

Influence of Corporate Reputation and Career Development on Talent Attraction: And the Moderating Effect of Chinese Travel Industry Catalogs

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Abstract:

China's tourism industry has made outstanding contributions to improving people's lives and the overall development of the Chinese economy. How to survive in the market and gain a more significant competitive advantage has become a concern of management. This study uses the tourism industry category as a disturbance variable through the relationship between corporate reputation, career development, and talent attraction. This study applied questionnaires to obtain valid data, using the structural equation model analysis to get the following conclusions: The better the corporate reputation, the stronger the organizational talent attraction. The better the career development is, the stronger the organizational talent attraction. Different tourism industry categories have an interference effect on the relationship between corporate reputation, career development, and organizational talent attraction. This study guided tourism enterprises to improve the scientific level of management and meritocracy, perfect the mechanism of attracting talents and elites, and establish correct attitudes and countermeasures

Keywords: *Corporate Reputation, Career Development, Talent Attraction, Tourism Industry, Moderating effect.*

I. INTRODUCTION

The new formats and products of China's tourism industry are constantly updated. New forms such as red tourism and marine tourism, eco-tourism close to nature, and cultural-leisure tours have become significant areas for guiding the growth of tourism consumption. In the context of changing consumer attitudes, stimulating domestic demand, and rising incomes, China's tourism industry is gradually entering a period of golden development. According to the National Bureau of Statistics [1], Chinese tourists reached 5.00 billion. Domestic tourism revenue has moved toward RMB 4.5 trillion yuan in the past five years. ZhiYan.org [2] pointed out that since 2000, Per Capital GDP and urban and township individual disposable income have gradually increased. China's tourism industry still shows a high growth trend, with

the total revenue generated by tourism from 4.519 billion yuan increased to 3,383.4 billion yuan. The compound annual growth rate (CAGR) was 15.5%. Foreign travel to China is also prevalent. Its income increased from 51.6 billion U.S. dollars to 123.4 billion U.S. dollars, and its CAGR was 9.4%. Through the report's analysis, we estimate that the overall operational status of China's tourism industry in the next ten years will still maintain a high growth trend.

Diversifying people's consumption behavior and improving consumption levels have gradually entered the era of healthy tourism, leisure tourism, and diverse tourism. At the same time, the new business model of tourism is overgrowing with the upgrading of the transformation, and the rapid development of healthy, low-carbon, business, and happy tourism products has gradually become mainstream. The tourism industry is welcoming unprecedented development opportunities. In this situation, it will also face many severe challenges. The first and foremost is talent. Tourism-related enterprises must recruit talents through rational recruitment, rational use, and attracting more talents.

Talent is an essential capital for tourism companies to seek corporate development. However, many tourism companies have insufficient talent attraction, seriously affecting enterprises' healthy operation. Therefore, tourism-related enterprises attract talents and become one of the social concerns. With the gradual deepening of the exploration of talent attraction, corporate reputation has become a category of research organization talent attraction.) There are three dimensions to talent attraction: behavioral intentions, general attractiveness, and reputation [3-4]. Osburg et al. [3] also pointed out that a company's reputation and image influence the beauty of job seekers. And the company attracts talents through recruitment activities, and the company's reputation affects the recruitment activities. Therefore, improving the reputation of the company can attract relevant talents. Backhaus [5] indicated that corporate reputation is a significant predictor to enhance organizational performance, such as attractiveness. The dimensions of corporate reputation (cognitive reputation and emotional reputation) have a significant positive impact on talent attractiveness, but the degree of influence is slightly different.

As a labor-intensive industry, the tourism industry's provision of products and services is a face-to-face contact service. No matter how the technology develops, a machine or material product cannot replace the service process. Therefore, tourism should pay more attention to human resource management. In the face of the increasingly competitive pressures nowadays, how can tourism companies attract high-quality talents and retain them? On the theoretical level, how does corporate reputation influence job seekers? Career development is a continuous dynamic process. How does it affect talent attraction? As a disturbance factor, the categories of the tourism industry might also explore its moderating effect on talents attraction in the tourism industry.

This research cuts into a corporate reputation and career planning to study their influence mechanism on talent attraction, which can help the existing talent attraction theory supplement and development. In the face of a huge tourism market, consumers are becoming more active, and informatization is increasingly higher. Excellent corporate reputation and sound career development planning can bring more talents to the enterprise. This research is based on the tourism industry, providing reasonable suggestions

for enterprises, and guiding the implementation of talent attraction management.

II.LITERATURE REVIEW

2.1 Talent Attraction

Hadi and Ahmed [6] and Kashyap and Chaudhary [7] defined organizational attractiveness as the power to draw applicants' attention to focus on an employer's brand and encourage existing employees to stay. Organizational attractiveness has two dimensions: internal attractiveness for existing employees and external attractiveness for external applicants. The attraction of executive talent is a dynamic process and must be considered by the organization [8-9]. The three dimensions of talent attraction are (1) general attractiveness: whether this employee feels that the organization is suitable for himself; (2) a behavioral intention: whether this employee will accept the organization's job offer; (3) reputation: this employee Whether the organization's external reputation is satisfactory, and whether it is willing to be proud to tell others about the organization [3-4].

Dahshan *et al.* [10] and Kabeyi [11] pointed out that talent attraction is essential for an organization's strategic planning and achievement to obtain an organizational competitive advantage. An organization has excellent talents and becomes a necessary part of an organization. Chen and Dai [12] and Williams [13] suggested that an organization that is attractive enough to attract persons/talents quickly can minimize the cost of recruitment activities. In other words, to acquire talent, organizations must first ensure that they are attractive enough to attract qualified applicants and most job seekers come to apply for employment. Gu *et al.* [14] pointed out that if an organization wants to achieve human-competitive solid capital, the first thing is to think about how to attract more suitable job seekers. Whether the organization's attraction is essential to job seekers' applications, and the control of competitive capital is robust. This concept emphasizes the organization's characteristics, not the parts of the work. Banerjee and Gupta [15] investigated job seekers in India to show that organizational attractiveness plays a mediation role between the perception of quality of e-recruitment websites, the credibility of information shared through online career websites, and intention to apply online. Although the organization's talent attraction includes potential job seekers, on-the-job employees, and even resigned employees, its role is mainly reflected in potential job seekers and employees.

2.2 Corporate Reputation

Corporate reputation is an intangible asset that creates value and profit for the business. At present, there are different conceptual divisions of corporate reputation. Reading relevant research shows that there is no universally accepted definition among researchers. Blajer-Gołębiowska [16] and Burlea-Schiopoiu and Balan [17] argued that measuring corporate reputation first requires defining corporate reputation. This article first reviews the concept of corporate reputation. Corporate reputation is defined as “the accumulated impression held of the organization” [18]. It was a general perception of certain people's perceptions of things or people and behaviors, and this feeling was agreed upon and disapproved.

Then, through the study of economic management literature, scholars believe that the effect of the corporate brand in the market field is a symbol of one of the future behaviors. It has a good reputation in accounting and a potential market in management. Such a situation is the corporate reputation. Pires and Trez [19] and Esenyel [20] explored the business field and defined corporate reputation as the past performance of the enterprise and an awareness that the enterprise competes with others in the future. Corporate reputation rivals a broad appeal to all people involved in the business.

Ramos *et al.* [21] and Aldehayyat [22] explored the company's reputation and found that corporate reputation is an all-around performance of the company's past performance. These performances indicate that the company can provide value output to various stakeholders in a fiercely competitive environment. Whether internal staff or externally related to the company, the company can use corporate reputation to measure its relative reputation [23]. Even if Lu *et al.* [24] believed that corporate reputation is an overall impression, the theory is only an emotional response inside and outside the enterprise. It does not pay attention to cognitive components. This definition pays too much attention to all internal and external stakeholders, making the concept. The scope cannot be estimated, resulting in no corporate reputation and image difference.

Another part of the researcher puts research points on how reputation is formed and how it develops. Esenyel [20] and Cintamür [25] found that corporate reputation evaluates all participating business operators' comprehensive evaluation of the enterprise. Business operators should promote it over time, and it is also composed of the relevant enterprise capability activities and other competitors. Zekos [26] found that corporate reputation is a dynamic impression of business entities through the emotional influence of non-invested people and unrelated people in the enterprise. Lin *et al.* [27] believed that corporate reputation is a kind of popularity, and the public judges this popularity as a valuable intangible asset and is formed according to its advantages.

This study believes that travel industry operators should consider corporate reputation from the two dimensions of cognition and emotion. Corporate reputation is the participation of the business group in its emotions and cognition. Taking the company's reputation from the perspective of understanding and emotion can better explain the integrity of the company's reputation. The two dimensions of corporate emotion and cognition embody a company's comprehensive competitiveness.

As we all know, people tend to work in well-known enterprises in job hunting because, in this way, enterprises have the strength to meet the needs of people's social recognition. Similarly, if employees work in well-known enterprises, they will have a sense of job pride. Therefore, considering the factors such as enterprise popularity and enterprise brand, the two dimensions can reflect the enterprise's reputation. Information asymmetry exists, and corporate reputation plays an important role. Therefore, this study believes that corporate reputation will positively impact talent attraction. Based on the above literature, this study puts forward the following hypotheses:

H1: the better the corporate reputation, the stronger the ability to attract organizational talents.

2.3 Career Development

Career development was defined as a person's development and dynamic process of work or professional role activities, influenced by personal factors such as psychological conditions, physiological conditions, and social environment [28-29]. Bagdadli and Gianecchini [30] believed that career development results from the interaction between a person's career planning and organizational career management. Therefore, career development should include two systems one is career planning and the other is Career management. These two systems should work together to make the personal career development goals and organizational development visions mutually fit. Davey [31] believed that individuals and organizations exist in the social system, social structure, culture, values, and market opportunities, affecting personal career planning and organizational career management. When a person enters the organization, the individual and the organization are matched. That is, a person's career development needs are matched with the organizational life management strategy. If the match is good, the individual and the organization will achieve optimal development.

This study believes that career development mainly includes personal, organizational, and interaction factors. These factors are based on various characteristics of the individual, including the living environment and different working environments, which will impact the development of the career. Chen *et al.* [32] pointed out that factors affecting career development organizations refer to organizational operation and management. This study summarizes career development organizations' characteristics as organizational appearance factors, organizational connotation factors, and organizational background factors. The interaction factor is mainly because each element interacts with each other to form a new behavior, which affects the development of a personal career. This study summarizes the factors affecting the interaction, such as work stress, job burnout, and job satisfaction, through the everyday interactions in the literature, career self-efficacy, career commitment, personal and organizational fit, and job performance. We draw on the corporate career management scale Yu [33] proposed through self-awareness, career development, training, fair promotion, and information provision.

Rasheed *et al.* [34] have established a model to indicate the influence of career development on the attraction of career development through the development of career and private enterprises to professional managers. The model suggests an effect between career development and talent attraction. The study found that organizing career development of various content is an essential factor affecting talent attraction. Private enterprises can promote the development of career managers and enhance the attractiveness of talents by strengthening enterprises to cultivate talent models, enhance communication with professional managers, standardize talent selection mechanisms, establish an internal rotation system, and attach importance to corporate culture construction [9].

Pham and Saito [35] applied the empirical research methods in the research and practical research of career management at home and abroad, studying the main components of the career management of Asian

private enterprises and the relationship between the main features and the attractiveness of professional managers in private enterprises. Conducting research reveals the mechanism by which organizational career management affects talent attraction. To promote fairness, incorporating career management is also the most crucial factor affecting the attractiveness of private enterprises to professional managers. Training, career information, and career planning are positive for improving the beauty of private enterprises, and welfare incentives have little effect on the attractiveness of managers.

There are few studies on career development and talent attraction based on the literature mentioned above. The related research only exists in the study of professional managers in private enterprises, and the scope is small. This study involves ordinary research, and employees and managers will expand the area to study the attractive relationship of talents. Therefore, this study proposes the following hypothesis:

H2: The better the career development, the stronger the organization's attraction.

2.4 Moderating Effect of Tourism Industry Category

Camilleri [36] described the tourism industry as an industry that caters to the needs of travelers, businesses, and organizations that provide these needs and facilities. In the management field, the industry is the leading business category of the main business of the products sold, the general name of an enterprise cluster formed by the same variety of enterprises. Therefore, the tourism industry in this study is a collection of tourism-related companies. Bai and Ran [37] explored the scope and hierarchy of tourism, divided into two parts: generalized and narrow sense, supplier analysis, and demand-side analysis. Pan *et al.* [38] separated tourism (1) Tourism-related industries: It is an industry that can provide tourism products and services to tourists, including providing social services industries such as clothing, food, housing, and transportation directly to tourists. This concept is usually general tourism. (2) The tourism product industry in the basic tourism concept, such as the tourism agency hotel industry. (3) For the indirect tourism industry, it is the indirect tourism industry that provides products and services to those who do not directly want to travel. Yu [39] specified the four primary classification criteria for tourism. The Tourism Satellite Account (TSA), the United Nations International Standard Industrial Classification (ISIC), the China National Industry Standard GB/T, and the Input-Output Table relate to tourism.

We then divide the tourism industry into the travel industry (such as travel agencies), catering industry (hotel, catering), tourism and shopping industry (tourism shopping and shopping business in scenic spots, shopping mall leisure business), transportation industry (road passenger transportation within the scenic area, railway passenger transportation, Shipping, water transport), accommodation (hotel accommodation, etc.), cultural and entertainment industry (attraction parks, entertainment areas with prominent features, etc.).

Compared to the relevant academic literature, this study finds that most of the tourism industry categories focus on regional tourism development strategies, China's tourism status analysis, and analysis of category division. The analysis of the direction of recruiting talents in tourism companies is also

minimal. However, the innovation of the tourism industry category is almost no interference. This study uses the tourism industry category as a disturbance variable to study the interference effect of the tourism industry category on corporate reputation, career development, and talent attraction. Therefore, this study proposes the following hypothesis:

H3: Different tourism industry categories positively impact the relationship between corporate reputation and organizational talent attraction.

H4: Different tourism industry categories positively affect the relationship between career development and organizational talent attraction.

The structure of this study is shown in Fig 1.

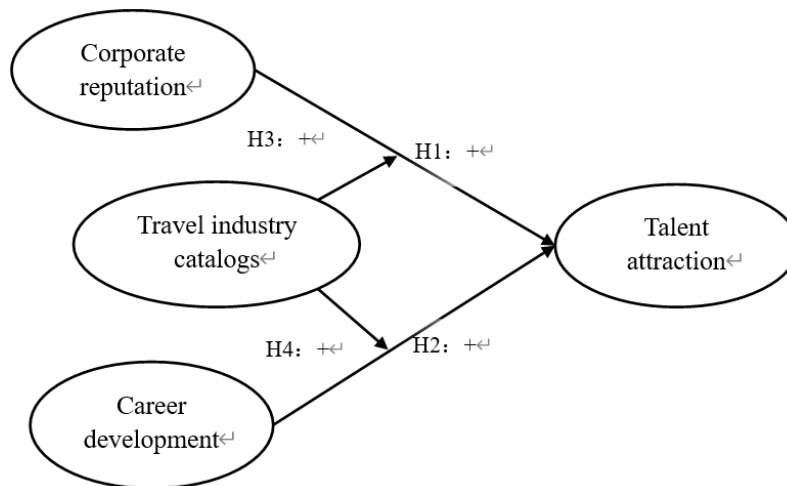


Fig 1: The research framework.

III. RESEARCH METHODS

3.1 Participants

This research object is the recent graduates and transferred people in the tourism industry. The reason is that recent graduates and moved people are all in need. In job-hunting, fresh graduates and transferred people need to inspect the comprehensive situation of the company to choose the incumbent company. Talent attraction, career development, and corporate reputation have become critical measures. This study explores the different effects of the tourism industry on corporate reputation, talent attraction, and career development. It can provide management opinions for enterprises in tourism, improve company development, and enhance the image to attract more talent. In other respects, the tourism industry has been a rapidly developing young industry in recent years. In the past, scholars have done less research on the tourism industry. Selecting new graduates and transferring people in the tourism industry as research objects can provide theoretical support for follow-up research.

3.2 Measurements

The questionnaire design includes the corporate reputation scale, the career development scale, and the talent attraction table. The corporate reputation scale is divided into cognitive and emotional reputations. Personal information relates to the type of tourism industry in which it is engaged to explore the interference variables in the tourism industry category.

This study cites past researchers' scales, which many scholars have repeatedly scrutinized and validated to confirm that the scale is a reliable, mature scale. The measurement scale of corporate reputation is based on the 12-question scale related to Lu's [40] and Li's [41] designed 15 questions scale of career development. The talent attraction scale is cited from the 6-question scale by Yan [42] and Yu [43]. This paper used Likert's five-point scale measurement.

3.3 Pretest

This study used the judging sampling method because the investigators of this study were more familiar with the survey and were in the field of research. It uses the overall comprehensive statistical data of the respondents, subjectively selecting samples according to the purpose of the study and obtaining a representative sample by judging the sampling. A total of 150 questionnaires were pretested in this survey, and 129 valid questionnaires were obtained. The effective recovery rate of the questionnaire was 86%. Eighty-one were men, accounting for 62.8%; 48 were women, accounting for 37.2%. The age of the respondents was 21 to 30 years old. The subjects of the survey are undergraduates. The travel industry, such as travel agencies and the cultural entertainment industry, accounted for 67.5% of the total number of surveyed respondents, indicating that most of the survey respondents are engaged in the core industry of tourism. The survey respondents are in line with the characteristics of the research subjects, that is, the elements of recent graduates and some of the transferred people.

The Cronbach's α coefficient value of the corporate reputation is 0.94, career development is 0.96, and talent attraction is 0.92. Thus, the survey data has high internal consistency [44-45].

IV. RESULTS

4.1 Profile of Sample

This study was conducted in April 2021. A total of 700 questionnaires were collected, and the subjects of this study were screened by the two items "Do you have a job in the last three months" and "Whether you want to find a job in the tourism industry recently". Among them, 303 participants selected the negative option in the two questions, which is not the subject of this study, so we removed the questionnaire. Therefore, a total of 397 valid questionnaires were collected.

The profile of the sample is shown in TABLE I. The majority sample is male (59.4%). The proportion of males in tourism enterprises is higher than that of females, which aligns with the current social situation. The age ranged from 21 to 25 years old (62.7%), while the proportion under 30 years old reached 90.2%, which fully indicated that youthfulness is the characteristic of tourism enterprises. The research subjects are in line with the content of this study. The undergraduate degree (including junior college) is mostly (53.9%), and the number of respondents with a bachelor's degree or above reaches 85.4%. Most of the choices for tourism enterprises are also highly educated, which is in line with the overall situation of society. The travel industry (37%) is the most popular, indicating that the travel industry plays a vital role in the tourism industry. To sum up, this result shows sample perceptiveness [44].

TABLE I. Profile of Sample (n=397).

| Variables | Items | N | % |
|------------------------------|---------------------------------|-----|------|
| Gender | Male | 236 | 59.4 |
| | female | 161 | 40.6 |
| Age | Under 20 years old | 14 | 3.5 |
| | 21-25 years Old | 249 | 62.7 |
| | 26-30 years old | 95 | 23.9 |
| | 31-35 years old | 16 | 4.0 |
| | 36-40 years old | 16 | 4.0 |
| | More than 41 years old | 7 | 1.8 |
| Education level | Junior high school or below | 14 | 3.5 |
| | High school | 44 | 11.1 |
| | Bachelor degree | 214 | 53.9 |
| | Master degree | 115 | 29.0 |
| | Doctoral degree | 10 | 2.5 |
| Intentional tourism industry | Travel industry | 147 | 37.0 |
| | Accommodation industry | 40 | 10.1 |
| | Catering industry | 43 | 10.8 |
| | Tourism and shopping industry | 34 | 8.6 |
| | Transportation industry | 34 | 8.6 |
| | Cultural entertainment industry | 99 | 24.9 |

This research questionnaire sets 33 questions into three constructs: corporate reputation, career development, and talent attraction. The skewness values of each question ranged from 0.44 to 0.71, and the kurtosis went from -0.27 to 0.13. The absolute value of the variable allocation situation is more significant than three of the extreme skewness [46], indicating that the study question is a standard distribution and can be estimated using the most approximate method. Therefore, this study uses path analysis to calculate the structural equations.

4.2 Confirmatory Factor Analysis (CFA)

This study then used AMOS 21 and adopted CFA to analyze the factors of corporate reputation, career development, and talent attraction. The results are shown in TABLE II. The standard factor loadings'

(SFL) value of the 12-items questionnaire of the corporate reputation construct are between 0.70 and 0.79. The SFLs of the 15 items in the career development construct are between 0.71 and 0.76. The SFLs of the talent attraction's six items are between 0.73 and 0.78. The t value of each topic is greater than 1.96, with a significant level ($p < 0.05$), and the criterion for selecting the factor load is above 0.40. The three constructs' combined reliability (C.R.) were 0.99, 0.99, and 0.98, respectively, reaching a standard of 0.6 or higher [44-45,47,48].

In the confirmatory factor analysis, we estimated the scale parameters to confirm the validity of the measurement model. X^2/df value is 1.74 (856.01/492), GFI is 0.89, RMR is 0.03, SRMR is 0.03, AGFI is 0.87, RMSEA is 0.04, NFI is 0.92, NNFI is 0.96, TLI is 0.96, and CFI is 0.96. All the evaluation indicators reached an acceptable level, indicating that the CFA indexes well matched the sampling data of this study and the structure of the research scale to a sufficient scale [44-45,47,48].

The AVE of each construct reaches 0.9 to display that the questionnaire has convergence validity and the measurement model has a good fit with the observation data. The square root of the AVE values of each construct is greater than the correlation coefficient between the constructs (TABLE III), indicating a discriminant validity [44-45,47,48].

TABLE II. Results of CFA (n=397).

| Items | SFC | S.E. | t-value | CR | AVE |
|----------------------------------------------------------------------------------------------------------------------------------|------|------|---------|-------------|-------------|
| Corporate reputation | | | | 0.99 | 0.94 |
| 1. The tourism company I am looking for has a leading competitive position in the tourism industry. | 0.78 | 0.04 | 13.57* | | |
| 2. The travel company I am looking for is powerful. | 0.79 | 0.03 | 13.58* | | |
| 3. The tourism company I am looking for is well-known in the tourism industry. | 0.77 | 0.04 | 13.70* | | |
| 4. The travel business I work for is robust. | 0.70 | 0.04 | 13.79* | | |
| 5. The tourism company I am looking for has a bright future. | 0.75 | 0.04 | 13.77* | | |
| 6. I feel that the travel company I am looking for is a favorite company. | 0.74 | 0.04 | 13.77* | | |
| 7. I emotionally agree and support the travel business I am looking for. | 0.74 | 0.04 | 13.78* | | |
| 8. Compared with other companies in the tourism industry, I will regret it once the travel business I am looking for has closed. | 0.73 | 0.04 | 13.80* | | |
| 9. I appreciate and respect the travel business I am looking for. | 0.74 | 0.04 | 13.77* | | |
| 10. I think the travel company I am looking for is trustworthy. | 0.78 | 0.04 | 13.68* | | |
| 11. I am concerned about the long-term development of the tourism company I am looking for. | 0.74 | 0.04 | 13.77* | | |
| 12. I often pay attention to and track news and reports related to the travel business I am looking for. | 0.77 | 0.04 | 13.70* | | |
| Career development | | | | 0.99 | 0.93 |
| 13. The travel company I am looking for will suit my development. | 0.76 | 0.04 | 13.78* | | |
| 14. The job position at the travel company I am looking for will suit my development. | 0.74 | 0.04 | 13.86* | | |
| 15. The travel company I am looking for will give me a clear career | 0.72 | 0.04 | 13.89* | | |

| | | | | | |
|------------------------------------------------------------------------------------------------------------------------|------|------|--------|-------------|-------------|
| plan. | | | | | |
| 16. The travel company I am looking for will allow employees to recognize their professional characteristics. | 0.75 | 0.04 | 13.82* | | |
| 17. The travel company I am looking for will allow employees to experience different parts to enrich their experience. | 0.71 | 0.04 | 13.89* | | |
| 18. The travel company I am looking for will help employees choose the direction of career development. | 0.74 | 0.04 | 13.85* | | |
| 19. The travel company I am looking for will provide funds for employee education. | 0.75 | 0.04 | 13.81* | | |
| 20. The travel company I am looking for will train employees on a regular or irregular basis. | 0.75 | 0.04 | 13.83* | | |
| 21. The travel company I am looking for will provide staff study conditions and materials. | 0.75 | 0.04 | 13.84* | | |
| 22. The travel business I am looking for is mainly based on the ability to promote employees. | 0.75 | 0.04 | 13.85* | | |
| 23. The travel company I am looking for will be promoted by a superior. | 0.73 | 0.04 | 13.87* | | |
| 24. The travel company I am looking for will provide opportunities for employees to compete fairly. | 0.76 | 0.04 | 13.84* | | |
| 25. The travel company I am looking for will provide employees with clear information on the promotion route. | 0.72 | 0.04 | 13.85* | | |
| 26. The travel company I am looking for will provide information on employee vacancies. | 0.73 | 0.04 | 13.86* | | |
| 27. In the travel business, I am looking for experienced employees who will arrange to guide the work of the juniors. | 0.72 | 0.04 | 13.78* | | |
| Talent attraction | | | | 0.98 | 0.93 |
| 28. I think the travel company I am looking for is lovely and makes me happy to work here. | 0.74 | 0.04 | 13.67* | | |
| 29. I am very interested and want to know more about the travel business I am looking for. | 0.73 | 0.04 | 13.98* | | |
| 30. I am willing to do my best to work in a tourism company looking for a job. | 0.74 | 0.04 | 14.06* | | |
| 31. I am willing to introduce the travel company I am looking for to my friends looking for a job. | 0.76 | 0.04 | 13.99* | | |
| 32. I think the travel company I am looking for has a good employer. | 0.74 | 0.04 | 14.16* | | |
| 33. I think that the travel company I am looking for should have many job seekers to apply for. | 0.78 | 0.04 | 13.89* | | |

Note: SFL means standard factor loading, CR means component reliability, AVE means average variation extraction, and the t value is more significant than 1.96 (* $p < 0.05$).

TABLE III. Correlation and discriminant validity (n=397).

| Constructs | Corporate reputation | Career development | Talent attraction |
|----------------------|----------------------|--------------------|-------------------|
| Corporate reputation | 0.97 1 | | |
| Career development | 0.96 | 0.96 1 | |
| Talent attraction | 0.93 | 0.94 | 0.96 1 |

4.3 Structural Equation Model Verification

This study's structural equation model analysis and parameters are: X^2/df is 3.69 (1817.81/493), GFI is 0.85, AGFI is 0.83, RMSEA is 0.05, NFI is 0.98, NNFI is 0.98, TLI is 0.98 and CFI is 0.98. All the evaluation indicators reached an acceptable level, indicating that the sampling data of this study have a good match with the structure of the research scale [44-45,47,48]. The path coefficient of corporate reputation to talent attraction is 0.49 ($t=5.54$), career development to talent attraction is 0.92 ($t=9.14$) (Fig 2). Both have a CR value of more than 2 for the Check Regression Weights Wald test and a p-value of less than 0.05. Therefore, both H1 and H2 are supported.

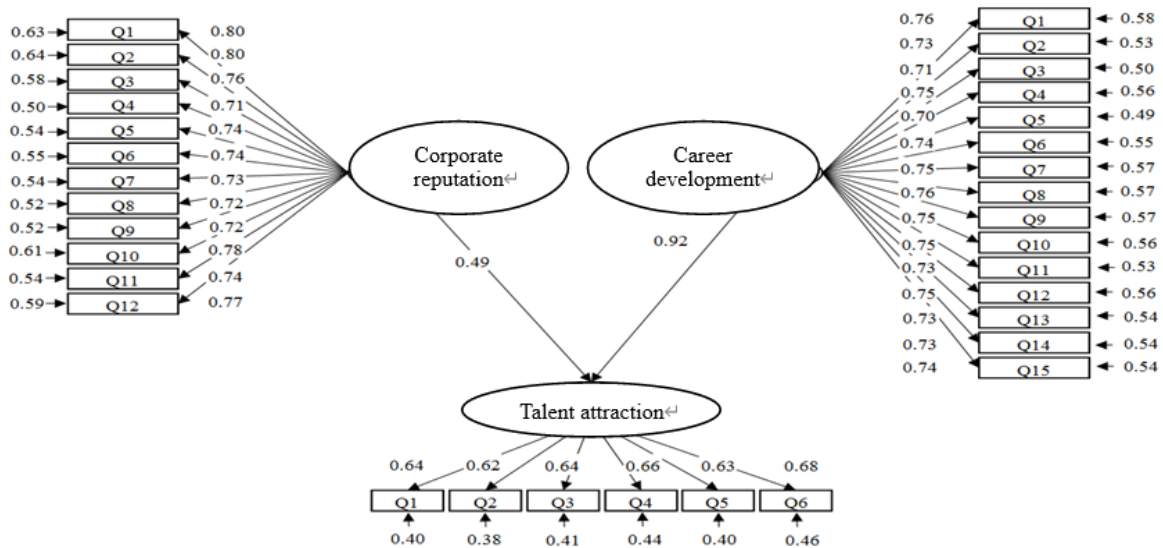


Fig 2: Final path model (n=397).

4.4 Moderating Effect

The following steps are taken to test the moderating effect of the tourism industry category in the relationship between corporate reputation and talent attraction and career development and talent attraction. Step 1: Using the K-means clustering method [48]. All samples are clustered according to the actual scores of the disturbance variables (tourism industry), and the moderating variables are grouped into

two groups. There are 34 samples in the transportation industry and 99 samples in the cultural and entertainment industry. This study named it the supporting tourism industries. There are 147 samples in the travel agency industry, 40 samples in the lodging industry, 43 samples in the catering industry, and 34 samples in the tourism and shopping industry. This study named it the tourism core industry. Step 2: Set the two groups to different modes divided into reference and interference modes. Finally, the degree of freedom and chi-square value is tested. We must reduce the degree of freedom of the two ways by 1, and the phase difference of the chi-squared values must be greater than 3.8 to have moderating effects [48].

In the test results of this study, the degree of freedom of the baseline model and the interference mode is reduced to 2, and the difference between the chi-square values is 6.37, which shows that the tourism industry has a distracting effect on the attractiveness of the career development. In Fig 3, the path coefficient of corporate reputation to talent attraction is 0.48, and the path coefficient of career development to talent attraction is 0.91. In Fig 4, the path coefficient of corporate reputation to talent attraction is 0.48, and the career path is attractive to talents. The coefficient is 0.93, so H3 is not supported, and H4 is supported.

TABLE IV. Detection of chi-square differences among groups in the tourism industry.

| | Chi-square CMIN | df | ΔX^2 |
|-----------------|-----------------|------|--------------|
| Reference mode | 2389.84 | 1016 | |
| Moderating mode | 2396.21 | 1018 | 6.37 |

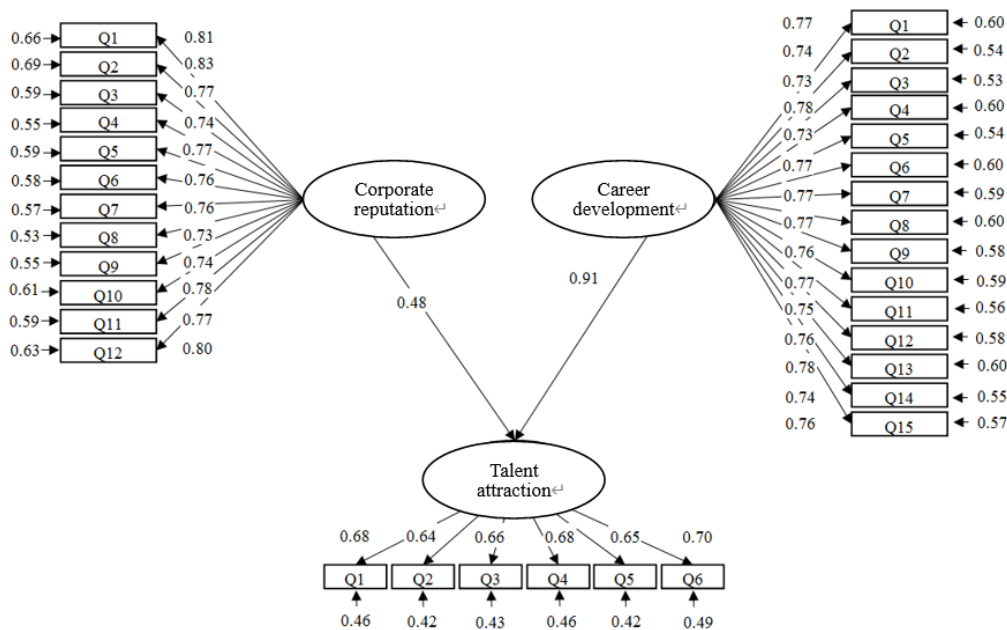


Fig 3: A path analysis of the supporting tourism industry (n=397).

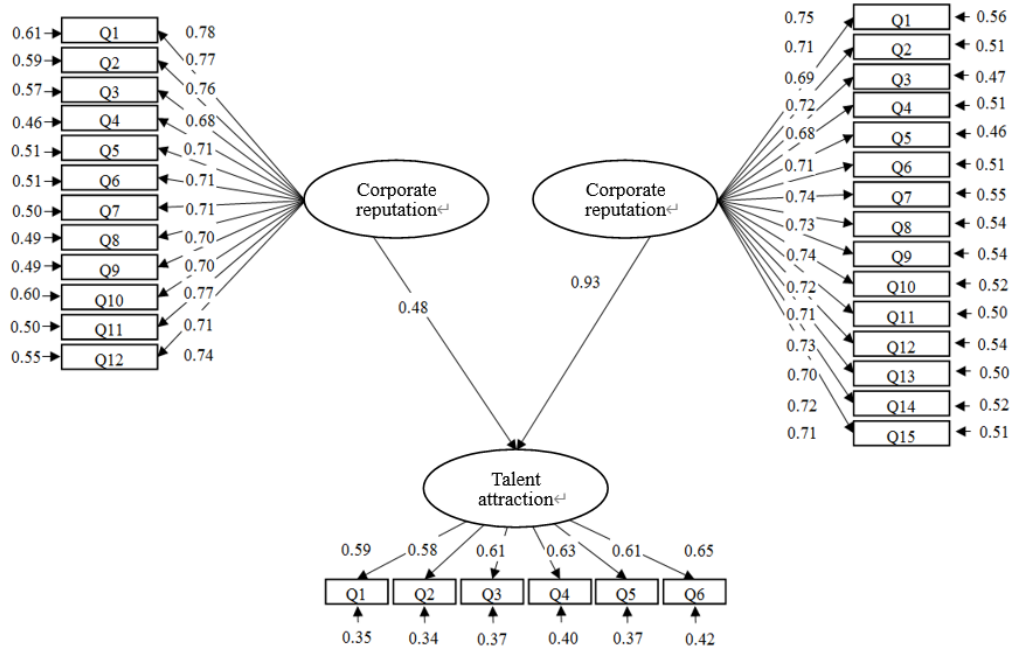


Fig 4: A path analysis of tourism core industry (n=397).

V. DISCUSSION AND CONCLUSION

5.1 Conclusion

Research from many fields has found that corporate reputation can enhance the appeal goals of advertising and improve persuasiveness [49-50]. Consumers and government units can favor the importance of the company, political groups, or potential job seekers [51-52]. This study shows that the impact of corporate reputation on the attractiveness of talents has a significant positive effect. The better the importance of the company, the stronger the organization's attraction. This study assumes H1 is supported and consistent with previous scholars' findings. In the job search process, people tend to work in well-known enterprises because the company has the strength to meet the needs of people's social identity. Similarly, if employees work in famous enterprises, they will have a sense of work pride.

According to the research results, career development has a significant positive impact on talent attraction. The better the career development, the stronger the attraction of organizational talent. Assume that H2 is supported, consistent with the results of past scholars. The story of personal careers aims to maximize the achievement of personal development [53]. For organizations, the product of a corporate job is related to maintaining the competitiveness of employees and the vitality of keeping the company. Nowadays, relevant talents are employed in enterprises. They have a clear direction for their work goals. They do not only aim to meet the needs of wealth. They choose to obtain a high income, but they also consider some factors when working the enterprises. They will use their strengths to seek satisfaction in their business, and they will gain recognition from society and realize self-worth. If the organization has

good career development, it will significantly enhance the talent attraction.

5.2 Management Implications

Tourism is a service industry, and the service industry has played a crucial role in developing our national economy in recent years. Therefore, attracting more talents from tourism enterprises can create more advantages for the enterprises themselves and contribute to the development of the national economy. As a manager of a company, acquiring more talents in the long-term competitiveness and improving sustainable competitiveness has become a topic of general concern for managers. Then, how to improve the talent attractiveness of the enterprise itself, this study gives relevant management implications to a certain extent:

5.2.1 Focus on shaping the reputation of the company

Relevant personnel engaged in business management should constantly improve the personnel management system. Informing an excellent working atmosphere, we should pay more attention to corporate social responsibility and build a good corporate reputation. Continually creating a reputation with the characteristics of this enterprise, companies must actively adapt their characteristics and integrate communication methods so that potential job seekers and transferred people can make a good impression on the company and enhance the attractiveness of talents. It is worth noting that enterprises can deceive some people through temporary means, but they cannot fool everyone through this means. A good reputation is shaped into reality, and we can truly create a positive and profoundly rooted reputation through effective communication management.

5.2.2 External management of corporate reputation

Most corporate reputation is generally identified from the outside. Companies must use image surveys to understand how consumers and job seekers view the company and whether this superficial understanding conflicts with its identification. In addition, enterprises should deal with negative rumors on time, especially in the Internet age. Harmful information dissemination is swift. Enterprises that ignore words will damage their established reputation and reduce market competitiveness. Will be lost.

5.2.3 Improve the career development of the company

The turnover rate of talents in the service industry is relatively higher than that of other industries. Therefore, relevant enterprises should respect skills and knowledge, establish an incentive salary system and scientific and reasonable performance appraisal, especially the promotion mechanism, and do an excellent job. The development of the world makes the employees more motivated and satisfied with the work and reduces the mobility of the personnel to a certain extent, to attract more talents to come to the job.

5.3 Theoretical Implication

This paper analyzes the relationship between corporate reputation, career development, and talent attraction by selecting tourism and joining the tourism industry. It proposes and demonstrates the hypotheses proposed in this study through the overall analysis of questionnaires and related data. We established:

5.3.1 Through empirical research proves the positive influence of the relationship between corporate reputation and career development on talent attraction in the tourism industry. The tourism industry has a regulating effect on the relationship of variables.

5.3.2 This research is based on the tourism industry. From the knowledge of job seekers to the development of corporate reputation and career to the attraction of talents, and then to the tourism industry as a disturbance, it is the enrichment and development of the existing talent attraction theory.

5.3.3 This study studies which factors will generate talent attraction, especially the reputation of the company and the development of the career, and contribute to understanding the mechanism of talent attraction.

5.3.4 Researching the attraction of talents from a new perspective. The unique perspective of this paper is to start from the two aspects of corporate reputation and career development and to innovator join the tourism industry. It is not only the refinement of the research on talent attraction but, more importantly, this study is based on China in the macro context. This research can expand the scope of talent attraction research and test the attractiveness of existing talents and the applicability of other variable outcomes in this context of China.

5.4 Limitations and Suggestions

First, this study uses a cross-sectional survey method to investigate only one point in time without adding a time dimension to consider changes in variables. This type of survey can only analyze whether there is a correlation between data and cannot confirm the existence of variables. It is suggested that in future research, through the timeline research method, the samples can be collected continuously to observe the relationship between the reputation of the company and the development of the career to attract talents and eliminate the time difference interference factors.

Secondly, the sample selection of this study is based on the intentional sampling method. It is only for recent graduates and people in the tourism industry. Due to time, resources, and other factors, the representative sample has limitations and cannot fully represent the employees of all enterprises. It is suggested that the follow-up study needs to include a large sample size further, and the stratified random sampling method is adopted to make the research results more universal applicability. It is recommended to add more types of respondents later to increase the objectivity of the research.

Finally, this study is only for tourism, so the general applicability of the results remains to be further tested. Subsequent studies are recommended to add relevant variables and more disturbance variables to study the impact on talent attractiveness. And consider adding mediator variables between them to ensure the depth of the research.

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