\*\*Enhanced Research Proposal: Global Talent Management and Development\*\*

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### \*\*Abstract/Introduction (250-300 words)\*\*

Global Talent Management (GTM) and development are pivotal for organizations striving to thrive in a competitive, interconnected world. This research proposal explores the intricate relationship between GTM practices, employee retention, and career development across diverse cultural and geographical contexts. Drawing on seminal studies such as \*"Enhancing Employee Retention in Banks"\* and \*"Research Trends in Talent Management and Career Development,"\* the study underscores the significance of tailored talent strategies in fostering organizational success.

The proposal addresses a critical gap in the literature by examining how GTM practices—such as recruitment, training, performance appraisal, and rewards—vary globally and their subsequent impact on employee retention and career progression. Additionally, it investigates the role of organizational culture, fair appraisal mechanisms, and the challenges posed by geopolitical and linguistic extremes in talent retention.

By synthesizing existing research and proposing a mixed-methods approach, this study aims to provide actionable insights for organizations to refine their talent management frameworks. The findings will contribute to both academic discourse and practical applications, enabling organizations to enhance employee satisfaction, productivity, and long-term retention.

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By synthesizing existing research and proposing a mixed-methods approach, this study aims to provide actionable insights for organizations to refine their talent management frameworks. The findings will contribute to both academic discourse and practical applications, enabling organizations to enhance employee satisfaction, productivity, and long-term retention while navigating complex global inequities.

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The proposal addresses a critical gap in the literature by examining how GTM practices—such as recruitment, training, performance appraisal, and rewards—vary globally and their subsequent impact on employee retention and career progression. Additionally, it investigates the role of organizational culture, fair appraisal mechanisms, and the challenges posed by geopolitical, linguistic, and intersectional inequalities (e.g., caste, class, gender) in talent retention. Inspired by decolonial perspectives and empirical studies like \*"Employee Attrition in IT Industry"\* (Raja et al., 2024), this study also considers sector-specific attrition drivers, particularly for women in technology.

By synthesizing existing research and proposing a mixed-methods approach, this study aims to provide actionable insights for organizations to refine their talent management frameworks. The findings will contribute to both academic discourse and practical applications, enabling organizations to enhance employee satisfaction, productivity, and long-term retention while navigating complex global inequities.

Global Talent Management (GTM) and development have become essential for organizations seeking to excel in an increasingly interconnected and competitive environment. This proposal investigates the complex interplay between GTM practices, employee retention, and career development across diverse cultural and geographical contexts. Drawing on foundational studies such as “Enhancing Employee Retention in Banks” and “Research Trends in Talent Management and Career Development,” the research highlights the importance of context-sensitive talent strategies in driving organizational performance1.

A significant gap in the literature is addressed by examining how GTM practices—including recruitment, training, performance appraisal, and rewards—differ globally and influence employee retention and career advancement. The study further explores the impact of organizational culture, equitable appraisal mechanisms, and the challenges posed by geopolitical, linguistic, and intersectional inequalities (such as caste, class, and gender) on talent retention. Incorporating decolonial perspectives and empirical research like “Employee Attrition in IT Industry” (Raja et al., 2024), the proposal also analyzes sector-specific attrition drivers, particularly for women in technology1.

Additionally, insights from recent research on intercultural communication challenges in Indian IT companies underscore the need for ethno-relative and adaptive communication skills in multinational environments, revealing a shift from traditional high-context cultural norms to more westernized communication practices2. By synthesizing these strands of research and proposing a mixed-methods approach, this study aims to generate actionable recommendations for organizations to refine their talent management frameworks. The anticipated outcomes will contribute to both scholarly discourse and practical applications, equipping organizations to improve employee satisfaction, productivity, and retention while navigating complex global inequities12.

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### \*\*Literature Review (1300-1400 words)\*\*

\*\*1. Global Talent Management: Definitions and Frameworks\*\*

GTM encompasses strategies to attract, develop, and retain high-potential employees across borders (Collings & Mellahi, 2009). Key practices include:

- \*\*Recruitment:\*\* Aligning talent acquisition with organizational goals (Tarique & Schuler, 2010).

- \*\*Training and Development:\*\* Cross-cultural leadership programs (Lazarova et al., 2014).

- \*\*Performance Appraisal:\*\* Culturally adaptive evaluation systems (Cascio, 2018).

\*\*2. Talent Management and Employee Retention\*\*

Studies highlight retention drivers such as career development (Hirschi, 2012), mentorship (Kram, 1985), and work-life balance (Allen et al., 2013). For example, banks with robust TM practices report 20% higher retention (Smith et al., 2020).

\*\*3. Organizational Culture and Retention\*\*

A inclusive culture fosters engagement (Deloitte, 2018). Google’s "psychological safety" framework exemplifies this (Edmondson, 1999).

\*\*4. Appraisal Mechanisms and Fairness\*\*

Transparent promotions reduce turnover (Pfeffer, 1998). Unfair practices, however, lead to attrition (Greenberg, 2011).

\*\*5. Cross-Cultural Challenges\*\*

East-West differences in TM (Hofstede, 1980) and linguistic barriers (Feely & Harzing, 2003) complicate retention.

\*\*Gaps in Literature:\*\* Few studies integrate TM, culture, and appraisal in a global context. This research fills that void.

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\*\*5. Cross-Cultural and Intersectional Challenges\*\*

East-West differences in TM (Hofstede, 1980) and linguistic barriers (Feely & Harzing, 2003) complicate retention. The attached document highlights how intersectional inequalities (e.g., caste, class, gender) shape workplace dynamics in India, suggesting that GTM must address systemic biases to be effective (Gilbertson, 2023).

\*\*6. Decolonial Perspectives on GTM\*\*

The attached critique of "outsourcing patriarchy" reveals how global power hierarchies influence local talent practices. For instance, Western-centric TM models may marginalize non-Western employees, reinforcing inequities (Narayan, 2013). This aligns with critiques of "one-size-fits-all" GTM frameworks.

\*\*Gaps in Literature:\*\* Few studies integrate TM, culture, and appraisal in a global context while accounting for intersectional and decolonial critiques. This research fills that void.

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\*\*7. Cognitive Outsourcing in Talent Management\*\*

The attached document on cognitive outsourcing to AI (Tao et al., 2024) introduces a novel dimension to GTM. Cognitive outsourcing—delegating tasks like decision-making to AI—can enhance efficiency but risks diminishing critical thinking and autonomy. This parallels concerns in GTM about over-reliance on standardized tools (e.g., AI-driven recruitment) that may overlook local nuances. The \*Cognitive Outsourcing Behavior Toward Artificial Intelligence Scale\* (COBTAIS) identifies five dimensions (unreliability, gullibility, irrationality, dependency, cognitive autonomy) that can inform ethical AI integration in TM.

\*\*Gaps in Literature:\*\* Few studies integrate TM, culture, and appraisal in a global context while accounting for intersectional, decolonial, and cognitive outsourcing critiques. This research fills that void.

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The \*Cognitive Outsourcing Behavior Toward Artificial Intelligence Scale\* (COBTAIS) (Tao et al., 2024) introduces a novel dimension to GTM, highlighting risks like diminished critical thinking from over-reliance on AI tools.

\*\*8. Sector-Specific Attrition: Insights from the IT Industry\*\*

The study by Raja et al. (2024) on female attrition in India’s IT sector identifies key drivers:

- \*\*Work-Life Balance:\*\* 72% of women cited inflexible hours as a primary reason for leaving (Raja et al., 2024).

- \*\*Career Growth:\*\* Limited advancement opportunities disproportionately affect women (Gupta & Singh, 2021).

- \*\*Socioeconomic Factors:\*\* Marital status and income level significantly influence retention (see Table 4, Raja et al., 2024).

\*\*Gaps in Literature:\*\* Few studies integrate TM, culture, and appraisal in a global context while accounting for intersectional, decolonial, cognitive outsourcing, and sector-specific critiques. This research fills that void.

**1. Global Talent Management: Definitions and Frameworks**  
GTM refers to the strategies organizations use to attract, develop, and retain high-potential employees across borders (Collings & Mellahi, 2009). Core GTM practices include recruitment aligned with organizational goals (Tarique & Schuler, 2010), cross-cultural leadership development (Lazarova et al., 2014), and culturally adaptive performance appraisal systems (Cascio, 2018)1.

**2. Talent Management and Employee Retention**  
Research consistently identifies career development, mentorship, and work-life balance as key retention drivers (Hirschi, 2012; Kram, 1985; Allen et al., 2013). For example, banks that implement robust talent management practices report up to 20% higher retention rates (Smith et al., 2020)1.

**3. Organizational Culture and Retention**  
An inclusive organizational culture is crucial for engagement and retention. Deloitte (2018) and Edmondson’s (1999) psychological safety framework, as exemplified by Google, underscore the importance of fostering environments where employees feel safe to express themselves and innovate1.

**4. Appraisal Mechanisms and Fairness**  
Transparent and fair promotion and appraisal systems are linked to reduced turnover (Pfeffer, 1998). Conversely, perceptions of unfairness can lead to increased attrition (Greenberg, 2011)1.

**5. Cross-Cultural and Intersectional Challenges**  
Hofstede’s (1980) research on East-West cultural differences and Feely & Harzing’s (2003) work on linguistic barriers highlight the complexities of managing talent globally. The literature and recent empirical studies emphasize that intersectional inequalities—such as caste, class, and gender—significantly shape workplace experiences, particularly in India, and must be addressed for GTM to be effective (Gilbertson, 2023)1.

Recent research on intercultural communication in Indian IT companies reveals that traditional high-context, relationship-based communication styles are giving way to more westernized, direct communication practices, especially in multinational settings2. This shift necessitates new training approaches that focus on intercultural competence and adaptability, as Indian IT professionals increasingly benchmark their business communication against Western norms2.

**6. Decolonial Perspectives on GTM**  
Critiques of “outsourcing patriarchy” and global power hierarchies (Narayan, 2013) argue that many GTM frameworks inadvertently perpetuate colonial or elitist structures. This calls for the development of context-sensitive and decolonial approaches to talent management that recognize local realities and systemic inequities1.

**7. Cognitive Outsourcing in Talent Management**  
The emergence of AI tools in talent management introduces new challenges, such as the risk of diminished critical thinking due to over-reliance on technology. The Cognitive Outsourcing Behavior Toward Artificial Intelligence Scale (COBTAIS) (Tao et al., 2024) is a recent development that measures these risks and highlights the need for balanced use of AI in GTM1.

**8. Sector-Specific Attrition: Insights from the IT Industry**  
Empirical studies, such as Raja et al. (2024), identify work-life balance, career growth limitations, and socioeconomic factors as key drivers of attrition among women in India’s IT sector. For instance, 72% of women cited inflexible work hours as a primary reason for leaving, while limited advancement opportunities and factors like marital status and income level also played significant roles (Gupta & Singh, 2021; Raja et al., 2024)1.

**9. Intercultural Communication in the Indian IT Sector**  
A recent case study by Bharadwaj (2025) provides new insights into the intercultural communication challenges faced by Indian IT professionals. The study, based on 178 responses from IT managers, finds that despite India’s large English-speaking workforce, there is a persistent lack of intercultural communication training, leading to workplace misunderstandings and discontentment, especially in global interface roles2. The research highlights a paradigm shift in communication preferences, with Indian IT professionals increasingly adopting Western communication norms, which has implications for talent management, training, and retention2.

**Gaps in Literature**  
Few studies holistically integrate GTM, culture, and appraisal in a global context while accounting for intersectional, decolonial, cognitive outsourcing, and sector-specific critiques. This research aims to fill that void by combining insights from both talent management and intercultural communication literature, particularly in under-researched contexts like India’s IT sector12.

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### \*\*Research Question (250-300 words)\*\*

\*\*Primary Question:\*\*

How does Global Talent Management influence employee retention and appraisal opportunities across diverse organizational and cultural contexts?

\*\*Sub-Questions:\*\*

1. Which TM practices (e.g., training, rewards) most effectively retain employees globally?

2. How do career development opportunities (e.g., mentoring, clear paths) impact retention?

3. What role does organizational culture (e.g., inclusivity, wellbeing) play in TM efficacy?

4. How do appraisal mechanisms (e.g., fairness, transparency) affect retention and morale?

5. How can organizations navigate geopolitical and linguistic extremes in TM?

\*\*Significance:\*\*

This study will inform TM strategies that balance global standardization with local adaptation, enhancing retention and productivity.

\*\*Primary Question:\*\*

How does Global Talent Management influence employee retention and appraisal opportunities across diverse organizational and cultural contexts, particularly in light of intersectional and decolonial critiques?

\*\*Sub-Questions:\*\*

1. Which TM practices (e.g., training, rewards) most effectively retain employees globally while addressing systemic inequities?

2. How do career development opportunities (e.g., mentoring, clear paths) impact retention in hierarchical or marginalized communities?

3. What role does organizational culture (e.g., inclusivity, wellbeing) play in TM efficacy across caste, class, and gender lines?

4. How do appraisal mechanisms (e.g., fairness, transparency) affect retention and morale in contexts with entrenched power disparities?

5. How can organizations navigate geopolitical, linguistic, and intersectional extremes in TM without reproducing colonial or elitist frameworks?

\*\*Significance:\*\*

This study will inform TM strategies that balance global standardization with local adaptation, enhancing retention and productivity while centering equity.

\*\*Primary Question:\*\*

How does Global Talent Management influence employee retention and appraisal opportunities across diverse organizational and cultural contexts, particularly in light of intersectional, decolonial, and cognitive outsourcing critiques?

\*\*Sub-Questions:\*\*

1. Which TM practices (e.g., training, rewards) most effectively retain employees globally while addressing systemic inequities?

2. How do career development opportunities (e.g., mentoring, clear paths) impact retention in hierarchical or marginalized communities?

3. What role does organizational culture (e.g., inclusivity, wellbeing) play in TM efficacy across caste, class, and gender lines?

4. How do appraisal mechanisms (e.g., fairness, transparency) affect retention and morale in contexts with entrenched power disparities?

5. How can organizations navigate geopolitical, linguistic, and intersectional extremes in TM without reproducing colonial or elitist frameworks?

6. How does cognitive outsourcing to AI tools (e.g., ChatGPT) impact talent development and autonomy in global organizations?

\*\*Significance:\*\*

This study will inform TM strategies that balance global standardization with local adaptation, enhancing retention and productivity while centering equity and ethical AI use.

\*\*Primary Question:\*\*

How does Global Talent Management influence employee retention and appraisal opportunities across diverse organizational and cultural contexts, particularly in light of intersectional, decolonial, cognitive outsourcing, and sector-specific critiques?

\*\*Sub-Questions:\*\*

1. Which TM practices (e.g., training, rewards) most effectively retain employees globally while addressing systemic inequities?

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3. What role does organizational culture (e.g., inclusivity, wellbeing) play in TM efficacy across caste, class, and gender lines?

4. How do appraisal mechanisms (e.g., fairness, transparency) affect retention and morale in contexts with entrenched power disparities?

5. How can organizations navigate geopolitical, linguistic, and intersectional extremes in TM without reproducing colonial or elitist frameworks?

6. How does cognitive outsourcing to AI tools (e.g., ChatGPT) impact talent development and autonomy in global organizations?

7. What sector-specific strategies (e.g., flexible hours for women in IT) can mitigate attrition in high-turnover industries?

\*\*Significance:\*\*

This study will inform TM strategies that balance global standardization with local adaptation, enhancing retention and productivity while centering equity and ethical AI use.

**Primary Question:**  
How does Global Talent Management influence employee retention and appraisal opportunities across diverse organizational and cultural contexts, particularly in light of intersectional, decolonial, cognitive outsourcing, and sector-specific critiques?

**Sub-Questions:**

* Which talent management practices (e.g., training, rewards) are most effective for retaining employees globally while addressing systemic inequities?
* How do career development opportunities impact retention in hierarchical or marginalized communities?
* What role does organizational culture play in the efficacy of talent management across caste, class, and gender lines?
* How do appraisal mechanisms affect retention and morale in contexts with entrenched power disparities?
* How can organizations navigate geopolitical, linguistic, and intersectional extremes in talent management without reproducing colonial or elitist frameworks?
* How does cognitive outsourcing to AI tools impact talent development and autonomy in global organizations?
* What sector-specific strategies can mitigate attrition in high-turnover industries, such as flexible policies for women in IT?

**Significance:**  
This research will inform the development of talent management strategies that balance global standardization with local adaptation, enhancing retention and productivity while centering equity, intercultural competence, and ethical AI use. By integrating insights from intercultural communication challenges in the Indian IT sector, the study will provide nuanced recommendations for organizations operating in multicultural environments12.

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### \*\*Methodology (500 words)\*\*

\*\*Research Design:\*\*

A mixed-methods approach combining:

1. \*\*Quantitative:\*\* Surveys of 500+ employees across 10 multinationals to measure TM practices and retention rates.

2. \*\*Qualitative:\*\* Interviews with 30 HR leaders to explore cultural and appraisal challenges.

\*\*Data Collection:\*\*

- \*\*Sampling:\*\* Stratified random sampling by region (North America, Europe, Asia).

- \*\*Tools:\*\* Structured questionnaires (Likert scales) and semi-structured interview guides.

\*\*Data Analysis:\*\*

- \*\*Quantitative:\*\* Regression analysis to identify TM-retention correlations.

- \*\*Qualitative:\*\* Thematic analysis for cultural insights (Braun & Clarke, 2006).

\*\*Ethical Considerations:\*\*

- Anonymity for participants.

- Institutional Review Board (IRB) approval.

\*\*Limitations:\*\*

- Potential bias in self-reported data.

- Focus on large corporations; SMEs may differ.

\*\*Expected Outcomes:\*\*

- A framework for culturally adaptive TM practices.

- Policy recommendations for fair appraisals.

\*\*Research Design:\*\*

A mixed-methods approach combining:

1. \*\*Quantitative:\*\* Surveys of 500+ employees across 10 multinationals to measure TM practices and retention rates, stratified by region (North America, Europe, Asia) and demographic factors (caste, gender, class).

2. \*\*Qualitative:\*\* Interviews with 30 HR leaders and focus groups with employees from marginalized groups to explore cultural and appraisal challenges.

\*\*Data Collection:\*\*

- \*\*Sampling:\*\* Stratified random sampling to ensure representation of diverse identities.

- \*\*Tools:\*\* Structured questionnaires (Likert scales) and semi-structured interview guides incorporating intersectional themes (e.g., "How does your caste/class background affect career opportunities?").

\*\*Data Analysis:\*\*

- \*\*Quantitative:\*\* Regression analysis to identify TM-retention correlations, disaggregated by demographic variables.

- \*\*Qualitative:\*\* Thematic analysis for cultural insights (Braun & Clarke, 2006), with attention to power dynamics.

\*\*Ethical Considerations:\*\*

- Anonymity for participants, especially marginalized groups.

- Institutional Review Board (IRB) approval.

\*\*Limitations:\*\*

- Potential bias in self-reported data.

- Focus on large corporations; SMEs may differ.

\*\*Expected Outcomes:\*\*

- A framework for culturally adaptive, equity-centered TM practices.

- Policy recommendations for fair appraisals and inclusive retention strategies.

\*\*Research Design:\*\*

A mixed-methods approach combining:

1. \*\*Quantitative:\*\* Surveys of 500+ employees across 10 multinationals to measure TM practices and retention rates, stratified by region (North America, Europe, Asia) and demographic factors (caste, gender, class). Includes the \*COBTAIS\* scale to assess AI-related cognitive outsourcing.

2. \*\*Qualitative:\*\* Interviews with 30 HR leaders and focus groups with employees from marginalized groups to explore cultural, appraisal, and AI-integration challenges.

\*\*Data Collection:\*\*

- \*\*Sampling:\*\* Stratified random sampling to ensure representation of diverse identities.

- \*\*Tools:\*\*

- Structured questionnaires (Likert scales) incorporating COBTAIS items (e.g., "To what extent do you rely on AI tools for decision-making?").

- Semi-structured interview guides probing intersectional themes (e.g., "How does your caste/class background affect career opportunities?").

\*\*Data Analysis:\*\*

- \*\*Quantitative:\*\* Regression analysis to identify TM-retention correlations, disaggregated by demographic variables and COBTAIS dimensions.

- \*\*Qualitative:\*\* Thematic analysis (Braun & Clarke, 2006) with attention to power dynamics and AI dependency narratives.

\*\*Ethical Considerations:\*\*

- Anonymity for participants, especially marginalized groups.

- Institutional Review Board (IRB) approval.

\*\*Limitations:\*\*

- Potential bias in self-reported data.

- Focus on large corporations; SMEs may differ.

\*\*Expected Outcomes:\*\*

- A framework for culturally adaptive, equity-centered TM practices.

- Policy recommendations for fair appraisals, inclusive retention strategies, and ethical AI integration.

\*\*Research Design:\*\*

A mixed-methods approach combining:

1. \*\*Quantitative:\*\* Surveys of 500+ employees across 10 multinationals (stratified by region, gender, sector) incorporating COBTAIS and attrition-related items (e.g., "Rate your satisfaction with work-life balance").

2. \*\*Qualitative:\*\*

- Interviews with 30 HR leaders.

- Focus groups with marginalized employees, including women in IT (informed by Raja et al., 2024).

\*\*Data Collection:\*\*

- \*\*Sampling:\*\* Stratified random sampling to ensure representation (e.g., 30% women from IT sector).

- \*\*Tools:\*\*

- Structured questionnaires (Likert scales).

- Semi-structured interview guides probing themes like "How does caste/gender affect your career progression?"

\*\*Data Analysis:\*\*

- \*\*Quantitative:\*\* Regression analysis to identify TM-retention correlations, disaggregated by demographics.

- \*\*Qualitative:\*\* Thematic analysis (Braun & Clarke, 2006) with attention to power dynamics.

\*\*Ethical Considerations:\*\*

- Anonymity for participants.

- IRB approval.

\*\*Limitations:\*\*

- Potential bias in self-reported data.

- Focus on large corporations; SMEs may differ.

\*\*Expected Outcomes:\*\*

- A framework for culturally adaptive, equity-centered TM practices.

- Policy recommendations for fair appraisals, inclusive retention strategies, and sector-specific interventions (e.g., flexible policies for women in IT).

**Research Design:**  
A mixed-methods approach will be employed, combining:

* **Quantitative:** Surveys of 500+ employees across 10 multinational organizations, stratified by region, gender, and sector. The survey will incorporate the COBTAIS and items related to attrition, work-life balance, and intercultural communication challenges12.
* **Qualitative:**
  + In-depth interviews with 30 HR leaders to explore organizational perspectives on GTM, retention, and appraisal.
  + Focus groups with marginalized employees, including women in IT and professionals from diverse caste and class backgrounds, to capture intersectional experiences and intercultural communication challenges12.

**Data Collection:**

* **Sampling:** Stratified random sampling to ensure representation of key demographics, such as 30% women from the IT sector and participants from various cultural backgrounds.
* **Tools:**
  + Structured questionnaires (using Likert scales) to quantify perceptions of GTM practices, retention factors, and intercultural communication issues.
  + Semi-structured interview and focus group guides probing themes like the impact of caste/gender on career progression and the influence of intercultural communication on retention12.

**Data Analysis:**

* **Quantitative:** Regression analysis to identify correlations between GTM practices and retention, disaggregated by demographic variables.
* **Qualitative:** Thematic analysis (Braun & Clarke, 2006) focusing on power dynamics, intersectional challenges, and intercultural communication themes12.

**Ethical Considerations:**

* Ensuring participant anonymity and confidentiality.
* Securing Institutional Review Board (IRB) approval prior to data collection.

**Limitations:**

* Potential bias in self-reported data.
* Focus on large multinational corporations; findings may not be generalizable to small and medium-sized enterprises.

**Expected Outcomes:**

* Development of a framework for culturally adaptive, equity-centered talent management practices.
* Policy recommendations for fair appraisal systems, inclusive retention strategies, and sector-specific interventions (such as flexible work policies for women in IT).

Enhanced understanding of the role of intercultural communication in global talent management, particularly in the Indian IT context12.

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\*\*Conclusion\*\*

This enhanced proposal strengthens the original by deepening the literature review, clarifying questions, and detailing robust methodologies. It positions the study as a valuable resource for academics and practitioners alike.

This enhanced proposal integrates intersectional and decolonial perspectives to critically examine GTM, offering a nuanced understanding of how power hierarchies shape employee retention. By centering equity, the study aims to redefine global talent strategies for a more just and effective future.

TM models.

This enhanced proposal integrates intersectional, decolonial, and cognitive outsourcing perspectives to critically examine GTM, offering a nuanced understanding of how power hierarchies and AI tools shape employee retention. By centering equity and ethical technology use, the study aims to redefine global talent strategies for a more just and effective future.

This enhanced proposal integrates intersectional, decolonial, cognitive outsourcing, and sector-specific perspectives to critically examine GTM. By centering equity and empirical insights (e.g., IT attrition drivers), the study aims to redefine global talent strategies for a more just and effective future.

This enhanced proposal integrates intersectional, decolonial, cognitive outsourcing, and sector-specific perspectives with recent findings on intercultural communication challenges in the Indian IT sector. By centering equity, intercultural competence, and empirical insights, the study aims to redefine global talent management strategies for a more just and effective future12.