



Demographic Transition and the Reconfiguration of Human Capital: Toward a Theory of Global Talent Redistribution

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Abstrak

Global demographic structures are undergoing profound transformation as declining fertility, population aging, and uneven population growth reshape the distribution of labor and human capital across economies. While existing literature examines demographic change, migration, and global talent management, these streams remain theoretically fragmented and provide limited explanation of how demographic transition systematically reshapes the global allocation of skilled labor. This article addresses this gap by developing a conceptual framework that explains how demographic transition influences the redistribution of human capital through mechanisms of global talent mobility. Drawing on insights from demographic transition theory, human capital theory, and global talent management research, the study employs a conceptual integration approach to synthesize these perspectives into a unified theoretical model. The proposed Global Talent Redistribution Framework conceptualizes demographic change as a structural driver of global labor market imbalances that stimulate cross-border talent mobility through migration, organizational mobility, and digitally mediated global work. These mobility mechanisms collectively reshape the spatial distribution of skills and knowledge across economies. By linking demographic structures with talent mobility and human capital allocation, the framework advances theoretical understanding of global workforce dynamics and provides a foundation for future empirical research examining how demographic transformation influences the evolving geography of global talent.

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1. Introduction

Global demographic structures are undergoing profound transformation as declining fertility, population aging, and uneven population growth reshape the distribution of labor and human capital across economies. Many advanced economies face shrinking workforces and rapid aging, while several developing regions maintain relatively young populations and expanding labor supply. These contrasting demographic trajectories increasingly influence labor markets, migration patterns, and long-term economic development (Bloom *et al.*, 2010; Lee & Mason, 2010). For organizations, demographic shifts intensify global competition for skilled labor and elevate the strategic importance of talent acquisition and mobility (Collings & Mellahi, 2009; Vaiman *et al.*, 2021). As multinational firms compete for scarce expertise and governments design policies to attract skilled workers, demographic change is emerging as a structural driver of global talent flows.

Existing literature addresses these dynamics through demographic transition theory, human capital theory, and global talent management research. Demographic transition theory explains how declining fertility and rising life expectancy reshape population age structures and influence economic development trajectories (Lee & Mason, 2010). Human capital theory conceptualizes education, skills, and knowledge as key drivers of productivity and economic growth (Becker, 1964; Schultz, 1961). Research in international business and management further examines how organizations recruit, develop, and deploy talent across national boundaries to sustain competitiveness (Collings & Mellahi, 2009; Tarique & Schuler, 2018). Together, these perspectives highlight the strategic importance of human capital mobility for organizational performance and economic development.

Recent empirical studies show that demographic transformation increasingly affects labor market dynamics, talent mobility, and organizational innovation. Population aging is associated with declining labor supply and organizational responses such as technological adoption and innovation (Acemoglu & Restrepo, 2020; Tan *et al.*, 2022). Research on global talent mobility also highlights the role of skilled migration and international mobility in addressing workforce shortages and sustaining competitiveness (Lazarova *et al.*, 2023; Jooss *et al.*, 2024). Emerging evidence further indicates that digital work infrastructures are reshaping how talent circulates globally (Bucher *et al.*, 2025). These findings suggest that demographic change increasingly interacts with the global mobility and distribution of human capital.

Despite these advances, the literature remains fragmented across theoretical traditions. Demographic research typically focuses on macroeconomic consequences of population change, including economic growth and labor participation, without addressing the strategic mobility of skilled labor across borders (Bloom *et al.*, 2010; Lee & Mason, 2010). Conversely, global talent management studies emphasize firm-level practices while often overlooking structural demographic forces shaping global talent supply (Collings & Mellahi, 2009; Vaiman *et al.*, 2021). Migration research examines mobility patterns and economic incentives but rarely incorporates demographic transition as a central explanatory mechanism (Grabowska & Jastrzębowska, 2021). As a result, theoretical links between demographic change, human capital distribution, and global talent mobility remain insufficiently integrated.

This fragmentation reveals an important theoretical gap in understanding how demographic transition reshapes the global distribution of human capital. Existing studies frequently examine demographic change, talent mobility, and labor market dynamics separately, offering limited explanation of how these processes interact to produce systemic shifts in the allocation of skilled labor. In particular, the literature lacks an integrative framework explaining how demographic imbalances between aging and youthful societies generate

structural pressures that stimulate cross-border talent mobility and redistribute human capital globally.

The absence of such integration has important theoretical implications. Without a conceptual explanation linking demographic transition to talent redistribution, theories of human capital and global talent management remain incomplete in explaining emerging patterns of global labor mobility. Limited integration between demographic theory and talent management literature restricts understanding of how structural population change influences organizational talent strategies, international labor flows, and the geographic distribution of skills and knowledge. Addressing this gap is therefore essential for advancing explanations of global workforce dynamics.

To address this limitation, this article develops the concept of global talent redistribution as a framework linking demographic transition to the reconfiguration of human capital across economies. The framework proposes that demographic transition generates structural imbalances in the global supply of skilled labor, producing shortages in aging economies and surpluses in youthful ones. These imbalances stimulate cross-border talent mobility through mechanisms such as skilled migration, professional mobility within multinational enterprises, and digitally mediated global work. Through these mechanisms, demographic change ultimately redistributes human capital and reshapes global talent pools.

Building on this foundation, the article contributes to the literature in three ways. First, it integrates demographic transition theory with human capital and global talent management research, offering a cross-disciplinary explanation of structural drivers of talent mobility. Second, it introduces global talent redistribution as a theoretical construct explaining how demographic imbalances reshape the global distribution of skills and knowledge. Third, the study develops a conceptual model clarifying the mechanisms linking demographic change, talent mobility, and human capital reconfiguration, thereby extending theories of global workforce dynamics.

This article advances understanding of how demographic transformation influences the global allocation of talent and the strategic management of human capital. By integrating demographic transition with global talent mobility, the framework provides new insight into structural forces shaping international labor markets and organizational talent strategies. The next section reviews demographic foundations of global labor supply dynamics, followed by discussion of human capital theory and global talent mobility. The article then outlines the conceptual methodology and develops the framework of global talent redistribution before presenting the conceptual model, research propositions, and implications for research and practice.

2. Demographic Transition and Global Labor Supply Dynamics

Transformations in global population structures increasingly shape labor market dynamics and long-term economic development. Changes in fertility, mortality, and age structures alter the size, composition, and geographic distribution of the workforce, affecting the availability of human capital across economies. In demographic and economic scholarship, these processes are commonly examined through demographic transition theory, which links population change to broader economic and social transformation (Lee & Mason, 2010). For scholars in management and international business, demographic transition is particularly relevant because shifts in labor supply influence global talent availability, firm strategies, and the evolving structure of international labor markets.

2.1 Foundations of Demographic Transition Theory

Demographic transition theory explains how population structures evolve in response to economic development, social change, and improvements in public health. Early

formulations describe demographic transition as a multi-stage process in which societies move from high fertility and high mortality toward low fertility and low mortality as modernization progresses (Notestein, 1945). Later research linked these demographic changes to economic growth, human capital accumulation, and labor supply dynamics (Lee & Mason, 2010). Declining fertility and increasing life expectancy gradually reshape population age structures, initially producing a “demographic dividend” as the working-age population expands relative to dependents, followed by population aging as fertility stabilizes at lower levels.

Economic interpretations of demographic transition emphasize its relationship with labor supply and human capital formation. Declining fertility often coincides with increased investment in education and skill development, strengthening workforce quality even as population growth slows (Becker, 1964; Schultz, 1961). Empirical evidence shows that demographic transition can stimulate economic growth when the working-age population expands relative to dependents, as observed in East Asia during the late twentieth century (Bloom *et al.*, 2010). However, as populations age and fertility remains below replacement levels, labor supply growth slows or reverses, creating structural pressures on labor markets and public institutions.

Recent research extends demographic transition theory by examining its implications for labor markets and organizational adaptation in aging societies. Population aging alters labor supply composition and may influence technological adoption, innovation strategies, and workforce participation (Acemoglu & Restrepo, 2020). Studies in management and innovation also link demographic change to organizational adaptation as firms adjust production systems and workforce strategies in response to shifting labor supply conditions (Tan *et al.*, 2022). These findings show that demographic transition functions not only as a population phenomenon but also as a structural force shaping economic systems and organizational environments.

2.2 Population Aging and Declining Fertility Trends

One of the most significant demographic developments in recent decades is the global decline in fertility alongside rapid population aging in many advanced economies. Fertility rates have fallen below replacement levels across much of Europe, East Asia, and North America, while life expectancy continues to increase due to improvements in healthcare and living standards. These trends produce aging population structures characterized by a growing proportion of elderly individuals relative to the working-age population (Bloom *et al.*, 2010; Lee & Mason, 2010). As the number of older individuals increases and the inflow of younger workers declines, the demographic composition of labor markets shifts substantially.

Population aging has major implications for labor supply and workforce dynamics. Aging societies often experience shrinking labor forces, rising dependency ratios, and increasing demand for skilled workers capable of sustaining productivity and innovation. Empirical studies suggest that these demographic shifts influence organizational behavior and economic performance. For example, aging populations may stimulate technological adoption as firms attempt to compensate for labor shortages through automation and innovation (Acemoglu & Restrepo, 2020). Similar evidence indicates that demographic aging affects firm-level innovation patterns and labor market structures, particularly in rapidly aging economies such as China and Japan (Tan *et al.*, 2022).

Declining fertility and population aging also reshape labor supply by influencing educational investment and skill formation. Lower fertility often encourages households and governments to invest more intensively in human capital development, potentially improving workforce quality even as workforce size declines. However, such improvements rarely fully offset reductions in labor supply associated with aging populations. Consequently, demographic aging generates structural pressures on labor markets, prompting organizations and

governments to explore strategies such as migration policies, labor market reforms, and technological substitution to sustain human capital availability.

2.3 Global Demographic Divergence Across Regions

Demographic transition does not occur uniformly across the world. Significant regional divergence characterizes contemporary global population dynamics. While Europe, Japan, and several East Asian economies face rapidly aging populations and shrinking workforces, many developing regions—particularly in Africa and parts of South Asia—continue to experience relatively high fertility and expanding youthful populations (Bloom *et al.*, 2010). These contrasting trajectories produce uneven demographic structures across economies, with some countries confronting labor shortages while others face labor surpluses.

Demographic divergence has important implications for global labor markets and economic development. Countries with youthful populations often possess large potential labor supplies but struggle to generate sufficient domestic employment opportunities. In contrast, aging economies increasingly face labor shortages, particularly in high-skill sectors requiring advanced human capital. Empirical studies show that these contrasting demographic conditions influence migration flows, talent mobility, and international labor market integration (Grabowska & Jastrzębowska, 2021). The coexistence of labor surplus and labor deficit regions therefore creates structural incentives for cross-border labor mobility.

Demographic divergence also affects the global distribution of innovation capacity, productivity growth, and economic competitiveness. Regions with younger populations possess greater potential for workforce expansion and human capital development, whereas aging societies increasingly rely on skilled migrants or technological innovation to sustain productivity. Despite these implications, existing literature often treats demographic change primarily as a domestic economic issue rather than a structural driver of global labor redistribution. Consequently, the broader implications of demographic divergence for global talent flows remain insufficiently explored.

2.4 Demographic Imbalance and Labor Market Pressures

The interaction between demographic transition and regional demographic divergence generates significant imbalances in global labor supply. Aging economies face shrinking workforces and rising dependency ratios, while younger economies frequently experience surplus labor and employment pressures. These asymmetries create structural tensions in global labor markets, influencing both labor demand and labor mobility. Labor shortages in advanced economies increase demand for skilled migrants and internationally mobile professionals, whereas labor surpluses in developing regions encourage outward migration and talent mobility.

Recent scholarship indicates that these demographic pressures increasingly shape global labor market dynamics. Migration can mitigate the economic effects of population aging by supplementing domestic labor supply and supporting innovation capacity (Aldieri *et al.*, 2025). Research on global mobility also shows that firms and governments respond to labor shortages by expanding international recruitment and facilitating cross-border talent flows (Lazarova *et al.*, 2023). However, the mechanisms through which demographic imbalances translate into systematic patterns of global talent mobility remain insufficiently theorized.

Overall, the literature demonstrates that demographic transition significantly influences labor supply dynamics, population structures, and economic development. Yet demographic change, labor markets, and talent mobility are typically examined through separate analytical lenses. Demographic studies focus on macro-level population change, migration research analyzes mobility patterns and incentives, and management literature emphasizes organizational talent strategies. This fragmentation limits current theories in explaining how global demographic transition systematically reshapes the distribution of human capital

across economies. An integrative conceptual framework linking demographic transition, labor supply imbalances, and global talent mobility is therefore needed to explain how human capital is redistributed in the global economy.

A clear representation of how the article integrates previously fragmented theoretical traditions is necessary to demonstrate its interdisciplinary positioning. The visual structure below synthesizes the demographic, human capital, and global talent mobility literatures and shows how their intersection produces the concept of global talent redistribution as the central theoretical contribution.

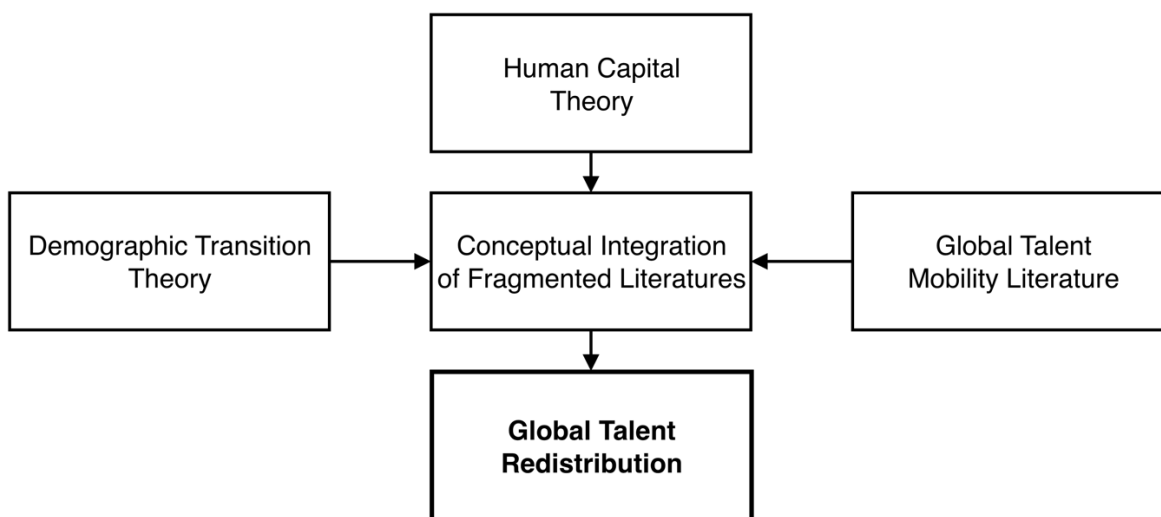


Figure 1. Conceptual Integration of Demographic Transition, Human Capital, and Global Talent Mobility Literature
Source: Author's conceptualization

As illustrated in Figure 1, the article synthesizes three previously fragmented research traditions—demographic transition theory, human capital theory, and global talent mobility literature—into a unified conceptual foundation. The integration of these perspectives clarifies how demographic transformation, the economic role of human capital, and mechanisms of global talent mobility collectively explain the systemic redistribution of skilled labor across the global economy. By positioning global talent redistribution at the intersection of these literatures, Figure 1 establishes the interdisciplinary theoretical grounding that underpins the subsequent conceptual framework developed in the article.

3. Human Capital and Global Talent Mobility

The strategic importance of human capital has generated extensive research across economics, strategic management, international business, and migration studies. These perspectives emphasize that the development and mobility of skilled labor drive productivity, innovation, and competitiveness. Human capital theory explains how education, knowledge, and skills enhance economic performance (Becker, 1964; Schultz, 1961). Recent research further highlights that knowledge-based competition increasingly depends on access to globally distributed talent (Aguinis & Burgi-Tian, 2021; Kerr *et al.*, 2022). Within international business, global talent management studies show how multinational enterprises rely on cross-border mobility and international talent networks to sustain competitive advantage (Collings & Mellahi, 2009; Tarique & Schuler, 2018; Collings *et al.*, 2022).

3.1 Human Capital Theory and Workforce Productivity

Human capital theory provides the conceptual foundation for understanding the economic importance of skilled labor mobility. Classical formulations conceptualize human capital as

the accumulation of education, knowledge, and competencies that enhance individual productivity and contribute to economic growth (Becker, 1964; Schultz, 1961). Investments in education, training, and skill development expand productive capacity and improve economic performance. Later theoretical developments show that human capital also plays a central role in shaping innovation systems, knowledge diffusion, and long-term economic development (Lucas, 1988). Contemporary research further demonstrates that highly skilled workers contribute disproportionately to innovation and technological advancement, particularly in knowledge-intensive industries (Acemoglu & Restrepo, 2020; Kerr *et al.*, 2022).

A structured synthesis of the theoretical foundations is necessary to clarify how the article integrates insights from multiple research traditions. The table below consolidates the principal theoretical perspectives that inform the concept of global talent redistribution and specifies their conceptual contributions to the framework.

Table 1. Key Theoretical Foundations of Global Talent Redistribution

Theory	Core Concept	Key Authors	Relevance to Talent Redistribution
Demographic Transition Theory	Long-term transformation of population structures through declining fertility and increasing life expectancy	Notestein (1945); Lee & Mason (2010); Bloom <i>et al.</i> (2010)	Explains how demographic change alters workforce size and age structures, creating structural labor supply imbalances across economies
Human Capital Theory	Education, skills, and knowledge as productive assets that enhance economic performance	Schultz (1961); Becker (1964); Lucas (1988)	Provides the conceptual foundation for understanding the economic importance of skilled labor and the productivity implications of human capital distribution
Migration Theory	Labor mobility driven by wage differentials, labor demand, and economic opportunity across countries	Borjas (1989); Czaika & Parsons (2022)	Explains the economic incentives and structural conditions that influence cross-border mobility of skilled workers
Global Talent Management	Organizational strategies for identifying, developing, and deploying highly skilled employees internationally	Collings & Mellahi (2009); Tarique & Schuler (2018); Collings <i>et al.</i> (2022)	Demonstrates how multinational enterprises facilitate international mobility of skilled professionals
Global Work and Digital Labor	Cross-border work arrangements enabled by digital collaboration technologies and global labor platforms	Lazarova <i>et al.</i> (2023); Bucher <i>et al.</i> (2025); De Cieri & Lazarova (2023)	Explains emerging mechanisms of talent mobility that allow participation in global labor markets without permanent migration

Source: Developed by the authors

Table 1 consolidates the theoretical pillars underpinning the article’s conceptual development. By presenting the foundational theories, their core concepts, and their specific relevance to talent redistribution, Table 1 clarifies how the proposed framework integrates previously disconnected streams of research. This structured synthesis strengthens the theoretical grounding of the study and demonstrates how demographic transition, human capital dynamics, migration processes, and global work arrangements collectively inform the concept of global talent redistribution.

Recent empirical studies reinforce the strategic importance of human capital for both organizational and national competitiveness. Research in labor economics and management shows that highly skilled workers drive innovation, knowledge creation, and productivity growth, particularly in technology-intensive sectors (Acemoglu & Restrepo, 2020). At the macroeconomic level, the geographic concentration and mobility of human capital influence patterns of technological progress and economic development. Studies increasingly emphasize that global knowledge production and innovation networks depend on the circulation of highly skilled workers across national and organizational boundaries (Kerr *et al.*, 2022; Docquier & Machado, 2023). These findings underscore the importance of understanding how human capital is allocated and redistributed across the global economy.

3.2 Global Talent Management in the International Business Literature

Within international business and human resource management scholarship, global talent management has emerged as a key framework for explaining how organizations identify, develop, and deploy highly skilled individuals across international operations. Multinational enterprises increasingly compete not only through capital and technology but also through their ability to acquire and mobilize globally distributed talent (Collings & Mellahi, 2009). Global talent management research emphasizes the importance of attracting highly skilled employees, developing leadership capabilities, and facilitating international mobility to support organizational performance and global integration (Tarique & Schuler, 2018). More recent studies highlight that firms increasingly rely on globally integrated talent systems that coordinate recruitment, development, and mobility across international subsidiaries (Collings *et al.*, 2022; De Cieri & Lazarova, 2023).

Recent research further expands this perspective by examining how organizations adapt talent strategies in response to technological change, global crises, and evolving labor market conditions. Multinational firms increasingly rely on flexible forms of international mobility, including short-term assignments, global project teams, and digitally mediated collaboration networks (Lazarova *et al.*, 2023). At the same time, scholars emphasize that global talent management systems operate within broader institutional environments that shape the availability, mobility, and regulation of skilled workers (Jooss *et al.*, 2024; Czaika & Parsons, 2022). These insights indicate that global talent management is shaped not only by firm-level strategies but also by structural conditions within the global labor market.

3.3 International Migration and Talent Mobility

Migration research has long examined the economic and social dynamics of skilled labor mobility across national borders. Traditional economic models explain migration through differences in wages, employment opportunities, and economic incentives between countries (Borjas, 1989). From this perspective, migration represents a rational response to labor market disparities, allowing workers to maximize income and productivity while enabling host economies to access scarce skills. Skilled migration therefore functions as a key mechanism through which human capital is redistributed internationally, shaping innovation systems, knowledge diffusion, and economic development (Docquier & Machado, 2023).

Contemporary migration research highlights the increasingly complex nature of global talent mobility. Beyond wage differentials, social networks, institutional policies, and professional opportunities strongly influence the mobility decisions of highly skilled workers (Grabowska & Jastrzębowska, 2021). Technological developments and the digitalization of work have also introduced new forms of cross-border labor participation that do not necessarily require permanent migration. Remote work arrangements and digital labor platforms increasingly allow skilled professionals to engage in global labor markets without relocating geographically (Bucher *et al.*, 2025). These developments demonstrate that mechanisms of global talent mobility are becoming more diverse and technologically mediated.

3.4 Limitations of Existing Talent Mobility Research

Despite these contributions, theoretical perspectives on talent mobility remain fragmented and insufficiently integrated. Human capital theory primarily explains how education and skill formation influence productivity and economic growth, often treating labor mobility as a secondary outcome rather than a central mechanism of global talent distribution (Becker, 1964; Schultz, 1961). In contrast, global talent management research focuses on firm-level strategies for acquiring and managing talent while often overlooking structural demographic forces shaping the global supply of skilled labor (Collings & Mellahi, 2009; Vaiman *et al.*, 2021). Migration research, meanwhile, explains mobility through economic incentives and institutional contexts but rarely connects these processes with broader demographic transformations affecting labor supply across countries (Czaika & Parsons, 2022).

These conceptual differences produce a fragmented understanding of global talent mobility. Each theoretical perspective explains specific aspects of talent flows but fails to provide a comprehensive account of how structural demographic change influences the global allocation of human capital. The absence of integration limits the explanatory power of existing theories, particularly in explaining why talent mobility intensifies in some contexts and how global patterns of human capital distribution evolve over time. Without a framework linking demographic transition, labor supply imbalances, and talent mobility, existing research cannot fully explain the systemic reconfiguration of global talent distribution.

To address this limitation, this study develops a conceptual framework integrating demographic transition theory, human capital theory, and global talent management research. By linking demographic labor imbalances with mechanisms of global talent mobility, the framework introduces the concept of global talent redistribution to explain how structural demographic change reshapes the geographic distribution of human capital across economies. This integrative perspective advances existing research by connecting demographic transformation with patterns of global talent mobility and by providing a theoretical explanation of how skills, knowledge, and human capital are redistributed across the global economy.

4. Methodological Approach: Conceptual Theory Building

This study develops a conceptual framework explaining how demographic transition reshapes the global distribution of human capital through mechanisms of talent mobility. Rather than generating new empirical data, the research adopts a theory-building approach grounded in systematic conceptual development and integrative literature synthesis. Conceptual research is particularly valuable when existing empirical findings remain fragmented across disciplinary perspectives or when emerging phenomena require new theoretical integration (Jaakkola, 2020; MacInnis, 2011). Conceptual theory-building studies play a critical role in advancing scholarly understanding by clarifying constructs, proposing new relationships among concepts, and developing explanatory frameworks for complex phenomena (Cornelissen, 2017; Whetten, 1989). In this study, insights from demographic economics, human capital theory, migration research, and global talent management have evolved largely in parallel, creating the need for an integrative framework capable of explaining how demographic change drives the redistribution of global talent.

4.1 Conceptual Research Design

This article employs a conceptual theory-building design aimed at developing an integrative framework linking demographic transition, labor supply imbalances, and global talent mobility. Conceptual research differs from empirical research in that its primary objective is to advance theoretical understanding by clarifying constructs, synthesizing existing knowledge, and proposing new relationships among concepts rather than testing hypotheses

using primary data (Jaakkola, 2020; MacInnis, 2011). Within this approach, theory development emerges through systematic integration of insights from multiple streams of literature, allowing researchers to identify mechanisms that connect previously disconnected research domains (Cornelissen, 2017).

The conceptual design follows three key principles commonly used in theory-building research. First, the study draws on established theoretical foundations—demographic transition theory, human capital theory, and global talent management literature—to identify the core constructs relevant to the phenomenon under investigation. Second, it examines how these constructs are addressed in existing scholarship and identifies areas where theoretical explanations remain incomplete or fragmented. Third, the study develops an integrative framework that clarifies the relationships among these constructs and proposes mechanisms through which demographic changes influence global talent mobility and the redistribution of human capital. Through this process, the study moves beyond isolated theoretical explanations and offers a coherent conceptual model capturing the systemic dynamics of global talent redistribution.

4.2 Literature Synthesis Strategy

To support the development of the proposed framework, the study adopts a structured literature synthesis strategy designed to integrate insights from multiple theoretical perspectives. Literature synthesis is a central component of conceptual research because it enables scholars to identify shared mechanisms, conceptual overlaps, and theoretical tensions across different research traditions (Jaakkola, 2020; Gilson & Goldberg, 2015). In this study, the synthesis process combines thematic analysis, conceptual mapping, and cross-theoretical comparison to identify the core constructs and relationships underlying global talent mobility in the context of demographic transition.

Thematic synthesis is first used to identify recurring mechanisms in the literature on demographic change, labor markets, and talent mobility. Research in demographic economics demonstrates how population aging and declining fertility reshape labor force structures (Bloom *et al.*, 2010; Lee & Mason, 2010). Human capital theory highlights the role of education, knowledge, and skills in driving productivity and economic growth (Becker, 1964; Schultz, 1961). At the same time, international business and global talent management research examines how organizations strategically mobilize skilled workers across national boundaries to sustain competitive advantage (Collings & Mellahi, 2009; Tarique & Schuler, 2018). Synthesizing these perspectives reveals three recurring constructs—demographic transition, talent mobility, and human capital distribution—which form the conceptual foundation of the proposed framework.

Conceptual mapping and cross-theoretical comparison are then used to clarify how these constructs interact within existing scholarship. Demographic studies emphasize the macro-level effects of aging populations and fertility decline on labor supply (Bloom *et al.*, 2010), whereas migration research focuses on economic incentives and institutional conditions shaping mobility decisions (Borjas, 1989). In contrast, global talent management literature concentrates on firm-level strategies for acquiring and deploying skilled labor internationally (Collings & Mellahi, 2009). Although these perspectives collectively contribute to understanding global labor mobility, they remain conceptually disconnected in explaining how demographic forces reshape the global distribution of human capital. Comparative analysis of these perspectives therefore provides the foundation for developing the integrative conceptual framework proposed in this study.

4.3 Integrative Framework Development

Building on insights from the literature synthesis, the study develops an integrative conceptual framework explaining how demographic transition influences the global

distribution of human capital through mechanisms of talent mobility. The framework introduces four core constructs: demographic transition, demographic labor imbalance, global talent mobility, and human capital redistribution. These constructs represent sequential stages within a broader process through which structural population changes influence global labor markets and the geographic allocation of skilled labor.

The framework begins with demographic transition, referring to long-term changes in population structures resulting from declining fertility and increasing life expectancy (Lee & Mason, 2010). These demographic changes alter national age structures and influence the availability of working-age populations. Many advanced economies now face aging populations and shrinking labor forces, while several developing regions maintain relatively youthful demographic structures. Such uneven demographic trajectories generate significant differences in labor supply across countries and regions.

These structural differences produce demographic labor imbalances, the second core construct in the framework. Demographic labor imbalance refers to mismatches between labor demand and labor supply arising from uneven population structures across economies. Aging societies frequently experience shortages of skilled workers due to declining workforce participation and rising dependency ratios (Acemoglu & Restrepo, 2020). In contrast, economies with younger populations may possess surplus labor but limited opportunities for high-skilled employment. These asymmetries create structural incentives for cross-border labor mobility and encourage skilled workers to move toward regions with greater demand for talent.

The third construct in the framework is global talent mobility, representing the mechanisms through which skilled labor moves across organizational and national boundaries. Talent mobility may occur through several channels, including international migration, intra-firm mobility within multinational enterprises, and digitally mediated forms of global work (Lazarova *et al.*, 2023). Migration research demonstrates that wage differentials and employment opportunities shape cross-border mobility decisions (Borjas, 1989). Recent research also shows that professional networks, organizational opportunities, and technological infrastructures increasingly facilitate global collaboration and remote work (Bucher *et al.*, 2025). These mechanisms collectively enable skilled workers to respond to labor market opportunities across regions.

The interaction between demographic labor imbalances and talent mobility ultimately leads to human capital redistribution, the final construct in the proposed framework. Human capital redistribution refers to the cross-border reallocation of skills, knowledge, and expertise resulting from global talent mobility. When skilled workers move from regions with labor surpluses to regions experiencing talent shortages, the geographic distribution of human capital is reshaped. This process influences innovation capacity, economic competitiveness, and organizational performance because the concentration of skilled workers often drives the emergence of knowledge clusters and innovation ecosystems.

Together, these relationships form the conceptual logic underlying the proposed framework. Demographic transition reshapes the structure of national labor forces and generates imbalances in the availability of skilled labor across regions. These imbalances create incentives for global talent mobility, which ultimately redistributes human capital across the global economy. By integrating insights from demographic theory, human capital research, and global talent management literature, the framework provides a systematic explanation of how structural demographic changes reshape the global allocation of talent. This integrative perspective advances existing literature by clarifying the mechanisms linking demographic transition with the evolving geography of human capital and global talent mobility.

5. Conceptual Development of Global Talent Redistribution

Building on the theoretical foundations discussed earlier, this study develops a conceptual model explaining how demographic transition reshapes the global distribution of human capital through talent mobility. The framework conceptualizes global talent redistribution as a systemic process driven by structural labor supply imbalances across economies. Differences in demographic structures create asymmetric labor market conditions that influence talent mobility and the geographic allocation of skills (Bloom *et al.*, 2010; Lee & Mason, 2010). This section outlines the core components of the model and clarifies the mechanisms linking demographic change, labor imbalances, and human capital redistribution.

5.1 Demographic Push and Pull Mechanisms

The first component of the conceptual framework concerns demographic push and pull mechanisms shaping the mobility of skilled workers across national boundaries. Migration theory explains mobility decisions through structural conditions in origin and destination countries (Borjas, 1989). Extending this perspective, demographic structures can be viewed as key determinants of labor market conditions influencing global talent mobility. Countries experiencing population aging and declining fertility often face shrinking workforces and rising dependency ratios, creating structural demand for skilled labor (Bloom *et al.*, 2010; Lee & Mason, 2010). These demographic conditions function as pull factors that attract highly skilled migrants and internationally mobile professionals to economies experiencing talent shortages.

Conversely, economies characterized by youthful demographic structures frequently generate labor supply that exceeds domestic employment opportunities. Such demographic pressure may encourage outward migration and the international mobility of skilled workers seeking professional opportunities abroad. Empirical studies indicate that demographic differences influence both the direction and intensity of skilled migration flows, particularly when combined with economic incentives and institutional conditions (Grabowska & Jastrzębowska, 2021; Czaika & Parsons, 2022). Demographic push and pull dynamics therefore create structural conditions shaping global talent mobility and represent the initial stage through which demographic transition influences the redistribution of human capital.

5.2 Talent Supply Imbalances in the Global Labor Market

The second component of the framework concerns the emergence of talent supply imbalances across global labor markets. Talent supply imbalance refers to mismatches between the demand for skilled labor in certain economies and the availability of such talent within domestic labor markets. Demographic transition significantly contributes to these imbalances by reshaping the size and composition of national workforces. Aging societies experience declining labor force participation and shrinking cohorts of working-age individuals, leading to shortages of skilled professionals in sectors such as technology, healthcare, and engineering (Acemoglu & Restrepo, 2020).

At the same time, many developing economies continue to experience large cohorts of young workers entering labor markets. While youthful populations may generate demographic dividends, limited domestic employment opportunities can encourage international labor mobility. Empirical evidence shows that cross-national mismatches between talent supply and labor demand are major drivers of global mobility of skilled workers (Lazarova *et al.*, 2023; Kerr *et al.*, 2022). Within the proposed framework, demographic differences therefore generate structural imbalances in talent supply that create incentives for international mobility.

Talent supply imbalances are influenced not only by demographic structures but also by institutional and economic conditions such as education systems, labor market policies, and technological change. Nevertheless, demographic transition remains a fundamental structural driver because it determines the long-term trajectory of workforce availability within national economies. As a result, demographic labor imbalances create persistent structural pressures shaping global talent mobility over time.

5.3 Mechanisms of Global Talent Mobility

The third component of the conceptual framework concerns the mechanisms through which talent mobility occurs in response to demographic labor imbalances. Traditionally, international migration has been the primary channel through which human capital moves across national borders. Migration research shows that wage differentials, employment opportunities, and economic prospects strongly influence the mobility of skilled workers (Borjas, 1989). Highly skilled migrants therefore tend to relocate to countries offering stronger innovation ecosystems and higher returns on human capital.

Understanding how global talent mobility operates requires distinguishing the specific channels through which skilled labor circulates internationally. The structure below disaggregates the concept of global talent mobility into three analytically distinct mechanisms—migration, organizational mobility, and digitally mediated work—each representing a different pathway through which expertise moves across borders in the contemporary global economy.

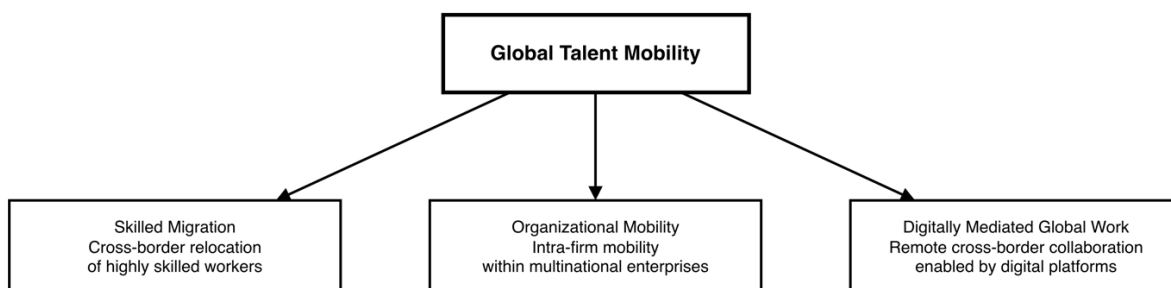


Figure 2. Mechanisms of Global Talent Mobility in the Digital Era

Source: Author's conceptualization

Figure 3 clarifies the operational channels through which globally mobile talent circulates across economies. The diagram distinguishes three principal mechanisms: skilled migration involving cross-border relocation of professionals, organizational mobility facilitated by multinational enterprises through expatriation and international assignments, and digitally mediated global work enabled by remote collaboration technologies and digital labor platforms. By differentiating these pathways, Figure 3 demonstrates that contemporary global talent mobility extends beyond traditional migration and increasingly incorporates organizational and digitally mediated forms of cross-border expertise deployment.

Beyond traditional migration, contemporary talent mobility increasingly occurs through organizational mechanisms that facilitate the movement of expertise across borders. Multinational enterprises deploy globally mobile professionals through expatriate assignments, international project teams, and short-term mobility programs as part of broader global talent management strategies (Collings & Mellahi, 2009; Tarique & Schuler, 2018; Collings *et al.*, 2022). These mobility mechanisms enable firms to access specialized expertise and coordinate knowledge flows across geographically dispersed operations.

Technological developments further expand global talent mobility by enabling cross-border work arrangements that do not require permanent migration. Digital labor platforms and remote collaboration technologies allow skilled professionals to participate in international labor markets while remaining geographically mobile or stationary (Bucher *et al.*, 2025; De

Cieri & Lazarova, 2023). These digitally mediated forms of mobility increase the fluidity of global talent flows and enable organizations to access international talent pools more flexibly. Within the proposed framework, these mechanisms collectively mediate the relationship between demographic labor imbalances and the redistribution of human capital.

5.4 The Concept of Global Talent Redistribution

The final component of the framework is the concept of global talent redistribution, which represents the central theoretical contribution of this study. Global talent redistribution refers to the cross-border reallocation of human capital resulting from sustained patterns of talent mobility driven by structural demographic imbalances. When skilled workers move from regions with surplus labor supply to economies experiencing talent shortages, the geographic distribution of knowledge, expertise, and innovative capacity gradually changes.

From a theoretical perspective, global talent redistribution extends existing research on migration and talent mobility by emphasizing the systemic consequences of talent flows rather than focusing solely on individual mobility decisions. Migration research typically examines the determinants and outcomes of mobility at the individual or national level, while global talent management literature focuses on how organizations recruit and deploy internationally mobile employees (Collings & Mellahi, 2009; Vaiman *et al.*, 2021). In contrast, the concept of global talent redistribution highlights how repeated mobility processes collectively reshape the spatial distribution of human capital across the global economy.

The implications of this redistribution are significant for both organizations and national economies. Concentrations of skilled workers influence the development of innovation ecosystems, knowledge clusters, and technological capabilities within particular regions. Conversely, the outflow of skilled workers may generate concerns about brain drain in countries losing large shares of highly educated talent. However, recent research suggests that international mobility can also facilitate knowledge diffusion and transnational knowledge networks benefiting both origin and destination countries (Grabowska & Jastrzębowska, 2021; Kerr *et al.*, 2022). These dynamics illustrate that global talent redistribution is a complex process shaped by demographic structures, labor market conditions, and institutional contexts.

In summary, the conceptual model integrates four key constructs—demographic push–pull mechanisms, talent supply imbalances, global talent mobility mechanisms, and global talent redistribution—into a coherent theoretical framework. Demographic transition reshapes population structures and generates imbalances in labor supply across economies. These imbalances stimulate cross-border talent mobility through migration, organizational mobility, and digitally mediated work arrangements. Over time, these mobility processes collectively redistribute human capital across the global economy. By integrating insights from demographic theory, human capital research, and global talent management literature, the framework provides a systematic explanation of how demographic transformation reshapes the global allocation of talent.

6. Conceptual Model and Theoretical Propositions

The conceptual development culminates in a model explaining how demographic transition reshapes the global distribution of human capital through talent mobility. The model addresses the lack of an integrative explanation linking demographic transition, labor supply imbalances, and global talent mobility. By integrating demographic transition theory, human capital theory, and global talent management research, it explains how demographic change generates labor market imbalances that stimulate cross-border talent mobility and redistribute skills globally.

6.1 The Global Talent Redistribution Framework

The proposed Global Talent Redistribution Framework consists of four core constructs: demographic transition, talent supply imbalance, global talent mobility, and human capital redistribution. These constructs represent sequential stages within a broader structural process through which demographic change influences the global allocation of skilled labor. Demographic transition—characterized by declining fertility and increasing life expectancy—reshapes the size and composition of national labor forces (Lee & Mason, 2010). As populations age and the inflow of younger workers declines, many advanced economies increasingly face shortages of skilled labor, particularly in knowledge-intensive sectors.

The core theoretical argument of the article is that demographic transition generates structural labor imbalances that stimulate global talent mobility, ultimately reshaping the spatial distribution of human capital. The visual framework below structures these relationships as a sequential causal process linking demographic change to the global redistribution of talent.

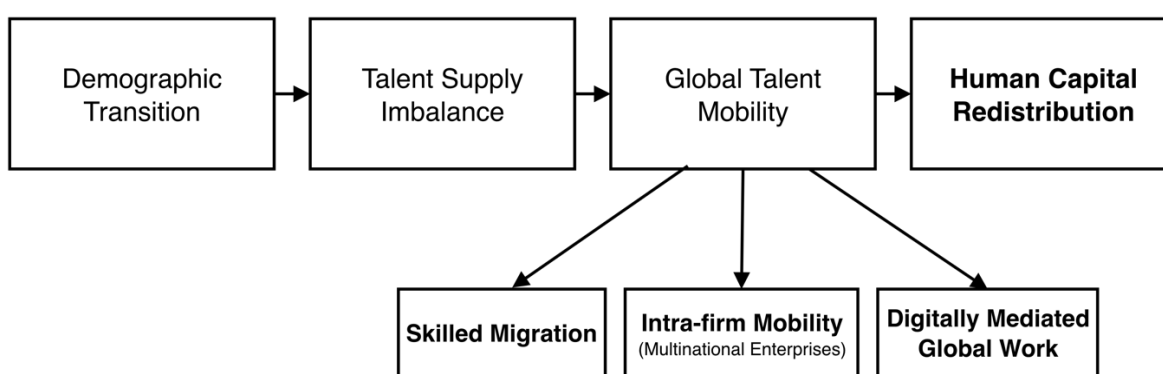


Figure 3. The Global Talent Redistribution Framework
Source: Author's conceptualization

The framework articulated in Figure 2 clarifies the structural mechanism through which demographic transformation reshapes the global allocation of skilled labor. The model begins with demographic transition, which alters population age structures and generates imbalances in the availability of skilled labor across economies. These imbalances stimulate global talent mobility through multiple channels—including skilled migration, intra-firm mobility within multinational enterprises, and digitally mediated global work—thereby facilitating the cross-border movement of expertise. Over time, these mobility processes collectively reshape the geographic distribution of knowledge and skills, producing the systemic outcome conceptualized in the article as human capital redistribution.

These demographic transformations generate talent supply imbalances across economies. Aging societies experience shrinking workforces and rising dependency ratios that increase demand for skilled labor, while younger economies often maintain relatively abundant labor supply. Empirical research indicates that demographic structures significantly influence labor market dynamics and workforce participation patterns (Bloom *et al.*, 2010). When labor demand exceeds domestic talent supply, organizations and governments increasingly rely on international talent mobility to address workforce shortages.

The third component of the framework concerns global talent mobility, which represents the mechanisms through which skilled labor responds to these imbalances. Talent mobility occurs through multiple channels, including international migration, intra-firm mobility within multinational enterprises, and digitally mediated forms of global work (Lazarova *et al.*, 2023). Migration theory highlights wage differentials and employment opportunities as major drivers of cross-border mobility (Borjas, 1989). At the same time, international business research demonstrates that multinational enterprises facilitate talent mobility through global staffing

strategies, expatriate assignments, and international project collaboration (Collings & Mellahi, 2009; Collings *et al.*, 2022).

The cumulative effects of global talent mobility ultimately lead to human capital redistribution, defined as the cross-border reallocation of skills, expertise, and knowledge across national economies. When skilled workers move from labor-surplus regions to labor-deficit regions, the geographic distribution of human capital gradually shifts. This redistribution has significant implications for economic development, innovation capacity, and the spatial organization of knowledge-intensive industries. By conceptualizing these constructs as interconnected components of a structural process, the framework explains how demographic transition contributes to the evolving geography of human capital within the global economy.

6.2 Propositions on Demographic Drivers of Talent Mobility

The first set of propositions examines how demographic transition influences global talent mobility. Demographic transition reshapes the age structure of populations and affects the availability of working-age individuals within national economies. Countries experiencing rapid population aging and declining fertility often face slower labor supply growth and shortages of skilled workers in key sectors. Empirical research suggests that population aging significantly influences labor market participation and may encourage organizations to adopt technological innovation or international recruitment strategies to address workforce shortages (Acemoglu & Restrepo, 2020).

Demographic divergence across countries further intensifies these dynamics. While aging economies experience labor shortages, countries with youthful populations often possess large cohorts of workers entering the labor market. This structural asymmetry creates incentives for cross-border mobility as workers seek employment opportunities in regions where demand for skilled labor is greater. Migration research consistently shows that differences in labor market conditions and economic opportunities are major drivers of skilled migration flows (Borjas, 1989; Czaika & Parsons, 2022). When demographic imbalances coincide with economic disparities, they create powerful incentives for international talent mobility.

Proposition 1. *Demographic transition in aging economies increases the demand for internationally mobile talent.*

Proposition 2. *Demographic labor imbalances between youthful and aging economies increase cross-border talent mobility.*

6.3 Propositions on Global Talent Redistribution Outcomes

The second set of propositions focuses on the consequences of talent mobility for the global distribution of human capital. When skilled workers respond to labor market opportunities across borders, the cumulative effect of these movements reshapes the geographic distribution of human capital. Migration research demonstrates that highly skilled mobility influences the allocation of knowledge, innovation capabilities, and technological expertise across regions (Grabowska & Jastrzębowska, 2021; Kerr *et al.*, 2022). Regions that attract highly skilled migrants often experience increased innovation activity and economic growth due to the concentration of knowledge-intensive skills.

Recent developments in global work arrangements further intensify these dynamics. Advances in digital technologies and online labor platforms enable new forms of cross-border collaboration and remote work, allowing talent to participate in global labor markets without permanent relocation (Bucher *et al.*, 2025; De Cieri & Lazarova, 2023). These developments expand the mechanisms through which human capital can be redistributed internationally and increase the fluidity of global talent flows. Consequently, human capital redistribution

increasingly occurs through temporary mobility, international project collaboration, and digitally mediated work arrangements.

Proposition 3. *Global talent mobility contributes to the redistribution of human capital across national economies.*

Proposition 4. *The expansion of digitally mediated global work increases the intensity and flexibility of global talent redistribution.*

Taken together, these propositions form a coherent theoretical model explaining how demographic transition influences the global distribution of human capital. The framework suggests that demographic change generates labor supply imbalances that stimulate global talent mobility, which in turn redistributes human capital across the global economy. By integrating insights from demographic transition theory, migration research, and global talent management literature, the model clarifies the mechanisms through which demographic transformation reshapes global labor markets and the spatial distribution of skills. This integrative perspective advances existing literature by providing a systematic explanation of how structural demographic forces influence the evolving geography of global talent and the allocation of human capital in the contemporary global economy.

The theoretical model developed in the article introduces a set of propositions that clarify the causal relationships linking demographic transition, talent mobility, and the redistribution of human capital. The table below organizes these propositions in a structured format to highlight the underlying conceptual logic and theoretical grounding.

Table 2. Proposed Theoretical Propositions and Conceptual Relationships

Proposition & Conceptual Relationship	Theoretical Basis	Expected Outcome
P1 Demographic transition in aging economies → Increased demand for internationally mobile talent	Demographic Transition Theory; Labor supply dynamics	Aging populations and declining fertility reduce domestic labor supply, increasing demand for skilled international workers
P2 Demographic labor imbalances between youthful and aging economies → Increased cross-border talent mobility	Migration Theory; Demographic divergence	Structural differences in labor supply and demand encourage skilled workers to move across national borders
P3 Global talent mobility → Redistribution of human capital across national economies	Human Capital Theory; Global talent mobility research	Cross-border movement of skilled workers reshapes the geographic distribution of knowledge, skills, and innovation capacity
P4 Expansion of digitally mediated global work → Intensified and more flexible global talent redistribution	Global Work and Digital Labor Literature	Remote collaboration technologies and digital labor platforms increase the fluidity and reach of global talent mobility

Source: Developed by the authors

Table 2 consolidates the key propositions derived from the conceptual framework and clarifies the causal relationships underlying the model. By systematically linking each proposition to its theoretical foundation and expected outcome, Table 2 strengthens the analytical transparency of the proposed framework and facilitates interpretation of the relationships connecting demographic transition, global talent mobility, and human capital redistribution.

7. Discussion and Implications

The conceptual model developed in this study provides a systematic explanation of how demographic transition reshapes the global distribution of human capital through

mechanisms of talent mobility. By linking demographic change, labor supply imbalances, and cross-border mobility within a unified framework, the model offers a structural interpretation of global workforce dynamics that extends beyond fragmented explanations in existing literature. Rather than treating migration, talent mobility, and demographic change as separate phenomena, the proposed framework conceptualizes them as interconnected processes that collectively influence the geographic distribution of skills and knowledge. Demographic transformation therefore not only alters population structures but also triggers systemic shifts in the spatial allocation of human capital across the global economy.

7.1 Theoretical Contributions

First, the framework extends demographic transition theory by linking population change with the global distribution of skilled labor. Traditional demographic transition research has primarily examined macroeconomic consequences such as economic growth, labor supply, and dependency ratios (Bloom *et al.*, 2010; Lee & Mason, 2010). Although these studies demonstrate that population aging and fertility decline influence labor market conditions, they rarely explain how such demographic changes translate into cross-border talent mobility and shifts in the global allocation of human capital. By conceptualizing demographic labor imbalances as structural drivers of talent mobility, this study broadens the explanatory scope of demographic transition theory and connects it with global workforce dynamics.

Second, the framework contributes to the human capital literature by emphasizing the spatial redistribution of skills and knowledge resulting from global mobility. Classical human capital theory conceptualizes education and skill development as investments that increase individual productivity and national economic performance (Becker, 1964; Schultz, 1961). However, these perspectives typically assume relatively stable labor markets within national economies. The proposed framework introduces a more dynamic perspective by demonstrating how demographic imbalances and international mobility reshape the geographic distribution of human capital. This perspective aligns with recent research highlighting the importance of skilled mobility in shaping innovation systems and transnational knowledge flows (Grabowska & Jastrzębowska, 2021; Kerr *et al.*, 2022).

Third, the model advances research on global talent management and international business by highlighting the structural context in which talent mobility occurs. Existing studies have primarily focused on firm-level strategies for identifying, developing, and deploying globally mobile employees (Collings & Mellahi, 2009; Tarique & Schuler, 2018). While this literature emphasizes organizational practices, it often treats the availability of skilled talent as an external condition rather than a phenomenon shaped by demographic structures. By integrating demographic transition into the analysis of talent mobility, the proposed framework offers a broader explanation of why global talent flows emerge and how they evolve over time. This perspective aligns with recent scholarship emphasizing the role of

7.2 Managerial Implications for Organizations

Beyond its theoretical contributions, the framework has important implications for organizations operating in increasingly globalized labor markets. As demographic transition reshapes workforce structures across regions, multinational enterprises face growing challenges in securing access to highly skilled employees. Aging populations in many advanced economies are expected to intensify competition for talent and increase reliance on internationally mobile professionals. Consequently, organizations may need to adopt proactive talent sourcing strategies that extend beyond domestic labor markets and incorporate global recruitment networks.

Technological developments are also transforming the mechanisms through which organizations access global talent. Digital collaboration technologies, remote work infrastructures, and online labor platforms increasingly enable firms to engage skilled

professionals across borders without requiring permanent relocation. Recent research indicates that these technological developments are reshaping global work arrangements and expanding opportunities for cross-border knowledge collaboration (Lazarova *et al.*, 2023; De Cieri & Lazarova, 2023). As a result, organizations may adopt hybrid talent strategies that combine traditional expatriate assignments with digitally mediated forms of international collaboration.

7.3 Policy Implications for Governments

The conceptual framework also highlights important implications for public policy. Governments in aging societies face increasing pressure to address labor shortages and sustain economic productivity in the face of declining workforce participation. Migration policies that facilitate the attraction of highly skilled workers may therefore play an important role in maintaining national competitiveness. At the same time, policies supporting education systems and human capital development remain essential for ensuring that domestic workforces possess the capabilities required in knowledge-intensive industries.

For countries with youthful populations, demographic structures present both opportunities and challenges. A large working-age population may generate a demographic dividend if sufficient employment opportunities and human capital investments are available. However, limited economic opportunities may also encourage outward migration of skilled workers. Policies supporting skill development, international mobility, and knowledge exchange may therefore help transform potential brain drain dynamics into more balanced patterns of talent circulation and transnational knowledge transfer (Czaika & Parsons, 2022).

7.4 Future Research Directions

The conceptual framework developed in this study opens several avenues for future research. Empirical studies could examine the relationships proposed in the model by analyzing how demographic indicators such as fertility rates, age structures, and labor force participation influence patterns of skilled migration and global talent mobility. Comparative analyses across countries or regions may provide further insights into how demographic divergence shapes cross-border talent flows.

Future research could also examine the role of technological change in facilitating global talent redistribution. Digital labor platforms and remote work infrastructures are transforming the nature of international labor mobility by enabling new forms of cross-border collaboration that do not necessarily involve physical relocation. Investigating how these technological developments interact with demographic labor imbalances may provide valuable insights into the evolving structure of global labor markets (Bucher *et al.*, 2025).

Additional research could explore the organizational consequences of global talent redistribution, particularly with regard to innovation capacity, knowledge diffusion, and strategic human resource management. By empirically testing and extending the conceptual relationships proposed in this article, future studies may contribute to a deeper understanding of how demographic transformation reshapes the global allocation of human capital and the evolving geography of talent in the contemporary knowledge economy.

8. Conclusion

This article set out to develop a conceptual framework explaining how demographic transition reshapes the global distribution of human capital through mechanisms of talent mobility. Building on insights from demographic transition theory, human capital research, and global talent management literature, the study proposed the Global Talent Redistribution Framework, which conceptualizes demographic change as a structural driver of global labor market dynamics. The framework argues that demographic transition generates labor supply

imbalances across countries, which stimulate cross-border talent mobility and ultimately lead to the redistribution of human capital across the global economy. By linking demographic structures with workforce mobility and talent allocation, the proposed model offers a systematic explanation of how demographic transformation contributes to the evolving geography of global talent.

The primary theoretical contribution of this study lies in its integration of previously fragmented perspectives within the literature. While demographic research has traditionally focused on macroeconomic consequences of population change, and international business research has largely examined firm-level talent management strategies, these streams of literature have rarely been connected within a unified framework. The conceptual model developed in this article bridges these perspectives by clarifying the mechanisms through which demographic transition shapes global talent flows and the spatial redistribution of skills and knowledge. In doing so, the study extends existing theories by positioning demographic change as a structural foundation for global talent mobility and human capital redistribution.

The theoretical propositions proposed in this article also provide a foundation for future empirical research. Subsequent studies may examine how demographic indicators such as fertility rates, aging populations, and labor force participation influence patterns of skilled migration and international talent mobility. Empirical research could also explore how institutional factors, technological change, and organizational strategies interact with demographic dynamics to shape global talent redistribution. By testing and refining the propositions presented in this study, future research may further clarify the mechanisms through which demographic transition influences global labor market structures.

Beyond its theoretical implications, the framework also highlights broader implications for organizations and policymakers navigating demographic change in the global economy. As demographic transitions reshape workforce availability across regions, organizations may increasingly rely on international talent mobility and digital collaboration networks to access specialized skills. At the same time, governments must balance policies related to migration, education, and workforce development to manage demographic pressures and sustain economic competitiveness. Understanding the structural relationship between demographic change and global talent redistribution therefore represents an important step toward explaining how demographic transformation influences the future organization of work and the global distribution of human capital.

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