



# The Future of Hiring: Landing Jobs as a Paradigm of Future Trends

Catarina de Oliveira Alves

Dissertation written under the supervision of Professor Peter  
Rajsingh

Dissertation submitted in partial fulfilment of requirements for the  
MSc in Management with specialization in Strategy, Entrepreneurship  
and Impact, at the Universidade Católica Portuguesa, 1<sup>st</sup> June 2023

## **Abstract (Português)**

**Título:** O Futuro do Recrutamento: LandingJobs como um paradigma de tendências futuras

**Autor:** Catarina de Oliveira Alves

No panorama de evolução global atual, uma gestão eficaz de talento é crucial para que as organizações prosperem e se mantenham competitivas. Não obstante, muitas empresas enfrentam desafios nas suas práticas de aquisição e gestão de talento, incluindo problemas de barreiras culturais, restrições jurídicas, pouca eficiência e falta de inovação. Simultaneamente, as tecnologias emergentes, tais como a inteligência artificial (AI) e o trabalho remoto, estão a perturbar os processos tradicionais em todas as indústrias. Estas tecnologias têm o potencial de revolucionar as práticas de gestão de talento, proporcionando novas oportunidades para uma maior eficiência e eficácia.

Esta tese analisa as perturbações na indústria de recursos humanos e o seu impacto nas práticas globais de recrutamento e gestão de talento para colmatar a lacuna entre a gestão eficaz dos talentos e os desafios enfrentados pelas organizações. A investigação combina uma análise exaustiva da literatura académica existente com uma visão qualitativa de peritos e profissionais na indústria, bem como dados quantitativos recolhidos a partir de uma plataforma de emprego.

Os resultados fornecem informações às empresas que procuram melhorar as práticas de gestão de talento. As recomendações práticas são formuladas com base na integração dos conhecimentos dos peritos e da investigação académica. A tese contribui para o crescente conhecimento de como navegar nesta indústria da gestão global de recursos humanos que se encontra em rápida mudança. Providenciando conhecimento consubstanciado em evidências que permite informar a tomada de decisões estratégicas e impulsionar o sucesso organizacional num mercado global cada vez mais competitivo.

**Palavras-chave:** Inteligência Artificial, Globalização, Aprendizagem Automática, Inovação Disruptiva, Recrutamento, Aquisição de Talentos, Mudança Estratégica, COVID, Gestão de Talentos, Aquisição Global de Talentos, Práticas de RH, Eficiência Organizacional, Conjeturas de Especialistas

## **Abstract (English)**

**Title:** The Future of Hiring: Landing Jobs as a Paradigm of Future Trends

**Author:** Catarina de Oliveira Alves

In today's evolving global landscape, effective talent management is critical for organizations to remain competitive and thrive. However, many businesses face challenges in their talent acquisition and management practices, including issues of cultural barriers, legal constraints, limited efficiency, and lack of innovation. Simultaneously, emerging technologies such as artificial intelligence (AI) and remote work are disrupting traditional processes across industries. These technologies hold the potential to revolutionize talent management practices, providing new opportunities for higher efficiency and effectiveness.

This thesis discusses disruptions in the HR industry and their impact on global talent recruitment and management practices to address the gap between effective talent management and the challenges faced by organizations. The research combines comprehensive analysis of existing academic literature with qualitative insights from experts and executives in the field along with quantitative data gathered from a job posting platform.

The results provide insights for firms seeking to enhance talent management practices. Practical recommendations are formulated based on the integration of expert insights and academic research. The thesis contributes to the growing body of knowledge on how to navigate in this rapid changing field of global talent management, providing evidence-based material that can inform strategic decision-making and drive organizational success in an increasingly competitive global market.

**Keywords:** Artificial Intelligence, Globalization, Machine Learning, Disruptive Innovation, Recruiting, Talent Acquisition, Strategic Change, COVID, Talent Management, Global Talent Acquisition, HR Practices, Organizational Efficiency, Expert Insights

## **Acknowledgements**

As my academic journey comes to an end, I would like to express my sincere gratitude to those who have contributed to my success and growth. Completing this thesis would not have been possible without the unwavering support and encouragement of my family, friends, and mentors. For their unwavering support throughout my academic journey. Their encouragement and belief in my abilities have been instrumental in my success.

First and foremost, I extend my heartfelt thanks to my family, especially my parents Paula and Eduardo, for their unconditional love, endless patience, and unwavering belief in my abilities. Your constant support, sacrifices, and words of wisdom have guided me and shaped me in the best way possible. I am forever grateful for you.

I would like to express my sincere gratitude to all my colleagues and friends who have accompanied me on this academic journey. Your camaraderie, intellectual discussions, and shared experiences have enriched my life and broadened my perspectives.

I extend my appreciation to my professor, Peter Rajsingh, for the guidance and expertise, and also Landing Jobs. The valuable insights and feedback have been crucial in shaping the direction of this work.

Lastly, I would like to acknowledge the faculty and staff of Universidade Católica Portuguesa de Lisboa for providing a conducive learning environment and necessary resources for my academic growth.

Thank you,

Catarina de Oliveira Alves

## Table of Contents

1	INTRODUCTION, OBJECTIVE, METHODOLOGY .....	8
1.1	Introduction.....	8
1.2	Problem Statement and Relevance.....	9
1.3	Methodology.....	10
2	LITERATURE REVIEW .....	11
2.1	Introduction.....	11
2.2	Management Theory and Competitive advantage .....	11
2.3	COVID as a driver of change in the HR Industry.....	12
2.4	Online Platforms .....	13
2.5	Main challenges for global hiring.....	16
2.6	The Future of the HR industry .....	18
2.7	Conclusion .....	19
3	METHODOLOGY.....	20
3.1	Qualitative Research Methodology.....	20
3.2	Quantitative Research Methodology.....	21
4	ANALYSIS.....	22
4.1	Qualitative Research Analysis .....	22
4.2	Quantitative Research Analysis .....	32
4.3	Discussion of findings.....	40
5	CONTRIBUTIONS, LIMITATIONS AND FUTURE RESEARCH DIRECTIONS .....	43
5.1	Summary and Conclusion.....	43
5.2	Limitations and Future Research Directions.....	45
	<b>APPENDIX .....</b>	<b>53</b>
1	INTERVIEWS .....	54
1.1	Interviews Script.....	54
1.2	Interview Transcripts and Categories .....	55
2	R STUDIO CODE .....	76

## List of Figures

Figure 1: Conceptual Structure of the Thesis .....	10
Figure 2: Model to analyse qualitative data .....	21
Figure 3: Evolution of Remote Policy (2019-2022).....	32
Figure 4: Evolution of Visa Support Policy (2019-2022).....	33
Figure 5: Job Category Distribution.....	33
Figure 6: Evolution of Experience Requirements .....	34
Figure 7: Bar Plots for categorical variables .....	35
Figure 8: Bar Plots for numerical variables before removal of outliers.....	35
Figure 9: Histogram and Scatterplot for Average Salary before the removal of outliers .	36
Figure 10: Summary Before removal of outliers .....	36
Figure 11: Summary after removal of outliers .....	36
Figure 12: Scatterplot with regression line - Experience vs. Average Salary .....	37
Figure 13: Regression model used .....	37
Figure 14: Results of the Regression.....	38
Figure 15: Residuals Histogram and Q-Q Plot.....	39

## **List of Tables**

Table 1: Interviews Categorization .....	22
Table 2 Overview of Interviewees .....	23
Table 3 Interview 1 Categorization .....	56
Table 4: Interview 2 Categorization.....	58
Table 5: Interview 3 categorization.....	59
Table 6: Interview 4 Categorization.....	67
Table 7: Interview 5 Categorization.....	68
Table 8: Interview 6 Categorization.....	69
Table 9: Interview 7 Categorization.....	70
Table 10: Interview 8 categorization.....	71
Table 11: Interview 9 Categorization.....	72
Table 12: Interview 10 Categorization.....	73
Table 13: Interview 11 Categorization.....	74
Table 14: Interview 11 Categorization.....	75

# **1 Introduction, Objective, Methodology**

## **1.1 Introduction**

Hiring globally is the process of recruiting employees from around the world. This process has evolved over time and become a key factor in the success of many businesses. The evolution of globalization in hiring has brought efficiencies to businesses, allowing them to capitalize on the advantages of a global workforce. By leveraging technology and recruiting globally, many businesses can access talent previously not available, since in the past global hiring tended to be limited to large corporations with the resources and expertise. Globalization of hiring has enabled all firms to access a larger and more diverse talent pool, as well as to benefit from cost savings and access to new markets. The availability of online recruitment platforms and job postings has made it easier for businesses to identify and hire global talent. Additionally, businesses can benefit from the cultural diversity of a global workforce and access to new skills and perspectives.

Founded in 2014, Landing Jobs (LJ) is a company that provides a window for studying an emerging secular trend that is an innovative phenomenon in hiring. LJ started as a job-seeking platform that connects employers and job seekers. Offering a wide range of services such as job postings, candidate search, career advice, and job search tools, LJ rapidly became one of the leading recruitment vehicles in Portugal. LJ's original mission was to be the industry leader, providing job seekers with access to the best job opportunities and employers with access to the best talent.

Since 2014, the industry has changed drastically. Technological advancements, along with the pandemic, changed the way employers and jobseekers interact. New challenges associated with hiring a global workforce have arisen. These include cultural differences, that may affect how employees communicate and interact, language and linguistic barriers, visa and immigration regulations, and the cost and complexity of onboarding and managing remote teams. Moreover, companies now need to ascertain whether their HR and recruitment processes are compliant with local laws and regulations in countries where they hire. They must also be aware of potential cultural and ethical differences that could affect the success of their global workforce, as well as ensuring that global teams are supported with necessary resources and infrastructure to enable them to work effectively and efficiently. All of these are emerging challenges for the industry that require new and effective solutions for which companies are also willing to pay a premium. Realizing the needs of the current market, LJ created a new suite of products which address the foregoing client needs. They now offer visa relocation and legal support, onboarding services for



global employees and the ability for foreign companies to hire and manage payroll for global teams all in one place. Interestingly, these products are increasingly gaining traction and now generate more revenue than LJ's initial core business. This has led to their latest strategic move – acquisition of their main competitor in Portugal in the Visa, Relocation and Payroll services, the startup Lisbon Tech Guide.

Through studying the case of Landing Jobs, along with the latest research on globalization, hiring and industry insights, this work seeks to better understand secular trends in the hiring industry and its direction for the future. We will examine new challenges the industry faces and the best way to adapt and overcome them in a fast-growing and changing market.

## **1.2 Problem Statement and Relevance**

According to Clayton Christensen (1997), innovation can take two forms: sustained and disruptive. Sustained innovation involves improving existing products or services in ways that the market expects. Disruptive innovation, on the other hand, introduces a new product or service that solves a problem in a unique and original way. Many recruiting departments have struggled to provide the necessary value-creating activities to overcome current challenges imposed by the changes in the market caused by COVID-19, the increased demand for remote work, and the expansion of the global talent pool. Until this point, this field mainly consisted of sustaining innovations. But, in today's rapidly evolving industry, HR departments and managers must keep up with market trends and changes in order to remain competitive. As new technologies such as AI become available, it may be necessary to consider disruptive innovations to stay ahead of the curve.

This thesis examines the impact of the pandemic and remote work on the HR industry, focusing on the challenges and opportunities for HR departments and managers. Additionally, it aims at to provide insights from the opinions of experts on innovative recruiting processes and the new practices companies are adopting to remain competitive. To achieve this, the following research question will be investigated:

**RQ: How is global hiring changing the future of the HR industry?**

### 1.3 Methodology

A literature review was conducted using an "integrative synthesis" approach (Rousseau et al., 2008). Various databases, including GoogleScholar, Emerald, and JStor, were systematically searched. To ensure the academic credibility of sources, the rankings of "Verband der Hochschullehrer für Betriebswirtschaft e.V. (VHB)" were reviewed. In addition, reputable consultancy websites like McKinsey, Bain, and BCG, as well as research institutions such as "Harvard Business Review" and "MIT Sloan Management Review" were consulted. Reports from Landing Jobs on Global Talent Management Trends were also utilized in the review process.

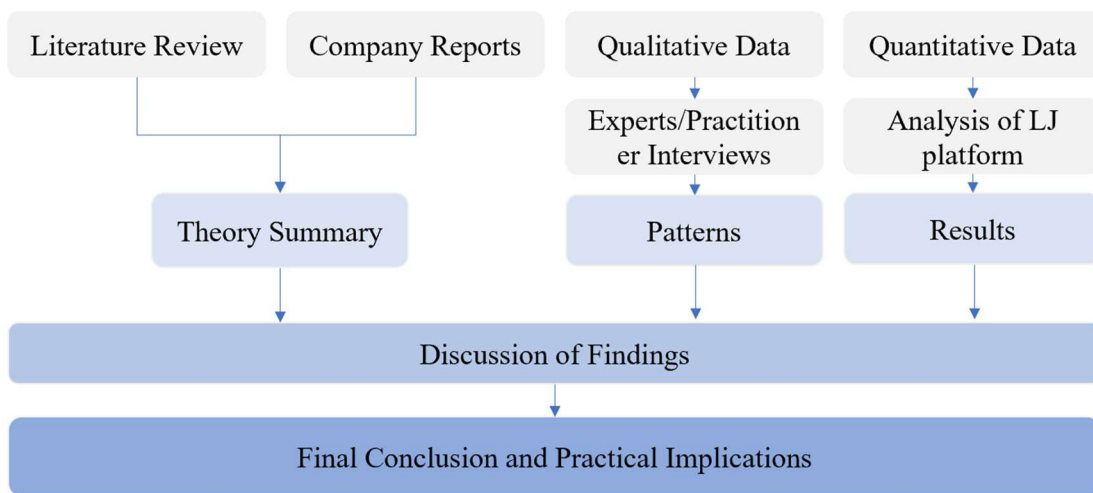


Figure 1: Conceptual Structure of the Thesis

## **2 Literature Review**

### **2.1 Introduction**

The contemporary workforce has experienced notable changes in recent times due to technological advancements, globalization, and the COVID-19 pandemic. These transformations have changed the way companies do business and have opened opportunities to tap into a global pool of talent (Caligiuri et al., 2020). This resulted in an increasing demand for remote workers and a more distributed workforce, posing new challenges for companies in terms of recruiting, managing, and retaining talent on a global scale. Campello et al. (2020) found that the pandemic had a determinant impact on the scale and urgency of finding solutions to recover from COVID-19 disruptions. This literature review outlines the current state of global hiring, as well as the drivers for HR industry changes, to highlight the challenges companies must navigate. These include cultural differences, language barriers, visa and immigration regulations, and managing remote teams. We discuss global hiring and solutions that can help companies overcome challenges and develop new business models, along with management theories and frameworks that can be used to better understand problems and solutions.

### **2.2 Management Theory and Competitive advantage**

According to Teece (2010), a business model is the design or architecture of value creation, delivery and capture mechanisms employed by a business. It reflects management's hypothesis about what customers want, how they want it, what they will pay, and how an enterprise can best meet customer needs while generating profit. To be a source of superior performance and competitive advantage, a business model must be honed to meet particular customer needs, and it must be inimitable in certain respects. Teece (2010) suggests that good business model design and implementation require assessing both internal factors, such as complicated process steps or strong intellectual property protection, and external factors, such as customers, suppliers, and the broader business environment.

Polidoro and Toh (2011) note that managers must also consider the threat of substitution (evoking one of Porter's Five Forces (1979)) when designing and implementing a business model. Although deterring imitation is important, managers must also consider how competitors may respond to deterrence efforts and whether they may develop substitutes. In some cases, it may be necessary to allow imitation to gather sufficient momentum to fend off these substitutes. Thus, managers must balance inimitability and the need to pre-empt substitution.

In the pursuit of competitive advantage, Prahalad and Hamel (2001) suggest that core competencies are the wellspring of new business development. Companies must focus on building and defending leadership in their core competencies, core products, and end products. At the level of core competencies, the goal is to build leadership into a particular class of product or service functionality. To sustain leadership in a chosen core competence area, companies seek to leverage strengths.

Teece et al. (1997) link competitive advantage to the theory of dynamic capabilities. As Barreto (2010) states, a firm's dynamic capability results from four elements – the “potential to systematically solve problems, formed by its ability to sense opportunities and threats, to make timely and market-oriented decisions, and to change its resource base”. Dynamic capabilities are thus a multidimensional concept where no individual firm quality fully encapsulates the phenomenon (Barreto, 2010; Edwards, 2001). Recently, Lieberman (2021) argues that, for various reasons, the concept of competitive advantage is not intellectually sustainable.

Taken together, these ideas suggest that a successful business model is designed to meet specific customer needs, is difficult for competitors to replicate, and is flexible enough to adapt to changes in the business environment. Companies must also focus on building and defending leadership in their core competencies and products to stay ahead of competitors. By balancing inimitability and the need to pre-empt substitution, managers can design and implement a business model that becomes a source of superior performance and sustainable competitive advantage.

### **2.3 COVID as a driver of change in the HR Industry**

The trend towards a more distributed global workforce was already in motion before the COVID-19 pandemic. Remote working is defined by Wang et al. (2021) as performing the activities of the employing organization from outside the office at a remote virtual location. According to Rosalsky (2020) technologies enabling remote work have been around for a long time, however most firms were reluctant and ended up never making the transition. Miele & Tirabeni (2020) point out that this is likely a result of managers fearing loss of control and having little confidence that their employees would exercise their duties in an autonomous and responsible way. However, despite managerial reluctance, the pandemic forced large numbers of companies to adopt new and emerging technologies to facilitate remote work and remote skills development activities (Amankwah-Amoah et al., 2021). Kaushik and Guleria (2020) go further and pinpoint social distancing and the lockdown as the main drivers of the remote work policy adoption. Amankwah-Amoah et al. (2021) add that this trend accelerated and contributed to a shift from

paper-based to electronic-based processes both in companies and governmental organizations. Furthermore, as the expense of communications, storing information, and computers/devices decreased, the latter's capabilities have exponentially increased, allowing businesses to gain new possibilities for digitalization.

According to Greenstein (2021) skilled employees at technology firms tend to be among the biggest users of remote work. This trend will enable some workers to become more of a contractor and less of an employee, generating a new type of job. This phenomenon extends IT services into the cohort of the remote workforce that becomes closer to a contractor. HR and many managerial tasks also will be redefined by this shift (Greenstein, 2021). In addition, organizations can realize substantial cost savings and tap into global talent pools by adopting remote working practices and outsourcing business processes to the remote workforce (Braesemann et al., 2022).

Kuek et al. (2015) show that online outsourcing (OO) has emerged as a promising substitute for conventional work. OO has transformed where, when, and how work is performed. Employers can access more specialist skills thanks to OO, which also offers quicker, more flexible recruiting procedures. As long as they have computer and Internet connectivity, workers now have new chances to access and participate in international employment markets from anywhere and at any time. A study by Kässä et al. (2021) estimates that there are 163 million registered workers on online labour platforms, which is significantly higher than 2015 estimates by Kuek et al. (2015) who found just 50 million workers.

Overall, the shift towards remote work and the adoption of new forms of outsourcing are transforming the way work is performed and the types of jobs available. It is also expected to redefine HR and managerial tasks, with some staff taking on administrative tasks for a more dispersed clientele (Greenstein, 2021). Remote work is, therefore, a growing secular trend that has been accelerated by the COVID-19 pandemic and is expected to have far-reaching implications for the future of work.

## **2.4 Online Platforms**

Digitization of human resource management (HRM) has led to significant advancements in the way organizations approach talent acquisition and management. In recent years, HRM has undergone several stages of digitization, with HR 3.0 being the most recent stage. This latest stage has proven effective in filtering candidates using simple algorithms, enabling HR

departments to save time and effort while filling vacancies faster. Candidates are evaluated based on criteria such as education, work backgrounds, and overseas experience, allowing HR departments to eliminate unsuitable candidates immediately (Digital Business Strategies in Blockchain Ecosystems: Transformational Design and Future of Global Business, 2020).

Online labour markets have emerged in the past 10-15 years, allowing small companies and individuals to outsource knowledge work to freelancers. These platforms evolved from niche marketplaces for IT freelancers to covering the entire spectrum of knowledge work, with millions of platform workers implicated globally. The Covid-19 pandemic has led to rising adoption of these platforms, as previously discussed (Braesemann et al., 2022). A McKinsey Global Institute report titled “A Labour Market that Works: Connecting Talent with Opportunity in the Digital Age” (2015) states that Online talent platforms create value for companies by improving human capital management. Online talent platforms offer several other benefits to individual workers. The availability of comprehensive online job listings provides them with more options and a better understanding of compensation they can command on the open market. Voluntary job changes are correlated with higher wages, so a more dynamic job market creates more opportunity for workers to ascend the pay scale while moving into new roles.

Leading companies today are adopting online talent platforms as they realize that human capital management can produce significant returns on investment. To date, the clearest value of these platforms has been enabling organizations to quickly and easily access a wider pool of skilled workers, including those who may be located in different parts of the world. This has allowed companies to tap into more diverse talent, while also reducing the time and costs associated with traditional recruitment processes. According to Stroheimer (2020) this is what is known as Digital Human Resource Management (DHRM).

DHRM constitutes a further evolutionary step in the conceptualization of technology-based HRM, enabling organizations to integrate digitalization of HRM with that of the organization itself. This integration marks a conceptual step forward and can result in increased efficiency of HR operations, automation of routine HRM duties, reduced administrative burdens, and increased productivity. The recruitment and screening process can become more efficient with implementation of digital HR. Research has shown that digital HRM leads to improved accuracy of data and reports by HR developers, higher HRM effectiveness, and reduced costs for HRM, enabling HR professionals to do their work with fewer personnel (Dêmeijer, 2017).

The McKinsey Global Institute report (2015) also discusses the potential impact of remote work organized through online platforms on the global labour market. It states that one of the positive aspects of online talent platforms is that they could mitigate the increasing competition between highly educated graduates in the Global South and the Global North, which has been described as the "Global Auction" and the high global demand for talent. By bringing jobs and incomes to people in countries across the world, remote work can foster more resilient and sustainable local communities, particularly in rural areas. It may also offer alternatives to physical migration to places with more jobs and higher wages, assuming platform work provides sustainable sources of income.

On the other hand, the report notes that remote platform work is shaped by geographical frictions and biases that restrict participation, such as time-zone differences, language-based communication difficulties, domestic and ethnic connections, or information asymmetries. As with other complex economic activities, remote platform work might cluster in large cities, leading to uneven geographical participation rates, bad working conditions, and precariousness for workers – a process referred to as "Digital Taylorism." Therefore, individual experiences provide coherent but fragmented perspectives on the phenomenon of remote platform work.

This unequal global distribution of remote work is likely the result of the unbalanced distribution of skills, human capital, and opportunities across the globe. Skill-based technological change allows people with advanced digital skills (e.g., Data Scientists) to realize a premium from increased demand, while offshoring, computerization, and global competition for jobs that require less specialized knowledge (e.g., Data Entry) drive wages downwards. The result is a polarized global market for knowledge work with geographies stratified along the lines of the unequal distribution of human capital (McKinsey Global Institute, "A Labour Market that Works: Connecting Talent with Opportunity in the Digital Age", 2015).

The antagonism between urban and rural areas, as described by Paul Collier in his book *The Future of Capitalism, Facing the New Anxieties* (2019) is a deep divide between the 'booming metropolis' and the 'broken provincial city' that plays out in the remote labour market. This is because institutions that enable successful participation (access to knowledge building, training, and professional networks) concentrate in urban areas. Rural regions are less able to offer specialized work opportunities and an urban lifestyle. In contrast, metropolitan areas offer highly specialized local economies that create an abundance of opportunities to maintain a tech-savvy 'creative class.'

The most profitable remote jobs require specialized IT skills and go therefore to metropolitan areas (Greenstein, 2021). Forces that pull remote jobs to centres of economic activity with existing digital infrastructures function through the platform economy. This is because there are limited frictions, such as geographical boundaries, labour market regulations, or formal entry barriers, which increase information asymmetries, uncertainties, trust cues, and reputation systems in online labour markets (Greenstein, 2021).

In summary, unequal global distribution of remote work is determined by scarcity and abundance of skills and the means of accessing them. The global platform labour market operates under the laws of supply and demand, whereby individuals with in-demand skills secure profitable jobs, while others obtain low wages and face fierce competition (Landing.Jobs, Global Tech Talent Trends Report, 2023).

Overall, the adoption of online talent platforms represents a major shift in the way that companies approach talent management. As these platforms continue to evolve and become more sophisticated, we can expect to see even greater benefits in terms of improved access to talent, greater flexibility in workforce management, and better insights into workforce performance (Vaiman et al., 2021).

## **2.5 Main challenges for global hiring**

The pandemic also created new challenges for global hiring, as companies faced increased competition for talent, difficulties in assessing candidates remotely, and the need to support employees in new and different ways. A study by Hongal and Kinange (2020) on talent management found that nowadays an organization's main source of competitive advantage is talent. The performance of a company is directly correlated to employee performance and unique competencies that talent brings to a firm. As such, HR managers must focus on talent management, which involves both acquisition and retention in a highly competitive global environment. While talent management is a challenging and time-consuming task, acquiring the right talent is crucial for strengthening organizations. However, the current situation has resulted in increased numbers of jobseekers in the global employment market, exacerbating the "Talent Mismatch" across various sectors and countries. Despite the talent pool increasing, there is still a significant shortage of skilled workers in many industries, making talent acquisition more difficult (Hongal and Kinange, 2020).

As the McKinsey report (2015) suggests, new digital platforms with DHRM solutions are now emerging. These have the potential to fuel tremendous growth, particularly in terms of contingent



workers dispatched on demand. Beyond unequal global distribution of remote work there are further issues that arise. Visa, immigration, and payroll regulations are challenges companies face when hiring globally. Each country has its own regulations, which can be complex and time-consuming to navigate. Failure to comply may result in legal and financial penalties. To address these challenges, companies can partner with immigration law firms or use visa and immigration management tools. Another key question is how to classify large contingent workforces, specifically whether they should be treated as regular employees, contractors, or as some hybrid category that has yet to be defined. This will determine whether various regulations, such as minimum-wage laws, apply.

Similarly, systems related to worker benefits need to be updated. In the United States, for example, employers are typically responsible for providing a wide range of benefits including health, disability and unemployment insurance, retirement plans, maternity and paternity benefits, worker's compensation for job-related injuries, and paid time off. However, freelancers have to purchase their own insurance and must rely on their own resources if they take time off for any reason. Moreover, they lack access to the same kinds of retirement savings plans of traditional employees. To make freelance career paths more viable, new online marketplaces and intermediaries are emerging to help expand access to benefits and support services. Cherry (2019) adds that online work presents an infinite number of conflicts-of-law, jurisdiction, and choice-of-law issues that will only become more prominent as platforms become more established. Thus, legal systems will begin to enforce existing regulations or pass new ones, and legal issues surrounding the gig economy will touch an increasing number of legislatures and courts. Complexities of national labor and employment laws across jurisdictions will continue to pose challenges.

As previously mentioned, Hongal and Kinange (2020) identified the relationship between talent management and organizational performance. Effective talent management involves utilizing strategies at different levels to build a winning organization. Caligiuri et al. (2020) arrived at similar conclusions finding that communication, collaboration, and employee well-being are significant challenges needing to be managed. Companies that had not built strong working relationships before the pandemic found it hard to maintain social ties and team identity while working remotely. This created difficulties for firms with respect to employees understanding norms, goals, tasks, and establishing effective communication and knowledge sharing. The Corporate Leadership Council (2004) found that committed employees perform 20% better and are 87% less likely to resign. Retention of talented employees is therefore a key aspect of human

resource management that cannot be overlooked. Employee turnover costs firms between 40% - 100% of an employee's annual salary, including lost productivity, recruiting costs, reduced efficiency in transition and time. When a talented employee leaves this can also affect the productivity of the entire team or organization. Another issue becoming increasingly important is data ownership. The McKinsey report (2015) states that resolving who owns the data – employers, platform providers, or individual workers – and who is entitled to use it and under what conditions, is crucial. This is not unique to online talent platforms but is relevant to all organizations that rely on social media or any online platform or database.

## **2.6 The Future of the HR industry**

The future of hiring is a topic of great interest as companies continue to adapt to the changing landscape of work. According to Braesemann et al. (2022) remote work is unlikely to change the economic imbalance between urban and rural areas significantly. While digital technologies and organizational adjustments during the pandemic have enabled seamless communication and collaboration over long distances, network forces that pull innovation and business opportunities towards large centers are likely also to shape the global geography of remote work. As a result, remote work tends to cluster in metropolitan areas in different parts of the world, as mentioned above.

Policy makers, the public and private sectors, companies, and individuals will need to take actions at many levels to move closer to this new world of work. According to the McKinsey Report (2015), policy makers will need to expand access to the Internet, rethink labor market regulations, and consider broader questions of data ownership, and online privacy. The public and private sectors will need to cooperate to ensure that the data collected within online talent platforms can be harnessed to gain better insights into the skills companies are seeking, and what career paths and opportunities are available. Companies will must adopt systems that can integrate people data into strategic planning and prepare for a whole new chapter in the war for talent. Individuals will need to make use of the insights available on talent platforms, become more adaptable, and take ownership of their careers and futures (McKinsey Report, 2015). Zhang (2021) points out that HRM digital transformation will require transitioning between old and new HRM systems. This will demand considering the impact on work performance and notion of digital ethics.

## **2.7 Conclusion**

In sum, the literature shows that various challenges and opportunities pertaining to human resource management (HRM) are implicated in the changing landscape of work. The rise of remote work and digital technologies are transforming talent management, data ownership, and there is need for a smooth transition between old and new HRM systems. These changes present opportunities for HRM professionals to adopt digital HRM processes, integrate people data into strategic planning, and to prepare for a whole new chapter in the war for talent.

One of the key findings of this literature review is that effective talent management can lead to improved organizational performance, and companies that invest in a talented workforce today can position themselves for superior performance and achieving sustainable competitive advantage. This highlights the importance of retaining talented employees and building strong working relationships through effective communication, collaboration, and employee well-being.

Policy makers, the public and private sectors, companies, and individuals all have a role to play in adapting to the changing landscape of work. The public and private sectors will need to cooperate and, overall, the HRM industry will require a concerted effort from all stakeholders to successfully navigate the changing landscape of work.

### **3 Methodology**

According to Wiley (2016), the selection of primary data collection methods is interrelated with the other steps in the research process. It depends on the objectives, the research questions and research strategy. Creswell & Creswell (2018) establish three different data collecting methods relevant for assessing the research questions posed in this thesis: qualitative, quantitative and the mixed method approach. Mixed methods research is an approach to inquiry that involves collecting both quantitative and qualitative data. The core assumption is that the integration of qualitative and quantitative data connects insights from both data collection, providing additional knowledge over and above either quantitative or qualitative data alone (Creswell & Creswell, 2018). The following analysis uses the convergent mixed methods approach in which the researcher converges or merges quantitative and qualitative data to provide a comprehensive analysis of the research problem (Creswell & Creswell, 2018).

#### **3.1 Qualitative Research Methodology**

Interviews are generally used when the researcher is interested in gaining insights, collecting facts, understanding opinions, experiences, processes or predictions (Rowley, 2012). Since the goal is to confirm or reject the literature and to gain insight into what experts and practitioners in the future HR Industry, qualitative analysis was conducted based on interviews which followed a semi-structured approach. This interview style is flexible, allowing for open dialogue to capture interviewees' viewpoints, patterns, experiences and predictions (Bryman & Bell, 2011).

According to Rowley (2012) the selection of interviewees is important. Our interviewees consisted of established experts and practitioners with relevant experience in Global Hiring. Both interviews were designed in a similar way, following the same approach and goals. The main focus of the questions was to understand changes the industry has undergone, candidate engagement and hiring predictability, hiring trends etc., as well as how the industry will evolve. The interviews were kept open-ended to reduce bias. The approach used to review and analyse the interview transcripts followed Mayring (1994) alongside with the methods described by Hancock and Algozzine (2006), depicted in Figure 2:

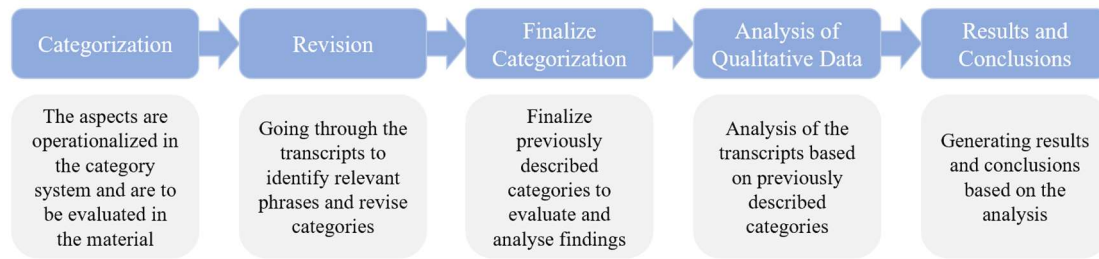


Figure 2: Model to analyse qualitative data

### 3.2 Quantitative Research Methodology

Quantitative analysis focused on job postings data collected from LandingJob's platform from 2020 to the present. The platform's database covered job listings from different industries and locations. The dataset contained job details, experience prerequisites, job location, salary information, and other pertinent variables. To discover insights and patterns within the dataset, a comprehensive data analysis approach utilizing statistical techniques was employed.

The analysis began with an exploration of the data and descriptive analysis to understand the characteristics and distributions of the variables. Summary statistics were calculated, and visualizations such as histograms and scatter plots were generated to gain insights into the data's properties. Outliers and missing values were also identified during this process.

Next, regression analysis was conducted to examine factors influencing job salaries. Multiple linear regression models were employed, incorporating predictor variables such as experience level, visa support, remote work options, job category, and country of the job. The regression coefficients and their significance were assessed to determine the impact of these factors on salary outcomes.

To ensure the reliability of the findings, specific tests were performed to address various aspects of the data and regression model. Tests for multicollinearity among predictor variables were conducted, as well as assessments for homoscedasticity to examine the equality of residuals' variances. Normality tests were carried out to assess the distribution of residuals. Throughout the analysis, the R programming language and associated packages were utilized.

## 4 Analysis

### 4.1 Qualitative Research Analysis

As described in the methodology section, semi structured interviews were conducted. Having the research that was done in mind, the questions for the semi-structured interview were prepared and can be found in Appendix 1. Following the Marying approach, categories were created that would serve as baseline for analysis of the interviews. The final categorization is as follows:

Scope	Categories
Understanding the industry	Biggest challenges when hiring/managing a global workforce
	Technology evolution in the context of global hiring and remote work
	Well-being in a global context
Managing/ Hiring talent in a global context	Best practices for a diverse and inclusive workplace
	Strategies for managing a remote and global workforce
	Global Talent Acquisition
	Managing Cultural Differences
	Most important skills for global leaders
The Future of the industry	Emerging trends in global talent management
	How can businesses stay ahead
	The future of the hiring industry

Table 1: Interviews Categorization

11 interviews were conducted with experts in the HR Field. A summary of the interviewees can be found in the following table.

Interview	Name	Position	Experience
1	Helen Leliuk	HR Director @ WiserBrand	10 Years: Head of HR; International Tech Recruitment; Training
2	Sofia Alvôco	Talent Acquisition @ Avenue Code	17 Years: HR Consultant, HR Manager, International Talent Acquisition
3	Florent Berbette	Talent Acquisition Specialist @ Farfetch	7 Years: HR analyst; Sourcing; Development of recruitment Strategies; TA training; International Recruitment
4	Gian Palmieri	Talent Acquisition Specialist @ Carpe Data	3 Years: International IT Recruiter and Talent Acquisition
5	Ana Dias	Seniot Talent Acquisition @ Outsystems	5 Years: Talent Acquisition; IT Recruiter
6	Pedro Moura	CMO @ Landing.Jobs	5 Years: Co-Founder Portugal Tech Hub; Developing Global Talent Trends Reports
7	Ana Almcida	Talent Delivery Manager @ Landing.Jobs	3 Years: Management of Recruitment Process; Training Hiring Teams; Sourcing for International Companies
8	Caetana Katzenstein	Head of Operations @ Landing.Jobs	4 Ycars: Managing international teams and payroll; Visa and Relocation Processes; Managing operations of Portuguese subsidiaries in foreign companies
9	Inês Miranda	Head of Recruitment @ Landing.Jobs	14 Years: Managing Remote Teams; Head of Sourcing and Recruitment; HR Consultancy
10	Adriana Garcêz	Talent delivery Lead@ Landing.Jobs	4 Years: International Talent Acquisition; Talent Delivery Manager
11	Telma Silva	Talent Acquisition @ Landing.Jobs	4 Years: International Talcnt Acquisition

Table 2 Overview of Interviewees

For all the interviews (Appendix 1) the same approach was followed. The key takeaways for each category were found, along with quotes that supported them. The following table contains the categorization of Interview A, all the other tables for the remaining interviews can be found in Appendix 1.

Interview 1		
Category	Key Takeaways	Key Quotes
Biggest challenges when hiring/managing a global workforce	<ul style="list-style-type: none"> <li>- Managing different cultures and mentalities is a significant challenge.</li> <li>- Building commitment and engagement in a global workforce can be difficult.</li> </ul>	"For me, first main thing which company faces is different culture." "Another thing is to maintain engagement of the team." "It was very, very hard to build commitment and dedication to work because people were not so caring about their involvement and the value that they bring to the company."
Technology evolution in the context of global hiring and remote work	<ul style="list-style-type: none"> <li>- Technology is rapidly changing the hiring landscape and enabling remote work.</li> <li>- Some jobs may be replaced by automation and artificial intelligence.</li> </ul>	"You know, this thing that we just lost and broke these borders around companies brings amazing opportunities to companies in general. But also, it brings huge challenges to hire the right people." "Some of the jobs would be switched with IE (Intelligent Automation)."
Best Practices for creating a diverse and inclusive workplace	<ul style="list-style-type: none"> <li>- Promote diversity and inclusion to create a supportive work environment.</li> <li>- Encourage teamwork and collaboration among employees.</li> </ul>	"Culture issue could be managed only via training and providing training opportunities to break down these culture differences." "Provide training opportunity to bring the right view on the situation and right understanding."

Effective strategies for managing remote and global workforce	<ul style="list-style-type: none"> <li>- Provide training and education programs to address cultural differences.</li> <li>- Foster communication and collaboration through online tools and events.</li> </ul>	<p>"Cross-cultural training is essential for managing cultural differences." "Creating a supportive work environment is important for employee engagement and well-being."</p> <p>"Encourage online events and ice-breaker games to build relationships and comfort in remote work."</p>
Managing cultural differences	<ul style="list-style-type: none"> <li>- Cross-cultural training is essential for managing cultural differences.</li> <li>- Approach to work can vary across cultures.</li> <li>- Leadership plays a crucial role.</li> </ul>	<p>"Culture is about the approach to work." "Some cultures are more hard-working, and others want to have some freedom."</p> <p>"Managers should be able to manage all these things."</p>
How to promote well-being in a global context	<ul style="list-style-type: none"> <li>- Create a supportive work environment that prioritizes employee well-being.</li> <li>- Encourage open communication and provide support for remote employees.</li> </ul>	<p>"Provide a supportive work environment for employees to discuss everything with their managers." "Organize online events, games, and activities for team building."</p>
Effective cross-cultural training and its importance	<ul style="list-style-type: none"> <li>- Cross-cultural training helps employees understand and navigate cultural differences.</li> <li>- Business cases and educational materials can be useful.</li> </ul>	<p>"Cultural issues could be managed only via training and providing training opportunities to break down these culture differences." "Sharing experiences and discussing solutions in training sessions can be very helpful."</p>
Emerging trends in global talent management	<ul style="list-style-type: none"> <li>- High adaptability and flexibility are crucial skills for global leaders.</li> <li>- Soft skills like critical thinking and teamwork are in high demand.</li> </ul>	<p>"High adaptability or flexibility is important." "Leadership and public speaking are key skills for managers and leaders." "Soft skills like critical thinking and teamwork are in high demand."</p>
How can businesses stay ahead	<ul style="list-style-type: none"> <li>- Create an environment that fosters professional growth and benefits for employees.</li> <li>- Embrace remote work options and flexible arrangements.</li> </ul>	<p>"Create an environment for best talent to maintain their efficiency and professional growth." "Create a culture, environment, benefits program, and mission goals to retain talented individuals."</p>
The future of the hiring industry	<ul style="list-style-type: none"> <li>- Automation and technology will continue to impact the hiring industry.</li> <li>- Retaining top talent is a challenge in a competitive job market.</li> </ul>	<p>"Very simple jobs would be cut because IE develops with high speed." "Retaining top talent is a problem as great talents have opportunities worldwide."</p>
Most important skills for global leaders	<ul style="list-style-type: none"> <li>- Adaptability, leadership, and public speaking skills are crucial for global leaders.</li> <li>- Critical thinking and teamwork are also important skills.</li> </ul>	<p>"High adaptability or flexibility is required." "Leadership and public speaking are important qualities." "Quick learning and critical thinking are important for implementing relevant skills." "Ability to work in a high diversity team."</p>

Table 3: Interview 1 Categorization example



With all the interviews structured as seen in the previous table, and categories revised and finalized, interviewees perspectives, per category are discussed below.

#### **4.1.1 Biggest challenges when hiring/managing a global workforce**

For this category, the interviewees broached a range of issues. Concerns encompassed cultural and language barriers, legal and visa complications, time-zone coordination, and global standardization of wages, among others. Interviewee 1 highlighted the complexity of managing diverse cultures and mentalities, emphasizing the struggle of building commitment and engagement within a globally dispersed team. This sentiment was stated as, "it was very, very hard to build commitment and dedication to work because people were not so caring about their involvement and the value that they bring to the company". Legal aspects and communication barriers were notably emphasized by Interviewee 2, who pointed to layers of difficulty in understanding local labour laws and regulations, as well as navigating time zone differences. These insights were further corroborated by Interviewee 3's focus on the intricacies of cultural nuances, visa complexities, and the need for consistent communication across different time zones. In addition, Interviewee 4 introduced a fresh perspective on the impact of globalization on wages, noting that companies now compete globally for talent leading to a levelling of salaries. Interviewee 5 also commented on this stating that as of now, it's becoming really hard for companies in low wages salaries like Portuguese companies to compete in the global market. "you face the challenges of how you become competitive, for example, with companies from America(...) It will always depend on what people want. If it is a high salary, in the end we will not be able to compete with the United States". Interviewee further added that increased competition is not only a problem in terms of wage disparity, but also creates a problem for talent retention. Interviewee 9 also commented that after the pandemic, company perks have not evolved, and perks such as having a great office, do not work as they used to. Finally, Interviewee 5 drew attention to the critical role of trust and cohesion in remote teams, emphasizing the necessity of overcoming language and cultural barriers to establish a multicultural work environment. Overall, these insights reflected a multifaceted landscape of challenges when managing a global workforce, and highlighted the need for an adaptable, inclusive, and legally sound approach to effectively navigate increasingly globalized employment.

#### **4.1.2 Technology evolution in the context of global hiring and remote work**

The findings revealed a rapidly changing landscape, with growing automation, a wide range of digital tools, and the importance of companies adapting and utilizing these changes effectively.

Interviewee 1 identified the transformative impact of technology on the hiring landscape, with the potential for jobs to be replaced by automation and artificial intelligence. Interviewee 2 highlighted the trend towards remote work as a significant transformation in the hiring market. Interviewee 5 went even further by stressing the importance of video conferencing and collaboration tools while maintaining data security and privacy in remote work environments. Interviewee 6 also mentioned that, “the technology market today is a market that is completely separate from other markets [...and] there is much more demand for professionals than there is offer.” The topic of AI was also discussed. Interviewee 3 underlined the importance of AI for sourcing and screening candidates, and the use of data analytics for informed decision-making. For him, AI will shape the future of HR as recruiters face new challenges on how to access the skills. AI will also reduce the amount of repetitive tasks and data gathering that the job previously required. This is reflected in the quote, "that [AI ] gives us a lot of opportunities to change the way we work...I used to spend a lot of time building filters to find someone on LinkedIn. I was spending a lot of time preparing a proper template to engage with these people. Now we'll have more time...because we can automate." Interviewee 4 reinforced the crucial role of technology for making global hiring and remote work feasible, warning that those who fail to adapt to these advancements, particularly AI, risk missing significant opportunities. They noted, "if you miss now the AI train, you will have less opportunity." Interviewee 11 also mentioned how incorporating AI into the recruiting process can be both for recruiters and candidates.

In summary, the evolution of technology has brought a host of opportunities and challenges in the global hiring and remote work arena. Companies must navigate these developments with agility and foresight, leveraging the power of AI, automation, and digital tools while ensuring data security and effective remote collaboration.

### **4.1.3 Managing a Remote and global workforce**

Here strategies mainly revolved around communication, adaptability, understanding, and support. Interviewee 1 recommended implementing training and education programs to manage cultural differences, utilizing online tools and events for fostering communication, establishing a supportive work environment, and promoting open communication. Interviewee 3 suggested offering flexible work arrangements, promoting healthy work-life balance, and utilizing technology for efficient communication. ("We have officially, let's say, two working days per week at the office...That's a big flexibility that helps a lot" and "every Friday, we all take a bit of time to talk...usually it's a moment when we all share a drink together.") Interviewee 2 focused on fostering strong communication and collaboration, establishing clear expectations, using

project management and collaboration tools, providing regular check-ins and feedback, and promoting work-life balance. Interviewee 4 emphasized building strong relationships, maintaining open lines of communication, respecting different time zones and work schedules, and promoting a culture of feedback and dialogue. Finally, Interviewee 5 proposed setting clear goals and expectations, providing ongoing support and feedback, offering flexible work schedules, and providing mental health resources. The interviewee stressed, "encouraging open communication and transparency."

These insights highlight creating a welcoming and supportive environment when overseeing remote and international teams.

#### **4.1.4 Best Practices for creating a diverse and inclusive workplace**

In the context of best practices for creating a diverse and inclusive workplace, the interviews illuminated several strategies ranging from training and policy implementation to fostering open communication and understanding cultural nuances. Interviewee 1 emphasized the importance of promoting diversity and inclusion through training opportunities to bridge cultural differences. ("Cultural issues could be managed only via training and providing training opportunities to break down these culture differences.") Interviewee 2 echoed the need for promoting diversity and inclusion as core values, further advocating for the implementation of policies and initiatives fostering an inclusive environment. Building diverse teams with shared values was also a major point from Interviewee 3's insights. Interviewee 4 provided a unique perspective, discussing the creation of an 'inclusive dictionary' and establishing clear communication norms that respect all cultures. Their company's initiative of an international lunch to foster cultural understanding reinforced the importance of informal, social interaction in building an inclusive environment. Finally, Interviewee 5 underscored the implementation of unconscious bias training in hiring and promotion processes. The establishment of Employee Resource Groups (ERGs) for underrepresented communities was another key strategy mentioned.

Overall, the creation of a diverse and inclusive workplace hinges on several practices, including promoting diversity and inclusion, implementing supportive policies, fostering open communication, understanding cultural nuances, and mitigating unconscious bias. This underscore the need for an integrated approach to ensure diversity and inclusion are not just buzzwords, but ingrained in organizational culture.

### **4.1.5 Managing Cultural Differences**

Just like 4.1.4, managing cultural differences within a global workforce surfaced across all interviews, with recurring themes centred around cross-cultural training, open dialogue, inclusive language, cultural intelligence, and leadership's role.

Interviewee 1 emphasized cross-cultural training for navigating cultural differences, noting that work approaches can vary across cultures. ("Culture is about the approach to work. Some cultures are more hard-working, and others want to have some freedom.") Leadership is crucial and "managers should be able to manage all these things." Correspondingly, Interviewee 2 advocated for the development of cultural intelligence and sensitivity, recognizing diverse perspectives, and establishing open channels for dialogue and understanding. Echoing these sentiments, Interviewee 3 emphasized the importance of regular cross-cultural training, fostering open and respectful dialogue about different cultures, and ensuring a cultural fit during the hiring process. As previously mentioned in 4.1.4, Interviewee 4 brought up a company initiative of an international lunch to foster cultural understanding and inclusion. Cultural sensitivity training and establishing guidelines for inclusive language to prevent potential misunderstandings or unintentional offenses were stressed.

In conclusion, managing cultural differences in a global workforce requires a multifaceted approach, with cross-cultural training, open dialogue, and cultural sensitivity at its core. Leadership must promote an environment that values and respects cultural diversity. These findings underscore the importance of fostering an inclusive and respectful environment that encourages collaboration and knowledge sharing among diverse team members.

### **4.1.6 Most important skills for global leaders**

Notions of the most important skills for global leaders, as per the interviewees, converged around adaptability, effective communication, cultural intelligence, strategic thinking, and strong leadership.

Interviewee 1 stressed the significance of adaptability and leadership, saying that "high adaptability or flexibility is required" and "leadership and public speaking are important qualities." This interviewee also emphasized the importance of quick learning, critical thinking, and the ability to work in a diverse team. Interviewee 3 underscored the need for visionary and strategic thinking, adaptability to change, and cultural intelligence. Interviewee 4 stressed the growing importance of non-technical skills, such as effective communication, emotional intelligence, adaptability, and dealing with cultural differences. ("In a technology company, there

is a gap between technical skills and non-technical skills like communication, emotional intelligence dealing with the stress, dealing with the cultural differences as well.") Further corroborating this point, Interviewee 2 highlighted the importance of cross-cultural communication, tolerance, and collaboration. This interviewee also mentioned the importance of adaptability, emotional intelligence, and the ability to navigate and lead in a global and virtual context.

Overall, these insights illustrated the complexities of being a global leader. Leaders need a blend of various skills, including effective communication, emotional intelligence, adaptability, cultural sensitivity, and strategic thinking, to successfully navigate the global business landscape.

#### **4.1.7 Emerging Trends In global talent management**

In the domain of emerging trends in global talent management, a common theme among all interviewees was the increasing significance of adaptability, soft skills, and the growing impact of technological advancements.

Reflecting a broader change in the global workforce, Interviewee 2 discussed the increasing emphasis on remote work and virtual collaboration. This trend extends to the rise of independent professionals and the gig economy, with the interviewee predicting, "I think that we will also witness an increase in the number of professionals working independently as contractors." In parallel, the interviewee underscored the growing importance of employer branding and value proposition, continuous learning, and upskilling, alongside the adoption of AI and automation in talent management processes. Interviewee 3 echoed the latter point, highlighting data-driven decision making, AI-enhanced talent sourcing and assessment, predicting talent trends, and preparing for increasingly specialized roles. ("First of all, it's important to have teams, like business analysts, data analysts, that can gather data, predict trends.") Interviewee 4 noted that more women are applying for jobs in tech, a positive trend for the industry. There is also a shift in candidates' priorities when choosing a job, considering factors beyond salary, such as the company's reputation and values. Finally, Interviewee 5 emphasized the increased focus on remote onboarding and virtual team-building activities, alongside leveraging artificial intelligence in talent acquisition. The key takeaways was that, "increased globalization and remote work opportunities...leveraging technology for talent acquisition and management."

In summary, the interviewees highlighted the importance of adaptability, soft skills, and the role of technology, especially AI, in shaping the future of global talent management. The trends also

indicate a shift towards remote work, continuous learning, and increased diversity in the workforce.

#### **4.1.8 The future of the hiring industry**

The future of the hiring industry seems to be heavily influenced by technology and a globalized workforce, according to the insights shared by our interviewees.

Interviewee 1 highlighted the role of automation and technology, suggesting that simple jobs could be replaced as industrial engineering develops at a high speed. The challenge of retaining top talent in a competitive job market was also emphasized, with the interviewee stating that, "retaining top talent is a problem as great talents have opportunities worldwide." Similarly, Interviewee 2 discussed the continued growth of remote work and virtual hiring, as well as an increasing reliance on technology and automation. Key notions mentioned were skill-based hiring and adaptable profiles, and the importance of employer branding, candidate experience, and enhancing diversity and inclusion practices. Interviewee 3 envisaged a greater role for AI and automation in the future of hiring, with an increased focus on value-based and cultural fit assessments. There is a shift towards balancing technical skills and human relationship management in recruitment teams. ("Teams will need to separate with some people more technical, some people more into the relationship side to be able to better assess.") Interviewee 4 posited that while AI and automation are increasingly used in hiring, there will still be a need for HR professionals who can provide a human touch in the process. They emphasized the need for these professionals to adapt and evolve with the changing industry trends and technological advancements, arguing, "in the next five years, I will think there will be the need for a profile like ours, and at the same time...be ready to...get knowledge and update yourself, because otherwise you will be out." Interviewee 5 also agreed that HR professionals will remain in demand stating that "the relationship and empathy that is created with candidates can be a competitive advantage." Interviewee 8 also mentioned that she did not see the global hiring trend slowing down as "not only Portugal, but many companies will continue to look for countries where the resources are cheaper." Although all the interviewees agreed that remote work is here to stay, most believed that a lot of companies will not adopt full remote and will rather engage in a hybrid model, as interviewee 7 mentioned: "full remote is contracting a bit, but there will be greater flexibility for sure".

In summary, the future of hiring as seen by our interviewees is marked by rapid technological advancements, a shift towards remote and flexible work, and a balance between automation and

the human touch in the recruitment process. There is also growing emphasis on skills-based hiring, diversity, and inclusion, and continuous learning and adaptability among HR professionals.

#### **4.1.9 How can businesses stay ahead**

Staying ahead of the curve in this rapidly evolving landscape was a prominent topic for our interviewees, with key insights revolving around themes of adaptability, innovation, and particularly employee development.

Interviewee 1 emphasized the importance of creating an environment conducive to professional growth, bolstered by attractive benefits programs. By fostering such an environment, businesses can boost employee efficiency and engagement. As the interviewee noted, businesses should "create an environment for best talents to remain their efficiency and professional growth." The interviewee also suggested that embracing remote work options and flexible arrangements can be a key strategy to stay competitive. Meanwhile, Interviewee 2 focused on embracing innovation and technological advancements, alongside fostering a culture of agility and adaptability. These insights aligned with Interviewee 3's suggestions for fostering innovation, staying updated with emerging trends in technology and talent management, investing in data intelligence, and being proactive in adapting to changes. As Interviewee 3 put it, "we need to be able to know, to be able to maybe predict what will happen or when something happens to be able to adapt fast." Interviewee 4 echoed the theme of adaptability, emphasizing the need for businesses to be flexible and prepared to change their structures in response to emerging trends and changes in the industry. Staying updated with the latest trends and continuously upskilling employees requires business to "have a structure, but always ready to re-change that structure in case there is something new going on." Finally, Interviewee 5 suggested that businesses can stay ahead by embracing agile and adaptable recruitment strategies and investing in employee upskilling and continuous learning initiatives. They underlined the importance of "staying competitive in recruitment and retaining top talent" and "adapting to changing market demands and trends."

In summary, the interviewees highlighted adaptability, innovation, and investment in employee development as crucial strategies for businesses aiming to stay ahead in a rapidly evolving landscape. They also underscored the importance of flexible work arrangements, a proactive approach to market trends, and a strong emphasis on continuous learning.

## 4.2 Quantitative Research Analysis

As previously explained, the data set contains job postings gathered from Landing.Job's platform, spanning from 2020 to the present, which contains job listings from various industries and locations. The dataset includes information such as job specifications, experience requirements, country of the job, salary details, and other relevant variables. The goal was to explore the relationships between different factors and job salaries along with market trends, ultimately shedding light on the dynamics of the job market during this time period.

### 4.2.1 Market Trends Analysis

When analysing the evolution of Remote Policy Distribution (as shown in Figure 3) from 2019 to 2022, it became apparent that the demand for onsite employment has decreased. However, there has been a significant increase in the demand for full or partially remote positions. It seems that the hybrid model is more sought after than the fully remote option.

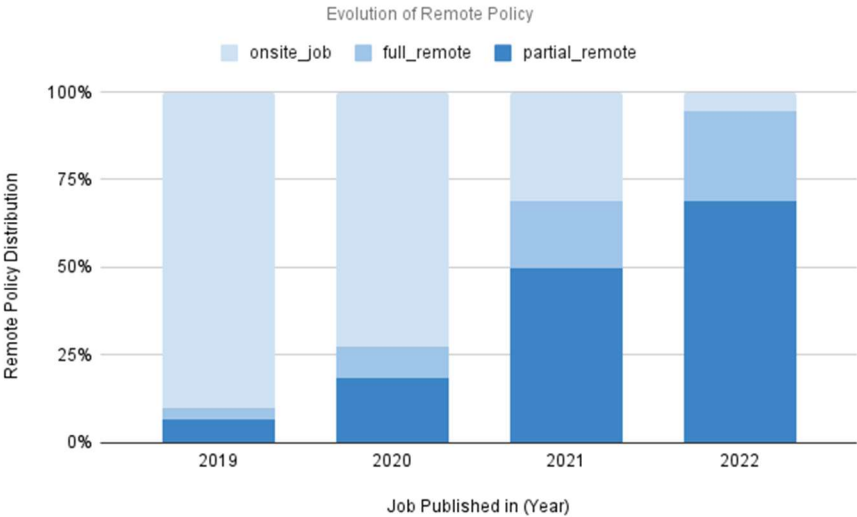


Figure 3: Evolution of Remote Policy (2019-2022)



Based on the Visa Support Policy depicted in Figure 4, it is evident that there was a decline during the COVID period. However, in 2021, there was a noticeable rise in the trend, with an increasing number of companies providing Visa Support. This trend continued and peaked in 2022.

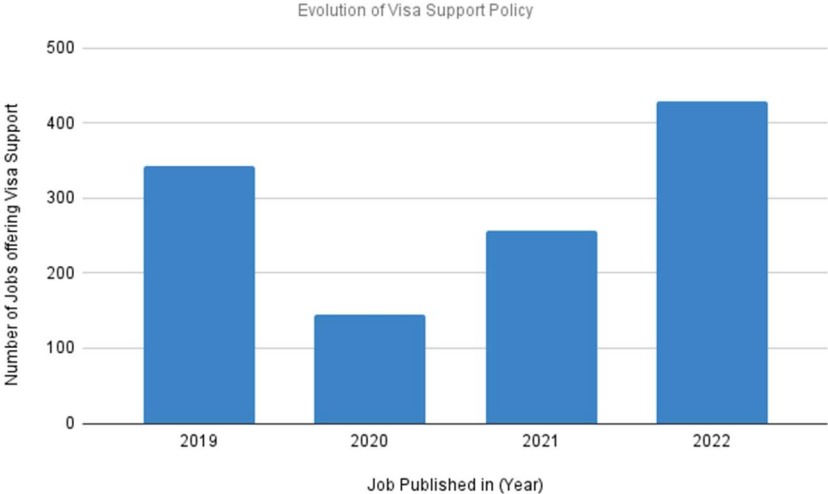


Figure 4: Evolution of Visa Support Policy (2019-2022)

Regarding the evolution of sought-after skills in the job market (as shown in Figure 5), it's evident that the dataset was primarily focused on the IT industry. The most in-demand skills have remained consistent over the years, with categories like Full-Stack Development, Backend

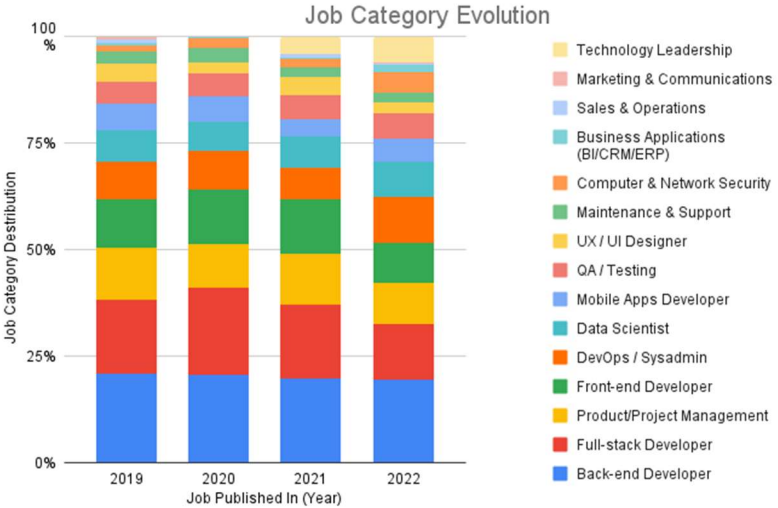


Figure 5: Job Category Distribution

Development, Product Management, and Front End Development accounting for about half of all job postings from 2019 to 2022. Additionally, there was a growing trend in the need for positions such as Technology Leadership and Computer and Network Security.

Lastly, it was evident that there have been changes in the experience requirements as shown in Figure X. While qualifications remained relatively consistent over the years, there was a slight rise in demand for Senior positions and a decline for Junior-level positions. As a result, the most common experience requirements in the dataset are now for intermediate and Senior-level positions.

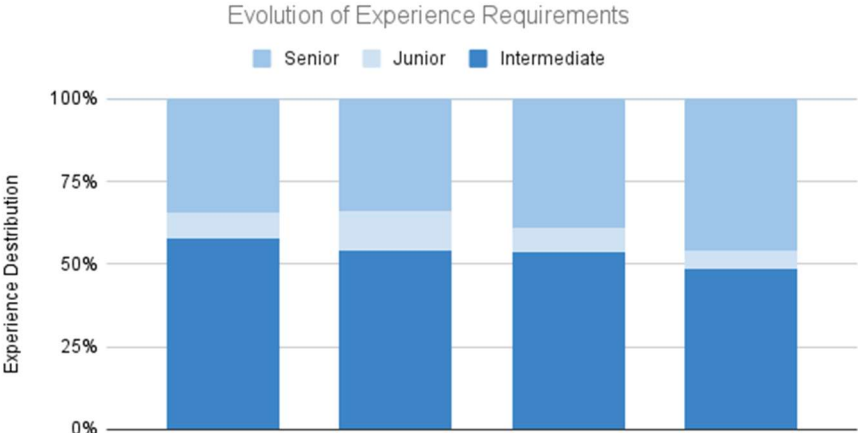


Figure 6: Evolution of Experience Requirements

### 4.2.2 Job salaries Analysis

With this dataset, the following hypothesis were tested:

- H1: There is a significant relationship between experience level and salary.
- H2: There is a significant difference in salary between remote and on-site job postings.
- H3: The type of visa support offered affects the salary for a job posting.
- H4: The category of job posting (e.g. engineering, management, marketing) affects the salary offered.

All the code used to produce the outputs presented in this section can be found on Appendix 2.

In the initial steps of the analysis, the dataset was examined to identify the numerical and categorical variables. This classification was important as it determined the appropriate statistical techniques and visualizations for each variable. To facilitate analysis, the categorical variables were coded into factors. By converting the categorical variables into factors, they were treated as discrete groups rather than numerical values in subsequent analyses and visualizations.

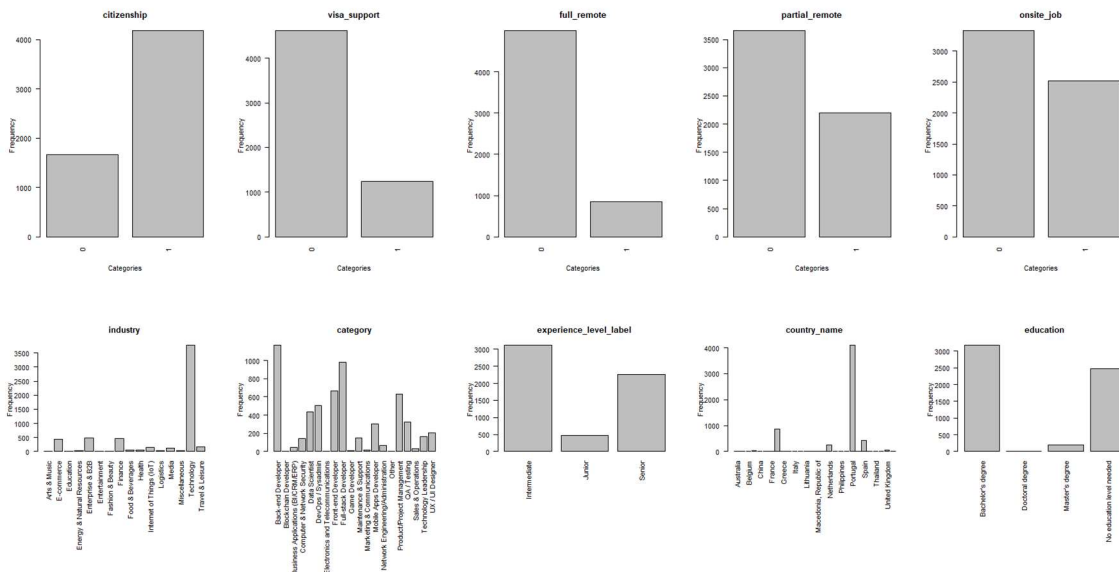


Figure 7: Bar Plots for categorical variables

For the variable "citizenship," we had two categories: 0 and 1. The frequency table shows that there were 1671 job postings with citizenship labeled as 0, don't require citizenship and 4175 job postings with citizenship labeled as 1, that do require citizenship. The same interpretation was used for the categories "visa\_support", "full\_remote", "partial\_remote" "onsite\_job".

The "country\_name" frequency table displays the number of job postings from various countries. For example, we can see that there are 862 job postings from Germany, 4094 job postings from Portugal, 57 job postings from the United Kingdom, and so on. The same interpretation can be used for the categories "category," "industry," "experience\_level\_label" and "education".

Overall the data heavily catered to the Technology market with 65.5% of the jobs belonging to this category. Another relevant fact was that 70.0% of the jobs were published by Portuguese companies, followed by Germany with 14.74% and 7.25% from Spain. This showed that the data is very concentrated in the European technology job market, most specifically in Portugal.

Moving on to the numerical variables, Figures 8 ,9, 10 show the data before removal of outliers.

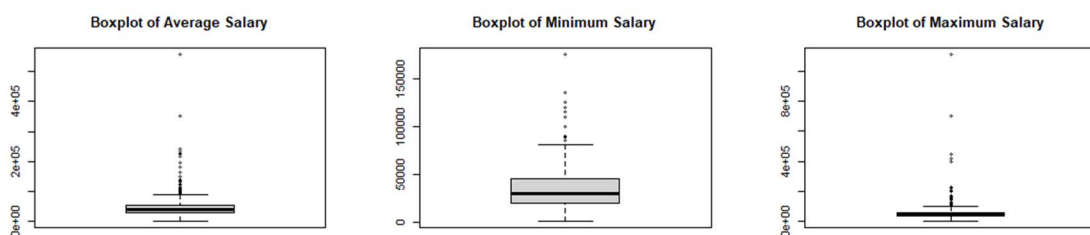


Figure 8: Bar Plots for numerical variables before removal of outliers

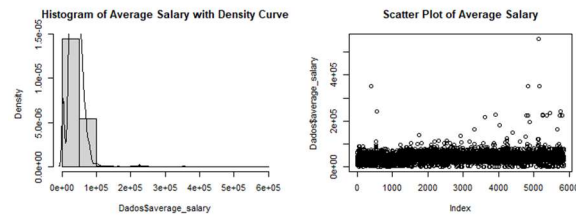


Figure 9: Histogram and Scatterplot for Average Salary before the removal of outliers

	experience_min	gross_salary_high	gross_salary_low	average_salary
Mean	3.633596	48834.37	32276.13	40555.25
Median	3.000000	45000.00	30000.00	40000.00
SD	1.827607	36233.78	17488.30	23660.09
Min	0.000000	1001.00	1001.00	1001.00
Max	10.000000	1111111.00	175000.00	556111.00

Figure 10: Summary Before removal of outliers

Even though the z-score test showed no outliers, just by looking at the data it looked like there might be mistakes, with some of salaries being displayed under monthly values and not annual values. So, all the salaries below 12,000 were removed. By looking at the boxplots, salaries greater than 80,000 were also removed, leading to the final dataset.

	experience_min	gross_salary_high	gross_salary_low	average_salary
Mean	3.531414	47828.95	33657.03	40742.99
Median	3.000000	48000.00	30000.00	40000.00
SD	1.746272	16166.34	13338.04	14075.99
Min	0.000000	12000.00	12000.00	12000.00
Max	10.000000	80000.00	75000.00	77500.00

Figure 11: Summary after removal of outliers

After testing for correlation we could see that there was a positive correlation between experience\_min and gross\_salary\_high (0.316), gross\_salary\_low (0.315), and average\_salary (0.331). This suggests that as the minimum experience required for a job posting increases, the salary tends to rise as well. Correlations between salary variables are also observed, which is to

be expected as the average salary is the average between the minimum and maximum salary. This is why from now on this number was used variable to represent salary.

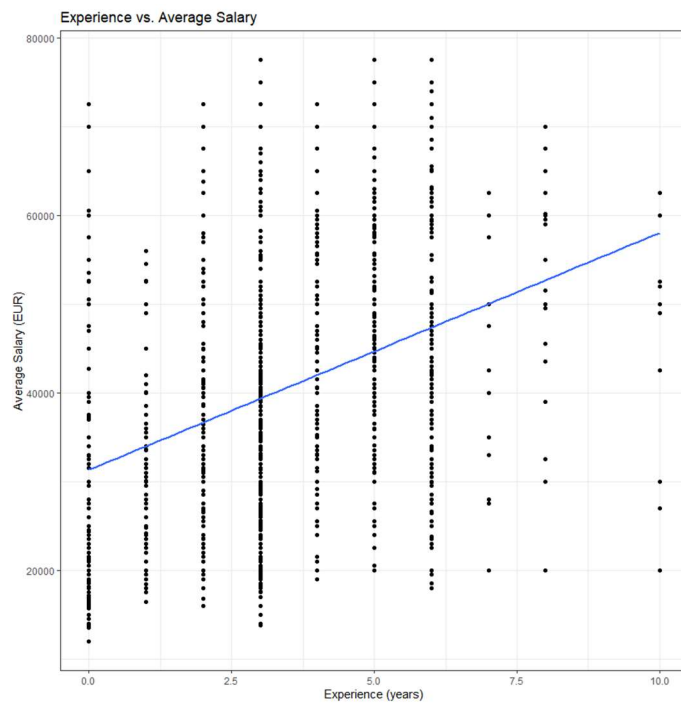


Figure 12: Scatterplot with regression line - Experience vs. Average Salary

Moving on to the linear regression analysis of average salaries for all independent variables after checking for multicollinearity, the variables partially remote and onsite job had the highest GVIF scores (6.9 and 6.8), therefore possibly being highly correlated with other predictor variables, likely the variable fully remote. The other variables had relatively low GVIF scores and appeared less correlated with other variables in the model. Due to this, onsite job was removed because if a job is not fully or partially remote, it has to be onsite. The final regression model and its results are shown in Figure 13 and 14.

```
model <- lm(average_salary ~ experience_level_label + visa_support + full_remote + partial_remote +
  citizenship + country_name + experience_min + category + industry + education,
  data = Dados)
```

Figure 13: Regression model used

```

Coefficients:
(Intercept) 52951.03 6662.97 7.947 2.35e-15 ***
experience_level_labelJunior -5554.21 690.86 -8.040 1.12e-15 ***
experience_level_labelSenior 5047.56 513.28 9.834 < 2e-16 ***
visa_support1 2994.94 676.22 4.429 9.67e-06 ***
full_remote1 5992.54 496.18 12.077 < 2e-16 ***
partial_remote1 1996.14 353.36 5.649 1.71e-08 ***
citizenship1 49.02 599.77 0.082 0.934865
country_nameBelgium -13659.52 10578.00 -1.291 0.196655
country_nameBrazil -8237.06 4183.68 -1.969 0.049026 *
country_nameChina -12782.81 7792.42 -1.640 0.100983
country_nameFrance -26.96 5636.04 -0.005 0.996183
country_nameGermany 3649.06 3091.99 1.180 0.237992
country_nameGreece -14363.88 10593.05 -1.356 0.175171
country_nameItaly -12432.34 4248.02 -2.927 0.003442 **
country_nameJapan -10763.39 10595.03 -1.016 0.309732
country_nameLithuania -16155.50 6590.67 -2.451 0.014270 *
country_nameMacedonia, Republic of -22433.25 10562.50 -2.124 0.033732 *
country_nameMalta -19092.53 10582.99 -1.804 0.071280 .
country_nameNetherlands -3909.65 3145.55 -1.243 0.213959
country_nameNorway -12673.71 5262.23 -2.408 0.016058 *
country_namePoland -13752.41 4716.88 -2.916 0.003566 ***
country_namePortugal -19541.94 3074.96 -6.355 2.27e-10 ***
country_nameRomania -18610.52 5953.86 -3.126 0.001784 ***
country_nameSpain -10021.28 3107.29 -3.225 0.001268 ***
country_nameSwitzerland -10673.75 5920.11 -1.803 0.071455 .
country_nameThailand -24344.78 10564.91 -2.304 0.021247 *
country_nameUganda -14572.16 10562.27 -1.380 0.167760
country_nameUnited Kingdom -14237.22 3415.84 -4.168 3.13e-05 ***
country_nameUnited States of America -10458.88 4575.54 -2.286 0.022307 *
experience_min 607.71 166.81 3.643 0.000272 ***
categoryBlockchain Developer -3626.11 5969.77 -0.607 0.543605
categoryBusiness Applications (BI/CRM/ERP) -572.16 1799.80 -0.318 0.750571
categoryComputer & Network Security -886.93 958.25 -0.926 0.354712
categoryData Scientist -577.59 633.95 -0.911 0.362290
categoryDevOps / Sysadmin 1701.14 581.12 2.927 0.003434 **
categoryElectronics and Telecommunications -18018.63 10110.74 -1.782 0.074790 .
categoryFront-end Developer -1681.49 521.93 -3.222 0.001283 ***
categoryFull-stack Developer -1032.95 476.47 -2.168 0.030213 *
categoryGame Developer -1234.05 4006.80 -0.308 0.758104
categoryMaintenance & Support -5372.83 934.12 -5.752 9.37e-09 ***
categoryMarketing & Communications -11199.75 3216.86 -3.482 0.000503 ***
categoryMobile Apps Developer -957.75 713.06 -1.343 0.179285
categoryNetwork Engineering/Administration 7535.61 1466.77 5.138 2.89e-07 ***
categoryOther -11101.80 5066.97 -2.191 0.028498 *
categoryProduct/Project Management -1359.20 565.89 -2.402 0.016348 *
categoryQA / Testing -3033.86 689.66 -4.399 1.11e-05 ***
categorySales & Operations -11401.64 2095.72 -5.440 5.57e-08 ***
categoryTechnology Leadership 2259.91 1088.70 2.076 0.037965 **
categoryUX / UI Designer -3311.05 835.58 -3.963 7.52e-05 ***
industryE-commerce -140.03 5874.33 -0.024 0.980983
industryEducation -5102.35 6455.82 -0.790 0.429362
industryEnergy & Natural Resources 74.67 6429.05 0.012 0.990734
industryEnterprise & B2B 1847.01 5880.30 0.314 0.753458
industryEntertainment -7062.37 6724.38 -1.050 0.293649
industryFashion & Beauty 690.20 6377.72 0.108 0.913825
industryFinance -3407.55 5876.14 -0.580 0.562011
industryFood & Beverages 3806.48 6065.25 0.628 0.530303
industryHealth -3530.40 6038.80 -0.585 0.558831
industryInternet of Things (IoT) -1473.51 5953.34 -0.248 0.804523
industryLogistics -4345.39 6197.07 -0.701 0.483211
industryMedia -5668.06 5980.01 -0.948 0.343260
industryMiscellaneous 1111.66 6107.63 0.182 0.855581
industryTechnology -2329.45 5857.03 -0.398 0.690855
industryTravel & Leisure -2742.06 5930.61 -0.462 0.643845
educationDoctoral degree 2070.84 10152.12 0.204 0.838377
educationMaster's degree -2568.10 841.29 -3.053 0.002281 **
educationNo education level needed -379.00 305.04 -1.242 0.214126
---
Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 10100 on 4899 degrees of freedom
Multiple R-squared: 0.4921, Adjusted R-squared: 0.4852
F-statistic: 71.91 on 66 and 4899 DF, p-value: < 2.2e-16

```

Figure 14: Results of the Regression

The residuals were also analysed, since the histogram and Q-Q plot appeared roughly symmetrical and followed the diagonal line, then the residuals were approximately normally distributed, as shown in Figure 15.

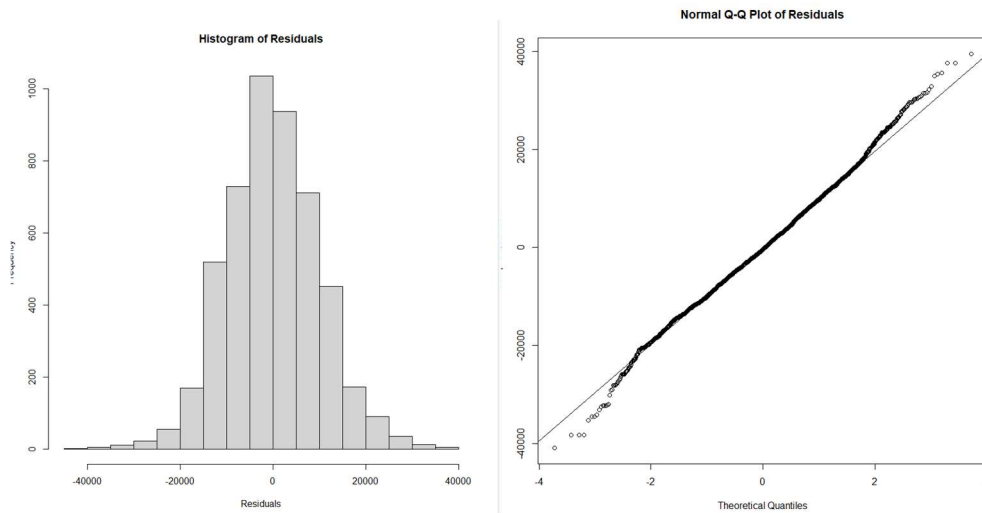


Figure 15: Residuals Histogram and Q-Q Plot

Regression analysis examined factors influencing average salaries in the dataset. The Y-intercept represented the average salary when all other independent variables were zero. In this case, it was estimated to be \$52,951.03. The coefficients for the experience level variable indicated the effect of different experience levels on average salary. Compared to the reference level (Intermediate), the Junior experience level was associated with a decrease of \$5,554.21, while the Senior experience level was associated with an increase of \$5,047.56 in average salary. We could also see that a one year increase in the minimum experience required was associated with an average salary increase of €607.71 (0.61% increase). In terms of remote policy, the variables "fully remote" and "partially remote" represented the availability of full remote work and partial remote work options, respectively. Both variables had positive and significant coefficients, indicating that individuals with remote work options generally had higher average salaries. Full remote work is associated with an average salary increase of €5,992.54 (12.08%), while partial remote work has an average salary increase of €1,996.14 (5.65%). The coefficient estimate of the variable "visa support" was positive and significant, suggesting that individuals with visa support tended to have higher average salaries. Job postings offering visa support had an increase of \$2,994.94 (4.43%) compared to job postings without visa support. The coefficients for country showed that some countries, such as Portugal, the UK, and the US had significant effects on average salary. The significance of the coefficients varied across countries, indicating that the country of employment played a role in average salary levels. Moving on to job category, several categories had significant effects on average salary compared to the reference category. DevOps / Sysadmin, Maintenance & Support, QA / Testing, Sales & Operations, and Technology Leadership had significant effects on average salary. The variable "citizenship" represented

whether the individual held citizenship or not. The coefficient estimate was close to zero and not statistically significant, suggesting that citizenship did not have a significant impact on average salaries.

The multiple R-squared value of 0.4921 suggested that approximately 49.21% of the variation in the average salary can be explained by the independent variables included in the model. The adjusted R-squared value of 0.4852 took into account the number of predictors in the model and provided a more conservative estimate of the model's explanatory power. The adjusted R-squared value was slightly lower than the R-squared value, indicating that inclusion of some variables in the model might not contribute significantly to explaining the variation in average salary. Overall, the R-squared value suggested that the variables included in the model had moderate explanatory power in predicting the average salary. However, it was important to note that approximately 50.79% of the variation in the average salary was not accounted for by variables included in the model. Other factors not considered in the model, such as individual characteristics, market conditions, etc., may also influence salary levels.

### **4.3 Discussion of findings**

The findings from the expert interviews provide insights into current trends and challenges. One prominent finding was increasing recognition of the importance of soft skills in the future workforce. Experts emphasized that adaptability, flexibility, and critical thinking were crucial abilities for employees to thrive in a rapidly changing work environment. Employers seek candidates who can easily adapt to new technologies, shifting market demands, and evolving job roles. This reflects a broader understanding that a more holistic skill set is necessary for success in today's dynamic workplaces.

Another significant trend highlighted in the interviews is the growing prevalence of remote work and the gig economy. This trend is also observed in the dataset gathered from the Landing.Jobs platform, with the hybrid mode being still more dominant than fully remote work. Experts noted that more professionals are opting for independent work arrangements and flexible schedules. This shift has several implications for talent management. Businesses need to adapt their strategies to effectively manage a distributed workforce, ensure remote employees remain engaged and productive, and leverage the benefits of a potentially more diverse talent pool. Experts stressed the importance of creating a supportive virtual work environment, providing adequate tools and resources for remote collaboration, and implementing effective communication channels.



The interviews also shed light on the increasing use of automation and artificial intelligence (AI) in the hiring process. Automation offers efficiency improvements by streamlining applicant screening and matching candidates with job requirements. However, it also raises concerns about the role of human judgment and interaction in hiring decisions. The experts emphasized the need to strike a balance between technology-driven processes and human expertise. They emphasized that while automation can assist with initial screening, the final selection and assessment should involve human input to ensure a holistic evaluation of candidates.

Diversity and inclusion were another key finding from the interviews. The experts stressed that diversity is not only a matter of fairness and representation but also a source of creativity, innovation, and enhanced business performance. Companies that embrace diversity and foster an inclusive work environment are more likely to attract top talent and benefit from diverse perspectives and ideas. The experts highlighted the importance of inclusive policies, diversity training, and equitable opportunities for career advancement.

Lastly, the interviews underscored the need for businesses to be proactive and adaptable in the face of changing market dynamics. Rapid technological advancements and market disruptions require organizations to anticipate trends, embrace innovation, and quickly adapt their talent strategies. The experts emphasized the importance of continuous learning and development, agile workforce planning, and the ability to pivot in response to emerging opportunities or challenges.

The regression analyses explored the relationship between various factors and average salary levels in the context of global talent management. The findings provided insights into the drivers of salary disparities and highlighted important considerations for businesses and employees.

One significant finding was the strong influence of experience level on salary. This was true for both junior and senior roles, with senior positions associated with higher salaries compared to junior ones. This suggested that employers place a premium on experience and expertise when determining salary levels. It aligned with the industry experts' emphasis on the value of experience in talent management and reinforced the notion that individuals with more experience commanded higher compensation.

The analysis also revealed the impact of remote work options on salary. Fully remote work and partially remote work were positively associated with higher salaries. This finding reflected the growing recognition and demand for flexible work arrangements, especially in light of the changing work landscape brought about by technological advancements and COVID-19. The ability to work remotely is increasingly seen as a desirable benefit, and businesses that offer

remote work options will likely attract and retain top talent by providing a better work-life balance and increased flexibility.

Furthermore, the regressions highlighted the influence of specific job categories and industries on salary levels. Certain job categories, such as DevOps/Sysadmin and Network Engineering/Administration, were associated with higher salaries, indicating the value placed on specialized skills in these areas. This finding suggested that individuals with expertise in these categories may be in higher demand, commanding higher compensation. Additionally, specific industries, such as Technology and Sales & Operations, showed significant effects on salary. This underscored the importance of considering industry-specific factors when determining salary levels, as different industries may have varying salary norms and demand for specific skill sets.

It was noteworthy that the analysis also revealed the influence of country-specific effects on salary. The coefficients associated with different countries indicated variations in salary levels compared to the reference country. This finding emphasized the significance of considering the local context and market dynamics when managing global talent. Salaries may differ across countries due to factors such as cost of living, economic conditions, and industry competitiveness.

In summary, the findings from the interviews and the regression analysis complement each other and contribute to a more comprehensive understanding of global talent management. The interviews provided qualitative insights into emerging trends, priorities, and challenges, while the analysis quantified the influence of various factors on salary levels. Together, these findings inform businesses, HR professionals, and employees on the importance of soft skills, the implications of remote work and the gig economy, the role of industry and job categories, and the significance of country-specific effects in talent management. This holistic understanding enables stakeholders to make more informed decisions and adapt strategies to effectively navigate the dynamic and evolving landscape of global talent management. However, it's important to consider that the regression analysis provided associations rather than causal relationships. The results should be interpreted in conjunction with qualitative insights and industry expertise to gain a comprehensive understanding of salary dynamics in the global talent management landscape.

## **5 Contributions, limitations and future research directions**

### **5.1 Summary and Conclusion**

The study highlighted changes in the looked-for profiles and showed growing emphasis on soft skills, such as adaptability, flexibility, and critical thinking. These skills have become vital for employees and leaders to thrive in the dynamic, fast-paced workplaces of today. Given the rapid technological evolution and changing market demands, employers are now seeking candidates who can quickly adjust to new environments and demonstrate a more comprehensive skill set.

Another significant trend is the rise of remote work and the gig economy. Despite prevalence of the onsite model, businesses are gradually acknowledging the benefits of flexible work arrangements, which offer access to a diverse talent pool and cater to professionals seeking work-life balance. This development requires companies to evolve for managing a distributed workforce, maintaining their engagement and productivity, and fostering a supportive virtual work environment. Companies also need to rethink their benefits, and perks offered to the employees. As with the rise of remote work, there is an increased global competition that intensifies the salary discrepancies across countries. Companies therefore need to find new ways of attracting and retaining talent. It also became clear that there is currently more demand than supply for IT jobs. Finding very specific profiles can be hard, and companies could also change their approach and start training employees to reach the wanted profile instead of looking for it in the market. According to Teece (2010), a business model must be refined to meet specific customer needs and be inimitable. In the current scenario, it must also account for the changing profile of the workforce. Increasing demand for remote work and the proliferation of the gig economy pose both challenges and opportunities for businesses in creating value (Teece, 2010).

Polidoro and Toh (2011) note that managers must consider the threat of substitution when designing and implementing a business model. The use of automation and AI in hiring processes is also on the rise. While these technologies streamline the recruitment process and improve efficiency, they also pose concerns about the diminishing role of human judgment. As such, experts recommended maintaining a balance between technology-driven processes and human expertise. This involved trying to understand how they can leverage AI in the most beneficial way to free up time to focus on building better engagement with the candidates, especially in the final stages of candidate selections and assessments. Most experts agreed that

in this competitive environment, being able to engage with a candidate in the best way possible is crucial.

The study's findings on the importance of diversity and inclusion and the increasing demand for IT professionals echo the ideas of Prahalad and Hamel (2001) on core competencies. Companies must focus on building and defending leadership in their core competencies, which today also include managing a diverse workforce and understanding the needs of IT professionals. Companies that promote diversity and an inclusive work culture are likely to benefit from a range of perspectives, boosting creativity and innovation. Dedicated team building, internal support groups for cultural minorities, acknowledgment of each culture's holidays, strong accompaniment of the candidate in the case of relocation, good management of cultural expectations before starting the job all help promote diversity.

In line with dynamic capabilities theory by Teece et al. (1997), the study also underscores the need for companies to stay proactive and adapt to rapid market changes and technological advancements. Companies' ability to sense opportunities and threats, making timely and market-oriented decisions, and changing their resource base (Barreto, 2010) will determine their success in managing talent. Embracing innovation, anticipating trends, and adapting talent strategies accordingly are crucial for success in the current competitive landscape. In the dataset we could also see that onsite jobs are decreasing demand for remote work, with the hybrid model becoming the preferred model for most companies. Analysis of job posts further provided quantitative insights into the factors influencing salary levels. Experience levels emerged as major determinants, with senior positions typically earning higher salaries. The analysis also highlighted the positive impact of remote work options on salaries, reflecting rising demand for flexible work arrangements. Furthermore, salaries varied across different job categories and industries, with specialized skills like DevOps/Sysadmin and Network Engineering/Administration commanding higher pay. Country-specific effects also significantly influenced salary levels, pointing to the importance of considering local market dynamics in global talent management.

In conclusion, the findings present a comprehensive picture of global talent management trends, aligning with management theory (Teece, 2010; Polidoro and Toh, 2011; Prahalad and Hamel, 2001; Barreto, 2010; Lieberman, 2021). These insights can inform businesses, HR professionals, and employees, helping them navigate the evolving landscape of global talent management, whilst appreciating the theoretical underpinnings of these changes.

## **5.2 Limitations and Future Research Directions**

In this thesis, the literature review omitted discussion of biases. For example, stability bias refers to the inclination towards inertia. In other words, predictive models rely on patterns from historical data that may harbor the same biases as human decision-making. (Baer & Kamalnath, 2017). Human biases, particularly in the hiring process, can often be implicit in decision-making. (Tulshyan, 2019). The sample size of the research, primarily sourced from expert interviews and Landing.Jobs platform job posts, might not reflect the full spectrum seen across different organizations, sectors, or regions. The subjectivity inherent in the interview process may also introduce biases, as the perspectives are influenced by each expert's personal experiences and backgrounds. The findings of the thesis were generalized across industries. Although the interviews were conducted with practitioners mainly from the IT Sector, the recommendations must be put in context of specific industry requirements. Future research should look into differences in the applicability of these findings for different industries.

In addition, while the regressions were useful for quantifying relationships, they do not provide sufficient evidence to establish causation. As a result, conclusions drawn about the impact of different factors on salary levels are limited. Additionally, certain important variables such as employee performance, organizational culture, job satisfaction, and market competition were not considered in this study, which could have added more depth to the analysis. Lastly, since the research data only covers the period from 2019 to 2023, certain findings may be less relevant as the global job market evolves rapidly. Moreover, the analysis relied on the jobs postings in Landing.Jobs platform, which focuses more on the IT sector and relies heavily on the Portuguese market. Going forward, several research directions could strengthen our understanding of global talent management trends.

Future studies could aim for a broader sample, encompassing a wider variety of sectors, regions, and more global and extensive job platforms such as LinkedIn, to enhance the representativeness of findings. A mixed-methods approach, combining quantitative analysis with more qualitative methods such as case studies or ethnographic research, could also help and provide a holistic understanding of global talent management. In addition, it would be beneficial to investigate the impact of variables that were not included in the analysis, such as employee performance, job satisfaction, and market competition, on salary disparities and talent management trends. Conducting longitudinal studies that cover a greater time frame would

provide valuable information about the development of talent management trends over time. Combining these with the qualitative data, would also provide better insights on how organizations adapt to these changes.

A recurring topic throughout the analysis is the arise of AI. Specific attention could be given to investigating the impact of automation and AI on talent management, recruitment and on the job market itself. Another topic that could be further investigated is strategies for promoting diversity and inclusion in various organizational and cultural contexts. More in depth research about how these strategies can vary from country to country, or across industries, would also be interesting.

## Bibliography

- Amankwah-Amoah, Joseph, Zaheer Khan, Geoffrey Wood, and Gary Knight. 2021. "COVID-19 and Digitalization: The Great Acceleration." *Journal of Business Research* 136: 602–11.
- Amis, John M., Johanna Mair, and Kamal A. Munir. 2020. "The Organizational Reproduction of Inequality." *Academy of Management Annals* 14 (1): 195–230. <https://doi.org/10.5465/annals.2017.0033>.
- Amis, John M., Kamal A. Munir, Thomas B. Lawrence, Paul Hirsch, and Anita McGahan. 2018. "Inequality, Institutions and Organizations." *Organization Studies* 39 (9): 1131–52. <https://doi.org/10.1177/0170840618792596>.
- Azizi, Mohammad Reza, Rasha Atlasi, Arash Ziapour, Jaffar Abbas, and Roya Naemi. 2021. "Innovative Human Resource Management Strategies during the COVID-19 Pandemic: A Systematic Narrative Review Approach." *Heliyon* 7 (6): e07233.
- Barney, Jay. 1991. "Firm Resources and Sustained Competitive Advantage." *Journal of Management* 17 (1): 99–120.
- Barreto, Ilídio. 2010a. "Dynamic Capabilities: A Review of Past Research and an Agenda for the Future." *Journal of Management* 36 (1): 256–80.
- . 2010b. "Dynamic Capabilities: A Review of Past Research and an Agenda for the Future." *Journal of Management* 36 (1): 256–80. <https://doi.org/10.1177/0149206309350776>.
- Berg, Janine. 2019. "Protecting Workers in the Digital Age: Technology, Outsourcing, and the Growing Precariousness of Work." *Comp. Lab. L. & Pol'y J.* 41: 69.
- Braesemann, Fabian, Fabian Stephany, Ole Teutloff, Otto Kässi, Mark Graham, and Vili Lehdonvirta. 2022. "The Global Polarisation of Remote Work." Edited by Hocine Cherifi. *PLOS ONE* 17 (10): e0274630. <https://doi.org/10.1371/journal.pone.0274630>.
- Brandenburger, Adam M., and Harborne W. Stuart Jr. 1996. "Value-based Business Strategy." *Journal of Economics & Management Strategy* 5 (1): 5–24.
- Broom, Alex. 2005. "Using Qualitative Interviews in CAM Research: A Guide to Study Design, Data Collection and Data Analysis." *Complementary Therapies in Medicine* 13 (1): 65–73. <https://doi.org/10.1016/j.ctim.2005.01.001>.
- Bryman, Alan. 2011. "Research Methods in the Study of Leadership." *The SAGE Handbook of Leadership*, 15–28.
- Caligiuri, Paula, Helen De Cieri, Dana Minbaeva, Alain Verbeke, and Angelika Zimmermann. 2020. "International HRM Insights for Navigating the COVID-19 Pandemic: Implications for Future Research and Practice." *Journal of International Business Studies*. Springer.
- Campello, Murillo, Gaurav Kankanhalli, and Pradeep Muthukrishnan. 2020. "Corporate Hiring under COVID-19: Labor Market Concentration, Downskilling, and Income Inequality." National Bureau of economic research.

- Carnevale, Joel B, and Isabella Hatak. 2020. "Employee Adjustment and Well-Being in the Era of COVID-19: Implications for Human Resource Management." *Journal of Business Research* 116: 183–87.
- Cherry, Miriam A. 2019a. "A Global System of Work, a Global System of Regulation: Crowdwork and Conflicts of Law." *Tul. L. Rev.* 94: 183.
- . 2019b. "Regulatory Options for Conflicts of Law and Jurisdictional Issues in the On-Demand Economy." International Labour Organization.
- Christensen, Clayton M. n.d. "The Past and Future of Competitive Advantage."
- Christensen, Clayton M., Rory McDonald, Elizabeth J. Altman, and Jonathan Palmer. 2016. *Disruptive Innovation: Intellectual History and Future Paths*. Harvard Business School Cambridge, MA.
- Creswell, John W, and J David Creswell. n.d. "Research Design: Qualitative, Quantitative, and Mixed Methods Approaches."
- Danneels, Erwin. 2016. "Survey Measures of First- and Second-Order Competences: Survey Measures of First- and Second-Order Competences." *Strategic Management Journal* 37 (10): 2174–88. <https://doi.org/10.1002/smj.2428>.
- Delanoë, Alexandre, and Serge Galam. 2015. "Combining Text-Mining Analysis and Agent-Based Modeling Methods - A Case Study to Address a Controversy." *Bulletin of Sociological Methodology/Bulletin de Méthodologie Sociologique* 126 (1): 84–98. <https://doi.org/10.1177/0759106315572560>.
- Démeijer, Dionne. 2017. "Making Digital HRM Work: A Study in Changes in Perceived Consequences of e-HRM in the Past Decade." University of Twente.
- Denzin, Norman K, and Yvonna S Lincoln. n.d. "The SAGE Handbook of Qualitative Research."
- Derbyshire, James. 2017. "Potential Surprise Theory as a Theoretical Foundation for Scenario Planning." *Technological Forecasting and Social Change* 124 (November): 77–87. <https://doi.org/10.1016/j.techfore.2016.05.008>.
- Dirani, Khalil M, Mehrangiz Abadi, Amin Alizadeh, Bhagyashree Barhate, Rosemary Capuchino Garza, Noeline Gunasekara, Ghassan Ibrahim, and Zachery Majzun. 2020. "Leadership Competencies and the Essential Role of Human Resource Development in Times of Crisis: A Response to Covid-19 Pandemic." *Human Resource Development International* 23 (4): 380–94.
- DiRomualdo, Anthony, Dorothée El-Khoury, and Franco Girimonte. 2018. "HR in the Digital Age: How Digital Technology Will Change HR's Organization Structure, Processes and Roles." *Strategic HR Review* 17 (5): 234–42. <https://doi.org/10.1108/SHR-08-2018-0074>.
- Donthu, Naveen, and Anders Gustafsson. 2020. "Effects of COVID-19 on Business and Research." *Journal of Business Research*. Elsevier.
- Edwards, Jeffrey R. 2001. "Ten Difference Score Myths." *Organizational Research Methods* 4 (3): 265–87.



- Englert, SP, Jamie Woodcock, and Callum Cant. 2020. "Digital Workerism: Technology, Platforms, and the Circulation of Workers' Struggles." *Triplec: Communication, Capitalism & Critique. Open Access Journal for a Global Sustainable Information Society* 18 (1): 132–45.
- Erdmann, Drew, Bernardo Sichel, and Luk Yeung. n.d. "Overcoming Obstacles to Effective Scenario Planning."
- Fregnan, Ezio, Silvia Ivaldi, and Giuseppe Scaratti. 2020. "HRM 4.0 and New Managerial Competences Profile: The COMAU Case." *Frontiers in Psychology* 11 (November): 578251. <https://doi.org/10.3389/fpsyg.2020.578251>.
- Giones, Ferran, Alexander Brem, Jeffrey M Pollack, Timothy L Michaelis, Kim Klyver, and Jan Brinckmann. 2020. "Revising Entrepreneurial Action in Response to Exogenous Shocks: Considering the COVID-19 Pandemic." *Journal of Business Venturing Insights* 14: e00186.
- Graham, Mark, and Mohammad Anwar. 2019. "The Global Gig Economy: Towards a Planetary Labour Market?" *First Monday* 24 (4).
- Graham, Mark, Isis Hjorth, and Vili Lehdonvirta. 2017. "Digital Labour and Development: Impacts of Global Digital Labour Platforms and the Gig Economy on Worker Livelihoods." *Transfer: European Review of Labour and Research* 23 (2): 135–62.
- Greenstein, Shane. 2021. "Remote Work." *IEEE Micro* 41 (3): 110–12. <https://doi.org/10.1109/MM.2021.3073433>.
- Grohmann, Rafael, and Jack Qiu. 2020. "Contextualizing Platform Labor." *Revista Contracampo* 39 (1).
- Hacioglu, Umit, ed. 2020. *Digital Business Strategies in Blockchain Ecosystems: Transformational Design and Future of Global Business*. Contributions to Management Science. Cham: Springer International Publishing. <https://doi.org/10.1007/978-3-030-29739-8>.
- Hamel, Gary, and Coimbatore K. Prahalad. 1994. "Competing for the Future." *Harvard Business Review* 72 (4): 122–28.
- Hancock, Dawson R., and B. Algozzine. 2006a. *A Practical Guide for Beginning Researchers Doing Case Study Research*. New York: Teachers College Press.
- Hancock, Dawson R., and Robert Algozzine. 2006b. *Doing Case Study Research: A Practical Guide for Beginning Researchers*. New York: Teachers College Press.
- Honeycutt, Earl D., and John B. Ford. 1996. "Potential Problems and Solutions When Hiring and Training a Worldwide Sales Team." *Journal of Business & Industrial Marketing* 11 (1): 42–54. <https://doi.org/10.1108/08858629610112283>.
- Hongal, Pushpa, and Dr. Uttamkumar Kinange. 2020. "A Study on Talent Management and Its Impact on Organization Performance- An Empirical Review." *International Journal of Engineering and Management Research* 10 (01): 64–71. <https://doi.org/10.31033/ijemr.10.1.12>.
- Hornik, Jacob. 2021. "Visual Mapping Sentence: A Methodological Approach to Multifaceted Research Design and Analyses." *Academia Letters*, June. <https://doi.org/10.20935/AL1175>.

- “Human Resources as Ethical Gatekeepers: Hiring Ethics and Employee Selection.” 2019. *Journal of Leadership, Accountability and Ethics* 16 (2). <https://doi.org/10.33423/jlae.v16i2.2024>.
- Iwashita, Hitoshi. 2021. “The Future of Remote Work in Japan: Covid-19’s Implications for International Human Resource Management.” *Entrepreneurial Business and Economics Review* 9 (4): 7–18. <https://doi.org/10.15678/EBER.2021.090401>.
- Jack, Eric P., and Amitabh S. Raturi. 2006. “Lessons Learned from Methodological Triangulation in Management Research.” *Management Research News* 29 (6): 345–57. <https://doi.org/10.1108/01409170610683833>.
- Jeronimo, Rodrigo Constantino. 2021. “The Gig Economy: A Critical Introduction.” *Revista Da Sociedade Brasileira de Economia Política*, 202–7.
- Kässi, Otto, Vili Lehdonvirta, and Fabian Stephany. 2021. “How Many Online Workers Are There in the World? A Data-Driven Assessment.” *ArXiv Preprint ArXiv:2103.12648*.
- Kaushik, Meenakshi, and Neha Guleria. 2020. “The Impact of Pandemic COVID-19 in Workplace.” *European Journal of Business and Management* 12 (15): 1–10.
- Kim, W. Chan, and Renée Mauborgne. 2005. *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*. Boston, Mass: Harvard Business School Press.
- Krippendorff, Klaus. 2004. *Content Analysis: An Introduction to Its Methodology*. 2nd ed. Thousand Oaks, Calif: Sage.
- Kuckertz, Andreas, Leif Brändle, Anja Gaudig, Sebastian Hinderer, Carlos Arturo Morales Reyes, Alicia Prochotta, Kathrin M Steinbrink, and Elisabeth SC Berger. 2020. “Startups in Times of Crisis—A Rapid Response to the COVID-19 Pandemic.” *Journal of Business Venturing Insights* 13: e00169.
- Kuek, Siou Chew, Cecilia Paradi-Guilford, Toks Fayomi, Saori Imaizumi, Panos Ipeirotis, Patricia Pina, and Manpreet Singh. 2015. “The Global Opportunity in Online Outsourcing.”
- Kursch, Martin, and Jaroslav Veteska. 2021. “Management and Development of Talented Employees in the Global World.” Edited by T. Klietnik. *SHS Web of Conferences* 92: 06040. <https://doi.org/10.1051/shsconf/20219206040>.
- Lieberman, Marvin. 2021. “Is Competitive Advantage Intellectually Sustainable.” *Strategic Management Review* 2 (1): 29–46.
- Lindgren, Peter. 2017. “Advanced Business Model Innovation.” *Wireless Personal Communications* 95 (1): 127–44. <https://doi.org/10.1007/s11277-017-4420-z>.
- Maria, Mosca. n.d. “Digitalization of HRM: A Study of Success Factors and Consequences in the Last Decade.”
- Mayring, Philipp. 1994. *Qualitative Inhaltsanalyse*. Vol. 14. UVK Univ.-Verl. Konstanz.
- McKinsey Global Institute. (2015). *A Labor Market That Works: Connecting Talent With Opportunity In The Digital Age*.

- Mintzberg, Henry. 1978. "Patterns in Strategy Formation." *Management Science* 24 (9): 934–48.
- O'Reilly, Charles A., and Michael L. Tushman. 2008. "Ambidexterity as a Dynamic Capability: Resolving the Innovator's Dilemma." *Research in Organizational Behavior* 28 (January): 185–206. <https://doi.org/10.1016/j.riob.2008.06.002>.
- Polidoro, Francisco, and Puay Khoon Toh. 2011. "Letting Rivals Come Close or Warding Them Off? The Effects of Substitution Threat on Imitation Deterrence." *Academy of Management Journal* 54 (2): 369–92. <https://doi.org/10.5465/amj.2011.60263099>.
- Polidoro Jr, Francisco, and Puay Khoon Toh. 2011. "Letting Rivals Come Close or Warding Them off? The Effects of Substitution Threat on Imitation Deterrence." *Academy of Management Journal* 54 (2): 369–92.
- Prahalad, C. K., and Gary Hamel. 2003. "The Core Competence of the Corporation." *International Library of Critical Writings in Economics* 163: 210–22.
- Prahalad, Coimbatore K., and Gary Hamel. 1997. *The Core Competence of the Corporation*. Springer.
- Prahalad, Coimbatore Krishna, and Gary Hamel. 1994. "Strategy as a Field of Study: Why Search for a New Paradigm?" *Strategic Management Journal* 15 (S2): 5–16.
- Rainnie, Al, and Mark Dean. 2020. "Industry 4.0 and the Future of Quality Work in the Global Digital Economy." *Labour & Industry: A Journal of the Social and Economic Relations of Work* 30 (1): 16–33. <https://doi.org/10.1080/10301763.2019.1697598>.
- Ray, Korok, and Tessa A Thomas. 2019. "Online Outsourcing and the Future of Work." *Journal of Global Responsibility* 10 (3): 226–38.
- "Research Methods for Business." n.d.
- Rowley, Jennifer. 2012a. "Conducting Research Interviews." *Management Research Review* 35 (3/4): 260–71.
- . 2012b. "Conducting Research Interviews." *Management Research Review* 35 (3/4): 260–71. <https://doi.org/10.1108/01409171211210154>.
- Sánchez-Monedero, Javier, Lina Dencik, and Lilian Edwards. 2020. "What Does It Mean to 'solve' the Problem of Discrimination in Hiring? Social, Technical and Legal Perspectives from the UK on Automated Hiring Systems." In *Proceedings of the 2020 Conference on Fairness, Accountability, and Transparency*, 458–68.
- Shet, Sateesh. V. 2020. "Strategic Talent Management – Contemporary Issues in International Context." *Human Resource Development International* 23 (1): 98–102. <https://doi.org/10.1080/13678868.2019.1650324>.
- Strohmeier, Stefan. 2020. "Digital Human Resource Management: A Conceptual Clarification." *German Journal of Human Resource Management: Zeitschrift Für Personalforschung* 34 (3): 345–65. <https://doi.org/10.1177/2397002220921131>.

- Teece, David J. 2010. "Business Models, Business Strategy and Innovation." *Long Range Planning* 43 (2–3): 172–94. <https://doi.org/10.1016/j.lrp.2009.07.003>.
- Teece, David J., Gary Pisano, and Amy Shuen. 1997a. "Dynamic Capabilities and Strategic Management." *Strategic Management Journal* 18 (7): 509–33.
- . 1997b. "Dynamic Capabilities and Strategic Management." *Strategic Management Journal* 18 (7): 509–33.
- Thite, Mohan, Hussain Gulzar Rammal, and João J. M. Ferreira. 2023. "Talent Management in the 'New Normal'—Case Study of Indian IT Services Multinationals in China." *Thunderbird International Business Review* 65 (1): 131–41. <https://doi.org/10.1002/tie.22247>.
- Toh, Puay Khoon, and Francisco Polidoro. 2013. "A Competition-based Explanation of Collaborative Invention within the Firm." *Strategic Management Journal* 34 (10): 1186–1208.
- Vaiman, Vlad, Wayne F. Cascio, David G. Collings, and Brian W. Swider. 2021. "The Shifting Boundaries of Talent Management." *Human Resource Management* 60 (2): 253–57. <https://doi.org/10.1002/hrm.22050>.
- VARDARLIER, Pelin. 2020. "Digital Transformation of Human Resource Management: Digital Applications and Strategic Tools in HRM." *Digital Business Strategies in Blockchain Ecosystems: Transformational Design and Future of Global Business*, 239–64.
- Zhang, Jie. n.d. "Exploring Human Resource Management Digital Transformation in the Digital Age." *Journal of the Knowledge Economy*.

## Appendix

# 1 Interviews

## 1.1 Interviews Script

Broad questions to establish a baseline understanding of the expert's perspective and experience on the topic:

1. What is your experience and expertise in the field of global hiring and managing remote teams?
2. In your opinion, what are the biggest challenges (and opportunities) that companies face when hiring and managing a global workforce?
3. How do you think the globalization of hiring has changed in recent years, and what do you see as the key trends and developments in this area?
4. How do you see technology evolving in the context of global hiring and remote work, and what opportunities and challenges do you anticipate for businesses in the future?
5. In your experience, what are some best practices for creating a diverse and inclusive workplace culture that supports global talent management and employee well-being?
6. What advice would you give to businesses that are just starting to expand their global hiring efforts, and what pitfalls or common mistakes should they avoid?

Specific questions that delve deeper into particular issues or challenges:

7. What are some effective strategies that companies can use to overcome the challenges of hiring and managing a global workforce, such as language barriers, cultural differences, and visa and immigration regulations. And do they change by region or industry?
8. How can businesses address the challenges of managing cultural differences when hiring and managing global teams? What strategies have been successful in your experience?
9. What are some common pitfalls that businesses encounter when navigating visa and immigration regulations, and how can these be avoided? What are some best practices for ensuring compliance with these regulations?
10. Remote teams can be difficult to manage, particularly across different time zones and cultural contexts. What are some strategies for successfully managing remote teams, and what technologies and tools can help businesses to do so?

11. How can businesses create a supportive work environment for globally distributed employees, and what are some effective strategies for promoting employee well-being in a global context?

12. What role does cross-cultural training play in global talent management, and how can businesses develop effective training programs that address the unique challenges of managing a global workforce?

13. What are some emerging trends in global talent management, and how can businesses stay ahead of the curve in this rapidly evolving landscape?

14. How do you see the future of the industry changing in the next few years?

15. How can businesses cultivate a diverse and inclusive workplace culture that fosters collaboration and innovation across global teams?

16. What are some of the most important skills and qualities that global leaders need to succeed in today's global business environment, and how can businesses develop and cultivate these skills among their employees?

## 1.2 Interview Transcripts and Categories

### 1.2.1 Interview 1 - Helen Leliuk

#### 1.2.1.1 Categorization

Interview 1- Helen Leliuk		
Category	Key Takeaways	Key Quotes
Biggest challenges when hiring/managing a global workforce	<ul style="list-style-type: none"> <li>- Managing different cultures and mentalities is a significant challenge.</li> <li>- Building commitment and engagement in a global workforce can be difficult.</li> </ul>	"For me, first main thing which company faces is different culture." "Another thing is to maintain engagement of the team." "It was very, very hard to build commitment and dedication to work because people were not so caring about their involvement and the value that they bring to the company."
Technology evolution in the context of global hiring and remote work	<ul style="list-style-type: none"> <li>- Technology is rapidly changing the hiring landscape and enabling remote work.</li> <li>- Some jobs may be replaced by automation and artificial intelligence.</li> </ul>	"You know, this thing that we just lost and broke these borders around companies brings amazing opportunities to companies in general. But also, it brings huge challenges to hire the right people." "Some of the jobs would be switched with IE (Intelligent Automation)."
Best Practices for creating a diverse and inclusive workplace	<ul style="list-style-type: none"> <li>- Promote diversity and inclusion to create a supportive work environment.</li> <li>- Encourage teamwork and collaboration among employees.</li> </ul>	"Culture issue could be managed only via training and providing training opportunities to break down these culture differences." "Provide training opportunity to bring the right view on the situation and right understanding."

Effective strategies for managing remote and global workforce	<ul style="list-style-type: none"> <li>- Provide training and education programs to address cultural differences.</li> <li>- Foster communication and collaboration through online tools and events.</li> </ul>	<p>"Cross-cultural training is essential for managing cultural differences." "Creating a supportive work environment is important for employee engagement and well-being."</p> <p>"Encourage online events and ice-breaker games to build relationships and comfort in remote work."</p>
Managing cultural differences	<ul style="list-style-type: none"> <li>- Cross-cultural training is essential for managing cultural differences.</li> <li>- Approach to work can vary across cultures.</li> <li>- Leadership plays a crucial role.</li> </ul>	<p>"Culture is about the approach to work." "Some cultures are more hard-working, and others want to have some freedom." "Managers should be able to manage all these things."</p>
How to promote well-being in a global context	<ul style="list-style-type: none"> <li>- Create a supportive work environment that prioritizes employee well-being.</li> <li>- Encourage open communication and provide support for remote employees.</li> </ul>	<p>"Provide a supportive work environment for employees to discuss everything with their managers." "Organize online events, games, and activities for team building."</p>
Effective cross-cultural training and its importance	<ul style="list-style-type: none"> <li>- Cross-cultural training helps employees understand and navigate cultural differences.</li> <li>- Business cases and educational materials can be useful.</li> </ul>	<p>"Culture issue could be managed only via training and providing training opportunity to break down these culture differences." "Sharing experiences and discussing solutions in training sessions can be very helpful."</p>
Emerging trends in global talent management	<ul style="list-style-type: none"> <li>- High adaptability and flexibility are crucial skills for global leaders.</li> <li>- Soft skills like critical thinking and teamwork are in high demand.</li> </ul>	<p>"High adaptability or flexibility is important." "Leadership and public speaking are key skills for managers and leaders." "Soft skills like critical thinking and teamwork are in high demand."</p>
How can businesses stay ahead	<ul style="list-style-type: none"> <li>- Create an environment that fosters professional growth and benefits for employees.</li> <li>- Embrace remote work options and flexible arrangements.</li> </ul>	<p>"Create an environment for best talents to remain their efficiency and professional growth." "Create a culture, environment, benefits program, and mission goals to retain talented individuals."</p>
The future of the hiring industry	<ul style="list-style-type: none"> <li>- Automation and technology will continue to impact the hiring industry.</li> <li>- Retaining top talent is a challenge in a competitive job market.</li> </ul>	<p>"Very simple jobs would be cut because IE develops with high speed." "Retaining top talent is a problem as great talents have opportunities worldwide."</p>
Most important skills for global leaders	<ul style="list-style-type: none"> <li>- Adaptability, leadership, and public speaking skills are crucial for global leaders.</li> <li>- Critical thinking and teamwork are also important skills.</li> </ul>	<p>"High adaptability or flexibility is required." "Leadership and public speaking are important qualities." "Quick learning and critical thinking are important for implementing relevant skills." "Ability to work in a high diversity team."</p>

Table 3 Interview 1 Categorization



## 1.2.2 Interview 2 – Sofia Alvôco

### 1.2.2.1 Categorization

Interview 2 – Sofia Alvôco		
Category	Key Takeaways	Key Quotes
Biggest challenges when hiring/managing a global workforce	<ul style="list-style-type: none"> <li>- Legal and visa constraints pose challenges for hiring globally</li> <li>- Cultural and language differences require attention</li> <li>- Overcoming communication barriers is important</li> <li>- Understanding local labor laws and regulations</li> <li>- Navigating time zone differences</li> </ul>	"And with this, other challenges have appeared, like the legal situation and the legal opportunities, the legal constraints."
Technology evolution in the context of global hiring and remote work	<ul style="list-style-type: none"> <li>- Remote work has become a significant trend in the hiring market</li> <li>- Technology enables international recruitment and remote collaboration</li> <li>- Adapting to technological advancements is crucial</li> <li>- Utilizing digital tools and platforms for effective global hiring and management</li> </ul>	"I think companies are now more open to this remote work. So this is the biggest trend and the biggest transformation in this hiring market."
Best Practices for creating a diverse and inclusive workplace	<ul style="list-style-type: none"> <li>- Promote diversity and inclusion as core values within the organization</li> <li>- Implement policies and initiatives to foster an inclusive environment               <ul style="list-style-type: none"> <li>- Provide diversity training for employees</li> <li>- Encourage open and respectful communication</li> </ul> </li> <li>- Support employee resource groups or affinity networks</li> </ul>	"So, it has to be disclosed and promoted and something to be on the answer ties, communications, then it's not going to have this real impact."
Effective strategies for managing remote and global workforce	<ul style="list-style-type: none"> <li>- Foster strong communication and collaboration among team members-</li> <li>- Establish clear expectations and goals for remote workers-</li> <li>- Utilize project management and collaboration tools-</li> <li>- Provide regular check-ins and feedback to remote employees-</li> <li>- Facilitate team-building activities and virtual events</li> </ul>	"I think the most important skills... communication, with tolerance, with collaboration."
Managing cultural differences	<ul style="list-style-type: none"> <li>- Develop cultural intelligence and sensitivity-</li> <li>- Recognize and value diverse perspectives and approaches-</li> <li>- Establish open channels for dialogue and understanding-</li> <li>- Adapt management styles to accommodate cultural differences-</li> <li>- Encourage cross-cultural collaboration and knowledge sharing</li> </ul>	"Creating groups within the internet or within any other field."
How to promote well-being in a global context	<ul style="list-style-type: none"> <li>- Prioritize work-life balance and flexibility for global employees-</li> <li>- Provide resources and support for mental and physical well-being-</li> <li>- Promote employee engagement and recognition-</li> <li>- Foster a positive and inclusive work environment-</li> <li>- Consider cultural differences in well-being practices and initiatives</li> </ul>	"Create work-life balance policies, providing resources for mental and physical health."
Effective cross-cultural training and its importance	<ul style="list-style-type: none"> <li>- Provide cross-cultural training and education for employees-</li> <li>- Enhance cultural awareness and sensitivity among team members-</li> <li>- Develop skills for effective cross-cultural communication-</li> <li>- Understand cultural norms, values, and expectations in different regions-</li> <li>- Promote a culture of inclusivity and respect for diverse backgrounds and perspectives</li> </ul>	"At this level of technical skills, I think this is really very important, that companies have the modular capacity to give their professionals the skills that are always required."

<b>Emerging trends in global talent management</b>	- Increasing emphasis on remote work and virtual collaboration- Rise of independent professionals and gig economy- Growing importance of employer branding and value proposition- Focus on continuous learning and upskilling- Adoption of AI and automation in talent management processes	"I think that we will also witness an increase in the number of professionals working independently."
<b>How can businesses stay ahead</b>	- Embrace innovation and technological advancements- Invest in employee development and training- Foster a culture of agility and adaptability- Anticipate and proactively respond to market trends- Emphasize employer branding and value proposition- Encourage a growth mindset and continuous improvement	"So, the perspective is very interesting."
<b>The future of the hiring industry</b>	- Continued growth of remote work and virtual hiring- Increasing reliance on technology and automation- Shift towards skills-based hiring and adaptable profiles- Focus on employer branding and candidate experience- Enhancing diversity and inclusion practices- Incorporation of data analytics and AI in recruitment processes	"There are many more companies that need a very specific talent."
<b>Most important skills for global leaders</b>	- Cross-cultural communication and sensitivity- Adaptability and agility- Remote team management skills- Emotional intelligence and empathy- Strategic thinking and problem-solving- Collaboration and teamwork across diverse backgrounds- Ability to navigate and lead in a global and virtual context	"It has to do with communication, with tolerance, with collaboration."

Table 4: Interview 2 Categorization

### 1.2.3 Interview 3 - Florent Berbette

#### 1.2.3.1 Categorization

Interview 3 – Florent Berbette		
Category	Key Takeaways	Key Quotes
<b>Biggest challenges when hiring/managing a global workforce</b>	Cultural nuances, visa and immigration complexities, coordinating across different time zones, respecting local holidays and customs, maintaining consistent communication and collaboration	"Always paying attention to the time zone, paying attention to the bank holidays."
<b>Technology evolution in the context of global hiring and remote work</b>	Increasing automation, leveraging AI for sourcing and screening, utilizing data analytics for making informed decisions, need for adaptation to new tools and platforms, the importance of technical skills for recruiters	"We need to gather more and more data to know what these data mean, where they are, and how to use them."
<b>Best Practices for creating a diverse and inclusive workplace</b>	Building diverse teams with shared values, creating inclusive employee networks, adopting non-biased hiring practices, respecting and accommodating cultural differences	"Usually we are quite all aligned towards the same values, but the way culturally we engage is usually the same."

Effective strategies for managing remote and global workforce	Offering flexibility in work arrangements, regular team bonding activities, utilizing technology for efficient communication, annual in-person meetups for strengthening team relationships	"We have officially, let's say, two working days per week at the office...That's a big flexibility that helps a lot."
Managing cultural differences	Investing in regular cross-cultural training, fostering open and respectful dialogue about different cultures, ensuring cultural fit during the hiring process, being aware of and respecting cultural differences during interactions	"Cultural engagement, how people share the same value to have value that is defined and that can be understood quite easily."
How to promote well-being in a global context	Promoting a healthy work-life balance, facilitating regular informal interactions, encouraging participation in employee networks for social support, respecting individual's personal time and cultural customs	"Every Friday, we all take a bit of time to talk. The Friday afternoon, usually it's a moment when we all share a drink together."
Effective cross-cultural training and its importance	Regular and comprehensive training to understand and respect cultural nuances, creating a safe and open environment for discussing cultural issues, leveraging employee networks as a source of cultural knowledge	"There are still, there's always actually cultural difference, and that's why it's something that needs to be always ongoing."
Emerging trends in global talent management	Data-driven decision making, AI-enhanced talent sourcing and assessment, predicting talent trends, preparing for increasingly specialized roles	"First of all, to have teams, it can be business analysts, data analysts, that can gather data, predict trends."
How can businesses stay ahead	Fostering innovation, staying updated with emerging trends in technology and talent management, investing in data intelligence, proactive in adapting to changes, considering the global talent pool for recruitment	"We need to be able to know, to be able to maybe predict what will happen or when something happens to be able to adapt fast."
The future of the hiring industry	Greater role of AI and automation, increased focus on value-based and cultural fit assessments, shift towards a balance between technical skills and human relationship management in recruitment teams, importance of adaptability	"Teams will need to separate with some people more technical, some people more into the relationship side to be able to better assess."
Most important skills for global leaders	Visionary and strategic thinking, adaptability to change, cultural intelligence, understanding and leveraging data and technology, ability to communicate and execute the vision effectively	"For the leaders, they need to be visionary or to show that they have vision and to be able to expect that."

Table 5: Interview 3 categorization

## 1.2.4 Interview 4 – Gian Palmieri

### 1.2.4.1 Transcript

**I just wanted to start by asking if you could talk a little bit about what's your expertise and what's your experience in the field of global hiring or managing remote teams?**

So, my expertise, I'm Gian Palmieri, my full name is Gian Francesco. I work as a client acquisition specialist here in Carpe Data. As well, it's not just talent acquisition, I'm also in charge of HR coordinator duties, which are basically organizing everything that is related with the company. So even like external activities and stuff like that.

But the main scope of my role is talent acquisition, so I'm focused. Sorry, but sometimes I don't know if you are hearing me because the connection is low and I don't know if it's from my side. No, I hear you. Perfect. So, our department has two talent acquisitions. position. One is myself as you can imagine, the other one is based in the US because I work for a US company, an American company, and we split the roles. For example, I'm taking care much more of technical roles, and she's taking care of the rest of the roles.

**So, for how many years have you been working in the industry?**

No, I was, I work, I'm working, sorry, for three years now. The first two years I was working for an external recruitment firm. So, I was doing external recruitment and then I decided to join this company because I wanted to have a more internal position. So before I was a consultant, so I was working with different companies in Europe, always for technical hiring needs, but as well for other type of roles.

And now I'm more focused on technical roles, specifically in data science.

**Okay, and in your opinion, what are the biggest challenges and opportunities that companies are facing now when trying to hire and manage a global workforce.**

Okay, so you are saying from a point of view of an internal HR, right? Because it might be two different answers. So, from right now, what company, let's say, is not that they are struggling, are struggling, It's just that, you know, nowadays business is always a challenge.

So, this period can be a challenge, in three months can be another one. So, let's say that already a couple of months, let's say a couple of six months before the pandemic, already the market was challenging, was changing and becoming more challenging. Especially considering that there is a short availability of technical talents. So this is a matter of fact, it is a feature of the market right now. So obviously companies are willing to get the best talents out of it. And there are less people considering the roles. So that's the biggest challenge in the last three years. Let's say then regarding Portugal Portuguese markets and other challenges that a lot of foreign companies are Relocating. Can you hear me?

are relocating in Portugal and This is increasing the competition, you know like imagine that are like a lot of people in Portugal right now they are working remote areas of Portugal getting a salary that's you know even in Lisbon could be a lot and you know sometimes Portuguese company not that I'm failing they don't have enough resources to match these offers at the end.

It's not that, you know, of any other thing. So, that is the main challenge. Right now, we are having on the market, let's say worldwide, the layoff. So, it's even becoming even more challenging because of perception of risk of candidates when they want to move companies. So if before it was enough, let's say, to offer 15, 20% more in terms of salary, and a person that was challenged in one week will give you an answer, yes or no, to consider, more factors to understand, and this can be a challenge as well.

**And how do you think the globalization of hiring has changed in the recent years? What do you think are the main trends and developments that happened in the area that contributed to a change?**

Good question. But I have my own opinion I'm going to share, which is basically that right now we are assisting to a globalization of technology. But the globalization started 30, 35, 40 years ago. So the challenges from my point of view is that right now we are comparing salaries worldwide. Imagine, if 5, 10 years ago in Latin America an engineer was getting, I don't know, let's say 2,000 euros per month. In Africa was getting 1,000. In Europe was getting 3,000. And in the US 5,000. Now, considering 10 years ago, now this is kind of leveraging. You know what I mean? It's like the difference in salaries are less than before. And that's the challenge that Portuguese companies are facing right now because they need to increase to arrive at that level. For my side, we are assisting balancing dynamics in terms of technology industry on this. And it's good. It's a good thing. I have a positive perception about it. What I don't like is that there is a huge gap between technology industry and the other industry. That, I think, is the main challenge. That's a work in a tech company now will give you 20-25% more than a work in a non-tech company.

That's the main challenge. But I guess that in the long run, like in 20-30 years as well, even other industries are going to get the same dynamics, are going to leverage the salary worldwide because of the globalization. And since now the people are hiring a lot of people from different countries and different cultures

**What do you feel like in your experience are some of the best practices that companies should adopt to create a diverse and inclusive environment that supports the well-being of global talent?**

Good question, because it's part of my day-to-day activities, because I'm part of the D&I commission in my company. So, you mean your question is about every kind of company or just technology companies? In your experience.

experience is, the best thing you can do to establish good norms in a company is about established standards, especially communication standards. And understand, like if you always

try to understand why this person is acting in this way so you can reduce the cultural gaps and you can have more enrichment, cultural enrichment.

**Do you have some specific strategies that your company uses to overcome these challenges?**

Yeah, so basically we always try to establish, let's say, make people feel at ease. Meaning, let's say, put an example because I like examples. European culture is more, let's say, more open culture, we are used to speak and discuss in a certain way, but a person from Asia that has a different way to express emotions needs his own attention time as well. So what we do, for example, is at the beginning we always say that every meeting doesn't require the camera on, for example, especially for someone that is joining recently the company.

And sometimes we don't like, instead of interrupting someone that might be has a bad effect on the person who was speaking, we try to push for comments, like imagine if we are in a meeting room, in a Zoom meeting, and we have 20 people and there is someone that is speaking and there is a discussion that needs to go on, we don't interrupt that person, we write a comment for example, and try to understand, and then when there is time, we announce that answer or Also is a good way is about expressing that culture. So for example, we we plan every month We have one international lunch So like imagine like myself. I'm Italian and I have another colleague of it Another Italian colleague. So we cook for the whole office. So we cook for 50 people. But Italian cuisine, it's not that good because Italian restaurants are everywhere. But for example, what I appreciate, we have five folks from South Africa, so we have an international lunch from South Africa.

It was good because it was an opportunity, you know, why you put this ocarino in this dish because I'm not used to it. And that's how you create psychological safety. That's the most important thing about D&I matters and specifically what you were thinking about. Like if you create psychological safety space where someone is able to speak up if he wants to speak up and is not afraid about the reaction of another person or express his own culture without feeling that he's going to be judged because of that, you know? That is the best part. That is something that you cannot establish just with one initiative. It's something that needs to continuously be repeated every day. And do you have any specific training that you do for the managers to try and teach them how to do this and how to foster this environment in the companies or is it just company policy?

We provide training resources to our manager obviously. The matter of fact is that GNI matters are constantly changing. So something that today can be relevant in next year, it might be outdated, it might have negative repercussions, you know? So we try to always have initiatives

going on about D&I matters. Give you an idea, we had, what's the name, Geeks Girl Portugal, in our office, like about awareness of women in tech in Portugal, or for example, we create an inclusive dictionary. This is another important thing. Like we have set a guideline on what kind of words you should say instead of others. Like imagine, obviously it's not something that you can switch on in a bit.

But it makes you aware, at least. Yeah, but for example, we don't say, this thing is crazy. We don't say that because you might have influence on people that are facing mental health issues that can be judged on that. So we say, it's unbelievable. Obviously, like we don't say, when you join the meeting, you don't say, hello guys, how are you? Because obviously it's like the way you say, but hello guys is referred just to male people. So we say hello folks, or hello colleagues. You know, we try to give alternative options in order to be as inclusive as possible.

As well, like, I don't know, we do certain steps to achieve that goal. We don't say certain steps because of people that cannot walk can be... yeah, it's like that, you know but as you can imagine it's something that came out from the US culture, obviously, like in Europe nobody is paying attention to that anymore I think we have different situation we have a very long culture, so we already established certain type of things, we have a lot of problems as well, but in the US it's different, so they need this focus, and I appreciate because I'm focusing as well on this, and I think it's an important thing to know and to be, to deal with. So, you know, like this dictionary, raising awareness about people with disabilities, or, you know, any type of things we try to do. Another thing that might be difficult to manage remote teams is like different time zones, communication issues.

**Do you have any specific strategies that you implement for successfully managing remote teams or technologies that are being used?**

easy, like there will never be a perfect way to work on a remote slash hybrid settings. We work on hybrid, but as you can imagine we have the US company, like my manager is in the US, so we have eight hours of difference with the manager. And you know, it's just like the psychological safety again. If you are feeling safe psychologically, you can speak up and you can tell what is not working as it should. Okay? So, to give you an idea, because obviously, like something that can work for me, it might not be working well for another person. two, three hours per day, I have kind of synchronous work with the US side.

And then for the rest of the day, or I prepare that two hours at the end of the day for my side, or I run my own projects. You know, it's like, it's always difficult and it's always be like something unexpected that can, you know, affect your day and stuff. But it's like building a relationship, to answer your question, like building a great relationship with your manager can

avoid this. Then for larger part of groups, it's like if the sub-team work well, like each unit, then the whole group will work well as well.

**And now moving on to more of the hiring industry in general, what are some of the emerging trends in global talent management that you see? And how do you think businesses can stay ahead? Because everything is evolving super rapid, the landscape is changing constantly, so what do you think businesses can do to try and stay ahead in this era. Business in which way?**

Like companies? Companies. So, first of all, what are the trends that you see? So, the trends that I'm seeing, like, as I was telling you before, Wage is having side effects on the candidates, that's for sure.

And as well, salary is a great factor, is a big factor. Salary discrepancy as well, right? just salary, like it's not just salary that will make you attract talents, the best talents especially. Because imagine, then it depends on the priority of the business because it's like, I have imagine, imagine just to give you an example. In my company there are ten Java developers. So if a Java developer will be nine, I need to find the best talent. I don't need to find the first Java developer. That's in another business, in another company. It might be different. You might be looking for 30 Java developers at that time.

So in that case, it's different. So on my side, I can tell you that more women are applying to jobs, which is a good thing. I'm trying to, you know, when I'm even in interviews with women related that are working in tech, I always try to give the message to apply, even if you don't feel that you match 100% the jobs. So women are applying a little bit more often than considered two, three years ago. There is much more thoughts and elaboration before to accept an offer. Like, getting an offer accepted is becoming more challenging just because it's not just about the salaries, about the company reputation and people are watching glass doors or, you know, they try their best.

There's more information available and there are less like profile that are less specialized like before like two three years ago we're finding people that were like good in just two three four technologies right now you're having much more broader tech stack than before.

**And what do you think are some of the most important skills and qualities for managers and leaders in this type of environment?**

I mean, it's like soft skills, which is a very, I don't like this name, soft skills. because there is nothing soft in this skill so I would say non-technical skills because I'm speaking from my situation that I'm in a technology company so it's like in a technology company there is a lot,



like there is a gap of non-technical skills so communication, emotional intelligence dealing with the stress, dealing with the cultural differences as well.

Exactly, exactly. Dealing with uncertain situations because nowadays the job market, I mean the world world is uncertain. So, also how to be updated with the trends, to answer even the question before is like be ready to have a structure, but always ready to re-change that structure in case there is something new going on. It's like now, who is missing? The AI. It will be out of the market soon. So you think adaptability and flexibility are becoming more important. But at the same time, you need to have a structure, you need to have a structure that embraces adaptability and flexibility.

**Okay, last question. How do you see the future of your profession, HR, departments and everything changing in the next few years**

Next five years, I will think still there will be needs for a profile like ours, and at the same time, as you might be seeing a lot on LinkedIn, if you miss now the AI train, you will have less opportunity. Okay. Okay? So it's like, at the same time, having a structure, having, you know, like, your own background, your persona, and stuff like that, but be ready to... Adapt and evolve. Get knowledge and update yourself, because otherwise you are, you will be out.

**1.2.4.2 Categorization**

Interview 4 – Gian Palmieri		
Category	Key Takeaways	Key Quotes
Biggest challenges when hiring/managing a global workforce	The interviewee mentioned that the standardization of salaries across the globe due to globalization is making it challenging for companies in countries that traditionally had lower salaries. Companies now compete globally for talent, which has led to a levelling of salaries. Also, a wage gap is widening between the tech industry and other sectors, making talent attraction difficult in non-tech industries.	"Nowadays, with this globalization, wages are becoming the same all around the world."
Technology evolution in the context of global hiring and remote work	The advancements in technology have made global hiring and remote work more feasible. The use of AI and automated systems in the hiring process is now common. However, companies need to ensure they adapt to these technologies and use them effectively to manage their global and remote workforce.	"If you miss now the AI train, you will have less opportunity."
Best Practices for creating a diverse and inclusive workplace	Establishing clear communication norms that respect and value all cultures is vital. The interviewee described how their company had an international lunch initiative to foster cultural understanding and inclusion. Additionally, creating a psychologically safe environment where everyone feels comfortable expressing their thoughts without fear of judgment is crucial.	"We create an inclusive dictionary...Like we have set a guideline on what kind of words you should say instead of others."

<p><b>Effective strategies for managing remote and global workforce</b></p>	<p>Building strong relationships with team members, regardless of their location, and maintaining open lines of communication can help manage a remote and global workforce effectively. It's important to respect different time zones and work schedules, and promote a culture of feedback and dialogue.</p>	<p>"Building a great relationship with your manager can avoid this. Then for larger part of groups, it's like if the sub-team work well, like each unit, then the whole group will work well as well."</p>
<p><b>Managing cultural differences</b></p>	<p>It's crucial for companies to provide cultural sensitivity training to their employees. This will promote understanding and acceptance of different cultural norms, behaviors, and values. The company also established a guideline for inclusive language to prevent any potential misunderstandings or unintentional offenses.</p>	<p>"We have one international lunch...That's how you create psychological safety."</p>
<p><b>How to promote well-being in a global context</b></p>	<p>Companies should put a high emphasis on psychological safety. This involves creating an environment where employees feel safe to speak up, express their thoughts and feelings, and make mistakes without fear of judgment or punishment. This also extends to ensuring a healthy work-life balance for all employees.</p>	<p>"If you are feeling safe psychologically, you can speak up and you can tell what is not working as it should."</p>
<p><b>Effective cross-cultural training and its importance</b></p>	<p>Cross-cultural training programs can educate employees about different cultural norms and behaviors, reducing cultural gaps and promoting a more inclusive and respectful environment. These programs can help employees to better understand and collaborate with their international colleagues.</p>	<p>"We provide training resources to our manager obviously. The matter of fact is that GNI matters are constantly changing."</p>
<p><b>Emerging trends in global talent management</b></p>	<p>The interviewee noted that more women are now applying to jobs in tech, which is a positive trend towards diversity in the industry. Also, candidates are now considering factors beyond salary when choosing a job, such as the company's reputation and values. There's also a shift towards candidates having a broader range of tech skills.</p>	<p>"More women are applying to jobs, which is a good thing...There's more information available and there are less like profile that are less specialized like before."</p>
<p><b>How can businesses stay ahead</b></p>	<p>Businesses need to be adaptable and flexible, prepared to change their structures in response to emerging trends and changes in the industry. They should be proactive in staying updated with the latest trends and continuously upskilling their employees.</p>	<p>"Be ready to have a structure, but always ready to re-change that structure in case there is something new going on."</p>
<p><b>The future of the hiring industry</b></p>	<p>Although AI and automation are increasingly used in hiring, there will still be a need for HR professionals who can provide a human touch in the process. However, these professionals must be ready to adapt and evolve with the changing industry trends and technological advancements.</p>	<p>"Next five years, I will think still there will be needs for a profile like ours, and at the same time...be ready to...Get knowledge and update yourself, because otherwise you will be out."</p>
<p><b>Most important skills for global leaders</b></p>	<p>Non-technical skills such as effective communication, emotional intelligence, adaptability, and the ability to deal with uncertainty are becoming increasingly important for leaders. They need to be culturally sensitive and adept at managing diverse teams across different geographical locations.</p>	<p>"In a technology company, there is a lot, like there is a gap of non-technical skills so communication, emotional intelligence</p>

		dealing with the stress, dealing with the cultural differences as well."
--	--	--

Table 6: Interview 4 Categorization

## 1.2.5 Interview 5 – Ana Dias

### 1.2.5.1 Categorization

Interview 5 – Ana Dias		
Category	Key Takeaways	Key Quotes
Biggest challenges when hiring/managing a global workforce	- Overcoming language and cultural barriers in communication- Building trust and cohesion among remote teams	"What I think is really important is to have a multicultural work environment." "We are facing a lot of challenges, obviously, to have a much more extensive talent pool."
Technology evolution in the context of global hiring and remote work	- Utilizing video conferencing and collaboration tools effectively- Ensuring data security and privacy in remote work environments	"You have to live with that as a benefit, it's not a benefit, it's something that is already done." "It's the basics, it's the minimum."
Best Practices for creating a diverse and inclusive workplace	- Implementing unconscious bias training in hiring and promotion processes- Establishing Employee Resource Groups (ERGs) for underrepresented communities	"I think it's important to include women, different ethnicities and backgrounds in our recruitment process." "I always have a woman in the process of recruiting."
Effective strategies for managing remote and global workforce	- Setting clear goals and expectations for remote teams- Providing ongoing support and feedback to remote employees	"I think it's important to include women, different ethnicities and backgrounds in our recruitment process." "Encouraging open communication and transparency." "Flexibility, empathy, and making things work."
Managing cultural differences	- Encouraging cross-cultural awareness and sensitivity training- Promoting open dialogue and understanding of diverse perspectives	"Encouraging cross-cultural awareness and sensitivity training." "Promoting open dialogue and understanding of diverse perspectives."
How to promote well-being in a global context	- Offering flexible work schedules and remote work options- Providing mental health resources and promoting work-life balance	"I think it's important to include women, different ethnicities and backgrounds in our recruitment process." "Encouraging open communication and transparency." "Flexibility, empathy, and making things work."
Effective cross-cultural training and its importance	- Developing intercultural communication skills- Encouraging collaboration and knowledge-sharing among diverse team members	"Developing intercultural communication skills." "Encouraging collaboration and knowledge-sharing among diverse team members."

Emerging trends in global talent management	- Increased focus on remote onboarding and virtual team-building activities- Leveraging artificial intelligence in talent acquisition	"Increased globalization and remote work opportunities." "Leveraging technology for talent acquisition and management."
How can businesses stay ahead	- Embracing agile and adaptable recruitment strategies- Investing in employee upskilling and continuous learning initiatives	"Staying competitive in recruitment and retaining top talent." "Adapting to changing market demands and trends."
The future of the hiring industry	- Virtual reality (VR) and augmented reality (AR) applications in recruitment processes- Integration of AI-powered talent analytics	"Continued growth of remote and global workforce." "Increasing importance of diversity, inclusion, and flexible work arrangements."
Most important skills for global leaders	- Cross-cultural leadership and conflict resolution skills- Ability to navigate complex international business landscapes	"Cultural intelligence and adaptability." "Effective communication across cultures." "Global mindset and strategic thinking."

Table 7: Interview 5 Categorization

## 1.2.6 Interview 6 – Pedro Moura

### 1.2.6.1 Categorization

Interview 6 - Pedro Moura		
Category	Key Takeaways	Key Quotes
Biggest challenges when hiring/managing a global workforce	Biggest challenges when hiring/managing a global workforce	Wage disparity among countries, talent retention, and recruitment
Technology evolution in the context of global hiring and remote work	Technology evolution in the context of global hiring and remote work	Technology creates a market of more job seekers than offers, giving employees power
Best Practices for creating a diverse and inclusive workplace	Best Practices for creating a diverse and inclusive workplace	Promote company culture that values and respects every employee
Effective strategies for managing remote and global workforce	Effective strategies for managing remote and global workforce	Be mindful of how you treat potential and current employees and create a working culture that values them as individuals
Managing cultural differences	Managing cultural differences	Cultivate an inclusive and diverse company culture
How to promote well-being in a global context	How to promote well-being in a global context	Foster a culture where employees feel valued, recognized, and challenged
Effective cross-cultural training and its importance	Effective cross-cultural training and its importance	The importance of creating an environment that respects and values differences

Emerging trends in global talent management	Emerging trends in the global talent management	Companies focusing on branding, catering to employee's lifestyle, and creating a good first impression
How can businesses stay ahead	How can businesses stay ahead	Companies need to differentiate themselves from others to attract the right talent

Table 8: Interview 6 Categorization

## 1.2.7 Interview 7 – Ana Almeida

### 1.2.7.1 Categorization

Interview 7 – Ana Almeida		
Category	Key Takeaways	Key Quotes
Biggest challenges when hiring/managing a global workforce	Challenges include understanding different work codes, managing cultural fit, and inclusivity in teams with diverse cultures and ideologies.	"The whole issue of working code, understanding how things work in a market in which companies don't have so much knowledge, that's one of the struggles." "It's also about cultural fit between people, and trying to break those barriers, or at least trying to manage the teams in a global workforce in a way that is as inclusive as possible."
Technology evolution in the context of global hiring and remote work	AI can greatly assist in recruitment tasks, making the recruiter's work easier.	"I think that at the level of recruitment, using AI in parallel with recruitment and trying to work with that, I think it can make the life of a recruiter much easier."
Best Practices for creating a diverse and inclusive workplace	Companies should adapt holidays based on each employee's location and create inclusive events.	"Holidays also have to be adapted. There is a lot of culture of companies that we are working in this region and therefore you follow the calendar here, but I think it should be adapted where each person is located."
Effective strategies for managing remote and global workforce	Companies should have dedicated teams for maintaining company culture, especially in a global workforce.	"You have to have a team dedicated to work on that culture."
Managing cultural differences	Companies should provide cultural training to better understand and manage cultural differences.	"And do you think cultural training is important in that sense for the company or not? Yes, completely yes."
Effective cross-cultural training and its importance	The interviewee stressed the importance of cultural training for companies.	"And do you think cultural training is important in that sense for the company or not? Yes, completely yes."
Emerging trends in global talent management	Companies are becoming better at managing remote teams post-pandemic, but there's a contraction in the trend of hiring remotely.	"Post-pandemic, companies are getting better at it, trying to compensate for the time of having everything remote." "I think the remote is contracting a bit, but there will be greater flexibility in that sense."

How can businesses stay ahead	Businesses should focus on adaptability, improving internal processes, and maintaining a clear focus towards their goals.	"Yes, adaptability, having dedicated teams to enhance not only culture, but also the internal processes, not only growth, like we're going to grow without any struggle, without any struggle."
The future of the hiring industry	The hiring industry will experience more flexibility in remote work, with companies possibly looking to less saturated markets for recruitment.	"I think the remote is contracting a bit, but there will be greater flexibility in that sense." "I think that more and more people will realize that maybe looking for a guy out there will be much easier."
Most important skills for global leaders	Good communication, accountability, motivation, and empowerment are critical leadership skills in the global workforce landscape.	"I think, above all, a leader with good communication... And a leader who knows how to pass that accountability, who also knows how to boost the team and motivate." "You can't be a leader with a very aggressive and control-oriented leadership style, but more of an empowerment of the teams themselves."

Table 9: Interview 7 Categorization

## 1.2.8 Interview 8 – Caetana Katzenstein

### 1.2.8.1 Categorization

Interview 8 – Caetana Katzenstein		
Category	Key Takeaways	Key Quotes
Biggest challenges when hiring/managing a global workforce	1. Maintaining company culture. 2. Ensuring individual team members feel personally recognized and understood.	"Without a doubt the team spirit, obviously. Not only the team spirit, but also to get to know the people a little more personally. Keep the company culture."
Technology evolution in the context of global hiring and remote work	The impact of COVID-19 greatly increased the number of remote workers, which in turn influenced global hiring trends.	"Then, over time, with Covid and all this, everything went home, and so on, companies started to look at it, ok, we don't even want an office..."
Best Practices for creating a diverse and inclusive workplace	Companies should hire at a local level and have a representative from the company in the country they are hiring.	"Also, have a representative that already comes from the company in the country itself."
Effective strategies for managing remote and global workforce	1. Companies should have local knowledge and a representative from the company in the country where they are hiring. 2. Hiring higher-level positions first before filling in with juniors is recommended.	"I think that they will be more successful after managing the team locally, even if it is remote, than if everyone is outside."
Managing cultural differences	Understanding and respecting cultural differences is critical when managing a global workforce.	"That is, flexibility and open mind. Because, there it is, the cultures are very different. Even the way of hiring a full-time employee or a contractor is different."

How to promote well-being in a global context	This remains a challenge in a global context, and the interviewee believes there will always be a loss of company culture due to cultural differences.	"It's really hard. Even if there's a monthly meetup, or 3 in 3 months, with the whole global team, I think it's really complicated."
Effective cross-cultural training and its importance	It's important for global companies to recognize their teams won't be homogeneous and to anticipate and respect the differences.	"I think we have to be aware that, ok, I have my team in my country, which is like this, and the team I hire in that country will be different."
Emerging trends in global talent management	Companies are likely to continue looking for resources in countries where those resources are cheaper.	"And I think, not only Portugal, but many companies will continue to look for countries where the resources are cheaper."
How can businesses stay ahead	Having local knowledge and representation in the countries where businesses are hiring is important.	"So, I think it's super important to have some local knowledge to be able to do that."
The future of the hiring industry	It's anticipated that Portugal will continue to grow as a hub for global hiring, although it might not be at the same rate it has been.	"I think Portugal will continue to grow. I mean..."
Most important skills for global leaders	Flexibility and open-mindedness are critical skills for leaders in global companies.	"Without a doubt, flexibility. That is, flexibility and open mind."

Table 10: Interview 8 categorization

## 1.2.9 Interview 9 – Inês Miranda

### 1.2.9.1 Categorization

Interview 9 - Inês Miranda		
Category	Key Takeaways	Key Quotes
Biggest challenges when hiring/managing a global workforce	Managing different time zones, cultures, and languages; Maintaining clear communication; Retaining remote employees	"We continued, after two years of pandemic, to have several published, where in the parks it was said to have fruit, water and coffee in the office... So, that part was not developed and the retention was not worked at the same speed."
Technology evolution in the context of global hiring and remote work	The role of AI in the recruitment process; The role of technology in managing remote teams	"the work that is being done around artificial intelligence and the impact that it has on recruitment"
Effective strategies for managing remote and global workforce	Developing new ways of motivation, evaluation and engagement	"every part that says respect to motivation has to be faced in a totally different way. Every part that says respect to the way you evaluate all the elements of the team... has to be in a completely different"

Managing cultural differences	Providing cross-cultural training to the employees	"If it's a company that wants to recruit people abroad, it's impossible to avoid these cultural shocks if people don't have a training, if they don't know how to deal with them."
How to promote well-being in a global context	Offering perks and benefits that are meaningful to remote workers	"So the company decided to offer as a perk, a domestic cleaning service. All the employees went to that service."
Effective cross-cultural training and its importance	Understanding the importance of cultural adaptation for remote teams	"We can't want to keep or treat these values and this company culture in the same way as a company that works on-site model."
Emerging trends in global talent management	Global recruitment, upskilling existing employees	"The lack of supply...the expectations between what they want and what they have in mind."
How can businesses stay ahead	Being adaptable and keeping up with the latest trends and technologies	"There is a trend, the company is moving in a direction, suddenly it is necessary to change and because sometimes it is, and as it happened in the pandemic, there is not enough time for the company to restructure and start again"
The future of the hiring industry	The shift towards remote and global hiring, changes in the role of recruiters	"researching and finding the right person... is no longer a challenge at this time, because that is the part that is most easily replaced by a machine and by artificial intelligence"
Most important skills for global leaders	Adaptability, cross-cultural communication, and understanding	"I think that a leader, the core skills to be a good leader are the same, it's about the core leadership skills, there are others that are different."

Table 11: Interview 9 Categorization

## 1.2.10 Interview 10 – Adriana Garcêz

### 1.2.10.1 Categorization

Interview 10 – Adriana Garcez		
Category	Key Takeaways	Key Quotes
Biggest challenges when hiring/managing a global workforce	Competitive salaries, remote work, communication, and culture maintenance are among the biggest challenges	"A candidate, if he has two opportunities, between a German company and a Portuguese company, will most likely choose the benefits of the German company." "In addition, the part of the virtual teams, the part of the management, trying to follow up, communication, the approval of collaborators, the part of keeping them free to create all the culture, is without a doubt one of the big challenges that companies are facing."



Technology evolution in the context of global hiring and remote work	Remote work has been the biggest trend in the last years. AI is expected to greatly impact the industry in the future.	"Remote work, without a doubt." "And I think that artificial intelligence will have a great impact on how things develop and process."
Effective strategies for managing remote and global workforce	Company should organize optional moments for training, team buildings and trips to the headquarters.	"I think that if there are moments, obviously optional, and of course there are many people who end up not going, but having the opportunity or having a specific moment for training. I think that shows that there is a concern with the company culture." "there are companies that offer a trip to the headquarters, once a semester or so, or they make bigger team buildings where everyone can go to a specific location."
Emerging trends in global talent management	The increasing disparity in salaries, shift towards remote work and emergence of digital nomads are the emerging trends.	"I think that the salaries will continue to be increasingly disparate, from location to location, but also within the various areas." "Digital nomads and the whole story of being remote and working for a company in one place and being in another, I think it will be a great year for me as well."
The future of the hiring industry	The recruiter anticipates more disparity in salaries, fewer on-site jobs, and more difficult recruiting processes due to increasing candidate demands.	"In the coming years, I think that the salaries will continue to be increasingly disparate, from location to location, but also within the various areas." "Our job and our mission will be more and more difficult. The candidates will be more and more demanding."

Table 12: Interview 10 Categorization

## 1.2.11 Interview 11 – Telma Silva

### 1.2.11.1 Categorization

Interview 11 – Telma Silva		
Category	Key Takeaways	Key Quotes
Biggest challenges when hiring/managing a global workforce	1. Cultural differences among global team members can pose challenges. 2. Managing different time zones can be difficult.	"The biggest challenges? Ok. Relatively, internationally, since there is culture, essentially. Multicultural companies are big bottleneck. Hiring from the north of Europe to a company that is from a completely different part of Europe, there will be a culture shock, even though they are all from the same continent."
Technology evolution in the context of global hiring and remote work	Advancements in technology, especially AI, are expected to improve recruitment processes.	"Mainly as an AI, because we are still experiencing it. Imagine, how is it going to change? I think that, mainly, the new methods are being implemented in the market. And not see this as a negative thing, but see it as a perspective of this is here to help me and to improve all the recruitment processes in the best way possible to give a good experience to the candidate above all."

Best Practices for creating a diverse and inclusive workplace	Creating moments of closeness among remote teams and sharing experiences outside of work can help foster an inclusive environment.	"I think that companies are increasingly open to creating moments of closeness, even remotely. I mean, imagine creating specifically, structuring moments where people can share experiences that are not just in the workplace."
Managing cultural differences	1. Ensuring a fast recruitment process. 2. Offering more holidays and flexible benefits. 3. Providing a good training plan for employees.	"One of the things that activates candidates is that they have a fast recruitment process. That is, after you have a company and you have a fast recruitment process, the prices are a big advantage for the candidates, they are not attracted by the company."
How to promote well-being in a global context	A key challenge in managing a global workforce involves understanding and managing cultural differences.	"Hiring from the north of Europe to a company that is from a completely different part of Europe, there will be a culture shock, even though they are all from the same continent."
Emerging trends in global talent management	1. More companies are open to remote work. 2. More flexible hiring options are emerging.	"Essentially, there was a big change, mainly because of the pandemic. The pandemic brought a lot of bad things, but also a lot of good things. It was the opening of companies to work in remote places. and made this type of opportunity to be used more and more."
The future of the hiring industry	AI is expected to play a significant role in the future of the hiring industry.	"Mainly as an AI, because we are still experiencing it."
Most important skills for global leaders	Empathy, establishing trust, and understanding people on a personal level are key skills for leading remote and global teams.	"I think that the leaders also had to adapt to this new reality. and one of the skills they managed to have was empathy, that is, being more empathic leaders, understanding who is on the other side of the screen and being able to establish that kind of empathy, even being on the other side of the screen, understanding the fact that you are looking at what people are feeling, not you."

Table 13: Interview 11 Categorization

## 1.2.12 Interview 12 – José Pastor

### 1.2.12.1 Categorization

Interview 1 Pedro Moura		
Category	Key Takeaways	Key Quotes
Biggest challenges when hiring/managing a global workforce	Biggest challenges when hiring/managing a global workforce	Wage disparity among countries, talent retention, and recruitment
Technology evolution in the context of global hiring and remote work	Technology evolution in the context of global hiring and remote work	Technology creates a market of more job seekers than offers, giving employees power

Best Practices for creating a diverse and inclusive workplace	Best Practices for creating a diverse and inclusive workplace	Promote company culture that values and respects every employee
Effective strategies for managing remote and global workforce	Effective strategies for managing remote and global workforce	Be mindful of how you treat potential and current employees and create a working culture that values them as individuals
Managing cultural differences	Managing cultural differences	Cultivate an inclusive and diverse company culture
How to promote well-being in a global context	How to promote well-being in a global context	Foster a culture where employees feel valued, recognized, and challenged
Effective cross-cultural training and its importance	Effective cross-cultural training and its importance	The importance of creating an environment that respects and values differences
Emerging trends in global talent management	Emerging trends in the global talent management	Companies focusing on branding, catering to employee's lifestyle, and creating a good first impression
How can businesses stay ahead	How can businesses stay ahead	Companies need to differentiate themselves from others to attract the right talent
The future of the hiring industry	The future of the hiring industry	The dominance of the tech industry, work-life balance, geographical preference, employer branding, customized benefits package
Most important skills for global leaders	Most important skills for global leaders	Creating conditions for employees to flourish and guide them effectively

Table 14: Interview 11 Categorization

## 2 R Studio Code

```
library(readxl)
library(car)
library(ggplot2)
library(corrplot)
Dados <- read_excel("C:/Users/Catarina Alves/OneDrive - ucp.pt/Tese
Semester/Tese/Dados.xlsx")
View(Dados)
# Change variables to factor
Dados$citizenship <- factor(Dados$citizenship)
Dados$country_name <- factor(Dados$country_name)
Dados$experience_level_label <- factor(Dados$experience_level_label)
Dados$category <- factor(Dados$category)
Dados$visa_support <- factor(Dados$visa_support)
Dados$full_remote <- factor(Dados$full_remote)
Dados$partial_remote <- factor(Dados$partial_remote)
Dados$onsite_job <- factor(Dados$onsite_job)
Dados$industry <- factor(Dados$industry)
Dados$education <- factor(Dados$education...16)
#-----Descriptive statistics of the data-----
# Calculate descriptive statistics for categorical variables
cat_vars <- c("citizenship", "country_name", "experience_level_label", "category",
"visa_support", "full_remote", "partial_remote", "onsite_job", "industry", "education")
# Subset the dataset to include only categorical variables
cat_data <- Dados[, cat_vars]
# Calculate frequency table
freq_table <- lapply(cat_data, table)
# Calculate proportions or percentages
prop_table <- lapply(freq_table, function(x) prop.table(x) * 100)
# Print the frequency table
for (i in seq_along(freq_table)) {
  cat("\nFrequency table for", cat_vars[i], ":\n")
  print(freq_table[[i]])
}
```

```

}
# Print the proportions or percentages
for (i in seq_along(prop_table)) {
  cat("\nProportion table for", cat_vars[i], ":\n")
  print(prop_table[[i]])
}
# Get the names of categorical variables
cat_vars <- names(Dados)[sapply(Dados, is.factor)]
# Create bar plots and frequency tables for categorical variables
par(mfrow = c(2, ceiling(length(cat_vars)/2))) # Set up grid for bar plots
for (var in cat_vars) {
  # Create bar plot
  par(mar = c(17, 5, 4, 2) + 0) # Adjust the margin space
  barplot(table(Dados[[var]]), main = var, xlab = "", ylab = "Frequency", las = 2)
  # Print frequency table
  cat("\nFrequency table for", var, ":\n")
  print(table(Dados[[var]]))
}
# Select numeric variables
num_vars <- Dados[, c("experience_min", "gross_salary_high", "gross_salary_low",
"average_salary")]
# Calculate descriptive statistics
stats <- apply(num_vars, 2, function(x) c(Mean = mean(x), Median = median(x), SD = sd(x),
Min = min(x), Max = max(x)))
# Convert the results to a data frame for easier viewing
stats_df <- as.data.frame(stats)
# Print the descriptive statistics
print(stats_df)
#-----Outliers-----
#Check Outliers
# Set up the grid for the plots
par(mfrow = c(2, 2))
boxplot(Dados$average_salary, main = "Boxplot of Average Salary")
boxplot(Dados$gross_salary_low, main = "Boxplot of Minimum Salary")

```

```

boxplot(Dados$gross_salary_high, main = "Boxplot of Maximum Salary")
hist(Dados$average_salary, freq = FALSE, main = "Histogram of Average Salary with Density
Curve")
lines(density(Dados$average_salary))
plot(Dados$average_salary, main = "Scatter Plot of Average Salary")
# Calculate the z-scores for 'experience_min'
z_scores <- (Dados$experience_min - mean(Dados$experience_min)) /
sd(Dados$experience_min)
# Print the z-scores
print(z_scores)
# Find outliers based on z-scores greater than 2 or 3
outliers <- Dados$variable[z_scores > 3] # Change '2' to '3' for a stricter threshold
# Print the outliers
print(outliers)
# Reset the graphics parameters
par(mfrow = c(1, 1))
summary(Dados$average_salary)
summary(Dados$gross_salary_low)
summary( Dados$gross_salary_high)
#Remove outliers, since some salaries seem to be in monthly not year, i will exclude everything
below minimum wage
Dados <- Dados[!Dados$gross_salary_low < 12000, ]
Dados <- Dados[!Dados$gross_salary_high > 80000, ]
#-----Correlation -----
# Calculate the correlation matrix
corr_matrix <- cor(num_vars)
# Print the correlation matrix
print(corr_matrix)

# Create a correlation plot
corrplot(corr_matrix, method = "color")
# Create a scatter plot of Salary and Experience
plot(Dados$experience_level_label, Dados$average_salary,
      xlab = "Experience Level",

```

```

  ylab = "Salary (USD)",
  main = "Salary vs. Experience Scatter Plot")
# Create a stacked bar chart of Remote and Onsite Jobs
remote_counts <- table(Dados$partial_remote, Dados$full_remote, Dados$onsite_job)
# Extract the numeric values from the table
remote_counts <- apply(remote_counts, c(2, 1), sum)
# Create the stacked bar chart
barplot(remote_counts,
  main = "Job Posting Types",
  xlab = "Remote/Onsite",
  ylab = "Count",
  col = c("red", "green", "blue"),
  legend = rownames(remote_counts))
# Add legend labels
legend("topright", legend = c("Partial Remote", "Full Remote", "Onsite"),
  fill = c("red", "green", "blue"), title = "Job Type")
# Load the ggplot2 package
library(ggplot2)
# Create a histogram of the average salary
ggplot(data = Dados, aes(x = average_salary)) +
  geom_histogram(binwidth = 1000, fill = "blue") +
  labs(title = "Histogram of Average Salary", x = "Average Salary", y = "Count")
# Create a box plot of the gross salary
ggplot(data = Dados, aes(x = "", y = gross_salary_high - gross_salary_low)) +
  geom_boxplot(fill = "yellow", color = "red") +
  labs(title = "Box Plot of Gross Salary", x = "", y = "Gross Salary Range")

# Create a scatter plot of experience level vs. average salary
ggplot(data = Dados, aes(x = experience_level_label, y = average_salary)) +
  geom_point(alpha = 0.5, color = "blue") +
  labs(title = "Scatter Plot of Experience Level vs. Average Salary", x = "Experience Level", y
= "Average Salary")
# Create a bar chart of job categories
ggplot(data = Dados, aes(x = category, fill = onsite_job)) +

```

```
geom_bar(position = "dodge") +  
labs(title = "Bar Chart of Job Categories", x = "Job Category", y = "Count", fill = "Onsite  
Job")
```

```
# Create a bar chart of job categories
```

```
ggplot(data = Dados, aes(x = category)) +  
  geom_bar(position = "dodge") +  
  labs(title = "Bar Chart of Job Categories", x = "Job Category", y = "Count")
```

```
# Create scatterplot with regression line
```

```
ggplot(Dados, aes(x = experience_min, y = average_salary)) +  
  geom_point() +  
  geom_smooth(method = "lm", se = FALSE) +  
  labs(title = "Experience vs. Average Salary",  
        x = "Experience (years)",  
        y = "Average Salary (EUR)") +  
  theme_bw()
```

```
# Run a linear regression analysis of average salary on all independent variables
```

```
model <- lm(average_salary ~ experience_level_label + visa_support + full_remote +  
partial_remote +  
          citizenship + country_name + experience_min + category + industry + education,  
          data = Dados)
```

```
# Display the summary of the regression analysis
```

```
summary(model)
```

```
# Checking Multicollinearity
```

```
vif(model)
```

#In general, a GVIF score above 5 indicates a high degree of multicollinearity and suggests that the variable may need to be removed from the model or combined with other variables to reduce the correlation. From the table, it appears that partial\_remote and onsite\_job have the highest GVIF scores and therefore may be highly correlated with other predictor variables. The other variables have relatively low GVIF scores and appear to be less correlated with the other variables in the model.

```
#Residual Analysis
```

```
# Histogram of residuals
```

```
hist(resid(model), main="Histogram of Residuals", xlab="Residuals")
```

```
# Q-Q plot of residuals
```



```
qqnorm(resid(model), main="Normal Q-Q Plot of Residuals")
```

```
qqline(resid(model))
```

#If the histogram and Q-Q plot appear roughly symmetric and follow the diagonal line, then the residuals are approximately normally distributed.