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How does perceived global talent management shape host-country national retention in foreign subsidiaries?

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CITATION

Li X. (2026). How does perceived global talent management shape host-country national retention in foreign subsidiaries? *Human Resources Management and Services*. 8(1): 5876.
<https://doi.org/10.18282/hrms5876>

ARTICLE INFO

Received: 29 December 2025
Accepted: 25 March 2026
Available online: 7 April 2026

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Abstract: Retaining talented host-country nationals (HCNs) in foreign subsidiaries remains a critical yet underexplored challenge for multinational enterprises. This study advances understanding of this issue by examining how and under what conditions HCNs' perceptions of global talent management (GTM) shape their turnover intentions. Drawing on social identity theory, this study develops a multilevel model in which HCNs' perceptions of GTM reduce their turnover intentions by enhancing their organizational identification, while the internal consistency of GTM practices serves as an important boundary condition. Using survey data from 786 HCNs across 30 foreign subsidiaries in China, this study finds that HCNs' perceptions of GTM are negatively associated with their turnover intentions, and that this relationship is mediated by organizational identification. Moreover, the positive effect of HCNs' perceptions of GTM on their organizational identification becomes stronger when these practices exhibit higher internal consistency. By unpacking both the underlying mechanism and its boundary conditions, this study contributes to the literature on GTM and employee retention by offering a more nuanced understanding of how GTM operates in foreign subsidiary contexts.

Keywords: global talent management; host-country nationals; internal consistency; organizational identification; turnover intention

1. Introduction

High levels of employee voluntary turnover are costly for organizations to select, train and replace leavers (Hom et al., 2017), especially when high performers' turnover is negatively related to organizational effectiveness and success (Bolt et al., 2022). Employee turnover intention is influenced by a combination of external and internal factors. External predictors, including macroeconomic conditions and the availability of alternative employment opportunities, alongside internal organizational factors, particularly human resource (HR) practices, collectively shape employees' decisions to leave (Hom et al., 2017). Importantly, empirical evidence suggests that internal, controllable factors such as HR systems tend to exert a stronger influence on turnover than external, often uncontrollable, economic circumstances (Khatri et al., 2001). Therefore, scholars have contributed a wide array of empirical analyses of addressing the active HR practices of reducing turnover intentions (Lazzari et al., 2022). However, turnover research in an international context, especially with regard to the host-country context, still remains considerably underdeveloped (Hitotsuyanagi-Hansel et al., 2016).

Host-country national (HCN) retention in multinational enterprises' (MNEs) foreign subsidiaries faces more challenges than in domestic firms, both with regard to the scope of turnover determinants and specific HR practices (Reiche, 2008). For example, differential compensation practices between expatriates and local employees

are likely to reduce local employee perceived distributive justice, thus leading to a high level of turnover (Toh & DeNisi, 2007). Moreover, employees from diverse cultural backgrounds differ in how they respond to the same HR practices (Zhong et al., 2016). As a result, the effect of specific HR practices within foreign subsidiaries on HCN retention may vary substantially. This study builds on these arguments and focuses on the effect of global talent management (GTM) practices, one of the strategic international HR practices, on the retention of HCNs within foreign subsidiaries.

In exploring the relation between GTM practices and HCNs' turnover intention, this study applies social identity theory (SIT). Unlike domestic companies, the workforce in foreign subsidiaries is likely to be formed with a group of diverse workforces, probably consisting of parent-country nationals (PCNs), third-country nationals (TCNs) and HCNs. According to SIT, these group dynamics would make HCNs categorize their colleagues with the identical nationality as ingroup, while foreign nationals as outgroup members (Ashforth et al., 2008; Hogg & Terry, 2000). As a result, HCNs tend to trust foreign nationals to a lesser extent (Du & Choi, 2010), which leads to a low level of organizational identification and a high level of turnover intention of HCNs (Riketta, 2005). Thus, this study applies organizational identification as a mediator to examine the relationship between GTM practices and HCNs' turnover intention, because GTM practices may directly affect HCNs' organizational identification and, in turn, affect their turnover intention.

Additionally, this study examines the impact of GTM practices on HCN outcomes when GTM is perceived to be managed with internal consistency. Internal consistency refers to the strategic alignment of HR practices, where they operate as a complementary system to mutually reinforce each other in achieving shared organizational objectives (Stor & Haromszeki, 2020). Building on strategic HRM literature, internally aligned HR practices are known to comprehensively underpin desired employee outcomes by mutually facilitating each practice within an HR system (Delery & Gupta, 2016). Based on this internal consistency logic, the GTM practices that integrate selecting, training, and retaining talents consistently are more than the sum of their components (Stahl et al., 2012). Therefore, this study also attempts to explore the interaction effect of internal consistency of GTM practices on HCN outcomes.

This study provides several contributions to GTM and HCN literature. First, this study extends prior GTM literature by linking it to HCN outcomes in the foreign subsidiary context. The extant literature on GTM has predominantly adopted a headquarters-centric perspective, paying insufficient attention to subsidiary-level implementations. This conceptual bias has resulted in a limited understanding of the efficacy and contextual adaptation of GTM practices within overseas subsidiaries. (McDonnell et al., 2017; Tarique & Schuler, 2018). Considering the specific context of foreign subsidiaries, this study develops and empirically tests a conceptual model based on SIT (Hogg & Terry, 2000). Second, this study contributes to the GTM literature by developing a multilevel framework bridging individual and organizational perspectives. This study adds GTM internal consistency to investigate the cross-level interaction effects of internal consistency on individual perceptions of GTM practices on HCNs' organizational identification. Third, this study contributes to talent management literature by extending the geographic scope. Compared to prior

GTM literature, particularly considering companies in the US and Europe (Thunnissen et al., 2013), this study extends the geographical scope to China. This is important because prior research has identified important differences across countries (Froese et al., 2020; Li et al., 2023). Therefore, this study serves as a stepping stone for future research on GTM practices in emerging markets.

2. Theoretical framework and hypotheses development

Within the GTM literature, scholars have emphasized different approaches to managing talent across borders, ranging from globally standardized systems to more locally responsive and differentiated practices (Tarique & Schuler, 2018; Collings et al., 2019). While standardized GTM practices may enhance efficiency and consistency, they may also create tensions in foreign subsidiaries, particularly when HCNs perceive inequities in opportunities, status, or rewards compared to expatriates (Toh & DeNisi, 2007; Reiche, 2008). Such tensions are further amplified by national cultural differences, which shape how employees interpret and respond to HR practices (Zhong et al., 2016).

Based on SIT, individuals are inherently motivated to maintain a continuous sense of self and may resist changes that threaten these valued identity perceptions (Ashforth et al., 2008; van Dick et al., 2004). When GTM practices signal organizational support and investment in HCNs, they can mitigate such divisions by enhancing employees' perceived value and sense of belonging (Li et al., 2023). In addition, research indicates that enhanced career development opportunities for HCNs, coupled with reduced status and pay disparities between HCNs and expatriates, contribute to greater social and professional cohesion across the workforce (Hitotsuyanagi-Hansel et al., 2016). Accordingly, when HCNs perceive GTM practices positively, they are more likely to remain with the organization, resulting in lower turnover intentions.

Hypothesis 1a. HCNs' perceptions of GTM practices will be negatively related to the extent of their turnover intention.

As SIT suggests, intergroup identification occurs when members of one group discern similarities between themselves and members of another group (Ashforth et al., 2008). In multinational contexts, where workforces are culturally diverse, such identification processes are often challenged by nationality-based categorization and perceived group boundaries (Stahl et al., 2012; van Bakel, 2019). GTM practices could reduce the intergroup polarization to increase HCN organizational identification in foreign subsidiaries.

Recent GTM research highlights that talent management systems not only allocate resources but also convey symbolic signals of organizational support and inclusion, which are essential for shaping employees' identity perceptions (Collings et al., 2019; Gallardo-Gallardo et al., 2020). GTM selecting practices are adopted to select individuals based on cross-cultural competencies and personalities (e.g., cultural adaptation, cultural integration, and cultural minimization), who can rapidly adapt to the novel cultural environment and harmoniously work with people from various cultural backgrounds (Caligiuri & Tarique, 2016). Thus, HCNs with high-quality cultural knowledge can more effectively interact with others from different cultural

backgrounds, and can thus overcome prejudices concerning others with different cultures and increase identification in foreign subsidiaries (Brislin et al., 2006).

Similarly, GTM training practices, like providing diversity workshops to encourage employees to understand its operations from a global perspective, may help HCNs to interact with expatriates effectively (van Bakel, 2019). By promoting shared understanding and reducing cultural misunderstandings, these practices help attenuate in-group biases and facilitate a more inclusive organizational identity (Froese et al., 2020). In addition, GTM retaining practices, regardless of nationality, can provide equal promotional opportunities, which can also stimulate employee-positive identity in an organization (Price, 2001). Such practices reduce perceived status differentials between expatriates and HCNs, thereby fostering a stronger sense of belonging to the organization (Reiche et al., 2019). Collectively, the study hypothesizes that the more GTM practices HCN perceives, the greater organizational identification among HCNs.

Hypothesis 1b. HCNs' perceptions of GTM practices will be positively related to the extent of their organizational identification.

This study further hypothesizes that HCN organizational identification mediates the relationship between their perceived GTM practices and turnover intention. Employees' willingness to leave the organization and organizational identification may be negatively correlated, since members can feel psychological and relational fulfilment under organizational identification (Piccolo et al., 2010). Extant research in organizational behavior and international HRM consistently shows that stronger organizational identification reduces employees' intentions to leave, particularly in complex and culturally diverse work environments (Froese et al., 2020; Riketta, 2005). As presented by SIT, when individuals develop a tight identity with their group or organization, they may be more motivated and have a more cooperative spirit to keep their status in the firm (Ashforth et al., 2008). In multinational contexts, such identification is especially important for HCNs, as it helps mitigate cross-national divisions and enhances relational integration within subsidiaries (Reiche et al., 2019). In addition, organizational identity may reduce people's intention to leave and help develop effective interpersonal relationships and positive views in the organization (Liu et al., 2013). Given the mentioned arguments, the study suggests that the relationship between HCNs' organizational identification and their intention to leave as follows.

Hypothesis 1c. HCNs' organizational identification will be negatively related to the extent of their turnover intention.

Building on strategic human resource management literature, alignment among HR practices is a fundamental principle for enhancing system effectiveness. This study examines the role of internal consistency, referring to the extent to which GTM practices, such as selecting, training, and retaining, are aligned and mutually reinforcing. Internal consistency reflects complementarities among HR practices within a coherent system (Stor & Haromszeki, 2020). Prior research suggests that bundles of internally consistent HR practices generate synergistic effects that exceed the impact of individual practices implemented in isolation (Delery & Gupta, 2016; Kehoe & Collins, 2017). Within the HR system (e.g., in the case of the GTM), a consistent implementation of cross-human resource practices would make the whole system more effective (Han et al., 2019).

This study applies the logic of internal consistency to GTM practices, which have combinations of practices (e.g., selecting, training, and retaining). Accordingly, GTM practices may create more value than the sum of their parts (Stahl et al., 2012) when they maintain internal consistency in executing practices. When GTM practices are aligned across different domains, employees are more likely to perceive them as credible and meaningful, which strengthens their psychological attachment to the organization. This signaling effect is particularly important in foreign subsidiaries, where employees interpret HR practices under conditions of cultural diversity and potential uncertainty (Froese et al., 2020). In summary of these rationales, the study hypothesizes the importance of internal consistency in the last hypothesis. In brief, **Figure 1** schematically demonstrates the hypothesized theoretical model.

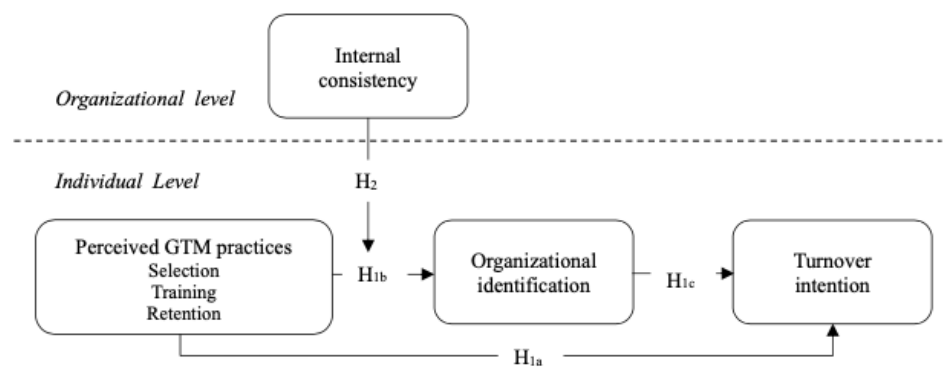


Figure 1. Hypothesized theoretical model.

Hypothesis 2. GTM internal consistency will moderate the relationship between the perception of GTM practices and HCNs' organizational identification, such that the effect of perceived GTM practices on HCNs' organizational identification will be strengthened when internal consistency of GTM practices is high.

3. Methods

3.1. Sample and procedures

According to Gallardo-Gallardo et al. (2013), GTM involves the inclusive and exclusive approaches. The inclusive approach of GTM considers that all employees are talent, whereas the exclusive approach focuses on talent as a particular segment of the workforce. Since all HCNs play a pivotal role in international business, this study focuses on the inclusive approach of GTM by focusing on GTM established for the management of employees in foreign subsidiaries.

This study tests the hypotheses based on the survey data from foreign subsidiaries in China. The study contacted 50 foreign MNEs operating in Chengdu and Shanghai, China, of which 30 foreign subsidiaries agreed to respond to our survey. The study collected data from 786 employees (52.4% response rate). The dataset included 20 manufacturing (66.7%) and 10 service firms (33.3%). Among the employee participants, 43.1% were women, the average age was 36.2 years ($SD = 7.2$), and 98.9% held at least a bachelor's degree. It can be seen from the dataset that the respondents are highly educated, which is consistent with the concept of talent mentioned in GTM.

3.2. Measures

All constructs were assessed using multi-item measures on a six-point Likert-type scale (1 = “strongly disagree,” 6 = “strongly agree”). The original instrument was developed in English. Since the target respondents were Chinese employees, the survey was translated into Chinese following a back-translation protocol to ensure conceptual equivalence and semantic consistency.

3.2.1. Perceptions of global talent management

For GTM measurement, adopting items from Bonneton et al. (2022) and Son et al. (2020), this study took six items covering GTM selecting, training, and retaining practices: two for each practice. All items are printed in **Table 1** ($\alpha = 0.87$).

Table 1. GTM items and validity.

Items	B	β	Var
Our firm has a selection system for global talents.	1	0.80	0.67
Our firm has a separate criteria for global competency when selecting talent.	0.77	0.63	1.11
Our firm uses talent development programs for global talents.	1.03	0.85	0.53
Our firm has a formal management/development programs to nurture global talents.	1.07	0.88	0.41
Our firm offers promotion opportunities equally regardless of nationality.	0.45	0.40	1.29
Our firm has a competency evaluation program that is specifically designed for global talent.	0.98	0.81	0.63

3.2.2. Organizational identification

Organizational identification among HCNs was assessed using a four-item scale developed by Mael and Ashforth (1995), e.g., “The successes of this company are regarded as my own personal achievements.” ($\alpha = 0.85$)

3.2.3. Turnover intention

Turnover intention among HCNs was assessed using a four-item scale from Wayne et al. (1997), e.g., “I frequently think about leaving my job.” ($\alpha = 0.87$)

3.2.4. Internal consistency

Consistent with the definition and concern in this study, the internal consistency of an organization implementing GTM practices is measured as standard deviation (SD) within the three GTM practices (c.f., Oh et al., 2015). To justify the aggregation of this scale to the organizational level, the study assessed its organization-level reliability ($\alpha = 0.93$), within-group agreement ($Rwg = 0.83$), and between-unit variance ($ICC [1] = 0.20$, $ICC[2] = 0.86$) for HCNs’ perceptions of each GTM practice. Following aggregation, the study computed the standard deviation (SD) across the three GTM practices within each company. In line with the hypothesis and consistent with Han et al. (2019), this SD value was inverted to test the moderating role of GTM internal consistency. Consequently, a higher inverted value indicates greater internal consistency.

3.2.5. Control variables

In line with established methodological practices in the field (e.g., Nguyen et al., 2019), this study accounted for several key employee demographic characteristics that may influence their turnover intention. The controlled variables included: gender (a dummy variable with 0 for female and 1 for male), organizational tenure (1 = less than 2 years to 6 = over 21 years), education level (1 = high school to 4 = Ph.D.), and responsibility level (1 = associate to 6 = executive/top management team).

This study controlled for subsidiary size (operationalized as annual sales on a six-point ordinal scale from “below 150 million RMB” to “above 5,000 million RMB”), subsidiary type, and industry sector. Subsidiary type was coded as a dummy variable (0 = wholly-owned subsidiary, 1 = international joint venture), as was the industry sector (0 = service, 1 = manufacturing).

4. Results

To assess the potential for common method bias stemming from the single-source data at the individual level, the study performed a series of confirmatory factor analyses (CFA). The study compared the fit of a single-factor model (where all items loaded on one factor) against that of the hypothesized multi-factor model. Prior to this analysis, three error-term correlations were added to the GTM construct due to high content overlap among its items. The results demonstrated that the multi-factor model, which distinguished the three individual-level constructs (perceived GTM practices, organizational identification, and turnover intention), provided a significantly better fit to the data ($\chi^2[74] = 425.67$, $p < 0.001$; CFI = 0.94; RMSEA = 0.073) than more constrained models. This outcome suggests that common method bias is not a serious threat in this study.

To evaluate the measurement model, the study examined convergent and discriminant validity. Convergent validity was confirmed for all latent variables, as their composite reliability (CR) and average variance extracted (AVE) values were all above the accepted benchmarks of 0.70 and 0.50 (Fornell & Larcker, 1981). Discriminant validity was evidenced by the fact that the AVE for each construct (0.56–0.61) was greater than the squared correlations between it and any other construct (0.05–0.26).

The hypotheses were tested using hierarchical linear modeling (HLM) to account for the interdependence of observations among employees within the same organization, thereby preventing biased estimates. All main and interaction effects were examined using HLM for Windows. **Table 2** presents the descriptive statistics and intercorrelations for all variables.

Table 2. Descriptive statistics and correlations.

Variables	1	2	3	4	5	6	7	8	9	10	11
1. Perceived GTM	1.00										
2. Organizational identification	0.49**	1.00									
3. Turnover intention	-0.10**	-0.26**	1.00								
4. Internal consistency	0.18**	0.10**	0.19**	1.00							
5. Gender	0.11**	0.05	0.01	0.16**	1.00						
6. Education	-0.05	0.02	-0.05	0.02	0.05	1.00					
7. Tenure	0.10**	0.16**	-0.01	0.11**	0.27**	0.11**	1.00				
8. Position	0.09*	0.07*	-0.03	0.04	0.27**	0.17**	0.63**	1.00			
9. Subsidiary size	-0.20**	-0.29**	0.11**	0.04	0.15**	0.09*	0.27**	0.28**	1.00		
10. Subsidiary type	0.05	-0.02	0.06	0.26**	0.07	-0.07	-0.04	0.10**	0.23**	1.00	
11. Industrial sector	-0.15**	-0.04	0.10**	0.16**	-0.17**	0.11**	-0.21**	-0.09**	-0.04	0.05	1.00
Mean	3.78	4.09	3.07	12.52	0.57	2.20	2.85	3.05	4.24	0.26	0.67
SD	1.03	1.04	1.21	20.13	0.50	0.46	1.39	1.53	1.76	0.44	0.47

N = 786. * $p \leq 0.05$; ** $p \leq 0.01$ (two-tailed test)

Table 3 displays the results of the HLM analysis for the hypothesized model. In Hypothesis 1a, the study hypothesized that HCN's perception of GTM practices had a negative and significant impact on his or her turnover intention. This hypothesis was marginally supported ($\gamma = -0.14$, $p \leq 0.10$). Hypothesis 1b, which posited a positive relationship between an individual's perception of GTM practices and their organizational identification, was supported ($\gamma = 0.43$, $p \leq 0.001$). Moreover, in Hypothesis 1c, the study tested the relationship between HCNs' organizational identification and their turnover intention and the result show received support ($\gamma = -0.28$, $p \leq 0.001$).

Next, Hypothesis 2 demonstrated a cross-level interaction between internal consistency and perceived GTM practices, stating that the effect of perceived practices on identification would be strengthened by greater internal consistency. The analysis provided empirical support for this hypothesis ($\gamma = 0.01$, $p \leq 0.01$). The form of this significant interaction is graphically presented in **Figure 2**. Having a greater perception of GTM practices is associated with a greater organizational identification since all curves slope upward. The size of these relationships is up-regulated with the high degree of GTM internal consistency. This section is not mandatory but can be added to the manuscript if the discussion is unusually long or complex.

Table 3. Results of HLM analyses.

Variables	Organizational identification				Turnover intention							
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8				
Intercept	4.10** (0.09)	4.16*** (0.29)	2.40*** (0.28)	4.40*** (0.26)	3.06** (0.10)	2.80** (0.40)	3.04** (0.40)	3.73*** (0.48)				
Gender		0.06 (0.07)	−0.01 (0.06)	−0.03 (0.06)		−0.09 (0.11)	−0.03 (0.10)	−0.02 (0.10)				
Education		0.08 (0.08)	0.12† (0.06)	0.12† (0.06)		−0.11 (0.12)	−0.17 (0.11)	−0.14 (0.11)				
Tenure		0.13** (0.05)	0.14** (0.04)	0.14*** (0.03)		−0.02 (0.05)	−0.02 (0.04)	0.03 (0.04)				
Position		0.04 (0.04)	−0.01 (0.03)	0.01 (0.02)		−0.03 (0.03)	−0.02 (0.03)	−0.02 (0.04)				
Subsidiary size		−0.23** (0.04)	−0.17** (0.03)	−0.21** (0.03)		0.12 (0.08)	0.11† (0.06)	0.06 (0.06)				
Subsidiary type		0.20† (0.11)	0.08 (0.07)	0.05 (0.07)		0.01 (0.19)	0.36† (0.19)	0.23 (0.20)				
Industry sector		−0.12 (0.13)	0.04 (0.10)	−0.22† (0.13)		0.37* (0.17)	0.20 (0.17)	0.35† (0.18)				
Perceived GTM			0.43*** (0.04)	0.43*** (0.03)			−0.14† (0.07)					
Organizational identification								−0.28** (0.06)				
Internal consistency				0.01*** (0.01)								
Perceived GTM × Internal consistency				0.01** (0.00)								
Pseudo R ²		0.09	0.22	0.23		0.11	0.17	0.23	0.18			

Individual level N = 786. Organizational level N = 30. Standard errors are in parentheses. † $p \leq 0.10$; * $p \leq 0.05$; ** $p \leq 0.01$; *** $p \leq 0.001$ (two-tailed test). Pseudo R^2 is a maximum-likelihood-based goodness-of-fit measure for models like logit/probit.

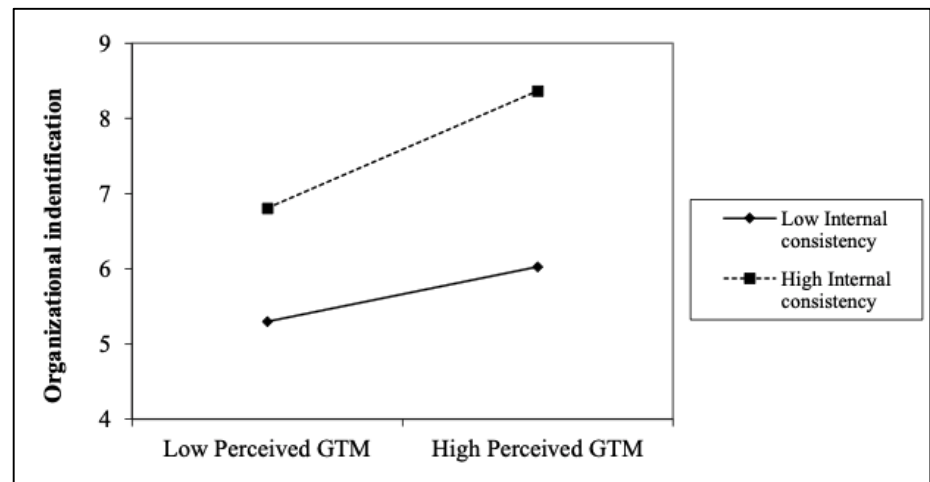


Figure 2. Cross-level moderation by internal consistency.

5. Discussion

This study investigates the effect of HCNs' perception of GTM practices on their turnover intention through their organizational identification. This study collected the survey data from employees working for MNE subsidiaries in China. The test results indicate that GTM does not directly influence HCNs' turnover intention, whereas it increases their organizational identification to reduce turnover intention. As mentioned above, GTM practices may help HCNs eliminate prejudices of others with different cultures and interact effectively with expatriates who come from foreign headquarters. GTM practices may play the role of catalyst that makes HCNs appreciate and be proud of the arrangement made by the headquarters and cooperate with other nationals striving for common missions in the subsidiaries. The test results indicate that GTM helps HCNs form a positive attitude toward the organization. Employees with a high level of organizational identification have stronger motivation and earnest affection for the organization and are more likely to stay there. Furthermore, such a positive effect becomes even stronger among organizations that achieve a high internal consistency in the implementation of GTM across the selection, training, and retention practices. This study offers the following important theoretical and practical insights into retaining HCNs through GTM.

5.1. Implications

5.1.1. Theoretical implications

This study advances theory in several ways. First, it shifts the scholarly focus from a narrow preoccupation with HCNs' job-specific attitudes, such as discrete work behaviors (Ang et al., 2003) and engagement levels (Ahlowalia et al., 2014), toward a more profound understanding of their organizational attachment and subsequent behavioral intentions. By foregrounding organizational identification and turnover intention as critical outcome variables, this research addresses a substantial gap in the literature, highlighting psychological mechanisms that are pivotal for the sustainability of international operations yet have been comparatively overlooked.

Second, the investigation introduces and empirically validates the concept of GTM internal consistency as a pivotal cross-level moderator. The finding that a

coherent and synergistic bundle of GTM practices amplifies the positive relationship between individual-level perceptions of GTM and organizational identification provides a crucial theoretical advancement. It substantiates the notion that subsidiary efficacy is not merely a function of which practices are adopted, but fundamentally how they are aligned and implemented as a strategically integrated system. This insight enriches contingency perspectives in international HRM by emphasizing the systemic and relational nature of HR practices, suggesting that the effectiveness of talent management is contingent on both adoption and alignment.

Third, the findings offer critical avenues for future research. While this study focuses on HCNs within Chinese subsidiaries, similar mechanisms may operate differently across institutional and cultural contexts, highlighting the need for cross-country comparative research. For example, Eastern cultural values, such as collectivism, high power distance, and uncertainty avoidance, as conceptualized by Hofstede (Hofstede et al., 2010), may shape employees' responses to GTM practices differently than in Western contexts, potentially affecting organizational identification and turnover intentions. This underscores the need for cross-country comparative studies to examine how cultural and institutional factors moderate the effects of GTM practices.

5.1.2. Practical implications

From a practical standpoint, the findings deliver actionable and strategic guidance for managers of multinational enterprises. The results compellingly indicate that to effectively enhance HCN retention, multinational enterprises must transcend ad-hoc and fragmented human resource initiatives. Instead, they should formulate and meticulously execute a holistic GTM strategy characterized by a high degree of internal consistency. This necessitates ensuring that talent acquisition, development, and retention practices are not designed or operated in isolation but are mutually reinforcing and strategically aligned.

For instance, rigorous selection criteria aimed at attracting high-potential talent must be logically coupled with substantial investments in tailored training and development programs, which in turn should be supported by long-term incentive structures and clear career-pathing opportunities. Such systemic alignment sends a powerful and consistent signal of organizational commitment to employees, thereby more effectively fostering a strong sense of organizational identification and, consequently, reducing turnover intention among key local talent.

Furthermore, managers should be attentive to the cultural and institutional context of each subsidiary. Practices that are effective in one national context may require adaptation in another, highlighting the importance of context-sensitive design and implementation. Finally, these findings suggest that continual monitoring and refinement of GTM practices are essential, as internal consistency can evolve and may require adjustment to sustain their impact on employee attitudes and retention.

5.2. Limitations and future research

Firstly, the generalizability of the findings is restricted by the single-country (China) sample of foreign subsidiaries. To address this limitation and enhance external validity, future studies should expand the scope to include subsidiaries across different

countries, thereby examining whether the influence of GTM practices varies by national context.

Secondly, this study measures GTM practices by the perception of employees. Even if the study tried to minimize the subjectivity of individual perception with a large number of samples, the results are still subjective. Future studies still need to have many firm-level responses on top of the individual-level dataset. It can be a tough task collecting more responses from HR managers, but it will be worthwhile since they are more familiar with HR practices and able to accurately capture the effect of GTM practices.

Lastly, future research should investigate a broader range of mediating and moderating factors that elucidate the relationship between GTM practices and turnover intention. While this study has identified initial explanatory mechanisms, significant scope remains to incorporate more diverse international contexts. Examining how institutional, cultural, or industry-specific conditions shape these dynamics would be particularly valuable. Such comparative inquiries would not only enhance the generalizability of the findings but also refine our theoretical understanding of how and under what conditions GTM systems most effectively influence employee retention outcomes.

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