**Challenges involved in Staffing Operations in Emerging Markets**

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The key challenge being faced by the emerging economies in the staffing operations is the lack of skilled labor. According to a study by Deloitte, "Managing the Talent Crisis in Global Manufacturing", in emerging economies, there is a deficiency of labor with the necessary skills to contribute in the industry. The research looks at the four hundred and forty six industries working in emerging markets and indicates that numerous producers face challenges in finding emerging talent. Unevenly a quarter of the officials surveyed said their corporation found it hard to attract expert workers in Latin America, China, Eastern Europe, and India (Koudal, Peter & Chaudhuri, Atanu, 2007).

The areas in which it is more difficult to attract qualified talent are those in administration, supervision, research and development, sales and marketing. Keeping skilled workers is considered an even bigger difficulty in India, Southeast Asia, and China, about one third of the officials surveyed, replied as very hard the retention of skilled labor. However, the qualifications vary with the location of the workers, the leadership skills, teamwork, knowledge of English and administrative ability, which in many cases are believed to be insufficient (Knight, 2010).

Considering a real-word example, in Brazil, skilled persons are not rare. Nor is it considered hard to find executives with experience in the global market. But there is a serious shortage in middle management. To the extent that middle management moves to leadership positions, there is a gap in the level of talent reserves. The technicians, engineers, assemblers, customer service, maintenance managers, and sales representatives appear in the list of the "ten scarcest skills" (Knight, 2010).

The study indicates that in Latin America, 52% of respondents face difficulties in finding workers with English speaking skills, 37% with management and leadership skills, 33% with problem solving skills and 27% with working as a team, and 25% with technical skills. Finding skills in research and development seems to be particularly a problem in Latin America, 40% of executives surveyed responding as very difficult to find skilled labor in this area. So, the questions that could be discussed with respect to this issue are what is the permanent solution to this challenge and how could that affect the progress of emerging economies (Lenartowicz & Johnson, 2007).

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