PRIMARY RESEARCH

# Comparing skilled workforce management as part of corporate social responsibility in Finland and Taiwan

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## Abstract

This study compares the integration of skilled workforce management and corporate social responsibility (CSR) between Finnish and Taiwanese companies, highlighting both similarities and differences. The study analyzed CSR reports from 55 major companies, 25 from OMXH25 (Finland) and 30 from FTSE TWSE Taiwan 50 Index. Utilizing directed content analysis, the research identified and categorized skilled workforce management into normative, strategic, and operational levels according to used frameworks. Both regions emphasize the importance of diversity, equity, and non-discrimination as fundamental values for attracting and retaining skilled workforce. However, Finnish companies tend to focus more on clearly identifiable groups for inclusion and diversity efforts, while Taiwanese companies emphasize the diversity of skills and integrating them seamlessly into the existing workforce. Additionally, Taiwanese companies prioritize global talent attraction and flexible workforce needs, whereas Finnish companies excel in regulatory compliance and digital transformation. Both countries' companies benefit from continuous learning and development, suggesting that collaborative efforts among companies, educational institutions, and policymakers could bridge the skills gap and meet labor market demands. Taiwanese companies' holistic approach to integrating normative values, strategic planning, and operational execution offers a model for improving skilled workforce management globally. This comparative analysis not only highlights the nuanced differences but also provides insights for companies to tailor their strategies to local conditions, enhancing their competitive edge. Future research should explore a broader range of countries and include small and medium-sized enterprises (SMEs) to provide a more comprehensive understanding of global talent management practices.

## INTRODUCTION

A shortage of skilled labor limits the competitiveness of European and Finnish companies as well as companies worldwide (Burke, 2024; Nieminen, 2018; European Commission, 2023). On the other side of the globe, Taiwan has also faced significant challenges in acquiring skilled labor (e.g., National Development Council, 2019; Manpower-Group, 2020). By comparing the data from the National Development Council (2019) and the World Competitiveness Center (2023), we see that Finland and Taiwan share similar strengths and challenges in the workforce and that both countries are at the forefront of technology and innovation. Particularly, Taiwan's semiconductor industry plays a significant role in the global market. In Finland, technology expertise is especially prominent in software and sustainable technology sectors. However, the work cultures, working hour practices, and emphasis on employee well-being and flexibility differ between the two countries (European Commission, 2023; World Competitiveness Center, 2023). Educational institutions in both Taiwan and Finland have recognized the situation and are striving to address the growing need for skilled labor by opening specialized train-

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ing programs and attracting students with low-entry barriers. Finnish universities have opened new study programs and facilitated access to university studies through open university courses (Finnish National Agency for Education, 2024; Law & Regulations Database of the Republic of China, 2021; National Yang Ming Chiao Tung University, 2022). This has created new pathways to higher education and expanded study opportunities for individuals from various backgrounds (Finnish National Agency for Education, 2024). On the other hand, in Finland it appears to be a passive and indifferent attitude towards addressing the skilled workforce shortage. This is evidenced by surveys conducted by the Industrial Union (teollisuusliitto) and the reports of the Confederation of Finnish Industries (EVA), and for example, the measures taken by industrial companies to develop skills, solve the labor shortage, or improve competitiveness have been rather modest (Haavisto, Kullas, & Pajarinen, 2019). There are also critical views on the measures taken in Taiwan to address the skilled labor shortage. For instance, Nikkei Asia (2022) notes in its review that the actions of the Taiwanese government and its semiconductor industry are insufficient to meet the growing need for skilled workforce because they overlook several important factors, such as increasing young people's interest in the semiconductor field and the low representation of women in the industry. So, Taiwan continues to face significant challenges in attracting skilled workforce, and there is also a considerable "brain drain" to countries like the United States and China (Kesarwani & Lincoln, 2023).

The skilled workforce shortage can also be addressed from a corporate social responsibility (CSR) perspective by developing current and potential employees' skills and well-being and providing them with opportunities to grow and develop within the organization (Kotler & Lee, 2008; Kramer & Porter, 2006). Also, responsible business practices enhance the company's public image, further helping attract skilled workforce to the company's service (Bhattacharya, Sen, & Korschun, 2008). The literature on skilled workforce management has focused on Western economies and companies, addressing what is relevant in their contexts and businesses. Very little research has been conducted on other economies and cultures (Allen & Vardaman, 2021). Additionally, only a few studies have focused on how companies convincingly develop employer branding or recruitment marketing to achieve a good reputation from an employee-centered rather than a customer-centered perspective (Ronda, Valor, & Abril, 2018). Furthermore, the literature does not provide a comprehensive understanding of how skilled workforce management and its components are integrated into companies' core strategies (van Zyl, Mathafena, & Ras, 2017). Aljbour, French, and Ali (2022), Bouraoui, Bensemmane, Ohana, and Russo (2019), and King and Vaiman (2019) highlight in their review articles how limited our understanding is regarding skilled workforce management, and the attraction and retention of skilled workforce.

Based on the shortcomings identified in previous literature, the goal of this study is to analyze and compare the corporate responsibility reports of large Finnish and Taiwanese companies. This comparison aims to provide valuable insights into intercultural corporate governance, with a particular focus on the integration of employee-centered skilled workforce management and corporate social responsibility.

Therefore, we set the following research question:

**RQ1:** What are the key similarities and differences in how skilled workforce management is integrated within CSR in Finnish and Taiwanese companies?

**Management of skilled workforce**

Human capital, formed through skilled workforce, is one of the most significant resources for a company's long-term success (Chen & Chu, 2012; Pandita & Ray, 2018). Managing, attracting, and retaining skilled workforce requires competent strategic leadership (Allen & Vardaman, 2021; Chen & Chu, 2012), which guides companies' operational processes to better focus on aspects such as employee behavior, attitudes, and performance (Kolivand, 2018), career path planning, and long-term strategic development (Ott, Tolentino, & Michailova, 2018; Pandita & Ray, 2018). Baumgartner (2014) posits that companies adopt a holistic approach to skilled workforce management by examining it from normative, strategic, and operational levels. This comprehensive method is referred to as Integrated Talent Management (ITM), which aims to ensure alignment with organizational goals and enhance overall efficiency. At the normative level of ITM, a company defines its mission, sets its values and creates the framework for its organizational culture (Baumgartner, 2014; Gorzelany-Dziadkowiec & Fudaliński, 2013; Jayaraman, Talib, & Khan, 2018). Next at the strategic level, a company develops policies and visions and sets concrete goals to achieve them. Detailed plans are created to implement these goals, and administrative measures are directed to establish an appropriate organizational structure and management systems. This level also focuses on addressing potential issues and challenges that may arise unexpectedly (Baumgartner, 2014; Gorzelany-Dziadkowiec & Fudaliński, 2013; Jayaraman et

al., 2018). Lastly, operational-level activities describe the day-to-day operations at workplaces and interaction with local stakeholders, based on the aforementioned normative and strategic guidelines (Baumgartner, 2014; Gorzelany-Dziadkowiec & Fudaliński, 2013).

Talent attraction and retention are critical components of skilled workforce management and essential for ensuring a company's continuity, competitiveness and sustainability (Taylor, 2014; Pandita & Ray, 2018). Talent attraction involves drawing passive candidates to a specific employer and encouraging them to apply for a job. The methods and strategies for attracting skilled employees vary, but literature typically associates these with employer branding, recruitment marketing, and incentives such as rewards and benefits (Liu, Chen, & Wang, 2016). Strategies for attracting skilled employees depend on generational differences among potential employees, economic conditions of both the company and the overall economy, and already achieved competitiveness of the company (Kolivand, 2018). However, the impact of these methods on the employee experience and their subsequent decisions are rarely examined. Talent retention involves actions and practices that companies use to keep skilled employees. It is also part of HR practices that aim to balance market fluctuations, employee needs, and financial concerns (Pandita & Ray, 2018). Losing employees involves costs, including direct costs like hiring and training new employees and indirect costs such as losing specific skills and tacit knowledge, as well as potentially valuable employee networks (Ott et al., 2018). (Hansen, Dunford, Boss, Boss, & Angermeier, 2011) estimated that losing an employee can cost a company 50–200% of the employee's annual salary. Despite these significant costs, little research has been conducted on strategic investments to prevent employee turnover (Carnahan, Kryscynski, & Olson, 2017).

### Social responsibility as part of skilled workforce management

In addition to a HR perspective, employee-related issues can also be addressed from a social responsibility standpoint, and by two ways. Internal social responsibility practices focus on the relationship between the company and its employees, strengthening their commitment and dedication to the company. Simultaneously, these practices improve the company's reputation and appeal in employee's eyes (Hawn & Ioannou, 2016; Story, Castanheira, & Hartig, 2016). External social responsibility involves actions that enhance the company's responsibility and reputation among external stakeholders, such as local communities and customers

(Hawn & Ioannou, 2016; Story et al., 2016). Both internal and external social responsibility practices are important to potential new employees, albeit in slightly different ways (Story et al., 2016). Kwon and Jang (2022) suggest that high-potential employees benefit from social responsibility by experiencing emotional empowerment, and therefore they are more likely involved in developing their job-related skills. In contrast, low-potential employees may perceive unequal resource distribution within the company, leading to disengagement, decreased interest in skill development, and an increased risk of leaving the company. To avoid negative consequences, it is essential to exercise discretion and ensure that inclusive practices are followed in managing skilled workforce (Y. Lacey & Groves, 2014; Kwon & Jang, 2022). Finding the right balance and considering individual preferences can lead employees to view the company as responsible, promoting a positive work environment and overall organizational success (Y. Lacey & Groves, 2014). The significance of social responsibility aligns with the UN's Sustainable Development Goals, which emphasize employee well-being and equality United Nations (UN) (2023).

### METHODS

The sample comprised all the companies listed on OMXH25, a Helsinki Stock Exchange index consisting of the 25 companies with the highest trading volumes, and thirty companies listed in the FTSE TWSE Taiwan 50 Index. This index includes the 50 largest Taiwanese companies by market value and represents over 70 percent of the Taiwanese market. We selected the first 30 companies from this list. By selecting companies from these indexes, we aimed to capture a representative sample, as these companies are major players in the Finnish and Taiwanese business environments and represent a diverse range of industries. The research material consists of the sustainability or annual reports (2022) from these companies. Limiting the sample to reports 55 companies was manageable within the constraints of our research scope, resources, and timeframe. These reports are publicly accessible, offering detailed and comprehensive data for analyzing the companies' strategies, practices, and implementation efforts.

For this study, we employed a qualitative research strategy, utilizing directed content analysis (Assarroudi, Heshmati Nabavi, Armat, Ebadi, & Vaismoradi, 2018; Hsieh & Shannon, 2005; Kibiswa, 2019) due to its structured approach for examining specific content within documents, specifically CSR reports in this instance. This method facilitated the identification and examination of key issues

within the reports in alignment with our research questions, leveraging relevant theoretical frameworks such as ITM and CSR. Directed content analysis strikes a balance between flexibility and rigor, allowing for adjustments in the coding process in response to emerging themes while maintaining consistency in data analysis, although no adjustments were necessary during this study. This approach also enables the comparison of findings and the suitability of categorization across different CSR reports, thereby ensuring the reliability and validity of the study's results. We began the analysis process with multiple readings of each report to gain a thorough understanding of the data. Subsequently, we identified and highlighted significant statements related to talent management within the reports using color coding in NVivo software (Jackson, 2019). We then categorized these statements based on two key concepts that served as frameworks for this study: integrated talent management and the internal–external CSR axis. This categorization enabled us to create normative, strategic, and operational management level categories, further allowing for a detailed comparison between the Finnish and Taiwanese contexts. Lastly, we made a second round of analysis to compare the two different contexts.

## RESULTS

In examining the results of our analysis, we considered the similarities, differences, and broader implications to gain a comprehensive understanding of how skilled workforce management is integrated within CSR in the Finnish and Taiwanese companies (RQ1). It is important to note that our analysis did not delve into specific practices but rather emphasized the differences and similarities as defined by the theoretical framework we employed. This approach ensures a structured and systematic comparison, highlighting the key aspects of talent management and CSR integration in both contexts.

### External skilled workforce management for talent attraction

Both the Finnish and Taiwanese companies adopt a multifaceted approach to attract talent, leveraging external practices that enhance their employer brand and competitive advantage in the talent market. These practices are examined in this study across normative, strategic, and operational management levels.

**Normative management level:** Companies in both countries aim to be globally desired employers by emphasizing values, positive attributes, and inclusive recruitment practices that ensure equal treatment regardless of can-

didates' backgrounds and ages. They focus on creating welcoming work environments and promoting indirect responsibility through collaboration with responsible businesses. Moreover, these companies strive to be listed in best workplace rankings, promoting greater causes and fostering employee pride. They prioritize professionalism in attracting top talent, acknowledging the importance of skilled employees as a key resource. Diversity, equity, and non-discrimination are core values, leading to inclusive recruitment policies and the rejection of stereotypical thinking. Additionally, companies are committed to adhering to labor standards and human rights agreements, thereby creating fair and respectful work environments. At this normative level, the difference of Finnish and Taiwanese companies is almost non-existing, only very small nuances distinguish them from each other.

**Strategic management level:** At the strategic level, differences begin to emerge. Both Finnish and Taiwanese companies offer trainee programs and collaborate with universities to provide learning and development opportunities. Finnish companies place more emphasis on promoting the competencies of groups like refugees and asylum seekers and require strong safety procedures from contractors. Both regions engage in social development programs and include online reviews in audit processes as strategic steps towards enhancing community relations and transparency. Creating inclusive recruitment ads, enhancing the transparency of reward systems, and using panel interviews to increase recruitment objectivity are also strategic initiatives shared by both. Additionally, companies in both regions conduct studies on stakeholders' attitudes and expectations to remain responsive and flexible in the labor market. However, Taiwanese companies emphasize performance-based employment, prioritizing potential, assessing performance, and offering competitive salaries more than their Finnish counterparts. Also, continuous innovation and improvements are crucial in the Taiwanese context. Both regions prioritize creating a good work environment and corporate culture, but Taiwanese companies place greater value on individual characteristics and aim to build diverse teams based on employee competencies. Moreover, Taiwanese companies focus more on attracting global talent and creating new opportunities for international employee exchanges, rather than concentrating on a narrow outside groups such as refugees or asylum seekers.

**Operational management level:** Companies in both areas practice fair and inclusive customer service, utilize digital tools in their operations and maintain a digital pres-

ence on social media. Companies in both areas use employees as ambassadors in schools and universities, and open house events are organized to increase public familiarity with the company. Local programs related to timely themes and direct interaction through active communication channels with potential employees and the local community further enhance brand awareness and attraction in both areas. Taiwanese companies offer more part-time opportunities for disadvantaged students, and provide internship opportunities than Finnish companies. Also, Taiwanese companies support better departing employees' career development and maintain a talent pools more often for flexible workforce needs.

**Internal skilled workforce management for talent retention**

Finnish and Taiwanese companies both emphasize internal practices to retain skilled employees, ensuring alignment with their values across normative, strategic, and operational management levels.

**Normative management level:** Both Finnish and Taiwanese companies prioritize fostering a positive workplace culture, though they emphasize slightly different aspects. Finnish companies focus on values such as honesty, trust, and fairness, promoting equal opportunities and inclusiveness to create a sense of belonging and engagement. Transparent communication is also important aspect in creating such things. Finnish companies comply with country-specific regulations and labor agreements, protecting employee rights and creating stable work environments. They respect the freedom of association and emphasize support for increasing employee performance, continuous safety development, and employee well-being. Promoting digitalization and continuous learning and retraining also play significant roles in their strategies. Similarly, Taiwanese companies express a strong commitment to adhering to labor laws and high ethical standards, going beyond mere compliance to ensure fair treatment and well-being of employees. They prioritize respect for human rights and equality, actively preventing employment discrimination. Taiwanese companies value employees' merits, promoting a fair and transparent management and reward process. They foster an inclusive and diverse work environment where everyone can succeed based on their abilities and willingness to learn. However, Taiwanese companies place a distinct emphasis on promotion of ethical standards and human rights, while Finnish companies emphasize more on reporting their compliance to rules and regulations and digital transformation.

**Strategic management level:** Finnish companies aim to provide a worry-free working environment that encourages employees to fully utilize their skills. Key strategies include empowering local management to act flexibly, maintaining special communication channels for feedback, and ensuring pay equality through a fair classification system. Finnish companies also support employees during changes and offer various incentive strategies to strengthen engagement. Family-friendly policies and succession strategies further enhance retention. Promoting a sustainable work-life balance, providing work ability-oriented medical care, and offering mental well-being tools are also strategic priorities. Additionally, Finnish companies emphasize robust onboarding and induction processes and offer diverse career paths within the organization. Similarly, Taiwanese companies emphasize continuous learning and development, implementing strategies like the 3E learning strategy (Education, Exposure, Experience) to support professional growth. They focus on understanding and addressing employee needs, providing better wages than the legal minimum, and offering equal opportunities for career development. Family-friendly policies and a commitment to a happy work environment are key strategic elements also in Taiwanese companies. Taiwanese companies place a strong emphasis on ethical practices and consistent respect for employees, which contribute significantly to their reputation and brand value. At this strategic level, both Finnish and Taiwanese companies prioritize creating inclusive and supportive work environments. In their reporting, Finnish companies extend their strategies beyond the normative basis to focus more on regulatory compliance, digital transformation, and structured support mechanisms. In contrast, Taiwanese companies prioritize ethical standards, continuous learning, and a holistic approach to employee well-being and professional growth.

**Operational management level:** Finnish companies on local worksites focus on offering flexible hybrid work arrangements, conducting regular surveys and performance discussions, and arranging mentoring for employees. They provide financial compensation for sports and cultural activities, expand the workforce to meet needs on a certain location, and retain trainees by leveraging local familiarity. These locally executed operational practices promote employee well-being, satisfaction, and retention, thereby enhancing employee loyalty and long-term organizational success. In Taiwanese companies, operational practices include consistent reward and performance evaluation systems, such as better bonus systems, stock incentives, and performance-based bonuses. Employee well-being committees support local social activities and foster workplace

cohesion. Effective communication channels, flexible work hours, remote work options, and health and wellness benefits are crucial components of Taiwanese companies' operational practices on the local workplace level. Continuous monitoring of employee turnover rates and training needs ensures that Taiwanese companies address and meet their employees' needs. Preventive measures for social issues and support programs, like local employee assistance programs, help maintain a supportive work environment. Both Finnish and Taiwanese companies strive to create nurturing and respectful work environments, enhancing employee satisfaction and loyalty. These practices not only help retain skilled employees but also build a strong foundation for long-term organizational success. While Finnish companies emphasize leveraging local familiarity, Taiwanese companies focus more on performance-based incentives and preventive social measures, reflecting their respective strategic priorities and cultural contexts.

**Integration of skilled workforce management in Taiwanese companies**

Examining skilled workforce management by integrating the practices throughout the organizational levels, is essential feature in Taiwanese companies. Normative values set the direction, strategic goals guide long-term planning, and operational actions implement these plans in daily practice. This holistic approach allows companies to flexibly respond to changing needs and enhances their ability to attract, develop, and retain skilled labor. The integrated aspects are particularly prominent in the Taiwanese context due to the unique challenges and opportunities in the region. Taiwan's high-tech industry and the need for continuous innovation and development require a robust and flexible approach to talent management. The competitive global market for skilled labor, especially in fields like semiconductors, necessitates a comprehensive strategy. In contrast, Finnish companies do not face the same intensity of competition for talent in specific high-tech sectors, leading to different emphases and structuring in their talent management.

**DISCUSSION**

The similarities between Finnish and Taiwanese companies in skilled workforce management reflect a global trend towards inclusive and responsible corporate practices. Both regions recognize the importance of normative level values such as diversity, equity, and non-discrimination, which they consider being fundamental in attracting and retaining top talent. However, the differences highlight the unique contextual factors that shape CSR measures having differ-

ent nuances in the different regions. In Finnish and Taiwanese companies, inclusion and diversity were understood slightly differently. In Finland, the focus was more on distinctly identifiable groups, whereas in Taiwan, the emphasis was on the diversity of employees' skills and seamlessly integrating them into the existing skill base within the company. Lee (2020) suggests that diversity and inclusion-based methods can also overly focus on external factors such as gender or ethnic origin, leaving less room for individual achievements and abilities. In this sense, Taiwanese approach to this issue can offer a fairer and more transparent assessment of employees' suitability for the workplace. Optimal combination of these two approaches depend on the company's culture, goals, and operating environment. There are also differences in strategic and operational levels, which reflect the unique cultural and regulatory contexts of each country, underscoring the importance of tailoring attracting and retaining skilled workforce to specific local needs and conditions with employee-centered skilled workforce management and CSR to enhance their competitiveness and sustainability. For multinational companies, this means that a one-size-fits-all approach is less effective than strategies tailored to specific regional needs and cultural nuances. Companies should empower and give sufficient resources and freedom to local managers to apply best possible measures that reflect local labor market conditions and cultural preferences, thereby enhancing their ability to attract and retain talent across different regions. Both Finnish and Taiwanese companies show that investing in continuous learning and development is crucial for maintaining a competitive edge. Companies, educational institutions, and policymakers could collaborate to enhance employee development through jointly designed programs and long term partnerships. This collaboration would ensure that training programs are aligned with the latest industry trends and needs, keeping the workforce up-to-date and relevant. By fostering these partnerships, involved parties could help bridge the skills gap and meet the demands of rapidly evolving industries and labor market. A recent study by Kettunen et al., (2022) supports this notion, emphasizing the effectiveness of industry-academia collaborations in enhancing workforce readiness. Policymakers could support this development by providing funding or incentives for companies and educational institutions to engage in such partnerships. This approach would not only benefit companies by enhancing their competitive advantage but also contribute to a more dynamic and skilled labor market.

The role of regulatory frameworks is integral in shaping CSR

and skilled workforce management. This is particularly evident in the Finnish context, where adherence to external regulations and laws is strongly emphasized. Finnish companies evidently need to be more creative and should be motivated to voluntarily go beyond the regulations in their CSR efforts. This suggestion is also supported by Gatti et al., (2019) who conducted a review of CSR literature and highlighted that the prevailing principle of voluntarism suggests responsible practices should extend beyond legal obligations to include discretionary actions. This proactive approach, supported by clear regulatory guidelines, would enhance the overall impact of CSR.

The integrated skilled workforce management observed in Taiwanese companies demonstrate that a holistic approach, combining more seamlessly normative values, strategic planning, and operational execution, can significantly enhance a company's ability to attract, develop, and retain skilled workforce. Businesses globally can learn from this model to improve their skilled workforce management.

### Strengths of this study

One of the key strengths of this study is the comprehensive analysis of skilled workforce management across two distinct regions, Finland and Taiwan. By examining normative, strategic, and operational levels, the study provides a holistic view of how companies approach the challenge of attracting and retaining skilled labor. This multi-level analysis helps to uncover the intricacies involved in skilled workforce management, offering valuable insights for companies, educational institutions and policymakers alike. The comparative nature of this study is another significant strength. By contrasting the practices in Finland and Taiwan, this comparative perspective enables a deeper understanding of how regional factors influence skilled workforce management and offers a broader framework for analyzing skilled workforce management in other regions. The study's emphasis on the integration of CSR with skilled workforce management underscores the growing importance of ethical and sustainable business practices in attracting and retaining skilled workforce. This focus provides a modern and relevant context for understanding skilled workforce management and aligning with current trends in global business practices.

### Limitations and future research avenues to address them

The scope of this study is limited because it is a compilation article derived from two larger, comprehensive studies. As a result, this article is highly concentrated and focuses specifically on the most salient findings and key comparisons between the Finnish and Taiwanese contexts. Consequently, some detailed aspects and broader implications that might be present in the earlier studies are not fully explored in this condensed compilation. Although this article is derived from two larger studies, it does not merely repeat their results. Instead, it conducts its own analysis, focusing on the similarities and differences in skilled workforce management and CSR integration between Finnish and Taiwanese companies. This comparative analysis offers valuable insights that go beyond the scope of the individual studies, contributing to a deeper understanding of how these practices are implemented and their broader implications in different cultural and regulatory environments. Other limitation is also related to scope. While the comparative analysis between Finland and Taiwan offers valuable insights, the study's scope is limited to these two regions. As a result, the findings may not be fully generalizable to other countries with different cultural, economic, and regulatory environments. Future research could expand the scope to include a more diverse set of countries for a more comprehensive understanding of global skilled workforce management. Third limitation is also scope related. The study focuses on large companies listed in major indices such as the OMXH25 and FTSE TWSE Taiwan 50 Index. These companies often have more resources to invest in comprehensive CSR and skilled workforce management. Small and medium-sized enterprises (SMEs) may face different challenges and may not have the same capacity to implement similar practices. Future research could explore talent management practices in SMEs to provide a more balanced view. As the next fourth limitation, the study relies heavily on CSR reports, which can vary significantly in terms of detail and quality. Differences in reporting standards and practices between companies and regions can lead to inconsistencies in the data. Some companies may present an overly positive image of their CSR efforts or companies may report in a way that highlights their strengths while downplaying challenges or failures, which could skew the findings. Also, the study is based on CSR reports from a specific period (2022). As skilled workforce management and CSR evolve over time, the findings may not reflect the most current trends and practices. Longitudinal studies that track changes over several years could provide a more dynamic understanding of how skilled workforce management evolves in response to shifting business environments. This potential bias can affect the accuracy and reliability of the findings. As way to correct this limitation in the future, triangulating CSR reports with other data sources, such as employee surveys or

third-party audits, could help mitigate this limitation.

## CONCLUSION

In conclusion, our comparative analysis of skilled workforce management in CSR in Finnish and Taiwanese companies reveals both shared values and distinct approaches shaped by their unique cultural and regulatory contexts. Both regions prioritize normative values such as diversity, equity, and non-discrimination, aiming to create inclusive and supportive work environments that attract and retain top talent. Taiwanese companies place a greater emphasis on global skilled workforce attraction and flexible workforce needs and Finnish companies excel in regulatory compliance and digital transformation. By understanding these nuances, companies can tailor their talent management strategies to better align with local conditions and enhance their competitive edge. Policymakers can further support these efforts by fostering partnerships between educational institutions and industries, ensuring that training programs meet the evolving demands of the labor market. This collaborative approach not only benefits companies but also contributes to a more dynamic and skilled workforce, essential for long-term organizational success and sustainability.

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