

# FINAL RESEARCH PROJECT

“The desire for emigration in Argentina’s young professionals and future professionals, found during the pandemic.”

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## **ABSTRACT**

Appointments in embassies and consulates are growing, and fewer Argentines are envisioning the future with some optimism. For many, the global pandemic of COVID-19 was the straw that broke the camel's back and for the last 2 years they have been contemplating the possibility of emigrating as a solution to their concerns. 70% of the Argentines surveyed in this research answered affirmatively that they had the desire to emigrate during the pandemic.

As a result of this, this study was proposed with the objective to analyze this migratory phenomenon that was driven by the pandemic, through the compilation of sources on topics such as the reasons why Argentines migrate, taking a certain special focus on professionals and future professionals, where it was observed that this desire to emigrate is even stronger.

However, to add value to this research, the authors decided to give a twist to the selected topic and explore other aspects related to migration and their influence, such as, for example, if the expectations formed by those who wished to emigrate were in accordance with the reality of the emigration process, or if the learnings of some past international experience proved to be beneficial when emigrating, and finally the effects on the local market in the face of a flight of professional talent of this type, and the tools that companies have when facing this scenario.

To respond to the above, the methodology also included surveys and interviews conducted with the studied public for the collection of primary data.

## RESUMEN

Crecen las consultas en las embajadas y consulados, y cada vez son menos los argentinos que ven el futuro con algo de optimismo. Para muchos, la pandemia global del COVID-19 fue la gota que rebalsó el vaso y durante estos últimos 2 años han estado contemplando la posibilidad de emigrar como solución a sus preocupaciones. El 70% de los argentinos encuestados en esta investigación respondieron afirmativamente de haber tenido el deseo de emigrar durante la pandemia.

A raíz de esto, este trabajo de investigación se planteó como objetivo analizar este fenómeno migratorio que fue impulsado por la pandemia, a través de la recopilación de fuentes acerca de temas como los motivos por los cuáles migran los argentinos, tomando un cierto enfoque especial sobre los profesionales y futuros profesionales, en donde se observó que este deseo de emigrar es aún más fuerte.

Sin embargo, para agregar valor a esta investigación, los autores decidieron darle una vuelta de tuerca al tema seleccionado y explorar otros aspectos relacionados a la migración y de qué manera estos influyen, como por ejemplo, si las expectativas formadas por aquellos que deseaban emigrar fueron acordes a la realidad del proceso emigratorio, o si los aprendizajes de alguna experiencia internacional pasada demostraron ser beneficiosos a la hora de emigrar, y por último los efectos sobre el mercado local frente a una fuga de talento profesional de este tipo, y las herramientas que tienen las empresas a la hora de enfrentar este escenario.

Para responder a lo anterior, la metodología también incluyó encuestas y entrevistas realizadas al público estudiado para la recolección de datos primarios.

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## **DEDICATIONS**

First, the authors would like to dedicate their efforts to their beloved parents, brothers, and sisters who were the fundamental supporting foundation along this entire journey.

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The authors are aware that without all the above-mentioned inputs, their achievements would have not been possible and are extremely grateful as well as optimistic about their future endeavors.

# 1. PRESENTATION OF TOPIC

## 1.1 Introduction

Going abroad has always been an option for some young Argentinian professionals that were thinking about their future career-plans. However, with the negative impact that the covid-19 pandemic has had in the country it seems as if this idea of finding a more promising land to develop one's career has had a significant increase and became more popular during these recent times.

In this research, the task was to define the characteristics of this specific phenomenon and collect information about its interaction with the working environment to understand its causes and consequences. For example, after the restrictions are lifted, what would motivate young professionals to emigrate? Which countries are the most selected among those being considered by the professionals?

In addition to academic research, the data set has collected personal opinions and insights through a Google forms survey of young professionals in different industries in Argentina and some interviews with key subjects.

### **Keywords**

Career, Covid, Emigration, Young Professionals, Argentina.

## 1.2 Aim

The general purpose of this study was to provide a better understanding about skilled migration, with a focus in the more recent increase in the desire for emigration, found specifically in young professionals and the specialized workforce from Argentina during these pandemic times, as well as some other characteristics associated with migration, such as the planification of decisions like the selected destination, causes and

consequences, expectations vs realities of emigrants, the influence of international experiences, etcetera.

Down below are the objectives, questions, and hypotheses that the authors have constructed to guide the study. As mentioned in the introduction, both secondary and primary data has been used to form the knowledge, and primary data has been gathered from both qualitative and quantitative methods, this has been further explained later in Chapter 3 – Methodology.

### **1.3 Goals and Objectives**

Thus, the objectives of this research were:

O1: To identify if the COVID-19 pandemic was the main motivator of why young professionals from Argentina became motivated to abandon the country during its period.

O2: To compare the expectation versus reality in terms of problems that will be faced abroad.

O3: To point out the relevant criteria to select the destinations to emigrate to.

O4: To study what are the benefits that international experiences provide and how they add value to a human resource

O5: To find the industries where the idea of emigrating is most prevalent.

O6: To understand the foreseeable impact that this wave of knowledge emigration could have in Argentina's working environment.

O7: To recognize the actions that can be taken by the Argentine industry to counteract the impact of a possible brain drain.

### **1.4 Researching Questions**

The authors have selected orienting questions that served as guidelines for the research project:

Q1: How did the common factors that lead to emigration, stimulated the young professionals and future professionals to consider leaving Argentina during the current pandemic scenario?

Q2: How far off were the expectations when compared to an actual experience from someone who emigrated?

Q3: Which countries young professionals want to emigrate to, and why?

Q4: What are the advantages of having past international experiences when looking to emigrate?

Q5: What industries are affected the most by talent emigration?

Q6: What would happen in Argentina's working environment if a "brain drain" were to occur after the restrictions are lifted, and the frontiers open?

Q7: What are the actions that Argentina private sector could take to mitigate the damages of knowledge emigration?

## **1.5 Researching Hypotheses**

The authors provided tentative answers to the questions in the form of hypotheses in order to test and experiment during the interviews and surveys, these hypotheses were not conclusive, and all the qualitative and quantitative information gathered acted as evidence to support or refute them in the Chapter 5 of this study.

These are the hypotheses:

H1: Common factors such as economic and political situations remained to be the most relevant to Argentina's young professionals thinking about emigrating, besides the pandemic situation and its related factors.



H2: There is a big difference between what emigrants generally expect versus what the reality is from an actual emigration experience.

H3: Developed countries in North America and Europe, such as the United States and Spain, are the main destinations chosen by the young professionals who are considering emigrating.

H4: Having any type of international experience, such as International Study Programs, adds fundamental value to the formation of professionals. Networking, improving language skills, and learning to adapt to new cultural environments are the primary advantages acquired by young professionals.

H5: There is not one specific group of industries in which that idea is more prevalent. Instead, this recent push for emigration is affecting the entire population of professionals, disregarding the industry they are members of.

H6: Talented professionals who are emigrating from their home countries are an investment, either public or private, that their home country is not able to capitalize on. Argentina puts a lot of effort into public education, so they are a prime example of this issue.

H7: The negative effects of a brain drain can be mitigated through businesses from Argentina offering better opportunities for native professionals.

## **1.6 Justification**

The purpose of this section was to explain what the relevancy of the chosen topic was, what is the interest of the authors behind it, and what was the motivation for the team.

The topic about emigration has caught a lot of attention recently in Argentina, and the authors wanted to measure exactly how popular were these ideas about emigration together with the negative expectations of career opportunities here in Argentina.

Another aspect is that this topic is closely related with the Authors' personal interests, since as forming future professionals that are considering emigrating, they feel identified with this study's unit of analysis.

Authors also believe that this study is relevant to all forming young professionals and their university programs, particularly to those which belong in the spectrum of economics and business management that have a special orientation towards a "global" perspective. This is since, for example, one of the objectives aims to investigate the benefits that international experiences add to a professional, and these programs are all about having international experiences so that the professionals can learn from them.

Connecting constantly with exchange students, going on international exchanges, participating in global events such as the Global Entrepreneurial Week that involves universities from all around the world, are some examples of the activities that these programs offer, and this research has had a particular focus on them and their effects on forming professionals.

Competition in today's world is not restricted by national borders, hence the authors believe that companies should be aware of how human resources move and why they move, as to obtain a competitive advantage.

## **2. LITERATURE REVIEW**

### **2.1 Criteria selection**

With the objective of reaching the previous established objectives, answering the research questions, and verifying the hypotheses exhibited in chapter one, a specific criterion was established to filter the relevant literature:

- All sources of information were identified, listed, and cataloged following the researching keywords specified in chapter one (Career, Covid, Emigration, Young Professionals, Argentina).
- Previous research investigations from institutional and formal websites.
- Journalistic articles of relevant newspapers (New York Times, Clarín, La Nación, EL PAIS, etc.)
- Papers and academic articles provided by professors.
- Questionnaires and interviews to speakers in personal experiences.
- Previous research investigations from institutional and formal websites.
- Past final research projects from UADE.
- The use of available sources in either Spanish or English from 1999 to the present.
- If the source is oldest than 1999, but the authors decided that its contents are still relevant today, they could make an exception of previous item.

### **2.2 Theoretical Framework**

#### **2.2.1 Emigration**

The thesis was focused on the desire for emigration of the young Argentinian professionals during the Corona virus situation, but first it is important to understand what

emigration is and what were the current emigration trends in the world at the time the research took place.

Human beings had emigrated since the beginning of existence, although some motivations had changed over the years, the main factor had always been to find new opportunities. Emigration has different meanings, but for this thesis the authors decided to use the definition provided by the Cambridge Dictionary that define it as “the process of leaving a country permanently and going to live in another one” (Cambridge dictionary, 2021).

In 2020 the United Nations estimated that around the 3.5% of the population of the world were migrants (280 million people). However, their numbers are small compared to the total population (7.7 billion inhabitants in 2020), the trend of immigration has been increasing in the past few years (Marie McAuliffe, 2020).

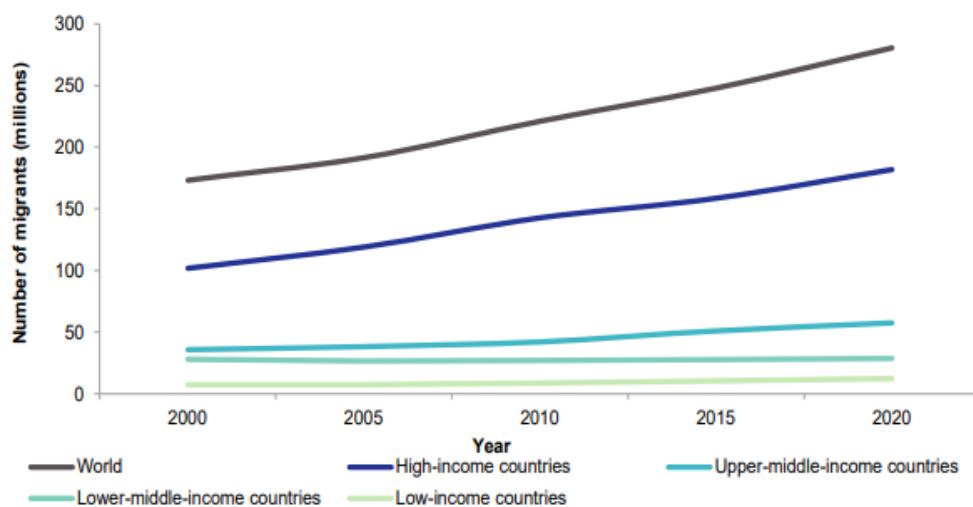


Figure 1 "Number of international migrants" (Menozzi, 2020)

The graphic provided by the United Nations “International migration 2020” highlights, show that in the 2000, the number of migrators were around 175 million, representing the 2.9% of the global population. The main reason of the increase of migrants is the process of globalization that the world experimented over the last decades.

The next graph, also provided by the United Nations, divides the world into 8 regions: Central and Southern Asia, Eastern and South-Eastern Asia, Europe, Latin America and the Caribbean, Northern Africa and Western Asia, Northern America, Oceania, and Sub-Saharan Africa (Menozzi, 2020).

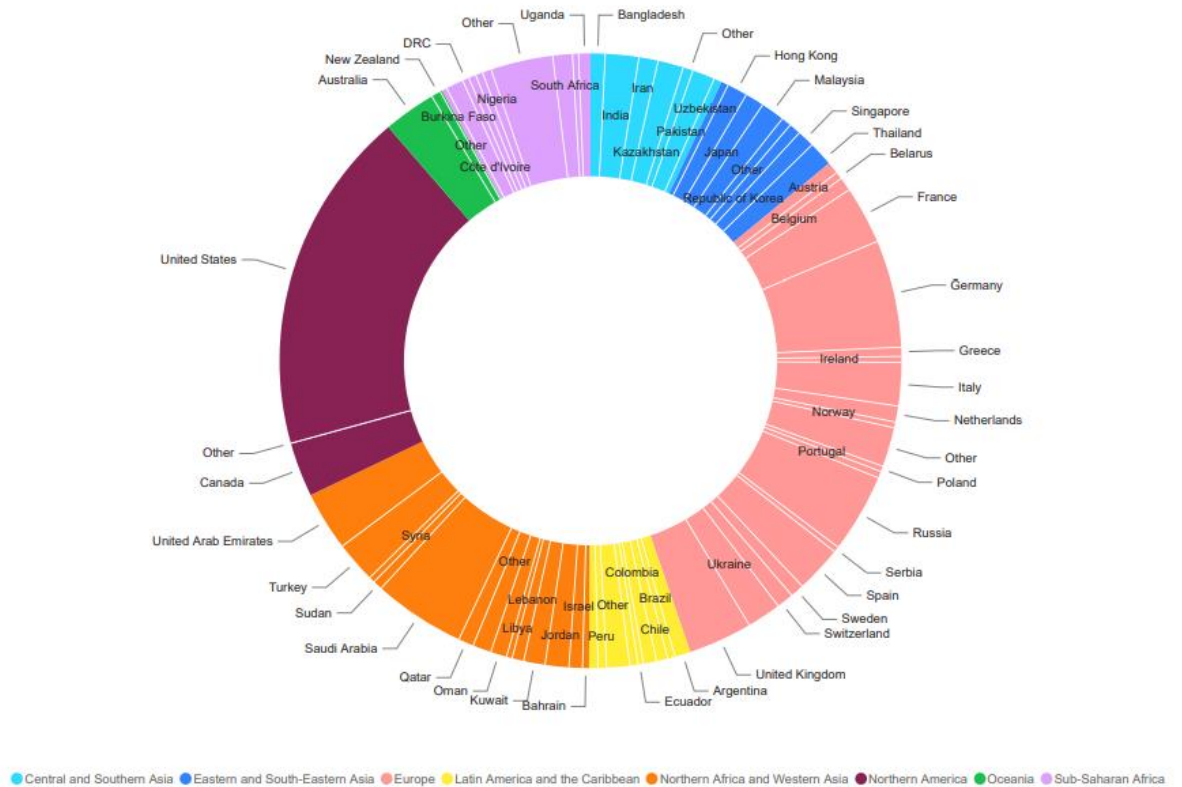


Figure 2 "Distribution of international migrants, by region and country or area of destination" (Marie McAuliffe, 2020))

The graph shows that in terms of migration, that the most popular region is Europe, followed by North America, then North Africa and West Asia.

In the past 20 years, the first region had increased by approximately 30 million migrants, the second region had increased by 18 million, and the third region had only 29 million. If this trend does not change, North Africa and West Asia are likely to be in second place in just a few years (Menozzi, 2020).

The main destinations of migrants were high-income countries, as they were the countries that offered the most opportunities for those who sought a fresh start. For this reason, two thirds of all migrants lived in only 20 countries, the ones that holds the greatest number of migrations are: The United States of America (51 million of migrants approximately), Germany (16 million), Saudi Arabia (13 million), Russian Federation (12 million), the United Kingdom (9 million) (Marie McAuliffe, 2020).

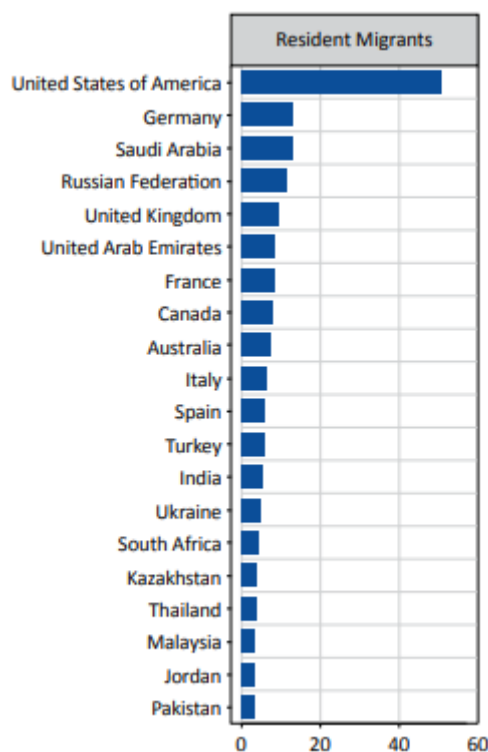


Figure 3 "Resident migrants per country" (Menozzi, 2020)

The countries with the most emigrants were middle-income countries, and approximately 177 million immigrants came from these countries in 2020. The countries that presented more emigrants were India (18 million of emigrants approximately), Mexico (11 million), Russia Federation (11 million), China (10 million) and the Syrian Arab Republic (8 million) (Menozzi, 2020).

Number of international migrants, by World Bank income group at origin, 2000 to 2020

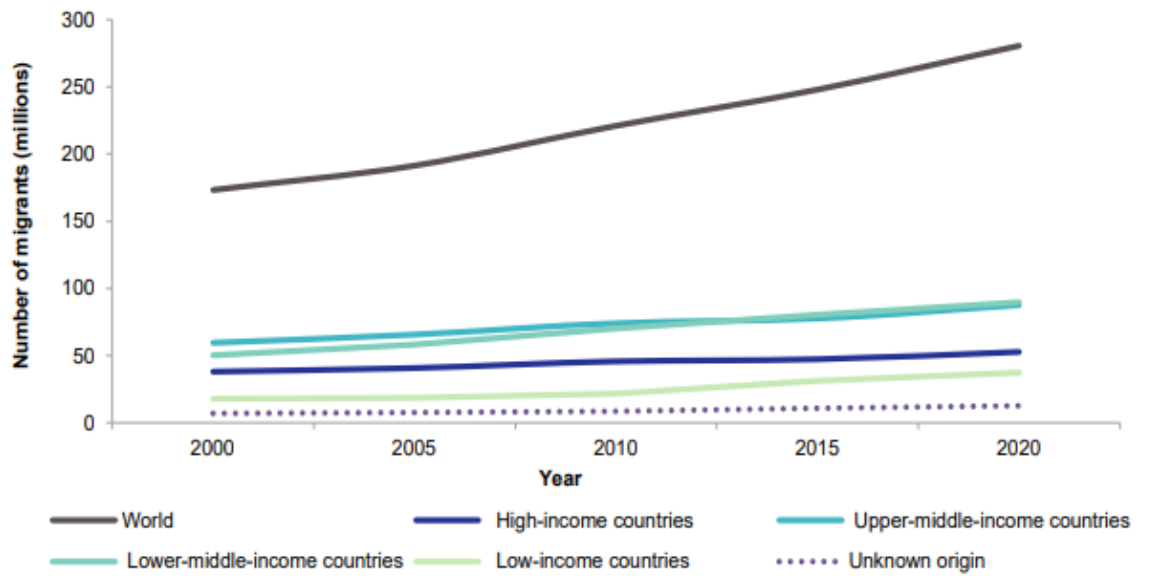


Figure 4 "Number of international migrants by income group" (Menozzi, 2020)

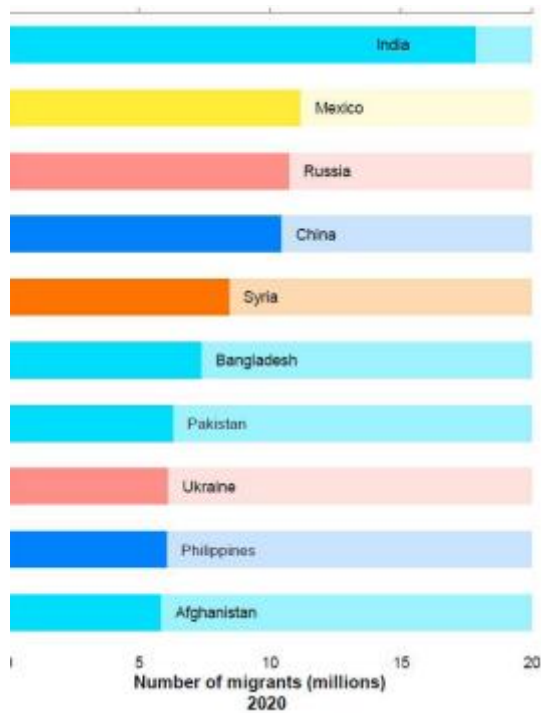


Figure 5 "Countries with more emigrants" (Marie McAuliffe, 2020)

### 2.2.1.1 The Origin of Emigration

To talk about the history of emigration is to talk about the history of humanity, the authors of this study considered that the following report obtained from the Autonomous National University of Mexico had valuable insights to add into the theoretical framework of this research (hasa: grupo asistencial ).

<b>Main Migratory Currents</b>	
<b>Ecological</b>	Nomadism, prehistoric transoceanic displacements.
<b>Empires &amp; Great Civilizations Expansions</b>	Greece, Rome, Egypt, Persia...
<b>Religious Expansions</b>	Islam (s. VIII - X), Crusades (s. XI - XIV)
<b>Religious Flights</b>	Egyptian's Israelites (old age) Spain's Moorish & Jews (s. XV - XVII) French's Huguenots (s. XVII) England's puritans (s. XVII)
<b>Colonization</b>	Europe – America and Australia (s. XVI – XIX) Europe – Africa, Asia, and South America (s. XVII – XX)
<b>Slaves Traffic</b>	Africa – America (s. XVII – XIX)
<b>Workers Traffic</b>	Asia – European Colonies (s. XIX – XX)

*Table 1 Main Migratory Movements (hasa: grupo asistencial )*

At the old age, migratory movements were mainly forced displacements, generally as a result of the of environmental adverse conditions or due to invasions, conquests, colonization, and collective expulsions. This were found in the big expansionist empires such as: Assyria, Persia, Egypt, Old Greece, and the Roman Empire. Also, religious conquests had their own big impact on migration, with the Islam expansion VII - X, and the Christian Crusades in XI – XIV, being the main ones (hasa: grupo asistencial ).

Then in the “discoveries era” the highlight for migratory movements occurred with the expansionist movements from the European kingdoms (Spain, France, UK,



Netherlands) towards the new territories of America, Africa, and Australia. These times of colonization were tied to massive displacements of people (hasa: grupo asistencial ).

### **2.2.2 Knowledge Emigration**

The authors of this research were aware that the term “knowledge emigration” is often used in an organizational environment regarding the transference of employees and with that, their tacit knowledge. For this reason and to avoid any misunderstandings, the authors defined the term “Knowledge Emigration” as the exportation of knowledge through the movement of professionals across national borders.

“Brain drain” is another way of referring to this phenomenon, Daniel Zatti, who is a financial analyst in “Baker Hughes” a GE company, defined this term as *“The emigration of a set of a number of highly trained and skilled people to a different country”* (Zatti, 2019).

This phenomenon is a concern for undeveloped countries as they are losing young talent that can help to improve the actual situation of the countries. In his TED talk, Mr. Zatti mentioned this problem:

*“Brain drain is a problem and a social threat to underdeveloped countries because the people that actually have the capabilities and the skills to get that country out of poverty are leaving”* (Zatti, 2019).

However, he also claimed that if there are no opportunities in the home countries for these talents, they are not going to be able to improve it either:

*“If there is no opportunity in that given country, they wouldn't be able to help anyway, and it makes more sense for these people to leave and seek opportunities outside and maybe come back one day with more experience”* (Zatti, 2019).

Nevertheless, some countries were able to reverse this situation, for instance, Mr. Zatti mentioned the case of Taiwan during his talk:

*“The second half of the 20th century Taiwan has seen a number of people leaving the country to seek opportunity especially in the tech industry abroad. (...) Now what Taiwan did was identify three main pain points, let's say or opportunities if you will, that could help them get some of these people to come back but also attract new talent. The first one was, of course, to rebuild a network were the people that left, because that communication channel was completely cut off when they left. Secondly, they invested in creating a local workforce that could support those new tech companies (...). In last but not least, they invested in the infrastructure, they created so-called science parks similar, very similar, to what the IT giants in the Silicon Valley were offering and this is how Taiwan was able to sort out its social issue” (Zatti, 2019).*

Economist & Economy Professor from Catholic University of Louvain, Frederic Docquier, published a paper on brain drain where he declared:

*“(...) Many countries intensify their efforts to attract and retain foreign students, which increases the risk of brain drain in the sending countries. In poor countries, this transfer can change the skill structure of the labor force, cause labor shortages, and affect fiscal policy, but it can also generate remittances and other benefits from expatriates and returnees. Overall, it can be a boon or a curse for developing countries, depending on the country's characteristics and policy objectives.” (Docquier, 2014)*

Both authors agreed that brain drain is most common in un-develop countries, as they do not have the resources to keep the talent within their borders.

The next graphic provided by “I Z A World of Labor” shows the brain drain proportion in high-income, upper-middle, lower-middle, and low-income countries.

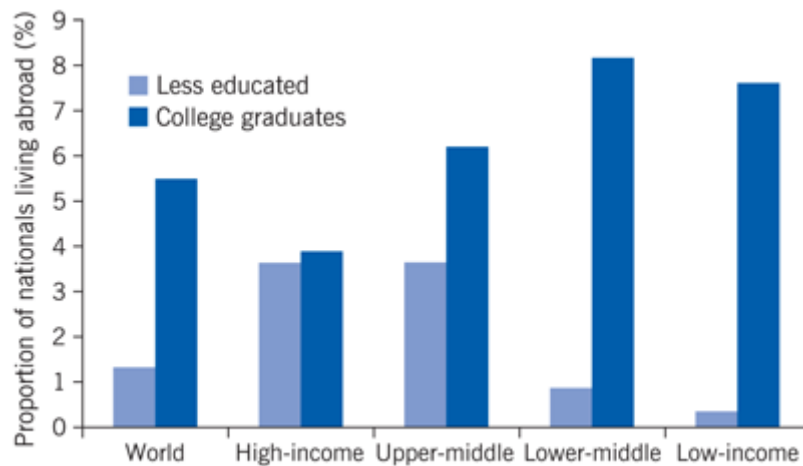


Figure 6 "Brain drain rate decrease with economic development" (Docquier, 2014)

This phenomenon has advantages and disadvantages in both sending and receiving countries. The main finding of Mr. Docquier's were:

*Pros:*

- *The income-maximizing level of a brain drain is usually positive in developing countries, meaning that some emigration of the more skilled is beneficial.*
- *A brain drain stimulates education, induces remittance flows, reduces international transaction costs, and generates benefits in source countries from both returnees and the diaspora abroad.*
- *Appropriate policy adjustments, which depend on the characteristics and policy objectives of the source country, can help to maximize the gains or minimize the costs of the brain drain.*

*Cons:*

- *The effective brain drain exceeds the income-maximizing level in the vast majority of developing countries, especially in sub-Saharan Africa, Central America, and small countries.*
- *A brain drain may cause fiscal losses.*

- *Above a certain level, brain drain reduces the stock of human capital and induces occupational distortions.*

*(Docquier, 2014)*

### **2.2.2.1 Causes and Consequences of Knowledge Emigration**

For this section, the authors decided to utilize different articles based in specific cases from Latin America as well as the rest of the world. The purpose was to show the different causes and consequences of emigration.

#### ***Latin America***

One source of interest was Roberto S. Aruj's paperwork "*Causes, consequences, effects and impact of migration in Latin America*" (Aruj, 2008). Since the end of XIX century until now, there are 4 significant events about the migration phenomena in Latin America: the first one from the end of the XIX century until mid-XX that mobilized 55 million Europeans, the second one, because of the Economic crisis in 1930, generating a migration from the "fields" to the cities. The third one, as a consequence of political, economic, and social conflicts, generated a migration between border countries since the 1960s. The last one happened in the last two decades of the twentieth century to the present, mobilizing an approximal of over 150 million people (Aruj, 2008).

Continuing with his research, Aruj says that the migratory decision is a consequence of combination of internal and external factors.

Regarding the external factors the authors decided to highlight:

- Lack of alternatives for occupational achievements.
- Social uncertainty about the economic future.
- General security in the face of the growth of violence.
- Unsatisfied basic needs. (Aruj, 2008)

Amongst the internal factors the authors decided to highlight:

- Frustration in life expectancy.
- Frustration in personal fulfillment.
- Generational mandate linked to the community of the migratory chain family.
- Access to information about options abroad. (Aruj, 2008)

From this general approach the following assumptions arise:

1. *Job insecurity determines the causes of frustration in economic performance, which leads to creating expectations of finding a better life situation outside of the country of origin.*
2. *The insecurity produced by the progressive increase in social violence generates ethical value conflicts, producing tendencies to leave the community or country of origin, as the case may be.*
3. *Lack of opportunities for personal fulfillment leads to sociocultural frustration, which produces dissatisfaction with the situation of the community or country of residence.*
4. *The migration of qualified human resources is induced, and it is a fundamental part of the intelligence concentration project of the central countries.*

(Aruj, 2008)

When talking about the general consequences of these emigrations, Aruj mentions that migratory flows produce a series of outcomes in both, the country of origin and the host country.

In the country of origin, it could diminish the political and social conflicts. As a result, the levels of unemployment and discontent will decrease, since apparent possibilities would be created, thanks to this movement of people to another regions. The workforce that stays can have a greater possibility of entering the labor market, since the competition has decreased (Aruj, 2008).

On the other hand, there is a vision that explains that with the population loss, there is a decrease in the possibilities of consumption in economies whose development potential is based, in part, on the activation of their domestic market (Aruj, 2008).

Regarding the host country, these migratory flows may cause political, economic, and social consequences, job competition can be increased, new pockets of poverty may emerge, increased discrimination, xenophobia, among others. Low-skilled workers may be hurt by job losses (to migrants) or by lower wages. Some positives effects of emigration are the incorporation of workforce, the increase in consumption and a higher tax collection. (Aruj, 2008)

The authors considered Aruj's paperwork to be a relevant source of information because it showed the causes of emigration, dividing them into two sections: internal and external factors. Moreover, Aruj highlighted 4 assumptions, which were key to have a better understanding of these internal and external factors.

To conclude, the author explained the pros and cons of these emigrations to both, origin country and host country. All of Aruj's findings were used in later chapters.

### ***Malawi***

The African Capacity Building Foundation wrote a relevant article called "Brain Drain in Africa: The Case of Tackling Capacity Issues in Malawi's Medical Migration" (The African Capacity Building Foundation, 2018). It is focused in south-African country

Malawi and its severe staffing shortage in the health sector and high migration of health workers. According to the article, “Malawi trains 60 nurses a year, but loses around 100, more than half of them going to the UK” (The African Capacity Building Foundation, 2018).

This situation began in the 1990s and the drivers are more “pull” than “push” factors. The article argues that during one-party rule, political persecution and lack of intellectual and academic freedom were major push factors. Since the arrival of multi-party politics, economic reasons dominate and the single largest reason for leaving was that respondents had secured a job abroad (34%) followed by those who left for studies and decided to stay after completing them (The African Capacity Building Foundation, 2018).

Host	Year					
	1990	1995	2000	2005	2010	2015
<b>World</b>	<b>121,005</b>	<b>138,566</b>	<b>184,770</b>	<b>224,606</b>	<b>271,159</b>	<b>302,515</b>
<b>Africa</b>	<b>109,794</b>	<b>126,476</b>	<b>170,951</b>	<b>208,653</b>	<b>252,001</b>	<b>280,881</b>
Zimbabwe	68,618	67,945	92,989	102,611	103,281	102,849
Mozambique	2,013	19,997	35,695	55,058	74,598	77,488
South Africa	13,336	17,067	25,638	30,697	48,994	76,605
Zambia	17,073	12,382	6,938	9,665	13,467	11,258
Tanzania	7,218	7,121	7,098	7,048	7,011	6,907
Botswana	713	1,150	1,709	1,579	3,459	4,596
<b>Europe</b>	<b>10,915</b>	<b>11,744</b>	<b>12,867</b>	<b>14,660</b>	<b>17,433</b>	<b>19,557</b>
UK	10,474	11,110	11,934	13,376	15,908	17,871
<b>Others</b>						
Canada	293	338	391	529	699	981
Australia	360	468	550	750	1,000	1,266

Table 2 "Stock of Malawian emigrants, 1990-2015" (The African Capacity Building Foundation, 2018)

Table 1 "Stock of Malawian emigrants, 1990-2015" (The African Capacity Building Foundation, 2018)

In this graph provided by the article it is visible the increase in Malawian emigrants during the periods 1990 to 2015, at an alarming pace. This clearly shows that the country's government is failing to resolve the main reasons behind this migratory flow, listed above. (The African Capacity Building Foundation, 2018)

## ***Afghanistan***

Another case to highlight in this section is the actual knowledge emigration that Afghanistan is suffering. According to different sources, professional's women are emigrating because of the Taliban extremist group that took control of the country.

In the article "As women flee Afghanistan, brain drain hits economy" published in "BusinessDay" website by Emma Batha and Shadi Khan Saif, a professional called Marzia, who did not use her full name for personal reasons, gave testimony of the current situation that is living (Emma Batha, 19).

*"I am not leaving happily, but with a broken heart," she said. "So many educated and professional women like me are leaving because of threats to our lives. But this will be devastating for the country in the long term".* (Emma Batha, 19)

As Marzia, other professionals are concerned about the current situation in their country since the lack of professionals will affect the economy in the medium and long term. (Emma Batha, 19)

In this case, the reason of emigration is the fear, many women did not want to leave their business, but they must do it to preserve their life.

## ***Europe and World***

There is another interesting paperwork published by Kaunas University of Technology in Lithuania, where author Rasa Daugėlienė brings up some analysis on what she refers as "Knowledge Workers", who are the highly skilled professionals in a population, and the effects on their migratory tendencies in Europe as well as globally.

*"The problem of knowledge workers migration is extremely important in the knowledge economy conditions.".* (Daugėlienė, 2007)



The paperwork states that there are multiple factors that influence international migration but mentions that the factors that are relevant for unskilled people may be different than those relevant to highly skilled professionals, particularly in the context of increasingly knowledge-based economies. (Daugėlienė, 2007)

It adds that the pull-push framework is a fundamental tool to analyze these influencing factors and has been traditionally used by researchers to study international migrations. (Daugėlienė, 2007)

Pull factors are those that present favorable conditions in the “destination” countries, such as higher salaries, high living standards, good work conditions and more career opportunities. Push factors then would be the unfavorable conditions present in the “origin” countries which push the highly skilled people to emigrate. (Daugėlienė, 2007)

Group	Type of push & pull factors	Type of policies
Managers & Executives	Benefits and remuneration	Business-oriented
Engineers & Technicians	Economic factors (supply and demand mechanisms) The state of the national economy	Immigration legislation Income tax
Academics & Scientists	Bottom-up developments in science Nature & conditions of work Institutional prestige	Inter-institutional and intergovernmental policies
Entrepreneurs	Governmental (visa, taxation, protection, etc.) policies Financial facilities Bureaucratic Efficiency	Governmental and regional policies Immigration legislation
Students	Recognition of a global workplace Accessibility problems at home Inter-cultural experience	Intergovernmental, and inter-institutional policies Immigration legislation

*Table 3" a classification of knowledge workers mobility, types of influencing factors and policies" (Daugėlienė, 2007)*

There are also consequences to Knowledge Emigration, the author sustains that these consequences of knowledge workers migrating are clearer and more sensitive, both in social and economic terms, for the sending (“origin”) country. (Daugėlienė, 2007)

However, the fact that in many countries, foreign-born persons account for a significant percentage of people with tertiary level of education (OECD, 2006). It

shows that there are also important consequences on the receiving (“destination”) country due to these movements of knowledge workers. (Daugėlienė, 2007)

Then the author presents a useful table to learn more about these types of consequences, both from the origin and destination countries, while also accounting for their timeframe, either short-term or long-term. (Daugėlienė, 2007)

		Effect for “source“ country	Effect for “purpose“ country
<b>Long-term migration</b>	<i>Dis-advantages</i>	Loss of investments in education of individuals Loss of high competence specialists The negative changes considering demographic situation Decline of producing amounts.	Declines the ambitions of local habitants to seek for the highest qualification Possibility to lose the know-how potential.
	<i>Advantages</i>	Return of migrants with new competence, new relations with foreign partners Decline of unemployment level The growth of average wages.	Knowledge workers invest in competence as well as in adaptation to new life circumstances Growth of GDP Growth of investment in R&D Total growth of economy.
<b>Short-term migration</b>	<i>Dis-advantages</i>	Decline of financing of social security Rapid growth of wages in those sectors where the shortage of workforce because of migration is obvious.	Loss of resources The consumption of immigrants is minimal as they expect to return to the “source“ country.
	<i>Advantages</i>	Decline of unemployment level Return of knowledge workers with new competence.	Growth of GNP Payment of taxes Occupations which are not popular between local inhabitants are occupied by immigrants.

Table 4 “Positive and negative effects of knowledge workers migration for “source” and “purpose” countries” (Daugėlienė, 2007)

### 2.2.3 Idea of Emigrating

The unit of analysis of this paper included the “idea of emigration”, to define this the authors decided to compile the definitions of both words, idea and emigration separately.

Cambridge dictionary defines idea as a “thought, suggestion or plan for doing something” (Cambridge Dictionary, 2021) and defines emigration as “the process of leaving a country permanently and going to live in another one”. (Cambridge dictionary, 2021)

The authors had defined “idea of emigrating” as a thought, suggestion, or plan of a person to leave his country permanently and going to live in another one.

#### **2.2.4 Preventing knowledge emigration**

In this section, the authors have provided relevant information on preventing knowledge migration.

The article “Preventing and Reversing Brain Drain” done by Harvard Business Review, propose different ideas for preventing the brain drain. In the case of the countries, they propose to: “(...) Create opportunity and a critical mass of the educated and entrepreneurial.” (Harvard Business Review, 2016)

Facilitating the opening of new business and founding more universities cities are examples of this policies.

Improving the quality of life is key for retaining talents in the country. The article provides the example of Taiwan where they “(...) subsidized Western-style housing and hosted international conferences that polished its image and gave scientists and entrepreneurs access to the international community.” (Harvard Business Review, 2016)

Investing resources in education could be ineffective as the graduates will keep leaving the country if they do not find opportunities for their professional development. In this case the article gives the example of Vietnam, that they had invested in low level education with the objective of covering the available jobs and strengthen the foundations of the economy. (Harvard Business Review, 2016)

The author believes that it is important to emphasize the Croatian case. There is a serious brain drain in rural areas of the country. In order to reduce the knowledge emigration, they have taken the following measures (Čačić, 2020):

- *Ensure equal opportunities for all students and pupils.*

- *Built and renovation of 32 schools.*
- *Provide free transport, textbooks, meals, student loans and scholarships for students at risk of poverty.*
- *Establishment of 10 centers of excellence with the aim of concentrating on the quality of programs and work with highly motivated pupils in subjects such as mathematics, physics, entrepreneurship, etc. (Čačić, 2020)*

The article “Causes and Solutions to Intellectual Brain Drain in Pakistan” (Sajjad, 2011) made by Nadia Sajjad, talks about the Pakistani brain drain situation. The measures that their government had found to prevent this situation are:

- *Employments to be provided suited to their qualification.*
- *Basic facilities (Health, Education, and Security) to be provided.*
- *Educational reforms.*
- *Secure working environment.*
- *Research facilities and good working environment.*
- *Fair recruitment and promotion system.*
- *Economic problems to be resolved.*
- *Proper encouragement and better academic and professional opportunities (Sajjad, 2011).*

Another important case to highlight is the Chinese brain drain. The research project “The Application of Talent Management Theories to the Prevention of Brain Drain in China” (Nguyen, 2017) made by Dinh Loc Nguyen, highlighted the most important measures to retain talent and their reasons.

- *Provide professional development opportunities.*

*While China's booming economy and a wise talent attraction strategy have driven Chinese elite people with overseas education to give up their dream of building up a career in their countries of study, whether China is able to retain them depends much on how each organization in China provides career advancement opportunities to them.*

- *Create a work-life balance.*

*In the large number people who leave, it is likely that there are potential talents who want to contribute their expertise to another place where they are able to have a reasonable balance between work and life.*

- *Create a diverse environment.*

*China is no doubt very competitive, but there are question marks about whether it is really international. Chinese talented individuals go abroad for many reasons, and one of those reasons is for a search of a more diverse culture.*

*(Nguyen, 2017).*

### **2.2.5 COVID**

This section had the objective of describing the situation that the world is experiencing while this investigation is taking place.

The World Health Organization defines Coronavirus disease (COVID-19) as an infectious disease caused by the SARS-CoV-2 virus (World Health Organization, s.f.). This virus has caused changes in every aspect of human life, and it is an important factor in the author's investigation.

On the eleventh of March in 2020, the World Health Organization (WHO) declared COVID-19, also known as Coronavirus Disease 2019, as a global pandemic, after having been declared a Public Health Emergency of International Concern (PHEIC)

on 30<sup>th</sup> January 2020. Victims of the novel virus SARS-CoV-2 were amounting to 200.000 confirmed cases with 8.000 deaths across over 160 countries. (A. Spinelli, 2020)

COVID-19's initial description was confirmed in Wuhan, China. Italy was the first European country to be struck by the virus with an immense impact. In there, the virus started spreading rapidly, in a few weeks 1.000 patients were diagnosed as confirmed cases, one week after that, and the number of positive cases exceeded 4.600 (A. Spinelli, 2020).

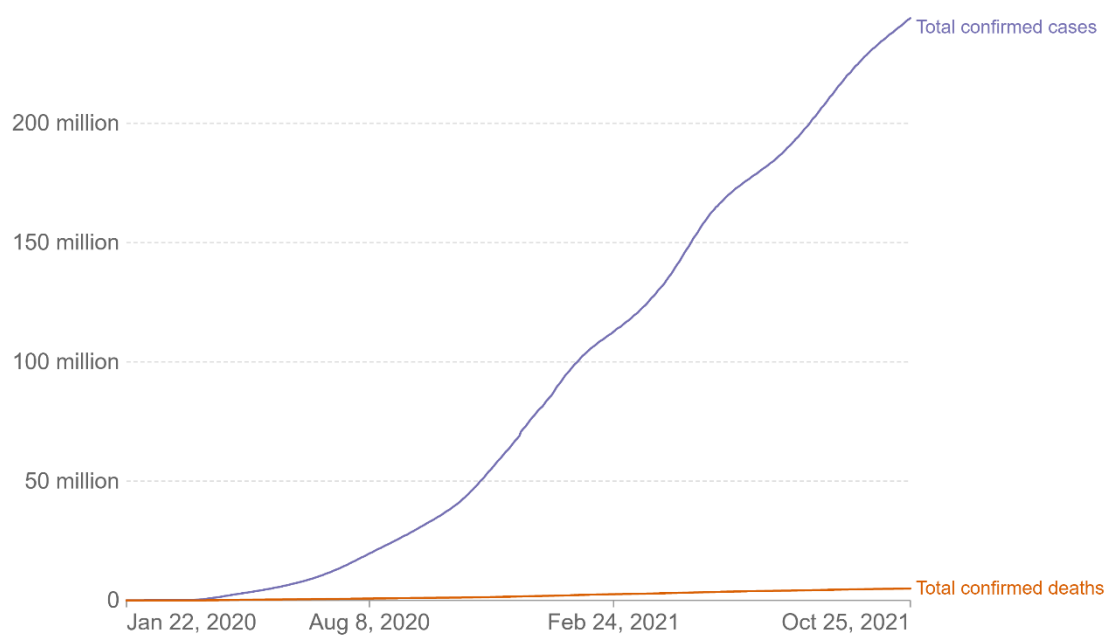


Figure 7" Cumulative confirmed COVID-19 cases and deaths, World" (Hannah Ritchie, 2020)

The graphic provided by “Our World in Data” show how rapidly the virus spread in the world, since the eleventh of March 2020 up to date (October 26, 2021) the confirmed COVID-19 cases in the world are 243.67 million. The number of deaths until now (October 26, 2021) are 4.95 million. (Hannah Ritchie, 2020).

To provide to the readers a better understanding of the evolution of COVID-19 in the world the authors have decided to exhibit the next series of figures, also provide by “Our World in Data”, show how the situation had been changing in periods of 4 months.

In the figures, the color of each country represents the quantity of deaths caused by COVID, darker colors mean more COVID deaths.

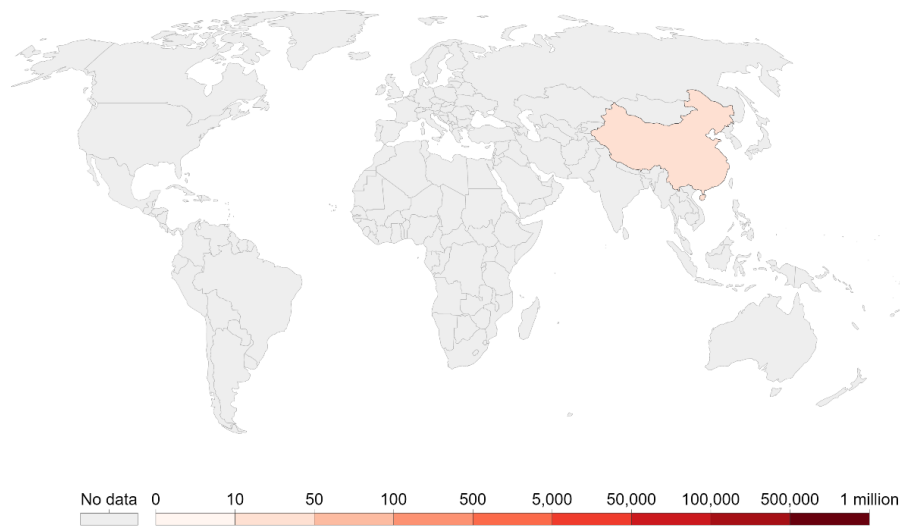


Figure 8"Confirmed COVID-19 deaths in the world - January 22, 2020" (Hannah Ritchie, 2020)

January 22, 2020. At first China was the only country with deaths (17) (Hannah Ritchie, 2020).

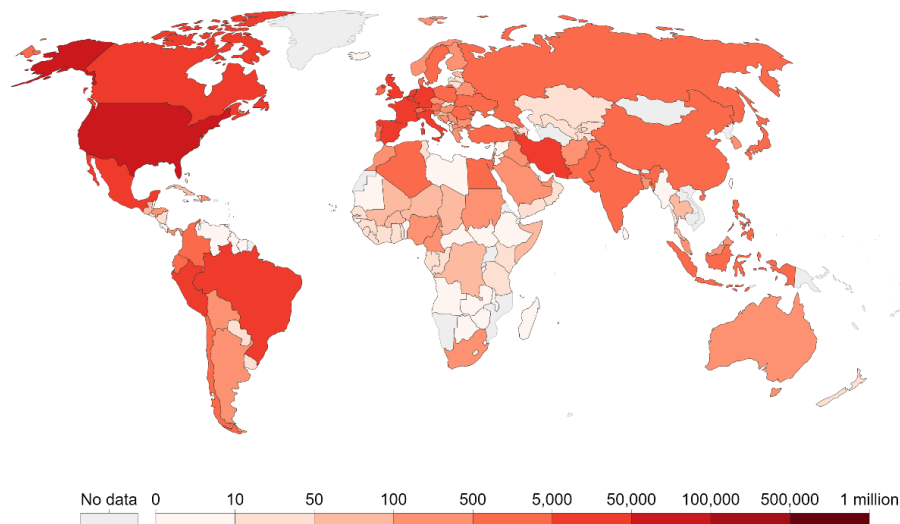


Figure 9"Confirmed COVID-19 deaths in the world - May 22, 2020" (Hannah Ritchie, 2020)

May 22, 2020. Almost every country presents COVID deaths, The United States had the worst scenario with 100.000 deaths approximately. (Hannah Ritchie, 2020)

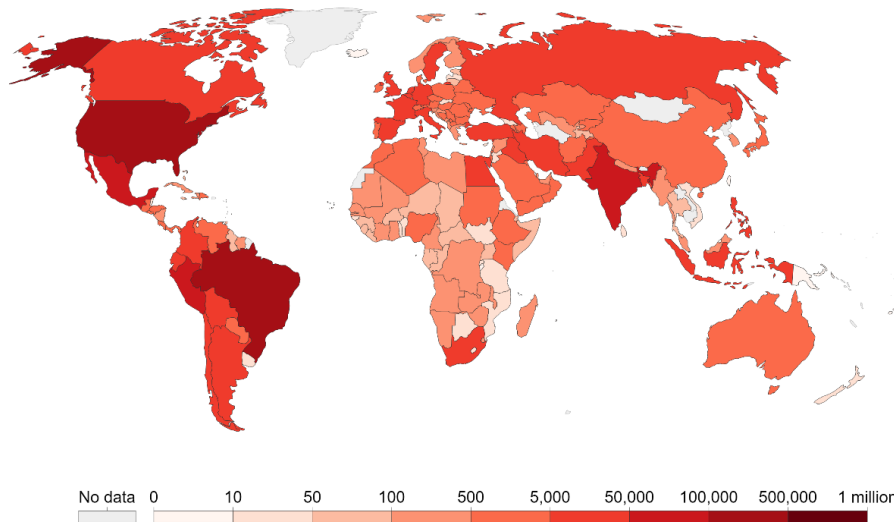


Figure 10 "Confirmed COVID-19 deaths in the world - September 23, 2020" (Hannah Ritchie, 2020)

September 23, 2020. Two countries presented more than 100.000 deaths, United States (200.000 approximately) and Brazil (138.000 approximately) (Hannah Ritchie, 2020). (Hannah Ritchie, 2020)

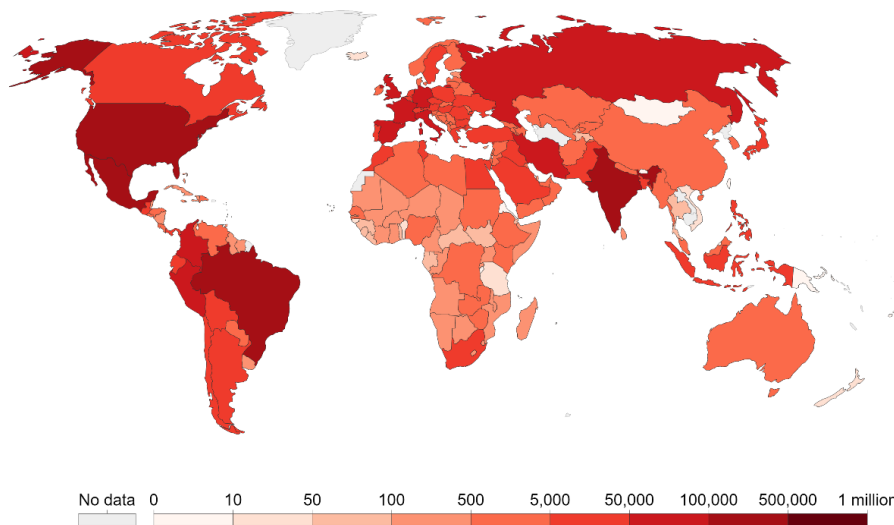


Figure 11 "Confirmed COVID-19 deaths in the world - January 22, 2021" (Hannah Ritchie, 2020)

January 22, 2021. India (150.000 approx..) and Mexico (147.000 approx..) also surpasses the 100.000 deaths. The countries that present more than 50.000 deaths are Peru, Colombia, Spain, UK, France, Italy, Russia, and Iran. (Hannah Ritchie, 2020)



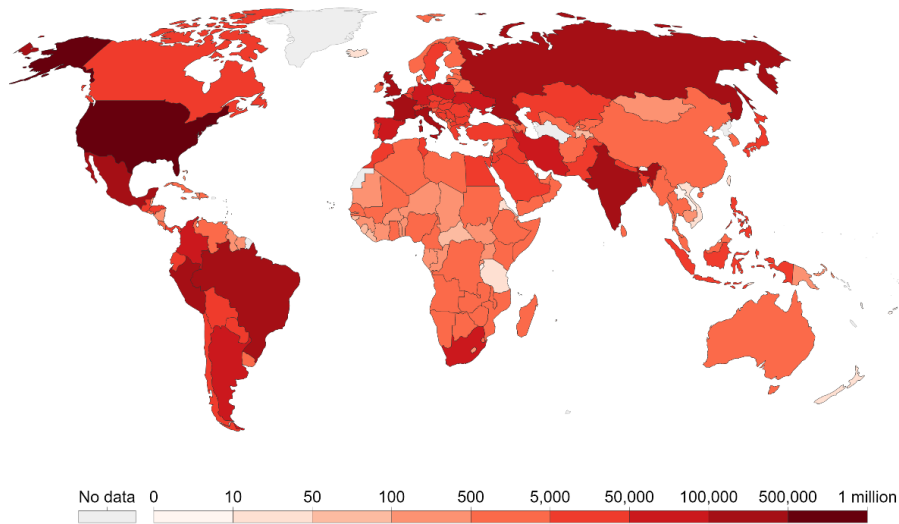


Figure 12 "Confirmed COVID-19 deaths in the world - May 23, 2021" (Hannah Ritchie, 2020)

May 23, 2021. The United States is still the country in the worst situation with more than 500.000 deaths. The new countries with more than 100.000 deaths are Peru, UK, France, and Russia. (Hannah Ritchie, 2020)

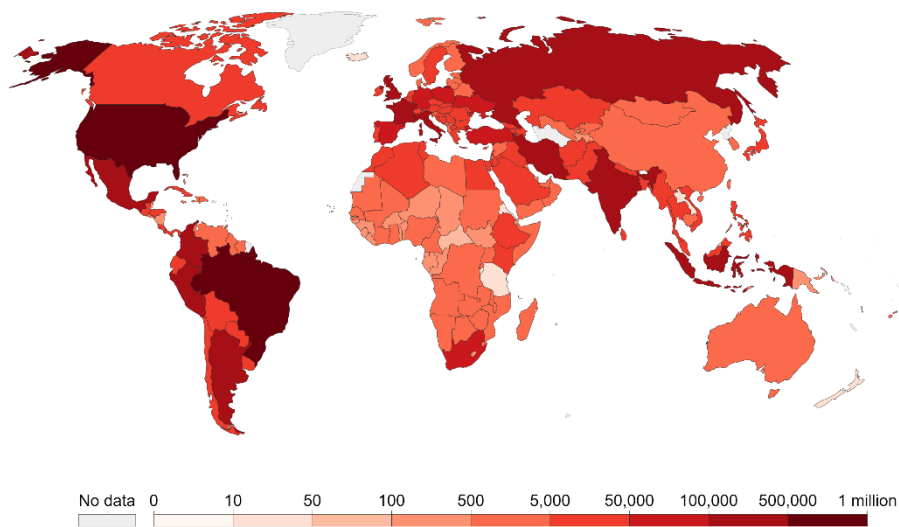


Figure 13 "Confirmed COVID-19 deaths in the world - September 22, 2021" (Hannah Ritchie, 2020)

September 22, 2021. Brazil also presents more than 500.000 deaths. Argentina, Colombia, Iran, and Indonesia had surpassed the 100.000 deaths too. (Hannah Ritchie, 2020)

### 2.2.6 Emigration in times of COVID-19

The previous section had shown how devastating the coronavirus disease was to the world. This section aimed to show the changes on migration that the virus caused around the world. It is too soon to understand the real impact of the pandemic in the migration's trends, up to mid-2020 the virus had reduced the number of international migrants by two million approx., representing a decrease of 27% of migration growth expected from July 2018 to June 2020 (Menozzi, 2020).

With the purpose of reducing losses, governments of various countries had adopted different measures. Amongst these measures, the one that is more interesting for the realization of this paper is the migration policies taken by different countries, which consist in several travel restrictions.

The International Organization for Migration (IOM) had created definitions of common measures that affects traveling. The authors believed that understanding these definitions is important for a better understanding of the paper. (Meghan Benton, 2020)

*IOM Definitions of Common Measures Affecting Travel (Meghan Benton, 2020):*

- *Entry restrictions: These are different types of measures issued by countries, territories, and areas (C/T/As) that limit or stop cross-border mobility.*
  - *Route restrictions: Travelers arriving from, transiting through or having been to specified C/T/As are not allowed to enter. This sometimes includes a time parameter (e.g., the traveler may not have been there in the last 14 days). It also includes the suspension of all flights from a certain C/T/A or the closure of all airports.*

- *Nationality restrictions: Travelers with a specific nationality are not allowed to enter.*
- *Conditions for authorized entry: Some measures have required travelers to meet certain conditions to be allowed into the country. These may be applicable to all travelers or only travelers from certain C/T/As or certain groups.*
  - *Health requirements: Entry is conditioned on complying with public health requirements. (Note: Health requirements were issued at first mostly to limit international mobility, however, over time, they have become conditions for entry and have been increasingly used to facilitate mobility.)*
    - *Quarantine requirements: Upon entry, travelers are required to quarantine at a designated or self-nominated location for a specific period, usually between 7 and 21 days.*
    - *Medical certificates: Travelers must provide proof of a negative result on an approved test for the virus taken within a certain time, usually 48 to 72 hours prior to arrival.*
    - *Health screening on arrival: Upon arrival, travelers are subject to measures to screen for COVID-19, such as blood sampling, temperature checks, swabs, and thermal screenings.*
    - *Other health measures: Travelers may also be required to complete health declaration and/or travel history*

*forms and participate in health surveillance programs, such as downloading a mobile location/tracking application or providing location information to destination countries' authorities.*

- *Visa changes: Some countries have changed visa requirements and processes, including suspending the issuance of visas to some or all foreigners, invalidating previously issued visas and requiring visas for travelers from new C/T/As or for all passengers arriving from certain C/T/As.*
- *Document changes: The types of identification documents accepted for entry have in some cases changed (e.g., a national ID card is no longer accepted, passports become the sole acceptable form of documentation).*
- *Location surveillance: Travelers are required to fill out a passenger location form.*
- *Other travel limitations: At times, countries have introduced measures that do not fit into the above categories of conditions, but that also are not complete restrictions on entry.*
- *Exceptions to mobility restrictions: Certain groups of travelers have been exempted from COVID19-related travel restrictions, but they may still face conditions for authorized entry. Examples include countries' own nationals and residents and their family members, diplomats and staff of international organizations, health professionals, travelers who obtained a special entry permit and certain categories of essential workers. (Meghan Benton, 2020)*

These were the most common restrictions, but it is important to emphasize that this may not apply to certain countries, because these restrictions are set by the governments of each country.

### **2.2.7 Young Professionals**

To properly define the term “Young Professionals”, the authors decided to search academic sources that define each separate term on its own.

On one hand, according to a paper done by “Journal of Adolescent health”, defines young adulthood as a crucial stage that happens after the adolescence. Based on the research, most people reach this stage between the age of 15 to 24. Although, there is not a defined timeline since individuals reach this point at different ages, this is the reason the age range can extend, in some cases, to 30 or 40 years. (Leslie R. Waker-Harding, 2017)

On the other hand, according to the “corporate finance institute”, the term professional refers to “anyone who earns their living from performing an activity that requires a certain level of education, skill, or training” (CFI, 2021)

Therefore, the authors considered the term “Young professionals” as people between the age of 18 and 35, that earns their living from performing an activity that requires education, skill, or training.

Using this definition, the authors focused their investigation on Millennials and early Generation Z. According to “Pew Research Center”, a Millennial is anyone who was born between 1981 and 1996 and anyone who was born from 1997 onward are part of generation Z. (Dimock, 2019)

Since 2016, the millennials had become the largest generational employee group, so it also became a priority for the companies/industries to attract them (Fiorille, 2017).

The next table provided by “The Rise of the Millennial Employee, Special Report” made by PAYCHEX (PAYCHEX, 2017) shows the industries where more millennials are working.

<b>INDUSTRY</b>	<b>Overall</b> (38.0% of national employee population)
<b>Construction</b>	37.3%
<b>Education and Health Services</b>	38.7%
<b>Financial Activities</b>	32.6%
<b>Leisure and Hospitality</b>	49.9%
<b>Manufacturing</b>	31.8%
<b>Other Services (except Public Administration)</b>	37.9%
<b>Professional and Business Services</b>	39.1%
<b>Trade, Transportation, and Utilities</b>	36.3%

*Table 5 "Millennial employees by industry" (PAYCHEX, 2017)*

The industry of leisure and hospitality presents that 49,9% of its employees are millennials, in the industry of professional and business services 39,1% of employees are millennials, 38,7% in education and health services, 37,9% in other services (except public administration), 37,3% in construction industry, 36,3% in trade, transportation and utilities, 32,6% in financial activities and 31,8% in the manufacturing industry. (PAYCHEX, 2017)

Generation Z is mainly composed of students, as the oldest members of this generation are between 24 and 25 years old, at the time this research took place. A survey made by “Tallo” (an online platform that connects talent with opportunities) shows the top companies and industries where the members of this generation prefer to work.

The top 10 companies are (Tallo, 2021):

Google - 65.5%

Apple – 65.4%

Netflix – 64.0%

Disney – 63.1%

Amazon -62.5%

Microsoft – 55.8%

Universal – 53.4%

Sony – 51.1%

Tesla – 48.4%

SpaceX – 46.2%

The authors considered important to highlight the fact that they all are vanguard companies in their respective fields. Regarding the industries, the top ten selected are:

(Tallo, 2021)

Arts/Entertainment/Recreation – 78%

Technology – 76.5%

Hospitality/ Tourism/ Restaurant – 60.1%

Automotive/ Heavy Equipment Manufacturing – 59.7%

Healthcare – 57.8%

Retail Trade – 56.2%

Education Services – 56.1%

Aerospace - 52.8%

Financial Services – 50.1%

Telecommunications – 49.9%

### **2.2.8 Expectation vs Reality**

This section aimed to show the differences between expectation and reality that people experience when emigrating. The authors believed that one way to achieve this goal was to show the testimony of real migrants.

Gabriel Herrera (YouTube):

Gabriel Herrera is a Venezuelan content creator on YouTube who owns a verified channel that has 1,25M subscribers on the day this has been written. All his content revolves around the topic of emigration, Gabriel is dedicated to talk about the day to day of emigrating, of living in another country, what do you need to do to emigrate, what is the cost of living in the countries that he has been, and curiosities also related to anything that has to do with emigrating. (Herrera, 2018)

On the day of 31st of March 2018, Gabriel uploaded a video titled “Emigrate – Expectation vs Reality” to his YouTube channel, considering the renown of this creator, the authors believed him to be a relevant source to get an expert opinion from, on this topic that is related to the objectives in this study. (Herrera, 2018)

Gabriel commences by stating that it is common to see emigrants have lots of expectations regarding the outcomes on their decision to emigrate, sometimes even becoming fantasy-like. And the principal variables behind these expectations often were about getting a job and stuff related to money/budget. (Herrera, 2018)

In terms of acquiring a job, Gabriel mentioned that many people believe they will get a job in the first 3 days, or a week after arriving. But he affirms that is false, only exception is when you already have a job offer secured prior to emigrating. (Herrera, 2018)



Being realistic, weeks or even months are going to go by waiting to land a job. Nobody ever said emigration was easy, or that getting a job was quick, possibly what happened was that you were created a false expectation, this sometimes occurs when speaking with familiars or friends that have emigrated, and they will tell you a partial reality that is not the full story, this happens because nobody likes to tell the bitter elements of their realities, one simply does not share on Instagram the times he/she got rejected in a job interview. (Herrera, 2018)

Gabriel acknowledges that all emigrants go through rough times, and usually they are kept for themselves, knowing this Gabriel affirmed that there is nothing to get discouraged from, because it is something that anyone who decides to emigrate will go through. The first year is the hardest one, claims Gabriel. (Herrera, 2018)

Being able to travel a lot is another situation that Gabriel attributes a lot of false expectations to, he reveals that it is going to be hard at first, and even though one can get cheap flights on a low-cost airline like Ryanair, sometimes the tickets are not everything and considering all the costs together will end up being an amount of money which could be needed for settling in the new country. (Herrera, 2018)

The expectation of having your family visit you, either because you purchase their flights or they do, also is not going to happen easily after one emigrates to a new country. This is especially true for Latin-American countries which are usually far away from the destinations chosen by emigrants, therefore a plane ticket could reach prices over a \$1.000 USD, an amount that could easily represent sometimes up to 1, 2 or even 3 months of work. So realistically, family will have to wait a bit until you get more established for them to come visiting. (Herrera, 2018)

Lastly, one more situation that emigrants look towards is to being able to help their families back home by sending money, this too will prove difficult at the beginning.

What happens is that in addition to getting a job, the money earned will be necessary to secure housing and cover all the expenses of getting settled and organized. After one is done with all of that, is when they can begin transferring money to help their families. (Herrera, 2018)

*“Friends, one thing is what we are told and another very distinct is the reality, often times we create false expectations when we are emigrating being guided through social media from those that already have gone, or whatever they have to tell us from their experience, but sometimes it can be very different.*

*With this video I don’t want to discourage nobody, on the contrary I want you to see the reality so that you come better prepared to face the challenges that you will encounter.”*

*(Herrera, 2018)*

Henry Urrunaga “Resilentos” (YouTube):

Henry Urrunaga is a Peruvian content creator on YouTube who owns a channel called “Resilentos with over 160K subscribers on the day this has been written. All his content revolves around New York City, USA under his iconic phrase “Exploring New York one video at a time”. Henry is dedicated to talk about the day to day of living in New York, what is needed to move to the city, iconic places, and curiosities (Urrunaga, 2021).

On July 28, 2021, He uploaded a video titled “Living in New York: Expectations vs Realities” on Resilentos YouTube channel, considering the renown of this creator, the authors believed him to be a relevant source to get an expert opinion from, on this topic that is related to the objectives in this study.

Henry opens the video up by saying that it has been almost two years since he moved to New York and that the objective of the video is to point out what are the expectations and realities of living in New York and his own and his friends' experiences (Urrunaga, 2021).

After watching the video, the authors came to the following conclusions:

People that emigrated to New York believed that renting an apartment was going to be easy and accessible and it turned out to be the opposite. Henry explained that, when trying to rent a place, it was necessary to have a lot of papers and certifications that many people do not have and even though you have them, the landlord has the final word. Regarding prices, even in not as luxurious areas as Manhattan it is very expensive to rent (Urrunaga, 2021).

Regarding jobs, Henry said that many people often believe that they will find a job related to their studies or to their preferences but, even though, New York has many opportunities, you would be a privileged person if you work from what you like or what you studied. Henry have met many migrants that had worked from delivery all the way to construction (Urrunaga, 2021).

Henry also pointed out that when migrating to New York, you need to be psychologically prepared for the various challenges that you may encounter. In terms of the language, he said that unlike what people think, a good level of English is not necessary. Henry even said that in his personal experience, he improved his Spanish instead of his English because of the people he surrounded himself with (Urrunaga, 2021).

Reaching the end of the video, Henry said that one of the expectations about New York is about its people, having the common misconception that they are rude, rushed, moody and discriminatory but he said that is quite the opposite. Henry explained that in New York there are many immigrants and as a result, a lot of diversity. While there are

many people who are in a rush, that does not necessarily make them rude (Urrunaga, 2021).

### **2.2.9 Benefits of international experiences.**

In this section, the authors have supplied relevant information about the benefits of having International Experiences.

By international experiences, it is understood as experiences that people had in foreign countries, for instance vacations, working abroad or doing an international exchange.

To begin with, leaving your country and your comfort zone is a great challenge for most people. From a short period of time (vacations) to a more prolonged time (work and travel) each one of them presents different challenges, such as a new culture, different language, and new people, but thanks to this experience a better personal, academic, and professional development will be achieved.

According to “Hablemos de Turismo” (Entorno turistico, 2020), an online tourism information media with over 300.000 followers on Facebook, remarked a study recently presented by Kaplan, an educational institution dedicated to conducting international exchanges, with the many benefits found in having international experiences:

- 1- Allows you to get closer to your partner and family. 50% of the people surveyed in the study said that traveling with the family allowed them to reconnect their relationship with them and have a closer relationship.
- 2- Improves your health. In this sense, 75% of executives and businessmen consider that traveling is important to prevent burnout. On the other hand, the health rate of travelers in general is 25% higher than those who do not travel.

- 3- Increases your knowledge and strengthen your education. 86% of students say that traveling is an essential part of their academic life and a complement to their education. Moreover, 66% of students who travel abroad reach higher positions in the companies they work for.
- 4- It “Opens you mind”. Being exposed to new experiences means that you are forced to do new things and overcoming fears you might have.
- 5- It will make you a happier person. 80% of those surveyed say that going on a trip has a positive influence on having a better life and being satisfied in personal and work relationships. People who go on vacation at least three times a year find that it makes them happier than their marriages, religion, having a wedding or celebrating a birthday.
- 6- Increases your communication skills.
- 7- It helps you to be a more organized person. When you are about to start a new trip, you must organize all the details that this implies. For example, the itinerary, the staying and money, among others.

Another source of Information consulted was “Information Planet” (Chaparro, s.f.), an authorized study abroad agency with more than 20 years of experience helping more than 30 thousand students and represents more than 700 foreign institutions, listed 10 benefits that will bring you an experience abroad as a professional:

- 1- Learn a second language faster. Many times, learning a new language can be difficult, but the immersion with the culture of the country significantly favors your learning process. In addition, the communicational need will lead you to

think and work in the new language. This process will give you fluency and mastery.

- 2- Allows to access a better educational level. A curriculum with study abroad represents a great value. In another country, you have the possibility of accessing new and better educational systems.
- 3- You will improve your professional profile. You can enhance your knowledge, and this translates into improving what you have to offer in any job. This will make you one of the best options to choose from.
- 4- Expand your job opportunities. Having in your profile study and work experiences abroad, knowledge of another language in a fluent way, and the personal growth of leaving your comfort zone, makes you an attractive professional.
- 5- You will have international work experience.
- 6- You will visit incredible places.
- 7- You will experience a better quality of life. When being abroad you can access a new lifestyle. With this, you have the possibility of knowing a better quality of life.
- 8- Expand your network of professional contacts. By studying and working abroad, you begin to interact with other professionals. Thus, when returning to your country, you come with the agenda loaded with new contacts. As a professional you will have the possibility to broaden the horizons of your contacts. This can be the gateway to an upcoming work experience abroad.
- 9- You will have a “global mindset”. Having contact with other cultures guarantees you to broaden your perspectives. A professional with this mindset

can approach problems from another point of view and think of new and creative solutions.

10- You will fulfill the dream of traveling and knowing other countries.

## **2.3 Argentina**

So far, the first few chapters have focused on international approaches to the topics of interest from this article. Henceforth, the focus was on the country where the authors are concentrating their research, Argentina.

### **2.3.1 Argentina Migration situation in the past.**

The purpose of this section was to show the migration situation in Argentina in the past.

Historically, Argentina had been an immigration country, one of the biggest migratory movements that the country had experimented was called “The Great Immigration” and it was from 1860 to 1930. At that time, the governors had the objective of populating the country with immigrants, so they established laws to ease and incentivize immigration, during this period, about 6 million European immigrants arrived in Argentina. (Gobierno de la provincia de Buenos Aires, 2020)

One of the most important laws established was “National Law of Immigration and Colonization ” in 1876, with this, the immigrants had the right to be housed and maintained by the Argentine State for a period of five days from your arrival at the Immigrant Hotel, near the port of Buenos Aires. In addition, the State covered the expenses of the transfer of immigrants to the places where they found work and decided to settle (Gobierno de la provincia de Buenos Aires, 2020).

The authors chose to show the next fragments to better understand the situation in the country during that period. The text called “those who come in boats” was written by the historian Luciano de Privitello.

*Those who came in the boats*

*The stories of the immigrants were many, as many as the people who arrived at the port of Buenos Aires. However, it is possible to identify some common features in the experience of the thousands and thousands of immigrants who arrived in Argentina. Different people, different nationalities, united their stories in a common itinerary. Most were male. It could be a young man from a village or small town in Spain or Italy who, due to the economic changes that Europe was experiencing in those years, had very little chance of working in his region. Or perhaps it was a young Jew from the Russian Empire or a Syrian-Lebanese boy from the Turkish Empire, tired of the persecutions to which their governments subjected them.*

*Tired of facing economic problems or persecution, these young people made the decision to seek a better future by traveling to America. The advertising of the shipping companies showed them the benefits of Argentina, a nation located in southern South America, which, perhaps, they had never heard of before. Entrepreneurs sold migrants cheap tickets on the third class of the steamboats that crossed the Atlantic Ocean with incredible speed (barely three weeks). Then, young people began their journey with the illusion of getting rich soon or, as it was said at that time, with the desire to "Make America".*

*At the end of their trip, which was generally done in poor condition, they arrived at the port of Buenos Aires. Although there was no missing one who, confused, came down in Montevideo thinking that he had arrived in Argentina.*



*In the port of Buenos Aires, the newcomers spent a few days at the Immigrant Hotel, where they did the formalities to enter the country and tried to find work and accommodation. Or they were picked up at the port by a citizen or acquaintance of theirs, who had migrated before and helped them to settle.*

*After the first days, the possible destinations of the immigrants were multiple. They could go to the countryside in the Mesopotamian littoral area or in the Pampean plain to work as laborers in the crops or to rent a plot of land. They could also find jobs in cities that grew at the rapid pace of economic development. (Privitellio, 2002)*

#### *Come back or stay*

*The immigrants had very different objectives. Some came to work for a time, gather money thanks to the high salaries that were paid compared to those in Europe and then return to their country. Others arrived with the intention of settling permanently and starting a new life. The latter worked until they saved enough to pay their family arrival. Furthermore, the letters they sent to their relatives and friends in Europe used to convince many others to start the adventure of migrating as well.*

*The first years of the immigrants were always very hard. Only with time, some were able to dispose of a modest capital to set up their own workshop, their trade or their small rural farm. Others worked their entire lives without achieving great improvements in their position. Far fewer were the ones who made great fortunes. (Privitellio, 2002)*

As mentioned before, the objective of showing these two short stories was to provide to the readers a better understanding of the migration situation that happened during the period between 1860 and 1930 in Argentina. The authors observed that at that time, the main reasons that led people to take the decision of emigration were two,

first to find a place where the economic situation was better and second to avoid government persecution. Moreover, some emigrants went to Argentina with the objective of gathering enough money and then return to their continent while others had crossed the ocean with the intention of permanently settling in the country.

Another situation that the authors considered relevant to highlighted for the development of this research was the yellow epidemic fever that took place during the “Great Immigration”. In 1871, the cities of Buenos Aires and Corrientes had suffered the yellow fever epidemic. Due to the poor conditions of the health care system the disease quickly became a problem for these cities. This pandemic resulted in the death of 13.614 people according to the journalist Mardoqueo Navarro, however, this number varies depending on the source used, as according to the newspaper Buenos Aires Standard, the sum of death arises up to 26.200 (Lazzarino, 2021). The inhabitants of Buenos Aires and Corrientes pointed the immigrants as the culprits of bringing the disease to their cities, thus beginning a discriminatory treatment towards them. This situation had generated that those with a favorable economic situation started to emigrate from the cities to rural areas with the objecting of avoiding the disease, leaving neighborhoods such as San Telmo, La Boca and Barracas abandoned (AYSA).

The authors believed that it was important to mention this case as the country experimented a similar situation as the pandemic that took place at the moment that this report was made.

Despite Argentina historically was a good option for those who wanted to emigrate and started a new life, in the last decades this situation had changed due to the economic crisis that took place in the country. According to research made by the institute of research Gino Germani titled “Two studies on recent emigration in Argentina”, in 2001 the main motivators behind the emigration were the wear and tear caused by successive

crises and the consequent job and economic instability and insecurity that hampered growth expectations (Susana Novick, 2005).

The neoliberal politics that the government took in the decade of the ninety's, following the guidance of international financial organisms, had caused contraction of the State and virtual disappearance of its redistributive functions, vertiginous economic concentration, and significant increase in poverty. As a result, the Argentinians not only were affected economically, but also, they had lost faith in the country government and institutions, leading them to emigrating (Susana Novick, 2005).

In this investigation, the authors had also made interviews that provided testimony where they declared their reasons for emigrating:

*"I got tired of sending resumes. And I'm not talking about people he didn't know, they were people he saw every day. But it was the moment when Argentina went under. I looked on one side, on the other, but nothing, it's NOTHING, and that's not possible"* (Karina, 28)

*"The economic situation in the country went from bad to worse, I was always on the verge of losing my job, that constant insecurity that is obviously economically and labor-related. And also the job I had was very bad and I thought: if I get another it will be the same ... then, it was all a bit like that"* (Sandra, 31)

*"Look, I came home from work and turned on the TV, and what did I see? A kidnapping, a murder, a robbery ... the same thing every day. And how do you go out every day afterwards, because going out you had to go out"* (Marcelo, 37)

(Susana Novick, 2005)

These declarations provided by the institution of research Gino Germani, shows that, as it was mentioned above, the main reasons for emigrating were the economic situation, the difficulty to get a job, and the low safety.

### 2.3.2 Argentina Migration Situation Today.

In this section, the aim was to portray Argentina's current migration situation.

According to the latest data published by the ONU, at the time that this investigation took place, there were 1.013.414 Argentine emigrants in the world, which represents a 2,26% of Argentina's Population (Datos Macro, 2020).

The female migration consists of a total of 523.322 which is a 51.63% of the total emigrants, whereas the masculine migration consists of 490.092, which represents a 48.36% (Datos Macro, 2020).

The most popular destinations for migrants are Spain (25,65%), followed by The United States of America (21,24%) and Chile (7.18%) (Datos Macro, 2020).

Paises	Emigrantes
España	259.946
Estados Unidos	215.239
Chile	72.813
Italia	71.880
Paraguay	58.535
Bolivia	46.609
Brasil	39.078
Israel	38.259
Uruguay	28.604
Canadá	20.692
Australia	17.583
Perú	17.148
Alemania	17.141
México	15.918
Francia	14.253
Reino Unido	12.239
Venezuela	9.740
Suiza	9.391
Ecuador	5.315
Sudáfrica	4.145

Table 6 "Emigrants from Argentina by country of destination - 2019" (Datos Macro, 2020)

According to a note made by Javier Firpo for the Clarín newspaper “Start over: at least 100 Argentines a day leave the country” (Firpo, 2021), Firpo points out that between January 1 and September 29: 653,631 people crossed the border. 57% declared that they did it for "tourism", 18% because they reside abroad, another 18% cited work reasons, 4% said they did it for "moving" and 3% for study (Firpo, 2021).

The 4% from “moving”, are the ones officially living in another country and represents 26.145 people and it is equivalent to 96 individuals leaving the country every 24 hours (Firpo, 2021).

According to an article published by Ignacio Ferreira on A24, in 2021 there was a migratory movement of approximately 57.737 people which was significantly higher than previous years. (Ferreiro, 2021)

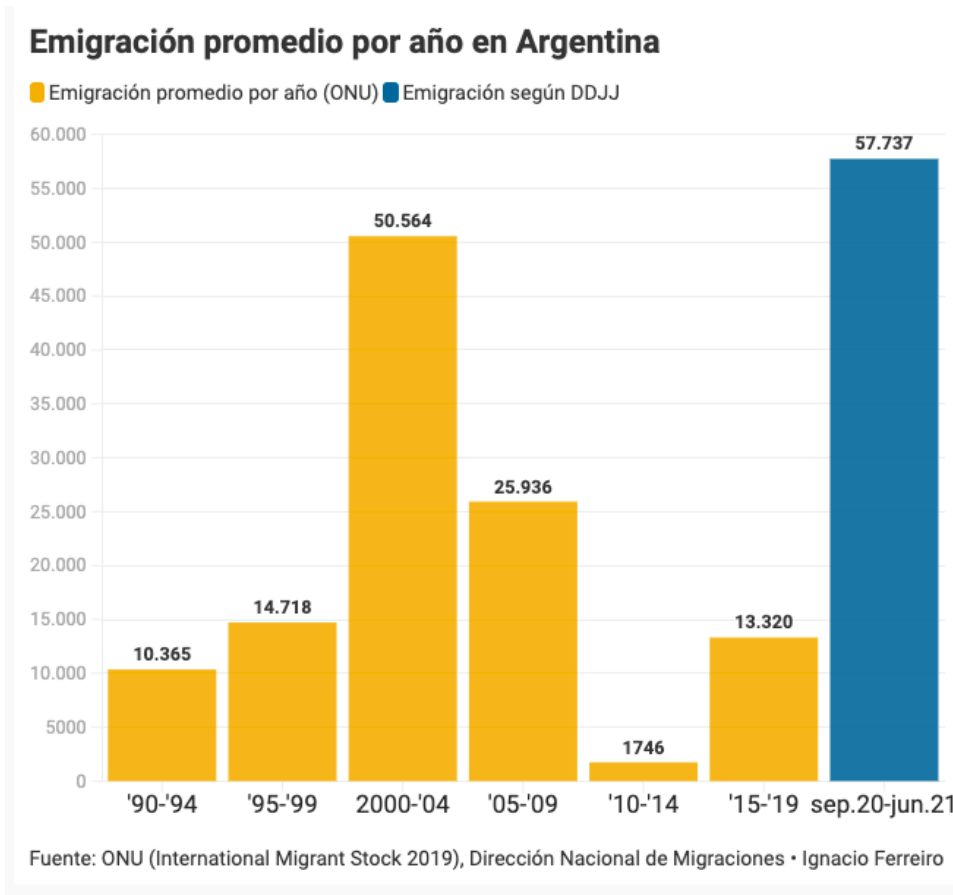


Figure 14 “Average emigration per year in Argentina” (Ferreiro, 2021)

### 2.3.3 Argentina Migration Reasons

Thanks to recent research conducted in 2021 by UADE and Voices, it was determined that, out of 1300 surveyed, 53% answered that they would like to live outside Argentina. What is more, 70% of those between 16 and 24 years old consider that they would be better off if they did not live in Argentina (Solange Finkelsztein, 2021).

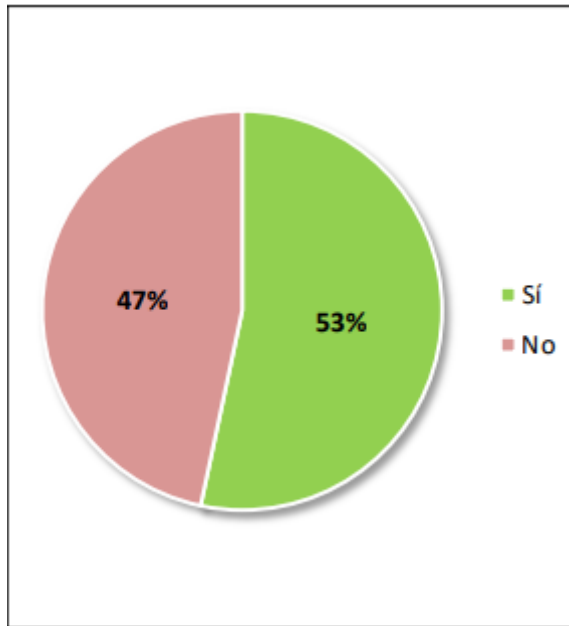


Figure 15 "LIVING ABROAD - Half of Argentines would like to live in another country" (Solange Finkelsztein, 2021) (Solange Finkelsztein, 2021)

% Sí		
Total		53%
GÉNERO	Hombres	55%
	Mujeres	52%
EDAD	16 a 24 años	70%
	25 a 34 años	55%
	35 a 49 años	56%
	50 a 64 años	42%
	65 años y más	34%
NIVEL SOCIOECONÓMICO	ABC1	68%
	C2C3	53%
	DE	49%
ZONA	CABA	55%
	GBA	50%
	Interior	55%
EDUCACIÓN	Pri	48%
	Sec	60%
	Sup	63%

Table 7 "LIVING ABROAD - Half of Argentines would like to live in another country" (Solange Finkelsztein, 2021) (Solange Finkelsztein, 2021)

The research reveals the reasoning behind the decision of emigrating. It was found out that, 6 out of 10 Argentines, who would like to live abroad see Argentina's economic prospects as the main driver for emigrating (61%). This was the main reason that, 70% of the young people who expressed their desire to live outside the country, had. Better possibilities for professional development (58%), were in second place as reasons to leave, an opinion that also grows as age decreases. (Solange Finkelsztein, 2021)

Also, 1 out of 4 respondents who expressed their desire to live in another country (26%), mentioned security-related issues as a motivation for emigrating. This motive was emphasized by those of older age, 35% between 50 and 64 years old and 37% over 65 years old. (Solange Finkelsztein, 2021)

Finally, among other reasons to emigrate, it was found political issues (15%), the high tax pressure in Argentina (12%) and family reasons (6%). (Solange Finkelsztein, 2021)

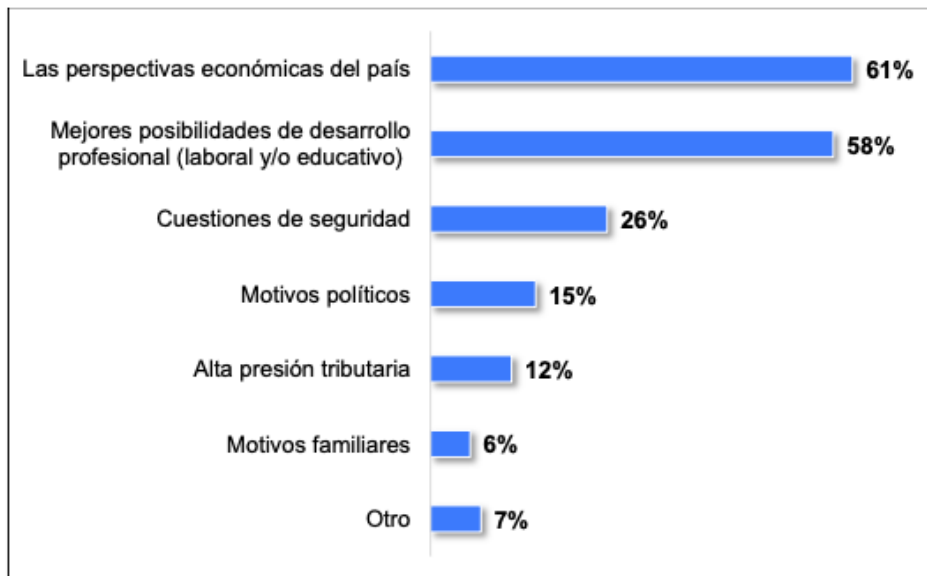


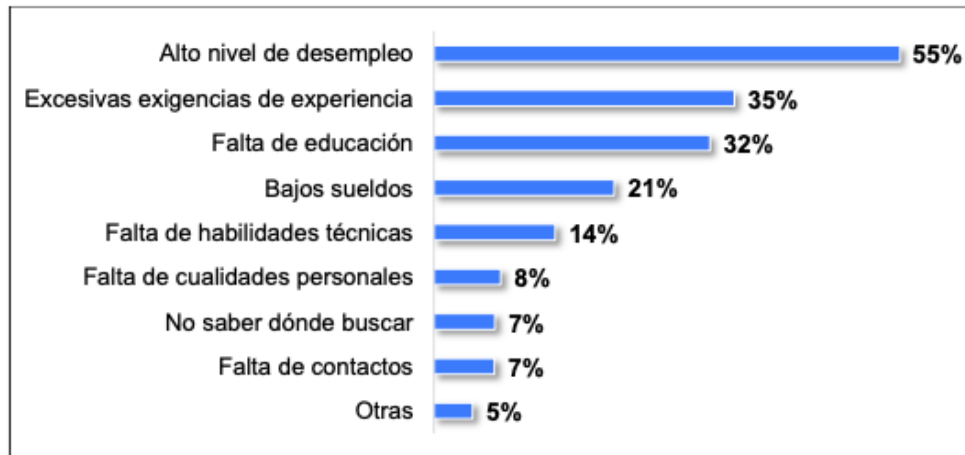
Figure 16 "LIVING ABROAD - The economic prospects of Argentina and the possibilities of professional development would be the main reasons for emigrating" (Solange Finkelsztein, 2021) (Solange Finkelsztein, 2021)

On the contrary, those who want to stay in the country found family reasons (50%) and commitment to the country (37%) as their main reasons to stay. (Solange Finkelsztein, 2021)

Furthermore, more than half of Argentines (57%) believe that the general economic situation will be worse or much worse within the next 10 years. The perspective of young people confirms this pessimism: 62% of those who are 16-24 years old and 66% of those who are 25-34 years old also agree with this position. (Solange Finkelsztein, 2021)

Among other difficulties that young people encounter, and contribute to the desire of emigrate, is finding a job. Some of the reasons are excessive demands for experience (chosen by 35% of the respondents, 47% of whom are young people between 16 and 24 years old), lack of education (32%) and low wages (21%). (Solange Finkelsztein, 2021)





*Figure 17" LIVING ABROAD - The high level of unemployment and the excessive demands of experience are perceived as the main difficulties for young people to find a job" (Solange Finkelsztein, 2021) (Solange Finkelsztein, 2021)*

Amongst the desired destinations for those who are willing to leave Argentina, it was highlighted: Spain (25%), USA (11%), Italy (9%), Brazil (5%), Canada (5%), England (4%), Uruguay (3%) and Germany (3%) between others. (Solange Finkelsztein, 2021)

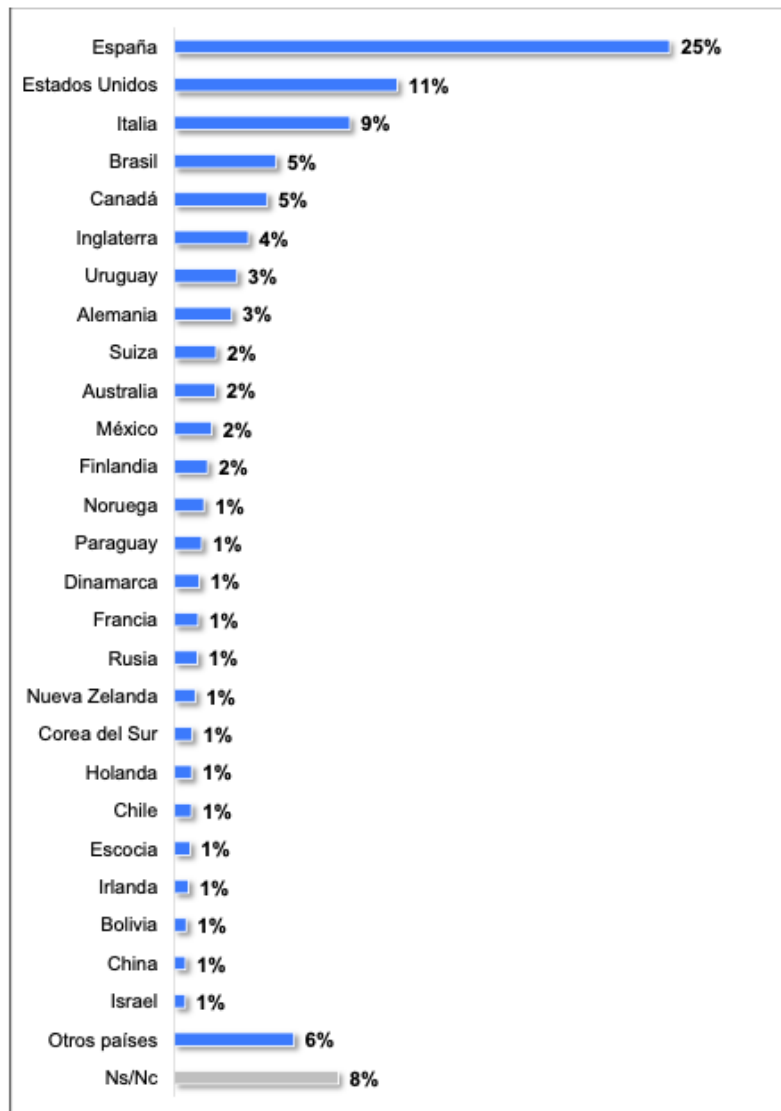


Figure 18 "LIVING ABROAD - The most chosen destinations to emigrate" (Solange Finkelsztein, 2021)

*"The economic situation and the lack of progress are the main concerns of Argentines regarding their personal future. It is alarming that half of Argentines are willing to emigrate, a will that grows 70% among the youngest "*

*(Solange Finkelsztein, 2021)*

### **2.3.4 Expectation VS Reality of Argentinian emigrants.**

This section aimed to show the differences between expectation and reality that Argentinian emigrants had experienced when emigrating. To achieve this the authors have had taken the next testimonies from a note from the newspaper “La Nación” titled “Expectation vs. reality: what is it like to be Argentine and live abroad” made by Nadina Fornara. (Fornara, 2019)

*Juan Irigoyen, 38 years old.*

*“I knew from other experiences of having lived in some European cities that you can live better with less, so 8 years ago I moved from Buenos Aires to Barcelona with my wife, who is Catalan. I wanted to reinvent myself professionally and know myself without the gaze or opinions of my surroundings. That gave me a lot of freedom to make changes in my life.*

*Socially, you lose the sense of belonging even in small things: even though we speak the same language to interact, you have to learn (or start using) words that are not used in Argentina to make you understand better. Then you change words like “Subte” for “Metro”, “Remera” for “Camiseta”, “Diario” for “Periódico”. When you return to Argentina to visit, the one who corrects you when you say metro and they tell you that you already speak like Spanish is never missing and here it is the other way around: they tell you that you speak as if you had left Ezeiza two days ago.*

*With regard to the social aspects, the group dynamics that exist there (Argentina), here it does not occur, that of chatting and spending time with those in confidence or being in a meeting with many friends, is not usual. Friends are more of a bar, one-on-one talks. In work I became more confident over time and now, because I have been around for years and they know me, I feel comfortable, but at first I took care of myself because*

*political correctness is very installed and I could not appeal to the humor to which we appeal many times in our country to link with others.”*

*(Fornara, 2019)*

*Agostina Rufolo, 28 years old.*

*“In Germany if you know how to speak the language, you are in your sauce, but without knowing it, it becomes difficult. I have already lived in three different cities in this country, right now in North Rhineland and it is hard for me to feel it my place. I plan to return to London, the first city I moved to when I left Argentina in 2016 because it truly felt it like home. It happens to many immigrants; I remember that a Turkish taxi driver once asked me if I had made any German friends. I have some because I met them through my boyfriend, others working in a NGO. But he told me that with the Germans it is difficult to enter; He told me that he has Russian, Polish friends, but not German. Sometimes I think that I am not cool enough, but then you find that the same thing happens to many. Of course: they say that once you make friends with a German, you do it forever.”*

*(Fornara, 2019)*

*Thelma Contino, 44 years old. (Fornara, 2019)*

*“The first thing that struck me when I moved to Paris six years ago was that the apartments were so small and the rents so expensive, and that living in a building without an elevator, and going up 5 floors of stairs every day, is completely ordinary.*

*As for friendships, it gets difficult at first and takes longer than it seems possible, but once trust and affection have been gained, the French are friends for life. Being an expatriate and interacting only with people of your own nationality does not allow you to really integrate and learn, beyond the language, internal codes and non-verbal language. The cultural, ethnic and religious diversity translates into an experience as unexpected*

*as it is enriching. It is not something exceptional, but part of the daily life and it occurs in the whole of society and in all areas.”*

*(Fornara, 2019)*

### **2.3.5 Argentina COVID-19 Situation.**

In this section, the authors had provided information about the situation of the corona virus in Argentina. The purpose of this chapter was to provide to the lectors a better understanding of the context in which this thesis was carried out.

Argentina's first coronavirus case was discovered on March 2, 2020. The patient was a 43-year-old man who came from Spain on March 1 (Ministerio de Salud Argentino, 2020). This case caught the government off guard as the former Minister of Health, Gines Gonzalez Garcia announced the previous month:

*"There is no possibility of a coronavirus (...) We have no possibility of a coronavirus in the country, except for an imported case. If Brazil is confirmed, it is from the Chinese city where the woman traveled (...) We are on maximum epidemiological alert and here we have it well controlled. I am concerned, like the whole team, but we are working and within reasonable limits"*

*Gines (Clarín.com Política, 2020)*

Seventeen days after the first patient was found (March 19, 2020), with 128 confirmed cases, President Alberto Fernandez announced the official quarantine in the country (Gonzalez, 2020). From that moment to the present (October 29, 2021), the quarantine has not officially ended, but compared to when it started, there are few restrictions.

The isolation was divided into 4 stages, the second stage, the third stage, the fourth stage and the fifth stage. The government determines the stage of each region according to the situation of each region. The second stage is the most restrictive stage, for those areas with more coronavirus cases. During the strictest stages, only those called essential workers were able to circulate, some of the persons that belonged to this group were: health personnel, security forces, armed forces, migratory activities, national meteorological service, firefighters, air traffic control and many others. (BAE Negocios, 2020)

To reduce the infection, the Argentine government had also closed the border in various situations. For example, in response to the Delta variant, the government only allowed six hundred Argentines to enter each day. (Centenera, 2021)

*“(...) Between this Monday and at least until July 9, only 600 travelers a day can enter the country, which has left thousands of Argentines outside its borders. With this drastic measure, the Executive seeks to delay the circulation of the contagious delta variant, which has spread rapidly throughout Europe and has forced several countries to stop its de-escalation.”*

*(Centenera, 2021)*

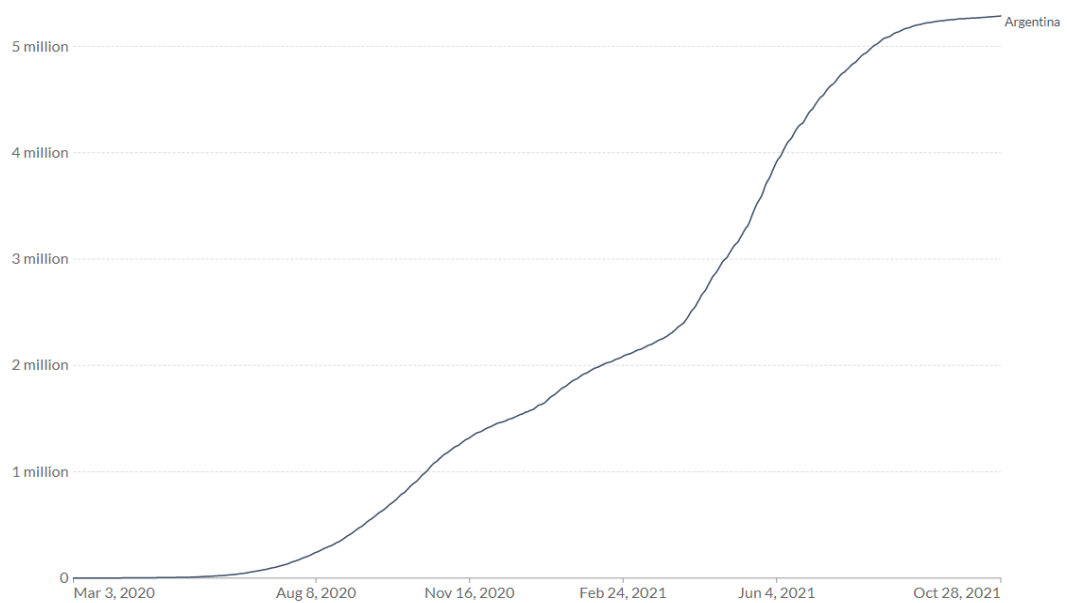
This situation has caused general discomfort to Argentines, as many citizens cannot return to the country. However, the government decided that other things were more important than bringing the Argentines from abroad. The Former Chief of the Cabinet of Ministers of the Argentine Nation, Santiago Cafiero had declared:

*"Concern about the level of contagion that this new delta variant has, decisions that are undoubtedly unpleasant, but we had to make them. We had to define between*

*closing the borders or closing the cheapest one or closing more education. So, we decided to continue with flights, but with more limited frequencies "*

*Cafiero (Prieto, 2021)*

Despite all the efforts that the Argentinian government did, the country still experimented one of the worst situations in terms of cases and deaths. The next graphics shows the evolution of the Corona virus in the country.



*Figure 19 "Cumulative confirmed COVID - 19 cases" (Hannah Ritchie, 2020)*

In terms of cumulative cases confirmed, this graphic provided by “Our World in Data” shows that up to October 28, 2021, Argentina had a total of 5.29 million of confirmed cases. Also, it was the second country in South America with more confirmed cases, ranking tenth in the world. (Hannah Ritchie, 2020)

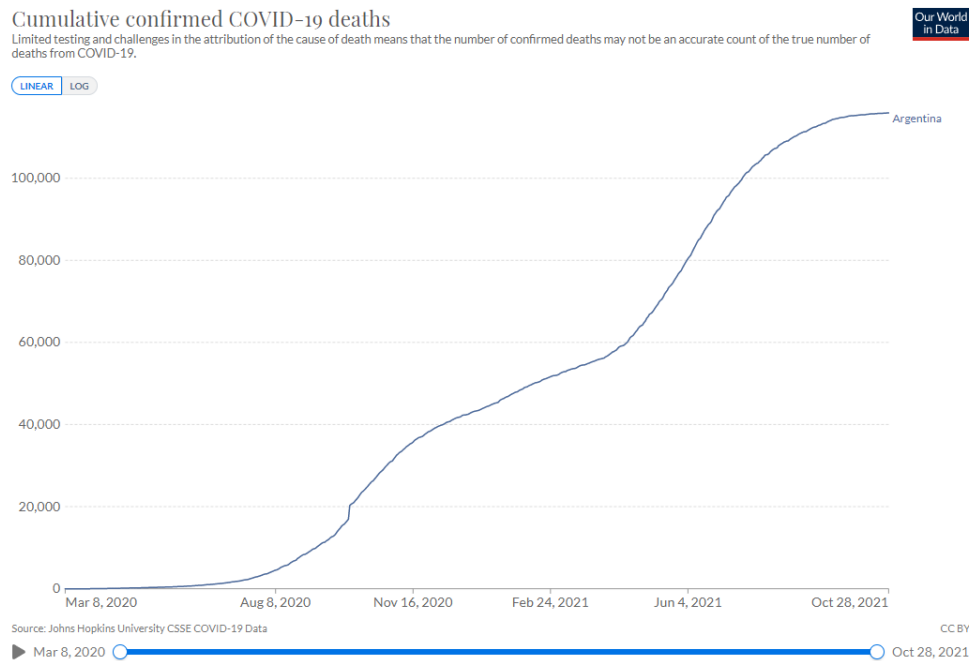


Figure 20 "Cumulative confirmed COVID-19 deaths" (Hannah Ritchie, 2020)

The graphic provided by “Our World in Data” shows the cumulative confirmed COVID-19 deaths since March 9, 2020, to October 28, 2021. As of the last actualization, 115.889 people have died from the coronavirus in Argentina. Argentina was positioned as the third country with more deaths in South America and the 13<sup>th</sup> in the world. (Hannah Ritchie, 2020)

Regarding the economic situation, Argentina had also experimented some downgrades. The research project “Impacto de una pandemia en la economía Argentina” made under the supervision of Mariana Barreña for the UNSAM mentioned some of them. (Mariana Barreña, 2020)

The first impact was the fall of tax collection. According to the article, the collection of IVA dropped 27% in April while Income tax also went down by 31%. Both of them represent 70% of what is collected in tribute throughout the country. (Mariana Barreña, 2020)

Contraction of Economic Activity was found in second place. Unfortunately, the forecasts of the fall in PIB went from 6 to 8%, then to 10%; and nowadays is around 11%.



Many consultants believed that Argentina's PBI will be recovered by the end of 2026. It was estimated that it will be lost close to USD 50,000 million in the year. (Mariana Barreña, 2020)

In third place there was Job losses. Because of the pandemic and the sanitary measures, around 75% of organizations presented a significant dropped in its sales and almost 50% of them claimed that a reduction in employees was a possible option. It was estimated that through the pandemic, a total of 90.000 people lost their jobs. (Mariana Barreña, 2020)

The article argued that a collapse of industrial production and construction also took place. Only in April 2020 17.798 PYMES closed and around 100.000 business was not going to open once the pandemic was over. (Mariana Barreña, 2020)

The manufacturing industrial production index showed a decrease of 33.5% when compared to the same month of 2019. Other sectors deeply affected was hydrocarbons and related with a fall of 47,5% as well as Construction with 40,2% in the first 4 months of 2020. (Mariana Barreña, 2020)

Second to last was inflation. It was expected, for the end of 2020, to surpass 41,7% and that the dollar reaches an exchange rate equal to \$90. The last negative effect of the pandemic in Argentina's economy was the external debt. The country owes approximately 65.000 million of dollars. (Mariana Barreña, 2020)

### **2.3.6 Argentina Young Professionals.**

This section aimed to show the companies and industries in which young professionals in Argentina prefer to work.

Research made by "Universum" titled "The Most Attractive Employers in Argentina" (Universum, 2021), shows the ten most attractive companies for Argentinians:

Google, Mercado Libre, Banco de la Nación Argentina, BBVA, Walt Disney Company, The Coca-Cola Company, Santander Rio, Banco Galicia, Aerolíneas Argentinas and the Government of Argentina.

Regarding the industries, the top ten are (Universum, 2021):

Banking, Market Research, Automotive, IT and Engineering Consulting, Energy, Manufacturing, Fast Moving Consuming Goods, Auditing and Accounting, Computer Software and Technology and Financial Services and Technology.

### **3. METHODOLOGY**

The aim of this chapter was to describe how the investigation was performed. For this, it described the methodology used as well as the type of study design chosen by the authors, also the variables utilized during research have been clearly stated in this chapter. These variables were used to convert the opinion of the public and the key samples into a measurable and reliable data source about the unit of analysis.

#### **3.1 Methodological Design**

The type of study design adopted by the research was exploratory and non-experimental at its core, however it relied on a little bit of explanatory and descriptive methods as well. Aside from the objectives in which the authors wanted to bring more clarity on the topic under research, which correlates with the modus operandi of this type of study design, another big reason for its selection was the lack of researching skill and timeframe required to perform a more mature type of study.

After having established the design for the study, the authors decided that in order to fulfill the objectives ascertained on the first chapter, they argued that relying only on a quantitative process was not going to be sufficient, thus a mix between both qualitative and quantitative approaches were employed.

For the gathering of quantitative data, a single survey was carried out to relevant samples with the aim to serve as a “picture” of the current public scenario, while at the same time have the answers to “feed” into the qualitative approach which consisted of two separate interviews that the authors executed against two different groups.

One group consisted of young Argentinian professionals that brought to fruition the idea of emigration. On the other hand, for the second group, the authors searched for

an expert point of view that could be valuable/relevant to answer the questions regarding the impact that such a migratory exodus of skilled professionals could have had on the local talent market.

### **3.2 Unit of Analysis**

#### **3.2.1 Who?**

The unit of analysis, in terms of “who the study talks about”, was divided between three collectives that each would serve a purpose in different areas of this research.

The amplest group is found on the survey, its main target were the young Argentinian professionals and future professionals who were still in Argentina but might be considering the option of emigrating or who knew someone with that profile so that they could pass-on the survey to them.

Then, as mentioned beforehand, there were two different groups representing the target of the qualitative research with the two separate interviews. Having a group that consisted of profiles with similar characteristics than the one above but with the slight difference that they had achieved emigration served the purpose of exploring what was reality like versus this “idea of emigration” and the expectations, that the survey participants have.

Finally, the last group consisted of professional experts that have had some time and experience inside the Argentinian labor market, talent acquisition and human resources specialists would be ideal. The intention was to gather some qualitative insights to help the authors answer what would be the foreseeable impact that a “brain drain” could generate on the local business environment if a sudden rise on emigration occurs after the frontiers open again and the restrictions on travel are lifted.

### 3.2.2 What?

When talking about the unit of analysis, in terms of “what the study talks about”, both the quantitative and qualitative approaches were exploring the perception and awareness of Argentinians, primarily young professionals and future professionals, about emigration and specifically the recent growing migratory trend that exists while progressing the covid-19 pandemic and its restrictions.

The analysis intended to expand on all the characteristics involved, such as (a) main motivators, (b) expectations, (c) real experiences, (d) its correlation with business industries, (e) its impacts.

### 3.3 Sampling and participant selection

For this study, the authors had to consider sampling and participant selection in three different points that each supported the survey and the interviews.

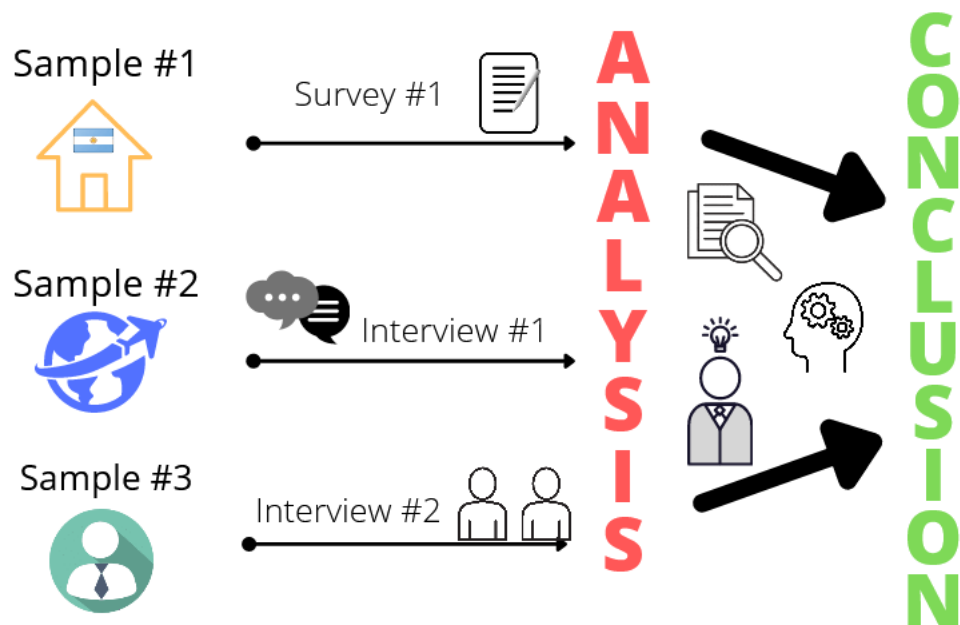
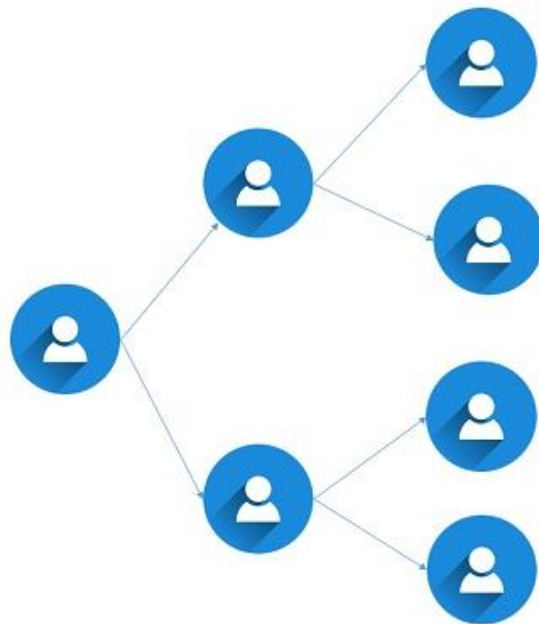


Figure 21 "Sampling and participant selection diagram" (Own elaboration)

For the survey, a snowball sampling method has been implemented, it is a system in which the survey participants do the work of recruiting other participants for the study. It was a successful tactic since it led to a high number of answers in a short period of time, during the process good feedback was received about both the survey and the interviews.



*Figure 22 "Snowball sampling method - illustration" (own elaboration)*

The sample for the survey, although the authors could not control who participated, was directed to young professionals from Argentina who have not yet emigrated, for this reason the survey had some questions that served to filter out the unwanted profiles.

One minor setback found at this stage was that overall, the number of working professionals among the participants was lower than expected, and for this reason, the authors decided to add-in to this sample not only working professionals but also those

studying to become future professionals to have a more relevant sized sample. The objective for the survey is to achieve at least over 250 relevant participant answers.

On the other hand, for the second sample, the one linked to Argentinians who have acted on the decision to emigrate, the authors tried to contact a social media community of people that shares other individuals emigrating stories, however since there was not a response in time, the team resorted to look for relevant profiles inside their personal networks and circles.

Lastly, for the final sample, the aim was to contact experienced Argentinian professionals through social networks such as LinkedIn and the Author's contacts networks, with the intention to carry out some interviews and gather qualitative data regarding their professional experience, and personal thoughts on the effects that migratory movements could have on the labor market, specifically here in Argentina regarding the desire to emigrate that's being studied on this paper and the possibility of valuable talent emigrating once the restrictions are lifted and the frontiers open up.

### 3.4 Variables mapping

The purpose of this section was to describe the variables used in this research to measure and study the unit of analysis. With the intention of selecting the variables, authors followed a subsequent criterion: (a) offer selectivity to cut and explain the collected dataset, (b) be simple to communicate, (c) easy to handle, (d) actionable.

#### 3.4.1 Variables for the Quantitative Research

Variable	Values	Indicator	Description
Age	<17 / 18-24 / 25-35 / 36-49 / >50	Testimony	Descriptive. Categorization of the unit of analysis in terms of age groups.
Gender / Identity	Male / Female / Prefer not to say /	Testimony	Informational
Residing in Argentina	Yes / No	Testimony	Descriptive. To focus the attention on those participants residing in Argentina.
Level of Education	Primary / Secondary / University / Postgraduate	Testimony	Informational
Career Path	Any career	Testimony	Analytical. To analyze the spectrum of careers.
Working Professionally	Yes / No	Testimony	Descriptive. To see the percentage of participants working professionally.
Industry to which he/she belongs	Any industry	Testimony	Analytical. To analyze the spectrum of Industries.
Has or has had the desire to emigrate	Yes / No	Testimony	Analytical. Personal perception of "desire to emigrate"

Table 8 "Survey variables – 1st part" (own elaboration)



Variable	Values	Indicator	Description
Main motivators that lead to that desire	Why they want to emigrate	Testimony	Analytical.
			Personal perception of "Main motivators"
Reasons why they haven't yet emigrated	Why they are unable to emigrate	Testimony	Analytical.
			Personal perception of "why they have not yet emigrated"
Has had international experiences	Yes / No	Testimony	Analytical. Personal perception of "international experiences"
What type of international experiences have they had	Vacations / Work & Travel / Student Exchange / Studying Abroad / Working Abroad	Testimony	Informational.
Influence of the past international experience on the idea of emigration	Positive impact / Negative impact / No impact at all	Testimony	Informational.
What advantages come from having an international experience	Different Advantages	Testimony	Analytical. Personal perception regarding the benefits of international experiences
Popular destinations to emigrate	Any country	Testimony	Descriptive.
			To see which the main destinations are chosen by the participants
Justification for the selected destinations	Reason behind the participants choices	Testimony	Analytical.
			Personal perception of "Justification for the main destinations"

Table 9 "Survey variables – 2nd part " (own elaboration)

### 3.4.2 Questions for the Qualitative Research

The purpose of this section was to display the written structure of the questionnaires used to guide both interviews' processes.

Questionnaire for Emigrants (Interview #1):

- 1) Why did you leave Argentina?
  
- 2) How was it adapting to the new culture? Did you suffer from cultural "shock"?

- 3) In a scale from 1 to 10, how consistent was the reality when compared with your expectations?
- 4) Did you have a secured job when you emigrated or were you expecting to find job after you arrived? Did you find the job you were looking for?
- 5) What was your experience in terms of language and communication?
- 6) Do you feel as if you were a lucky example, or do you know other migrants who are satisfied with their decisions?

Questionnaire for Experts (Interview #2):

- 1) What impact could, a “brain drain”, have in Argentina’s labor market if it were to happen in Argentina after the restrictions are lifted and the international frontiers open again?
- 2) How do “brain drains” / knowledge emigration affect companies?
- 3) Do you think companies (or the private sector) could try to remedy or prevent such situation? If so, how?

### **3.5 Instrument of inquiry and gathering data**

For this research, survey and interviews participants were contacted via social media (WhatsApp, Instagram, and Facebook), emailing and video calling.

With the aim of gathering quantitative data, the authors developed a web-based electronic form using “Google forms”, and it was conveyed via multiple social media. The forms contained a short description of its purpose and stated its privacy policies, after that, participants had to answer sixteen close-ended questions.

The authors decided to utilize “Google forms” because it is a free and simple to use tool, which allows users to personalize the survey with a wide variety of designs and question formats. Furthermore, it automatically uploads all the information that is been collected to an Excel.

After a week of running, 290 answers were collected, so the dataset was downloaded into Microsoft Excel to do some final processing and filtering, with the intention of responding the questions and clarifying the hypotheses.

Both, survey, and interviews, were in Spanish since it was the preferred language of the samples.

## Encuesta "Movimiento Emigratorio durante la Pandemia" - Trabajo de Investigación UADE

Hola! Somos un grupo de estudiantes en la Universidad Argentina de la empresa y necesitamos de tu ayuda para realizar nuestro trabajo de tesis final de nuestra carrera. Te agradeceríamos un montón si se tomase los siguientes 2 minutos para contestar la siguiente encuesta por favor, gracias!

El objetivo de esta encuesta es recopilar datos acerca de la postura de muchos jóvenes en la actualidad con respecto a emigrar de Argentina. El siguiente formulario recopila las respuestas de manera anónima, agradecemos su colaboración.

 jfcapatti@gmail.com (no compartidos) [Cambiar de cuenta](#)



\*Obligatorio

Edad \*

- Hasta 17 años
- 18 - 24 años
- 25 - 35 años
- 36 - 49 años
- +50 años

Figure 23 "Survey questions - 1" (Own elaboration)

Genero \*

- Hombre.
- Mujer.
- Prefiero no decirlo.
- Otro.

¿Residís actualmente en Argentina? \*

- Sí
- No

Figure 24 "Survey questions - 2" (Own elaboration)

Formación Académica \*

Elige

- Estudios Primarios.
- Estudios Secundarios.
- Estudios Terciarios o Universitarios en curso.
- Estudios Terciarios o Universitarios finalizados.
- Posgrados finalizados o en curso.

[Borrar formulario](#)

[Curso inadecuado - Términos del Servicio -](#)

OS

Figure 25 "Survey questions - 3" (Own elaboration)

¿Qué carrera cursó o esta en curso? \*

- Abogacía
- Psicología
- Medicina
- Arquitectura
- Administración
- Profesorado
- Ingeniería
- Contador
- Comunicación
- Otra...

Figure 26 "Survey questions - 4" (Own elaboration)

¿Usted ejerce profesionalmente? \*

- Sí
- No

Figure 27 "Survey questions - 5" (Own elaboration)

¿A que industria pertenece? \*

- Industria Automovilística.
- Industria Farmacéutica.
- Industria Informática.
- Industria Mecánica.
- Industria Energética.
- Industria Alimentaria.
- Industria Manufacturera.
- Industria de la Salud.
- Industria de la Construcción.
- Otra...

Figure 28 "Survey questions - 6" (Own elaboration)

**Emigración**

¿Tenes o tuviste la idea de irte a vivir al exterior durante la pandemia? \*

- Sí.
- No.

Figure 29 "Survey questions - 7" (Own elaboration)

## Emigración

¿Cuales fueron los principales motivos? (Máximo 3 respuestas) \*

- La situación económica que se está viviendo en el país.
- La situación política que se esta viviendo en el país.
- La inseguridad.
- Búsqueda de nuevas culturas.
- Búsqueda de nuevas oportunidades.
- Otro: \_\_\_\_\_

¿Cuáles son los motivos que impiden concretar la idea? \*

- Familia y amigos.
- Económicos.
- Estudios en curso.
- Falta de oportunidades laborales.
- Restricciones pandémicas.
- Otro: \_\_\_\_\_

Figure 30 "Survey questions - 8" (Own elaboration)

¿Previamente, tuviste experiencias internacionales? (Vacaciones, work and travel, intercambio colegial) \*

- Si.
- No.

Figure 31 "Survey questions - 9" (Own elaboration)

**Experiencias Internacionales**

¿Cuál o cuáles? \*

Vacaciones.

Work and travel (O similar).

Intercambio colegial o universitario.

Otro: \_\_\_\_\_

---

¿Esta experiencia afectó positiva o negativamente la idea de irse a vivir a otro país? \*

Positivamente.

Negativamente.

No afectó.

Figure 32 "Survey questions - 10" (Own elaboration)

¿Que ventajas obtuviste por parte de esas experiencias internacionales? \*

Crecimiento personal.

Conocer la nueva cultura.

Mejorar un idioma.

Acostumbrarse a un entorno cambiante.

Hacer contactos.

Habilidades sociales.

Experiencia academica / profesional.

Ninguna.

Otro: \_\_\_\_\_

Figure 33 "Survey questions - 11" (Own elaboration)



**Final**

¿Qué destinos pensaron como los ideales? (Hasta 3 Respuestas) \*

Estados Unidos.

Canadá.

Australia.

Nueva Zelanda.

España.

Alemania.

Italia.

China.

Japón.

Otro: \_\_\_\_\_

---

¿Por qué motivo prefirieron estos destinos ante otros? \*

Oportunidades de desarrollo profesional.

Estabilidad económica.

Seguridad.

Cultura.

Conexiones (Familiares o Amistades).

Otro: \_\_\_\_\_

Figure 34 "Survey questions - 12" (Own elaboration)

And for the qualitative gathering of data, two different set of questions were constructed into questionnaires that were delivered to key individuals for the interviews through digital means, either zoom-call or chat.

### 3.6 Processing Method

The purpose of this section is to describe the steps taken in order to process the primary data gathered, both quantitative and qualitative, through the interviews and the general survey.

### **3.6.1 General Survey**

The general survey was conducted through a google forms, and the results from the participants were put into an excel spreadsheet using dynamic tables that allowed for filtering of the answers and further processing.

Further processing involved applying formulas such as “COUNTIFS”, “SUM” and also performing manual calculations that allowed to compare together different answers in order to create more detailed graphs and chart representations.

The graphics that were of own elaboration were created using the inputs from the excel spreadsheet together with Word’s engine for the designing of graphics, which served of big utility to highlight the more relevant results.

Also, further processing was required to translate all the answers from Spanish to English, and to group up some of the answers that were not automatically categorized by the google form’s engine, or the categorization as “Other” for the answers with least representation.

### **3.6.2 Interviews**

For the interviews, the section 3.4.2 shows the questions that were developed and used with our interviewees, translated to English.

The answers, shown in section 4.3, also required to be translated to English since all of them were in Spanish.

No further processing was required to display the Interviews, all the necessary analysis of the answers took place in Chapter 5.

## **4. RESULTS**

The objective of this chapter was to present the results obtained from the surveys and interviews. The authors have displayed all the primary data gathered through the qualitative and quantitative approaches.

First, the major highlights have been displayed, including successes and setbacks. Then, the quantitative results obtained from the survey are shown in a neutral, objective, and understandable way, accompanied with graphs.

Finally, the qualitative results are displayed in the form of the written version of the interviews.

### **4.1 Major Highlights**

Here, the most interesting findings during the surveys and interviews have been portrayed.

To begin with, the authors were pleasantly shocked with the fairly large number of responses obtained from the survey within only a few hours, considering that the only means used to distribute it was the authors' social media. A healthy amount of 290 responses were achieved.

The next highlight to distinguish is the popularity of this subject nowadays, making the gathering of relevant information easier. The authors also noticed, between the surveyed, a high interest and engagement towards the topic.

Even though the authors decided to construct the survey around the expectations they already had on what would be the most common answers, a place was left for the ones that were outside of what was expected, making the authors discover new insights that had not been considered.

Last but not the least, the results showed that 70% of the surveyed, has or had the idea of moving abroad during the pandemic.

## 4.2 Survey Results

The purpose of this section was to reveal the quantitative dataset in the form of the survey results taken from the total of 290 participant answers, bear in mind that no interpretation from these results takes place in this chapter, which had been left for the next chapter.

### 4.2.1 Variable 1: Age

Age	N° of Answers	Percentage
<17	6	2,1%
18 - 24	218	75,2%
25 - 35	37	12,8%
36 - 49	16	5,5%
>50	13	4,5%
<b>Total</b>	<b>290</b>	<b>100%</b>

*Table 10 "Variable 1: Age" Survey Results (Own elaboration)*

The first variable used in the survey was the Age, it would serve the purpose of providing additional information about the age groups that the participants belonged to, thus creating a more precise profile for each participant and their answers.

The vast majority (75,2%) of participants that answered the survey were in the Age range of 18-24, followed not so closely with 12,8% by the group between 25 – 35. There were six participants that were less than 17 years old which is 2,1% of the sample. And the adults going from 36 years and forward make up for a 10% of the participants, 4,5% of which is constituted by participants over 50 years old.

#### 4.2.2 Variable 2: Gender / Identity

Gender	N°	of	Percentage
Answers			
Female	176		60,7%
Male	109		37,6%
Prefer not to say	4		1,4%
Other	1		0,3%
<b>Total</b>	<b>290</b>		<b>100%</b>

*Table 11"Variable 2: Gender" Survey Results (Own elaboration)*

There were more women participants amounting to 60,7% of the total surveyed against 37,6% from men participants, a total of 5 (1,7%) of the answers decided not to disclose this information. Despite the fact of not having a distinguished target between both genders, it seems as if females were more affable towards participating on the survey.

#### 4.2.3 Variable 3: Residing in Argentina

<b>Residing in Argentina</b>	<b>N°</b>	<b>of</b>	<b>Percentage</b>
	<b>Answers</b>		
Yes	276		95,2%
No	14		4,8%
<b>Total</b>	<b>290</b>		<b>100%</b>

*Table 1212"Variable 3: Residing in Argentina" Survey Results (Own elaboration)*

The “Residing in Argentina” variable was very important to have since, with the snowball sampling method, the authors could not fully control who received the survey, hence this variable was needed to filter out the participants who were not residing in Argentina as they are not relevant for this sample.

Out of the 290 participants, 14 (4,8%) were not residing in Argentina.

#### **4.2.4 Variable 4: Level of Education**

<b>Level of Education</b>	<b>N°</b>	<b>of</b>	<b>Percentage</b>
	<b>Answers</b>		
Primary	0		0%
Secondary	29		10,5%
Tertiary / University in course	216		78,3%
Tertiary / University completed	24		8,7%
Postgraduate	7		2,7%
<b>Total</b>	<b>276</b>		<b>100%</b>

*Table 1313"Variable 4: Level of Education" Survey Results (Own elaboration)*

The purpose of this variable is to help pinpoint “professionals and future professionals” out of the group, because according to the Corporate Finance Institute (see section 2.2.6) a professional need to have a certain level of education.

The total number of answers to this question is 276 due to the filtering out of the previous variable, out of those, 216 (78,3%) of the participants are still coursing their tertiary/university education, while 31 (11,2%) participants have already finished and even seven of them are pursuing postgraduate titles.

#### 4.2.5 Variable 5: Career Path

Career Path	N° of Answers	Percentage
Administration	44	17,8%
Engineering	30	12,1%
Law School	20	8,1%
Medicine	18	7,3%
Communication	15	6,1%
Marketing	14	5,7%
Professorship	11	4,5%
Accounting	10	4%
Design <sup>1</sup>	10	4%
Architecture	8	3,2%

<sup>1</sup> Includes: Graphic Design, Industrial Design, Fashion Design, Games Design, among others.

International Commerce	8	3,2%
Psychology	8	3,2%
Others	51	20,8%
<b>Total</b>	<b>247</b>	<b>100%</b>

Table 1414"Variable 5: Career Path" Survey Results (Own elaboration)

From the previous 276 answers, taking only those that were coursing tertiary level and above leaves us with 247 participants, who were required to answer which career path were they pursuing or have finished. The aim for this variable was that it helped us analyze in the next chapter if there is any correlation between career paths and migratory movements.



Figure 35"Variable 5: Career Path" Survey Results Cake Chart (Own elaboration)

The answer "Others" includes Human Resources (7); Art (5); Biology (5); Certified Translator (5); Tourism (5); Entertainment (3); Nutrition (3); International



Relations (3); Public Relations (3); Actuary (2); Economy (2); Speech Therapy (2); Gastronomy (2); Sports (1); Philosophy (1); Real Estate Broker (1); Flight Crew (1).

#### 4.2.6 Variable 6: Working Professionally

<b>Working Professionally</b>	<b>N°</b>	<b>of</b>	<b>Percentage</b>
<b>Answers</b>			
Yes	70		28,3%
No	177		71,7%
<b>Total</b>	<b>247</b>		<b>100%</b>

*Table 1515 "Variable 6: Working Professionally" Survey Results (Own elaboration)*

This question aimed to split the group between future professionals and actual working professionals, which was needed moving forward to the next variable.

As for the results, 177 (71,7%) out of the total number of participants claimed to not be working professionally at the moment, while the other 70 (28,3%) is exercising their abilities inside a business industry.

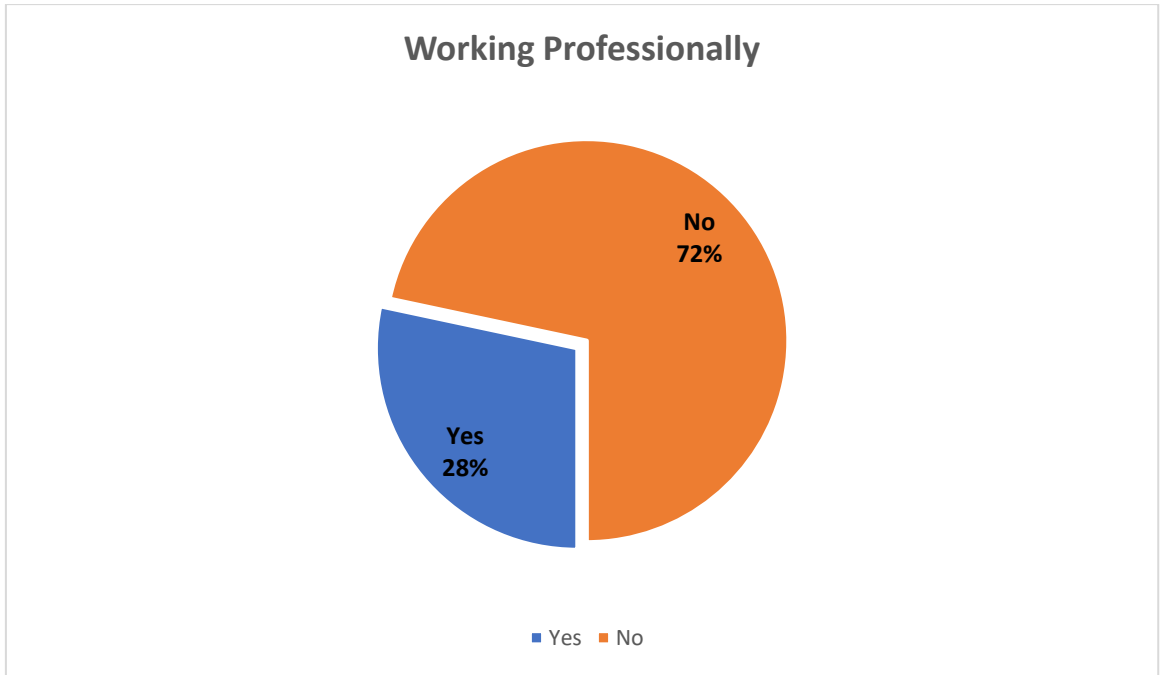


Figure 36 "Variable 6: Working Professionally" Survey Results Cake Chart (Own elaboration)

#### 4.2.7 Variable 7: Industry to which he/she belongs

Industry to which he/she belongs	N° of Answers	Percentage
Commercial Industry	8	11,4%
Education Industry	7	10%
Marketing Industry	7	10%
IT Industry	6	8,6%
Health Industry	6	8,6%
Digital Industry	5	7,1%
Law Industry	4	5,7%
Pharmaceutical Industry	3	4,3%

Manufacturing Industry	3	4,3%
Metallurgic Industry	3	4,3%
Textile Industry	3	4,3%
Others	15	21,4%
<b>Total</b>	<b>70</b>	<b>100%</b>

Table 1616 "Variable 7: Industry to which He/She belongs" Survey Results (Own elaboration)

From the 70 professionals that answered to have been working inside an industry, it was important to identify the industries in which this group was found. Like the “career paths” question, the purpose of this variable is to analyze if there could be a possible correlation between business industries and the recent migratory trend.

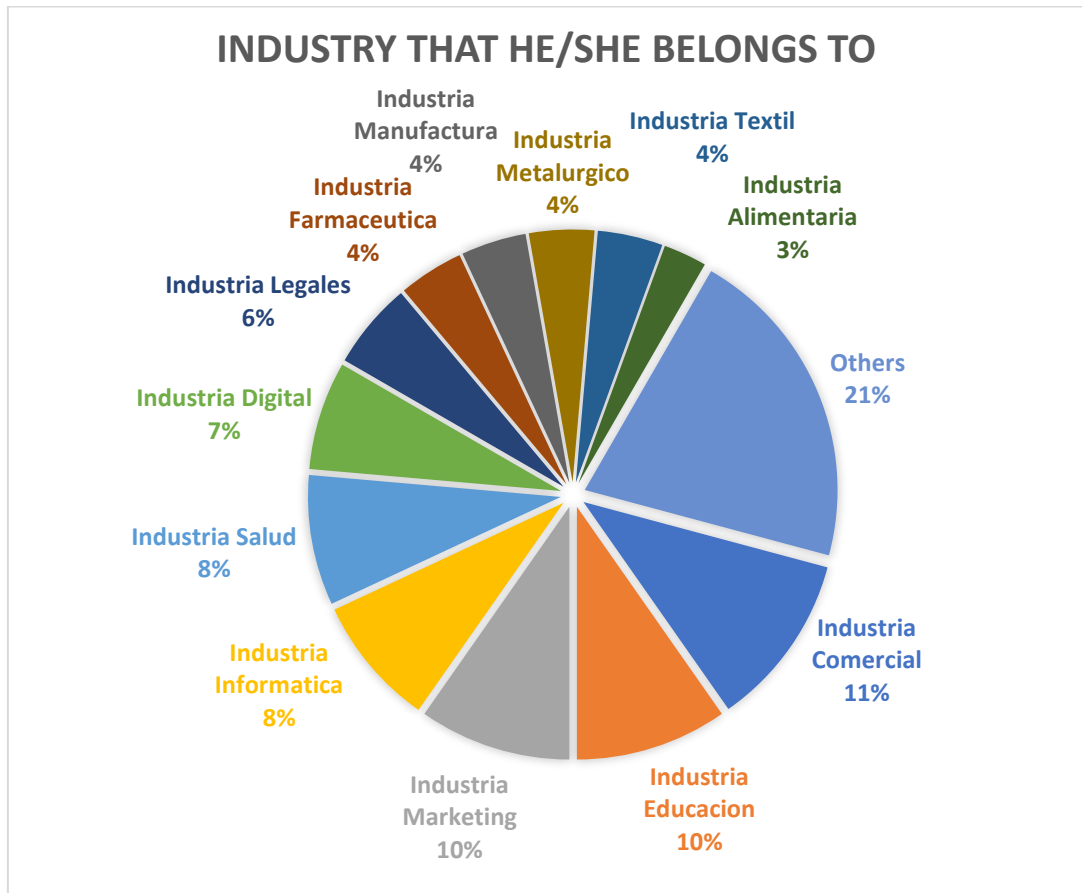


Figure 37 "Variable 7: Industry to which He/She belongs" Survey Results Cake Chart (Own elaboration)

The answer “Others” includes Construction Industry (2); Communication Industry (2); Entertainment Industry (2); Petroleum Industry (2); Translation Services Industry (2); Automotive Industry (2); Energy Industry (1).

#### 4.2.8 Variable 8: Has or has had the desire to emigrate

Has or has had the desire to emigrate	N° of Answers	Percentage
Yes	185	70,3%
No	78	29,7%
<b>Total</b>	<b>263</b>	<b>100%</b>

*Table 1717"Variable 8: Has or has had the desire to emigrate" Survey Results (Own elaboration)*

From the 263 participants, who are residing in Argentina, and are graduated professionals or preparing to be one, 185 of them answered positively to having experienced, either now or recently, a desire to emigrate, that is 70,3% of the answers. On the other hand, 78 participants (29,7%) claim to not have had that same desire.

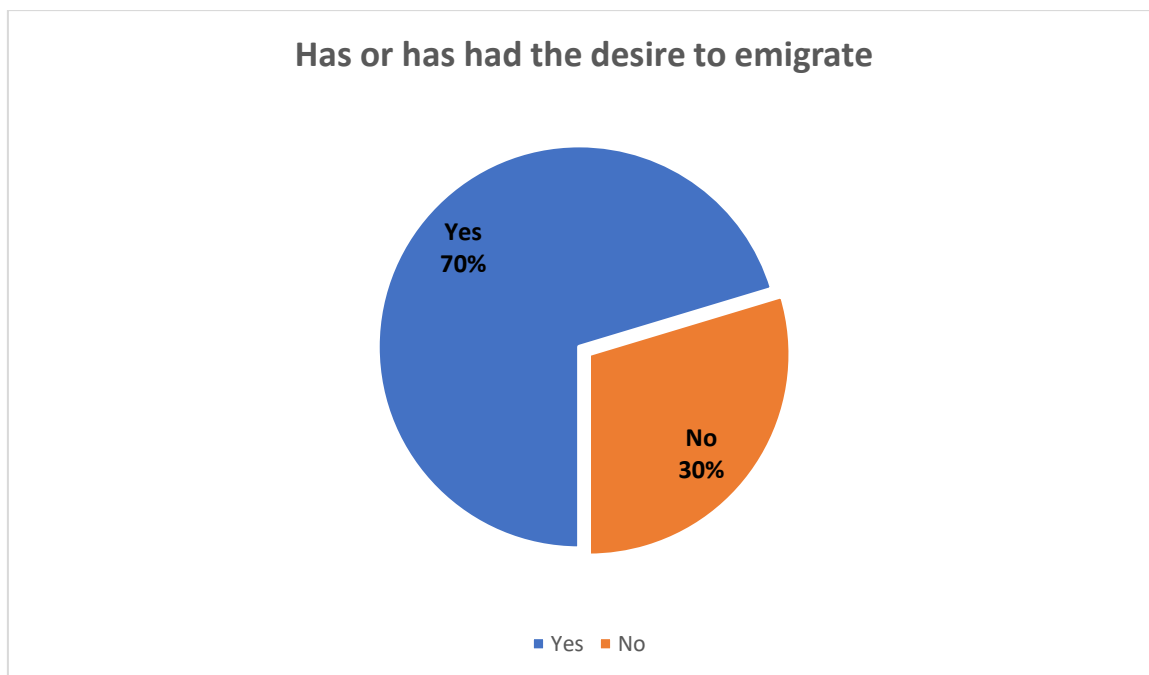


Figure 38 "Variable 8: Has or has had the desire to emigrate" Survey Results Cake Chart (Own elaboration)

#### 4.2.9 Variable 9: Main motivators that lead to that desire

As a follow up question to those participants that answered “Yes” on the previous question, the participants were required to mention a maximum of three main motivators that were the cause of that desire to emigrate, they could either select from the pre-made answers as they saw fit or have their own answer.

In terms of the results, the main and most popular motivator chosen by the 185 answers, was the economic factors and situation in the country of origin, Argentina in this case. Following the order of popularity, the next drivers where: Political factors and situation in the origin country; Low security / safety in the origin country; Searching for new opportunities; Searching for new cultures; Other (Own pleasure and goals; A mix among all the above-mentioned drivers).

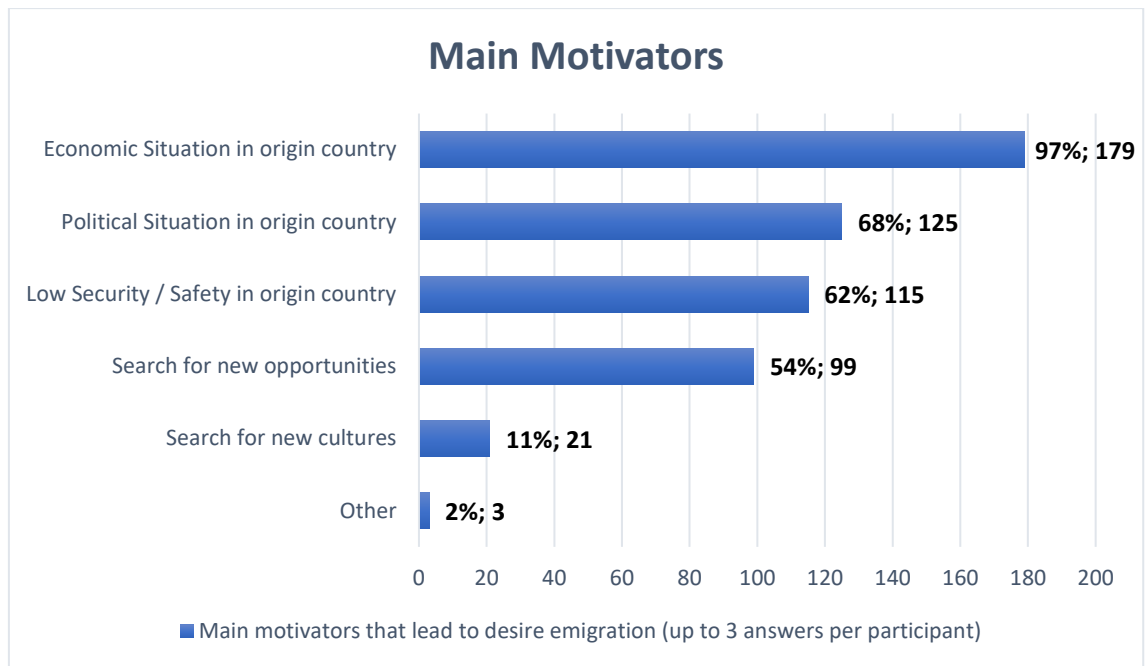


Figure 39 "Variable 9: Main motivators that lead to that desire" Survey Results Bars Chart (Own elaboration)

#### 4.2.10 Variable 10: Reasons why they have not yet emigrated

Finally, another follow-up question related with the desire to emigrate, the participants had to answer, what were the reasons that were keeping them from taking action and emigrating? And once again they had the opportunity to select as many reasons as they see fit.

Ongoing Studies was the most common reason, being selected by 135 out of the 185 participants that received this question. Family & Friends got second place, because it got selected 101 times. Economic reasons were third, 93 participants decided to add this cause to their answers. Then 36 answers contained "Missing job opportunities" as part of their answer.

Despite the enormous impact that the covid-19 pandemic had in terms of restricting mobilization across nations, only 19 responses had "Pandemic restrictions / Closed frontiers" as a part of their answer. And finally, an extra 6 "Other" reasons were

added to the results, which refer to no obstacles at all, instead just a matter of time until they emigrate.

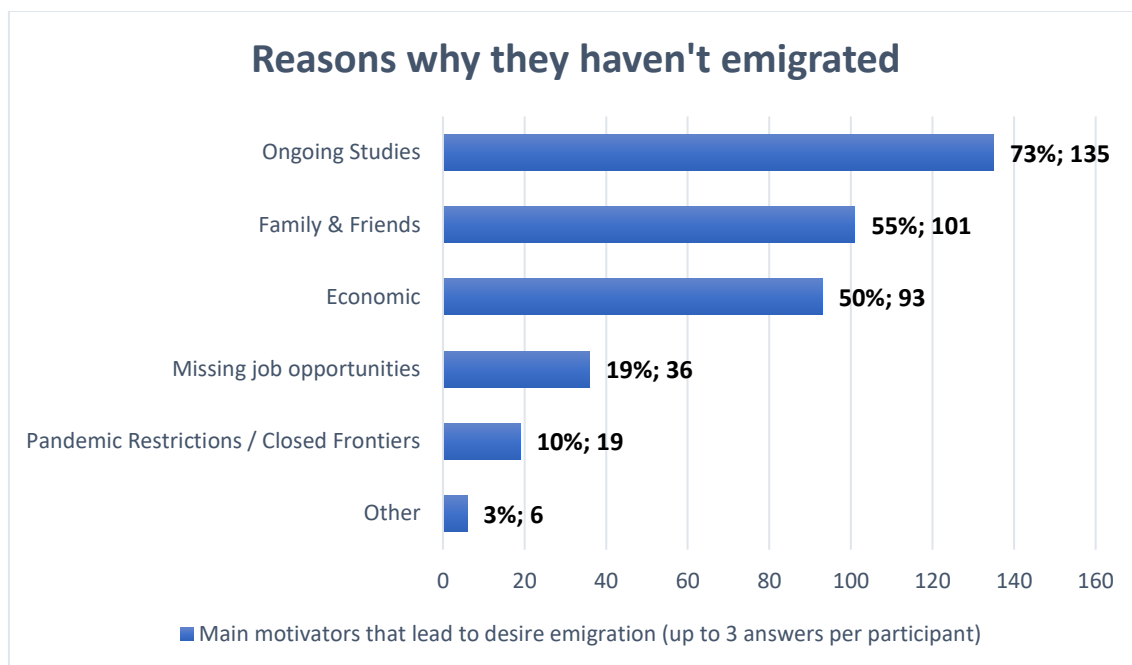


Figure 40"Variable 10: Reasons why they haven't yet emigrated" Survey Results Bars Chart (Own elaboration)

#### 4.2.11 Variable 11: Has had international experiences

Has had international experiences	N° of Answers	Percentage
Yes	136	68,7%
No	62	31,3%
<b>Total</b>	<b>198</b>	<b>100%</b>

Table 1818"Variable 11: Has had international experiences" Survey Results (Own elaboration)

Moving on into another subject, participants were asked about if they ever had any international experiences, this could include different types of experiences such as vacations, student exchanges, working abroad, just to name a few.

For the results, 136 participants answered that they have had international experiences, representing most of the sample (68,7%). And 62 participants (31,3%) claim not having gone through an international experience.

#### **4.2.12 Variable 12: What type of international experiences have they had**

Those 136 participants that answered “Yes” to the previous questions, were asked to identify which of the following examples provided they had personally experienced in the past. Once more, the participants had the liberty of choosing multiple answers that would fit their response.

Vacations was the most popular answer, being selected by 115 participants as part of their response. Then, University/Scholar Exchanges were the second most common type of international experiences that this sample got to undertake.

14 participants added to have experienced a Work & Travel (or similar), 2 answered to have worked abroad, and finally 1 participant sent his/her own answer claiming to have experienced living abroad.





Figure 41 "Variable 12: What type of international experiences have they had" Survey Results Bars Chart

(Own elaboration)

#### 4.2.13 Variable 13: Influence of the past international experience on the idea of emigration

Influence of the past international experience over the idea of emigration	N° of Answers	Percentage
Positive	120	88 2%
Negative	0	0%
Did not affect	16	11,8%
<b>Total</b>	<b>136</b>	<b>100%</b>

Table 19 "Variable 13: Influence of the past international experience on the idea of emigration" Survey Results (Own elaboration)

The authors wanted to research more about the potential influence that international experiences could have over an individual deciding that he or she wants to

emigrate. For this reason, the 136 participants who had international experiences were asked about their perception on how these experiences could have impacted their idea of emigrating.

Most answers, 120 participants which amounts to 88,2% of the total, revealed that international experiences have had a positive influence on their recently formed idea of emigrating. No answers (0) stated that their previous international experiences influenced negatively on their idea of emigrating, and 16 participants expressed as if the international experiences had no significant influence over the emigrating idea.

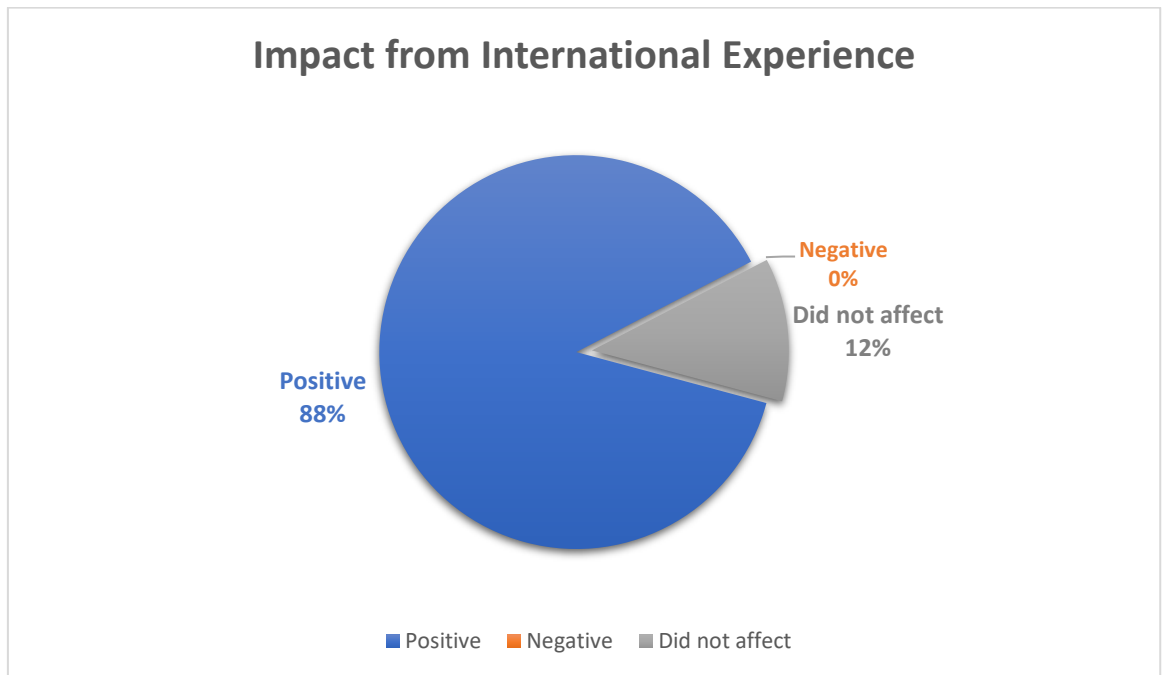


Figure 42 "Variable 13: Influence of the past international experience on the idea of emigration" Survey Results Cake Chart (Own elaboration)

#### 4.2.14 Variable 14: What advantages come from having an international experience

Finally, the 136 participants who previously answered to having had an international experience were asked about any advantages they could identify having

acquired from that experience, if at all. This question was useful for investigating deeper into the influence that comes from international experiences on someone’s personal decisions.

“Improving a language” was the most popular answer with 83 participants selecting it as one of their answers, then followed “Understanding a new culture” with 64 answers. Another popular option was “Improving social skills” which was selected by 44 participants. After that, the list goes as follows: “Personal Growth” (37), “Getting used to changing environments” (32), “Academic / Professional Experience” (28), “Making contacts” (23), “Other” (5), and at last 4 participants answered to not having received any advantage.

The answer “Other” includes Saving up money (3) and becoming a more independent person (2).

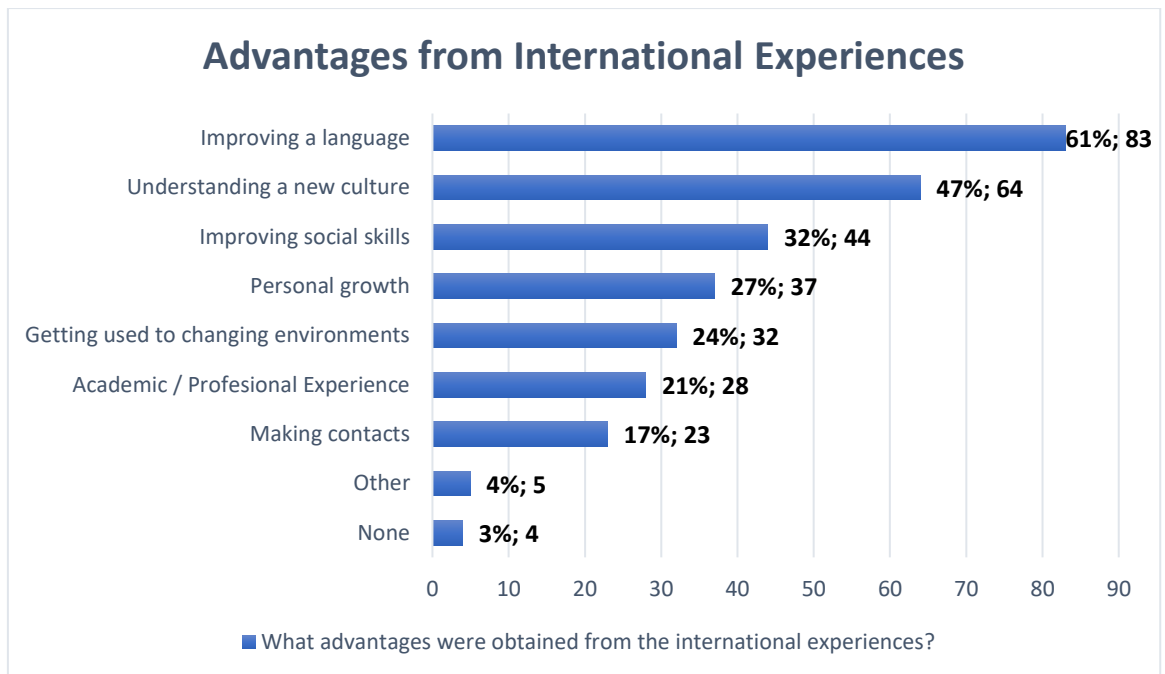


Figure 43 "Variable 14: What advantages come from having an international experience" Survey Results

Bars Chart (Own elaboration)

#### 4.2.15 Variable 15: Popular destinations to emigrate

And the last topic that the survey touched upon was regarding the popular countries that frequently were selected as the likely destinations in an intention of emigration. The participants could select up to 3 countries, from a pre-made list of answers, that they think are likely to be the destination if they fulfill their desire for emigration. They could also add their own options since the pre-made list could not cover all of them.

Number 1 destination for young Argentinian professionals who have a desire to emigrate was Spain, with 135 participants selecting it as an option. In second place, not so far behind, is United States with 103 participants wanting to emigrate there. Continuing down the list, the results revealed the subsequent destinations as follows: Italy (58); Canada (57); Australia (51); New Zealand (31); Germany (30); England (16); China (5); Japan (4); Other (15).

The answer “Other” includes Denmark (3); Malta (2); France (2); Netherlands (2); Croatia (1); Brazil (1); Mexico (1); Ireland (1); Wales (1); Uruguay (1).

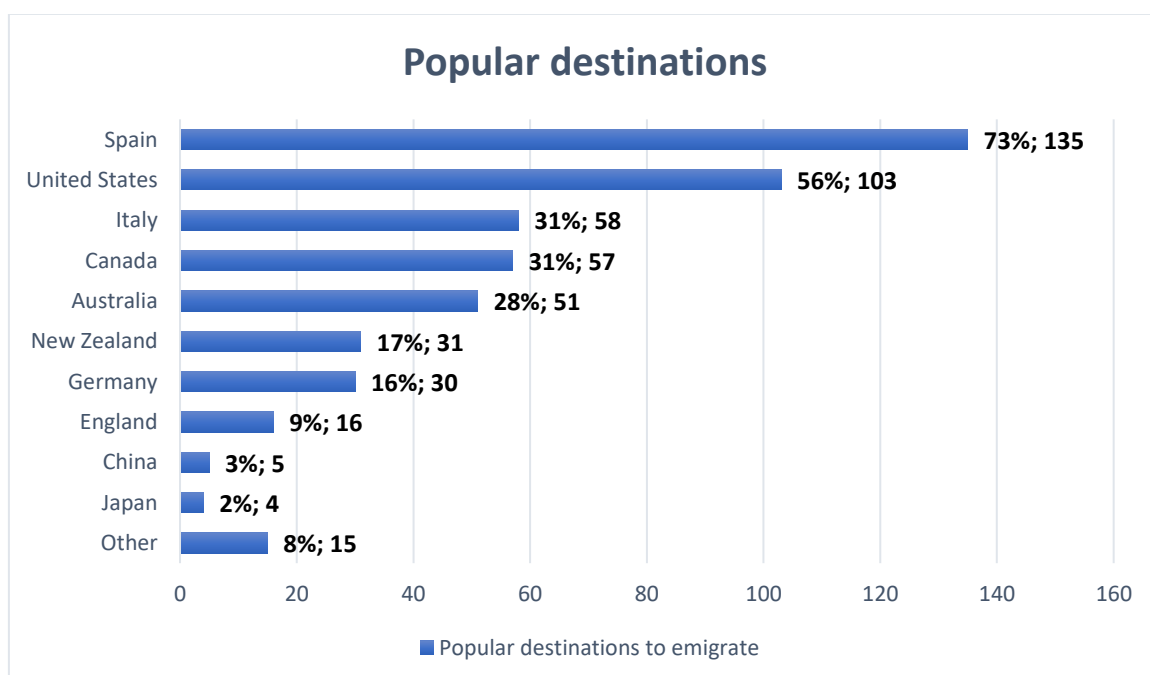


Figure 44 "Variable 15: Popular destinations to emigrate" Survey Results Bars Chart (Own elaboration)

#### 4.2.16 Variable 16: Justification for the selected destinations

The last question from this survey served as a follow-up to the previous one, participant had to choose among the available options: what were the incentives that justified their destination of choice?

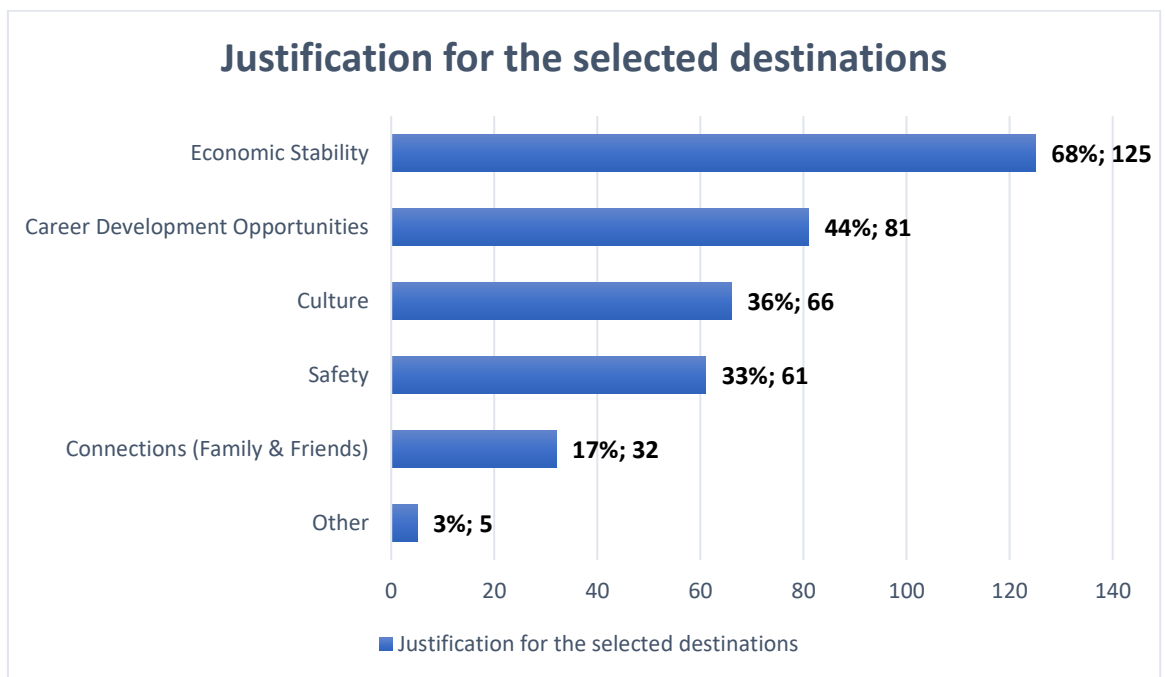


Figure 45 "Variable 16: Justification for the selected destinations" Survey Results Bars Chart (Own elaboration)

As for the results, Economic Factors such as Economic Stability was the most popular answer among the participants (125). "Career Development Opportunities" (81) proved to be another important motive that influenced professionals to seek for in their destinations.

"Culture" received 66 votes in total; then 61 votes were directed to "Safety"; Having family connections in the country of destination, or even friends, received 32 votes. The option "Other" gotten 5 votes.

## 4.3 Interview's Results

### 4.3.1 Interviews with Emigrants

#### 4.3.1.1 Ramiro – 25 y/o - Electromechanics Engineer Graduate - UTN

1) Why did you leave Argentina?

I left Argentina not only due to the economic situation, but also the constantly increase in safety issues nowadays. Also, to look for new opportunities.

I tried looking for a job at home, but I was not satisfied with the salaries offered.

2) How was it adapting to the new culture? Did you suffer from cultural “shock”?

Even though Australia has some similarities with Argentina like the “BBQs”, a cultural shock related to food that I had was the fact that they have dinner really early at 7 P.M, at that time in Argentina I am having a snack.

Another thing that “shocked” me was the breakfast, here it is very common to have it with eggs and bacon.

One thing that I really like and made me remember Argentina, was their passion for sports.

3) In a scale from 1 to 10, how consistent was the reality when compared with your expectations?

Honestly a 10. Australia was everything I expected and more. The weather is very similar to Argentina, the people is friendly and Hospitality, the food is amazing and the “night” is very fun.

- 4) Did you have a secured job when you emigrated or were you expecting to find job after you arrived? Did you find the job you were looking for?

Yes. Before leaving Argentina, I prepared a professional curriculum vitae in English and started applying for jobs related to my career virtually. At the end, a consulting company, reached out to me, we had a few meetings and I got hired. Luckily, I am feeling very comfortable and happy.

- 5) What was your experience in terms of language and communication?

Excellent. I have a C1 level in English, so it was very easy for me to communicate. The only problem that I encounter sometimes is that some Australians speak a little bit fast and with an accent o slang that I do not comprehend, but I tell them to please repeat themselves since I am a foreigner and they do it without a doubt.

- 6) Do you feel as if you were a lucky example, or do you know other migrants who are satisfied with their decisions?

In my particular case, yes. I managed to leave Argentina with a secured job, which many people cannot do. I met many foreigners that took them up to a month to get a job. Furthermore, my job allows me to travel and maintain a pretty standard of living.

#### ***4.3.1.2 Mauro – 25 y/o - Hotel Management Graduate - UADE***

- 1) Why did you leave Argentina?

I left Argentina to study and work in Europe. Also, because the current economic situation in Argentina is very bad and it is not very optimistic as a young person done

with university. It is very hard to have a good salary and make a good living on your own straight out of university due to the economic problems Argentina has, mainly very high rates of inflation and devaluation. For a young person looking to start a life and become independent from their parents, it is very complicated to do this in Argentina.

- 2) How was it adapting to the new culture? Did you suffer from cultural “shock”?

Adapting to new culture has not been too hard as I have lived abroad, experienced various cultures and moved 3-4 times in my life. However, there are always challenges and new things to learn when in a new country which require an open mind, tolerance, and patience.

- 3) In a scale from 1 to 10, how consistent was the reality when compared with your expectations?

I would say 7 because lots of my expectations were met but also a few things were more difficult than expected.

- 4) Did you have a secured job when you emigrated or were you expecting to find job after you arrived? Did you find the job you were looking for?

I had a job lined up and was able to close it when I arrived, and I will be starting it soon! I also managed to find another job opportunity being here through contacts.

- 5) What was your experience in terms of language and communication?



In terms of language and communication, knowing fluent English is a major plus, and has made things easier. In the Netherlands where I moved, almost all locals speak some English and I never had much trouble with the language barrier.

- 6) Do you feel as if you were a lucky example, or do you know other migrants who are satisfied with their decisions?

I feel I am very lucky and very thankful to have had the opportunity to come here and study and work. Many people don't have the opportunity and struggle in Argentina due to economic problems.

#### ***4.3.1.3 Lucia – 26 y/o - Marketing Graduate - UBA***

- 1) Why did you leave Argentina?

Leaving aside the obvious reason, which is Argentina's economic situation, which I believe is the main reason why so many people are willing to leave the country, I personally wanted to search new opportunities and experiences. I always liked to travel a lot and get to know new places and cultures.

- 2) How was it adapting to the new culture? Did you suffer from cultural "shock"?

In my case, I am in Germany at the moment and frankly it has some differences. The one that affected me more is the fact that Germans like to plan everything. They like to know in detail and in advance what they are going to do and at what specific time every day.

What is more, they are very punctual, so you cannot be a few minutes late because they will consider it an offense, very different from Argentina.

3) In a scale from 1 to 10, how consistent was the reality when compared with your expectations?

I would believe that a 9 since the only negative aspect that I did not take into account was the cultural shocks that I previously mentioned.

4) Did you have a secured job when you emigrated or were you expecting to find job after you arrived? Did you find the job you were looking for?

No. After working in Whirlpool Argentina for 2 years at the e-commerce area, I decided to move to Germany. Although I tried to look for a job from Argentina, I failed but still left. When arrived, through the use of the app “Cesar”, I applied for companies related to what I had study and that were of my interest. Luckily, after several postulations, I got hired from a company, located in Berlin, that fabricates sustainably products, to work at the Marketing department.

5) What was your experience in terms of language and communication?

As I have a good level of English, communicating was not difficult, since the vast majority of Germans speak English.

6) Do you feel as if you were a lucky example, or do you know other migrants who are satisfied with their decisions?

Yes, I feel really lucky because I had the chance to travel abroad and managed to get a good job that I like and what is more, it is related to my studies. There are plenty of

people that feel like doing the same as me but cannot because of economic reasons or others.

#### ***4.3.1.4 Tobías – 23 y/o - Chef Graduate – UB***

1) Why did you leave Argentina?

Mainly because of the economic situation of the country, the basic salaries offered are not enough for the lifestyle that I would like to have. The high inflation rates and constant devaluation make life so much more complicated.

As a young professional with the willing of becoming independent, is almost obvious that I want to go somewhere else where I can thrive.

2) How was it adapting to the new culture? Did you suffer from cultural “shock”?

In general, it did not cost me that much, although it is a very different culture from Argentina, you can easily adapt. Something to highlight, which was the biggest cultural shock for me, is its punctuality. If they say they are going to call you at 5, it is at 5 o'clock, not a minute more or less, which in Argentina is very different.

3) In a scale from 1 to 10, how consistent was the reality when compared with your expectations?

On a scale of 1 to 10, in terms of work I would say an 8, since I managed to find a job to support myself, but it took a little longer than expected. Regarding food a 10, since I always ate all kinds of things, therefore the local gastronomy was not a problem

at all. Finally, in terms of family a 5, since I did not think, I was going to miss my family much, but in the first two months the opposite happened, then I got used to it.

- 4) Did you have a secured job when you emigrated or were you expecting to find job after you arrived? Did you find the job you were looking for?

No, I landed in Sweden without a job and, as I said previously answered, it took a little longer than expected to find it but finally I did. Luckily, I found a job as a kitchen assistant in a restaurant not far from my apartment and since I used to work in a kitchen in Argentina, I feel very comfortable.

- 5) What was your experience in terms of language and communication?

I would say quite well since I have an Intermediate level in English, so I can communicate. In Sweden, the vast majority of the population has a very good level of English, so communicating is not difficult. On the other hand, I'm trying to learn Swedish, but it's not that easy.

- 6) Do you feel as if you were a lucky example, or do you know other migrants who are satisfied with their decisions?

No, I do not consider myself to be a “lucky example”, I met many foreigners (several Argentines) who came to the country with a situation similar to mine, and like me, they were able to get a job and now they are happy.

#### ***4.3.1.5 Micaela – 24 y/o - Global Business Management Student - UADE***

- 1) Why did you leave Argentina?

Well, I was cursing the last year of my career and I had the chance to go Germany for 1 year in order to graduate and obtain an international degree, so I did it.

2) How was it adapting to the new culture? Did you suffer from cultural “shock”?

It was a pretty big change, leaving my house, my friends, my family, the commodity of being in your home country speaking your mother tongue. It was a big deal for me. I was far from home, alone, so I had to fend for myself.

Regarding the “cultural shock”, I had a few. The first few months I felt like I was in some sort of vacations, with no preoccupations at all. But now that I am living and having an “adult life”, going to the office I started to notice the difference. Here, Germans are really punctual so I cannot arrive to the office late or else my boss will get upset.

3) In a scale from 1 to 10, how consistent was the reality when compared with your expectations?

In my opinion it would be a 5. I came to Germany with almost 0 expectations, I didn't have anything in mind, I wanted to be surprised by the country. I had some pretty good times and some rough times. I thought everything would be easier, like getting a job but it wasn't.

4) Did you have a secured job when you emigrated or were you expecting to find job after you arrived? Did you find the job you were looking for?

I came to Germany with the idea to get a job, in order to stay here after I was done with my studies. Luckily, I was able to find one, at the time I wanted. Although it is not the “job of dreams” it helps me to support myself and gain work experience.

5) What was your experience in terms of language and communication?

In some occasions pretty tuff. I had COVID and I was living in a small town so when I went to the hospital nobody spoke English and I did not spoke any German at that time, so it was a little difficult to communicate.

On the other hand, in berlin I found it was really easy to communicate in English and if you speak just a little bit of German you will be fine. I had some encounters with people that did not want to communicate with me through English, but luckily, I was able to figure things out.

6) Do you feel as if you were a lucky example, or do you know other migrants who are satisfied with their decisions?

I do not consider myself as a “lucky example”. I have met quite a few people that came to Germany, and they are living by their own and working, even though they do not speak German, and they are pretty happy. I am a very grateful though that I was able to achieve my objectives here in Germany.

#### ***4.3.1.6 Renata– 22 y/o - Global Business Management Student - UADE***

1) Why did you leave Argentina?

I left Argentina for study purposes because I had the opportunity to get an international degree in Germany.

2) How was it adapting to the new culture? Did you suffer from cultural “shock”?

For me the adaptation phase was really difficult, I suffered a pretty big “cultural shock”. I used to live in Buenos Aires, which is a big city whereas in Germany I went to a really small town.

- 3) In a scale from 1 to 10, how consistent was the reality when compared with your expectations?

In my personal experience, I can say that from 1 to 10, the reality compared with my expectations, is a 0, not even a 1. The reasons behind this were that the pandemic changed all my plans and with that my expectations.

- 4) Did you have a secured job when you emigrated or were you expecting to find job after you arrived? Did you find the job you were looking for?

No, I did not, nor did I get one when I arrived to the country. I manage to get one after a few months of my stay, but I would not say it was the job I was looking for.

- 5) What was your experience in terms of language and communication?

In terms of language and communication was terrible, where I lived, very few people talked in English and were the ones that worked at the university. Furthermore, German is a very tough language to learn. The majority of time we used google translator to express ourselves.

- 6) Do you feel as if you were a lucky example, or do you know other migrants who are satisfied with their decisions?

No. I do not believe myself to be a lucky example, even though I had a difficult time in the beginning, I have met many people that emigrated and are happy with their

decision since the beginning. It is a long and hard process of adaptation but at the end it is worth it.

### **4.3.2 Interviews with Experts**

#### ***4.3.2.1 Edgardo W. – 54 y/o – CEO/ Founder NewBomba***

1) What impact can this situation have on the Argentine labor market?

As time passes, the expectations when demanding for talent will be lower, transferring the human undercapitalization in the economic results to the decline of each company.

This scenario can happen, that the growth prospects are equalized downwards, giving a negative result in the growth of the national GDP

2) How does it affect companies with the brain / talent drain?

Without talents, each company will operate almost without major changes, since what has been studied and established in periods of better administrative and operational management will result in a simple continuity of recurring actions, which may end up being obsolete, over time. This situation can lead to even economic breakdowns in some areas.

3) Do you think that companies could remedy or try to avoid this situation?

How?

If we could ignore and put aside the Geo / Socio / Economic situation of the Country in the current world picture, I would argue that it is feasible to offer the most



talented, always treated at a business level with a predisposition for a long-term investment, projections of improvement and escalation within each organization, disarming the current inflexible vertical organization charts.

That is, giving them the concrete hope of substantial growth in the course of a pre-established period.

Using the ideas of interacting teams with objectives to be met that have economic and recognition results, giving much greater value to each individual.

#### ***4.3.2.2 Norberto B. – 64 y/o – ex CEO Arcor***

- 1) What impact can this situation have on the Argentine labor market?

Companies will have to settle with what is left. This does not imply assuming that what is left is less efficient than those who left.

- 2) How does it affect companies with the brain / talent drain?

Brains / talents are generally shaped and sculpted over time by the same companies. If those talents that had already been trained leave, the same company will be in charge of training new talents.

- 3) Do you think that companies could remedy or try to avoid this situation?

How?

It could be avoided if the offer of remuneration and benefits were similar to those offered in the world, taking into account similar purchasing powers. Emphasizing that for similar benefits, local affections may prevail in any decision.

#### **4.3.2.3 Victoria G. –24 y/o – HHRR Colgate**

- 1) What impact can this situation have on the Argentine labor market?

Currently what is happening with many companies is that there is less and less demand for jobs, thanks to the political and economic situation, people are less motivated to continue betting on the country.

- 2) How does it affect companies with the brain / talent drain?

It greatly affects the constant performance within the company.

Also, since there are not so qualified people for the position, when it comes to hiring new candidates, the level of demand would drop exponentially.

- 3) Do you think companies could remedy or try to avoid the situation? how?

Companies seeing that so many people are leaving, what they are doing is increasing the number of benefits to employees and providing competitive salaries, with the objective of trying to encourage people not to leave, by making their work more attractive. The possibility of growth vertically within the organization chart plays a very important role, motivating employees to grow professionally, knowing that their hard work pays off

#### **4.3.2.4 Micaela P. – 45 y/o – Founder FMP & Associates law firm**

- 1) What impact can this situation have on the Argentine labor market?

Personally, I think it is a big problem for companies. In general, those who want to emigrate are people who are being educated academically or were ... so we cannot lose

those talents. I understand and share the desire to believe that in another place one could be better, but it would not be beneficial for the country. It could even happen that many companies close.

2) How does it affect companies with the brain / talent drain?

It is a big problem. Companies take into account the necessary profiles for each industry. In all areas it is necessary to have specialized people to be able to explain and train. That these profiles are scarce, would cause a great loss of productivity and a lack of motivation within the employees. And also, that young people do not want to work in the country, gives rise to understanding that it is difficult to have innovative ideas and fresh air to align companies to the market.

3) Do you think companies could remedy or try to avoid the situation? how?

Yes. There are many ways to remedy it and one of them is to generate work for young professionals, being that the part of constantly communicating the job opportunities they have is very important, showing that there is work, that there is hope for them to have a future in the workplace. In addition, training the company in key competencies such as teamwork and leadership will generate that the age difference is not so noticeable and thus young people are not so far from hierarchical positions and have growth possibilities.

## **5. ANALYSIS AND DISCUSSIONS**

The purpose of this chapter was to interpret and create meaning, to better support the logic of the research, through the presentation of a comprehensive analysis and discussion about the implication of the results expressed previously.

The structure for this section covered (a) key findings, (b) answering of research questions, (c) performance on the research objectives, (d) validation of research hypothesis, (e) limitations.

### **5.1 Key Findings**

Throughout the process of this FRP, there were found many discoveries which caught the authors attention. Some of them were expected and others unexpected. Up next, the authors have developed each one with more detail.

Young professionals, according to the definitions discussed in the literature review chapter (see section 2.2.7), are people between the age of 18 and 35, that earn their living from performing an activity that requires skill, education, or training. Based on this, the authors focused on Millennials and early Generation Z. Moreover, thanks to the primary and secondary data, gathered in the literature review, the authors found that, since 2016, the millennials had become the largest generational employee group, so it became a priority for the companies/industries to attract them.

One of the key findings that the authors were expecting and resulted to be true, is the fact that a large quantity of young people has had or had the desire of leaving the country. This was supported by the results of the survey carried out in which out of 290 participants, 263 between the ages 18 to 35, who are graduated professionals or preparing to be one, 185 of them expressed the desire of leaving the country. That is 70,3%.

Secondly, the authors were certain that the main motivators that led to the desire of emigrating was Economic and Political reasons. The result of the survey proved the authors right, the main and most popular motivator chosen by the 185 participants with the desire of leaving, was the economic factors and situation in the country of origin, Argentina in this case (97%), followed up by Political reasons with 68% and Low security/Safety in origin country (62%) in third place, keeping in mind that each participant could mark up to 3 motivators. It was also found in the literature review, cases around the world in which people were emigrating for the same reasons such as the Afghanistan and Malawi cases (see 2.2.2.1 “Causes and Consequences of Knowledge Emigration”).

A third expected result was the main destinations chosen by those wanting to emigrate. It was thought-out to be developed countries such as USA, Spain and Italy and the authors were right. Comparing the results, exposed by the ONU in the literature review (see 2.3.2 “Argentina Migration situation today”) and the survey (see 4.2.15 “Variable 15: Popular destinations to emigrate”), it was concluded that the authors expectations were spotted on.

An unexpected finding was that the main reason why people want to leave the country is not the pandemic. According to the results thrown by the survey, despite the enormous impact that the covid-19 had in terms of restricting mobilization across nations, only 19 responses had “Pandemic restrictions / Closed frontiers” as a part of their answer. The main motivators chose by the participants were: Ongoing Studies selected by 135 out of 185 participants, Family & Friends in second place being selected 101 times and Economic reasons were third with 93 selections.

Another unexpected result shown by the survey was the fact only 30% of the participants were working professionally. The authors expected to have had a higher number.

To conclude, the authors were certain that all the ROs were going to be accomplished and all the hypotheses were going to be validated. It turned out to be an unexpected result because neither the RO 5 nor Hypothesis 5 could be accomplished and validated. This happened because authors were not able to find any secondary data relevant to the topic of emigration that talks about it.

## **5.2 Answering Research Questions**

The aim of this section was to answer the Research Questions that were used as the basis and foundation for the Research Project. To answer these, datasets collected through surveys and interviews were used together with the findings in the literature review chapter.

***Q1: How did the common factors that lead to emigration, stimulated the young professionals and future professionals to consider leaving Argentina during the current pandemic scenario?***

There are quite a few factors behind the reasoning of young professionals with the desire of leaving Argentina. All of them were collected through surveys, interviews with migrants, experts, and relevant sources of information.

Of all the results recompiled from the dataset, the authors were able to determine the following answers as relevant for answering this research question.

One of the survey's questions, had the intention of identifying the quantity of participants who have desired or desire to emigrate. It was interesting to find out that 70%

of the answers were positive (185/263). The other 78 said they did not want to leave the country.

To go into more detail about the meaning behind this answer, the authors have utilized some informational variables like age and gender, to have a better understanding of this phenomena.

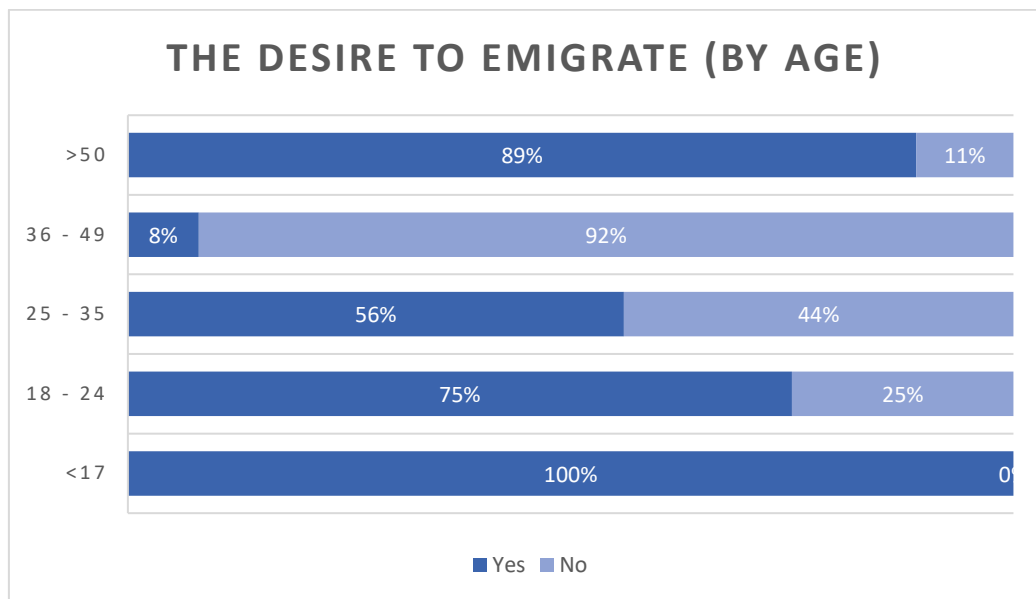


Figure 46 The Desire to Emigrate (By Age) Survey Results Analysis (Own elaboration)

The graph shows the variable represented between the different age groups. This type of analysis allows us to obtain a deeper understanding of the variable, which comes with some interesting results to check out.

From the 17 years old and younger, 100% responded affirmatively to have had the desire to leave the country, this represents the youngest generation of the country, between ages 18 and 24, 75% answered “Yes” and 25% “No”. The age group formed by participants between the age range of 25-35 y/o was more even with 56% positive answers and 44% negatives.

Authors observed that just by observing these first 3 values, there is an inverse relationship between age and the percentage of positive votes, that is, as the age of the

participants increased, the number of votes that claimed to have had the idea of emigrating decreased.

The graph also showed an interesting result regarding the age group between ages 36 – 49, only 8% answered affirmatively, a complete opposite when compared with the age group 50 and above where 89% answered “yes”, where the inverse relationship previously mentioned no longer applied.

Analyzing the sources previously used in the Literature Review chapter, the authors found out that they partially support the formerly mentioned results. According to the survey conducted by “Voices” showed that the group with greater consensus (ages between 16 and 24), 70% of them expressed the willingness to live outside Argentina (see section 2.3.3).

Furthermore, the inverse relationship that the authors mentioned can be clearly observed in their survey, which presents an interesting discovery that has later been further developed.

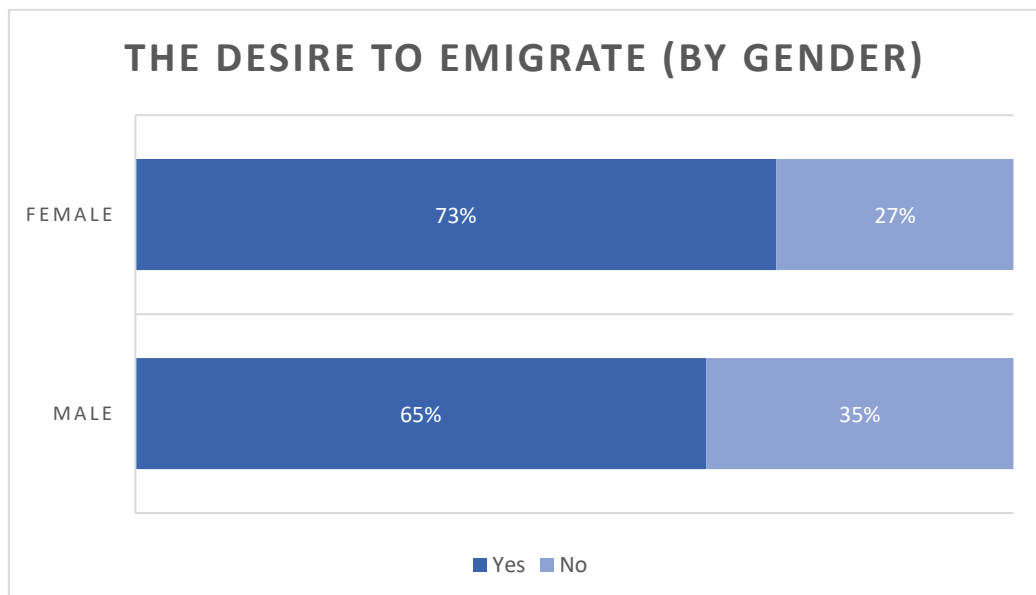


Figure 47 The Desire to Emigrate (By Gender) Survey Results Analysis (Own elaboration)



In terms of gender influence, based on the responses, women were slightly more susceptible to the urge of emigrate than men. Moreover, results show a strong inclination to have had the desire to emigrate for both genders.

Once again, comparing with the survey conducted by Voices, the authors found some slight differences regarding the distinction by gender, since even though both surveys gave mostly a positive result, both in men and women, the research revealed more balanced percentages (M. 55% and F. 52%) being men who lead the desire to emigrate, instead of women (See section 2.3.3).

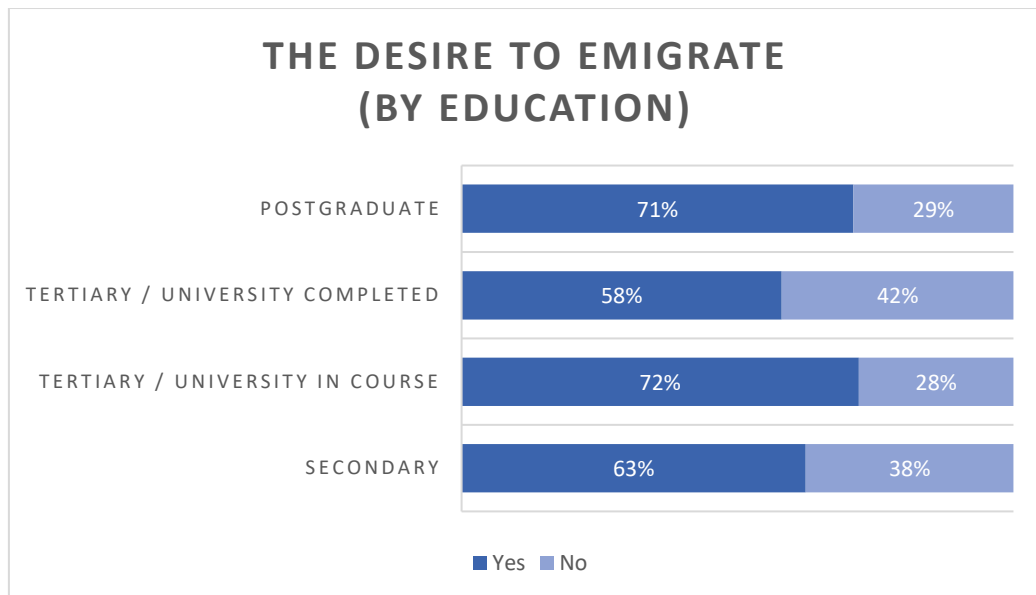


Figure 48 The Desire to Emigrate (By Education) Survey Results Analysis (Own elaboration)

Looking at the participant’s answers distinguishing their levels of education, the authors found some interesting results.

From the questionnaire authors had split the answers into 4 different groups, all of them had a majority of positive votes, however the authors were not able to gather sufficient data for the “Primary level of education” group.

Using the average to unify the group with university studies both completed and in course (58% ~ 72% = 65%), it was found complete consensus between the data gathered and literature review, since the results from the research conducted by UADE &

Voices, that the higher the education levels are, the bigger the desire for emigration (See section 2.3.3).

Having deeply analyzed the answers obtained from the research and having a better understanding of the sample and its perception, authors were able to move forward into another question in the questionnaire, regarding the main motivators that lead young professionals from Argentina to desire emigration.

According to the research made by Voices (see section 2.3.3) the principal reasons behind emigration in Argentina are the economic situation of the country and the search for better professional development opportunities. The third reason are security concerns, followed by political motives, high tax pressure and familial reasons.

Moreover, Roberto S. Aruj in his paperwork “Causes, consequences, effects and impact of migration in Latin America” (see section 2.2.2.1), had divided the causes of emigration under internal and external factors. The external factors are the lack of alternatives for occupational achievements, social uncertainty about the economic future, general security, and unsatisfied basic needs. Regarding the internal factors he highlighted frustration in life expectancy, frustration in personal fulfillment, familial reasons, and the access of information about options abroad.

In the article of Rasa Daugėlienė “The peculiarities of knowledge workers migration in Europe and the World” (see section 2.2.2.1) and in the case of Malawi (see section 2.2.2.1), both authors talk about pull and push factors. Push factors refer to the reasons of why people are leaving their country, for example having a bad economy. While the pull factors are the reasons why people choose to immigrate to the country, such as the development plan provided by high-income countries for professional.

Then, the authors also found that there are extreme factors that led to the decision to emigrate. For example, in the case of Afghanistan (see section 2.2.2.1), women leave their country for the fear of losing their lives.

Comparing the main reasons of emigration shown in the sources that the authors used, with the research (see section 2.2.2.1), it can be observed that the reasons were mostly the same. The authors found that the main reason behind emigration is the economic situation that the country is living, as 96.1% of the participants (179 of 185 surveyed) had selected this option. This motive is followed by the political situation of the country, representing 67.58% of the answers (125 of 185 surveyed); The insecurity corresponding to the 62.2% (115 of 185 surveyed); The search for new opportunities being the 53.51% (99 of 185 surveyed); Finally, the seek for new cultures standing for the 11.35% off the participants (21 of 185 surveyed).

Also, four of the six Argentine emigrants interviewed mention that the main reason behind the decision of leaving Argentina was the economic situation. The main motivator behind the other two interviewed was the opportunity of getting a second degree.

In conclusion, after all the analysis discussed above, the authors were able to affirm that the main motivators that led Argentinian young professionals and future professionals to consider leaving the country are, in majority, push driven factors. While considering the decision of emigrating, the most important reason is the economic situation of the country, followed by the political situation. The combination of these factors led to another's important reasons, which are the search for new professional development opportunities, as the situation of the country makes it very difficult for young professionals and future professionals to plan their career within the borders of the country, and the insecurity.

***Q2: How far off were the expectations when compared to an actual experience from someone who emigrated?***

At the time of thinking about emigrate, is very common to have high expectations, but how often is it that these expectations are met? To answer this question, the authors looked for testimonies from people who are emigrants or who had emigrated in the past, they also conducted their own interviews with emigrants.

To start answering the question, the authors have analyzed the testimonies of the Youtubers Gabriel Herrera and Henry Urrunaga (see section 2.3.4). In their videos about the expectations and reality of immigration, Gabriel and Henry mentioned that emigration is not an easy task, and it is often different from expectations. They highlighted that expectation often differs at the time of getting a job and with stuff related with money.

Regarding job hunting, Gabriel and Henry said that many people think they will find a job within a few days after they arrive, but the reality is that it may take more than a month to find a job. In addition, it is believed that within a few months of their arrival, they will be able to travel frequently, invite family/friends from their home countries and send money to those who stay. Nevertheless, Gabriel said that these are difficult goals to achieve at the beginning, and it may take years to do these things, because you first need to establish yourself, which is not an easy task. Henry also emphasized in the fact that many people will not get a job related to their studies or personal preferences.

They are certain that most immigrants will go through difficult times and therefore they need to be psychologically prepared, they are very few the ones who are lucky from the start and are able to establish themselves in a new country with few issues. Finally, they assert that the first year is often the hardest one.

The testimonies of Juan Irigoyen, Agustina Rufolo and Thelma Contino (see section 2.3.4) were also very interesting to answer this question. Despite they emigrate to different countries (Spain, Germany, and France), the three of them agreed in the fact that at first is very difficult to get use to a new culture. As for the language, Agustina and Thelma affirms that if you do not have a very good level of German and French, you will experiment a lot of problems, Juan, who emigrated to Spain, also had problems with the language, as Argentinians and Spaniards use different words for the same things. Finally, they emphasized how difficult it was to make friends at the beginning, because the social dynamics in Argentina are different from those in other countries.

In order to continue, the authors had analyzed the questions of the interviews realized to emigrants (see section 4.3).

The first question relevant for the answering of this question is “How was it adapting to the new culture? Did you suffer from cultural shock?”

Between the 6-person interviewed, 5 suffer a cultural shock. An interesting case to highlight was the one of Micaela (see section 4.3.1.5) who said that at first, she was in a sort of “vacations”, but over time, she started working and there she realized that the German culture is different from Argentina’s one, for instance Germans are punctual, so if she arrived some minutes late to the office, her boss will be upset.

Also, the case of Renata (see section 4.3.1.6) is very particular, as she declared that her adaptation was very difficult and suffers big cultural shocks. Despite this case, all the interviewed had experimented a good adaptation.

The second question relevant for this section is “in a scale from 1 to 10, how consistent was the reality when compared with your expectations?”

For this question, most of the answers were positives, except Renata, who answered “1” because the pandemic changed all her plans and Micaela who answered “5” as she had been through both good and rough times.

Regarding the positive answers, Ramiro’s case (see section 4.3.1.1) could be highlighted, he answered “10” because the reality surpassed the expectations that he had, also he did not experiment any big issue.

The rest of answers were between 7 and 9, so in general the reality was what they expected.

The next question is “Did you have a secured job when you emigrated or were you expecting to find job after you arrived? Did you find the job you were looking for?”

All the interviewees had managed to find a job, nevertheless some of them had experimented some troubles at the time of getting it.

For example, Lucia (see section 4.3.1.3) tried to find a job in Germany before emigrating, but she failed. Once in the country, she had to go through several postulations in order to get a job. Luckily, the job was what she wanted.

Then, analyzing the cases of Ramiro and Mauro (see section 4.3.1.2), both were able get jobs once they arrived at the country, because they had contacted the companies before they had emigrated.

What was your experience in terms of language and communication? Is the before last question relevant for this answer.

Here, the authors found different answers because it depends more on the country/region you go to. For instance, Renata and Micaela experiment communication problems as both had emigrated to a small town in Germany, where few people spoke English.

On the other hand, Tobias (see section 4.3.1.4) case was positive, at the time he arrived at Sweden, he only had an intermediate level of English, but he did not experience big communication issues because most Swedes have a good level of English.

Finally, the last question of the interview is “Do you feel as if you were a lucky example, or do you know other migrants who are satisfied with their decisions?”

Ramiro and Lucila consider themselves very lucky as their experiences were good in comparison with other emigrants that they met. Then, Mauro also feels like he is very lucky but only because he had the opportunity of working and studying in another country.

On the contrary, three of the interviewees felt that their example was not lucky. As far as Tobias is concerned, he does not consider himself a lucky case because he has encountered other immigrants who have experienced similar situations to those he had experienced. Renata and Micaela did not believe their situation were lucky, because they compared their case with other immigrants and concluded that their situation was worse than most.

In short, the difference between expectations and reality may vary from situation to situation. How big this difference is, depends on many factors, such as your English level, level of study, your expectations before emigrating, and so on.

The following items are the factors that the authors considered that affected the reality that each person experienced.

- Having a secure job before emigrating affects positively the reality emigrants experience.

- Having a high level of English and/or a high level of the native language of the country that migrants are emigrating will also have a positive impact on your reality.
- Emigrating with a degree increases the possibilities for emigrants to get a job.
- Finally, having an open or closed mind affects the experience of emigrants.

To conclude, difference between reality and expectation vary depending on the level of preparation that each person had. Nevertheless, unexpected situations, that completely change your reality could also happen, for example, after the first month since Renata arrived in Germany, the world had entered into a global pandemic.

***Q3: Which countries young professionals want to emigrate to, and why?***

During this research, another relevant question that the authors wanted to answer was: to which countries do Argentina’s young professionals and future professionals want to emigrate to? And to answer it, a compilation of sources was consulted in addition to the results from this study’s survey.

According to the World Migration Report 2020 by author Marie McAuliffe (See section 2.2.1) *“The main destinations of migrants are high-income countries, as are the countries that offer the most opportunities for those seeking a fresh start. For this reason, two thirds of all migrants live in only 20 countries [...]”* (Marie McAuliffe, 2020)

From these 20 countries, among the main ones the data claims as follows, United States holds the biggest number of migrants (51 million), followed by Germany (16



million), Saudi Arabia (13 million), Russia (12 million), and the United Kingdom (9 million).

These claims by Marie McAuliffe's report match those done by UADE & Voices' research, who were studying the same question but directed only to Argentinians. Because once again, high-income countries are found among the main destinations, such as Spain (25%), USA (11%), Italy (9%), Brazil (5%), Canada (5%), England (4%), Uruguay (3%) and Germany (3%) between others (See section 2.3.3). All these countries belong to the Organization for Economic Co-operation and Development (OECD) apart from Brazil and Uruguay who instead, receive many migrants because they are a neighbor country with Argentina.

At last, one more time consensus is found between the sources, from the research carried out for this study results that supported the claims from the Literature Review chapter were found (See section 4.2.15). The participants, Argentina's young professionals and future professionals, had among the top the following countries: Spain (73%), USA (56%), Italy (31%), Canada (31%), Australia (28%), Germany (16%), UK (9%).

Neither the world migration report nor the Voices' survey from the literature review, had Australia or New Zealand as popular destinations, however in this study they were very popular choices that were even above countries like Germany or the UK. And it is also interesting to note that, from the participants perception, neighbor countries are not popular destinations for young professionals looking for a fresh start, instead we see mostly members of the OECD.

Regarding the Why these destinations are chosen, the authors wanted to deep further below than only the "Highly Developed/High-Income" characteristic that the

literature review uses to define these countries. For that reason, one of the questions in the survey asked the participants to mention the reasons why they chose as they did.

Based on the results, we can claim that there is a partial agreement between both primary and secondary sources, because Economic Stability (68%) and Career Development Opportunities (44%) were the most answered reasons, however it doesn't stop just there, because a significant group of participants answered Culture of the destination country (36%) and Safety (33%) along with Family & Friends Connections (17%), as other valid reasons for why some countries are preferred rather than others (See section 4.2.16).

To give an answer for this research question, authors affirmed that Argentina's young professionals and future professionals, who are thinking of emigrating, look for destinations that provide a stable foundation on which they can start building their professional careers and life. Countries members of the OECD are common choices because they have high scores on aspects that are relevant for their selection, such as a healthy economy, safeness, job opportunities for career development, etc.

***Q4: What are the advantages of having past international experiences when looking to emigrate?***

To answer this question, the authors have made use of the results of the survey carried out, more specifically relying on the questions: "Previously, did you have international experiences? (Holidays, work and travel, collegiate exchange)" (see section 4.2.11), "Which one?" (See section 4.2.12) and "What advantages did you get from those international experiences?" (See section 4.2.14). The information found in the literature review: "Benefits of international experiences" (See section 2.3.5), has also been utilized.

Based in the dataset, the authors were able to highlight these following answers as fundamental for responding this research question.

One of the surveys questions, “Previously, did you have international experiences?”, had the aim to determine out of the 198 participants that had expressed the desire of leaving the country, how many of them had an international experience. It was interesting to see that most answers were positive with 68,7% (136/198) “Yes” and 31,3% (62/198) “No”.

With the purpose of going a little bit more into details, the follow up question in the survey, for the participants that had answered “Yes”, was “Which one”, with the intention to be more specifics.

With 136 answers, the most selected answer was “Vacations” with 84,6% (115/136), followed by “college or university exchange” with 32,3% (44/136) and finally “Work and travel” with 11,7% (16/136).

Finally, it was asked “What advantages come from having an international experience”, with the aim of finding out what advantages the participants considered to have gained after having these international experiences. With 83 selections (61%) “Improving language” was the most popular, followed by “Understanding a new culture” with 64 (47%), “Improving social skills” with 44 (32%). This were the top 3 selected answers, after that, the list goes as follows: “Personal Growth” 37 (27%), “Getting used to changing environments” 32 (24%), “Academic / Professional Experience” 28 (%21), “Making contacts” 23 (17%), “Other” 5 (4%), and at last 4 (2%) participants answered to not having received any advantage.

The answer “Other” includes Saving up money (3) and becoming a more independent person (2).

If we compare the results from this last question with the information found in the literature review “Benefits of international experiences” (see section 2.2.9), we can see an almost perfect similarity.

Taking everything into consideration and to give a final answer to this research question, out of 136 participants, only 4 of them did not find any advantages of having an international experience. So, it can be affirmed that even though leaving your country and your comfort zone is a great challenge for most people, even if it is for a short period of time (vacations) or a long one (work and travel), travelers will experience a better personal, academic, and professional development. These goes from “Improving language” all the way to “becoming a more independent person”.

***Q5: What industries are affected the most by talent emigration?***

In order to answer this question, the authors have made a comparison among all respondents who reside in Argentina (see section 4.2.3) and those who answered “yes” to the question, “Do you have, or did you have the idea of going to live abroad during the pandemic?” (See section 4.2.8).

From the 263 participants who reside in Argentina, 185 had the desire of emigrating during the pandemic, representing 70.3% of the sample. From the surveyed who had the idea of emigrating during the pandemic, the authors only consider relevant for the answering of this question, those that works professionally.

From 185 surveyed, only 44 persons works professionally, the 23.78%. The figure below shows the industry to which these professionals belong.

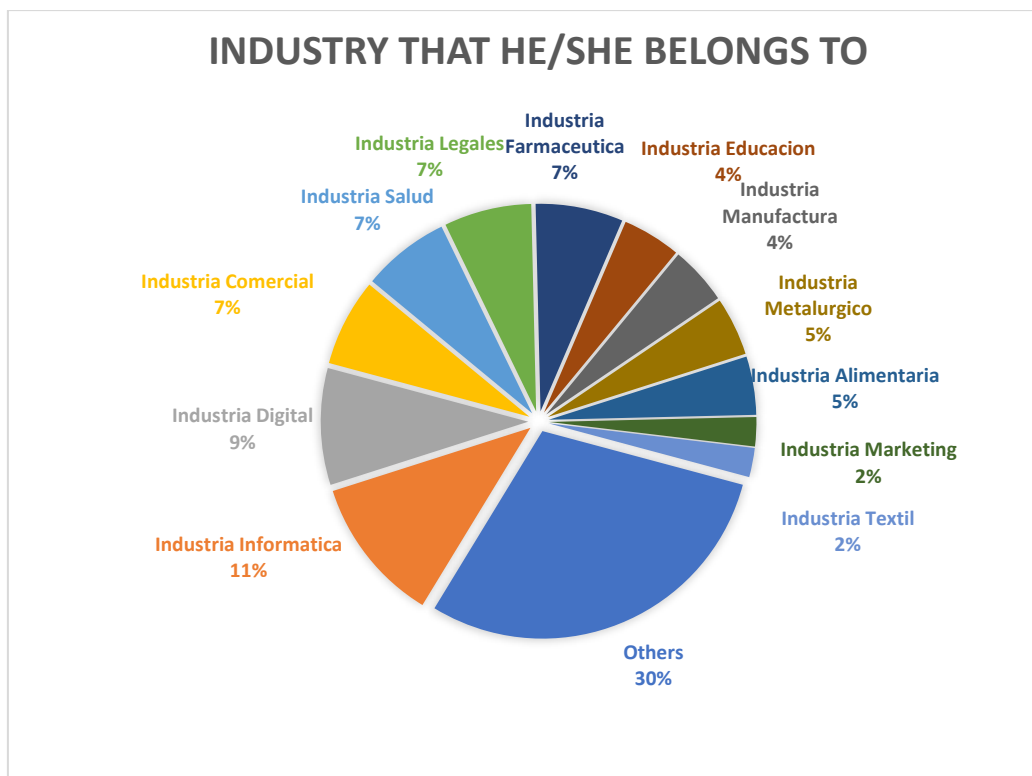


Figure 49 Industry that professionals who want to emigrate belong to, Survey Results Cake Analysis (Own elaboration)

The industry where more professionals have the idea of leaving the country is the IT industry (5/44), followed by digital industry (4/44), commercial industry (3/44), health industry, law industry (3/44), pharmaceutical industry (3/44), metallurgical industry (2/44), food industry (2/44), educational industry (2/44), manufacturer industry (2/44), Marketing industry (1/44) and textile industry (1/44). The industries into the variable “others” are not taken into consideration for this question because the sample is too small.

Contrasting this numbers with the obtained in the section 4.2.7 shows how many professionals in each industry have considered emigration.

The industries that were most affected by the idea of emigration are the pharmaceutical (3/3) and the food industry (2/2), as all the surveyed who belongs to it, have considered the idea of emigrating.

The authors found that the second industry most affected is the IT industry where from 6 surveyed, 5 have considered leaving the country, the 83.33%.

The digital industry experiments a similar situation, from 5 surveyed, 4 wants to leave the country, representing 80%.

The law industry has 4 participants, where 3 of them have the idea of emigrating, the 75% of the total.

Both, manufacturer, and metallurgical industries were in the same situation as each one has 3 respondents, where 2 have considerate emigrating, the 66.67%.

Of the 6 respondents of the health industry, 3 have the idea of emigrating, representing the 50%.

On the opposite side, the less affected industries by this idea were the commercial industry, where 37.5% (3/8) of surveyed have this idea; The textile industry, where the 33.33% (1/3) wants to emigrate; And the education industry, as 25% (2/8) of the participants also share the idea of emigrating.

Finally, the least affected industry was the marketing industry, where from 7 respondents only one (14.29%) have consider the idea of emigrating.

To sum up, the industries that are most affected by talent emigration in Argentina were the pharmaceutical and food industries, where a 100% of the respondents have immigration ideas. Then, the IT and digital industry were also in a tough situation as 80% of the respondents also consider emigrating. Nevertheless, the authors believed that these results are not representative, because the sample of professionals obtained is not large enough to be significant, on average there are only 3 or 4 professionals in each industry.

***Q6: What would happen in Argentina's working environment if a "brain drain" were to occur after the restrictions are lifted, and the frontiers open?***

To answer this question, the authors have not mentioned the causes of brain drain nor its definition to not sound repetitive. Instead, the authors decided to split the answer

in two segments, first the authors talked about what the advantages and disadvantages of brain drain are, specifically in “sending” countries of the world. Then, they discussed how they would apply in Argentina’s situation.

One of the sources found in the literature review is from a paper developed by Frédéric Docquier, that focuses on international migration, specifically qualified migration and brain drain.

According to Docquier, even though rich countries are concerned about brain drain, it is an issue that has always been seen as a serious constraint on the development of poorer countries. However, he holds that there are advantages and disadvantages for countries in a brain drain situation. (See section 2.2.2)

Speaking about the disadvantages, one important cost is that high-skilled emigrants do not pay taxes in their home country once they have left. As education in some developing countries is partially or fully subsidized by the government, this means they do not get to recover their investment on education.

Another negative effect is inducing scarcity of workers in key specialized sectors, as when engineers or health professionals emigrate in large numbers, compromising the country’s ability to adopt new technologies or deal with health crisis.

And finally, for Docquier, brain drains increase the technological gap between developing and developed countries since the human capital gets concentrated on the most advanced economies, furthering their technological development.

On the bright side, there are advantages that affect the economy and development of the home countries.

Although it varies from country to country, in some cases Remittances are one of the beneficial elements of skilled migration, Docquier also mentions some studies that claims that high-skilled migrants come with a higher amount remitted to their home

countries. However, the effect remittances have on the home country's economy remains difficult to quantify.

And another advantage comes from circular migration, although it is rare, Docquier's study mentions there are documented cases of high-skilled migrants returning usually due to policies with "pull" incentives. The benefits of circular migration come in the form of the returnee's additional knowledge and financial capital acquired abroad. (See section 2.2.2)

When reviewing what a different author had to say about this topic, as compiled in the literature review, we find author R. Daugėlienė's classification of the effects that migration of skilled workers has in "Source" countries, both for the short-term and the long-term forms of migration.

For the advantages, the author mentions a decline of unemployment level, and then the return of the skilled workers with new competences, as mentioned previously by Docquier, as well as new relations with foreign partners, and the growth of average wages in the home country.

For the disadvantages, the aforementioned loss of the investment in education of those individuals who are leaving, loss of high competence specialist leading to the scarcity also mentioned by Docquier. Negative changes considering the demographic situation and a decline of producing amounts. (See section 2.2.2.1)

So, in terms of consensus, both authors agree in what the main effects that come from skilled migration entail. Now, the authors have reviewed what the interviewed experts had to say about such context occurring in Argentina.

Victoria G. who works in Human Resources for Colgate, revealed that demand for jobs is lowering in Argentina, because less and less people are betting in the country, due to the political and economic situation (See section 4.3.2.3).



It is interesting to see that from the interviews, there was not any mention of “benefits/advantages”, so authors found that there is only a partial agreement between primary and secondary sources, because of that difference.

Micaela P. shared the thoughts from both authors referenced from the literature review, in the sense that Argentina will lose the investments and effort put into educating those skilled workers who want to emigrate, being prejudicial for the country (See section 4.3.2.4).

So as to answer this research question, the authors concluded that Argentina is the perfect candidate to suffer both negative and, in minor scale, positive effects from a Brain Drain, since it fits the profile of Developing Country where this phenomenon tends to happen. Also, as seen in the answering of the RQ1, Argentina has enough “pushing” factors that are leading young professionals to emigration.

However, it is important to draw attention to the results from one question in the survey about the reasons why young professionals and future professionals who desired emigration, have not had yet the chance of doing so (See section 4.2.10). And as it turns out, only a 10% of the answers had “Pandemic Restrictions / Closed Frontiers” as the reason behind not being able to emigrate, which supports the following reasoning.

Although Argentina is vulnerable to the effects of a Brain Drain, there are other factors that are keeping young professionals and future professionals from emigrating, which indicates that if such a scenario were to happen, where all restrictions are suddenly lifted, noticing the brain drain would not be as abrupt as this question implies. Instead, the costs would be more noticeable in the long-term than in the short-term.

***Q7: What are the actions that Argentina private sector could take to mitigate the damages of knowledge emigration?***

To answer this question, the authors decided to use the interviews with experts (see section 4.3.2) and the sections “Knowledge Emigration” (see section 2.2.2) and “Preventing knowledge emigration” (see section 2.2.4) of the literature review.

Regarding the secondary data collected, the authors found that most of the measures taken to reduce the knowledge emigration are focused on strengthening the infrastructure of the countries and the increase of opportunities available for professionals.

For example, in the case of Taiwan mentioned in the section 2.2.2 and 2.2.4, their government had identified the 3 most important points for talent retainment. The first point was to rebuild the communication channels between professionals. Second point was to invest in local workforce to serve as a support for new companies. Finally, the third point was to invest in the infrastructure and create science parks to provide to the professionals’ common areas for research.

In Vietnam (see section 2.2.4), one of the solutions to prevent knowledge emigration was to strengthen the bases of the economy by investing in the low-education level with the objective of covering the available jobs. The interesting thing of this case is that they did not increase the investment in high-education level because they were not able to retain them, so they first prioritize the bases of the country.

In Croatia (see section 2.2.4) they had applied similar measures to prevent this situation. They had focused on improving the infrastructure by building and renovating schools and created centers of excellence to bring talent together. They also invested on the low-education level, by offering equal opportunities for all students and pupils.

Pakistan case (see section 2.2.4) also is very similar to the previous one, focusing in improving their infrastructure and increasing the opportunities for professionals. The Chinese case was a bit difference, as their efforts were put into creating a work-life

balance and a diverse work environment. Nevertheless, they also provide more development opportunities for their professionals.

Up to now, it was only used secondary data to show what governments could improve to retain talent within the borders. Hereinafter, the authors have mentioned what companies could do to prevent the brain drain, using as source the interviews with experts.

In the interview with Edgardo (see section 4.3.2.1), he mentioned that the companies should offer to the professionals “projections of improvement and escalation within each organization”. He emphasized the fact that companies should provide better promotion opportunities if they want to keep and attract talent.

Norberto (see section 4.3.2.2) declared that companies should offer competitive salaries, like those offered in the rest of the world. He highlighted that if the salaries offered are competitive, people tend to choose local offers.

Victoria (see section 4.3.2.3) answered that if companies want to keep professionals into the country, they must increase the number of benefits provided to their employees and offer competitive salaries. Also, she had emphasized the fact that to keep the professionals motivated, the possibility of vertical growth within organizations is key.

Finally, Micaela (see section 4.3.2.4) mentioned in her interview that is very important to generate more work for young professionals. In addition, she agrees with Edgardo and Victoria in the fact that vertical growth should be more promoted.

The authors have arrived at the conclusion that to reduce the effects of talent emigration there has to be a combined effort between the government and the private sector. The government must improve the infrastructure of the country, strength the bases of the economy and with these increase the opportunities for professionals.

Once the bases of the country are reinforced, companies can start working on a strategy to mitigate the negative effects of a brain drain scenario, and even capitalize on

some of its advantages mentioned in other sections. For example, the companies should be able to offer competitive salaries, better benefits for employees and the possibility of growing vertically within organizations.

### **5.3 Performance on the Research Objectives**

*O1: To identify if the COVID-19 pandemic was the main motivator of why young professionals from Argentina became motivated to abandon the country during its period.*

Identifying the main motivators behind the motivation to emigrate, found in young professionals from Argentina, was a fundamental piece of knowledge to eventually get a better understanding of the causes for migratory trends and their relationship with the pandemic and the overall situation in Argentina.

This objective had been achieved through a combination of research in the literature review about the general drivers of emigration, from a few sources such as the UADE & Voices report in Argentina, and other examples from the rest of the world. Also researching about the COVID-19 scenario, and the effects it has on emigration.

Also, the survey and interviews carried out in this study both help on the accomplishment of this objective, emigrants interviewed provided their own motives for their emigration, and the survey targeted those in Argentina who have the motivation to emigrate and were questioned about it.

*O2: To compare the expectation versus reality in terms of problems that will be faced abroad.*

Studies about migration usually stay on the broad scope of things, and do not go further in than just causes and effects. For this reason, the authors considered that a nice turn of the screw would be to have this objective that goes deeper into actual experiences and the validation of their pre-made expectations.

This objective is linked with RQ2, this one too had been attained, through both research from the literature review and the interviews with emigrants (See sections 2.2.8, 2.3.4 & 4.3.1), which the authors could get a hand on thanks to their branch of study that provided with an international network of contacts.

The authors gathered five testimonies of emigrating experiences that have already been written about in news articles or in trusted websites, and then with the help of the interviews compared them with six new testimonies and experiences. Interviewees were aware of the study and of the results compiled from the survey, which highlighted some of the expectations from those who have not yet emigrated.

***O3: To point out the relevant criteria to select the destinations to emigrate to.***

This objective was also achieved, it is linked with the RQ3 answered in the previous section. To accomplish it, a mix of literature review and the survey was used.

From the literature review, relevant sources were found such as migration reports from the OECD, or the World Migration Report 2020 done by author Marie McAuliffe. In addition, the authors found a very relevant and recent report developed by UADE & Voices about the future perspectives in the young. This helped identifying the repetitive pattern that was found when selecting a destination to emigrate.

In addition to that, the survey contained questions about the destination selection process together with the reasonings behind it, a total of 198 participants got to answer

that question, providing helpful insights to compare with the literature review and attain this objective.

***O4: To study what are the benefits that international experiences provide and how they add value to a human resource.***

Studying the benefits that international experiences provide, given the justifications provided on Chapter 1, was a relevant objective that the authors wanted to accomplish with this study.

The authors are satisfied with the performance of this objective and determined that it had in fact been accomplished.

To undertake this objective, the research was primarily based on the results of the survey conducted, thanks to specific questions such as: Did you have international experiences? What were these experiences? This helped the authors to obtain valuable information from the participants.

However, that was not the only source of data used, in the literature review chapter the authors have compiled sources that talked about the benefits of international experiences.

More information about the results and sources used to meet this objective is found within the answer of the RQ4.

***O5: To find the industries where the idea of emigrating is most prevalent.***

Regarding this objective about the industries where the idea of emigrating is most prevalent, the authors had planned to analyze wherefrom was it, in terms of a professional industry, that most emigrants were coming from.

With this objective, the study could determine if there was any correlation between the idea of emigrating and the industries these professionals are working in. Nevertheless, the authors found some obstacles that hindered the ability to accomplish this objective.

For example, the authors were not able to find any secondary data relevant to the topic of emigration that talks about any correlation with industries, therefore the authors idea was to fulfill this objective directly from primary data, including questions that would let authors identify the industries to where the participants who had a desire for emigration belonged. Anyhow, although there were some results mentioned in Section 4 and 5, the authors considered them to not be sufficient answers to originate any conclusions.

Consequently, the authors establish that this objective has not been met.

***O6: To understand the foreseeable impact that this wave of knowledge emigration could have in Argentina's working environment.***

The authors determined that this objective was achieved, its purpose was to analyze and understand the consequences of the brain drain. Once that was clear, move into how it would affect Argentina and its environment of professional and skilled human resources.

Among the multiple sources consulted, the most relevant and selected were those referenced in the literature review.

For example, one of the first relevant sources that the authors found was a study made by Frédéric Docquier which focuses on international immigration, specifically on skilled migration and brain drains.

Another relevant author in this regard was found with Rasa Daugėlienė and she commented on the effects of the migration of skilled workers in the countries of origin both for the short-term and long-term migration.

To observe and analyze everything proposed by these authors and to reaffirm if their claims could also apply in Argentina, the authors decided to survey experts as a method to collect primary data and thus try to obtain an answer and understand in greater detail the reason young people decide to emigrate to other places for the well-being of their future.

***O7: To recognize the actions that can be taken by the Argentine industry to counteract the impact of a possible brain drain.***

This objective had the purpose of further analyzing the effects that the migration of skilled professionals had in their home countries (see Objective 6), by exploring the tools that local businesses had, to not sit stationary and instead act according to the situation, with the intention of reducing the negative effects that a brain drain could impose.

The authors encountered the answers they were looking for without much trouble, using secondary data from the literature review together with the insights provided by the industry experts in the interviews.

For example, the articles and studies referenced in the literature review went in detail about real cases in the world that show what measures could be taken to protect an economy from the effects of a brain drain.

With these results, the authors established that the objective was achieved.

## **5.4 Validation of Research Hypotheses**



The following hypotheses were thought at the beginning of this FRP. On this section they have been either validated or refuted according with the information previously provided.

***H1: Common factors such as economic and political situations remained to be the most relevant to Argentina's young professionals thinking about emigrating, besides the pandemic situation and its related factors.***

Using only the Survey carried out by the authors, it was found that this hypothesis is validated.

As mentioned in the RQ1, there are many factors behind the desire of young professionals wanting to emigrate. Through the survey carried out, it was discovered that out of the 185 of participants wishing to emigrate, 96.1% of the participants (179 of 185 surveyed) selected "Economic instability of Argentina". In second place, the authors found the political situation of the country, representing 67.58% of the answers (125 of 185 surveyed). This two are the main motivators.

What is more, when comparing the survey's results with the literature review of chapter 2, it was found the same motivators behind the reasoning of young professional's emigration, also justifying the affirmation regarding the validation for this hypothesis.

***H2: There is a big difference between what emigrants generally expect versus what the reality is from an actual emigration experience.***

The authors considered this hypothesis refuted.

Considering the results of this investigation, actually the authors saw that there are all kinds of cases. For example, when reviewing the interviews carried out with the young professionals who emigrated, from own research, there was one (Ramiro) that

fulfilled its expectations and found the experience to be even better. Three of them (Tobias, Lucia, and Mauro) found their expectations matching with the actual experience and finally 2 of them noticed a difference with their expectations (Renata and Micaela), with only Renata claiming to have had a “big” difference since her reality was far from what she expected.

The fact that only a few of them did not match with their expectations leads authors to think that, nowadays with all the information available online, migrants can form more realistic and not so false expectations. For example, Gabriel YouTube’s video in the literature review is a great tool for this purpose.

Also, the authors have noticed that this ability to create “realistic” expectations is more noticeable in formed professionals, since they are better at processing information in order to be more prepared. However, there will always be a portion of the future reality that is going to be unpredictable, such as global pandemics taking place unexpectedly.

***H3: Developed countries in North America and Europe, such as the United States and Spain, are the main destinations chosen by the young professionals who are considering emigrating.***

To validate this hypothesis, the authors have used data extracted from the survey carried out and the literature review.

To start with, the research carried out by UADE and Voices (see 2.3.3 Argentina migration Reasons) it showed the main two destinations chosen by the participants were Spain in first place with 25%, followed by USA with 11%. Compared with another graph provided by the ONU, the exact same results were shown.

While looking at the results of the conducted survey and measure it with the literature review, the authors found out that 73% of participants chose Spain as the main destination. USA is in second place with 56%.

The authors then can now validate that: “Developed countries in North America and Europe, such as the United States and Spain, are the main destinations chosen by the young professionals who are considering emigrating”

***H4: Having any type of international experience, such as International Study Programs, adds fundamental value to the formation of professionals. Networking, improving language skills, and learning to adapt to new cultural environments are the primary advantages acquired by young professionals.***

The authors decided to use the literature review and the survey question: “What are the advantages of having past international experiences when looking to emigrate? with the reason of validating this hypothesis.

Firstly, based on an article wrote by “Hablemos de Turismo” (see 2.3.5 “Benefits of international experiences”) it showed 7 benefits that having international experiences adds fundamental value to the formation of professionals. Moreover, another article wrote by “Information Planet” agreed by those 7 benefits and added 3 more. One of them being that you will enhance your professional profile, improve your knowledge, and this translates into a better curriculum vitae. This will make you one of the best options to choose from.

Secondly, based on the survey carried out, the authors found out that the primary advantages of having international experiences are “Improving language” 63% (83), in second place “Understanding a new culture” 47% (64) and “Improving social skills” 32% (44).

The authors were able to affirm that this hypothesis is valid because they had compared the benefits portrayed in the literature review with the benefits obtained from the surveys and found consensus.

***H5: There is not one specific group of industries in which that idea is more prevalent. Instead, this recent push for emigration is affecting the entire population of professionals, disregarding the industry they are members of.***

Analyzing the information gathered throughout the research, the authors concluded that there is not enough, to validate nor refute this hypothesis.

***H6: Talented professionals who are emigrating from their home countries are an investment, either public or private, that their home country is not able to capitalize on. Argentina puts a lot of effort into public education, so they are a prime example of this issue.***

The authors consider this hypothesis to be partially validated. Although what it says is valid, the research showed that there are more effects being caused by the knowledge emigration, even there may also be advantages and not just disadvantages. Thanks to the sources of primary data, the authors were able to demonstrate it. (See 2.2.2 “Knowledge Emigration”).

***H7: The negative effects of a brain drain can be mitigated through businesses from Argentina offering better opportunities for native professionals.***

The authors arrived at the conclusion that this hypothesis is partially validated. For it to be true, it is fundamental that the government and the private sector make a combined effort to reduce the downsides of emigration of talent. When compared with the interviews with experts (see 4.3.2 “Interviews with Experts”), the authors arrived at

the same conclusion: the government must improve the infrastructure of the country, strength the bases of the economy and increase the opportunities for professionals.

Once that happens, organizations can start working on a strategy to mitigate the negative effects of a brain drain scenario, and even capitalize on some of its advantages mentioned in RQ 6.

## **5.5 Limitations**

In this section the authors have clarified the limitations found alongside the Final Research Project.

The first limitation encountered is related to the RO 5. The authors were not able to find any relevant source of secondary data to properly achieve Objective 5 and thus Hypothesis 5.

The second restriction found is related to the size of sample. The authors were not able to find a bigger sample of professionals, as a result, they had to add future professionals to the unit of analysis.

Another limitation was the short amount of time given. The authors only had 4 months to prepare the thesis. If it had been possible, the authors would have developed the subject in much more depth and conducting a larger survey to reach more people to extend the analysis of the results.

The authors tried contacting various research sites via email, to acquire more specific information but there were no answers on their part. What is more, many reports that could have been helpful, to access them, you had to pay.

## 6. CONCLUSIONS

This chapter had for objective to provide conclusions that the authors had reached after all the research carried out. In order to achieve this, a brief review was made with the results obtained during the research work. This chapter has been subdivided into the following sections (6.1) Conclusion 1, (6.2) Conclusion 2, (6.3) Conclusion 3 and finally (6.4) Final Words.

After all the research made, the authors reached 3 conclusions that were based on the completed objectives. First conclusion was about the reasons behind Argentinian young and future professionals' idea of emigration, and it was the result of the combination of objectives 1 and 3. In the second conclusion it was analyzed the factors that influence the difference between expectation and reality, made in base of the mixture of objectives 2 and 4. Finally, the third conclusion shows the Impact of Knowledge emigration on origin country and measures to avoid it, using the findings of objectives 6 and 7.

## **6.1 Conclusion 1: Thoughts behind Argentinian young and future professionals' idea of emigration.**

According to the survey carried out by the authors, 185 out of 263 participants held the desire to emigrate, representing the 70.3% of the sample. The objective of this section is to gather the information that the authors obtained during their research and provide a concrete conclusion regarding the main reasons behind this idea during the pandemic, and if the corona virus affected them.

The desire to emigrate is not something new in developing countries and underdeveloped countries, millions of people believe that if they move to another country, they will have a better future. Through history, the Human Being has always emigrated from one place to another, either to avoid danger or to seek new opportunities, but always with the aim of achieving a better future.

Throughout the investigation, the authors found out that the emigration drivers could be “push”, meaning the reasons are given by the country of origin or “pull”, the reasons are given by the country of destination. The most common “push” factors are the country’s economy as well as the lack of development opportunities for young people. Moving toward the “pull” factors, it was very clear that the number of opportunities given by the country of destination for professional's development had a fundamental weight when deciding to emigrate. Taking as an example sections 2.2.7 and 2.3.7, future professionals and young professionals were more attracted to “cutting-edge companies” like Google, Apple, and Netflix, since they are the companies that offer the most opportunities to exploit the potential of young people.

Now, did the pandemic affect the reasons why future young professionals in Argentina wanted to emigrate? According with the survey carried out by the authors, it was found that the top reasons did not vary, as it was the case that took place during the

yellow fever epidemic in 1871, as the people started to emigrate because from the cities to avoid the disease (see section 2.3.1). In the first RQ answered in section 5.5.2, it is visible that in Argentina, the main reason to emigrate is the economic situation since 175 out of 185 (96,1%) surveyed selected this as their main reason. In second place, with 125 out of 185 (67,85%), was country's political instability and security in third place with 115 out of 185 (62,2%).

Regarding the main destinations chosen by the surveyed (see section 4.2.15), the authors found out that developing countries were the most common answers, being Spain the most popular with 135 out of 185 (73%), USA in second place with 103 out of 185 (56%) and Italy with 58 out of 185 (31%). As mentioned, the reasons behind the desire of emigration towards these countries, were pull factors. According to the survey's results (see section 4.2.16) "Economic stability" was found out to be the number one chosen option with 125 out 185 (68%), "Career development opportunities" in second place with 81 out 185 (44%) and "Culture" with 66 out of 185 (36%).

Taking everything into considerations, authors came upon the conclusion that the desire of emigration that young and future professionals had, arises from a combination of both "push" and "pull" factors, having the first ones a major importance. The effects that took place in the Argentinian economy caused by the pandemic (see section 2.3.5), made it to be still the main reason "pushing" young professionals to seek out for career development opportunities in high-income foreign countries.



## **6.2 Conclusion 2: Factors that influence the difference between expectation and reality.**

From the moment a Future/Young professional has had the idea of emigrating between their plans, a lot of expectations on how the experience is going to be, starts to take place. These same expectations were influenced by past experiences from other people or even own experiences such as vacations or school/university exchange trips.

According to the survey carried out by the authors, it was asked if having an international experience had affected positively, negatively or had not affected at all their desire of emigration (see section 4.2.13). The results were surprising because, out of the 136 participants who answered this question, none had felt that these types of experience affected the idea of emigration in a negative way. 88% of them claimed to have had a positive impact in the idea of emigration after having an international experience before and the remaining 12% said it did not affect them at all. The authors believed that the reason behind it, was that the majority of those who had past “international experiences” were mainly vacations, 115 out of 136 (see section 4.2.12), which meant they did not really experience what living in another country was.

Furthermore, authors conducted interviews with people who had emigrated. It was discovered that the majority of them have had an experience that lived up to their expectations (see section 4.3.1). These results differed from the information gathered in the literature review. As Gabriel Herrera said *“it is common to see emigrants have lots of expectations regarding the outcomes on their decision to emigrate, sometimes even becoming fantasy-like”* (Herrera, 2018) (see section 2.2.8). For example, in terms of acquiring a job, Gabriel expressed that many believe they will get a job within the first week of arrival and it cannot be further from the truth. Another example was being able to travel a lot. Even though one can get cheap flights on a low-cost airline like Ryanair,

considering all the costs together will end up being an amount of money which could be needed for settling in the new country. The expectation of having your family to visit you was another false expectation, especially for families residing in Latin America where airplane tickets could cost up to \$1.000 USD. Finally, there was the expectation of being able to help your family back home by sending them money. As mentioned, the money earned will be necessary to secure housing and cover all the expenses of getting settled and organized.

The authors determined that this happened because Gabriel refers to the emigration of non-professional persons, while the focus of the authors was the emigration of young and future professionals. The people interviewed that left the country (see section 4.3.1), did it with a plan in mind (serious job offers or studies), therefore they were already aware of what they were going to find. One thing that everyone experienced were the “cultural shocks” such as Micaela (see sections 4.3.1.6) that had experimented on first-hand the punctuality of German people, or the cases reviewed in section 2.3.4, were the testimonies agreed that the way that personal relationships in foreign countries works differs from how they work in Argentina.

To conclude, the authors had found that the difference between expectation and reality vary depending on the level of preparation that each person had before emigrating and on what they based their expectations on. Finally, it was discovered that those unexpected situations that the migrants faced were common and repetitive among them, for instance almost all the interviewees went through a cultural shock.

### **6.3 Conclusion 3: Impact of Knowledge emigration on origin country and measures to avoid it.**

Knowledge emigration is the exportation of knowledge through the movement of professionals across national borders. Another term often used to refer to the same situation is “brain drain”. Daniel Zatti, who is a financial analyst in “Baker Hughes” a GE company, defined this term as *“The emigration of a set of a number of highly trained and skilled people to a different country”* (Zatti, 2019). This is a huge problem for any country, nonetheless those that are most affected are developing and underdeveloped countries, since they do not have the means / tools necessary to retain professionals. This is a very sensitive issue for underdeveloped countries as they are losing young talent that could help improve the current situation in their respective countries.

Zatti claims that: *“If there is no opportunity in that given country, they wouldn't be able to help anyway, and it makes more sense for these people to leave and seek opportunities outside and maybe come back one day with more experience”* (Zatti, 2019).

But what are the causes of “Knowledge emigration”? According to the dataset gathered in the literature review, in the case of Latin America, it was divided into two groups: internal and external factors. Regarding the first ones, they were divided into 4: Frustration in life expectancy, frustration in personal fulfillment, generational mandate linked to the community of the migratory chain family and access to information about options abroad. When talking about the external factors, they were also divided into 4: Lack of alternatives for occupational achievements, social uncertainty about the economic future, general security in the face of the growth of violence and unsatisfied basic needs.

In the interviews with experts, the authors asked them “What impact can this situation (brain drain) have in the Argentine labor market?” (See section 4.3.2) It was not

found any advantage on brain drain, all interviewees only mentioned disadvantages (see section 5.2 Q6). Experts mentioned the loss of investment on education and the decrease in job demand as the downsides of this situation.

However, if the right measures are taken, the brain drain can be avoided or reversed, in section 5.2 Q7, the authors had provided examples of countries that were able to sort out this situation. All these countries had emphasized on the improvement of infrastructure and the increase of the opportunities offered to professionals, at the same time that they identified their weaknesses in order to apply more specific solutions. The case of Taiwan is a good example, because the country had identified their 3 main weaknesses (their communication channels with professionals, the lack of investment in local work force and their infrastructure) with the objective of applying specific measures to reverse the knowledge emigration.

In the interviews with experts (see section 4.3.2), it was asked “Do you think that companies could remedy or try to avoid this situation? How?” with the aim of having a better understanding of what companies could do to avoid knowledge emigration. The interviewees had agreed that in order to retain talent, companies must offer better salaries, more employee benefits and the possibility of vertical development within the organizations.

In conclusion, although it was found that it is difficult that young and future professionals start emigrating once the restrictions are fully lifted, since this reason was not found as one of the main motives that prevents them from realizing the idea (see section 4.2.10). The authors believed that it is important that the country begins to implement measures to prevent the situation from further worsening. As we could see during the research, historically Argentina was a country with more immigrants than emigrants, but due to the situations that the country went through in recent years, this

trend was changing until it was reversed. Situation aggravated by the pandemic, so if the country wants to avoid an uncontrolled knowledge migration in the future, it must start to take measures to improve the economic situation, which is the main reason why people want to leave.

## **6.4 Final Words**

As final words the authors can say that after the search and collection of multiple sources, and the realization of surveys and interviews to a representative sample of the unit of analysis of this research, this document serves to deepen the understanding of migratory movements, specifically those that are currently taking place among young professionals and future Argentine professionals.

The overall result presents a tool to understand not only the personal motivations that lead this group to want to emigrate, but also the relevance of international experiences and the way in which they influence to make that decision. In addition, this study managed to expand on the notion of "Expectation vs Reality" through the compilation of real cases of young professionals who emigrated from Argentina.

And finally, it will be a useful resource for those companies or institutions that want to obtain more information about the impact that such a phenomenon leaves on the country of origin, especially in the case of Argentina, and to educate themselves in terms of the tools available to know how to face it.

Considering the above, the authors believe that this research can act as a solid foundation for those who wish to continue researching the subject in the future, since it presents useful insights about the aspects already mentioned.

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