://doi.org/10.1108/IJM-10-2017-0286>
- Li, K. X., Yin, J., Luo, M., & Wang, J. (2014). Leading factors in job satisfaction of Chinese seafarers. *International Journal of Shipping and Transport Logistics*, 6(6), 680-693. <https://doi.org/10.1504/IJSTL.2014.064923>
- Marinakou, E. (2019). Talent Management and Retention in Events Companies: Evidence from Four Countries. *Event Management*, 23(4-5), 511-526. <https://doi.org/10.3727/152599519X15506259855760>
- Menaga, A., & Shanmugam, V. (2021). Influence Of Corporate Social Responsibility in Building Organisation Attractiveness Among Individual Employees. *Quality - Access to Success*, 22(184), 254-259. <https://doi.org/10.47750/QAS/22.184.32>
- Minoja, M., Kocollari, U., & Cavicchioli, M. (2022). Exploring differences of corporate social responsibility perceptions and expectations between eastern and western countries: Emerging patterns and managerial implications. *International Journal of Cross Cultural Management*, 22(2), 327-347. <https://doi.org/10.1177/14705958221112253>
- Monteiro, B., Santos, V., Reis, I., Correia, M., Sousa, B., Martinho, F., Sousa, M.J., & Au-Young-Oliveira, M. (2020). Employer branding applied to SMEs: A pioneering model proposal for attracting and retaining talent. *Information*, 11(12), 574. <https://doi.org/10.3390/info11120574>
- Mori, I., Kim, S., & Rahim, A. (2019). Who wants to work for Japanese Companies? A case in Malaysia. *International Journal of Japanese Sociology*, 28(1), 148-169. <https://doi.org/10.1111/ijjs.12087>

- Ouyang, Z., Zhang, Y., & Hu, X. (2021). Negative publicity and potential applicants' intention to apply amid a discrimination scandal: A moderated mediation model. *Personnel Review*, 50(1), 129-142. <https://doi.org/10.1108/PR-09-2019-0510>
- Paais, M. (2019). Evaluation of Employees Job Satisfaction through Training, Development, and Job Stress in Bank Maluku, Indonesia. *Quality-Access to Success*, 20 (172), 89-94. Recuperado de: <https://acortar.link/UK0XGj>
- Pan, L., & Zhou, X. (2018). CEO compensation in Japan: Why so different from the United States? *Journal of financial and Quantitative Analysis*, 53(5), 2261-2292. <https://doi.org/10.1017/S0022109018000315>
- Poocharoen, O. O., & Lee, C. (2013). Talent management in the public sector: A comparative study of Singapore, Malaysia, and Thailand. *Public Management Review*, 15(8), 1185-1207. <https://doi.org/10.1080/14719037.2013.816525>
- Rath, M. R., & Vasantha, S. (2018). Developing a Framework for Emotional Intelligence (EI) based Functions in a Small Organisation. *Indian Journal of Public Health Research & Development*, 9(1), 158-163.
- Senarathne, C. W. (2020). The optimal capital structure under the conditions of employment: An application of theory X and theory Y. *Zagreb International Review of Economics & Business*, 23(1), 51-69. <https://doi.org/10.2478/zireb-2020-0004>
- Sharma, S., & Mishra, P. (2019). Hotel employees' perceptions about CSR initiatives and there potential to support the skill India initiative. *Worldwide Hospitality and Tourism Themes*, 11(1), 78-86. <https://doi.org/10.1108/WHATT-10-2018-0064>
- Slavić, A., & Berber, N. (2019). The role of training practice in improving organisational performance in selected countries of the Danube region. *Engineering Economics*, 30(1), 81-93. <https://doi.org/10.5755/j01.ee.30.1.17857>
- Tarigan, J., Susanto, A., Hatane, S., Jie, F., & Foedijawati, F. (2021). Corporate social responsibility, job pursuit intention, quality of work life and employee performance: Case study from Indonesia controversial industry. *Asia-Pacific Journal of Business Administration*, 13(2), 141-158. <https://doi.org/10.1108/APJBA-09-2019-0189>
- Valverde-Moreno, M., Torres-Jimenez, M., & Lucia-Casademunt, A. M. (2021). Participative decision-making amongst employees in a cross-cultural employment setting: Evidence from 31 European countries. *European Journal of Training and development*, 45(1), 14-35. <https://doi.org/10.1108/EJTD-10-2019-0184>
- Victor, J., & Hoole, C. (2017). The influence of organisational rewards on workplace trust and work engagement. *SA Journal of Human Resource Management*, 15(1). Available at: <https://hdl.handle.net/10520/EJC-9e861a1ad>
- Vilčiauskaitė, B., Savanevičienė, A., & Navickas, V. (2020). Managing older talents in the context of aging society. *Economics & Sociology*, 13, 213-226. DOI: <https://doi.org/10.14254/2071-789X.2020/13-4/13>
- Waples, C. J., & Brachle, B. J. (2020). Recruiting millennials: Exploring the impact of CSR involvement and pay signaling on organisational attractiveness". *Corporate Social Responsibility and Environmental Management*, 27(2), 870-880. <https://doi.org/10.1002/csr.1851>
- Xinsheng, Z., & Yoon, S-J. (2016). The Impact of Corporate Social Responsibilities on the Evaluation of Employer Brand: A Comparative Study Between China and South Korea. *Journal of Product Research*, 34(2), 37-52. <https://doi.org/10.36345/kacst.2016.34.2.004>
- Zhang, Y., & Lee, J.E. (2016). Effects of Training on Workers' Job Satisfaction: A Case of Chinese State-Owned Companies. *The Journal of the Korea Contents Association*, 16(7), 42-49. <https://doi.org/10.5392/JKCA.2016.16.07.042>
- Zhu, J. S., & Jack, R. (2017). Managerial mindset as the mechanism of the country-of-origin effect: evidence from Chinese multinational enterprises' approach to employer associations. *The International Journal of human resource management*, 28(13), 1767-1785. <https://doi.org/10.1080/09585192.2015.1126333>