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## FACTORS THAT DRIVE BRAIN DRAIN IN GENERATION Z: A LESSON LEARNED

**Abstract:** Negative migration, including individuals with higher education and in the early stages of their professions, has been ongoing for many decades. It is essential to keep talented young people in the nation by creating an environment that enables them to reach their full potential and respond to their requirements. This research intends to examine the factors that drive Generation Z individuals to emigrate from their home country. The authors conducted a systematic literature review by accessing several databases such as Google Scholar, Web of Science, and Scopus.

**Keywords:** Generation Z, Brain Drain, Talent Management

### 1. INTRODUCTION

Traditionally, the primary drivers of economic progress were financial capital, land, machines, etc (Zhatkanbaeva, Zhatkanbaeva & Zhatkanbaev, 2012). However, the potential for their substitution and the depreciation over time have shifted the focus towards intellectual resources, with knowledge emerging as paramount. Knowledge can be regarded as a form of capital, albeit one that is not easily replicated or replaced. Human capital encompasses specific knowledge and skills acquired through various educational programs and work experiences (Wächter, 2006). While human capital is often associated with talent within a society or organization (Bhore & Tapas, 2023), it is crucial to recognize that talents and human capital can be cultivated through specific human resource management strategies. In addition to employee development programs and targeted training initiatives, the nurturing of talents and human capital demands meticulous workforce planning, regular performance assessments, the design of a reward system encompassing intrinsic and extrinsic benefits, and succession planning (Hejase, Hejase, Mikdashi & Bazeih, 2016; Hongal & Kinange, 2020). Due to its scarcity, there is a growing demand for human capital, leading to the emergence of the "War for Talents" concept. Organizations seek to attract talent from external markets, often from other countries. When human capital migrates from its country of origin, it results in a phenomenon known as *brain drain*, representing a loss for the home country, which has invested significant resources in its formation. Conversely, the destination country experiences *brain gain*, acquiring valuable knowledge without prior investment (Wächter, 2006). Brain drain refers to the departure of valuable human capital and talented individuals from a country, a phenomenon often driven by various socio-economic, political, and/or other factors. Brain drain predominantly involves the emigration of highly educated, experienced, and often young individuals, leading to demographic challenges within the country (Iqbal, Wang, Khurshaid, Shah & Sohaib, 2021; Parker et al., 2022).

Today, particular attention must be paid to the brain drain affecting the youngest generation worldwide, particularly Generation Z, the youngest segment of the workforce. As noted by Barhate & Dirani (2021), a generation represents a

group of individuals born within a specific time frame or cultural-historical context, often sharing common characteristics and attitudes. This can undoubtedly be said about Generation Z, who grew up in a period of difficult economic conditions, confronted the onset of a COVID-19 pandemic early in their careers, and possess adeptness with modern technological solutions (Ahmed, Ahmed, Ahmed & Khan, 2022; Alvarez-Macias, Villafranca & Villafranca, 2023). Today, organizations worldwide seek creative and youthful talent to foster a diverse workforce structure, contributing to overall success with their distinct human capital (Bhore & Tapas, 2023). Multinational corporations' specialized talent management programs attract talented members of Generation Z, further exacerbating the brain drain of this generation due to a confluence of socio-economic, political, and other factors. Given the above, the aim of this paper is to investigate the factors contributing to the brain drain of Generation Z, with the goal of deriving conclusions and recommendations based on the findings to delineate approaches for retaining this generation's talents within their home countries.

The systematic literature review method was used for conceptualization and content development. A systematic literature review (SLR) is a rigorous academic approach that seeks to discover and assess all pertinent literature on a particular subject in order to draw definitive findings regarding the specific inquiry at issue (Tranfield, Denyer & Smart, 2003). The initial stage of the methodology's implementation involved conducting a Google Scholar database search for relevant articles containing the following keywords: generation Z, brain drain, and talent management. By adopting this approach, a more extensive collection of articles was amassed, and their pertinence was assessed via their inclusion in the Web of Science and Scopus databases. Upon the conclusion of the process, the articles utilized for the literature review were chosen. Additionally, other relevant publications whose content is of essential importance for the topic are included in the literature review.

## 2. LITERATURE REVIEW

It is important to note that there is still no consensus regarding the birth years that define Generation Z. Views vary, with some considering this generation to be born in the mid-nineties, while others suggest it encompasses individuals born between 1995 and 2001, or after 1996, or even after 1997. Accordingly, Generation Z is often referred to as the Multitasking Generation, Digital Generation, Digital Natives, Media Generation, iGeneration, etc (Bieleń & Kubiczek, 2020). For the purposes of this paper, Generation Z is defined as individuals born after 2000, characterized by their speed and reliance on technology. While sharing certain similarities with the preceding Generation Y, Generation Z exhibits distinct values and attitudes, being more socially inclusive and typically born into smaller families. Moreover, during their formative years, members of Generation Z faced various challenges such as economic recession and the COVID-19 pandemic (Dikeç, Öztürk, Taşbaşı, Figenergül & Güler, 2023). Unlike their predecessors, Generation Z grew up immersed in technology and the Internet, integrating global networking and digital literacy into their daily lives and work routines. Mobility, proficiency in foreign languages, communication skills, cultural openness, and digital literacy are key traits that define a significant portion of Generation Z as talented individuals (Bieleń & Kubiczek, 2020; Csobanka, 2016). As the latest cohort to enter the labor market, Generation Z is characterized by their ability to learn quickly, adapt readily to new technologies, and their willingness to pursue international career opportunities (Bhore & Tapas, 2023), rendering them a sought-after workforce by organizations worldwide. Presently, Generation Z comprises over 2 billion individuals, accounting for approximately 30% of the global population (Chomařovska, Janiak-Rejno, Strugała & Źarcynksa-Dobeisz, 2022). Within this demographic lies a talented workforce, characterized by high mobility and adaptability.

The distinctiveness of Generation Z is apparent in their early career stages, where pivotal decisions are made that can significantly impact their life trajectories. Similar to other adolescents and young adults, members of Generation Z carefully consider career options, often opting for opportunities abroad for further professional development and utilization of their human capital (Ahmed et al., 2022). This decision, in turn, facilitates multinational companies' access to valuable talents located overseas, marking one of the initial factors triggering the brain drain of Generation Z. Career pursuits are intrinsically linked to the formal development of human capital, thereby necessitating a consideration of education system-related factors in the countries from which human capital migrates. Particularly in less developed economies, brain drain among Generation Z is further exacerbated by high unemployment rates, challenges in securing employment, and a dearth of practical skills perceived as relevant by this generation (Fakhrudinova, Kolesnikova, Suleimanov & Khalikov, 2014).

It's common for young individuals to find employment in the regions where they pursued their education. This phenomenon not only fuels internal migration but also prompts international migration, especially if formal education was obtained abroad. The root of the issue often lies in shortcomings within the education system, which can prompt young people to seek opportunities overseas and eventually settle abroad. These issues include a mismatch between educational offerings and market demands, insufficient practical guidance throughout all educational stages, and a lack of personalized educational programs (Hornstein Tomić & Taylor, 2018). These challenges are particularly pertinent for Generation Z, who may find certain educational paths and occupational roles outdated, compelling them to seek education and employment abroad. Baláz, Williams & Kollár (2004) assert that alongside low wages and limited employment prospects, inadequacies within the education system have historically driven migration. Education plays a pivotal role in career development by imparting both theoretical and practical knowledge relevant to future

employment. More developed economies often boast superior educational systems that, in conjunction with robust economies, offer curricula tailored to the practical needs of young individuals, facilitating quality employment opportunities and higher wages (Sano, Hillier, Haan & Zarifa, 2020). Acquisition of technical knowledge, career preparation, and subsequent career progression, coupled with opportunities for lucrative employment, are intertwined factors influencing the brain drain among Generation Z (Bhore & Tapas, 2023). The allure of diverse career opportunities motivates Generation Z to seek varied knowledge and skills, often within organizations outside their home countries. Consequently, human resource managers are devising talent development strategies that encompass tailored career advancement programs, with an emphasis on cross-cultural training and managing workforce diversity, including members of Generation Z from diverse cultural backgrounds (Barhate & Dirani, 2021; Ngoc, Dung, Rowley & Bach, 2022). A significant proportion of Generation Z is willing to relocate permanently for educational and career advancement purposes (Chomařovska et al., 2022). To attract this talented workforce, talent managers are implementing programs that address the preferences of Generation Z in the workplace, such as work-life balance, flexible schedules, job security, inclusive organizational cultures, training opportunities, career advancement prospects, and competitive salaries (Barhate & Dirani, 2021). In regions where free movement between countries is facilitated, such as within the European Union, talent migration is streamlined, further exacerbating the brain drain of Generation Z (Baláz et al., 2004).

The issue of employment among members of Generation Z instills concern about their personal futures, constituting another factor driving the brain drain within this generation (Dikeç et al., 2023). Unemployment engenders a decline in quality of life, poverty, and potential social exclusion, particularly among individuals hailing from rural areas (Icoski, 2022). In addition to factors related to employment, certain socio-political factors from the external environment, which initiate brain drain, must also be acknowledged. Sano et al. (2020) highlight the significance of environmental quality and a clean, healthy environment as factors influencing migration decisions. Members of Generation Z exhibit a heightened awareness of environmental issues and the importance of sustainable development, recognizing the pivotal role of a clean environment in enhancing quality of life. Social stability, closely intertwined with political stability, is another critical consideration. Wars, social unrest, and terrorist attacks are among the factors that catalyze the brain drain of Generation Z (Barhate & Dirani, 2021). Such upheavals typically precipitate major social crises, serving as drivers of brain drain across the population, particularly affecting young people (Benitez-Márquez, Sánchez-Teba, Bermúdez-González & Núñez-Ridman, 2022). For instance, a study by UNHCR conducted on March 14, 2024, revealed that since the onset of the conflict between Ukraine and Russia, 5,982,900 refugees from Ukraine have sought refuge in Europe (UNHCR, April 2024, Ukraine refugee situation, retrieved April 7, from <https://data.unhcr.org/en/situations/ukraine>). Consequently, in regions marked by violence, crime, social unrest, and political instability, human capital tends to migrate to environments offering better social conditions (Iqbal et al., 2021). Moreover, intrinsic risk factors contributing to the brain drain of Generation Z can be identified. Primarily, the attitudes of Generation Z members, both towards themselves and foreign countries, play a significant role (Assfaw & Minaye, 2022). A strong positive self-perception, the desire for personal development and a better life, coupled with favorable attitudes towards foreign nations, increase the likelihood of brain drain. Technological advancements have facilitated direct and continuous interaction with individuals from diverse cultures, enhancing cultural adaptability (Barhate & Dirani, 2021). Generation Z predominantly engages with computers and smartphones, spending significant time on various social networks (Csobanka, 2016). Alvarez-Macias et al. (2023) assert that social networks and the Internet serve as catalysts for the brain drain of Generation Z. Continuous exposure to foreign cultural content often diminishes national identity among Generation Z members, fostering cultural homogeneity and a heightened preference for living and working in foreign cultures portrayed as "ideal" on social media platforms. Some Generation Z individuals may perceive their own culture as restrictive due to societal norms dictating predefined behaviors, as noted by these authors. Iqbal et al. (2021) categorize these factors into 1) individual factors (e.g., personal attitudes, self-perception, motivation), 2) motivational factors (e.g., opportunities for a better life, cultural appeal of foreign countries), 3) institutional factors (e.g., rule of law, democracy, environmental quality), and 4) labor market factors (e.g., employment opportunities, training, higher wages). Lastly, it's important to acknowledge that bilateral agreements between countries can incentivize brain drain among Generation Z's human capital, particularly through provisions allowing for the free movement of labor and simplified procedures for obtaining work permits in foreign countries (Icoski, 2022).

## **2. GLOBAL CONTEXT OF GENERATION Z BRAIN DRAIN**

Analyzing explicit indicators regarding the brain drain of Generation Z and the migration of talented labor can pose challenges. Statistics in this realm are highly diverse, and there lacks a unified data source, leading to discrepancies in information provided by various organizations (Wächter, 2006; Baláz et al, 2004). Consequently, deductive reasoning from general observations is necessary, examining the scope of Generation Z's brain drain and the diverse factors influencing it across different contexts through the method of generalization.

Talent migration is a prevalent global phenomenon. On average, 4% of talented individuals depart from highly developed economies to other countries. In medium-developed economies, this figure rises to 10%, and in less developed economies, it surges to 20%. Notably, young individuals with college education predominantly emigrate from less developed and underdeveloped economies. For instance, in Cambodia, 25.6% of individuals under the age of

25 with a university degree have left the country. Moreover, in Sub-Saharan Africa, the Caribbean, and the Pacific, the brain drain among young university graduates is up to 30 times higher than the rate of emigration among those with lower levels of education. Alarming, over 70% of highly educated individuals from Cabo Verde have relocated abroad for work. By the end of 2018, more than 25,000 doctors who completed medical studies in Sub-Saharan Africa had migrated to one of the developed OECD countries (World Bank, 2023). In recent years, the highest number of educated young professionals have emigrated from small island developing states. According to fDiIntelligence, Samoa tops the list, with a brain drain index (also known as Human Capital Flight Index) of 10 out of 10 (fDiIntelligence, 2023 April, Brain drain: countries with the greatest human capital flight, retrieved April 7, from <https://www.fdiintelligence.com/content/data-trends/brain-drain-countries-with-the-greatest-human-capital-flight-82395>). The International Organization for Migration provides pertinent data for understanding the global brain drain situation of Generation Z. According to their estimates, the international migrant population reached 281 million by the end of 2020, reflecting an average growth rate of 3.6% compared to the 1990 period. Among the total migrant population, 73% are of working age, with the largest segment comprising individuals aged 20-39 (approximately 100 million). Within the population under 20, which includes Generation Z, the proportion of migrants is 15% (International Organization for Migration, 2021 February, International migrant stocks, retrieved April 8, from <https://www.migrationdataportal.org/themes/international-migrant-stocks>). Further analysis by the International Organization for Migration reveals that young individuals aged 15-24, representing Generation Z, account for 11% of the total migrant population. Notably, the largest migration flows within this age group originate from Africa (16%), followed by Latin America and the Caribbean (15%), Oceania (15%), Asia (12%), North America (10%), and Europe (9%) (International Organization for Migration, 2024 February, Child and young migrants, retrieved April 8, from <https://www.migrationdataportal.org/themes/child-and-young-migrants>). Moreover, it is estimated that, on average, 10% of these migrations represent the brain drain of Generation Z's human capital, with a higher proportion of male migrants (58.5%) compared to female migrants (41.5%) (International Organization for Migration, 2022 February, Labor migration, retrieved April 7, from <https://www.migrationdataportal.org/themes/labour-migrations>).

According to Zhatkanbaeva et al. (2012), a consistent trend observed in Kazakhstan is the departure of young individuals from the country if they fail to secure employment after completing their studies, amounting to an average of 10% of all graduates. Similarly, Croatia faces challenges in this regard, particularly accentuated during its accession to the European Union, which opened borders for international labor migration. The period following EU integration witnessed a significant surge in the emigration of young graduates, including Generation Z, with the brain drain of competent professionals quadrupling within just two years of joining the EU. Official statistics from Croatia indicate that brain drain is most pronounced among individuals aged 20-24 and 25-29, with higher figures observed among men (Hornstein Tomić & Taylor, 2018). Research conducted in Turkey among students born after 2000 (with an average age of 22.45) identified four major groups of brain drain factors among Generation Z. Economic factors take precedence, including the inability to secure employment, low income, and challenges in meeting basic needs, often regarded as luxuries. Social factors, such as ongoing social unrest and instability, constitute the second group of factors. A deficient education system failing to impart necessary knowledge and shortcomings in the judiciary system comprise the third group, while the fourth group revolves around political issues and media manipulation (Dikeç et al., 2023).

Countries in the Western Balkans increasingly grapple with the brain drain of Generation Z, accompanied by adverse demographic shifts. Apart from political factors, key reasons for youth departure include limited employment prospects, inadequate training opportunities, and social discrimination. Bilateral arrangements between certain Western Balkan countries, like Bosnia and Herzegovina and Germany, exacerbate brain drain levels. Studies reveal that a significant percentage of young individuals from Montenegro (26%), Bosnia and Herzegovina (27%), Serbia (30%), North Macedonia (35%), and Albania (43%) plan to leave their countries (Icoski, 2022). For instance, a study conducted among students in North Macedonia aged 21-26 identified three sets of factors driving brain drain: employment challenges and lack of professional development opportunities, institutional issues including political instability, healthcare and education deficiencies, corruption, and environmental pollution, and cultural constraints such as rigid social norms and predefined behavioral rules (Parker et al., 2022). In Poland, research among students aged 21-25 pinpointed training opportunities abroad as a primary reason for Generation Z's departure, followed by the inability to secure meaningful employment and a desire to explore job prospects overseas (Chomařovska et al., 2022).

When it comes to the developed economies of the world, such as Canada, the research shows that the largest percentage of the population that plans to leave the country are members of Generation Z, aged 15-24. However, it is primarily about residents of rural areas, who first plan to migrate to urban areas within Canada (Sano et al., 2020). Contrasting findings emerged from a study encompassing Canadians, US residents, and Mexicans aged 15-20, revealing divergent migration intentions among participants (Alvarez-Macias et al., 2023):

- Members of Generation Z in Canada have positive attitudes towards leaving the country if there are better conditions abroad. However, such attitudes do not necessarily imply behavior, as Canadians do not aim to leave the country.
- Members of Generation Z in Mexico see leaving the country as a desirable option and would be happy to do so.
- Members of Generation Z in the US have completely different attitudes, i.e. migrating from the country is not their goal at all, nor is it in the plan.

Based on these findings, it is preliminarily assumed that the brain drain of Generation Z globally is primarily influenced by the level of economic and social development. However, it's essential to consider the international movement of Generation Z within the context of their career aspirations. The presence of organizations abroad that can fulfill their career needs can contribute to brain drain. In a study involving young people aged 17-20 (with an average age of 18.94), it was demonstrated that internal factors play a crucial role in career considerations. These include job satisfaction, self-validation, and opportunities for skill enhancement and learning on the job. External factors such as salary level, employment in one's chosen profession, opportunities for career advancement, and additional benefits also significantly influence career choices (Ahmed et al., 2022). The attractiveness of these factors is particularly evident in underdeveloped environments where organizations struggle to offer such opportunities. For instance, professionals from Ethiopia are increasingly seeking opportunities in Western Europe, North America, and Australia (Assfaw & Minaye, 2022). Arar & Öneren (2018) identify additional career factors that may prompt Generation Z to leave their home country, including work-life balance, engaging and innovative tasks, utilization of technology in the workplace, working in a conducive office environment, and a dynamic workplace culture. Ngoc et al. (2022) emphasize factors like work-life balance, communication through modern digital technology, opportunities for innovation, chances to demonstrate leadership skills, autonomy, and social networking opportunities at work. This information is particularly valuable for talent management, as HR managers can tailor work environments to attract and retain Generation Z talent and human capital.

### 3. PRACTICAL IMPLICATIONS

The research conducted on the brain drain phenomenon among Generation Z offers several practical implications for policymakers, organizations, and HR managers worldwide. Understanding the underlying factors driving the emigration of young talent can inform strategies aimed at retaining skilled individuals within their home countries and ensuring sustainable economic development.

Firstly, acknowledging the significant role of economic and social development in determining the brain drain of Generation Z is crucial for policymakers. Governments of both developed and developing nations must prioritize initiatives that foster economic growth, create job opportunities, and improve social conditions. Investing in education, vocational training programs, and infrastructural development can equip young individuals with the skills and resources needed to thrive in their home countries, thereby reducing the incentive to seek opportunities abroad. Additionally, bilateral agreements between countries, such as those facilitating labor migration, should be carefully evaluated to minimize negative impacts on sending countries. While these agreements can benefit individuals seeking better opportunities abroad, they may exacerbate brain drain in countries experiencing skill shortages. Policymakers should negotiate agreements that promote mutual benefit and consider implementing measures to retain skilled professionals, such as offering incentives for returning migrants or encouraging knowledge transfer. Collaboration between governments, educational institutions, and private sector stakeholders is key to implementing effective solutions. By fostering partnerships and sharing best practices, stakeholders can leverage collective expertise and resources to address the problem of the brain drain phenomenon. Furthermore, addressing the specific challenges faced by Generation Z in different regions is essential for mitigating brain drain. For example, in underdeveloped economies, efforts should focus on improving the quality of education, providing practical training opportunities, and creating a conducive environment for entrepreneurship. Similarly, in developed economies, attention should be given to addressing issues related to work-life balance, career development, and social integration for migrant youth.

Moreover, recognizing the importance of career aspirations in shaping migration decisions highlights the need for organizations to adapt their recruitment and retention strategies. HR managers should focus on creating attractive work environments that align with the preferences of Generation Z. This includes offering competitive salaries, opportunities for career advancement, work-life balance initiatives, and innovative work tasks. By understanding the internal and external factors influencing career choices, organizations can enhance their appeal to young talent and mitigate the risk of brain drain.

The research on brain drain among Generation Z yields valuable insights for designing and implementing effective talent management programs within organizations. Recognizing the factors influencing the migration decisions of young professionals can inform HR managers about the strategies needed to attract, develop, and retain top talent. Firstly, talent management programs should be tailored to meet the specific needs and preferences of Generation Z. This demographic cohort values job satisfaction, opportunities for skill enhancement, and a conducive work environment. Therefore, HR managers should prioritize initiatives that promote employee engagement, provide ongoing learning and development opportunities, and foster a supportive workplace culture. By aligning talent management practices with the preferences of Generation Z, organizations can enhance employee satisfaction and retention rates. Furthermore, organizations should prioritize diversity and inclusion initiatives to attract and retain a diverse workforce, including members of Generation Z. Diversity not only fosters creativity and innovation but also reflects the globalized nature of modern workplaces. HR managers should implement inclusive recruitment practices, provide cultural sensitivity training, and create opportunities for cross-cultural collaboration. By embracing diversity, organizations can attract talented individuals from diverse backgrounds and foster a culture of belonging. Moreover, talent management programs should incorporate flexible work arrangements to accommodate the preferences of Generation Z, who

prioritize work-life balance and flexibility. Offering options such as remote work, flexible hours, and alternative work arrangements can enhance employee satisfaction and productivity. HR managers should also leverage technology to facilitate remote collaboration and communication, enabling employees to work efficiently from anywhere. Additionally, organizations should invest in leadership development programs to groom the next generation of leaders from within. Generation Z values opportunities for career advancement and leadership development, making succession planning a critical aspect of talent management. HR managers should identify high-potential employees early on, provide them with mentoring and coaching opportunities, and create clear pathways for career progression. By investing in leadership development, organizations can cultivate a pipeline of future leaders who are equipped to drive innovation and growth. Furthermore, talent management programs should prioritize employee well-being and mental health support. Generation Z places a high value on holistic well-being, including physical, mental, and emotional health. HR managers should implement wellness programs, provide access to counseling services, and promote a culture of openness and support. By prioritizing employee well-being, organizations can foster a positive work environment and improve employee retention rates.

## 4. CONCLUSIONS

The research on brain drain among Generation Z sheds light on the complex correlation of factors driving the emigration of young talent from their home countries. Historically, economic progress has been primarily fueled by material resources such as capital and land. However, with the advent of globalization and technological advancements, the significance of intellectual resources, particularly knowledge, has surged. Human capital, comprising specific knowledge and skills acquired through education and work experience, has emerged as a cornerstone of economic development. Talent management, therefore, plays a pivotal role in harnessing and retaining the intellectual capital vital for organizational success in today's knowledge-based economy. Generation Z, born in the digital age and characterized by their technological fluency and cultural openness, represents a valuable pool of talent sought after by organizations worldwide. However, the phenomenon of brain drain poses a significant challenge, as talented individuals often migrate to countries offering better career opportunities, higher wages, and improved quality of life. The "War for talents" intensifies as organizations compete to attract and retain skilled individuals, leading to a global talent mobility landscape.

The decision of Generation Z members to migrate is influenced by a myriad of factors, including economic, social, political, and cultural considerations. Economic factors, such as unemployment, low wages, and limited career prospects, often drive young professionals to seek opportunities abroad. Social instability, political unrest, and lack of social cohesion further exacerbate the brain drain phenomenon, particularly in regions plagued by conflict and instability. Moreover, cultural factors, such as a desire for personal and professional growth, exposure to diverse cultures, and a sense of belonging, also shape migration decisions among Generation Z. Education systems play a crucial role in preparing young individuals for the workforce and determining their migration patterns. Discrepancies between educational curricula and market demands, coupled with limited opportunities for practical training and career guidance, contribute to the brain drain problem, particularly in less developed economies. Additionally, bilateral agreements between countries facilitating labor migration can exacerbate brain drain, as talented individuals are lured by the promise of better prospects abroad. Organizations can implement effective talent management strategies to attract and retain Generation Z talent, which can also cause brain draining, if those organizations are coming from abroad. Tailoring recruitment and retention initiatives to align with the preferences and values of Generation Z, including offering competitive salaries, opportunities for career advancement, and flexible work arrangements, can enhance organizational appeal. Moreover, fostering diversity and inclusion, prioritizing employee well-being and mental health support, and investing in leadership development programs are essential components of effective talent management practices.

The phenomenon of brain drain among Generation Z underscores the importance of proactive measures to retain and nurture intellectual capital within organizations and countries. By addressing the root causes of brain drain and implementing strategic talent management initiatives, organizations and policymakers can foster an environment conducive to retaining and harnessing the potential of Generation Z talent for sustained economic growth and development.

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