A Cross-Level Analytical Framework of Talent Attraction: Integrating Organizational Characteristics, Employee Attitudes, and Justice Perceptions

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Abstract
In the digital economy era, attracting and retaining talent has become a critical ch In the digital economy era, attracting and retaining talent has become a critical challenge for organizations. Previous research has often examined organizational innovation climate, organizational support, and employee attitudes in isolation, lacking an integrated perspective that explains how these elements jointly shape talent attraction across organizational levels. Drawing on related theories, this paper proposes a cross-level conceptual model linking organizational characteristics—specifically innovation climate and perceived organizational support—to employee attitudes, including job satisfaction and organizational identification, to explain talent attraction. Organizational justice is introduced as a moderating condition influencing the strength of relationships between organizational characteristics and employee attitudes. The model also theorizes feedback effects from talent attraction to organizational dynamics, highlighting the cyclical nature of organizational development. This framework contributes to the literature by integrating organizational and individual perspectives into a coherent theoretical model that clarifies the mechanisms and contextual contingencies underlying talent attraction. It further offers practical implications for organizations aiming to enhance their attractiveness by cultivating supportive and innovative environments that strengthen employee satisfaction and identification. Directions for future empirical research are also outlined to validate and extend the proposed framework.
Keywords: Talent Attraction, Organizational Support, Innovation Climate, Job Satisfaction, Organizational Identification, Organizational Justice

Introduction

Competition for talent is the core resource for sustainable development of organizations in the globalized knowledge economy. Attracting and retaining talented people has emerged as one of the key challenges for most organizations as more and more enterprises have to depend on innovation-driven competitive advantages to succeed in digital transformation, which requires a strong demand for innovative, high-quality talent. Therefore, in this context, it is very important that an in-depth investigation be conducted into the main factors affecting talent attraction and their organizational management practice mechanism of action in improving talent competitiveness.

Though the concept of talent attraction has been widely discussed in previous literature, most of the studies have either focused on organizational-level factors, such as leadership styles by Ewerlin & Süß (2016) and employer reputation by Kaur & Pingle (2018), or on individual-level responses, such as job-seeking motivation by Peiffer et al. (2020) and perceptions of organizational attractiveness by Ronda et al. (2020). Recent scholarship has increasingly emphasized the necessity of examining talent attraction through multilevel theoretical lenses that integrate individual and organizational perspectives. Van Waeyenberg et al. (2020) demonstrated that employer brand effectiveness is determined by the integration of both content (person-organization fit) and process (employer brand clarity) dimensions, using a cross-classified multilevel model with over 24,000 responses across 235 organizations TDK. Their findings revealed that person-organization fit relates to employer attractiveness above and beyond universally appealing features TDK, underscoring the importance of examining individual-level compatibility within organizational contexts. Similarly, Kanwal et al. (2024) examined employer brand process attributes (distinctiveness, consistency, and consensus) alongside content attributes to understand employee reactions at multiple levels, finding that process attributes explain significant incremental variance in employee identification and ambassadorship beyond content attributes alone Philip Morris International. Furthermore, recent systematic reviews have revealed that approximately 11.6% of talent management studies adopt multilevel approaches, though this remains relatively limited.

As talent mobility increases and organizational boundaries become more fluid, static approaches are limited effective in studying talent attraction or reflecting organizational realities. This has created an urgent need to adopt a dynamic systems perspective.
Notwithstanding these isolated advances, there are still significant gaps in extending theoretical frameworks, unravelling mediating mechanisms, and capturing dynamic processes in talent attraction research. Specifically, existing literature on talent recruitment reveals three fundamental limitations that constrain our understanding of how organizations effectively attract and retain talent. Initially, research largely treats talent attraction as a unidirectional outcome—the endpoint of organizational actions rather than a dynamic force that reshapes organizational realities (Haagsbroek et al., 2017; Thunnissen & Van Arensbergen, 2015). Such a linear perspective overlooks how recruited talent continuously shapes the organizational context by bringing their expertise, capabilities, cultural inputs, and professional connections. However, research has not theoretically explicated these feedback mechanisms and their implications for understanding why some organizations develop self-reinforcing high-performer accumulation patterns while others descend into attrition cycles. Additionally, studies operate within isolated analytical levels—either examining macro-level HR practices and cultural characteristics or focusing on micro-level individual psychology and

decision-making processes—without adequately integrating cross-level dynamics. This separation conceals how organizational-level contextual features flow down to shape individual-level attitudes, and how individual-level perceptions combine to form organizational-level realities. Finally, the psychological transformation process through which organizational characteristics convert into talent attraction outcomes remains insufficiently theorized, especially concerning how organizational attributes translate into behavioral intentions through specific psychological pathways, and the circumstances determining when these pathways exert their strongest influence.

Despite these limitations, the current study aimed to propose a cross-level analytical framework of talent attraction by referring to organizational support and innovation climate. By surveying the process through which organizational characteristics have an influence on talent attraction via employee satisfaction and organizational identity, and how talent attraction then feeds back into organizational dynamics, this study tries to draw out the interactive cycle between organization and employee. The current study further develops the moderating approach of organizational justice to present new visions on the contextual analysis of practices related to talent attraction.

Literature Review

On the basis of previous studies, this paper reviews the concepts and theories related to organizational innovation climate, organizational support, job satisfaction, organizational identity, talent attraction and organizational fairness, in order to consolidate the theoretical perspectives of this study. Our cross-level dynamic framework integrates four theoretical perspectives, each addressing specific components of the talent attraction process. Organizational support theory explains how organizational characteristics generate affective responses. Social identity theory clarifies the transformation from attitudes to self-concept integration. System dynamics theory reveals the recursive feedback mechanisms creating temporal evolution. Together, these theories provide complementary lenses for understanding talent attraction as a dynamic, multilevel organizational phenomena.

Organizational Support Theory: The Foundation of Psychological Exchange

Organizational support theory proposes that employees form global beliefs about the extent to. which their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). When organizations provide supportive resources, fair treatment, and developmental opportunities, employees interpret these actions as evidence of organizational commitment, triggering felt obligation to reciprocate through positive attitudes and behaviors. Larsman et al. (2024) found that perceived organizational support fulfills employees' socioemotional needs and increases their self-efficacy, which promotes job satisfaction. Kurtessis et al. (2017) found that organizational support theory successfully predicts both antecedents—including leadership, employee-organization context, human resource practices, and working conditions—and consequences involving employee orientation toward the organization and work, employee performance, and well-being. Organizational support positively influences both organizational commitment and job satisfaction (Chu et al. 2024).

According to self-determination theory, supportive organizational characteristics meet employees' basic psychological needs for competence through developmental opportunities,

autonomy through trust and discretion, and relatedness through caring relationships. This creates a positive attitude toward work experiences that comes from within. Shahid et al. (2020) found that perceived organizational support positively influenced psychological empowerment and job satisfaction, with the relationship between organizational support and job satisfaction proving weaker when employees' proactive personality was higher.

Innovation climate—characterized by psychological safety, failure tolerance, and resource allocation for experimentation—represents a specific form of organizational support that signals commitment to employee development and risk-taking. Liu et al. (2022) demonstrated that organizational innovation climate positively influenced employee innovative behavior, with results showing that such climates enhance employee job satisfaction, job recognition, psychological involvement, and job performance. Hughes et al. (2019) conducted a systematic review identifying support for innovation and resource supply as two key dimensions capturing the degree to which employees view the organization as open to change, supportive of new ideas, and adequately resourced. When an organization fosters an innovative climate, it demonstrates its commitment by building trust, investing in growth, and looking ahead. This means trusting employees enough to allow smart risks and value their learning, providing resources for experimentation that help people develop and advance, and maintaining a future-oriented emphasis on innovation—which reflects confidence in the organization's longevity and in the opportunities awaiting its team. Existing studies have focused more on the unidirectional effects of organizational support on employees' attitudes and behaviors, while the shaping role of employees' attitudes and behaviors on organizational support has yet to be explored in depth. Thus, this study hypothesizes that employees' perceived organizational support may enhance internal retention and external attraction of talent by increasing their job satisfaction and organizational identification. This inference highlights the importance of organizational support in the formation of talent attraction and expands the application of organizational support theory in the context of talent managemement.

Social Identity Theory: From Attitude to Self-Concept
Social identity theory provides the theoretical bridge explaining how favorable organizational evaluations transform into deeper psychological attachments (Tajfel & Turner, 1986; Ashforth et al., 2008). Park and Back (2020) note that organizational identification refers to an individual's cognitive and affective connection to an organization, encompassing behavioral, affective, and cognitive elements that significantly impact employee attitudes, behaviors, and job performance.

Lee et al. (2015) conducted a meta-analytic review demonstrating that organizational identification significantly associates with key work attitudes including job involvement, job satisfaction, and affective organizational commitment, as well as behaviors such as in-role and extra-role performance. Their findings show that organizational identification has a direct effect on general behavior above and beyond the effect of general attitude, positioning it as a basis and behaviors are engendered. This identification process carries profound implications for talent attraction. Unlike satisfaction-based retention which depends on continued positive treatment, identification-based retention reflects self-concept integration rather than contingent evaluation. Organizational identity reflects the extent to which employees perceive the organization as an extension of their self-concept, and represents the

process of integration between employees and the organization in terms of goals, interests, and emotions (Ashforth et al., 2008).

Social identity theory provides an important theoretical foundation for organizational identity. Individuals derive positive self-worth from group identity by categorizing themselves as members of a specific social group (e.g., organization) (Tajfel, 1972). The formation of organizational identity is influenced by factors such as organizational prestige (Podnar et al., 2018), leadership behavior (Marstand et al., 2018). Organizational identity enhances employees' job performance and organizational citizenship behaviors. Loi et al.'s (2014) study found that organizational identity positively predicts employees' task performance, helping behaviors, and constructive behaviors. In addition, organizational identity reduces employees' tendency to leave (Kumar & Singh, 2018), which is important for talent retention. In recent years, scholars have begun to focus on the role of organizational identity in the social exchange process. This reveals that organizational identity may be a key link between employee attitudes and behaviors. The study intends to explore the mediating role of organizational identity in the process of internal and external talent attraction influenced by employee satisfaction, in order to reveal the important value of employee attitudes in the construction of talent competitiveness of organizations.

System Dynamics and Feedback Loops: The Temporal Dimension
Traditional organizational theories employ linear causal models, treating independent variables as exogenous factors unaffected by outcomes. However, system dynamics theory reveals that organizations operate as complex adaptive systems where outcomes recursively influence antecedent conditions through feedback loopsIn talent attraction contexts, effectively attracted people change the organizational environment through their knowledge, skills, and social networks, resulting in reinforcing loops that magnify or diminish initial effects.

The Attraction-Selection-Attrition framework provides foundational logic for understanding talent-related feedback. Sun (2024) notes that the ASA model posits three interrelated dynamic processes: individuals are naturally drawn to organizations that resonate with their values, personality, interests, and other personal attributes; organizations tend to select candidates whose knowledge, skills, and abilities mirror those of their existing members; and over time, individuals who find it challenging to adapt to the organization's environment are more inclined to depart. Schneider et al. (1995) proposed that organizations become defined by the persons in them as a natural outcome of an attraction-selection-attrition cycle, with literature providing both indirect and direct evidence supporting a central proposition that organizations over time become relatively homogeneous with regard to the kinds of people in them.

When firms effectively attract people, who share their innovation ideals, these individuals work together to strengthen inventive norms, practices, and capabilities, thereby reinforcing the innovation climate that drew them in. This homogenization process strengthens the organization's culture and climate in several ways. When employees share similar values, they tend to make sense of organizational events in similar ways, creating shared interpretations. A more homogeneous workforce also reinforces social norms, as employees set and maintain behaviours that fit their common expectations. In addition, organizations often, even

unintentionally, give more attention to practices that align with the values held by the dominant group of employees.

Resource-based view complements ASA by highlighting how retained human capital accumulates organizational capabilities. Liu et al. (2022) found that psychological ownership induces satisfaction and a sense of responsibility that fosters innovation behaviour, with long-tenured employees contributing to institutional memory, developing organization-specific skills, and creating social capital through relationship networks. Retained innovative employees develop deeper domain expertise, build more extensive collaborative networks, and contribute more sophisticated innovations over time.

Signal theory provides an additional perspective on feedback mechanisms by explaining how successful talent attraction generates market signals that recursively enhance attraction capacity. Organizations that successfully retain employees and attract high-quality external candidates signal employment quality through low voluntary turnover, selective standards through ability to attract many applicants, and cultural vitality through influx of talented employees.

Critically, feedback effects exhibit temporal dynamics and boundary conditions. Furthermore, feedback strength varies with organizational size, industry type, organizational maturity, and labour market tightness (Ployhart et al., 2014).In smaller organizations, feedback effects often appear stronger and faster because each employee's proportional impact on routines, norms and social networks is larger; several studies of teams and startup contexts report faster culture formation and stronger person-level influence in such settings. The synthesis of these theories yields several key insights. Firstly, talent attraction is not merely a function of organizational actions but results from a psychological transformation process wherein employees internalize organizational characteristics into their self-concept. Secondly, this process operates across levels: organizational-level characteristics influence individual-level attitudes, which aggregate to shape organizational-level outcomes. Besides, time matters: immediate attitudinal responses (satisfaction) evolve into deeper identity-based attachments (identification), which then influence behavioural intentions, which ultimately feedback to alter organizational conditions. Lastly, context matters: the effectiveness of organizational characteristics depends critically on the justice climate, which determines whether organizational actions are perceived as authentic or manipulative.

Conceptual Model and Research Questions
Research Gaps
Talent attraction remains a central challenge for organizations navigating competitive labor markets (Collings et al., 2021). Despite extensive research examining antecedents of employee retention and organizational attractiveness, three critical gaps persist in the literature. First, existing studies predominantly adopt static perspectives, focusing on single-time-point causal relationships while overlooking how talent attraction outcomes recursively influence organizational characteristics (Thunnissen & Van Arensbergen, 2015). Second, research tends to operate within single levels of analysis—either examining organizational-level HR practices or individual-level psychological processes—without adequately integrating cross-level dynamics (Jiang et al., 2017). Third, the psychological mechanisms through which organizational characteristics translate into talent attraction outcomes remain

insufficiently theorized, particularly the sequential transformation from cognitive evaluation to emotional attachment to behavioral commitment (Van Hoye & Saks, 2011).

The proposed model outlines a cross-level pathway where organizational characteristics, such as innovation climate and organizational support, influence talent attraction—both internal retention and external recruitment—through their impact on employee attitudes, including job satisfaction and organizational identification. Organizational justice is introduced as a key contextual factor that moderates the relationships between organizational characteristics and employee attitudes. Furthermore, the feedback effects of talent attraction on organizational factors underscore the dynamic and iterative nature of talent management practices.

Model Overview
Figure 1 presents our integrated theoretical framework, operating across three analytical levels. At the organizational level, we position innovation climate and perceived organizational support as contextual characteristics that shape employee experiences. These organizational-level constructs reflect collective perceptions or objective features aggregated from individual experiences (Ostroff et al., 2020). At the individual level, we locate job satisfaction (affective evaluation), organizational identification (self-concept integration), and talent attraction intentions (behavioral inclinations). Organizational justice operates at a meso-level, functioning as a moderating contextual factor that conditions the effectiveness of organizational characteristics.

The model shows how several types of relationships work together. Organizational characteristics shape employees' job satisfaction, which in turn influences identification and ultimately talent attraction. These links are further shaped by organizational justice, which affects how strongly organizational characteristics translate into satisfaction. The model also includes dynamic feedback loops, as successful talent attraction gradually strengthens the organizational characteristics that initiated these processes. This layered structure reveals how macro-level organizational features cascade down to shape micro-level individual attitudes and behaviors, while micro-level aggregations emerge upward to reconstruct macro-level organizational realities, thereby capturing the recursive nature of organizational talent systems and distinguishing our framework from traditional unidirectional models.
The study constructed a cross-level conceptual model of talent attraction. The core components of the model are as follows.

Organizational-Level Independent Variables: The model considers organizational innovation climate and organizational support as significant independent variables. These constitute organizational antecedents to individual attitudes and behaviors and the talent attraction consequences.

Individual-Level Mediator Variables: At the individual level, job satisfaction and organizational identification act as mediators. These are attitudinal reactions of employees towards their organization and work atmosphere, which are significant intermediary processes between organizational attributes and talent attraction.

Outcome Variables: The model sets internal talent retention and external talent attraction as the outcome variables. These outcomes gauge the competitiveness in attracting and retaining talent in internal and external labor markets of the organization, respectively.

Contextual Moderator Variables: Organizational justice, comprising distributive, procedural, and interactive justice, has been brought in as a contextual moderator. It will be incorporated into the model because it moderates the relationship between organizational characteristics and employee attitudes and, in turn, influences talent attraction in general.
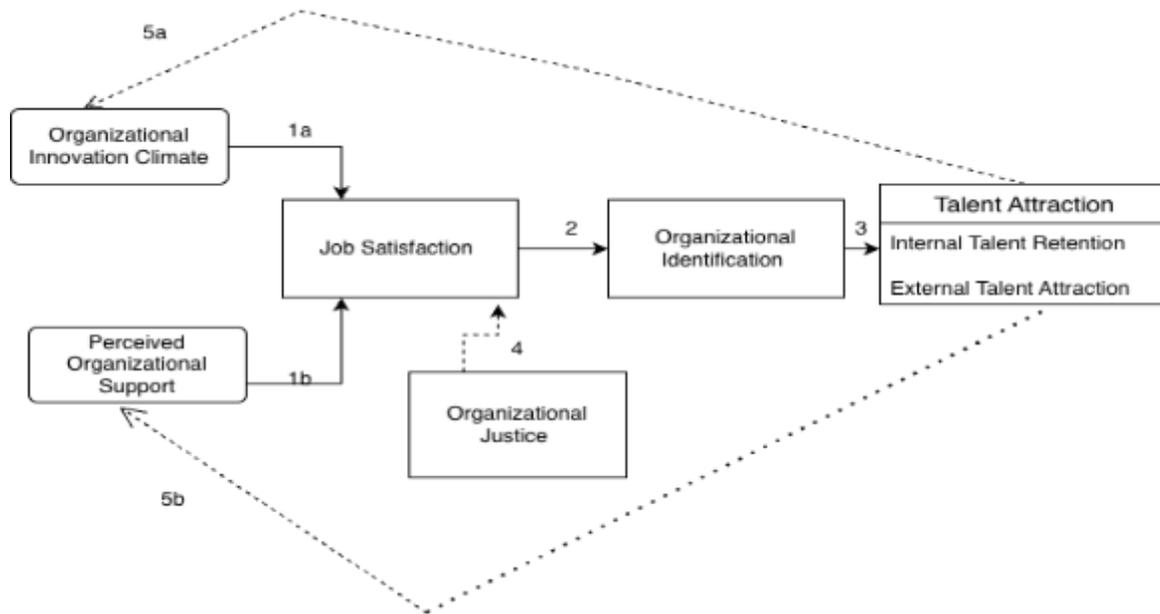
Figuar1. Conceptual model

Core Construct Definitions
Organisational Innovation Climate
Organisational innovation climate refers to the overall environment and atmosphere created by organisations in terms of encouraging innovation, supporting innovation and rewarding innovation (Shanker et al., 2017). It has been shown that organisational innovation climate promotes employee innovation behaviour(Do et al.,2019) and improves organisational innovation performance (Ali & Park, 2016).An empirical study by Bos-Nehles and Veenendaal (2019) found that organisational innovation climate positively influences employees' innovative work behaviours, and that human resource management practices (e.g., employee participation, performance appraisal) play a partially mediating role.

The innovation climate is shaped by the strategic orientation and top-level support of the organisation. the CEO's transformational leadership style creates an innovative climate in the organisation (Prasad & Junni, 2016), and this innovation orientation further enhances the perceived organisational support of the employees and stimulates intrinsic work motivation (Mahmood et al., 2019). A study on Pakistan's telecommunication industry suggests that an innovation climate supported by executives can influence employee behaviour through mediating mechanisms such as psychological empowerment (Nazir et al., 2018). For R&D teams, the relationship between team innovation climate and individual innovation performance is moderated by individual innovation self-efficacy (Chen et al., 2019).

From the perspective of job characteristics theory, innovative organizations tend to provide employees with more job autonomy and development opportunities, which can satisfy the growth needs of talents and enhance job satisfaction (Audenaert et al., 2019). In addition, an innovative atmosphere also helps to shape a supportive and inclusive organizational culture, allowing employees to feel a sense of belonging that is valued by the organization, and thus to engage in work with a more positive attitude (Binyamin & Brender-Ilan, 2018). Taking the above logic into account, this study hypothesises that an organizational innovation climate may enhance the attractiveness of an organization in the internal and external talent market by increasing employee satisfaction, identification, etc. This inference needs to be tested by empirical data, but it certainly provides new ideas for the study of the relationship between innovation climate and talent attraction.

Perceived Organizational Support
Perceived organizational support refers to the extent to which employees perceive that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). It has been pointed out that employees' perceptions of organizational support can bring many positive effects, such as enhancing job satisfaction and organizational commitment (Kurtessis e tal., 2017). From the perspective of social exchange theory, when employees perceive material and emotional support from the organization, they tend to reciprocate the organization with more positive attitudes and behaviors, such as showing more in-and out-of-role performance (Latorre et al.,2020). In addition, perceived organizational support enhances employees' work engagement and innovative behaviors (Nazir & Islam, 2017); it also satisfies employees' socio-emotional needs such as a sense of acquisition and a sense of belonging, which makes them more inclined to view the organization as an extension of their self-concept and thus enhances their organizational identity (Shen et al., 2014).

In conclusion, perceived organizational support is an important bridge between organizational practices and employees' positive attitudes and behaviors. Existing studies have focused more on the unidirectional effects of organizational support on employees' attitudes and behaviors, while the shaping role of employees' attitudes and behaviors on organizational support has yet to be explored in depth. Thus, this study hypothesizes that employees' perceived organizational support may enhance internal retention and external attraction of talent by increasing their job satisfaction and organizational identification. This inference highlights the importance of organizational support in the formation of talent attraction and expands the application of organizational support theory in the context of talent management.

Job Satisfaction
Job satisfaction refers to the positive emotional response of employees to their work or work experience (Locke, 1976). As an important indicator reflecting employees' work attitudes, job satisfaction is affected by many factors, such as job characteristics (autonomy, diversity, etc.), organizational characteristics (culture, support, etc.), and individual characteristics (personality, values, etc.) (Judge et al., 2017).

Frederickson's (2017) extended-construct theory provides a new perspective to explain job satisfaction. The theory suggests that positive emotions broaden an individual's attention and

way of thinking and construct an individual's enduring resources. Positive emotional experiences at work (e.g., a sense of job accomplishment) can enhance job satisfaction and lead to more positive behaviors (e.g., organizational citizenship behaviors).

Job satisfaction is positively related to employee engagement and organizational commitment, and Rayton and Yalabik (2014) found that job satisfaction positively affects employee engagement, which is mediated by a sense of distributive justice. Employees with high satisfaction have stronger emotional attachment to the organization and are more inclined to reward the organization with altruistic behaviors (Ocampo et al., 2018).

From the perspective of attitude-behavior theory, an individual's positive evaluation of a specific object (e.g., an organization) will stimulate his or her altruistic motivation, which in turn will lead to actions in favor of that object (Lee et al., 2019). Accordingly, highly satisfied employees are more likely to proactively communicate the organization's strengths to the external market and play the role of "organizational spokesperson" to enhance the reputation of the organization's employer brand. In contrast, dissatisfied employees are likely to spread negative information and damage the organization's reputation. It is clear that employee satisfaction is crucial in shaping an organization's talent attractiveness. In this study, job satisfaction is used as a mediating variable to examine the key role it plays in the process of organizational characteristics affecting internal and external talent attraction. This not only deepens the understanding of the antecedents and consequences of job satisfaction, but also provides a practical path for organizations to enhance talent competitiveness.

Job satisfaction serves as a proximal indicator of how well the work environment meets employees' needs and expectations. In our model, satisfaction functions as a mediating variable linking organizational characteristics to deeper psychological outcomes, specifically organizational identification. This positioning reflects the view that satisfaction represents an initial affective response to organizational conditions, which can subsequently evolve into more stable identity-based attachments (Riketta, 2005).

Organizational Identity
Organizational identity reflects the extent to which employees perceive the organization as an extension of their self-concept, and represents the process of integration between employees and the organization in terms of goals, interests, and emotions (Ashforth et al., 2008). When employees view the organization as an extension of their self-concept, they think more from an organizational perspective and exhibit more pro-organizational behaviors (Lee et al., 2015).

Social identity theory provides an important theoretical foundation for organizational identity. Individuals derive positive self-worth from group identity by categorizing themselves as members of a specific social group (e.g., organization) (Tajfel, 1972). The formation of organizational identity is influenced by factors such as organizational prestige (Podnar et al., 2018), leadership behavior (Marstand et al., 2018).

Organizational identity enhances employees' job performance and organizational citizenship behaviors.Loi et al.'s (2014) study found that organizational identity positively predicts employees' task performance, helping behaviors, and constructive behaviors. In addition,

organizational identity reduces employees' tendency to leave (Kumar & Singh, 2018), which is important for talent retention.

In recent years, scholars have begun to focus on the role of organizational identity in the social exchange process. For example, He et al. (2014) found that the sense of organizational support enhances employees' organizational citizenship behavior through the mediating role of organizational identity. This reveals that organizational identity may be a key link between employee attitudes and behaviors. The study intends to explore the mediating role of organizational identity in the process of internal and external talent attraction influenced by employee satisfaction, in order to reveal the important value of employee attitudes in the construction of talent competitiveness of organizations.

Talent Attraction
Talent attraction refers to the ability of an organization to attract excellent talents, including the recruitment attraction of external candidates and the retention of internal talents (Tlaiss et al., 2017). As the strategic position of talent in organizational competitiveness becomes more and more prominent, talent attraction has become a core issue in human resource management (Thunnissen & Gallardo-Gallardo, 2017).

Excellent talents, as a scarce resource, are the root of an organization's sustainable competitive advantage (Delery & Roumpi, 2017). Through unique talent attraction mechanisms, organizations are able to acquire external high-quality human capital and retain internal core talent, thus enhancing resource endowment (Sparrow & Makram, 2015).

Employer branding is an important means of enhancing organizational attractiveness. Employer branding represents the value proposition of the organization as an employer and influences job seekers' employment decisions (Lee et al., 2022). Maurya and Agarwal's (2018) study found that employer brand image positively affects job seekers' perceived organizational attractiveness, with job search motivation and organizational reputation playing a mediating role.

Organizational reputation plays a key role in candidates' employment choices. Cable and Turban (2003) showed that perceived organizational reputation affects job seekers' evaluation of job attributes (e.g., salary, development opportunities), which in turn affects their job search intentions. A good organizational reputation can make candidates have positive expectations of the organization and enhance organizational attractiveness (Lievens & Slaughter, 2016).

In the context of talent competition, talent acquisition is as important as talent retention. Organizational commitment is a key factor influencing internal talent retention (Arasanmi & Krishna, 2019). A study by Bibi et al. (2018) found that employee-perceived human resource practices (e.g., training, compensation, and job security) negatively affect turnover intentions through the mediating role of organizational commitment. Perceived procedural fairness and perceived distributive fairness then play a moderating role.

In short, attracting external talent and retaining internal talent are the two core tasks of organizational talent management. The influencing factors of talent attraction include both

organizational factors (e.g., employer brand, reputation) and individual factors (e.g., job search motivation, organizational commitment). Existing studies have focused more on single-level influencing mechanisms, but lack an integrated model of talent attraction from a cross-level perspective. Given the role of employee attitudes and behaviors in linking organizational management practices and talent attraction (Maurya & Agarwal, 2018), this study intends to construct a cross-level analytical framework of "organizational characteristics-employee responses-talent attraction" to deepen the understanding of talent attraction mechanisms.

Talent attraction, as conceptualized in this model, represents a second-order construct comprising two interrelated dimensions: internal retention and external attraction (Cheese et al., 2018; Collings et al., 2019). This dual conceptualization recognizes that organizational attractiveness manifests through both the continued commitment of current employees and the appeal to potential employees.

Internal retention refers to current employees' intentions and behaviors oriented toward maintaining long-term relationships with the organization. This includes turnover cognitions (thoughts about leaving), job search behaviors (active seeking of alternatives), and expressed commitment to remaining with the organization (Rubenstein et al., 2018). Internal retention matters not only for preserving human capital but also because retained employees embody organizational knowledge, culture, and values that shape the organization's future trajectory. External attraction refers to the organization's ability to attract high-quality external talent through its reputation and employer brand, substantially influenced by current employees' advocacy (Theurer et al., 2018; Van Hoye et al., 2016). Highly identified employees function as "organizational ambassadors," authentically communicating positive information about the organization to their social networks. This employee-driven employer branding proves particularly effective because it carries credibility that formal recruitment messaging often lacks. Prospective applicants trust current employees' accounts more than corporate communications, making employee advocacy a crucial mechanism for external

Organizational Justice
Organizational justice consists of three dimensions: distributional fairness, procedural fairness and interactive fairness, which refer to employees' perceptions of the organization's justice in resource allocation results, rule-making processes and daily interactions (Colquitt et al., 2023). Organizational justice has long been regarded as an important situational factor influencing employees' attitudes and behaviors, and a meta-analysis by Rupp et al. (2017) showed that distributive fairness, procedural fairness, and interactional fairness were significantly and positively related to employees' job satisfaction, organizational commitment, and task performance.

This shows that employees' perceptions of organizational justice may moderate the relationship between organizational characteristics (e.g., innovation climate, organizational support) and employee attitudes. When the perception of organizational justice is high, positive signals such as innovation atmosphere and organizational support are more easily accepted by employees, and employees are more inclined to respond to the organization with satisfaction and recognition, thus enhancing the talent attraction effect. In contrast, low perceptions of justice may weaken the positive effects of organizational characteristics. In

conclusion, the introduction of the organizational justice perspective helps to reveal the boundaries of the effectiveness of talent attraction practices, and injects new connotations into the creation of a "fair atmosphere" and the optimization of talent ecology in organizations.

Based on the classical concepts of organizational innovation atmosphere, organizational support, job satisfaction, organizational identity and organizational justice, this study attempts to construct an analytical framework of talent attraction with theoretical explanatory power and practical relevance. Through a systematic review of the relevant literature, this study has gained a better understanding of the connotation, mechanism and interaction boundaries of the above variables in the context of talent attraction, which lays a solid foundation for the logical derivation of the propositions of the subsequent study. Based on the above theoretical analysis, the next section will put forward the core propositions of this study and argue them.

Research Questions
Building on the theoretical gaps identified and the conceptual model proposed, this study seeks to answer several interrelated research questions that span multiple levels of analysis and types of relationships. The overarching research question guiding this investigation is: How do organizational characteristics influence talent attraction through employee attitudes, and what role does organizational justice play in these relationships? This central question encompasses several specific dimensions that require systematic examination.

Regarding direct effects, we ask to what extent organizational innovation climate and perceived organizational support directly influence job satisfaction and organizational identification, and how organizational identification subsequently affects internal talent retention and external talent attraction. Concerning mediating mechanisms, we inquire how job satisfaction mediates the relationship between organizational characteristics and organizational identification, and to what extent organizational identification mediates the relationship between job satisfaction and talent attraction outcomes. With respect to boundary conditions, we question how organizational justice moderates the relationships between organizational characteristics and job satisfaction, and whether the strength of these moderated relationships varies depending on the level of organizational justice. Finally, regarding dynamic processes, we explore how talent attraction outcomes—both internal retention and external attraction—might potentially influence organizational characteristics over time, creating dynamic feedback loops that either reinforce or undermine the organizational conditions that initially generated them. These questions collectively guide our theoretical proposition development and suggest pathways for future empirical research.

Question Type	Research Questions
Main Research Question	How do organizational characteristics influence talent attraction through employee attitudes, and what role does organizational justice play in these relationships?
Direct Effects	1. To what extent do organizational innovation climate and perceived organizational support directly influence job satisfaction and organizational identification? 2. How does organizational identification affect internal talent retention and external talent attraction?
Mediating Effects	3. How does job satisfaction mediate the relationship between organizational characteristics (innovation climate and perceived support) and organizational identification? 4. To what extent does organizational identification mediate the relationship between job satisfaction and talent attraction outcomes (internal retention and external attraction)?
Moderation Effects	5. How does organizational justice moderate the relationships between organizational characteristics and job satisfaction? 6. Does the strength of the relationship between organizational innovation climate and job satisfaction vary depending on the level of organizational justice? 7. Does organizational justice influence the strength of the relationship between perceived organizational support and job satisfaction?
Comparative Effects	8. Which organizational characteristic (innovation climate or perceived support) has a stronger influence on employee attitudes and subsequent talent attraction outcomes? 9. Is there a difference in the strength of the relationship between organizational identification and internal talent retention versus external talent attraction?
Theoretical Feedback Loop	10. How might talent attraction outcomes (internal retention and external attraction) potentially influence organizational characteristics (innovation climate and perceived support) over time, creating a dynamic feedback loop?
Integrative Question	How does the interplay of organizational characteristics, employee attitudes, and organizational justice collectively shape an organization's ability to retain internal talent and attract external talent?

Theoretical Propositions

We organize our theoretical propositions into four hierarchical layers that reflect the logical flow from foundational effects through mediating mechanisms to boundary conditions and dynamic processes. This structure clarifies the logical dependencies among propositions and facilitates systematic empirical testing. The four layers comprise: foundational direct effects establishing core causal relationships between organizational characteristics and job satisfaction; sequential mediation mechanisms explicating psychological transformation processes from satisfaction through identification to talent attraction; boundary conditions specifying contextual contingencies through organizational justice moderation; and dynamic feedback loops revealing temporal recursion and system effects whereby talent attraction outcomes reshape organizational characteristics.

Layer 1: Foundational Direct Effects

Proposition 1a: Organizational innovation climate positively affects employee job satisfaction. Organizations that foster an innovation climate by promoting flexibility, autonomy, and growth opportunities satisfy employees' developmental and achievement needs, thereby improving job satisfaction (Newman et al., 2023). Moreover, Innovation climates satisfy multiple categories of employee needs, yielding enhanced satisfaction through several mechanisms. Firstly, they fulfill intrinsic motivational needs for autonomy, competence, and growth (Ryan & Deci, 2017), as organizations encouraging experimentation and tolerating failures signal trust in employees' judgment, providing autonomy that satisfies self-determination needs, while resource allocation for innovative projects enables skill development and mastery experiences addressing competence needs. Meanwhile, innovation climates reduce work constraints and frustrations that typically dampen satisfaction (Baer & Frese, 2003), as bureaucratic obstacles, rigid procedures, and risk aversion create frustration when employees possess creative ideas but lack avenues for implementation, and innovation climates remove these barriers allowing employees to actualize their capabilities. Employees derive satisfaction from association with prestigious, forward-thinking organizations (Hughes, et al., 2023), as innovation climates signal organizational progressiveness and market leadership, enhancing employees' social identity through organizational membership and generating positive affect toward the organizational relationship. Additionally, a failure-tolerant culture signals organizational care and support, encouraging employees to reciprocate with positive emotional attitudes (Binyamin & Brender-Ilan, 2018).

Proposition 1b: Perceived organizational support positively affects employee job satisfaction. Organizational support theory posits that perceived support meets employees' socio-emotional needs for respect and recognition, thereby enhancing satisfaction (Eisenberger et al., 1986). When employees perceive material and emotional support from the organization, they tend to reciprocate the organization with more positive attitudes and behaviors, such as showing more in-role and extra-role performance (Latorre et al., 2020). Perceived support meets employees' fundamental socioemotional needs for esteem where recognition that contributions are valued enhances self-worth, approval where organizational care signals social acceptance and belonging, and affiliation where supportive relationships fulfill relatedness needs, and these fulfilled needs generate positive emotional states constituting satisfaction (Eisenberger & Stinglhamber, 2011). Additionally, perceived support triggers felt obligation to reciprocate through positive attitudes and behaviors as employees interpret organizational support as evidence of beneficial treatment warranting reciprocal favorable evaluations, with satisfaction representing the initial affective component of this reciprocity (Rhoades & Eisenberger, 2002). Support signals also reduce uncertainty about employment security, career prospects, and treatment consistency (Dawley et al., 2010), and this uncertainty reduction alleviates anxiety and generates confidence in the organizational relationship contributing to satisfaction. Empirical evidence supports the significant positive relationship between perceived organizational support and job satisfaction (Kurtessis et al., 2017), reinforcing the link between organizational characteristics and employee attitudes.

Layer 2: Sequential Mediation Mechanisms
Proposition 2: Job satisfaction positively affects organizational identification.
Job satisfaction reflects employees' favorable evaluations of their work environment. Self-concept theory suggests that positive attitudes toward a group, such as an organization, enhance the perception of that group as part of one's self-concept (Shamir, 1991). Satisfying work experiences align employees' values with organizational goals, strengthening their identification with the organization (Riketta, 2005).This proposition captures a critical psychological transformation—the evolution from instrumental evaluation to self-concept integration. Social identity theory provides the explanatory framework (Tajfel & Turner, 1986; Ashforth et al., 2008), where positive attitudes toward a group enhance the attractiveness of incorporating that group into one's self-concept. Positive evaluations of group characteristics—including satisfaction with work experiences—enhance the attractiveness of incorporating the group into one's self-concept. This theoretical linkage establishes job satisfaction as a precursor to organizational identification rather than a parallel outcome.

From the perspective of attitude-behavior theory, an individual's positive evaluation of a specific object (e.g., an organization) will stimulate his or her altruistic motivation, which in turn will lead to actions in favor of that object (Lee et al., 2019). When employees develop high satisfaction with their work experiences, they begin to incorporate organizational membership into their self-definition, experiencing organizational successes and failures as personally meaningful. Satisfaction also provides psychological safety for the vulnerable act of incorporating organizational identity into self-concept (Dutton et al., 1994), as identification involves risk where organizational failures become personal failures when identity is integrated, and satisfied employees feel secure enough to accept this vulnerability confident that the organization will not betray their identity investment.

Proposition 3a: Organizational identification positively affects internal talent retention.
Employees with strong organizational identification develop emotional attachment to the organization and are more likely to establish long-term relationships. Research indicates that organizational identification is a key determinant of retention intentions, as employees align their interests with the organization's objectives. Organizational identification enhances employees' job performance and organizational citizenship behaviors. Loi et al.'s (2014) study found that organizational identification positively predicts employees' task performance, helping behaviors, and constructive behaviors. In addition, organizational identification reduces employees' tendency to leave (Kumar & Singh, 2018), which is important for talent retention. Identified employees develop emotional attachment transcending instrumental calculations, making them substantially more likely to establish long-term organizational relationships through several mechanisms. Additionally, identification generates intrinsic organizational commitment—motivation to contribute stemming from self-concept alignment rather than extrinsic rewards (Meyer & Allen, 1991)—as identified employees remain because organizational success serves self-concept enhancement, not because they lack alternatives or fear costs of leaving. Identified employees also perceive shared fate with the organization where "when the organization succeeds, I succeed; when it struggles, I struggle" (Ashforth et al., 2008), and this perception motivates employees to "ride out" difficult periods rather than abandon the organization during challenges, enhancing retention stability. Furthermore, identification strengthens social bonds with colleagues who share organizational membership (Turner, 1985), creating additional retention forces as leaving

means severing relationships with ingroup members who constitute part of one's social identity.

Proposition 3b: Organizational identification positively influences external talent attraction. through employee advocacy.

Employees with high organizational identification function as authentic "organizational ambassadors" who actively promote the organization to external talent markets through their personal and professional networks (Hollstein et al., 2025). This advocacy behavior stems from identity-driven motivations whereby identified employees experience organizational reputation as an extension of their personal identity, creating intrinsic motivation to communicate positive organizational information to external audiences and defend organizational prestige from criticism (Nguyen & Duong, 2024). Research demonstrates that employee advocacy proves substantially more effective for talent attraction than corporate branding efforts, as prospective applicants perceive peer communications as more trustworthy and authentic than official recruitment messaging (Thelen & Men, 2025).

Contemporary evidence reveals that content shared by current employees generates eight times more engagement than identical content distributed through official brand channels, and brand messages amplified through employee networks reach audiences twenty-four times broader than corporate communications alone (EveryoneSocial, 2023). Identified employees enhance employer brand visibility through multiple mechanisms: they proactively recommend their organization to qualified job-seekers within their networks; they voluntarily participate in recruitment events and employer branding initiatives, lending authenticity and credibility to organizational messaging (Greco et al., 2022); and they contribute authentic testimonials and positive reviews on job finding platforms which substantially influence application decisions of prospective employees with strong employer brands (Seenit, 2023). The effectiveness of employee advocacy for external talent attraction operates through credibility and network diffusion mechanisms. Identified employees provide balanced, authentic communications that acknowledge organizational limitations while emphasizing strengths, a nuanced approach that prospective employees find more credible than polished corporate rhetoric (Kim et al., 2024).

Layer 3: Boundary Conditions - The Moderating Role of Organizational Justice
Proposition 4: Organizational justice perceptions moderate the relationships between organizational characteristics (innovation climate and perceived support) and job satisfaction, such that these relationships are stronger under high justice conditions and weaker under low justice conditions.

Justice functions as an interpretive lens through which employees assign meaning to organizational characteristics (Cropanzano et al., 2007). Identical organizational practices generate vastly different employee responses depending on the justice context in which they are embedded. This moderating role operates through trust-based and expectation-based mechanisms, where high justice builds trust in organizational motives and sincerity causing employees to interpret organizational characteristics as genuine investments in employee welfare (Fortin et al., 2023), while low justice breeds cynicism causing employees to interpret identical characteristics as manipulative tactics or superficial gestures masking exploitative intentions (Neves & Eisenberger, 2014). Additionally, high justice signals predictable

consistent future treatment enabling employees to confidently expect continued benefits from organizational characteristics (Lind, 2001), whereas low justice signals unpredictability and potential exploitation causing employees to discount current positive conditions as temporary or unreliable.

Proposition 4a: Organizational justice moderates the innovation climate → job satisfaction relationship, such that this relationship is significantly stronger when justice perceptions are high.

When employees perceive fair treatment across the organization, they attribute innovation encouragement to authentic organizational values rather than manipulative tactics believing "this organization genuinely values innovation and invests in our development" rather than "this is superficial rhetoric designed to extract discretionary effort without fair compensation," have confidence that innovative contributions—both successes and failures—will be fairly evaluated and recognized through distributive justice which encourages full psychological engagement with innovation opportunities enhancing satisfaction from innovation climate, experience risk tolerance as fair treatment provides psychological safety for taking innovation risks where employees trust that intelligent failures will not be unfairly punished enabling them to embrace innovation opportunities that satisfy growth needs, and perceive signal consistency where high justice confirms that innovation climate reflects broader organizational character rather than isolated initiatives as employees perceive organization-wide commitment to supportive treatment amplifying satisfaction.

Proposition 4b: Organizational justice moderates the perceived organizational support → job satisfaction relationship, such that this relationship is significantly stronger when justice perceptions are high.

When employees perceive fair treatment, fair processes and interactions authenticate that support initiatives reflect genuine organizational care through procedural and interactional justice as employees believe "this organization systematically supports all employees fairly" rather than "support is arbitrarily distributed to favorites," fair treatment signals that current support will continue predictably into the future where employees can confidently rely on organizational support for long-term planning amplifying satisfaction from current support perceptions, justice legitimizes support systems as fair entitlements rather than discretionary favors subject to withdrawal allowing employees to fully appreciate and enjoy support without anxiety, and fair treatment triggers strong reciprocity norms where employees feel genuine obligation to reciprocate perceived support with positive attitudes (Rhoades & Eisenberger, 2002) as justice establishes the psychological foundation for this exchange relationship. Perceived support's positive effect on satisfaction substantially diminishes under low justice while amplifying under high justice. Research by Zapata et al. (2016) and Zipay et al. (2020) provides empirical support for this moderation.

Layer 4: Dynamic Feedback Loops
Proposition 5a: External talent attraction positively affects organizational innovation climate over time.
Recruiting external talent introduces diverse knowledge, skills, and experiences, fostering creative interactions with existing employees and enhancing the organization's innovative capacity (Lee, 2019; Swailes, 2020). This feedback mechanism operates through several pathways grounded in the ASA framework and resource-based view. At the micro-to-macro

level, individual employees with high innovation orientation collectively construct and reinforce shared interpretations emphasizing innovation values, creative problem-solving, and risk-taking through collective sense-making (Ostroff et al., 2020), while homogeneous populations of innovation-oriented employees establish and enforce behavioral norms consistent with creative experimentation creating social pressure for innovation engagement through social normalization. Organizations also unconsciously prioritize practices and initiatives consistent with dominant employee innovation values through selective amplification, further strengthening innovative norms, resource allocation, and cultural acceptance of experimentation. From a resource accumulation perspective (Wright et al., 2014; Ployhart & Moliterno, 2011), retained and newly attracted innovative employees contribute specialized innovation expertise and domain knowledge, develop dense collaborative networks enabling knowledge sharing and creative collaboration, and preserve lessons from past innovation initiatives building institutional memory of what works. Additionally, through signal mechanisms (Connelly et al., 2011), successful external attraction signals organizational dynamism and growth orientation to current employees reinforcing their perceptions of innovation climate, new hires bring fresh perspectives and methodologies from external experiences introducing novel approaches that invigorate existing practices, and visible influx of talented individuals creates momentum and excitement around innovation initiatives.

Proposition 5b: Internal talent retention positively affects perceptions of organizational support over time.

A stable workforce signals a favorable talent environment, boosting employees' confidence in organizational growth and their sense of being valued. Retained senior employees preserve institutional knowledge and foster mentorship, helping new hires perceive organizational care (Huang & Su, 2016). This feedback mechanism operates through complementary pathways. Through cultural reinforcement, stable workforce composition enables deep relationship networks and trust accumulation as long-tenured employees develop strong interpersonal bonds creating supportive social fabric, long-term employees model supportive behaviors and organizational citizenship establishing norms of mutual assistance and care, and retained senior employees mentor newcomers formally and informally transmitting organizational values of support and demonstrating genuine care for development (Ployhart & Moliterno, 2011). From a resource perspective, retained employees accumulate organization-specific knowledge about how to access resources and navigate systems, making support structures more effective and visible as they help colleagues utilize support mechanisms, stable staffing enables consistent implementation of support initiatives rather than disruption from turnover, and institutional memory preservation allows organizations to learn from past support successes and failures improving support practices over time (Wright et al., 2014). Through signaling mechanisms, low turnover signals to remaining employees that the organization genuinely supports people as "insiders" choosing to stay validates support perceptions for those evaluating whether to stay (Connelly et al., 2011), workforce stability reduces anxiety about organizational viability and job security which are preconditions for perceiving support rather than perceiving precariousness, and visible retention of valued colleagues reinforces beliefs that the organization cares about people rather than viewing them as disposable resources.

Discussion

Motivation and Contribution

This study is motivated by the limitations of traditional organizational theories, which predominantly rely on linear causal models and treat organizational characteristics as exogenous factors unaffected by employee outcomes. Such approaches overlook the fact that organizations operate as dynamic systems in which employee responses can reshape organizational conditions over time. In the context of talent attraction, successfully attracted employees do not merely respond to organizational environments but actively modify them through their knowledge, skills, and social networks.

To address this gap, this study develops a theoretical framework that integrates organizational climate, perceived organizational support, organizational justice, and system dynamics perspectives. The framework conceptualizes talent attraction as a multistage psychological process rather than a single outcome, while explicitly incorporating feedback loops that link talent attraction back to organizational characteristics. This study makes several contributions :

Firstly, the model integrates both organizational and individual perspectives, revealing the multi-level mechanism by which organizational characteristics influence talent attraction through shaping employee attitudes. Previous studies have either focused on the influence of organizational factors on talent attraction or on the match between individual characteristics and organizational attractiveness (Swider et al., 2015), but few studies have systematically examined how organizational factors affect talent attraction across levels. Our framework advances beyond this limitation by constructing an integrated cross-level architecture that synthesizes macro-level organizational characteristics as contextual antecedents, meso-level organizational justice as a climate-level moderator shaping interpretation of organizational features, and micro-level individual attitudes as psychological mediators translating organizational contexts into behavioral outcomes. This integration clarifies how macro-level organizational features cascade down to shape micro-level individual attitudes and behaviors through need satisfaction and value alignment, while micro-level attitudes aggregate upward to constitute macro-level organizational realities through composition and compilation processes. The model demonstrates that talent attraction cannot be fully understood by examining either organizational practices in isolation or individual psychology in isolation, but requires explicit theorization of the cross-level mechanisms linking organizational contexts to individual responses and the emergence processes through which individual responses reconstitute organizational contexts. This multilevel integration enriches the theoretical interpretation of talent attraction as an emergent organizational phenomenon.

Secondly, the model focuses on the mediating role of organizational identity and highlights the core position of social identity process in the formation of talent attraction. Existing studies have focused on the relationship between general work attitudes such as satisfaction and talent attraction, while the employee-organization identity process implied by organizational identity has been relatively neglected. The present model emphasizes the catalyst function of organizational identity, which is the "psychological sense of belonging" of employees, in the transformation of employee attitudes to talent attraction performance, expanding the research on the organizational identity mechanism of talent attraction.

The model introduces the perspective of organizational justice, which provides a contextualized analysis framework for the effectiveness of talent attraction practice. Previous studies have explored the general influencing factors of talent attraction, but have not sufficiently analyzed the boundary conditions of talent attraction. This study proposes that organizational justice perception moderates the relationship between organizational characteristics and employee attitudes, which in turn affects talent attraction performance, highlighting the importance of organizational context in talent attraction practice. This perspective extends the application of organizational justice theory in the context of talent management and provides new ideas for subsequent research.

At last, the model incorporates the feedback path of talent attraction on organizational characteristics, which breaks through the traditional linear causal paradigm and highlights the dynamics of the organizational talent system. Previous studies have regarded talent attraction as an outcome variable of organizational factors and human resource practices, and have seldom considered the interactive shaping process of the two. This research model focuses on the feedback effect of talent capital changes on organizational innovation atmosphere and sense of support, which opens up a new direction of research on organizational talent ecology from a dynamic perspective.

Limitation and Implication

Of course, as a conceptual study, there are some limitations in this paper, which provide a direction for further expansion of subsequent research.

For one thing, future research needs to test the model with empirical data to examine the explanatory power of each theoretical path. The cross-situational applicability of the model can be compared with different organizational and cultural contexts. Other moderating variables (e.g., leadership style, personality traits) to further enrich the boundary condition analysis of talent attraction can be incorporated. Moreover, in view of the continuous interaction between organizations and individual talents, future research should adopt tracking data to portray the dynamic evolution of talent attraction and explore the impact of changes in talent capital structure on organizational performance.

Nevertheless, the theoretical framework of this study still has some implications for organizational talent management practices. Organizations should pay attention to creating a supportive and innovative organizational climate, which is the internal driving force to attract and motivate talents. The optimization of organizational climate cannot be separated from the attention of senior leaders, and talent development needs to be included in the strategic agenda and put into action. Secondly, the organization should pay attention to the satisfaction and recognition of the employees, and incorporate them into the assessment index of talent performance. Positive interaction between the organization and employees is the key to cultivate talent capital. Again, the organization should create a fair and just cultural atmosphere, and manifest the concept of fairness in talent policy making and daily management. Employees' perception of fairness is the "lubricant" for the effective operation of talent practice. Finally, the organization should set up a dynamic system view of talent development and pay attention to the virtuous cycle of talent attraction, motivation and cultivation. Talent team building is a systematic project that requires continuous investment and optimization by the organization.

All in all, to face the talent competition in the new era, we need to break through the linear mindset and optimize the talent management concept and practice in a timely manner. This study proposes a cross-level dynamic model of talent attraction from the perspectives of organizational support and innovation atmosphere, hoping to provide theoretical references for the change of organizational talent management, stimulate the wisdom of practice, and promote the construction of talent-strong enterprises. On the basis of this model, future research can combine multi-context, multi-level and dynamic perspectives to further enrich the theoretical connotation and practical effectiveness of talent attraction.

Conclusion

Based on the perspective of organizational support and organizational innovation, this paper proposes a cross-level talent attraction conceptual model of "organizational characteristics-employee attitude-talent attraction". The model reveals the following internal mechanism: the innovative atmosphere and sense of support of an organization positively affect internal and external talent attraction by shaping employees' job satisfaction and organizational identity. Perceived organizational justice plays a contextual role in the relationship between organizational characteristics and employee attitudes. At the same time, talent attraction performance feeds back to organizational innovation climate and sense of support through changes in talent capital, highlighting the dynamic nature of organizational talent system.

It should be noted that there are still some limitations in this study, which provide room for further research. Future research can use empirical data to validate the model in multiple contexts, incorporate more moderating variables to enrich the analysis of boundary conditions, use tracking data to portray the dynamic evolution of talent attraction, and combine with case studies to deepen the logical implications of talent practice. This is not only a deepening of the theory of this study, but also a useful attempt of practical transformation.

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