

Measuring Organizational Capital: A Cross-Language, Cross-Platform Framework*

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Abstract

Organizational capital is viewed as a key driver of persistent performance differences across firms, but measurement has been largely confined to English-language settings. We construct firm-year measures of organizational capital for Japan using employee reviews from a leading Japanese employee review platform. Closely following the prior work based on Glassdoor employee reviews, we develop a language- and platform-free measurement method and apply it to more than 600,000 Japanese-written employee reviews. The resulting measures are slow-moving, vary meaningfully across firms and CEOs, and positively predict profitability and market valuation, with modest movements around CEO turnover, consistent with the theory. We also build alternative measures using Japanese-specific pre-processing and find substantial agreement with our main measures. These results show that review-based measurement of organizational capital extends to non-English platforms and that our pipeline supports cross-language and cross-platform comparability.

Keywords: Organizational capital; intangible capital; employee reviews

JEL Codes: D23; L25; G30

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