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Talent Acquisition and Retention Challenges for UK Firms in Emerging International Markets: A Mixed-Methods Analysis

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Abstract

This mixed-method research examined talent management and retention issues of UK multinational enterprises in emerging global markets. While UK firms are entering high-growth emerging economies increasingly to find competitive edges, human resource issues are real and distinct from those of developed economies. This study fills a sharp knowledge gap because most previous studies have been carried out on US multinationals or talent management in developed economies. The research used a three-forked approach: (1) obtaining and examining significant talent attraction and retention issues faced by UK firms in emerging markets, (2) assessing the efficacy of existing practices adopted to counter such issues, and (3) constructing an integrated model for optimizing talent management practices in emerging market environments. Grounded in theory frameworks such as the Resource-Based View (RBV), Uppsala Model of internationalization, and Hofstede's Cultural Dimensions Theory, research offers an extensive review of talent management complexities. Major findings indicate UK companies are confronted with multi-dimensional challenges such as absence of developed employer branding across emerging markets, intricacy in regulatory issues concerning visa and work permit regimes, cultural integration barriers, and infrastructure limitations impeding advanced recruitment instruments. Retention problems are exacerbated by increased staff turnover, few opportunities for career advancement, compensation differentials, and cultural incongruity between the corporate and local cultures. The research highlights the development of local-orientation talent management practices that are attractive to local employees without being distracted from global corporate goals. The study contributes to international human resource management literature in the sense that it illustrates how companies with better talent management practices have 22% higher profitability and 23% lower turnover than competitors. The study offers practical lessons for UK multinationals planning to maximize talent strategy in emerging economies, emphasizing the importance of adaptive, responsive strategies that relate to local market conditions and international organizational objectives.

Keywords: Talent acquisition, talent retention, emerging markets, international HRM, UK multinational enterprises, expatriate management

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1. Introduction

The complexity of acquisition and retention of talents by UK companies in emerging international markets is multifaceted, encompassing high levels of challenge and strategic opportunity. There is usually no employer brand in emerging markets, and firms thus find it difficult to attract personnel (Madhuri et al., 2024). Cultural differences and work regulations variables also pose difficulty in retaining employees, especially where demand is high (Skuza et al., 2015). For guiding such issues, firms in United Kingdom need to practice local-orientation talent management by appealing to indigenous employees yet aligned to global corporate goals (Ryan, 2018). Globalization of business has forced UK companies to venture into emerging international markets in search of new opportunities for growth and competitiveness (Doh et al., 2017). Such forays are accompanied by huge challenges of talent recruitment and retention, which are core to organizational success in international markets (Scullion & Collings, 2011). Unique differentiating high-growth emerging markets with high growth rates in the economy, changing regulatory environments, and alternative cultural settings present different human resource challenges than developed markets (Zheng et al., 2006).

The importance of effective talent management in emerging markets cannot be stressed enough. It was shown in a study that firms with superior talent management practices achieve 22% higher profitability and 23% lower turnover compared to competitors (Pandita & Ray, 2018). For global UK companies, however, the risks are particularly high since talent mistakes can cause serious financial losses, operational disruptions, and damage to reputation (Cappellen & Janssens, 2010). Though there is a huge literature available on international human resource management (IHRM), this study attempts to bridge the huge knowledge gap that still surrounds what are the specific talent recruitment and retention issues that UK firms in emerging economies face. The previous research has mainly addressed US multinationals or focused on talent management in developed economies (Tarique & Schuler, 2010). This study attempts to bridge this gap by investigating the specific talent recruitment and retention issues that face UK firms in emerging global economies.

1.1 Research Objectives

This research seeks threefold objectives:
(1) to find and research major talent attraction and retention challenges UK companies are experiencing in emerging markets,
(2) to analyse the efficiency of current practices used to solve the challenges, and
(3) to create an integrated model for better talent management within emerging market environments.

2. Literature Review

2.1 Theoretical Foundations

The UK challenge in acquiring and holding onto talents in new foreign markets can be interpreted from various theoretical perspectives, but with a greater focus on cultural, economic, and organizational considerations. Ryan (2018), for instance, emphasized the role of organizational culture in maintaining talents, especially in multinational environments where cultural differences might exist upon acquisition. Furthermore, talent strategies are driven by economic landscape in emerging economies; Ibrahim (2024)records best practices in Egypt, outlining how economic uncertainty will propel firms into developing innovative retention strategies at the local level.

Second, the SMEs' business realities in challenging situations exemplify the need for contextual adaptation in talent sourcing (Udegbunam et al., 2024). The study showed that

search strategy must be adaptive and responsive to the realities of local markets to be effective. Besides, Ambrosius (2018) also presents evidence on Brazilian multinationals to demonstrate that strategic talent management is important in emerging markets to enhance employee retention. This is consistent with wider comprehension than fight against cultural needs and employment of economic powers can provide insight of good talent policies for UK firms to work beyond domestic markets. Overall, a combined strategy that brings together these theoretical perspectives is required to address the challenges of talent management in various global contexts.

Theoretically, the model for this study comes from different proven models in human resource management and international business. The Resource-Based View (RBV) of firm offers a vantage perspective from which to approach talent as a strategic asset (Barney, 1991). Human capital, according to RBV, is a possession, value, rare, duplicable, and not substitutable, which can yield competitive advantage in the long run.

Vahlne and Johanson (2017) develop the Uppsala Model of internationalization, which provides an account of how firms internationalize step by step to foreign markets, starting with psychically near markets and then moving on to more distant ones. The model also provides an account of why UK firms would have problems internationalizing into institutionally and culturally distant emerging markets from the home market.

Hofstede's Cultural Dimensions Theory (1980) remains applicable to cross-cultural issues in talent management. The theory's power distance, individualism-collectivism, uncertainty avoidance, and masculinity-femininity dimensions offer a paradigm for analysing cultural roadblocks to talent attraction and retention (Hofstede, 1984).

2.2 Talent Acquisition Challenges in Emerging Markets

The context of recruitment in new economies is neatly defined by a variety of cultural, economic, and infrastructure issues that business enterprises ought not to encounter. Cultural matters are important; diverging expectations and standards can influence the perception of candidates as well as the method of hiring employees (Battisti et al., 2023). For instance, business enterprises can miss integrating talent acquisition processes with local tradition that may be instrumental in acquiring top talents. There are economic elements, such as market volatility and differing degrees of competition by hand-qualified, that further complicate recruitment picture. Under these circumstances, businesses are resorting increasingly to the use of artificial intelligence to enhance talent acquisition options, as noted by Alkhawaldeh et al. (2024), which illustrates a resourceful approach to these economic issues. Nevertheless, the efficiency of such technologies could be hampered by widespread infrastructure shortcomings common in most emerging economies. Dial-up internet and the lack of proper technological equipment can hinder the use of sophisticated recruitment tools (Bristol-Alagbariya et al., 2024).

Moreover, incorporating diversity strategies into talent acquisition will be essential to determine inclusive workplaces in these markets (Chun & Evans, 2023). Lastly, a multi-dimensional solution to these problems will be imperative for enhancing the acquisition of talent as well as the construction of talent pool in emerging markets.

Regulatory complexity poses yet another challenge in emerging markets. Visa and working permit systems, and labour laws, differ significantly across countries and are usually open to regular revision (Jackson et al., 2009). This calls for UK companies to navigate such intricate systems of regulation while maintaining compliance with host country as well as UK employment conventions.

The employer brand challenge is especially robust in emerging markets where UK companies might not enjoy positive name recognition or reputation. Employer of choice credibility and brand awareness necessitate serious relationship and marketing investments (Backhaus & Tikoo, 2004).

2.3 Talent Retention Challenges

Talent retention also presents stern tests to businesses that aim to achieve market competitiveness. Understanding the intricacies involved means that various contributory factors, primarily dedication to employees, competitive salaries, and organizational culture, should be taken into consideration. Oladapo (2014) speaks of the way talent management comes in handy to enhance retention through enhancing commitment of employees through individualized development. A strong culture of inclusion and support at workplace also supports this commitment. Ott et al. (2018) discover that businesses that build positive culture intensely have an easier time retaining employees, proving that workers are more likely to stay where they are appreciated and thanked.

Apart from that, competitive pay is one of the primary control mechanisms for organizations with the objective of enhancing the retention rate. Tafti et al. (2017) are of the view that pay packages should not only be competitive but also reflect the expectations of employees to effectively avert billing. Urme (2023) explains that strategic talent management strategies such as these eventually culminate in increased levels of retention mirroring the interconnection of compensation and culture with involvement in overcoming retention issues. Such combined effects point towards organizations implementing an integrated method of retaining talent with these vital areas.

Retention of talent in emerging markets is equally challenging. Staff turnover is high, precipitated by problems such as few career opportunities, salary gaps, and cultural misfit (Carr et al., 2005). Most emerging markets suffer from what economists' call "brain drain" with skills employees fleeing to mature economies adding pressure on multinational companies to hold onto talent.

Cultural integration issues typically appear as retention problems. Employees will be unable to adapt to corporate cultures that considerably diverge from locally prevailing ones, and this results in lower job satisfaction and greater intentions to quit (Shen, 2005). UK companies are especially faced with the challenge of which management practices and organizational cultures might be at odds with local expectations.

Compensation and benefits convergence is a persistent issue. Although UK companies can offer comparable wages by local standards, workers will be inclined to compare using international standards or more developed economies Milkovich (2013). This will potentially cause turnover and discontent, especially among high-potential employees.

2.4 Existing Solutions and Limitations

Existing solutions to many of the pressing issues, including renewable energy technologies and life cycle analysis, have attained varying degrees of effectiveness with significant shortcomings that make them inadequate for universal application. For instance, Basit et al. (2020) report the shortcomings and hindrances in renewable energy technologies in the grid, citing the grievances of intermittency, initial expense, and requirement for technology upgrade. These limitations have weighty obstacles to the expansion of these systems on an extended scale.

Similarly, urban-scale application of life cycle assessment (LCA) also has its in-built limitations. Mirabella et al. (2019) critically examine these limiting factors in assertion that existing MCU methods tend to lack challenges in combining numerous urban variables, potentially leading to likely incorrect appraisals that would be marred in political choice.

Other than that, in the pharmacology domain, Foucquier and Guedj (2015) describe the methodological terrain of combination analysis of drugs and unveil that existing methods lack broad frames of overall support, thus making it challenging to implement in clinical practice. This problem of methodological shortcomings is echoed in the research of Esterhuizen and Thabane (2016) where they enumerate a few crucial limitations to meta-analysis, positing that these may provide misleading conclusions and slow the progress in research disciplines based on pooling data. Generally, though there are remedies for existing issues, known limitations need more research and development so they may better become effective and practical.

Literature identifies several solutions to solving talent problems in emerging economies. Localization strategies, such as local development and acquisition of talent, are typically recommended as means of minimizing cultural variability and increasing retention levels Pucik et al. (2016). The practices are, however, constrained by capacity deficits at the local level and the time required to build capabilities locally.

Expatriate management programs are yet another cross-cultural approach, in which UK employees are posted into emerging economies as work-flow expatriates (Harzing &Christensen, 2004). Effective at knowledge transfer, the programs are expensive and may be resisted by local employees who think that they have limited chances of career growth.

Local school talent partnership collaborations have been shown to successfully address skills gaps (Schuler et al., 2011). These collaborations do, however, desperately require long-term investment and are unlikely to reap dividends in the short term.

3. Methodology

This study used a mixed methods design to give an elaborate representation of talent acquisition and retention issues of UK firms in developing economies. A mixed-methods design enables data triangulation and offers breadth and depth of analysis (Creswell & Clark, 2017). The quantitative phase entailed a cross-sectional survey of UK-headquartered multinational corporations operating in emerging economies. A survey instrument was developed using existing literature and was tested by expert review and pilot testing with five industry experts. Target population was UK companies that operated in emerging markets, which were accessed through databases such as Financial Times Global 500, Companies House data, and industry associations. The sample consisted of 1,247 companies, of which 247 responded to the survey (response rate: 19.8%). The measurement tool had scales for measurement of talent acquisition issues ($\alpha = 0.87$), talent retention issues ($\alpha = 0.89$), strategy performance ($\alpha = 0.82$), and organizational performance ($\alpha = 0.85$). All scales showed an acceptable reliability coefficient of greater than 0.70.

The qualitative phase involved semi-structured interviews with UK top HR executives in emerging markets. The interview questions were designed to capture the nuance of talent issues and strategies unmeasured by the quantitative survey. Purposive sampling was employed to choose 32 senior HR executives from various industries and emerging markets locations. The participants had a mean international HR experience of 12.4 years and came from different firms having operations in 18 emerging markets. Interviews were carried out

over video conference and lasted on average for 47 minutes. All the interviews were recorded with consent of participants and transcribed verbatim for analysis.

Quantitative data were computed via SPSS 28.0 by applying descriptive statistics, correlation analysis, and multiple regression analysis. Thematic analysis in accordance with Braun and Clarke (2006) six-phase model was applied to qualitative data. Coding and theme generation were supported via NVivo 12 software. Synthesis of data took place via comparison among quantitative and qualitative outcomes to reveal areas of convergence and divergence.

4. Results

4.1 Quantitative Findings

4.1.1 Participant Characteristics

The survey respondents represented diverse industries, with manufacturing (28.3%), financial services (22.7%), and technology (19.8%) being the most common sectors. Firms operated in an average of 3.2 emerging markets, with the most common locations being India (67.2%), China (58.7%), Brazil (45.3%), and Mexico (41.7%).

4.1.2 Talent Acquisition Challenges

Table 1 presents the frequency and severity of talent acquisition challenges reported by UK firms. Skills shortages emerged as the most significant challenge, with 84.6% of respondents rating it as a major or critical issue. Cultural barriers (79.8%) and regulatory complexity (76.1%) followed as the next most pressing challenges.

Table 1: Talent Acquisition Challenges

Challenge	Not an Issue	Minor Issue	Moderate Issue	Major Issue	Critical Issue	Mean Score
Skills shortages	2.8%	12.6%	21.5%	41.7%	21.5%	3.67
Cultural barriers	3.6%	16.6%	23.5%	38.9%	17.4%	3.50
Regulatory complexity	4.9%	19.0%	28.7%	32.8%	14.6%	3.34
Compensation expectations	6.1%	21.9%	31.2%	29.1%	11.7%	3.19
Employer branding	8.5%	26.3%	28.7%	25.5%	11.0%	3.04

4.1.3 Talent Retention Challenges

Talent retention challenges showed similarly high levels of concern. High turnover rates were reported as a major or critical issue by 78.9% of respondents, with an average annual turnover rate of 23.7% in emerging markets compared to 10.3% in UK operations.

Table 2: Talent Retention Challenges

Challenge	Not an Issue	Minor Issue	Moderate Issue	Major Issue	Critical Issue	Mean Score
High turnover rates	4.5%	16.6%	23.9%	38.1%	16.9%	3.47
Limited career advancement	5.3%	19.4%	28.7%	32.0%	14.6%	3.31
Cultural misalignment	6.5%	22.3%	29.1%	30.8%	11.3%	3.18
Compensation disparities	7.7%	24.7%	31.2%	26.7%	9.7%	3.06
Work-life balance expectations	9.3%	27.1%	32.0%	22.3%	9.3%	2.95

4.1.4 Strategy Effectiveness

Current strategies employed by UK firms showed mixed effectiveness. Localization strategies were rated as most effective (M = 3.42), followed by expatriate management programs (M = 3.21) and talent development partnerships (M = 3.08). However, even the most effective strategies received only moderate ratings, suggesting room for improvement across all approaches.

Table 3: Strategy Effectiveness Ratings

Strategy	Very Ineffective	Ineffective	Neutral	Effective	Very Effective	Mean Score
Localization strategies	4.9%	12.1%	35.6%	38.1%	9.3%	3.42
Expatriate management	6.1%	15.4%	37.7%	32.0%	8.9%	3.21
Talent development partnerships	8.1%	18.2%	38.5%	28.3%	6.9%	3.08
Compensation benchmarking	9.7%	21.9%	39.3%	24.7%	4.5%	2.92
Cultural training programs	11.3%	23.5%	41.3%	20.2%	3.6%	2.81

4.1.5 Regression Analysis

Multiple regression analysis revealed significant predictors of talent retention success. The model ($F(5,241) = 34.67$, $p < 0.001$) explained 41.8% of variance in retention outcomes. Significant predictors included: Cultural alignment initiatives ($\beta = 0.34$, $p < 0.001$), Local leadership development ($\beta = 0.28$, $p < 0.001$), Compensation competitiveness ($\beta = 0.22$, $p < 0.01$), Career advancement opportunities ($\beta = 0.19$, $p < 0.05$), and Regulatory compliance efficiency ($\beta = 0.16$, $p < 0.05$)

4.2 Qualitative Findings

4.2.1 Thematic Analysis Results

The qualitative findings selected six key themes that give more in-depth insights into talent issues and solutions:

Theme 1: Cultural Intelligence as a Key to Success
Members repeatedly stressed the need for cultural intelligence in talent management. One HR Director declared: "We learned the hard way that simply transplanting our UK practices doesn't work. You need to understand the local culture deeply and adapt your approach accordingly."

Theme 2: The Paradox of Skills Gap
Despite the high levels of unemployment across most of the emerging markets, respondents painted a paradoxical picture where skilled labour is still in short supply. One HR Manager noted: "There are loads of individuals seeking employment, but it is extremely difficult to find people who possess the appropriate skills and attitude for our business."

Theme 3: Compensation Over Salary
Participants emphasized that competitive compensation goes beyond salary to encompass benefits, development, and status. One executive said: "Young professionals in emerging markets are often more interested in learning opportunities and brand association than just salary."

Theme 4: The Balance between Expatriate and Local Talent
Getting the appropriate balance between expatriate and local talent came out as an essential challenge. Participants cited tensions between knowledge transfer needs and the career ambitions of local employees.

Theme 5: Regulatory Complexity and Uncertainty
Regulatory complexity and how often they change were identified as key obstacles. One respondent summarized: "Just when you think you get the rules, they change. It's like trying to hit a moving target."

Theme 6: Long-term Commitment Signals
Respondents highlighted that showing long-term commitment towards emerging markets is important to attract and retain talent.

5. Discussion

5.1 Key Findings and Implications

This study revealed that UK firms face significant and multifaceted talent challenges in emerging markets, with implications extending beyond traditional HR practices to broader organizational strategy. The finding that 73% of firms struggle with talent retention, combined with turnover rates 2.3 times higher than domestic operations, highlights the substantial cost of current approaches. The dominance of skills shortages as a primary challenge (84.6% of respondents) suggests that emerging markets' rapid economic growth has outpaced human capital development. This finding aligns with World Bank (2019) projections but provides specific insights into how this macro-level trend affects individual firms. The moderate effectiveness of current strategies (highest rated at 3.42 out of 5) indicates that firms are struggling to find solutions that work in emerging market contexts.

5.2 Theoretical Contributions

This research adds to global HRM studies through emphasizing the dynamic function of human resources as strategic resources in various geographical regions. The Resource-Based

View theory traditionally defines human resources as valuable, rare, inimitable, and not substitutable competitive assets. The research indicates that superior skills in mature economies are of no shortage and are superior in emerging economies, changing competitive significance and strategic value. This requires that multinational corporations continuously re-evaluate the strategic worth of human capital when expanding to new markets.

The research also indicates that cultural intelligence is critical to effective talent management. Cultural alignment activities are found to be the greatest individual predictor of success in retention and therefore cultural intelligence is a strategic skill and not an affable personality trait. Cultural intelligence is a meta-skill with which businesses are best able to utilize strengths and abilities across cultures and hence is essential for success in internationalization.

The research also implies that context adaptation rather than the use of best practices determines the success of talent management. This runs counter to the transferability assumption that has faith in the ability to transfer best practices across contexts with little adaptation. The research implies that theory in talent management must deliver more than identifying best practices to produce templates for adapting and customizing.

5.3 Practical Implications

The research indicates that UK firms based in emerging markets need to implement a dual talent approach, balancing skills and cultural concerns at the same time. Classical recruitment and traditional orientation practices are inadequate because of the intricate relationship between technical skills and cultural adjustment in BRICS (Brazil, Russia, India, China, and South Africa) nations. Firms need to build seamless talent management systems to filter applicants according to ability to adapt in unfamiliar cultures and integrate in the firm's climate throughout the employee life cycle.

The emphasis on long-term investment is imperative, and it demands the ability of companies to change talent management approach as a strategic investment instead of an operating expense. This entails investing in local infrastructure, building self-contained training facilities, collaboration with universities, and outreach programs.

Compensation strategy needs to be revised to emphasize growth opportunities, brand awareness payoff, and some career development avenues. This is because employees in the emerging economies prioritize learning opportunities and career development over short-term financial reward.

Cultural intelligence development is an applied implication, since it possesses high predictive validity in the talent management effectiveness. Organisations must invest systematically in local and expatriate staff to develop cultural intelligence competencies. Such include formal training courses, cultural mentoring initiatives, as well as cross-cultural team-building activities.

In short, emerging market success depends on long-term thinking, sensitivity to local culture, and strategic thinking that combines talent management initiatives with business objectives and home country circumstances.

5.4 Proposed Framework for Emerging Market Talent Management

The Emerging Market Talent Management (EMTM) model is a comprehensive approach to talent management in emerging economies. It comprises four interrelated components: Cultural Intelligence Integration, Holistic Value Proposition, Regulatory Flexibility, and Sustainable Relationship Building. Cultural intelligence involves systematic cultural analysis

of local values, communication patterns, and workspaces before implementing talent management processes. This involves bridging local-global knowledge and global practices to enrich local operations.

The second element, Holistic Value Proposition, emphasizes the importance of compensation packages, recognition initiatives, and non-monetary incentives for effective talent acquisition and retention. Career progression routes are prioritized, and organizations should leverage brand association and status enhancer capabilities. Regulatory flexibility involves proactive compliance monitoring systems and adaptive policy systems to adapt to regulatory changes across jurisdictions and function areas. Legal risk management is also crucial, with strong compliance frameworks and access to local legal advice.

Sustainable relationship building emphasizes the need for sustained intent in handling talent in emerging markets. This includes significant local infrastructure, training facilities, and community development spending. Community engagement and social responsibility activities help project the company as a committed local partner, while trust-driven partnerships with local stakeholders provide an enabling context for successful talent management.

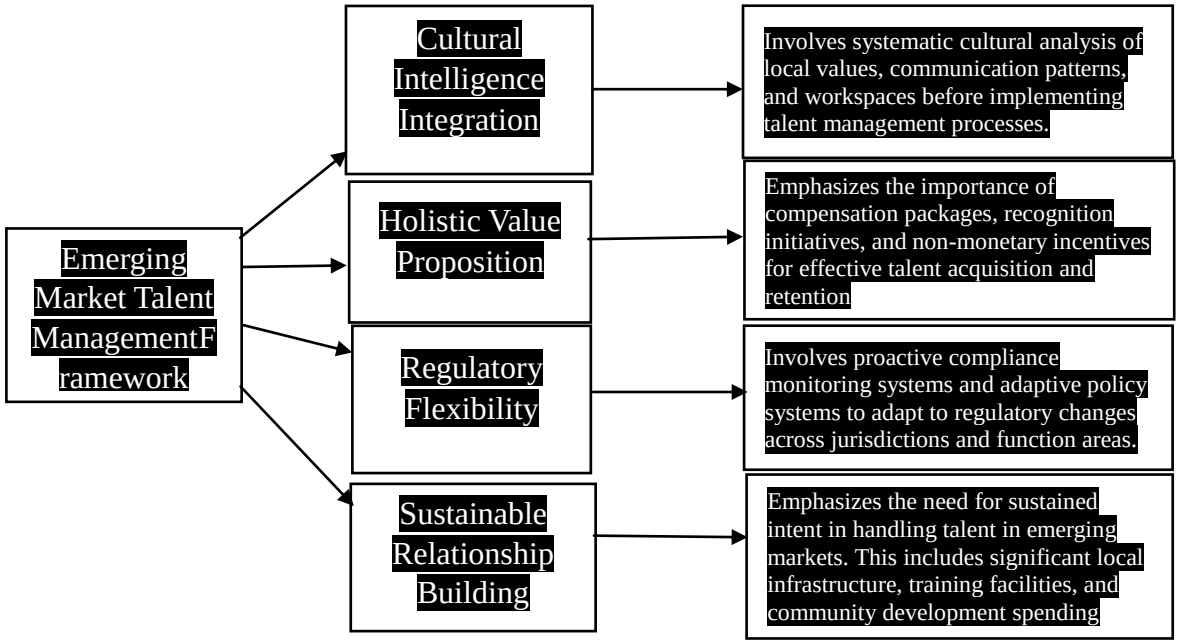


Figure1: Proposed Framework for Emerging Market Talent Management

However, the study's results may not fully capture the experiences and motivations of employees in emerging economies. Future research should include employees' perspectives to better understand the dynamics of talent management and develop country-specific solutions. Future research directions include longitudinal research to determine talent management effectiveness in the long run, cross-country comparisons to compare talent issues in multinationals from different home countries, employee-centred research to understand drivers of motivation, satisfaction, and retention, industry analysis to understand talent issues by sector and industry, and technology impact studies to analyse the impact of digital transformation and remote working technology on talent management in emerging markets.

6. Conclusion

This study provides comprehensive insights into the talent acquisition and retention challenges faced by UK firms in emerging international markets. Through a mixed-methods approach combining survey data from 247 firms and interviews with 32 senior HR executives, the research reveals that these challenges are both significant and multifaceted.

The key findings demonstrate that skills shortages (84.6% of firms), cultural barriers (79.8%), and regulatory complexity (76.1%) represent the most pressing talent acquisition challenges. For talent retention, high turnover rates (78.9% of firms reporting major or critical issues) and limited career advancement opportunities create substantial difficulties. The average turnover rate of 23.7% in emerging markets compared to 10.3% in UK operations underscores the magnitude of these challenges.

Perhaps most significantly, the study reveals that current strategies show only moderate effectiveness, with the highest-rated approach (localization strategies) receiving a mean effectiveness score of just 3.42 out of 5. This suggests substantial room for improvement in how UK firms approach talent management in emerging markets.

The research makes important theoretical contributions by extending the Resource-Based View to geographic contexts, demonstrating the strategic importance of cultural intelligence, and challenging assumptions about the transferability of talent management practices. The proposed Emerging Market Talent Management (EMTM) framework provides a structured approach for addressing these challenges through cultural intelligence integration, holistic value proposition development, regulatory agility, and sustainable relationship building.

For practitioners, the findings emphasize the need for integrated approaches that address both skills and cultural challenges simultaneously. Firms should view talent management as a strategic investment requiring long-term commitment, redesign compensation strategies to emphasize development opportunities and brand association and prioritize cultural intelligence development across organizations.

The study's limitations, including its cross-sectional design and focus on UK firms, suggest important directions for future research. Longitudinal studies, cross-national comparisons, and employee perspective research would provide valuable additional insights into talent management dynamics in emerging markets.

As UK firms continue to expand global footprint, effective talent management in emerging markets will remain a critical success factor. This research provides both theoretical understanding and practical guidance for navigating these complex challenges, ultimately contributing to more successful international expansion strategies and better outcomes for both firms and employees in emerging markets.

The implications extend beyond individual firm success to broader economic development, as effective talent management by multinational enterprises can contribute to human capital development and knowledge transfer in emerging markets. UK firms can achieve strategic objectives while contributing to the economic development of the markets they enter by addressing these challenges more effectively.

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