

Talent Management of Repatriation is Today's Challenge in the Absence of Unilateral Repatriation Support Practices of the Organization

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Abstract

The repatriation of employees is a complex process that requires careful management to ensure that the transition is successful for both the individual and the organization. This study examines the talent management issue of repatriates in different eras and highlights the challenges associated with retaining repatriates in the absence of unilateral repatriate retention policies. The study emphasizes the importance of repatriation support practices by organizations to ensure the success of the repatriation process. The research delves into the domain of talent management, exploring the broader issues that organizations face in this area, and then narrows its focus to the specific challenges related to repatriation. The study highlights the global staffing issues related to repatriation and the challenges associated with retaining repatriates in both emerging and developed economies. It stresses the need for organizations to adopt effective repatriation support practices to retain talent and ensure the success of the repatriation process. The findings of the study suggest that organizations need to develop effective repatriation support practices that address the challenges associated with repatriation. These practices should include pre-departure training, ongoing support during the repatriation process, and post-repatriation career planning. The study concludes that organizations that adopt effective repatriation support practices are better able to retain talent and benefit from the valuable skills and experience that repatriates bring to the workplace.

Keywords: Paternalistic Leadership, Organization Citizenship Behavior, Effectiveness

1 Introduction

This integrated literature review covers some major themes which originated from 1989 to 2016

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most of the literature revolves around the major construct of global talent management. Global talent management nowadays is of the top 20 highlighted issues in the world. most of the research is being done to take this as a variable of research. As today's world is globalized and managing human capital around the world is not only a task but also becoming an issue. On one side human behavior is a complex behavior that is very difficult to determine in the otherwise globalized world making the retention of the repatriates customized (Kliem, [2021](#)). Due to this customization most of the things are going to mold according to the behavior of repatriates. Industrial influences, tough competition environment, and social and economic awareness become the moderating factors in the retention of repatriates (Ariss et al., [2014](#); Breitenmoser & Bader, 2021). The recent meta-analysis of expatriate returnees or repatriate's literature let us know the importance of the repatriation support practice of any organization. According to the latest research in last 2015 or 2016 which covers the research of forty years' organizations are lacking in their repatriation practices, unable to transfer their expatriate knowledge throughout the organization and meet the expectation of repatriates (Viswanath et al., [2022](#)). Due to the repatriate market not so stable and fluctuating heavily organizations found this phenomenon miserable (Begley et al., [2008](#)). If we take the 1989 research, there is the issue of expatriate adjustment and executive events for the repatriates. Today we are still trying to find out the solution and this is due to the lackness of a systematic approach is missing and there is no high-order content on which the research makes their one consensus (Bjorkman et al., [2015](#)). We have to develop some theory according to the past 2-3 years' literature so we will be able to make their retention possible or even drop down the rate of repatriate's turnover intentions. Most of the work in this construct is done but most of the issues we need to still resolve (Collings et al., [2014](#)).

1.1 2016 International Assignments

This study discusses the initials of international assignments. Which was started around the 1970s, when the market goes international and most companies start their operations globally. Companies shift into multinationals and operate from one country (Bucheli et al., [2019](#); Kraemer et al., [2016](#)). And the demand for employees who could work beyond the parent country getting increasing (Young, & Willmott, [2023](#); Jayasekara et al., [2014](#)). At this time field of management decide to cope with the demands of those international employees in the frame of an expatriate. and countries take this dimension seriously. Commonly companies do their international tasks through experts in the task who can adjust themselves in the next country for assignment for the achievement of company goal (Collings et al., [2009](#); Werdhiastutiet et al., [2020](#)). The one who could live there for about one year for some target and as he has done his assigned duty came back to the parent country (Collings et al., [2007](#)).

The body of literature on expatriates becomes the umbrella of major contributions such as international assignment training, expatriate adjustment, spouse adjustment, and repatriation issues (Dabic et al., [2015](#)). Adler, Harvey, Gome-Mejia & Balkin, are considered the major contributor who highlights the concerns on repatriation issues in the era of 1989. Black & Gregsen, Black et. Al, Stroh, et al. Tung is a major contributor in the era of 1991-1998 on issues of repatriates. Lazzrova & Caligari suutari & Brewster are the contributor to repatriate issues in 2002-2003. Kreimer et al. Recently added to this agenda in 2012 (Farandale et al., [2010](#)).

1.2 Aspects of Expatriates & Repatriates

As this went to the global phenomena think tanks of organizational psychology starts to find the different dimensions of this phenomena. Scholars analyze the different cores of expatriation and cores of repatriation across the last four decades (Andersen, [2021](#); Guo et al., [2013](#)). This study analyses the most effective 100 published studies in the area of expatriation and repatriation and covers the dimensions of these areas during these years. And then highlights the major themes circulating in these areas (Harvey et al., [1918](#); Hutchings, [2022](#)). This study also made a good

debate on the evolutions and purposes of the themes in this area. And guide us through developing a note of questions that are still pending answers on the grounds of what the researcher already learned (Hatch, [2023](#); Scullion et al., [2007](#)). This study suggests that upcoming individuals and as well as organizations about the better management of expatriate assignments in the light of previous research. The study concludes by forecasting the directions for expatriates and repatriates (Sidani et al., [2014](#)).

study not catering the issue of international assignment in a details way but pick some border concept which is linked with one another and produce an effect on expatriates' retention after coming back to their home country (Sathl et al., [2009](#)). This study represents US repatriates who are the same victims of the US repatriate practices and are dissatisfied with the process of repatriation following there.

1.3 2015 - Meta-Analysis

This comprehensive study is the study of literature; on challenges that human resource management is facing till now. Today businesses are more globalized than ever before. One of the major constructs is Expatriates and the impacts of expatriates on the performance of any particular business. this literature review is based on forty years of research and makes us understand what is known and what is not now. Bibliometric analysis is developing to understand the conceptual map of the research evolution about expatriates (Şahin-Mencütek & Tsourapas, [2022](#)). The analysis is based on 438 published papers, in 104 journals by two 233 different authors. This review highlights the ignoring systematic approach the adoption of the systematic approach was missing. So this review helps scholars as well as a practitioner of International Business Management in the field of Human Resource Management. This review helps in the extended level of development and helps about how should deal with the issue of expatriate hiring. Ever forty years of good quality research, there is room for High order content in the literature on expatriates. which is still missing (Vitus & Jarlby, [2022](#)). and by adding higher-order content research would cope with the advantages of expatriate hiring. As there is a gap of high order of content and this can be filled by using new contexts and organizations that must be in the agenda of research. Through a systematic approach in the Global Human Resource Management field, research would be able to produce the high order content (Belcourt et al., [2022](#)).

The study emphasizes developing a consensus among the researcher so researchers do their research properly and effectively. Literature focuses on international business management integration with the Human Resource Management practices of expatriates. the systematic approach is continuously missing in the literature for four decades. In the meta-analysis, researchers easily found the gap in this construct (Biholar, [2022](#)). The literature of the meta-analysis provides good themes of the expatriates or repatriates. And Scholars and reviewers can easily identify what we know about the expatriates and what we still need to develop. The author emphasizes the development of the theory according to him this is the time to develop a separate theory for expatriates it could be the theory of expatriate management. Because previously transactional theory, agency theory, compensation theory, and resource-based view contingency theory already use to get to know about the issues of repatriates. Due to the use of different theories results are not giving us a common agenda on which we need to work further (Sahin Mencutek, [2023](#)). We need to identify the commonalities of using repatriation practices that organizations in the management of expatriates.

2 Repatriates' Level of Analysis

This study produces a little above the framework of IHRM as a field. The study proposed the IHRM framework through four levels. At first country, region, and industry level a broad perspective, and Second at MNC. Third at the level of Subsidiary or unit level Forth at the level of the individual in which the study caters to employees, their families & teams also. Study builds

the differentiation between the factors that influenced it. defines that Human Resource Functions encompass the Human Resource Department and human resource policies & practices. The study proposed the framework in one step ahead model of IHRM Practices and then analyzed the level of analysis. Repatriates and country individuals are the concerning issues of the organizations and scholars (Dizon et al., [2022](#)). Literature tries to identify the element of individual expectations and repatriates' expectations on a different level of analysis. The study also discusses these levels of analysis and provides the overarching framework of IHRM practices (Shao et al., [2022](#)). These practices may be found helpful for organizations in the process of retention of repatriates as well as individuals.

2.1 Issues in Repatriates (Proximal Outcomes)

The study discusses the issues of repatriation adjustment, intent to stay, actual retention, individual climates, identification of MNC's Unit /Other Attitudes, knowledge sharing/ transfer knowledge, human and social capital, workload, and stress. Developing countries like the US are also the victim of repatriation practices here is the point or need to explore the phenomena which directly or indirectly effects repatriates' psychological environment (Clavijo Rojas & Montaño, [2022](#)).

2.2 Results (Distant Outcomes)

Research builds the possible or far-coming outputs of Human Resource Management. The proposed framework of the research gives us the path to get to know about the already researched and further possibilities for future work. The study proposed some pathways to handle future research.

Because of these issues, there are some distant outcomes like job performance, work-life balance, and career progression. The macro level of analysis provides a sense of the effects of outcomes. Results in the case of IHRM practices of organizations. The study suggests the institutional theory used for the combination of players who are directly involved in decision-making policies and procedures (David et al., [2019](#)). Scalars use the knowledge-based perspective for the development and the proper floating of knowledge within the organization or across boundaries. Right, and Van de in 2009 emphasized the multi-level research framework need for a better understanding. The presented overarching framework helps the scholars of IHRM to a better understanding of the international business community and helps to meet the market of expatriates (Kornau et al., [2020](#)). We shouldn't argue the objection on the mixing of the contribution from the different related fields of IHRM

2.3 2014 - Talent Management Practices

This research examines how Talent Management is modified from Institutional Corporate Driving Forces. Research claims he adopts from the huge institutional literature for understanding organizations. That how organizations using in particular HR Practices for managing talent or in other ways using of talent management practices in Gulf Cooperation Council (GCC) (Tlaiss, [2020](#)). This is a very important study not only due to catering to under-researched agendas, on the other hand, exploring types of variables so researchers or organizations could get a better understanding of the Talent Management Process in a Non-West Context. Research explores that organization works on localizing itself to get legal legitimacy when in the process of improvisation of efficiency through actions caused by economic sustainability. Organizations are working on creating a balanced approach in strategic local adoption and strategic international assimilation in the process of Talent Management (TM) (Kaliannan et al., [2023](#)). The study develops minor adjustments to Schuler et. al. 2011 framework of global talent management and global management initiatives. He brings globalization, demographics, demand, and supply of workers under one roof of forces and shapers. He considered the right numbers, right location, right prices, right competencies & motivation as challenges of Global Talent management. He caters to HR

planning, Staffing, T & D, Performance appraisal, and compensation under one room of HR policies & Practices. According to the amended framework organization achieve its goal in a sense of Competitive advantage, Employee branding, and talent positioning.

2.4 Forces Impact on TM Process

This research dispenses the framework which reflects how different forces leave an effect on the process of talent management. Talent is the two perspectives one is local talent and the other is foreign talent. According to the theme, both are different. Many of the researchers are aware of the difference between the talented and the talented employee of the organization (El Masri, & Suliman, [2019](#)). Companies are facing different challenges according to their demographics for segregating their employees like foreign and local employee companies normally try to bring talent in by two common approaches 1. Attracting Selected & Developing Talent. 2. Through Retention strategies and evaluation criteria. Pressure on talent management, organizational policies & Procedures, organizational challenges, or the results produced due to these factors are the forces that impact on Talent management process (Kravariti, & Johnston, [2020](#)). The corporate environment of the world recently finds a big hit in Arab culture. As same happens in global cultural competence. Because there is also the impact of local laws and rules on the talent management process. Local as well as regional companies exploring local talent in this regard.

2.5 Global Mobility the System of GTM

International mobility is an essential component in MNEs now a day in the area of Talent management systems. research and practice are the two areas of practice. This study develops the debate around the two paths of practice and illustrates how global mobility and global talent management play an important role in MNEs' success. In 2001 study valued the importance of organizational leadership qualities and the alignment of these qualities with the company's strategic perspective is unidirectional (Raimo et al., [2020](#)). Studies are engaging in developing the relationship between global talent management and global mobility. Literature finds that global mobility is part of the global talent management system. The study also tries to establish the missing integration between these two constructs and considers this as a significant gap from the researcher's side (Odden, & Russ, [2019](#)). The literature of the study focuses on developing the discussion among these two variables knowns as global mobility and global talent management.

3 Human Capital & Social Capital Theory in Global Staffing

Two theories human capital theory and social capital theory are used in this study to introduce a theoretical framework for the amalgamation of two views of the global talent pool and ways of managing global staffing circulation. And produce the indicators of organizational routine works that bestow global mobility in multinationals. In another important part of the study, the researcher makes the direction of the literature on the side of social capital and human capital theory. A researcher wants to see this established variable through the glass of these theories. The study discusses the distinctive roles of global mobility and their alignment (Guo et al., [2020](#)). By holding this study David cooling wood reveals not only the relationship among them but also shows there are more positions that exist other than leadership. According to his research management is not limit his boundary to the only position of leadership. Global staffing is part of global mobility. Retaining these repatriate organizations can save the cost of expatriates. highlights the issues and opportunities for developing the relationship between mobility and talent and also proposed some directions for further studies. Global mobility is the high concern direction of MNCs. because it is very normal in most multinational corporations (Collings, & Sheeran, [2020](#)). But it is not right to put this only for the multinational corporations or Companies. due to globalization medium and even small-scale companies are dealing with these phenomena of globalization. Global mobility although put a great impact on the environment and cultural concerns of the organization.

3.1 Leadership in GTM

Familiarity with the construct of talent management was unable to provide the core of the thought in the field of leadership succession (McCowan, [2020](#)). This paper introduces this unique issue and shows its importance after a detailed draft of knowledge about talent management, including practical and theoretical perspectives as well. This study provides the introduction for completing the vacant space of knowledge at different levels as well as different ways. This study provides the methodological concern while studying the Talent Management construct. In the end, the study finds many important themes which are now as well as in the future affecting the literature and practice of Talent Management.

Research on talent management makes a gap while providing leadership career orientation in the business. This study provides you with the different pathway for presenting the research from many theoretical and philosophical grounds. Sometimes talent management uses simple practices of HR like selling off the old wine in a new bottle case. Right now, from the literature, we can easily assess there is no Uniform knowledge about using talent management practices. Accessing leadership to women is quite difficult to attain due to a male-dominant society. According to Hofstede dimension of masculinity and power distance the cross of individual and organizational levels women difficult to reach in leadership roles. D.Colling wood's definition of talent management is to attract develop and then retain and after retaining employees set those employees in diverse worldwide roles. Executives are the backbone of any company practically as well as in the field of scholars. Executives are the key component of the firm strategy of development (Rainer et al., [2019](#)). Executives are the ones who must get to know the strategic arrangement of the company. Management also focuses on them not only due to they are the successor of their managers but also because they are directly linked with the markets. Organizational culture is the major impact force on the executives' competencies (Trushkina et al., [2020](#)). Competencies are the results of cultural forces. Talent management of executives is the issue when literature goes around the philosophies of talent management programs for executives. The mutual benefit perspective also uses in this paper there should be a balance between the executives and organizational goals. Combination of the two variables expatriates and talent management in depth we will get the best example of a balancing approach to talent management. The study held in China and India regarding talent management both studies develops a distinctive perspective of talent management. And perceives the values of talent management differently.

4 Relationship Between HRMPs & PABOs

The study was based on Sri Lankan expatriates to find the relationship between Human Resource Management Practices and Post Assignment Behavioral outcomes. Research approaches to find three research questions. First, is it possible that individual Human Resource Business Practices reinforce Desirable Post assignment behavioral outcomes? Second, is it possible to make the relationship between them strong, when Human Resource Business Practices are in a bunch? Third, is there any possibility that the objective of the expatriate foreign task affects the influence of the relationship between Human Resource Business Management Practices and Post Assignment Behavioral Outcomes? For finding the research questions questionnaire method was used to survey expatriates. In this regard, 155 respondents were analyzed by hierarchical regression. The study finds that preparation & selection significantly affect job commitment organizational commitment and retention. As an individual practice and in bundled practice. But Recruitment, training, performance evaluation, and compensation improved job and organizational commitment as bundled but not found good in case of retention. Assigned tasks influenced the relationship among human resource management practices and results called post-assignment behavioral output.

So, companies need to attempt a combination of many human resource management practices.

And made customization in Human Resource Management practices may help to improve the result Retention and development. The importance of this study is the first research in the Sri Lankan context to enhance the desired ratio of results which is managing expatriate behavior after post-assignment. The contingency approach plays a very important role in this regard. The paper presents the conceptual framework of HRBP and PABOs. accordant to the study based on this conceptual framework organizational practices define the limits of the behaviors of repatriates. In this model HR practices divide into two bases, one is a developmental base and the second one is a motivational base. The developmental base has HR practices called preparation training selection and recruitment and the second base have performance evaluation and compensation these HR practices are the predictor of the behavioral outcomes of the repatriates in other words post assignment behavioral outcome are the result of these practices. These outcomes are job commitment, organizational commitment, and retention of the employee (Naz et al., [2020](#)). But the relationship between HR Practices and Behavioral outcomes is moderated by the purpose of the assignment. Without any doubt location, industry type, form of the business, marital status, age and education, and position on which employee is working also play a very vital role in the process of generation of behavioral outcomes.

4.1 2013 - Self-Initiated Repatriates

This study deals with careers and SIE/R research is based in china where self-initiated repatriates looking for their careers after returning to their home country. This is an exploratory study, in which in-depth interviews are taken with 20 Chinese individuals who come back to their country after spending about a minimum of three years. These spend time including living, studying, and working in the territory of the host country. The finding of the paper gets to know us about the independent and interdependent factors that show the Chinese returnee reflection through career agency. The study claims that career agency leaves an impact on individual and contextual factors. This study provides you with the empirical approach and seconds the teams and Arthur's arguments. The results of the paper reflect that the middle part played from the individual's proactivity and influences of context in the span of Self-initiated repatriation. The data sample was small but rich, which limits the study of generalizability.

4.2 Facilitates the Expectation of Repatriates

The practice implication of this study is about managerial practices. These practices address the special career importance and desires of Self-initiated repatriates who helps those concerned to come back and apply the knowledge and skills that they learn in their local's nationality (Kumar et al., [2019](#)). Policy drafters need to provide inspirational support and enhance the desire to return to China back. The expectation of the repatriates is molded by the environment of the host country and the social experiences of the repatriate. All three dimensions of the motivations of repatriates are culturally and socially and economically merged according to the researcher's point of view China considering the land of opportunity for expatriates, people make their dreams true there in their career development of any person. These opportunities are not present in the already developed areas of the world like the UK, USA, or any developed country. According to the transcript of the interview. Chinese person got to consider this as an opportunity for coming back to their original country (Zhai et al., [2019](#)). Not only due to the high pace of economic growth of China but also the fact of the world is seeing towards China. And people are moving towards China. This chines person come back from the US due to the slow development of the Economy.

These repatriates in China not took the decision un realistically but they had a comparison with them while they are relocating from one country to return to China. but most of the people repatriates develops their minds and high expectations so they find themselves not so happy on returning to China due to a lack of support from the institutions which caused them stress. Without a practical approach to the sea turtle's progress, these expectations cause another layer of anxiety

and frustration. The people are professionally developed and also try to meet their family requirements for careers. Because they are interdependent. So, repatriates or returnees get the again cultural shock in the process of repatriation (Ellis et al., [2020](#)).

4.3 Barriers/Difficulties of Repatriates

The value of the study is to find the self-initiated repatriates experiences in developing countries that are in less quantity. new research finds the barriers that limit and make able to move for an international career. This study finds the barriers and additionally makes us understand the difficulties in the case of repatriation.

5 2010 - HR Functions in MNCs

Currently, we know the mini part of the corporate human resource functions in multinational enterprises about global talent management. covers a small area of research now on global talent management.

5.1 Two Perspectives of GTM

Study shows global talent management through two different views, one is the talent management competition with increasing globalization. Like globalization of organizations put this topic into the spotlight. Second shows the reflection of the newest forms of expatriation or mobility across the globe (Bader et al., [2019](#)). Organizational capabilities define how an organization manages talent and what needs. In this regard, the organization first considered the process of global talent management (GTM) and Second how individuals are willing to be mobile for the assigned task. Emerging markets of talent management also play an important role in this scenario.

5.2 New Corporate HR Roles

This study identifies the new corporate HR roles which need to be clarified. Then recommends that should work on advancing or understanding the theory of global talent management and their practices. This could be the major in future challenges or Corporate HR.

5.3 2009 - International Assignment as a Tool of Development

In today's world international career in leadership development is a very special area of the managers career. But this is also the fact that companies are still stuck in the retention of expatriate's retention. And unable to provide long-term career development and succession planning. Most of the traditional repatriates left the job. Somehow international assignment is the cause of leavening the company as the international assignment ends. 1779 global assignment handlers are the respondent in this study and examine the influencer that is attached to the turnover thoughts of the repatriate.

6 Types of International Assignments

The findings of the study show the specialty of making a distinction among two types of assignments one is learning driven and the second is demand driven for the understanding of expatriate's thought views of turnover.

6.1 Predictors of Turnover Intention

The study found 3 catalysts that predict the intentions of turnover in repatriates. Other than the assignments. Whether the assignment is functional or developmental. First is company support lower satisfaction, second repatriation concerns are high and third career advancement opportunities gets low in the company as compared to the opportunities available outside the organizational territory (Irabor et al., [2019](#)). The research discusses the implications and practices

6.2 Key Role of Global Staffing

The study gives the surroundings of the current unique issue in staffing globally and gives the new review which is well refined in the part of literature. study identifies the prominent part of staffing people globally in the light of static human resource management. This study in deep focused on innovation, organizational learning, and corporate integration

6.3 Evolution of Global Staffing

Then in the next step study focused on staffing people globally which study focused on the research already done at this time. The last part study recommends a few key current-time issues, which need to address. The address of these issues will help us and plays the role of guide in the findings of global staffing. Global staffing remains an essential issue for the global market as mentioned in the literature and most of the studies highlight this issue (Hongal, & Kinange, [2020](#)). When global terrorism increases and organizations face difficulties to retain their expatriates, most of the world's economies start competing based on racism against each other at the international level (Kotabe, & Helsen, [2022](#)). This competition is based upon lame blame to each other with the tagline that this country is involved in terrorism and the rest of the countries should boycott that country by stopping importing as well as exporting. This blaming became a very common trend at that time no country bears that blame for the increasing pressure on their nationals so as a result they lemmatize their self, even many countries banned the entrance of other countries' nationals in their countries whether they already were on their international assignment or they just arrived to perform their assignment at international level. Now the organization faces difficulties to screen out people that had the skill set as their employees. The lack of staffing started increasing day by day and the global market had a shortage of expatriates to run the operations of the international market (Zhong et al., [2021](#)). At this stage, technological use was introduced as the world become more and more modernized the function of operating the business became more effective as well as become more efficient. Innovations took place in the emerging global market as the trend of the international market became different with the advancement of technological use. The trend of running a business on international platforms become smarter. Innovations put a positive influence on the global market and take dominance over the trend of blaming each other on terrorists and the trend of competing at the international level just based on racism (Bezrukov et al., [2021](#)).

6.4 2008 - Self-Initiated Repatriates

The Agenda of the study is to observe the Self-initiated repatriation experience of local's professionals who return and mixed in themselves in the market of employees of the Republic of Ireland on their wish rather than any other help from any employer side. Mixed methodology approaches were used in this study for data gathering. In starting calling of research participants 40 respondents were received, then 34 responses were received in the next phase. Invited respondents made themselves self-available for in-depth interviews and focused group discussions. In the end, there are 7 participants in the group and 11 in the interview who agrees. The results of the study let us know the fact that adjustment issues are common in both, those who return according to their wish and who return as traditional repatriates. Adjustment of home country environment and nationals and many stagnant dissimilarities were found (Biron, [2020](#)). And study believes that if we investigate the adjustment to work we will be major differences. So, there is the potential f studying adjustment to the work. Additionally, there is also the issue of stress and turbulence of the difficult repatriation process. This is an exploratory study so have the room for empirical investigation. But the study provides a few directions for future studies. Upon our work could get the major results. The importance of the paper is building up the connectivity in the existing literature and focusing on the issue of self-initiated repatriation. This study on the Republic of Ireland presents the face of Ireland as a Celtic tiger. Because most of the people come back there on them on the wish for finding work.

7 2007 - Key Emergent Issues

7.1 Changing Landscape of International Business:

This paper makes me familiar with the unique issues in the 21st century faced by Global Human Resource Management at the start of the study, the study reflects the major features of landscape changes in global businesses and important emerging concerns for GRHM at the start of the 21st century.

7.2 Increasing Global Terrorism after 9/11

The study discusses the important themes of evolutions of global economic patterns specifically focused on India, China, and Central Eastern Europe. The study discusses the themes of terrorism from a way of the 9/11 world perspective. The study highlights the patterns which are changing in global staffing, and changing the nature of careers. In the end, the Study discusses the content of this unique issue. The study highlights the wave of issues raised in the global market after the attack of 9/11. World's economy changed after this incident and many globally penetrated businesses bear considerable losses. The operational style to run a business in the international market changed. Organizations are forced to move back their expatriates that were on their international assignments at that time. This incident also had an epic impact on the psychological perception of the expatriates and this impact on their psychological perception will decrease their retention level to stay at their organizations after returning to their home countries. This dissatisfaction towards organizations of the repatriates was the result of organizational support. Their stiff arguments about the organization were that they didn't find any support in any form right after the happening of the 9/11 incident. while on the other hand organizations' stance spotlight on the fear of their expatriates which was abnormal at that time. so, organizations had to recruit individuals from the start who will go and perform their organizational assignments at the international level at that time increasing global terrorism in the world will give a solid dent in the organizations in the form of financial loss.

After little time of 9/11 happening the bombing in London will put a stiff impact on the world economies of the countries. All the businesses that were established or operating at the global level at that time were reached nearly to demolish (Aslam et al., [2020](#)). this is the era where organizations took a step to go towards global staffing again to operationalize their business and at least at that stage where they were, with time a stage comes where organizations recover their sustainability in the international market and the economies are moving towards their normal levels. Also, the awareness of training programs for the employees of the organizations increases, Organizations develop training programs and conduct those programs to transfer enough knowledge or a set of skills that will assist expatriates while performing assignments at the international level i.e. how to interact with other people in case of any urgency, how to adopt multi-cultural values as well as multi-cultural norms (Ozkeser, [2019](#)).

7.3 The Complexity of Global Staffing

This important study influences the complexity of international staffing. Before it was ignored in the field of strategic global staffing. The paper views the MNCs continually ignoring the phenomena of the complexity which is highly involved in global staffing. Or ultimately cause the issue in global talent management. and develop the focus of organizations and academics on the strategic glass on staffing.

7.4 Strategic View

Paper gives an idea of handling international assignments in a customized way. International assignments changing heavily. The paper discusses one-quarter of basic involvement in foreign assignments is traditional.

7.5 Variety of Issues

The study identifies the major concerns of expatriates which is Finance side issues, demand issues, and majority career issue as a spark of assessing them again. This study highlights the emerging profiles of other conventional international assignments.

In which short-period assignments, passenger assignments, Foreign business travels, and virtual assignments.

7.6 Standardized Approach for Development of HR Policies & Procedures

Due to the emerging portfolios of traditional foreign assignments which is unjustifiable, it needs to develop HR policies and processes that show the distinction among different types of emerging traditional foreign assignments and shows the complex part of those association. So, organizations use expatriate assignments in a very positive way forward. And helps to create good gestures from the organizational side.

7.7 Policy Development Foundations

Organizations should focus on recruitments and selection training, reward management, and health and safety issues and their different implications by exploring these implications organizations can build a distinctive image of a conventional international assignment. previous literature reveals that expatriates face problems after accomplishing of assignment on returning to their home country but the perception of the issue i.e. the fundamental issue is family, the literature in the earlier era shed light on that the family problems are the secondary issue. The essential issue is the cross-cultural training for pre-departure and later on at the time of arrival. It will benefit and assist expatriates to adopt the cultural values of their home countries as mentioned in previous research as well as assist to face environmental issues and also give synergy to mold according to the home country culture. These training programs should be conducted on both sides, first when organizations send their employees for an international assignment to perform internationally, and second, cross-cultural training should be conducted when expatriates accomplish the international assignments. Organizations also should conduct the third phase of the training program to retain its repatriates by debriefing about what they had learned from international assignments and how they transfer knowledge to other colleagues.

8 1989 - Expatriate Management Issue

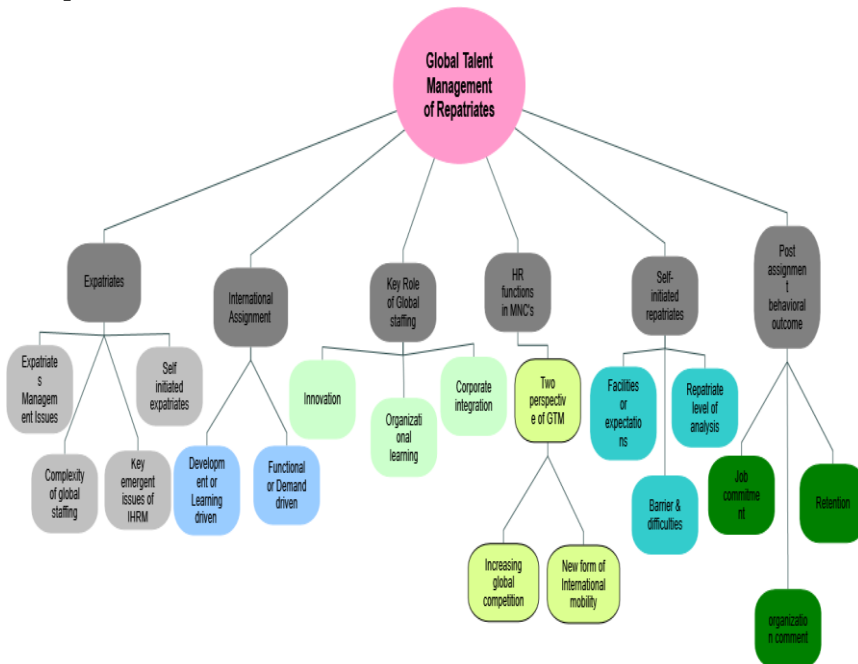
Proper management of corporate executives who comes back from foreign assignments. And unable to adjust after returning. Organizations find adjustment issues. many studies in literature find this is the hottest issue now a day for academic's researchers for finding the reasons behind these phenomena. Study stage itself on the questionnaire filled out by Members of the American Society of Personnel Administration (ASPI)

8.1 Executive events of repatriation

The concerned study is focused on the issue that's are facing in repatriating executives. many organizations develop repatriation executive events on returning of expatriates. The study checks the programs which are not properly executed by MNCs the literature also spotlights the issues of the repatriates on return back towards the home country. issues could be cultural values as well as norms, resistance to adoption of organizational environment, career path, and psychological perception (it could be positive and negative as well). Issues could be regarding family. culture has a strong impact it is quite difficult to adopt a culture whose values and norms are different. The lifestyle of culture has a strong association with an individual who lives in that culture, when an individual move towards an international assignment, now the face come where he has to mold him/herself according to the fundamental principles of that culture. it took time to adopt, but with time lifestyle becomes normal. The major problem that an individual has to face is when the time

comes to move back to their home country, which means another exercise to mold according to the culture again. this stage is crucial because the acceptability of international cultural values and norms may be very low in the domestic cultural values and norms, if this barrier can be easily passed by an individual the second issue he faces is organizational culture because the culture of an organization has a strong impact of its employees, the symmetry becomes stronger between the organization and its employees. The operating styles of organizational function put an impact on the psychological perception of repatriation and this result in either staying in the organization or leaving the organization. The other issue reveals in the literature is family issues, the lifestyle of the spouse and the children has a strong impact on repatriation and family issues may create differences in the perceiving style of an individual himself and his entire family.

9 Mind-Map



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