



ILERA **AFRICA** 9th Regional Congress

26 - 29 September 2021



Charis Vlados- Theodore Koutroukis- Dimos Chatzinikolaou

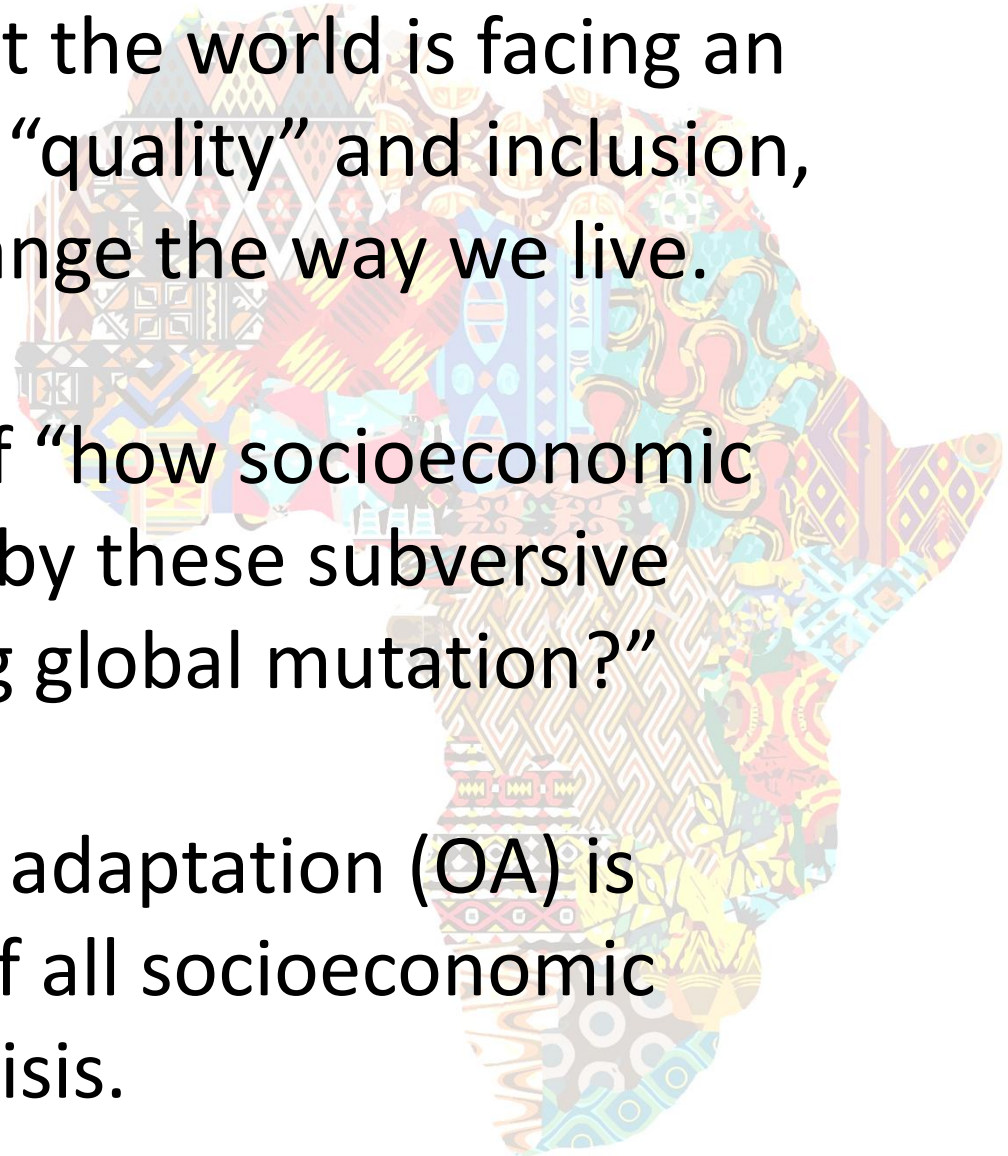


Post-COVID-19 era and Fourth Industrial Revolution: Contemporary trends in labor relations and organizational adaptation

ually becomes evident that the world is facing an
precedented crisis in terms of “quality” and inclusion,
is about to irrevocably change the way we live.

ality raises the question of “how socioeconomic
ations strongly impacted by these subversive
may adapt to this growing global mutation?”

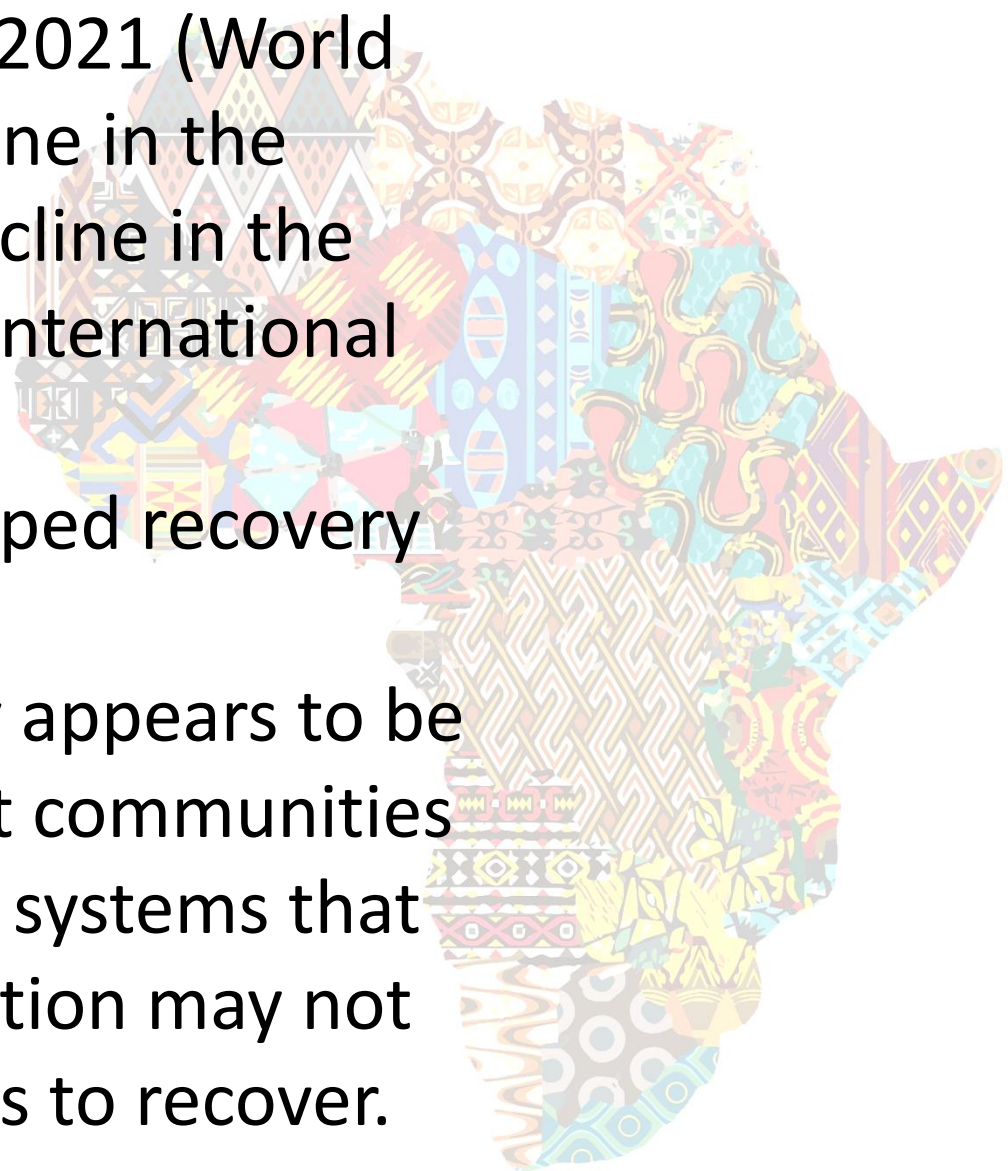
clude that organizational adaptation (OA) is
al for the future growth of all socioeconomic
ations impacted by the crisis.



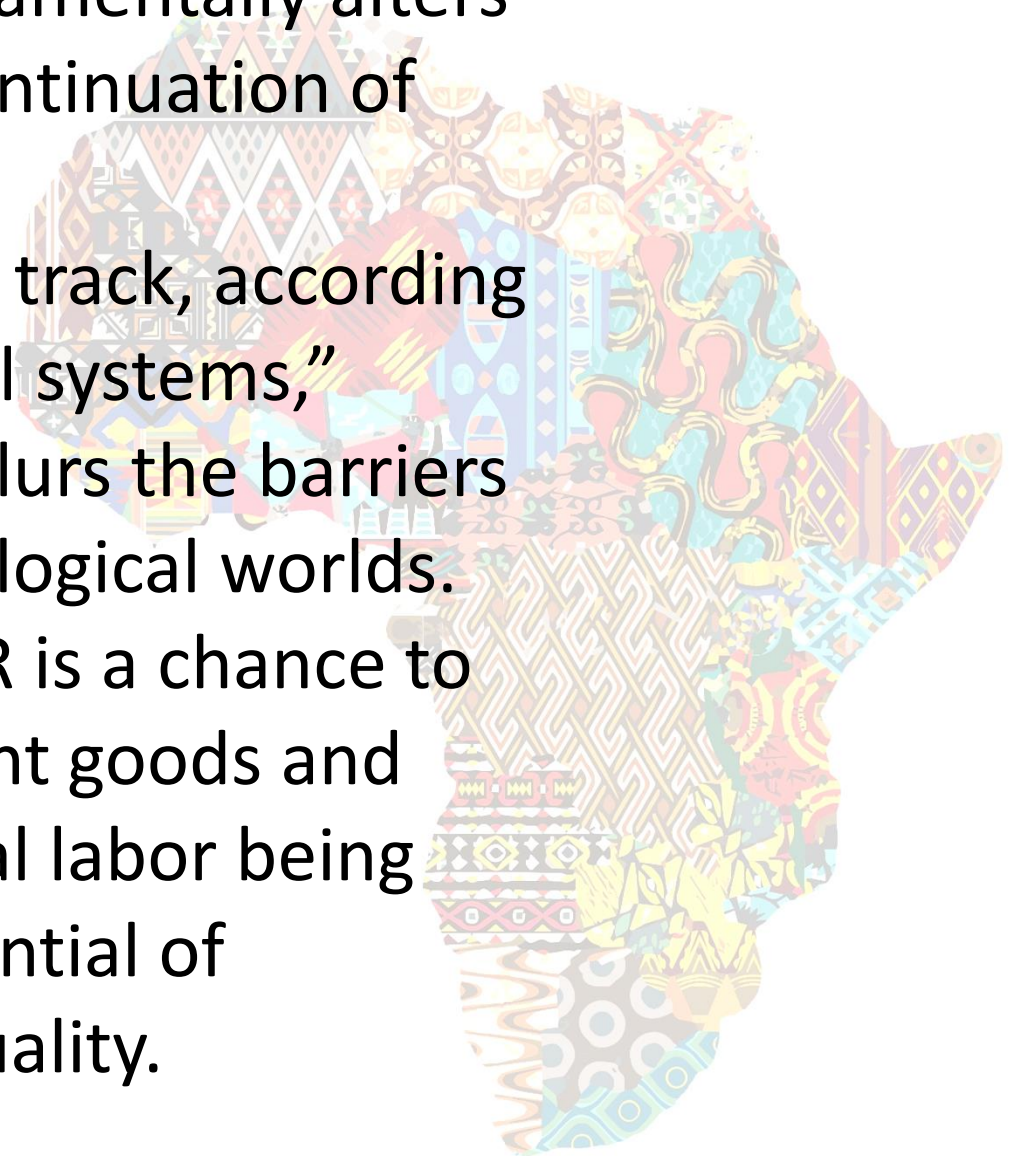
roduction shrank by 3.5 % 2020, as noted in
d Bank's revised report for 2021 (World
21). There was a 4.7 % decline in the
l economies and a 1.7 % decline in the
g market economies, while international
e dropped by 8.3 %.

D (2020a) predicted a V-shaped recovery
a sharp drop in 2020.

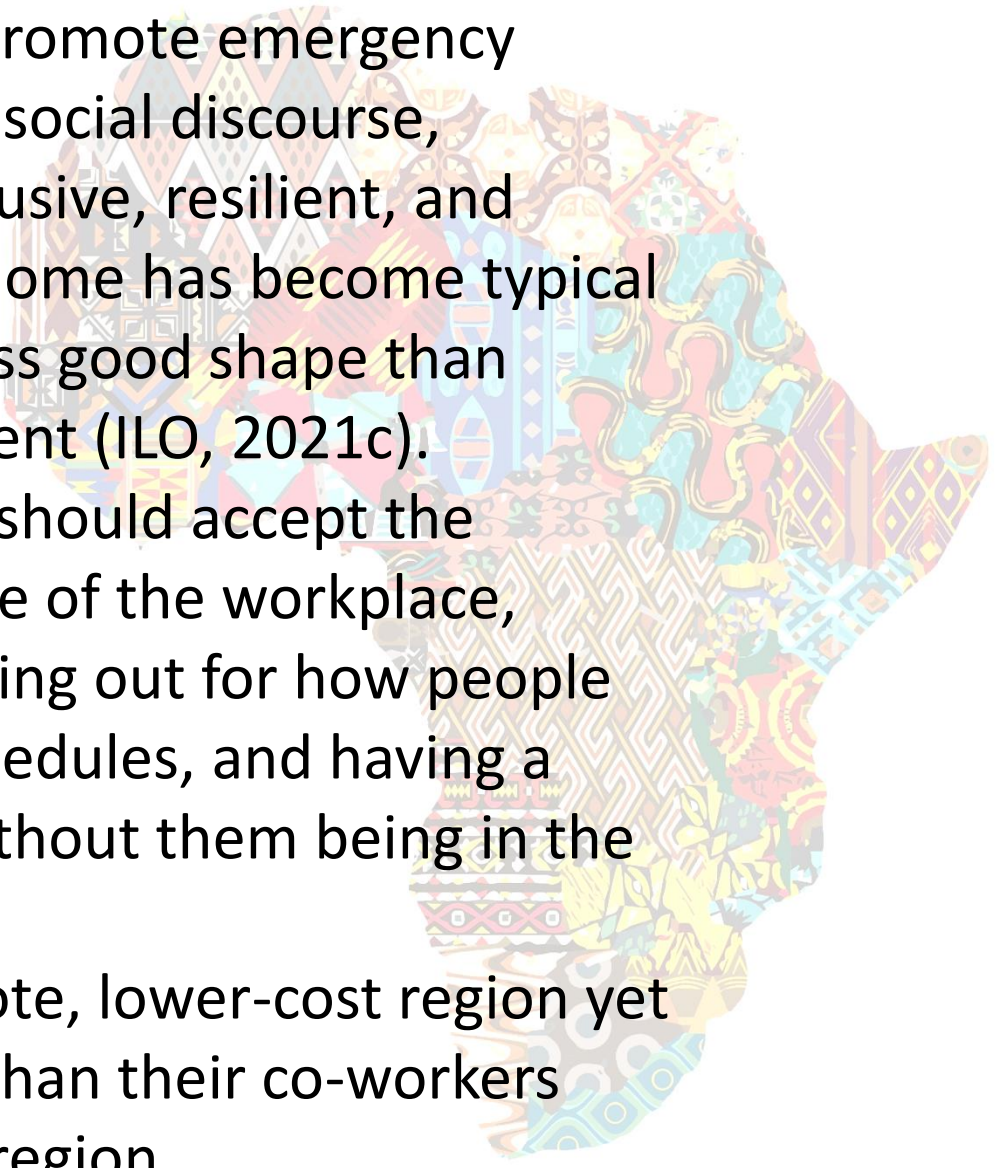
ately, an L-shaped recovery appears to be
likely outcome for different communities
s-developed socioeconomic systems that
ence, flexibility, and innovation may not
en international trade starts to recover.



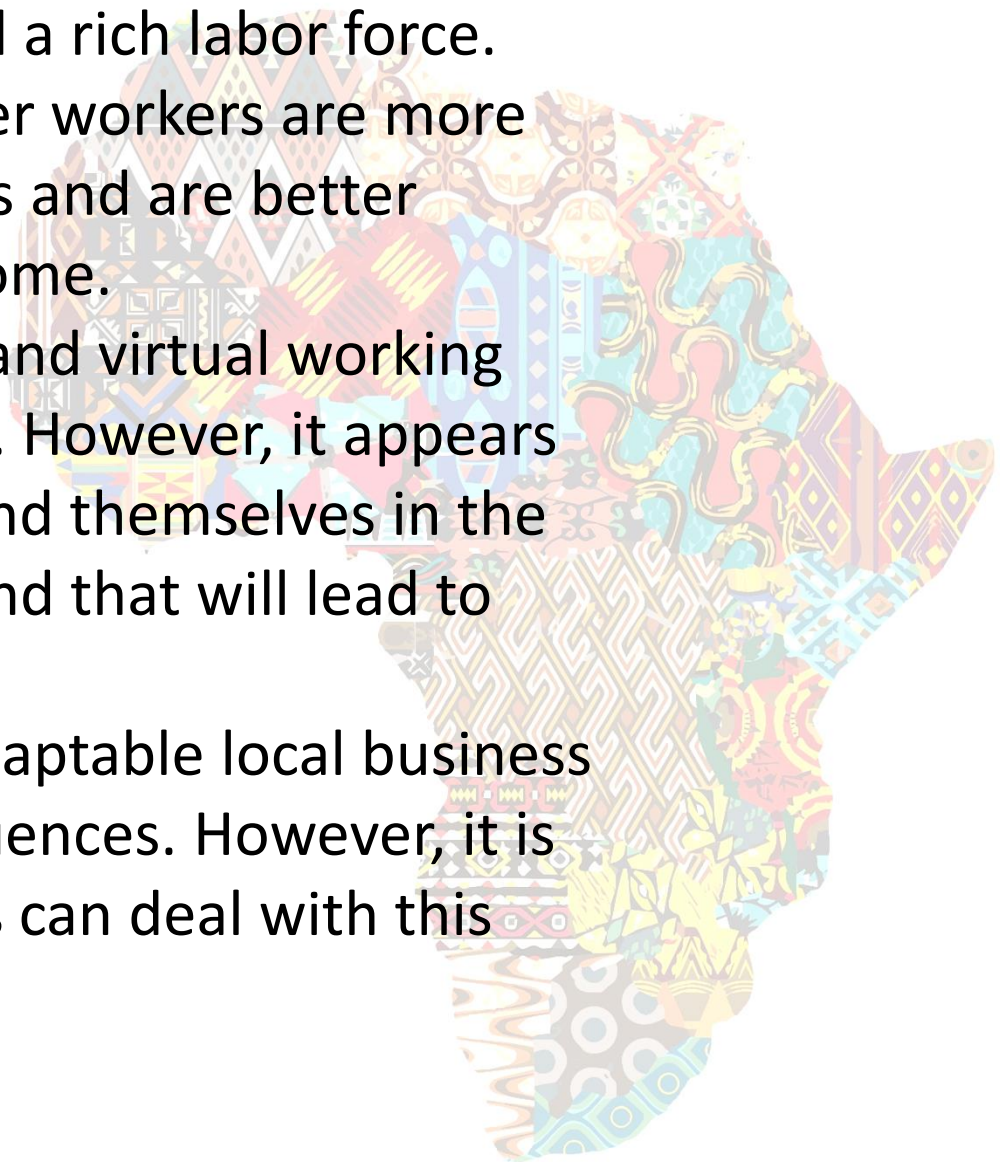
to Schwab (2015), our world faces a
y revolution (4IR) that fundamentally alters
ve and work. The 4IR is a continuation of
dvances in human history.
striking phenomena on this track, according
erts, are the “cyber-physical systems,”
a fusion of elements that blurs the barriers
he physical, digital, and biological worlds.
016) points out that the 4IR is a chance to
me and diffuse cost-efficient goods and
long with the risk of manual labor being
y automation and the potential of
societal tensions and inequality.



and challenges in labor relations can be outlined
g the global socioeconomic system's shifting environment.
ILO (2021a), governments must promote emergency
plans through processes based on social discourse,
a world of work that is more inclusive, resilient, and
e. Apart from this, working from home has become typical
workers, leaving trade unions in less good shape than
in the face of this new environment (ILO, 2021c).
ig event of COVID-19, employers should accept the
handling employee stress outside of the workplace,
ntion to health and safety, watching out for how people
ning, modifying their working schedules, and having a
way of controlling employees without them being in the
ion.
y, employees who work in a remote, lower-cost region yet
er-cost areas would be paid less than their co-workers
ute from outside the lower-cost region



orkability disparities (digital divide) have resulted in
age variations. The digital age may see the emergence
labor classes: a working poor and a rich labor force.
, recent research shows that older workers are more
w COVID-19 preventive measures and are better
digital skills if they work from home.
sses are combining face-to-face and virtual working
apt to the changing environment. However, it appears
cant number of employees will find themselves in the
future in lower-paying jobs, a trend that will lead to
gnificant inequities.
mpetitiveness sectors and less-adaptable local business
will face the most severe consequences. However, it is
now socioeconomic organizations can deal with this
achieve higher performance.

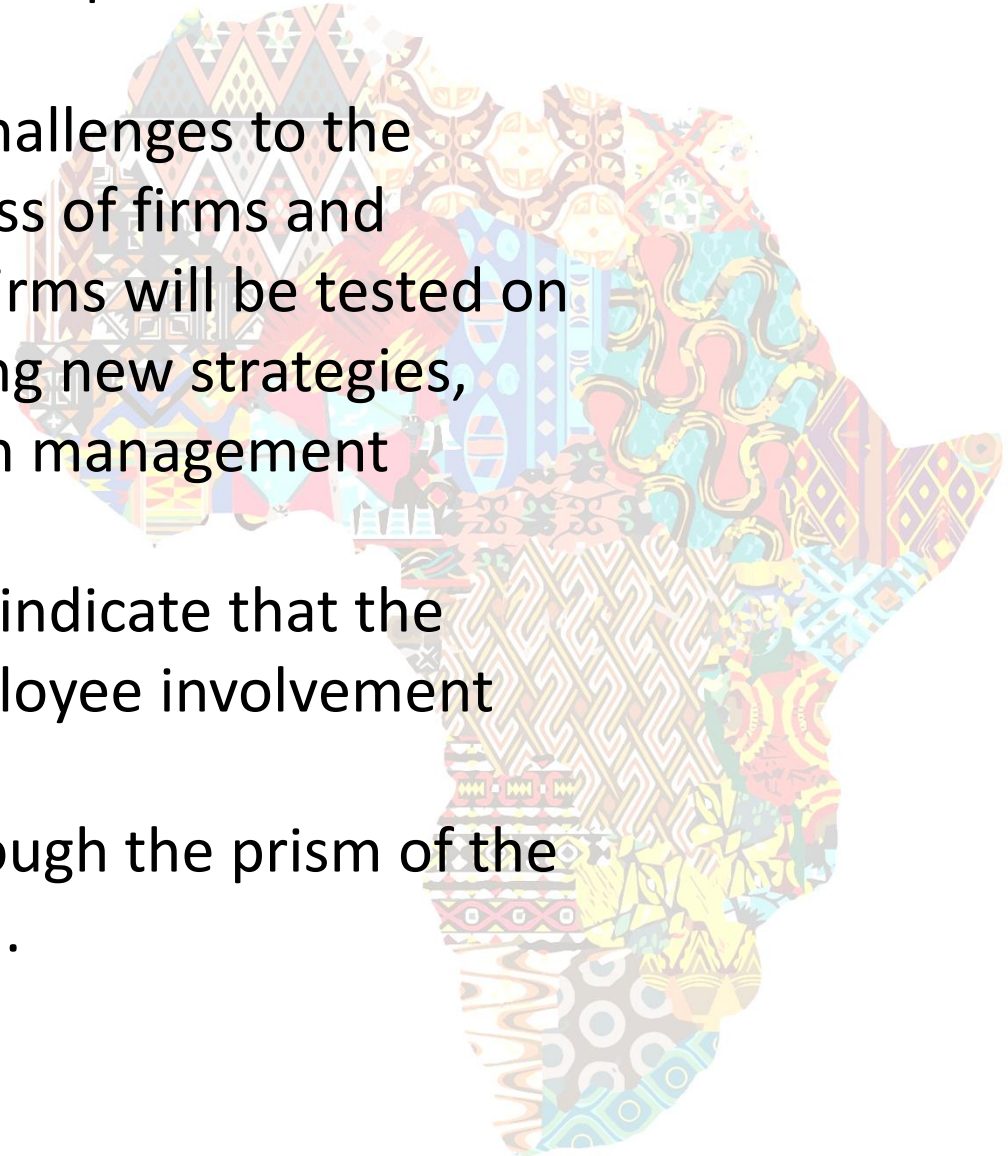


ries all over the world have structural weaknesses that comparative development and competitiveness

ped economies will face direct challenges to the o-level, meaning the adaptiveness of firms and small and medium ones. These firms will be tested on innovate and survive by designing new strategies, new technology, and using modern management

on into the firms' micro level will indicate that the led to more possibilities for employee involvement onal improvements.

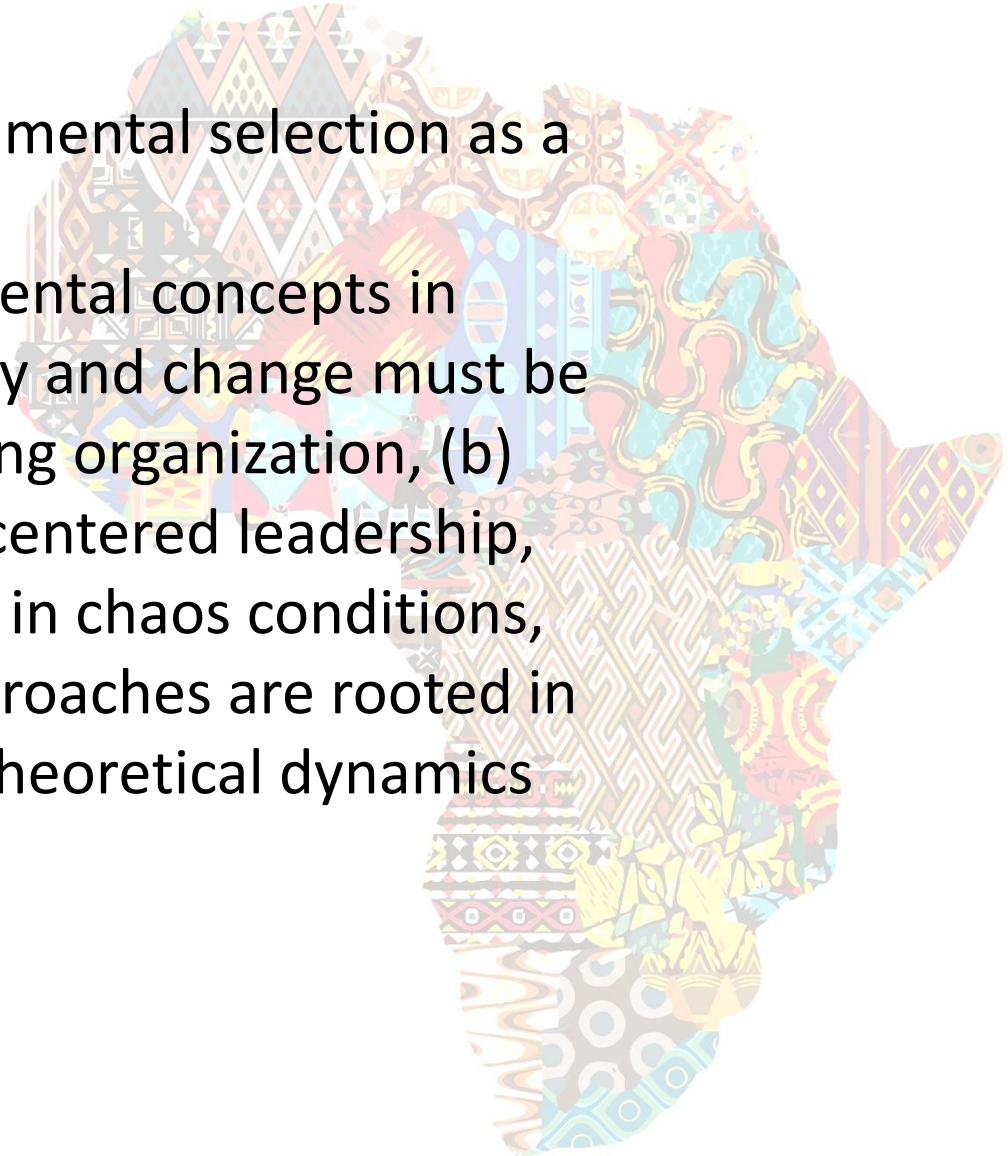
nal changes must be viewed through the prism of the vation before being implemented.



t a new organizational adaption framework is
ttle attention has been given by the 4IR literature and
labor relations literature.

ressed in the light of this environmental selection as a
t during the pandemic.

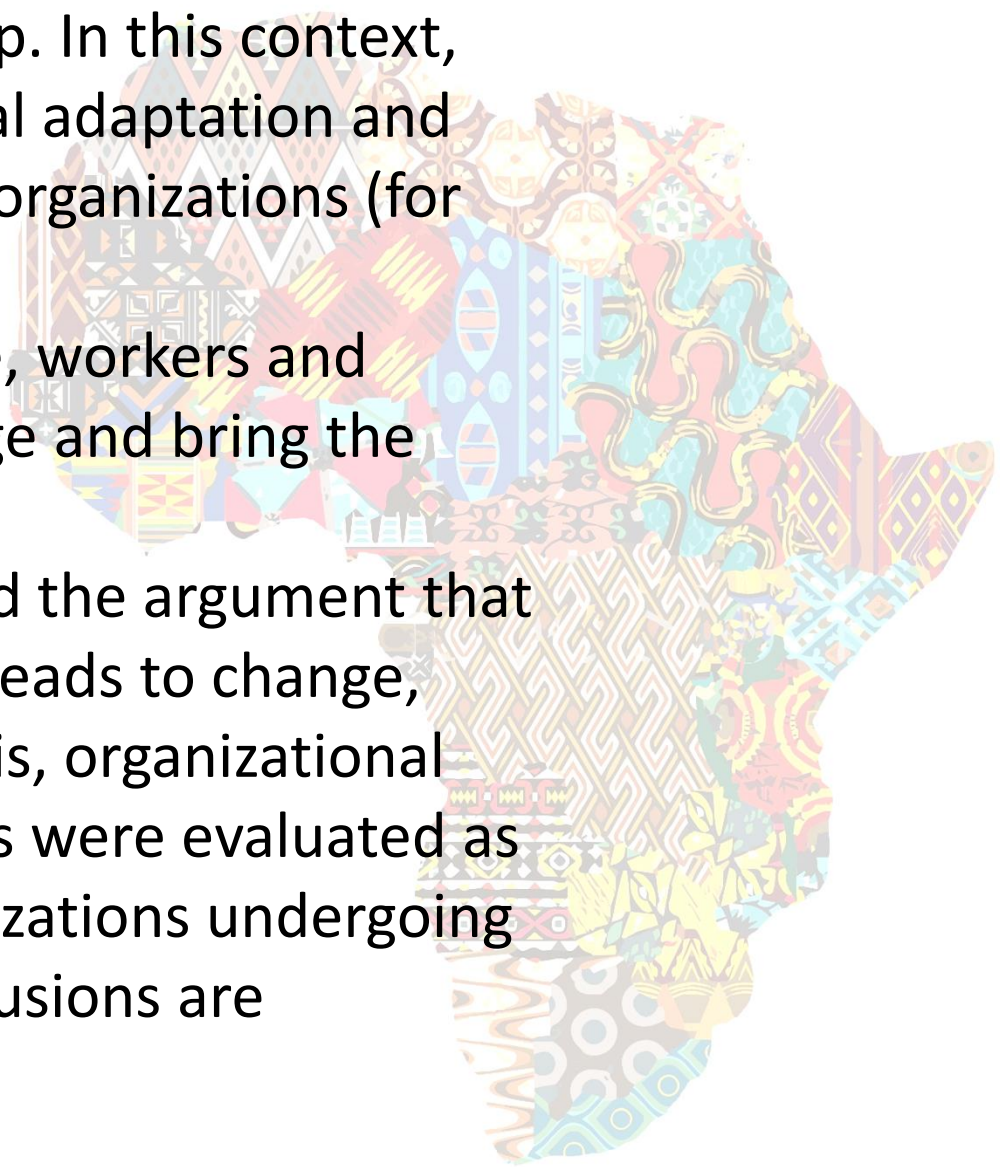
VID-19 age, some of the fundamental concepts in
ctice of organizational adaptability and change must be
ositioned, such as the (a) learning organization, (b)
n's reinvention, (c) the principle-centered leadership,
tional balancing, (e) the strategy in chaos conditions,
relative SWOT analysis. These approaches are rooted in
lthough they can offer valuable theoretical dynamics
ost-COVID-19 era.



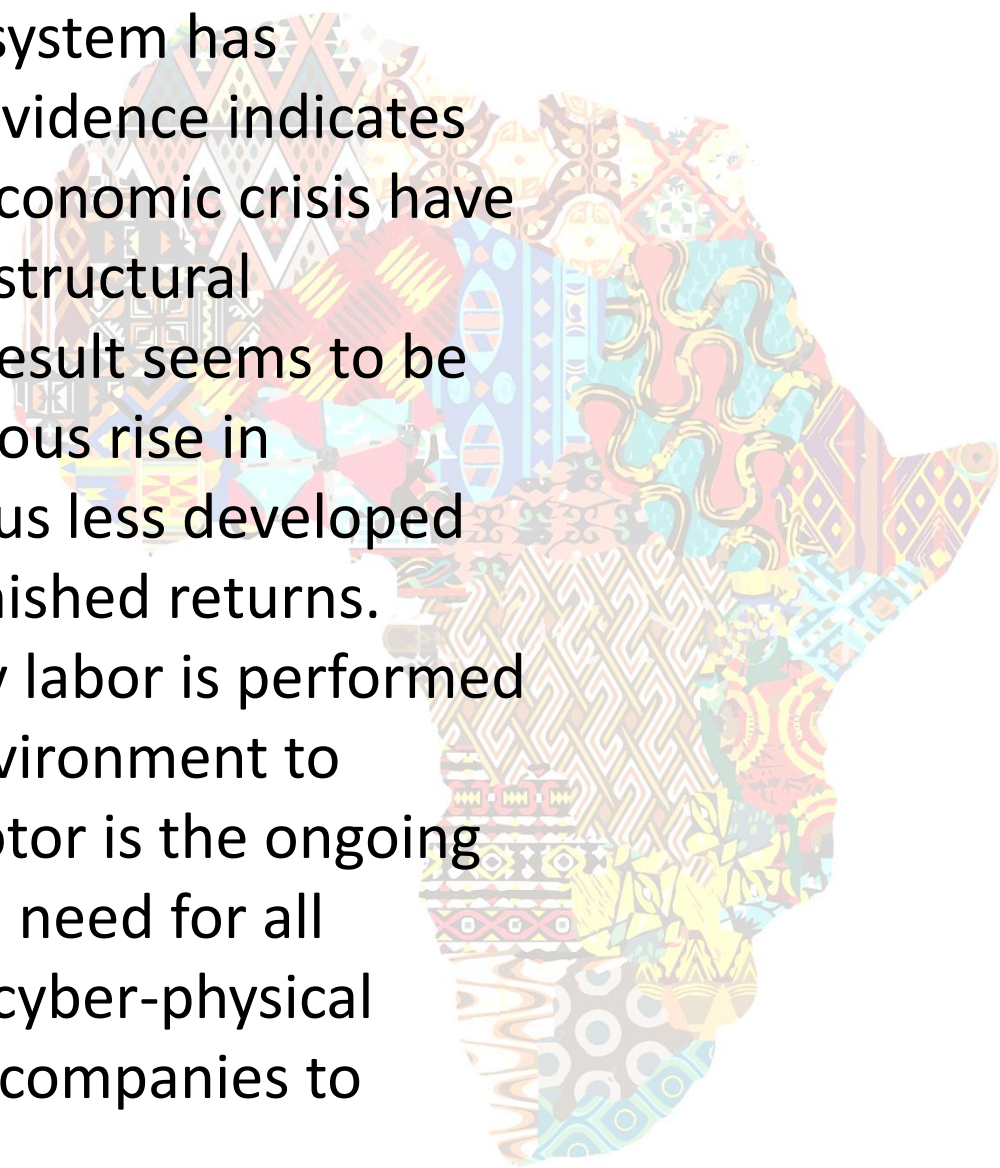
At the rise of the 4IR is speeding up. In this context, a core idea was that organizational adaptation and management could help socioeconomic organizations (for employers and trade unions).

Successfully into the post-COVID-19 age, workers and management need to use new ways to foster change and bring the transformation within the company.

For getting out of this crisis involved the argument that innovation is needed; this innovation inevitably leads to change, which must be adequately handled. Based on this, organizational change management approaches were evaluated as instruments for all socioeconomic organizations undergoing transformation today. Thus, the conclusions are



D-19, the global socioeconomic system has significant changes since recent evidence indicates 2019 and the accompanying socioeconomic crisis have led to an unprecedented recession and structural changes. In contrast, the probable growth result seems to be a stagflation crisis with a simultaneous rise in unemployment and inflation will cause various less developed economic systems to face prolonged diminished returns. As the pace of technological change has increased its pace, the way labor is performed is also changing, forcing the working environment to undergo significant changes. The primary motor is the ongoing digital transformation, which appears to be a need for all economic systems, with the spread of “cyber-physical systems” forcing less adaptable workers and companies to acquire new skills and knowledge to keep up.



particular focus must be placed on the need for micro-
organizational adaptability (and thus survival), produced and
the dynamics of innovation and the respective
mechanisms. The emerging new environment
require a significantly differentiated approach to
development. All socioeconomic organizations
(of size and sectoral scope) must improve their
biological, and managerial dynamic to innovate and
emerging global environment, and this organizational
innovation seem to require effective change

