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This study analyses how talent management (TM) is molded by institutional and corporate drivers. We borrow from the vast institutional literature to understand how organizations adopt and implement TM practices within the Gulf Cooperation Council (GCC) context. This context is valuable not only because it tackles an under-researched region, but also because the type of variables found further our understanding of TM processes in non-Western contexts. Companies abide by localization rules to sustain their “legal” legitimacy, while trying to improve efficiency through actions that enhance their economic sustainability. Companies try to strike a strategic balance between local adaptation and global assimilation of their TM processes. We conclude by presenting a framework that portrays how various forces impact the TM process.

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