

# INDIAN REBELLIOUS FEMALE TALENT

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Talent scarcity in India requires enlarging multinational enterprises' talent pools in order to fill key positions. Stronger female labor market participation could add to the national talent pool. On the level of Macro Talent Management this challenge is taken up by institutional changes such as legislations to improve the child-care infrastructure. Furthermore, the increase of female graduates in tertiary education proves progress (WEF 2016; Böhmer & Schinnenburg 2018). However, statistics show a striking 'leaky pipeline' of well-educated Indian females. This leads to the question, what it takes for Indian female professionals to stay in the Indian labor market which up to date is male dominated and characterized by high work demands resulting in work-life-imbalance (Budhwar, Varma & Patel, 2016).

Taking the scholarly discussion at the overlap of talent management (TM) and current careers literature as a starting point we question the family-relatedness of work decisions (FRWD) of male and female talent. Based on the tripartite framework of Powell and Greenhaus (2012) we discuss the importance of the individual, organizational and societal context for talent's work decisions and argue that TM's focus should be expanded to obtain a more realistic view of female talent's decision framework.

Our qualitative empirical research provides insights in Indian talent's career decisions. 24 interviews with internationally experienced knowledge-workers were held to find out how they come to career decisions throughout their career. Special focus was the balancing act of professional and private life sphere. An inductive-deductive approach was used to develop categories in MaxQda. Results show the tripartite framework's impacts. Especially, gender differences cause the majority of female managers perceiving themselves as turned into rebels in different life phases. Organizational demands leave little room for highly family-related career decisions and lead to conflicts in family life or alternative solutions like self-employment, or dropping out of the labor market.

Consequently, a stronger focus on female talent's different life phases and challenges is necessary to prevent female talent withdrawing from the labor market due to reconciliation issues. Context specific deviations are necessary when configuring Global Talent Management in multinational enterprises. If companies realize this necessity, they can support talent in finding new ways of coping with ambiguities in their lives, such as instruments that help women to reduce the double burden of private and professional life. On the level of Macro Talent Management we argue that institutional changes like legislations need to signal change. One first step would be to include parental leave possibilities for fathers and their inclusion in the legal framework of child care infrastructure.

**Key words:** Talent Management, Gender, Career, Family-relatedness of Work Decisions

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