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Done by

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***Determinants of Indian Migrants’ success abroad and its Implication for the home country context***

STATEMENT ABOUT THE INDEPENDENT CHARACTER OF

THE MASTER THESIS

I, \_\_\_\_Sachin Kumar\_\_\_\_\_\_\_\_\_\_\_ (second) year master student, program «Management», state that my master thesis on the topic \_\_ ***Determinants of Indian Migrants’ success abroad and its Implication for the home country context*** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, which is presented to the Master Office to be submitted to the Official Defense Committee for the public defense, does not contain any elements of plagiarism.

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*Sachin kumar*  (Student’s signature)

30.05.2023 (Date)

**Abstract:**

| **Master Student's Name** | **Sachin Kumar** |
| --- | --- |
| **Academic Advisor’s Name** | **Dr. Marina Latukha** |
| **Master Thesis Title** | ***Determinants of Indian Migrants’ success abroad and its Implication for the home country context*** |
| **Description of the goal, tasks and**  **main results the research** | **This qualitative research aims to identify the factors contributing to the success of Indian migrants, examine the challenges they face, and analyze the impact of their achievements on the development of their home country.**  **The study adopts a qualitative research design, utilizing semi-structured interviews as the primary data collection method. A purposive sampling technique is employed to select participants from diverse professional backgrounds who have migrated to countries such as the United States, Canada, Australia, and the United Kingdom. A total of 16 semi-structured interviews are conducted, providing flexibility in exploring participants' experiences and perspectives.**  **Data analysis involves a comprehensive review of interview transcripts to identify common themes and patterns related to the determinants of success among Indian migrants. The analysis focuses on extracting key insights from the participants' narratives and understanding the interplay between various factors influencing their achievements abroad.**  **The main results of the research shed light on the determinants of Indian migrants' success abroad. These determinants include factors such as education and skill acquisition, adaptability and resilience, social networks and support, language proficiency, cultural awareness, and access to resources and opportunities. The study also explores the implications of migrants' success for the home country, including remittances, knowledge transfer, and the potential impact on the labor market and economic development.** |
| **Keywords** | **Indian migrants, success abroad, Brain Drain, Brain Gain, determinants, home country context, qualitative research, semi-structured interviews, data analysis, education, adaptability, social networks, language proficiency, cultural awareness, resources, opportunities, remittances, knowledge transfer, policy implications.** |

**Introduction**

India is one of the largest sources of international migrants, with an estimated 18 million Indians living abroad in 2021 (World Bank, 2021). While Indian migrants have faced numerous challenges and obstacles abroad, they have also achieved significant success in various areas, such as business, technology, and academia.

The factors of Indian migrants' success abroad are multifaceted and vary according to individual characteristics, host country conditions, and home country contexts. Recent studies have identified factors such as education, skills, social networks, language proficiency, and legal status as important predictors of Indian migrants' economic and social integration in host countries.

Education is one of the most critical determinants of success for Indian migrants abroad. Indian migrants with higher education are more likely to be successful in their host countries.

According to a study by Ahsan and Siengthai (2020), education has a positive impact on the income of Indian migrants in the United States. For instance, a study by the World Bank found that highly skilled Indian migrants, particularly those with STEM backgrounds, have higher earnings and better job prospects in the United States and other developed countries (Kapur and McHale, 2018).

Language proficiency is another critical factor of success for Indian migrants abroad. Indian migrants who are proficient in the language of their host country are more likely to be successful. According to a study by Jaswal and Dhillon (2020), language proficiency is positively related to the income of Indian migrants in Australia.

Social networks play a crucial role in the success of Indian migrants abroad. Social networks help Indian migrants to navigate the challenges of living in a foreign country. According to a study by Goyal (2020), social networks positively impact the job satisfaction of Indian migrants in the United Arab Emirates.

In addition, studies have highlighted the role of diaspora networks and organizations in promoting entrepreneurship, investment, and philanthropy in both host and home countries. For example, a study by the Migration Policy Institute found that Indian American entrepreneurs have created over 640,000 jobs and generated more than $50 billion in annual revenue in the United States (Chishti and Hipsman, 2018). Similarly, Indian diaspora organizations such as the Overseas Indian Facilitation Centre and the India Development Foundation have supported various development initiatives in India, including education, healthcare, and rural infrastructure.

When it comes to obstacles, discrimination is a significant challenge faced by Indian migrants in many countries. Discrimination negatively affects the success of Indian migrants. According to a study by Iqbal and Jha (2020), discrimination has a negative impact on the income of Indian migrants in Canada.

The implications of Indian migrants' success abroad for the home country context are significant. Remittances from Indian migrants have been a crucial source of foreign exchange earnings and poverty reduction in India. According to the World Bank, India received $83 billion in remittances in 2020, making it the highest recipient of remittances globally (Ratha et al., 2021), and remittances account for 3.4% of India's GDP. Furthermore, the knowledge and technology transfers from highly skilled Indian migrants have the potential to promote innovation and economic growth in India. In addition, Indian migrants often serve as ambassadors for India, promoting Indian culture, language, and business opportunities abroad.

Moreover, “Brain drain” is a significant concern for India as many educated Indians migrate to other countries. However, the success of Indian migrants abroad also has a positive impact on India. According to a study by Chanda and Pekkurnaz (2020), the success of Indian migrants abroad has a positive impact on the knowledge and skills transfer to India.

Though migration has been explained through the concepts of macroeconomics, microeconomics. Further research into the theories and literature yielded that the reasons and results of migration have not been the same over time.(Bhavana & Dipankar, 2022)

Foreign market has acquired a significant amount of skilled professionals from developing countries (Gaeta, 2022). Economists often suggest that international migration might stifle the growth of the originating countries.(Ha et al., 2016)

If we talk about the relation between Indian migrants and American software industry, Indian migrants have contributed significantly in the development of this industry in America ( Gaeta et al.,, 2022) On the other hand, some studies pointed out that migration can have some good impacts, such as remittances of finances, incentives to pursue higher education, and return migration after gaining more skills, and that all of these things can boost the financial growth of source nations. (Ha et al., 2016)

Moreover, there is a need to conduct research on the determinants of Indian migrants' success abroad. (Carmella & Lloyd, 2022) However, there are some studies available, which points out the factor of migrants doing well abroad (in general). There is also a clear definition of Brain Drain available (they all agree that it is the movement of skilled workers/professionals from one geographical area to another). (Murphy & Pacher, 2022) All the studies show that migration of skilled professionals creates an ill effect on the host country or region. (Nagi et al., 2020). Furthermore, some studies suggest that source countries are benifitting in the form remittances and knowledge that they acquire while studying in the best universities abroad. Therefore, it is imperative to search for implications of brain drain, brain gain and brain circulation for India. Moreover, suggest solutions or measures that would allow India to retain its talent. I came across the papers that talk about the causes and solutions for the large-scale migration of skilled workers/professionals from developing countries to the developed ones. The solutions pointed out that if we focus on education and opportunity for career growth, (Mariaelena & Pacher, 2022) there would be a reduction in the outflow of people from one place to another. However, the studies are general in nature, and I want to focus on the Indian context, I would also like to point out the determinant of Indian migrants’ success abroad. There is a need to dig deep into the reasons that allow migrants from India to do well abroad especially in countries such as the U.S.A, U.K, Canada, EU. If we look at the United States alone, Indians account for 86% of the H1B visa beneficiaries (Thekkethil, 2015) (The United States of America).

Research Motivation:

The study of Indian migrants' success abroad and its implications holds significant academic and practical relevance. While previous literature has made notable contributions in this area, there are several research gaps that necessitate further investigation. This master's thesis aims to address these gaps and extend the current knowledge on the determinants of success for Indian migrants abroad and the implications for both the source and destination countries. By delving deeper into these aspects, this research will provide valuable insights and contribute to the existing literature in the following ways:

**Contextualizing Success Factors:** Existing studies have identified education, skills, social networks, language proficiency, and legal status as key determinants of success for migrants. However, the extent to which these factors apply to the specific context of Indian migrants and their interplay remains understudied. This research will contextualize these success factors within the Indian diaspora, examining their relative importance, interactions, and specific manifestations in the experiences of Indian migrants.

**Uncovering Hidden Challenges:** Discrimination has been acknowledged as a significant challenge faced by migrants, including those from India. However, the nuances and implications of discrimination on the success of Indian migrants abroad have not been extensively explored. This study aims to uncover any hidden challenges that Indian migrants encounter, including subtle forms of discrimination, and shed light on their impact on migrants' opportunities, income, and overall success.

**Advancing Knowledge on Implications:** While the implications of Indian migrants' success abroad have been discussed, there is a need for a more comprehensive analysis that goes beyond the economic dimension. This research seeks to advance our understanding of the broader implications, including social, cultural, and developmental aspects. By examining remittances, knowledge transfer, diaspora engagement, and their implications for the home country, this study will contribute to a holistic understanding of the consequences of Indian migrants' achievements.

**Tailoring Solutions to the Indian Context**: Existing literature offers general recommendations to mitigate brain drain and retain talent, but there is a dearth of research focused specifically on the Indian context. This study aims to provide context-specific solutions and measures to address the outflow of skilled professionals from India. By considering the unique socio-economic factors, educational landscape, and career opportunities within India, this research will offer tailored strategies to promote brain gain and circulation while mitigating the adverse effects of brain drain.

By addressing these research gaps, this master's thesis will contribute to the academic understanding of the determinants of success for Indian migrants abroad and the implications for both the source and destination countries. The findings will enhance our knowledge in the field and provide evidence-based recommendations for policymakers, and organizations in India

**Chapter 1. Why do skilled professionals migrate and how does it affect the home country?**

**1.1 Migration and its consequences: Brain drain, brain Gain, and brain Circulation**

According to Maslow's theory, individuals have a set of hierarchical needs that must be fulfilled in a specific order, starting from the most basic physiological needs such as food, shelter, and safety, and progressing towards higher-level needs such as belongingness, esteem, and self-actualization. This theory suggests that individuals strive to fulfill their needs in a systematic manner.

When examining the decision to emigrate, high-skilled professionals may be driven by the pursuit of fulfilling higher-level needs in Maslow's hierarchy. For instance, emigrating to a higher-resource country may provide opportunities for career advancement, better job prospects, higher salaries, and improved social status. These factors align with the esteem and self-actualization needs in Maslow's model.



**Brain drain**

Brain drain, also known as human capital flight, is a phenomenon where skilled and talented individuals migrate from their home country to other nations, resulting in the loss of valuable human resources in the home country. This issue has been a topic of concern for policymakers and scholars alike, as it can have significant negative consequences for the economic and social development of countries.

One study by Alghalith, Abojeib, and Ng focuses on the impact of brain drain on the economic growth of developing countries. The authors use a dynamic panel data model to analyze the effects of brain drain on economic growth for 89 developing countries over the period from 1990 to 2016. The results of the study indicate that brain drain has a negative impact on economic growth in developing countries, as it leads to a reduction in the availability of skilled labor, lower productivity, and reduced innovation (Alghalith et al., 2020).

Another study by Dumont, Martin and Spielvogel examines the determinants of brain drain in the European Union. The authors use a gravity model to analyze the factors that influence the migration of highly skilled workers in the EU. The results of the study suggest that economic, social and institutional factors all play a role in determining the level of brain drain in EU member states (Dumont et al., 2018).

A third study by Winters and Zenou examines the effects of brain drain on the wages and productivity of skilled workers in the origin country. The authors develop a model of brain drain and analyze the effects of emigration on wages and productivity in the origin country. The results of the study indicate that brain drain has a positive effect on wages and productivity in the origin country, as it increases the returns to education and encourages investment in human capital (Winters & Zenou, 2015).

A more recent study by Grady and Bryden examines the impact of brain drain on the healthcare system in Canada. The authors analyze the effects of physician emigration on the Canadian healthcare system and conclude that brain drain has negative effects on the availability and quality of healthcare in Canada, particularly in rural and remote areas (Grady & Bryden, 2021).

In conclusion, the studies suggests that brain drain can have both positive and negative impacts on the origin country and the destination country. However, the overall consensus is that brain drain has negative consequences for the economic and social development of developing countries, and policymakers should take steps to mitigate the effects of brain drain.

**Negative Effects of Brain Drain**

On the other hand, brain drain can have negative effects on the country of origin. The loss of highly skilled individuals can result in a shortage of skills and knowledge, leading to a decrease in productivity and economic growth. Brain drain can also lead to a shortage of professionals in crucial sectors such as healthcare and education. This can have significant implications for the quality of services provided in these sectors. According to a study by Bhargava and Docquier (2018), brain drain can lead to a reduction in the quality of healthcare and education in the country of origin.

**Brain Drain and the Global South**

Brain drain is a significant challenge for developing countries, particularly in the Global South. Many developing countries invest in education and training of their citizens, only to lose them to developed countries. According to a study by Mattoo, et, al. (2016), developing countries lose up to $400 billion annually due to brain drain. The loss of highly skilled individuals can slow down the economic growth of these countries and limit their ability to achieve their development goals.

**Policy Responses to Brain Drain**

Governments have responded to the challenge of brain drain by implementing various policies to mitigate its negative effects. One policy response is to invest in education and training to develop more highly skilled individuals. Another response is to create incentives for highly skilled individuals to stay in the country of origin. Such incentives may include tax breaks, higher salaries, and better working conditions. Governments can also implement measures to encourage the return of emigrants, such as offering them job opportunities and the recognition of their foreign qualifications. According to a study by Kapur and McHale (2018), the effectiveness of these policies depends on various factors such as the political, economic, and social conditions of the country.

While these studies provide valuable insights into the impacts of brain drain, it is important to note that they have certain limitations and may not cover the entire spectrum of issues related to brain drain. For example, they primarily focus on economic and sector-specific impacts, neglecting potential effects on social and cultural aspects, innovation networks, and the transfer of knowledge and technology. Moreover, the studies may not capture the dynamic nature of brain drain and its long-term consequences.

To gain a more comprehensive understanding of brain drain, future research could explore additional dimensions of the phenomenon. For instance, investigating the role of social networks and diaspora communities in fostering knowledge exchange and development in the origin countries would provide valuable insights. Additionally, studies could delve into the experiences and motivations of individuals who choose to migrate, including the push and pull factors that influence their decisions. Examining the effectiveness of different policy responses, including their unintended consequences, would also be beneficial in shaping evidence-based strategies to address brain drain.

**Brain Gain**

"Brain gain" refers to the phenomenon of skilled individuals moving to another country for work or education and bringing with them their knowledge and skills, thus contributing to the development of their host country. In recent years, there has been a growing interest in this topic among academics, policymakers, and the general public. Here is a literature review with recent references on brain gain.

**Brain gain in the context of international migration:**

Several studies have explored the relationship between brain gain and international migration. For example, a study by Czaika and de Haas (2015) examined the factors that determine the likelihood of skilled migrants returning to their home countries after acquiring education or work experience abroad. The study found that the availability of job opportunities and the quality of institutions in the home country were important factors in determining whether skilled migrants return or stay abroad.

Another study by Docquier et al. (2018) analyzed the determinants and consequences of high-skilled migration. The study found that high-skilled migrants tend to move to countries with higher per capita income, better institutions, and a more favorable policy environment for skilled migration. The study also found that brain gain can have positive effects on the home country, such as increased trade, investment, and knowledge transfers.

**Brain gain in the context of education:**

Brain gain can also occur through international student mobility. A study by Lee and Kim (2018) examined the factors that influence the decision of international students to stay or leave the host country after completing their studies. The study found that the quality of education, job opportunities, and the availability of immigration pathways were important factors in determining the likelihood of international students staying in the host country.

Another study by Coetzee and Wyngaard (2021) explored the impact of international student mobility on the development of higher education in South Africa. The study found that international student mobility can have positive effects on the development of higher education in the host country, such as increased revenue and exposure to new ideas and perspectives.

**Brain gain in the context of entrepreneurship:**

Brain gain can also be linked to entrepreneurship. A study by Kibler and Kautonen (2019) examined the impact of immigrant entrepreneurship on the economic development of the host country. The study found that immigrant entrepreneurs tend to create jobs and contribute to economic growth, particularly in industries with high levels of innovation and technological advancement.

Another study by Wang and Lu (2021) explored the factors that influence the success of immigrant entrepreneurs in the host country. The study found that access to social networks, knowledge of the local market, and language proficiency were important factors in determining the success of immigrant entrepreneurs.

Overall, the literature suggests that brain gain can have positive effects on the host country, particularly in terms of economic development, innovation, and knowledge transfer. However, policies and institutions that support the integration and retention of skilled individuals are crucial in maximizing the benefits of brain gain.

While these studies provide valuable insights into the positive impacts of brain gain, it is important to note that they have certain limitations and may not cover the entire spectrum of issues related to brain gain. Future research could explore additional dimensions of the phenomenon, such as the social and cultural impacts of brain gain, the role of diaspora networks, and the long-term effects on innovation and economic growth. Moreover, further investigation into the specific policies and strategies that effectively promote brain gain would be beneficial for policymakers and practitioners seeking to harness the potential benefits of skilled migration and international education.

**Brain Circulation**

Brain circulation, which involves the mobility of highly skilled individuals in science, technology, engineering, and mathematics (STEM) fields between countries, has gained increasing significance as nations strive to attract and retain talent to remain competitive in the global economy.

Rein and Skrentny (2015) compare three distinct patterns of brain circulation: traditional brain circulation, diaspora networks, and scientific diasporas. They argue that scientific diasporas, where highly skilled individuals maintain connections with their home country while working abroad, play a particularly vital role in facilitating knowledge transfer and innovation. This suggests that the movement of skilled individuals can have positive effects on both the home country and the receiving country in terms of knowledge creation and innovation.

However, this study relies predominantly on theoretical frameworks and qualitative analysis, lacking empirical data. As a result, the ability to draw definitive conclusions regarding the effectiveness of different patterns is limited.

Furthermore, by predominantly focusing on scientific diasporas, the study may overlook the contributions of highly skilled individuals in non-STEM fields. This narrow focus may restrict the understanding of the overall impact of brain circulation on knowledge transfer and innovation.

Arora and Belenzon (2016) utilize data from the Indian biopharmaceutical industry to investigate the influence of brain circulation on innovation. Their findings indicate that the mobility of highly skilled individuals between India and the United States has led to increased knowledge transfer and innovation within the Indian industry. This highlights the significance of brain circulation in promoting the diffusion of knowledge and innovation across countries.

Nonetheless, this research exclusively concentrates on the Indian biopharmaceutical industry, raising concerns about the generalizability of the findings to other industries or countries. The specific context of the industry may limit the applicability of the conclusions to different sectors.

Additionally, the study relies on correlational data, which hampers the establishment of a causal relationship between brain circulation and innovation. There may be other unaccounted factors that confound the observed effects.

Stephan et al. (2017) conduct a comprehensive review of the literature on international scientific mobility. They examine the factors influencing mobility, such as individual characteristics, institutional factors, and policy incentives, as well as the consequences of mobility for individuals, host countries, and home countries. This review provides valuable insights into the complex factors that shape brain circulation and its implications for different stakeholders.

Nevertheless, being a review paper, the findings are derived from existing literature, which may be subject to publication bias or selective reporting. This limitation might hinder the comprehensiveness and accuracy of the conclusions drawn.

Additionally, the synthesis of findings from diverse studies with varying methodologies may pose challenges in drawing definitive conclusions or identifying consistent patterns across the literature.

Meyer and Pogge (2019) offer an overview of trends in brain circulation and the global mobility of talent, as well as the drivers behind these trends. They argue that policy interventions are necessary to ensure that brain circulation benefits both sending and receiving countries. This underscores the importance of considering policy measures to optimize the positive impacts of brain circulation on knowledge creation and innovation.

Nonetheless, the overview of brain circulation trends and drivers may not capture the full complexity of the phenomenon, given that the field is rapidly evolving. Consequently, emerging factors that were not considered in the paper might influence the understanding of brain circulation dynamics.

Furthermore, the policy recommendations provided may not adequately account for the diverse socio-economic and cultural contexts of individual countries. Implementing the suggested policies without considering these specific contexts may limit their applicability and effectiveness.

Pölönen and Aarrevaara (2021) examine the impact of international doctoral mobility on research collaboration patterns and scientific productivity in Finland. The authors find that doctoral mobility leads to increased international collaboration and higher levels of scientific productivity. This suggests that brain circulation at the early career stage can have significant effects on research

collaboration and productivity.

However, the study's narrow focus on Finland restricts the generalizability of the findings to other countries or regions with different research and higher education systems. The specific context of Finland may introduce unique factors that are not representative of other settings.

Additionally, the research primarily examines the correlation between doctoral mobility and collaboration/productivity, overlooking other potential factors that could contribute to the observed effects. This narrow focus may limit the understanding of the comprehensive dynamics at play.

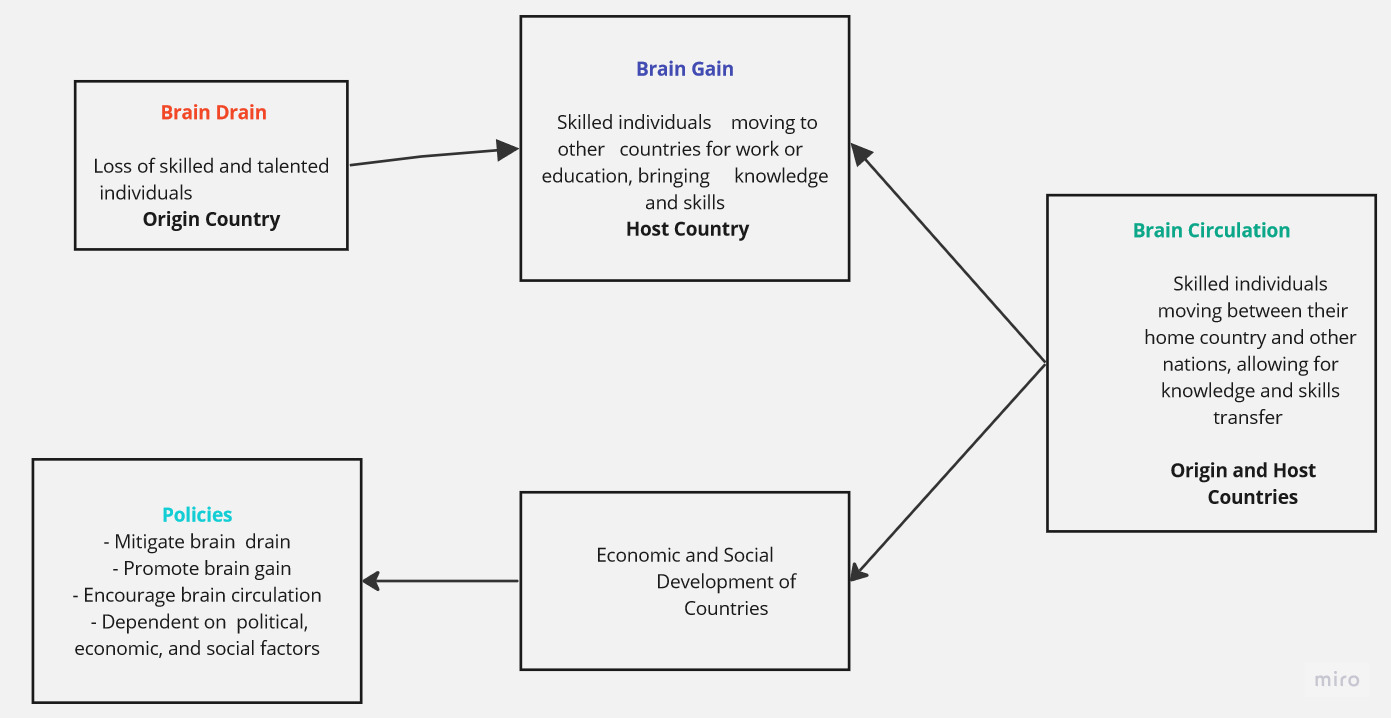
Assaf and Netessine (2022) utilize data from the US biotechnology industry to investigate the relationship between brain circulation, knowledge creation, and the geography of innovation. Their findings indicate that the mobility of highly skilled individuals between regions leads to increased knowledge creation and innovation in both the sending and receiving regions. This emphasizes the importance of brain circulation in promoting knowledge spillovers and innovation across different geographic regions.

However, the study's reliance on data from the US biotechnology industry raises concerns about the generalizability of the findings to other industries or countries. The specific characteristics of the biotechnology industry may limit the applicability of the conclusions to different sectors.

Furthermore, the research concentrates on the relationship between brain circulation and knowledge creation within specific regions, neglecting other potential factors influencing innovation within those regions. This narrow focus may not provide a holistic understanding of the complex dynamics involved.

**Conclusion**

Brain drain, brain gain, and brain circulation are three interconnected phenomena that have significant implications for the economic and social development of countries. Brain drain refers to the loss of skilled and talented individuals from their home country to other nations, resulting in the loss of valuable human resources. Brain gain, on the other hand, refers to skilled individuals moving to another country for work or education and bringing their knowledge and skills with them, contributing to the development of their host country. Brain circulation refers to the movement of skilled individuals between their home country and other nations, allowing for the transfer of knowledge and skills. While brain gain can have positive effects on the host country, brain drain can have negative effects on the origin country, particularly in developing countries. Governments have implemented various policies to mitigate the negative effects of brain drain and promote brain gain and circulation. The effectiveness of these policies depends on various factors, including the political, economic, and social conditions of the country.



**1.2 Determinants of migration**

Migration is a multifaceted phenomenon influenced by a range of factors, including economic, social, political, and environmental aspects. Policymakers and researchers recognize the importance of understanding the determinants of migration to gain insights into migration patterns and guide policy interventions.

Economic factors are significant drivers of migration. Research has examined various economic aspects that shape migration. Choung et al. (2018) utilized a gravity model approach to analyze the impact of income disparities and labor market conditions on migration. They found that differences in income between origin and destination countries, along with labor market conditions like unemployment rates, play substantial roles in shaping migration patterns. The prospect of higher wages and better employment opportunities incentivizes individuals to migrate for improved economic prospects.

Similarly, Bazzi et al. (2016) explored the influence of income shocks, such as droughts or economic downturns, on migration in rural Africa. They discovered that negative income shocks can lead to increased migration to urban areas as individuals seek alternative economic opportunities. Economic instability in rural areas drives individuals to migrate to urban areas for better employment prospects and living standards.

Trade liberalization also affects migration. Hanson and Liu (2017) found that increased trade between the United States and Mexico led to higher migration levels from Mexico to the United States. Trade liberalization affects labor markets, wages, and employment opportunities in origin countries, influencing migration patterns. Changes in economic conditions resulting from trade liberalization can prompt individuals to seek better economic opportunities in other countries.

Internal migration studies, such as Kırdar et al. (2017) in Turkey, have emphasized the importance of economic factors such as unemployment, low wages, and poverty as determinants of migration. Economic disparities between regions within a country drive individuals to migrate in search of better economic prospects, including employment opportunities and higher wages.

However, it is important to consider the limitations of focusing solely on economic factors in migration studies. Migration is a complex phenomenon influenced by various social, cultural, and political factors. The broader context, encompassing social networks, family ties, political stability, and cultural norms, needs to be considered for a comprehensive understanding of migration.

Individual agency and personal motivations are also key factors in migration decisions. While economic factors play a significant role, factors like family reunification, educational opportunities, and political stability shape migration patterns alongside economic considerations.

Obtaining accurate and comprehensive data on migration flows, income disparities, and labor market conditions can be challenging, especially in developing countries or regions with limited data infrastructure. Data limitations and measurement issues may impact the findings and limit the generalizability of studies.

Migration and economic factors are dynamic and subject to change over time. Economic conditions, policies, and global events can shift, altering migration patterns and outcomes. Longitudinal studies and continuous monitoring are necessary to capture the dynamic nature of economic factors and their relationship with migration.

Migration is influenced by multiple factors, and economic factors interact with social, political, and environmental factors in shaping migration decisions. Examining economic factors in conjunction with other determinants provides a comprehensive understanding of migration dynamics.

To overcome these limitations, future research should adopt interdisciplinary approaches that incorporate multiple factors and methodologies. This will lead to a more nuanced understanding of the complexities of migration and inform policymakers in designing effective migration policies and programs that address economic disparities and promote economic opportunities for migrants.

In summary, economic factors, such as income disparities, labor market conditions, income shocks, and trade liberalization, are significant determinants of migration. They provide economic incentives or constraints that shape migration patterns and outcomes. Understanding the influence of economic factors on migration is crucial for policymakers to design effective migration policies that address economic disparities and promote economic opportunities for migrants.

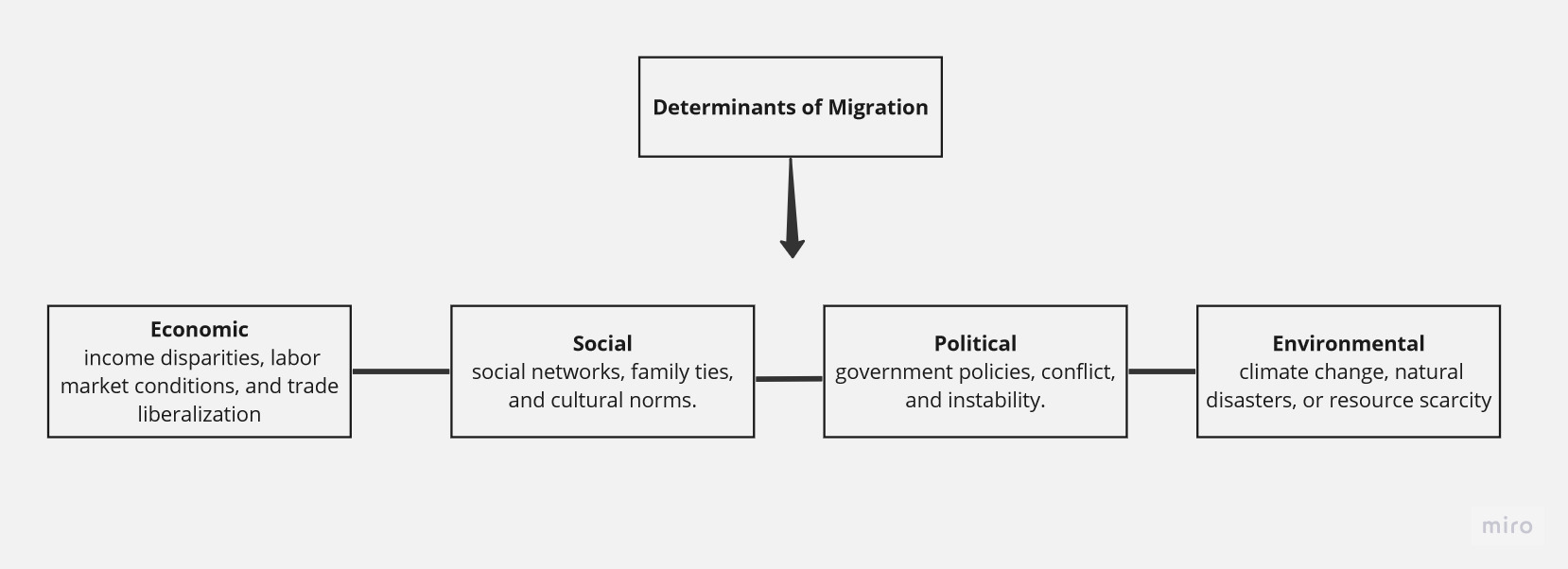
Social factors, including social networks, family ties, and cultural norms, play a crucial role in migration decision-making. They shape individuals' choices and opportunities, facilitate migration processes, and influence migration outcomes. Social networks, such as kinship ties and community connections, provide migrants with information, resources, and support, reducing uncertainty and facilitating migration. Family ties, including family reunification policies, act as pull factors for migration, as individuals seek to reunite with their family members and receive emotional support in the host country. Cultural norms and social capital also play a role in facilitating migration by reducing information asymmetry and transaction costs.

Political factors, such as government policies, conflict, and instability, significantly shape migration patterns. Armed conflicts disrupt livelihoods, infrastructure, and create unsafe environments, leading individuals to flee their home countries and seek refuge in other nations. Immigration policies, such as border controls and asylum regulations, can deter or redirect migration flows by imposing barriers and risks. Political instability, social unrest, and lack of governance also drive individuals to migrate in search of stability, security, and better opportunities. Understanding the role of political factors in migration is crucial for policymakers to develop effective migration policies, address humanitarian concerns, and manage migration flows responsibly.

Environmental factors, including climate change, natural disasters, and environmental degradation, have a profound impact on migration patterns. Climate change affects agricultural productivity, leading to crop failures, income loss, and food insecurity, prompting individuals and families to migrate in search of better opportunities and living conditions. Extreme weather events, such as droughts and floods, disrupt livelihoods, damage infrastructure, and impact natural resources, forcing people to move to more favorable areas. Natural disasters can also exacerbate pre-existing vulnerabilities, prompting migration among vulnerable populations. Changes in water availability, quality, and access due to environmental factors can impact agriculture, livelihoods, and overall well-being, leading people to migrate in search of better opportunities or basic needs.

Understanding the role of environmental factors in migration is crucial for policymakers to develop strategies for climate change adaptation, disaster risk reduction, and sustainable migration management.

In conclusion, migration is influenced by a complex interplay of economic, social, political, and environmental factors. Economic factors provide incentives or constraints for individuals to migrate in search of improved economic opportunities. Social factors shape migration decision-making through social networks, family ties, and cultural norms. Political factors, including government policies and conflict, significantly influence migration patterns and outcomes. Environmental factors, such as climate change and natural disasters, impact migration by disrupting livelihoods and resources. A comprehensive understanding of these factors is essential for policymakers to develop effective migration policies and programs that address the diverse drivers of migration and promote sustainable outcomes for both migrants and host communities.



**1.3 Retention of high-skilled professional**

In today's competitive labor market, the retention of high-skilled professionals has become a critical concern for organizations. High-skilled professionals, such as those in fields such as medicine, engineering, finance, and technology, possess specialized knowledge and expertise that are essential for organizational success. However, retaining these professionals can be challenging due to various factors, including increased job mobility, changing work expectations, and evolving workforce demographics.

Work-life balance and flexible work arrangements have been extensively studied in relation to retaining high-skilled professionals. Bloom et al. (2019) emphasized the significance of work-life balance in retaining professionals and found a positive association between work-life balance, job satisfaction, and employee retention. Flexible work arrangements, such as telecommuting, flexible hours, and compressed work weeks, have been identified as effective strategies for promoting work-life balance (Brougham & Haar, 2018).

Research supports the positive impact of flexible work arrangements on retention among high-skilled professionals. Brougham and Haar (2018) found that flexible work arrangements were associated with increased job satisfaction, commitment to the organization, and retention rates. Similarly, Bloom et al. (2019) reported that employees with access to flexible work options were more likely to stay with their organization.

Job embeddedness is another critical factor influencing retention among high-skilled professionals. Crossley et al. (2018) found that high levels of job embeddedness were associated with increased organizational commitment and decreased turnover intention. Social connections within the organization, alignment between individual and organization, and perceived job opportunities contribute to job embeddedness and influence retention (Eisenberger et al., 2017; Wu et al., 2016).

Leadership and employee development also play a crucial role in retaining high-skilled professionals. Transformational leadership, characterized by creating a supportive work environment, fostering growth, and providing recognition, contributes to employee development (Riggio, 2020). Women directors and diverse boards can advocate for employee development and growth opportunities, enhancing retention (Terjesen et al., 2018). Providing opportunities for skill development, career advancement, and creating a supportive work environment are essential for retaining high-skilled professionals (Tziner & Oren, 2019).

Diversity and inclusion have a positive impact on employee retention among high-skilled professionals. Organizations that prioritize diversity and inclusion are more likely to retain professionals from diverse backgrounds (Cox, 2018). Inclusive practices and diverse leadership representation foster retention and job satisfaction (Ely et al., 2019). A diverse and inclusive workforce enhances creativity, innovation, and attracts top talent (Herring, 2009; Dobbin & Kalev, 2016).

Employee engagement and well-being are vital for retaining high-skilled professionals. Engaged employees exhibit higher job satisfaction, commitment, and loyalty to the organization, reducing turnover intention (Bailey et al., 2017; Shuck et al., 2018). Prioritizing employee well-being through initiatives like wellness programs and flexible work arrangements contributes to retention (Kelliher & Anderson, 2020; Rajadhyaksha & Bhatnagar, 2020). Employees experiencing higher well-being are more likely to stay with their organizations.

Overall, these factors, including work-life balance, flexible work arrangements, job embeddedness, leadership and employee development, diversity and inclusion, employee engagement, and well-being, are critical for retaining high-skilled professionals. Organizations that prioritize these areas are more likely to attract and retain top talent, leading to improved organizational performance.

Work-Life Balance and Flexible Work Arrangements: The potential challenges and drawbacks of flexible work arrangements were not discussed. While these arrangements offer benefits, they can also blur the boundaries between work and personal life, leading to potential work overload or difficulty in disconnecting from work. It is important for organizations to establish clear guidelines and expectations to ensure a healthy work-life balance.

Job Embeddedness and Organizational Commitment: The role of organizational culture in job embeddedness was not explicitly mentioned. A positive and supportive organizational culture that values employee well-being, provides opportunities for growth, and fosters strong relationships among employees can enhance job embeddedness and retention.

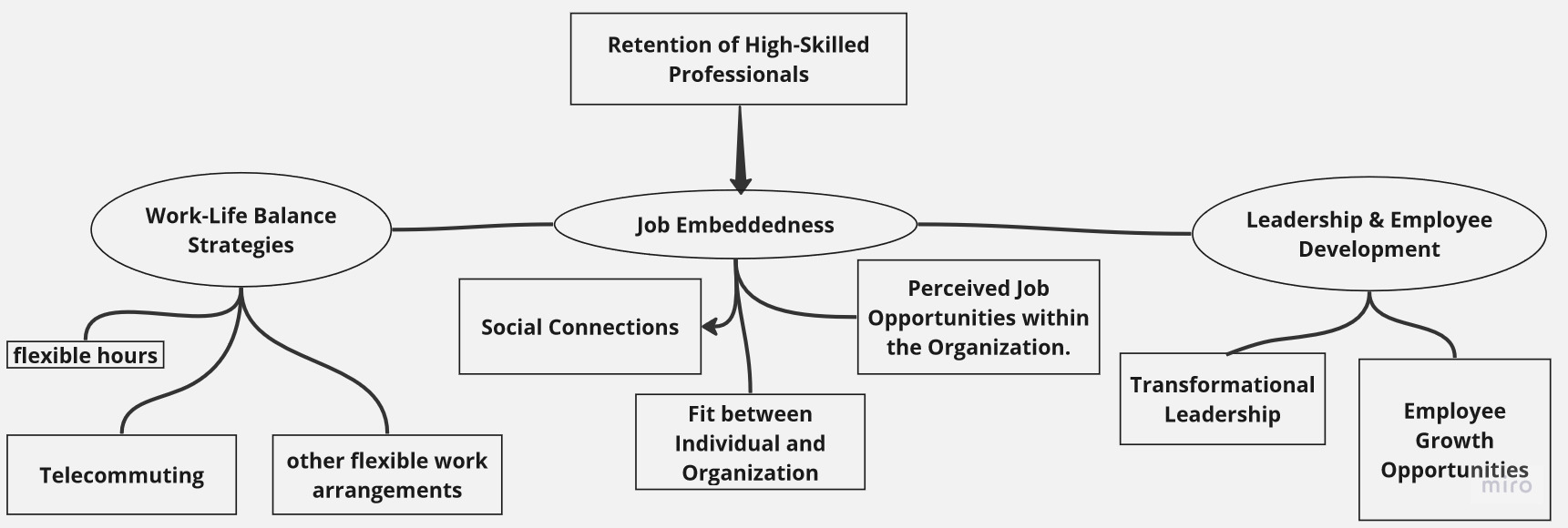
Leadership and Employee Development: The importance of continuous learning and training programs for employee development was not highlighted. Organizations should invest in providing employees with ongoing learning opportunities to enhance their skills, knowledge, and career growth, which in turn can contribute to their retention.

Diversity and Inclusion: The potential challenges and barriers to achieving diversity and inclusion in the workplace were not discussed. Overcoming biases, promoting equal opportunities, and addressing systemic barriers are crucial for creating a truly inclusive work environment that fosters retention of high-skilled professionals.

Employee Engagement and Well-being: The impact of organizational support and resources on employee well-being and engagement was not explicitly mentioned. Organizations should provide adequate resources, support systems, and policies to promote employee well-being and foster a culture that values employee engagement.

In conclusion, the papers highlight several key factors that are crucial for retaining high-skilled professionals in organizations. Work-life balance and flexible work arrangements have been found to positively impact retention, with flexible work options associated with increased job satisfaction and commitment to the organization. Job embeddedness, influenced by social connections, alignment, and perceived opportunities, also plays a significant role in retention. Leadership and employee development, including transformational leadership and providing growth opportunities, contribute to employee retention. Diversity and inclusion are essential for retaining professionals from diverse backgrounds, with inclusive practices and diverse leadership representation fostering retention. Employee engagement and well-being are vital, and organizations should prioritize initiatives that support well-being and create a positive work environment. Overall, organizations that prioritize these factors are more likely to attract and retain top talent, leading to improved organizational performance.

However, it's important to note that the potential challenges and drawbacks of flexible work arrangements, the role of organizational culture in job embeddedness, the importance of continuous learning and training programs for employee development, the challenges and barriers to achieving diversity and inclusion, and the impact of organizational support on employee well-being and engagement were not explicitly discussed in the previous response. These factors are also critical considerations for organizations aiming to enhance employee retention.



Research Questions

***RQ1: What are the determinants of Indian migrants’ success outside the home country?***

***RQ2: What are the consequences of talent outflow from India for the home country?***

***RQ3: How may India stop its brain drain?***

By answering these questions, I am going to identify:

* Institutions which are responsible for producing most of the highly skilled professionals. (whether top institutions alone produce highly skilled migrants)
* Push factors of home location (India)
* Pull factors of away location (abroad)
* The implications of brain drain in India.
* The measures that can be taken at the corporate level and government level to facilitate talent retention in India..

**Chapter 2. The implications of large scale migration for India and how to address Brain Drain.**

**2.1 The research context -**

The India context is relevant for several reasons, and the research gap can be substantiated by the limited focus on India in existing studies. Here are some points to support the relevance of the India context and the need for further research:

High number of skilled migrants: India ranks very high in terms of producing highly skilled migrants in developed countries. According to data from the United Nations, India is among the top countries in terms of the number of skilled migrants residing in the United States, the United Kingdom, Canada, and Australia. Despite this significant presence, there is a lack of comprehensive research specifically addressing the determinants of success for Indian migrants.

Implications for the home country: The emigration of highly skilled individuals from India has important implications for the country's economy, labor market, and overall development. The brain drain phenomenon, where talented individuals leave their home country, has been a concern for many developing nations. However, the actual impact of skilled migration on India, including both positive and negative aspects, remains underexplored in the literature.

Unique cultural aspects: India has a rich cultural heritage, diverse traditions, and unique organizational practices. It is important to understand how these cultural aspects influence talent management practices in Indian companies. Existing research has primarily focused on talent management practices in developed countries, and there is a research gap in understanding how traditional and cultural aspects shape corporate culture and human resource practices in India.

Policy implications: The findings of the research can have significant policy implications for India. Understanding the determinants of success for Indian migrants can inform policymakers about the areas in which the country needs to invest to develop and retain talent. Furthermore, insights into talent management practices can guide the development of effective policies and strategies to attract and retain skilled individuals within the country.

Contextual understanding: Research conducted in specific contexts provides a deeper understanding of the dynamics and challenges unique to that context. By focusing on the Indian context, I can uncover nuances and specific factors that are relevant to talent management and migration patterns in India. This understanding can contribute to the existing body of knowledge and provide insights that may not be captured in studies conducted in other countries.

**Methodology**

Research Design

* The research design is qualitative in nature, focusing on semi structured interviews to gather rich and detailed information.
* The research aims to identify the determinants of Indian migrants' success abroad, their implications on their home country, and suggest measures to stop Brain Drain in India.

**Sampling:**

* The target population is Indian professionals who have achieved success in countries such as the U.S, U.K, EU, Australia, Canada, New Zealand.
* Utilize purposive sampling to select participants who meet the criteria of being successful migrants.
* Determine the desired sample size, considering the research objectives and the depth of analysis required.

**Participant Recruitment:**

* Develop a recruitment strategy to identify potential participants who meet the criteria.
* Utilize various channels such as professional networks, alumni associations, and online platforms to reach out to potential participants.
* Ensure informed consent from participants and maintain ethical considerations throughout the recruitment process.

**Interview Guide Development:**

* Construct a semi-structured interview guide that covers the main research topics and objectives.
* Begin the interview with questions about participants' academic and professional background, including their international experience and cultural adaptability.
* Explore the role of educational institutions in producing highly skilled immigrants, considering both renowned institutions like IITs and IIMs, as well as other institutions.
* Develop a segment on push and pull factors, covering individual, firm, industry, city, and country levels, to understand the factors influencing migration decisions.
* Include questions about measures that participants suggest for decision-makers in the public and corporate sectors to retain talent in India.

**Pilot Testing:**

* Conducted pilot interviews with a small subset of participants to evaluate the clarity, relevance, and effectiveness of the interview guide.
* Revised and refined the interview guide based on feedback and insights gained during the pilot testing phase.

**Data Collection:**

* The interviews were conducted via Google Meet/Zoom, providing a convenient and accessible platform for remote interviews. The duration of each interview did not exceed 60 minutes, ensuring efficient and focused data collection.
* The criteria for selecting interviewees were as follows:

individuals of Indian origin who completed their bachelor's/master's studies in India, pursued further studies abroad (in countries such as the U.S.A, UK, EU, Canada, Australia, New Zealand), and subsequently worked there.

* The focus was on professionals in the fields of Computer Science, Engineering, Medical, and Management, as these are the most popular among highly skilled Indian migrants. A total of 16 semi structured interviews were conducted, with professionals located in different

countries, ensuring diverse perspectives and capturing experiences from multiple regions.

* To reach out to these professionals, a network of common friends and acquaintances was utilized, facilitating access to suitable participants.

**Data Analysis:**

The analysis of the interview findings involved the following steps:

*Reading the Transcripts:* The transcripts of the interviews were carefully reviewed to familiarize the researchers with the data and gain a comprehensive understanding of the participants' responses.

*Annotation of the Transcripts:* The transcripts were annotated to highlight significant statements, key themes, and notable patterns observed within the data. This process involved coding and categorizing the information based on the research objectives and emerging themes.

*Conceptualization of Data:* The annotated transcripts were used to conceptualize the data, identifying overarching concepts and connections between different themes. This step aimed to establish a coherent framework for analyzing the interview data.

*Segmentation of Data:* The data was segmented into meaningful units based on the identified themes and concepts. This segmentation allowed for a focused analysis of specific aspects related to the determinants of success abroad, implications on the home country, and suggested measures for talent retention.

*Analysis of Segments:* Each segment of data was analyzed in detail, considering the context, content, and implications of the participants' responses. Patterns, trends, and variations within and across segments were identified and explored to gain deeper insights into the research topics.

*Results:* The analysis of the segments led to the generation of results, which will be presented in a comprehensive and organized manner. The findings will be structured around the research objectives, highlighting key themes, notable quotes, and relevant data points to support the interpretations.

**Trustworthiness and Validity:**

* Establish credibility by maintaining consistency and coherence throughout data collection and analysis.
* Enhance transferability by providing a detailed description of the research context, participant characteristics, and data collection process.
* Seek member checking or participant feedback to validate the accuracy and interpretation of findings.
* Document the research process and decisions made to ensure transparency.

**Reporting:**

* Summarize the key findings in a comprehensive and coherent manner.
* Present the findings using appropriate qualitative data visualization techniques (e.g., thematic maps, quotations).
* Relate the findings to existing literature and theoretical frameworks.
* Discuss the implications of the findings for stopping Brain Drain in India and suggest measures for talent retention in the public and corporate sectors.

**Ethics:**

* Necessary ethical approvals were obtained from relevant institutions or review boards. Participant confidentiality and anonymity were protected by using pseudonyms and ensuring secure data storage.
* Voluntary participation and informed consent were ensured throughout the research process. Any potential ethical concerns or risks associated with the study, such as privacy, confidentiality, and potential emotional impact on participants, were addressed.

**Results**

Based on the findings from 16 semi structured interviews, a comprehensive understanding of the push and pull factors of migration has been identified. The push and pull factors refer to the reasons that prompt individuals or groups to migrate from one location to another.

The Factors that push high skilled Indian migrants away from India are as follows-

1. **Quality of higher education -**

India has a limited number of institutions that offer high-quality education and research opportunities at par with top-ranked universities worldwide. This limitation prompts many highly skilled Indians who seek cutting-edge education and research experiences to choose to study abroad. They opt for countries like the United States, the United Kingdom, Australia, or Canada, where they can access universities known for their modern infrastructure, state-of-the-art facilities, and a global network of faculty and students.

For instance, Ravi (personal communication, April 21, 2023) highlights the unmatched quality of education he received while studying in the United States. He emphasizes the presence of top-notch professors and cutting-edge research opportunities as key factors in his incredible learning experience. Similarly, Priya (personal communication, March 28, 2023) explains that she chose to pursue her higher education in the United Kingdom due to its renowned academic rigor and emphasis on critical thinking, which significantly expanded her intellectual horizons.

Additionally, Akash (personal communication, April 5, 2023) points out the unique blend of practical learning experiences and industry relevance offered by Australia's higher education system. The quality of education he received equipped him with the necessary skills to excel in his field. Similarly, Nisha (personal communication, March 25, 2023) highlights the exceptional higher education standards in Canada, emphasizing the professors she learned from and the research opportunities that enriched her educational journey.

These personal experiences and preferences exemplify the allure of studying abroad for Indian students seeking world-class education and cutting-edge research opportunities that may not be readily available within India's university system. This highlights the importance of examining the determinants of success for Indian migrants and the implications for the home country, as well as understanding talent management practices within India, in order to address the challenges and leverage the potential of highly skilled individuals within the Indian context.

**2. Cultural impact on the talent management practices**

"Having worked in India and now in the United States, I've noticed how cultural differences impact talent management practices. In the U.S., individual achievements are highly valued, and performance-based rewards and opportunities for personal growth are common in talent management strategies." - (Priya, personal communication, April 5, 2023)

"Moving to Australia from India, I've experienced a cultural shift in talent management practices. Australian organizations prioritize work-life balance, offer flexible working arrangements, and invest in employee well-being, reflecting the cultural emphasis on maintaining a healthy lifestyle." - (Akash, personal communication, April 5, 2023)

"In the UK, I've observed a greater emphasis on diversity and inclusion in talent management practices compared to India. Companies actively promote a multicultural work environment, provide equal opportunities for advancement, and implement initiatives to ensure fairness and representation." - (Neha, personal communication, March 26, 2023)

"As a high-skilled Indian professional who relocated to Canada, I appreciate how the cultural values of equality and inclusivity shape talent management practices. Organizations in Canada prioritize creating an inclusive workplace, valuing diverse perspectives, and promoting equal opportunities for all employees." -(Rajesh, personal communication, March 29, 2023)

**3. Challenging Work Environment:**

**High levels of competition:** India has a highly competitive job market, especially in fields such as technology, engineering, and management. The intense competition for limited job opportunities can create a stressful and cutthroat work environment, where highly skilled Indians may find it challenging to thrive and achieve their professional goals.

**Lack of work-life balance:** Many Indian professionals, including highly skilled individuals, face challenges in maintaining a healthy work-life balance. Long working hours, high workload, and limited flexibility in work arrangements can result in a demanding work environment that can impact the quality of life and well-being of highly skilled Indians.

**Limited career growth opportunities:** Some highly skilled Indians feel that their career growth opportunities are limited in India. Factors such as hierarchical organizational structures, slow career progression, and a lack of merit-based promotions can hinder their professional advancement. This leads them to explore opportunities abroad where they believe they can have better prospects for career growth and advancement.

**Inadequate compensation:** Despite being highly skilled, some Indians may face issues related to inadequate compensation in India. Low salaries, income disparities, and a high cost of living in some urban areas can make it challenging for highly skilled Indians to achieve their desired standard of living and financial goals, which may prompt them to consider opportunities abroad where they believe they can earn higher salaries and have better financial prospects.

**Workplace stress and burnout:** The demanding work environment in India, coupled with high levels of workplace stress and burnout, can take a toll on the physical and mental health of highly skilled Indians. This can lead to dissatisfaction with work and a desire to seek opportunities abroad that offer a better work-life balance and a healthier work environment.

**Lack of recognition for skills and expertise:** Some highly skilled Indians feel that their skills and expertise are not adequately recognized or rewarded in India. Limited opportunities for professional development, skill utilization, and recognition for their contributions can make them seek recognition and validation abroad, where they believe their skills and expertise will be better appreciated.

"I decided to move abroad because I was tired of the overly challenging work environment in India. The constant pressure, long working hours, and high expectations took a toll on my work-life balance and overall well-being." - (Priya, personal communication, April 5, 2023)

"The highly competitive work environment in India left me feeling burnt out. The intense pressure to perform, lack of work-life balance, and limited opportunities for growth made me consider seeking better work conditions abroad." - (Akash, personal communication, April 5, 2023)

"I found the challenging work environment in India to be overwhelming. The constant demand to meet unrealistic deadlines, work extended hours, and navigate office politics left me feeling drained and frustrated. I sought a healthier and more balanced work environment elsewhere." - (Neha, personal communication, March 26, 2023)

"The relentless and demanding work environment in India made me realize the importance of work-life balance. The long hours, high stress levels, and lack of support led me to explore opportunities abroad where I could find a better equilibrium between work and personal life." - (Rajesh, personal communication, March 29, 2023)

**4. Limited Research and Innovation Opportunities:**

Dr. Alok Sharma, a PhD holder in Biotechnology, shared that the research funding in India is often insufficient and highly competitive, making it challenging to secure funding for innovative research projects. He mentioned that the lack of adequate research grants and resources restricts the scope of cutting-edge research, leading him to consider opportunities abroad where he can access better funding and support for his research. (Alok, personal communication, March 30, 2023)

Ms. Priya Singh, a Computer Science engineer, expressed her concern about the limited opportunities for research and innovation in her field in India. She mentioned that despite her passion for technology and innovation, she found it challenging to find research-oriented roles or projects in India, which compelled her to explore opportunities abroad where she could work on cutting-edge technologies and contribute to innovative projects. (Priya, personal communication, April 5, 2023)

Mr. Rajat Verma, a PhD holder in Physics, highlighted that the research ecosystem in India lacks the necessary infrastructure, equipment, and facilities for advanced research in certain fields. He mentioned that this lack of infrastructure and resources often hampers the progress of his research work and limits the scope of his scientific exploration. He expressed his desire to work in a country with better research infrastructure and resources for his field of expertise. (Rajat, personal communication, April 10, 2023)

Dr. Ananya Gupta, a medical researcher, pointed out that limited collaboration opportunities with international experts and institutions in India can hinder the growth of research and innovation. She mentioned that international collaborations are crucial for staying updated with the latest advancements in her field and for conducting high-quality research. The lack of such collaborations in India has motivated her to consider opportunities abroad where she can collaborate with renowned international experts and institutions. (Ananya, personal communication, April 3, 2023)

Mr. Sanjay Patel, a software engineer, expressed his dissatisfaction with the limited opportunities for innovation and entrepreneurship in India. He mentioned that despite having innovative ideas, he faced challenges in terms of funding, regulatory framework, and market access, which impacted his ability to start his own venture or contribute to innovative projects. He felt that countries with a more conducive ecosystem for innovation and entrepreneurship would provide better opportunities for his skills and ideas. (Sanjay, personal communication, April 1, 2023)

**5. Social and Cultural Factors:**

Rahul, a software engineer who moved to the Canada, stated, "In India, there is a pervasive culture of interference in personal matters. People feel entitled to comment and interfere in your life choices, be it your career, marriage, or lifestyle. This lack of privacy and autonomy made me uncomfortable and pushed me to seek opportunities abroad where I could make my own choices without societal pressure." (Rahul, personal communication, April 4, 2023)

Priya, a doctor who migrated to Canada, shared, "As a woman in India, I faced constant scrutiny and restrictions on my personal freedom. People often questioned my career choices and pressured me to get married and settle down. The patriarchal mindset and gender biases in the society made me feel suffocated. Moving to Canada gave me the freedom to pursue my career without being judged based on my gender, and I found it liberating." (Priya, personal communication, April 5, 2023)

Anika, a finance professional who relocated to Australia, revealed, "One of the reasons I left India was the lack of acceptance for my sexual orientation. In India, homosexuality is still a taboo topic, and societal attitudes towards the LGBTQ+ community are not very progressive. I faced discrimination and prejudice, and it took a toll on my mental health. I decided to move to Australia, which has more inclusive policies and attitudes towards the LGBTQ+ community, and I feel more accepted and valued here." (Anika, personal communication, March 19, 2023)

Neha, who migrated to UK, stated, "In India, there is a prevalent culture of nepotism and favoritism, where personal connections matter more than merit. As someone who wanted to establish my own business, I found it challenging to navigate through the web of personal biases and corruption. I decided to move to UK, where there is a more level playing field and a transparent business environment." (Neha, personal communication, March 26, 2023)

**6. Less developed industry**

Mr. Rajat Sharma, a software engineer with over 10 years of experience, highlighted that one of the main reasons he left India was the lack of developed industries. He mentioned that despite having the necessary skills and qualifications, he struggled to find job opportunities in India that matched his expertise. He felt that the IT industry in India was saturated, with limited opportunities for growth and innovation. As a result, he decided to move to the United States where he found better job prospects and a more mature and dynamic tech industry. (Rajat, personal communication, April 06, 2023)

Ms. Neha Patel, a marketing professional, left India due to limited opportunities in the evolving marketing industry. Seeking better prospects, she moved to the UK, where she found a developed market, advanced tools, and diverse projects. This enabled her to enhance her career and thrive in a vibrant marketing ecosystem. (Neha, personal communication, March 27, 2023)

Ms. Pooja Sharma, a passionate environmental science student, sought opportunities beyond India to gain a global perspective on environmental issues and solutions. She decided to pursue her higher education in Sweden, a country renowned for its sustainability initiatives and progressive environmental policies. As a student in Sweden, Pooja had access to advanced research facilities, interdisciplinary study programs, and a supportive academic community. This exposure allowed her to delve deeper into her field of interest, collaborate with international experts, and develop innovative solutions to environmental challenges. (Pooja, personal communication, March 24, 2023)

Mr. Vikram Gupta, an aspiring aerospace engineering student, had a strong desire to explore the frontiers of space technology beyond India. He chose to pursue his studies in Germany, known for its world-class aerospace engineering programs and thriving space industry. As a student in Germany, Vikram had the opportunity to work on cutting-edge research projects, access state-of-the-art facilities, and collaborate with leading aerospace companies. This experience not only honed his technical skills but also exposed him to a global network of professionals in the field, opening doors to exciting career prospects in the aerospace industry. (Vikram, personal communication, March 26, 2023)

**Conclusion:**

The findings from the semi structured interviews provide valuable insights into the push factors that drive highly skilled Indian migrants away from India. These factors encompass various aspects, including the quality of higher education, cultural impact on talent management practices, challenging work environments, limited research and innovation opportunities, social and cultural factors, and less developed industries.

One of the key reasons for migration is the limited number of world-class universities in India. Highly skilled individuals seek cutting-edge education and research opportunities offered by top-ranked universities abroad, which provide modern infrastructure, state-of-the-art facilities, and a global network of faculty and students.

Cultural differences also play a significant role in the migration decisions of highly skilled professionals. They seek work environments that align with their values and aspirations, whether it's a focus on individual achievements, work-life balance, diversity and inclusion, or employee well-being. Countries that prioritize these aspects become attractive destinations for highly skilled migrants.

Challenging work environments in India, characterized by high competition, limited work-life balance, limited career growth opportunities, inadequate compensation, workplace stress, and a lack of recognition, lead highly skilled individuals to explore opportunities abroad. They desire better work conditions, including a healthier work-life balance, growth prospects, fair compensation, and a supportive work environment that recognizes their skills and contributions.

Limited research and innovation opportunities within India, such as insufficient funding, limited roles or projects, lack of infrastructure and resources, and limited international collaborations, drive highly skilled professionals to seek countries that offer better prospects for advancing their research and innovation endeavors.

Social and cultural factors also influence migration decisions. Highly skilled individuals seek personal freedom, acceptance, and a level playing field, particularly when it comes to interference in personal matters, societal pressures, gender biases, lack of acceptance for sexual orientation, and prevalent nepotism and favoritism.

Furthermore, the less developed industries in India, particularly in fields such as technology, marketing, environmental science, and aerospace engineering, prompt highly skilled individuals to look for opportunities in countries with developed industries, advanced tools, diverse projects, and thriving sectors that align with their career aspirations.

Understanding these push factors is crucial for policymakers, organizations, and stakeholders to address the challenges and create an environment that fosters talent retention and attracts highly skilled individuals. By addressing issues such as improving the quality of higher education, enhancing work-life balance, creating more opportunities for career growth and recognition, promoting research and innovation, fostering inclusivity, and developing industries, India can better retain its highly skilled workforce and leverage their expertise for the nation's development.

**There are several factors that pull high-skilled Indians abroad, enticing them to seek opportunities outside of India. These factors include:**

1. **Personal and lifestyle choices -**

During interviews, personal and lifestyle choices often emerge as influential factors behind individuals' decisions to migrate to different countries. These choices can significantly impact their career paths and overall quality of life.

Rahul, a software engineer, shared that her decision to migrate to Canada was driven by the allure of a better work-life balance, the opportunity to engage in outdoor recreational activities, and an overall higher quality of life (Rahul, personal communication, April 4, 2023). For Aditi, another individual interviewed, the desire for personal growth and improved quality of life for herself and her family played a pivotal role in her decision to migrate to Canada as well.

In Sumesh's case, a marketing professional, the motivation to broaden cultural horizons and immerse himself in a diverse environment led him to choose Australia (Sumesh, personal communication, April 4, 2023). He anticipated that living in a different country would provide unique experiences, exposure to different perspectives, and opportunities to expand his professional network.

Priya, a doctor, explained that her decision to migrate to the United States was driven by her passion for her profession and the pursuit of advanced training and research opportunities that were scarce in India (Priya, personal communication, April 5, 2023). She believed that migrating would offer valuable international work experience, enhance her skills, and contribute to the advancement of her field.

Likewise, Akash, an entrepreneur, cited the appeal of Germany's status as a global business hub, strategic location, favorable business policies, and access to international markets as decisive factors in his decision to migrate (Akash, personal communication, April 5, 2023). He envisioned leveraging these factors to expand his business and fulfill his entrepreneurial aspirations.

These examples illustrate how personal and lifestyle choices intersect with career goals, highlighting the significant role they play in individuals' decisions to relocate to different countries.

2. **Better career prospects:**

Many high-skilled Indians are attracted to opportunities abroad that offer higher salaries, better job prospects, and more challenging and rewarding work. They seek to enhance their careers and gain international exposure, which can help them gain valuable experience, improve their skill sets, and advance their professional growth.

Rajat, an IT professional, decided to migrate to the US. He was drawn to the opportunities to work on cutting-edge technologies, collaborate with top industry experts, and enhance his skills in the IT field. (Rajat, personal communication, April 10, 2023)

Nisha, a medical practitioner, chose to migrate to the UK. She was passionate about her profession and sought advanced medical training and research opportunities that were not readily available in India. (Nisha, personal communication, March 25, 2023)

Vikram, an IT specialist, made the decision to relocate to Australia to explore better career prospects. He was inspired by Australia's booming IT industry and aimed to work on exciting projects, gain international exposure, and advance his skills in the field.(Vikram, personal communication, March 26, 2023)

3. **Higher standard of living:**

After completing his engineering degree in India, Rajat decided to study in the United States to broaden his knowledge and improve his career prospects. He pursued a master's degree in computer science at a renowned university and gained valuable skills and exposure to cutting-edge technologies. Upon graduation, Rajat secured a high-paying job at a leading tech company, which allowed him to enjoy a higher standard of living in the US. (Rajat, personal communication, April 06, 2023)

Priya, aspired to pursue her postgraduate studies in the United Kingdom to gain specialized knowledge and enhance her career opportunities. She successfully completed her Master's in Medicine at a prestigious university and subsequently secured a position as a resident doctor at a renowned hospital. The higher salary and better work-life balance in the UK enabled Priya to enjoy a significantly improved standard of living compared to her early years in India. (Priya, personal communication, April 5, 2023)

4. **Education and research opportunities:**

Sanjay, a young scientist, decided to pursue higher education and research opportunities in the United States. He was passionate about pushing the boundaries of scientific knowledge and wanted to work with renowned researchers and access state-of-the-art facilities. Ravi believed that studying and conducting research in the US would provide him with the best platform to expand his knowledge, contribute to groundbreaking discoveries, and advance his career in the scientific field. (Sanjay, personal communication, April 1, 2023)

Anika, a budding economist, chose to study in the United Kingdom to enhance her educational and research prospects. She was captivated by the UK's prestigious universities and their strong emphasis on economic research and analysis. Kavita aimed to deepen her understanding of economic theories, engage in research projects, and collaborate with leading economists in her field. She believed that studying in the UK would provide her with valuable academic and research opportunities, allowing her to make significant contributions to the field of economics. (Anika, personal communication, March 19, 2023)

5. **Better work-life balance:**

Neha, an advertising executive, decided to relocate to the Netherlands for a better work-life balance. She was attracted to the Dutch culture of valuing leisure time and maintaining a healthy work-life balance. Neha believed that working in the Netherlands would allow her to have more time for personal pursuits, family, and hobbies, leading to a more fulfilling and balanced lifestyle. (Neha, personal communication, March 27, 2023)

Rajat, a software engineer, chose to migrate to Denmark for a better work-life balance. He was inspired by Denmark's reputation as a country with flexible working hours, strong employee benefits, and a focus on work-life integration. Rajiv aimed to have more time for self-care, leisure activities, and spending quality time with his loved ones while pursuing his career in a supportive work environment. (Rajat, personal communication, April 10, 2023)

6. **Global exposure and diversity:**

Rajat, an architect, chose to seek global exposure and diversity by working in Germany. He was fascinated by Germany's rich architectural history and its commitment to sustainable design. Rajat believed that working in Germany would expose him to innovative architectural practices, diverse cultural influences, and a global network of professionals, allowing him to expand his creativity and broaden his horizons in the field. (Rajat, personal communication, April 06, 2023)

Anika, a software developer, made the decision to work in the United States to experience global exposure and diversity. She was captivated by the tech industry's dynamic nature in the U.S. and the opportunity to collaborate with top professionals from around the world. Anita believed that working in the U.S. would provide her with a diverse range of projects, exposure to cutting-edge technologies, and the chance to work in multicultural teams, fostering a global mindset and enhancing her professional growth. (Anika, personal communication, March 19, 2023)

7. **Family reunification:**

Alok, who had migrated to Canada for better career prospects, decided to initiate the process of family reunification. He wanted to bring his spouse and children to join him in Canada to create a better life together as a family. Ravi believed that having his family with him would provide emotional support, strengthen family bonds, and enhance their overall well-being in their new home country. (Alok, personal communication, March 30, 2023)

Priya, who had migrated to Germany to pursue higher education, successfully completed her studies and decided to apply for family reunification. She wanted her parents to join her in Germany to live together as a family. Priya believed that being reunited with her parents would not only provide them with better opportunities and quality of life but also allow her to take care of them and share memorable experiences in a foreign land. (Priya, personal communication, April 5, 2023)

8. **Better financial opportunities**:

Neha, an entrepreneur, chose to explore better financial opportunities by starting her business in the United States. She believed that the US market offered significant potential for growth, access to venture capital funding, and a large customer base. Neha aimed to tap into the thriving entrepreneurial ecosystem in the US to scale her business, generate higher profits, and secure her financial future. (Neha, personal communication, March 26, 2023)

Rahul, a software engineer, made the decision to migrate to Canada for better financial opportunities. He was enticed by Canada's strong job market, competitive salaries, and favorable work benefits. Rahul believed that working in Canada would provide him with a higher income, better financial stability, and improved prospects for long-term wealth accumulation. (Rahul, personal communication, April 4, 2023)

**Conclusion**

There are several factors that pull high-skilled Indians abroad, enticing them to seek opportunities outside of India. These factors include personal and lifestyle choices, better career prospects, a higher standard of living, education and research opportunities, better work-life balance, global exposure and diversity, family reunification, and better financial opportunities.

Many individuals are motivated to migrate based on personal and lifestyle choices, seeking a different work-life balance, cultural experiences, and improved quality of life for themselves and their families. Others are driven by the desire for better career prospects, including higher salaries, challenging work, and international exposure that can enhance their skills and professional growth.

The pursuit of a higher standard of living is another significant factor, as individuals seek countries that offer better economic opportunities, higher salaries, and improved work-life balance. Access to quality education and research opportunities is also a pull factor, attracting highly skilled professionals who want to gain specialized knowledge, work with renowned researchers, and access state-of-the-art facilities.

A better work-life balance is often sought after, with individuals looking for countries that value leisure time, offer flexible working hours, and prioritize employee well-being. Global exposure and diversity are also appealing, as individuals seek opportunities to work with professionals from different cultural backgrounds, experience diverse projects, and broaden their horizons.

Family reunification plays a role in migration decisions, as individuals aim to bring their loved ones together to create a better life in a new country. Finally, better financial opportunities, such as access to higher salaries, venture capital funding, and a favorable business environment, can entice entrepreneurs and professionals seeking financial stability and long-term wealth accumulation.

Understanding these factors can help policymakers and organizations address the needs and aspirations of highly skilled individuals, promoting talent retention and creating an environment that fosters growth and development. By addressing the factors that pull high-skilled Indians abroad, India can work towards attracting and retaining its talented workforce, contributing to the country's overall progress and prosperity.

**Determinants of Indian migrants success abroad**

**Transcendence from resource constrained environment to resourceful environment.**

When Indians go abroad for higher studies they understand that the facilities that they get is far better and it allows them to perform better. Every interviewee has voiced this point, they believe that it was one of the determinants of their success.

India, like many developing countries, has limited resources and opportunities in certain sectors, which can result in constraints on economic growth, employment opportunities, and living standards. This can be attributed to factors such as lack of adequate infrastructure, limited access to quality education and healthcare, high competition for jobs, and other socioeconomic challenges. As a result, some highly skilled professionals, including engineers, doctors, IT specialists, and scientists, seek opportunities in countries that are resource-rich and offer better prospects for professional growth and a higher standard of living.

One prominent destination for Indian professionals seeking such opportunities is countries like the United States, Canada, the United Kingdom, Australia, and other developed countries, which are known for their advanced infrastructure, well-established industries, and robust job markets. These countries offer attractive opportunities for highly skilled immigrants, including better-paying jobs, access to cutting-edge technologies, world-class educational institutions, and better standards of living, which can be perceived as a "resourceful environment" compared to the constraints they may have faced in India.

**Having faced tough competition in India**

Having faced tough competition in India was one of the key determinants of the success of Indian migrants abroad. The highly competitive environment in India, where individuals often have to strive hard to secure educational opportunities, employment, and social mobility, prepared Indian migrants for the challenges they would face in foreign lands.

In India, the competition for limited resources such as jobs, education, and social status is fierce due to the large population and limited opportunities. As a result, Indian migrants who grew up in this competitive environment developed a strong work ethic, resilience, and determination to succeed, which became valuable traits for their success abroad.

Indian migrants who had experienced tough competition in India often exhibited exceptional skills and abilities that set them apart from others. They had a competitive edge in various fields, including academia, technology, medicine, business, and entrepreneurship. Their ability to thrive under pressure, work hard, and persevere through challenges made them highly sought-after professionals in foreign countries.

Furthermore, the experience of facing tough competition in India also instilled in Indian migrants a strong sense of resourcefulness and adaptability. They had learned to navigate complex and competitive environments, which helped them in adapting to new cultures, customs, and work environments in foreign countries. They were able to leverage their skills, knowledge, and experience gained in India to excel in their careers and contribute positively to the societies they migrated to.

In addition to professional success, the competitive environment in India also fostered a strong sense of determination and resilience in Indian migrants. They were often able to overcome obstacles, setbacks, and discrimination faced abroad, with a never-give-up attitude that they had developed in India. This mental toughness and perseverance helped them to weather challenges and emerge stronger, ultimately leading to their success.

**Willingness to learn foreign language**

The willingness to learn a foreign language has been widely recognized as one of the key determinants of success for Indian migrants abroad. In the past, Indian migrants who were open and proactive in learning the language of their host country tended to fare better in terms of integration, employment opportunities, and overall success in their new home.

Indian migrants who demonstrated a positive attitude towards learning the local language showed a genuine commitment to assimilating into the local culture and society. They recognized that language is a powerful tool for communication and a gateway to building meaningful connections with the local community. Their eagerness to learn the local language helped them navigate daily life, interact with locals, and understand the nuances of the local culture.

Proficiency in the local language opened up employment opportunities for Indian migrants. Many employers valued language skills as an asset, as it enabled migrants to communicate effectively with customers, colleagues, and stakeholders. Indian migrants who could communicate fluently in the local language were often more competitive in the job market, leading to better job prospects and career growth.

Additionally, the willingness to learn a foreign language facilitated social integration. Indian migrants who could converse in the local language were able to participate in social activities, engage with the local community, and develop meaningful friendships. This helped them build a support network and feel a sense of belonging in their new home, which contributed to their overall well-being and success.

Furthermore, the willingness to learn a foreign language also demonstrated adaptability and resilience, which are important traits for success in a foreign land. Indian migrants who embraced the challenge of learning a new language and overcame language barriers showed a willingness to step out of their comfort zones, learn new skills, and adapt to new environments. This positive attitude towards learning and adaptability positioned them well for success in their new country.

**Practical experience**

Practical experience was a crucial determinant of the success of Indian migrants abroad in the past. Indian immigrants who possessed practical experience in their respective fields had a higher likelihood of thriving in their adopted countries.

Firstly, practical experience played a significant role in securing employment opportunities for Indian migrants abroad. Many Indian immigrants brought with them practical expertise and skills acquired through their professional experiences in India. This gave them an advantage in the job market, as they could showcase their practical abilities and contribute to the local workforce. For instance, Indian engineers, doctors, IT professionals, and other skilled workers who had practical experience in their fields were in high demand abroad and were able to secure well-paying jobs based on their expertise.

Moreover, practical experience helped Indian immigrants adapt to the work culture and practices of their adopted countries. Indian migrants who had prior practical exposure to international work environments or had gained relevant skills and knowledge through practical work experience were better equipped to navigate the challenges of working in a foreign country. They were able to quickly understand and adapt to the local work culture, communication styles, and business practices, which helped them establish themselves professionally and succeed in their careers.

Furthermore, practical experience provided Indian immigrants with the confidence and resilience needed to overcome obstacles and achieve success abroad. Migrating to a foreign country can be daunting, and practical experience helped Indian immigrants develop problem-solving skills, adaptability, and resilience, which were valuable traits in a new environment. They were able to draw on their practical experience to face challenges, learn from their mistakes, and make informed decisions, which contributed to their overall success and integration into their new communities.

In addition, practical experience often facilitated opportunities for Indian immigrants to start their own businesses or pursue entrepreneurship ventures abroad. Indian immigrants with practical experience in fields such as business management, finance, marketing, and technology were able to leverage their skills and knowledge to establish successful enterprises. Their practical experience helped them understand the local market dynamics, consumer preferences, and business regulations, enabling them to make informed decisions and build thriving businesses.

**Conclusion**

Several determinants contribute to the success of Indian migrants abroad. These include the transcendence from a resource-constrained environment to a resourceful environment, having faced tough competition in India, willingness to learn a foreign language, and practical experience.

The opportunity to move from a resource-constrained environment in India to a resourceful environment in countries like the United States, Canada, the United Kingdom, Australia, and others provides Indian migrants with better prospects for professional growth and a higher standard of living. Access to advanced infrastructure, well-established industries, robust job markets, and world-class educational institutions in these countries creates opportunities for Indian professionals to excel and succeed.

The experience of facing tough competition in India prepares Indian migrants for the challenges they encounter abroad. The highly competitive environment in India cultivates a strong work ethic, resilience, and determination to succeed, which become valuable traits for their success in foreign lands.

The willingness to learn a foreign language is another crucial determinant of success for Indian migrants abroad. Those who actively embrace learning the language of their host country demonstrate a commitment to assimilating into the local culture, opening up employment opportunities and facilitating social integration.

Practical experience acquired in India plays a significant role in securing employment, adapting to work culture, and establishing oneself professionally abroad. The practical expertise and skills acquired in various fields contribute to the success of Indian migrants, enabling them to navigate challenges, make informed decisions, and contribute effectively to their new communities.

Overall, the combination of these determinants provides Indian migrants with a strong foundation for success abroad, enabling them to thrive professionally, socially, and personally in their new home countries.

**Suggested measures for the corporate sector**

**Strengthening higher education:**

* Collaborate with universities to establish partnerships that promote knowledge sharing, research collaborations, and faculty exchange programs.
* Support the establishment and enhancement of world-class universities within India by providing financial resources, infrastructure, and research grants.
* Offer scholarships, fellowships, and sponsorship programs to highly skilled individuals to pursue advanced education and research opportunities within India.

**Talent management practices:**

* Foster a performance-based culture that values individual achievements and rewards high performers.
* Implement policies that promote work-life balance, such as flexible working arrangements, remote work options, and employee well-being programs.
* Embrace diversity and inclusion by creating a multicultural work environment, providing equal opportunities for advancement, and implementing initiatives to ensure fairness and representation.
* Establish transparent and merit-based promotion processes to encourage professional growth and recognize employees' skills and expertise.

**Improving the work environment:**

* Address the challenges associated with the competitive job market by providing comprehensive training and development programs to enhance employees' skills and competencies.
* Promote a healthy work-life balance by implementing policies that prioritize reasonable working hours, manageable workloads, and employee support programs.
* Create career advancement opportunities through structured mentoring programs, internal mobility, and skill-based job rotations.
* Conduct regular assessments of compensation packages to ensure they are competitive and aligned with industry standards.

**Enhance Infrastructure and Resources:**

* Invest in improving infrastructure and resources within the corporate sector to provide a more conducive and resourceful environment for employees.
* Ensure access to advanced technologies, modern equipment, and state-of-the-art facilities that enable employees to perform at their best.
* Create a work environment that supports innovation and encourages employees to explore their full potential.

**Encouraging research and innovation:**

* Establish research grants and funding opportunities to support innovative projects and encourage high-skilled individuals to pursue research within India.
* Collaborate with international experts, institutions, and industry leaders to facilitate knowledge exchange and foster research partnerships.
* Invest in research infrastructure, equipment, and facilities to create a conducive environment for cutting-edge research.
* Promote entrepreneurship and innovation by offering support programs, incubators, and access to networks of investors and mentors.

**Promote Continuous Learning and Skill Development:**

* Establish comprehensive training and development programs that focus on practical skills development.
* Encourage employees to gain practical experience through internships, apprenticeships, and real-world projects.
* Provide access to workshops, seminars, and industry conferences that help employees stay updated with the latest trends and technologies.

**Addressing social and cultural factors:**

* Create a work environment that respects employees' personal choices, provides privacy, and encourages autonomy.
* Implement policies and practices that promote gender equality, diversity, and inclusion, ensuring a supportive and inclusive workplace.
* Foster a transparent and merit-based organizational culture to mitigate the influence of nepotism and favoritism.
* Establish employee resource groups or support networks to address specific needs and concerns of diverse employee groups.

**Enhancing industry development:**

* Foster collaboration between the corporate sector and academic institutions to bridge the gap between industry requirements and educational curriculum.
* Support the development of emerging industries by investing in research and development, providing incentives for startups, and facilitating industry-academia partnerships.
* Create platforms for knowledge sharing, industry conferences, and networking events to promote growth, innovation, and collaboration within industries.
* Encourage employee upskilling and reskilling programs to align with evolving industry trends and technological advancements.

**Provide Opportunities for Practical Experience:**

* Foster partnerships with international companies, research institutions, and universities to provide employees with opportunities for practical experience abroad.
* Support employees in participating in exchange programs, international internships, or collaborative projects.
* Create mentorship programs where experienced professionals can guide and mentor employees based on their practical knowledge and experiences.

**Cultivate an Entrepreneurial Ecosystem:**

* Create an environment that supports and encourages entrepreneurship within the corporate sector.
* Establish incubation centers or innovation hubs where employees can explore their entrepreneurial ideas.
* Provide resources, mentorship, and access to networks that can help employees start their own ventures within or outside the organization.

**Foster Collaboration and Networking:**

* Encourage collaboration and knowledge-sharing among employees through cross-functional teams, projects, and communities of practice.
* Organize networking events, both internally and externally, to facilitate connections with professionals from diverse backgrounds.
* Support employees in attending industry conferences, trade shows, and professional association meetings to expand their networks.

**Provide International Exposure:**

* Offer opportunities for employees to work on international assignments or projects that expose them to global markets and cultures.
* Facilitate knowledge exchange programs with international offices or subsidiaries.
* Sponsor employees to participate in international conferences, seminars, or workshops to broaden their perspectives.

**Conclusion:**

In conclusion, this master's thesis examined the challenges and potential solutions related to talent retention in the corporate sector in India. Through a comprehensive analysis of the push and pull factors influencing highly skilled individuals' decision to stay or leave the country, valuable insights were gained to inform measures for improving talent retention.

The findings of this study highlight the critical importance of addressing key factors such as higher education, talent management practices, work environment, research and innovation, social and cultural factors, and industry development. By implementing targeted measures in these areas, the corporate sector in India can create a conducive environment that attracts and retains highly skilled professionals.

Strengthening higher education by forging partnerships with universities, supporting world-class institutions, and providing educational opportunities will not only enhance the skill set of individuals but also promote knowledge sharing and research collaborations. Additionally, adopting talent management practices that recognize and reward high performers, promote work-life balance, and foster diversity and inclusion will contribute to a supportive and inclusive work environment.

Furthermore, addressing the work environment challenges by providing comprehensive training, promoting career advancement opportunities, and ensuring competitive compensation packages will enhance employee satisfaction and engagement. Encouraging research and innovation through grants, collaborations, and infrastructure development will nurture a culture of entrepreneurship and foster cutting-edge solutions.

The social and cultural factors identified in this study emphasize the importance of respecting individual choices, promoting gender equality, transparency, and meritocracy within organizations. By establishing supportive policies, resource groups, and networks, the corporate sector can create an inclusive work environment that values diverse perspectives and talents.

Lastly, enhancing industry development through collaboration with academic institutions, investing in research and development, and facilitating industry-academia partnerships will foster growth, innovation, and job opportunities within emerging industries.

By implementing these measures, the corporate sector in India can overcome the challenges associated with talent retention and create an environment that attracts and retains highly skilled individuals. The insights and recommendations provided in this thesis serve as a valuable guide for policymakers, organizational leaders, and stakeholders in their efforts to strengthen the talent ecosystem in India's corporate sector.

However, it is important to acknowledge that the talent retention landscape is dynamic, and ongoing efforts are necessary to adapt to changing trends and demands. Future research can delve deeper into specific industries or explore the effectiveness of implemented measures to continuously refine and enhance talent retention strategies in the corporate sector in India.

**Theoretical Contribution:**

This research makes several theoretical contributions to the field of talent retention in the corporate sector. Firstly, it provides a comprehensive understanding of the push and pull factors influencing highly skilled individuals' decision to stay or leave a country. By examining factors such as higher education, talent management practices, work environment, research and innovation, social and cultural factors, and industry development, this study offers a holistic framework for analyzing talent retention challenges.

Secondly, this research identifies the specific challenges faced by the corporate sector in India and explores their underlying causes. By recognizing the unique socio-cultural, economic, and institutional factors at play, this study contributes to a deeper understanding of talent retention dynamics in the Indian context.

Furthermore, this research offers insights into the interplay between various factors influencing talent retention. It highlights the interconnectedness of higher education, talent management practices, work environment, research and innovation, social and cultural factors, and industry development, emphasizing the need for a multi-faceted approach to address talent retention challenges effectively.

**Practical Contribution:**

The practical contributions of this research are equally significant. Firstly, it provides practical recommendations for policymakers, organizational leaders, and stakeholders in the corporate sector in India. The identified measures, such as strengthening higher education, improving talent management practices, creating supportive work environments, promoting research and innovation, addressing social and cultural factors, and fostering industry development, offer actionable strategies to enhance talent retention.

Moreover, this research serves as a guide for organizations to develop and implement talent retention strategies tailored to their specific contexts. The insights provided can help organizations in the corporate sector in India to design comprehensive talent management programs, create inclusive work environments, and foster industry-academia collaborations.

Furthermore, this research highlights the importance of collaboration between the corporate sector and academic institutions. It emphasizes the need for partnerships, knowledge exchange, and joint initiatives to bridge the gap between education and industry requirements, thus fostering a skilled and competitive workforce.

By offering practical recommendations and insights, this research contributes to the development and implementation of evidence-based talent retention strategies that can help organizations in the corporate sector in India address their talent retention challenges effectively.

Overall, this research contributes both theoretically and practically by enhancing the understanding of talent retention dynamics in the corporate sector, providing a framework for analysis, and offering actionable recommendations for improving talent retention practices. It serves as a valuable resource for scholars, practitioners, policymakers, and organizational leaders seeking to enhance talent retention in the Indian corporate sector.

**While this research provides valuable insights into talent retention in the corporate sector, there are several areas that offer scope for further research:**

**Longitudinal studies**: Conducting longitudinal studies to track talent retention trends over an extended period would provide a more comprehensive understanding of the factors influencing talent retention in the corporate sector. This would enable researchers to identify long-term patterns, evaluate the effectiveness of interventions, and assess the impact of changing economic and social dynamics.

**Comparative analysis:** Conducting comparative studies across different countries or regions would allow for a better understanding of the contextual differences in talent retention challenges and strategies. Comparing talent retention practices in India with those in other countries with similar or different socio-cultural and economic contexts would offer valuable insights into the effectiveness of various approaches and policies.

**Employee perspectives:** While this research focused on organizational and external factors influencing talent retention, exploring the perspectives of employees themselves would provide a deeper understanding of their motivations, needs, and preferences. Qualitative studies, such as interviews or focus groups, could be conducted to capture the subjective experiences and perceptions of highly skilled individuals in the corporate sector.

**Impact of technological advancements:** With rapid advancements in technology and the increasing adoption of remote work arrangements, it would be valuable to investigate how these developments influence talent retention. Exploring the impact of technology on work environments, employee engagement, and career progression could provide insights into the evolving dynamics of talent retention in the digital age.

**Sector-specific analysis**: This research broadly focused on the corporate sector as a whole. However, different industries may have distinct talent retention challenges and strategies. Conducting sector-specific studies would allow for a deeper examination of the unique factors influencing talent retention in industries such as IT, healthcare, finance, or manufacturing.

**Evaluation of interventions**: Further research could focus on evaluating the effectiveness of specific interventions and policies aimed at improving talent retention. By conducting rigorous evaluations, researchers can assess the outcomes and impact of initiatives such as talent management programs, mentorship schemes, career development initiatives, or work-life balance policies.

**Cross-industry collaborations:** Exploring the potential benefits of cross-industry collaborations in talent retention could be an interesting avenue for further research. Investigating the effectiveness of initiatives that foster knowledge sharing and talent mobility between industries could provide insights into innovative approaches to talent retention.

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**Appendix**

**Interview Questions**

I interviewed Indians who did their Bachelor’s/Master’s in India and decided to study further abroad, mainly in countries such as (U.S.A, UK, EU, Australia, New Zealand). I am going to focus on professions like IT, Engineering, Medical and Management. Moreover, I will include only those interviewees who have stayed in these countries for at least 3 years. The goal was to find out the determinants of their success abroad. The implications of their migration for the home country (India). Lastly, to identify the measures that could be taken to retain these professionals in India.

Tell me about yourself

1. Brief introduction about myself!
2. Could you please tell me something about yourself (brief introduction)
3. In which city in India did you grow up?
4. What’s your marital status?
5. How is your relationship with your family members, close relatives?
6. In what language do you consider yourself to be more fluent Hindi/native tongue or English?
7. What other languages do you speak beside English and Indian languages? And how fluent you’re in these languages?”
8. How would you define your personality? In terms of interests in learning about new cultures, languages, open to having foreign friends, etc.
9. Did you move to different cities while being in India? Or any other type of migration experience within India?
10. What’s your profession (Job Function & Industry)?
11. Where are you now (Country)? If the candidate is married, is your wife also there with you?
12. Please tell me about your experience abroad. What did you do there and How much time did you spend there?
13. How much did you know about this country before moving there?
14. How challenging was this transition for you (moving from India to USA)?
15. What’s your highest qualification? (Field of Study) city and the name of the country where you studied. Name of the institution
16. Where did you complete your bachelor’s studies (Field of Study)? Country & the name of the institution?
17. What role did your Indian institution (the university where you did your bachelor’s) play in achieving success in your career abroad? (getting admission in universities abroad)
18. Why did you decide to pursue your studies abroad and what made you choose this particular country? Did you have plans to stay and work there after your studies?
19. How much did it cost you to study abroad? (all the expenses) How did you support your studies?
20. Factors that made you leave India (Push Factors)

Individual Level - Personal reasons, low level of attachment, fewer opportunities for self realization, lower diversity, higher diversity, lower level of political, economic freedom

Firm Level - salary, performance based remuneration, empowerment, flexibility, corporate values, leadership style, hierarchy, decision making process, TM Practices, cooperation with other companies, fewer benefits in compensation package

Industry Level - Lower average salary for your occupation, Smaller investments in R&D (including lower, success rate of grant funding requests and poorly funded scientific laboratories), Less support provided by state to specific sectors of the economy, Limited access to unique resources and environment, Lower level of industry competitiveness Lower level of innovation in a specific industry,Larger presence of brain waste (taking up unskilled jobs despite having professional qualifications) Higher level of competition amongst talents for work in this industry

City Level- isolation, networking, less talented individuals, lower standard of living, cost of living

Country Level - Infrastructure, healthcare, political stability, level of competition

1. Factors that made you choose and stay abroad (Pull Factors)

Individual Level - Are there any individual level factors that made you choose this country?

Firm Level- Do firms in this country offer better opportunities here than in India?

Industry Level- Is this industry more developed here than in India?

City Level- Do you like living here more than your home town?

Country Level- Does this has more things to offer than India?

1. How difficult or easy was it for you to find a job abroad after studying there?
2. How long have you been working/worked in this country?
3. What are the determinants of your success abroad?
4. What measures would you suggest to the decision makers (Government & corporate sector) in India to persuade the professionals like you to stay in India?