

# **Employment Relations System vis-à-vis Global Competitiveness: Perspectives From Select African Nations and Ramifications apropos COVID-19 Pandemic**

Dr Partha Sarkar

Professor, Department of Business Administration (Human Resource)

The University of Burdwan, India

## **Abstract**

*The present paper examines the nature of relationship between employment relations (ER) and some socio-economic aspects of select African nations on the basis of index-based data available from secondary sources. There are four facets that this paper tries to highlight on the basis of nation-wise data on the select African nations. First, it examines the nature of linkage among the identified aspects of ER. Secondly, the paper examines the nature of linkage among the identified aspects of ER and certain socio-economic aspects. It has been observed that there is a specific pattern of relationship in the context of the first and second facet. Thirdly, the paper maps the position of the select African nations based on a computed composite ER score and competitiveness index. Finally, the paper tries to contextualise the findings in the light of the COVID-19 pandemic.*

## **Introduction**

Employment relations (ER) system signifies the premeditated alignment between the employers, employees and regulatory forces wherein the actors operating in the market, institutions and “actors’ choice” have a substantial role to play and significantly influence the relations (Gardner & Palmer, 1997; Behrens, 2013). At the macro level, ER cannot be dissociated from the external influences and contexts of a nation. In the context of a nation, 'good' ER signifies prevalence of industrial peace among actors and especially between, management and unions, maintenance of law and order, effective wage settlement etc (Farnham, 2017). In this perspective, John T. Dunlop has propounded ER as a system in the light of the interface among the different actors, institutions, contexts in the backdrop of environment and ideology (Gennard, et. al. 2016). The model developed by Dunlop (1958) can be effectively utilised and improvised in contextualising ER in the light of the present-day perspective in general and the emerging paradigm of COVID-19 in particular. This can be related to other issues that are associated with the socio-economic facets of a nation like competitiveness, subjective well-being, business regulation and openness at the

national level, etc. In the light of this perspective, the basic objective of the present paper is to examine the nature of relationship between ER system at the national level with certain socio-economic facets with respect to select African countries on the basis of secondary data sources. The entire exercise has been undertaken on the basis of the nation-wise objective values and index values of the select African nations obtained from secondary data sources. The nation-wise data has been primarily drawn from the Global Competitiveness Report 2019 (Schwab, 2019) and other sources. The issues prevailing in the socio-economic milieu of the nations have been contextualised in order to examine and re-examine the system and the concomitant relationships. Finally, the contextual perspective emerging out of the outbreak of COVID-19 has been examined in order to observe how the global pandemic influences the ER system mainly with respect to loss in employment. The paper has been constructed from a mixed research method approach wherein on the first hand the relationship between employment relationship and socio-economic aspects has been examined based on quantitative research method. Secondly, the same has been validated, reconceptualised and contextualised qualitatively in the light of the changes in context arising out of COVID-19.

### **Theorisation and Contextualisation**

Linkage between ER and socio-economic aspects has been analysed by some researchers from different perspectives and contexts (Lee & Lee, 2003; Bhattacharjee & Ackers, 2010; McDonough & Dundon, 2010). However, from a holistic perspective, ER system is heavily dependent on the nation-specific contextual factors which need to be considered in order to contextualise ER from a macro perspective. According to other experts, “the key environmental forces, institutions, processes, and relationships” are related with the ER system (Kaufman, 2004:71). In the contemporary perspective, ER system has been heavily influenced by the COVID-19 pandemic on

account of changes in environmental forces, redesign of business, work processes, etc. Experts have provided an insight on the business dimension of the COVID pandemic and the concomitant obligations of organisations which have ramification for ER (Levin-Scherz and Allen, 2020; Reeves, Lang, and Carlsson-Szlezak, 2020). Existing literature identifies various aspects of the impact of COVID-19 with reference to nations in general and African nations in particular (Hilson, 2021; Lopes and Velde, 2021; Sarkar, 2019). These would be effective in contextualisation of COVID-19 in the light of the relationship between ER and socio-economic aspects. There has also been increasing expectation from stakeholders of companies to be more responsive towards the community which has ramifications for ER as well. In the present-day paradigm and in the post COVID-19 period, employees' line of orientation, safety and health concerns at workplace need to be given utmost priority and, in this perspective, macro-level ER comes into sharper focus.

The Global Competitiveness Index (GCI) provides an effective insight of nations on the basis of several "pillars of competitiveness" that signify continuing and crucial factors of economic development and prosperity of nations which in other way pave the way for achieving competitiveness (Schwab and Sala-i-Martin, 2017). The GCI-2019 is comprehensive and all-inclusive in nature and comprises 12 pillars namely, Institutions; Infrastructure; ICT adoption; Macroeconomic stability; Health; Skills; Product market; Labour market; Financial system; Market size; Business dynamism; and Innovation capability. Particularly, Labour market pillar comprises several aspects associated with ER. The Labour market comprises two sub-pillars named as "Flexibility" and "Meritocracy and incentivization". Under the Flexibility sub-pillar, there are eight aspects namely Redundancy costs, Hiring and firing practices, Cooperation in labour-employer relations, Flexibility of wage determination, Active labour market policies, Workers' rights, Ease of hiring foreign labour and Internal labour mobility.

## **Research questions**

The basic research questions considered in this paper are as follows:

- Can ER system of select African nations be understood on the basis of specific aspects?
- Can ER at an aggregate level be related to the important socio-economic aspects of African nations? In other words, what would be the nature of relationship between these two dimensions?
- Where do African nations stand on the basis of the form of relationship between ER and competitiveness at an aggregate level?
- How can the relationship between ER and global competitiveness be reconceptualised and contextualised in the light of the COVID-19 pandemic?

## **Methodological considerations**

The present paper is an objective and index-based study based on the values available from secondary data sources. The basic intention of the present paper is to contextualise and relate ER system with other socio-economic aspects of nations. As previously discussed, the global competitiveness index provides data on various aspects named as “12 pillars of the index”. Interestingly, the labour market pillar encompasses 12 aspects, majority of which are relevant towards objective understanding of ER at the national level. In the present study, nation-specific values for eight aspects under the Flexibility sub-pillar associated with labour market pillar have been considered. Additionally, from the Meritocracy and incentivization sub-pillar, one aspect namely, Pay and productivity aspect has been considered. Thus, in this present study, ER system of a nation has been conceptualised on the basis of the nine underlying aspects selected from the GCI. The relevant aspects that have been considered in the present study have been enlisted in table 1. In the context of the socio-economic aspects, four major popular indexes have been

considered in the study are (i) Global Competitiveness Index, (ii) Doing Business Index, (iii) Regulatory quality index and (iv) Subjective wellbeing Index. These provide objective understanding of effective formulation and implementation of policies and regulations on the part

Table1: Aspects of Employment Relations	
Aspects	Description as per GCI
Redundancy costs	Cost associated with the requirements of advance notice and severance pay due while a redundant worker is terminated computed on the basis of weeks of salary to be paid.
Hiring and firing practices	Based on the scores computed from executive survey signifying the extent to which regulations permit the flexible hiring and firing of employees.
Cooperation in labour-employer relations	Based on the scores computed from executive survey the perception regarding labour-employer relations? (Confrontational to cooperative continuum)
Flexibility of wage determination	Based on the scores computed from executive survey on wage setting ranging between a centralized bargaining process to each individual organisation
Active labour market policies	Based on the scores computed from executive survey signifying the extent to which labour market policies enable unemployed people to get reskilled and get access to new employment opportunity.
Workers' rights Score	Degree of protection of internationally recognized core labour standards.
Ease of hiring foreign labour	Based on the scores computed from executive survey signifying the degree to which restrictive regulations are prevalent relating to the hiring of foreign labour.
Internal labour mobility	Based on the scores computed from executive survey signifying the extent to which people move to other parts of the nation for professional pursuits.
Pay and productivity	Based on the scores computed from executive survey signifying the extent to which pay is related to employee productivity
Source: Adapted from Schwab, K., 2019. <i>The Global Competitiveness Report</i> , Geneva: World Economic Forum.	

of the government.

Table 2: Socio-economic aspects of nations	
Aspects	Description as per secondary data source
Global Competitiveness Index	Cost associated with the requirements of advance notice and severance pay when a redundant worker is terminated; computed on the basis of weeks of salary to be paid.  Source: The Global Competitiveness Report 2019, Geneva: World Economic Forum, available from <a href="http://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf">http://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf</a>
Doing Business Index	Objective measures of various aspects relating to business regulations for local firms in different nations  Source: Doing Business: Measuring Regulation, World Bank, available from <a href="https://www.doingbusiness.org/en/doingbusiness">https://www.doingbusiness.org/en/doingbusiness</a>
	Objective measure signifying the ability of the government to formulate and implement effective policies and regulations  Source: <a href="https://www.theglobaleconomy.com/rankings/wb_regulatory_quality/">https://www.theglobaleconomy.com/rankings/wb_regulatory_quality/</a>
Subjective Wellbeing	Subjective well-being, alternatively considered as happiness, signifies the degree to which an individual judges the general quality of life all together favorable. Data on subjective wellbeing (2017-19) obtained from The World Happiness Report 2021, Sustainable Development Solutions Network, Source: <a href="https://worldhappiness.report/">https://worldhappiness.report/</a>

In order to initiate the analysis, the intercorrelation among the 9 aspects of ER have been examined. The implications of the relationship based on correlation analysis has been explicated. This can be considered as horizontal integration among the aspects of ER based on the objective data of the Global Competitiveness index. Secondly, the relationship between the aspects of ER system and other socio-economic aspects comprising global competitiveness, doing business, quality of regulation and subjective wellbeing has been examined. The analysis has been undertaken with

the help of simple correlation analysis using Pearson's correlation coefficient. This has been preferred on account of its simplicity and ease of understanding.

Thirdly, the author intends to map the position of the identified African nations on a two-dimensional matrix by aggregating the aspects of ER. Here, nation-wise factor scores have been computed using the factor analysis and deliberating extracting a single factor score for a particular nation. Subsequently, correlation analysis has been carried out considering the aggregate ER scores and the socio-economic aspects. Thus, the pattern of relationship between employment relations Index and Global Competitiveness with respect to the selected African nations would be considered. The policy implications have been delineated. Fourthly, the findings have been contextualised in the light of COVID-19 pandemic. Here the effect on employment has been considered and the data on job loss has been obtained from ILO Monitor, Seventh edition.

The countries that figure in the list of African Union have been considered in the study (available from [https://au.int/en/member\\_states/countryprofiles2](https://au.int/en/member_states/countryprofiles2)). The countries for which the data for all the identified variables were not available, have not been considered in the list and have been dropped from the list. Eventually, data has been obtained for 38 countries from the list of African union.

### **Generic observations**

#### *Relationship among the aspects of ER: Horizontal alignment of ER aspects*

As previously discussed, an effort has been taken to examine the horizontal alignment among the ER aspects based on the data available from the GCI relating to the selected African nations. The values of statistically significant correlation coefficient have been tabulated in Table 3. It is evident from the table that among the nine aspects of ER considered in the study, there are two aspects namely Redundancy cost and Workers' right which do not have any statistically significant

relationship with the other aspects of ER. These two aspects therefore appear to be statistically insignificant in the context of the present research. Interestingly, cooperation in labour-employer relations aspect has statistically significant relationship with the maximum number of other aspects (six aspects). Thus, cooperation in labour-employer relations, as conceived in the present study has certain interrelated and underlying aspects with respect to the African perspective. Thus from a policy perspective, cooperation in labour-employer relations should be considered from an integrative perspective and the relevant aspects need to be considered.

**Table 3: Correlations among the aspects of Employment Relations**

	Hiring and firing practices	Cooperation in labour-employer relations	Flexibility of wage determination	Active labour market policies	Ease of hiring foreign labour	Internal labour mobility	Pay and productivity
Hiring and firing practices	1	.534**	.647**	.374*	.644**		.404*
Cooperation in labour-employer relations	.534**	1	.461**	.411*	.405*	.331*	.551**
Flexibility of wage determination	.647**	.461**	1		.711**		
Active labour market policies	.374*	.411*		1			.669**
Ease of hiring foreign labour	.644**	.405*	.711**		1	.354*	
Internal labour mobility		.331*			.354*	1	.449**
Pay and productivity	.404*	.551**		.669**		.449**	1

It can be observed from table 1 that the hiring and firing practices aspect has strong relationship with flexibility of wage determination signifying the prevalent approach in labour market which probably goes against the interest of workers and their protection and these two aspects are in unison with one another. Furthermore, it has also been observed that ease of hiring foreign labour, hiring and firing and flexibility of wage determination are strongly correlated with each other which signifies the current trend that gives employers the advantage vis-à-vis the decisions regarding the choices relating to employment of labour for satisfying their profit motives. Additionally, there is also a strong association between active labour market policies and pay and productivity. This signifies the fact that labour market policies that enable unemployed workforce

to get reskilled and get access to new employment opportunity would lead to better human capital thereby facilitating effective human resource development.

*Relationship between aspects of Employment relations and Socio-economic aspects of Nations*

As previously discussed in the methodology section, an effort has been taken to examine the nature of relationship between the identified aspects of ER and socio-economic aspects of nations using correlations analysis. The socio-economic aspects considered are Global Competitiveness Index, Doing Business index and Regulatory quality index. It has been observed that among the nine identified aspects of ER, only four aspects (Active labour market policies, Workers’ rights, Internal labour mobility, Pay and productivity) have statistically significant relationship with three socio-economic aspects (namely GCI, Doing business and regulatory quality). It is worth mentioning here that subjective well-being aspect does not have any statistically significant relationship with the identified aspects of ER. In view of low values of correlation coefficient, in general, we observe that the relationship between the aspects of ER and other socio-economic aspects is moderate to weak. This may be on account of the prevalence of nation-specific contingency factor that have a moderating effect on the relationship.

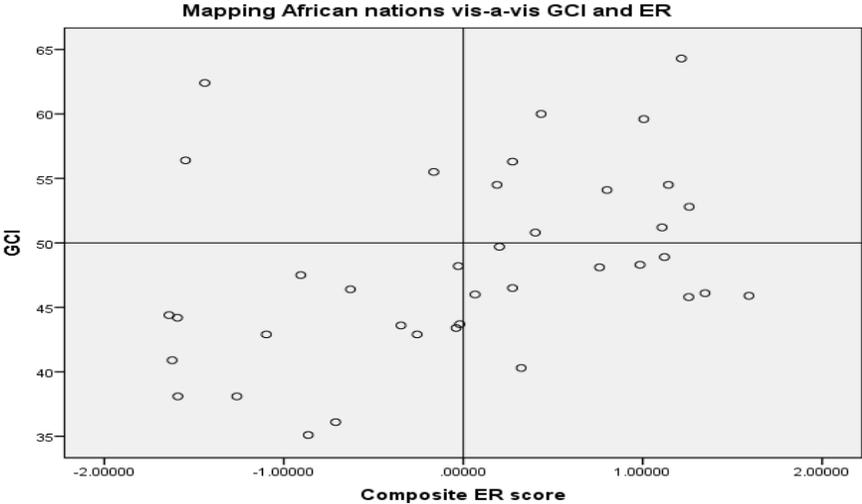
<b>Table 4: Correlations among the Employment Relations aspects and Socio-economic aspects</b>			
	Global Competitiveness Index	Doing business index	Regulatory quality index
Active labour market policies	.514**	.353*	.390*
Workers’ rights			.365*
Internal labour mobility	.339*		
Pay and productivity	.563**	.414**	

It can be observed from table 4 that Active labour market policies aspect has statistically significant relationship with the three identified socio-economic aspects. However, possibly due to the prevalence of contingency factors that are generally nation-specific, we observe that the

values of correlation coefficient are moderate. Nevertheless, it can possibly be averred that labour market policies that enable unemployed workforce to get reskilled and get access to new employment opportunity in a nation, actually act as enabler of competitiveness of nations. The results also reveal that protection of internationally recognized core labour standards has statistically significant correlation with regulatory quality signifying the relevance and significance of compliance to regulatory issues. Pay and productivity aspect has statistically significant relationship with two socio-economic aspects which indicates the fact that when pay is related to performance, it facilitates a nation to gain competitive advantage.

*Mapping African nations based on the relationship between composite ER score and GCI*

As previously discussed in the methodology section, an effort has been taken to map the positions of the select African nations on a two-dimensional matrix on the basis of composite ER score and GCI. It is worth mentioning here that among the socio-economic aspects considered in this study, only statistically significant relationship has been obtained between the composite ER score and GCI. Based on these two aspects, the positions of the nations have been mapped in figure 1. It is evident from the figure that there are four quadrants in the matrix. The first quadrant signifying low score on GCI and Composite ER comprises 15 nations. This quadrant includes countries like Angola, Ethiopia, Chad, Mauritania, Mozambique etc. This quadrant contains nations that have low scores on GCI as well as ER. From a policy perspective, there is



ample scope for these nations to reorient the ER aspects. In the second quadrant denoting high GCI and low ER, there are only three African nations. For these nations, there is scope on developing on the ER aspects. In the third quadrant, there are ten African nations, that have high scores on both ER as well as GCI. For these nations, the relationship between ER and GCI appears to be mutually reinforcing. African nations in this quadrant have a relatively advantageous position vis-à-vis ER-GCI alignment. This quadrant includes countries like Mauritius, Egypt, Rwanda, Seychelles etc. In the last quadrant, there are ten African nations which are having high score on ER aspects but low score on GCI. These nations have the prospect to move on to the third quadrant through effective policy formulation in the area of ER.

### **Ramifications apropos COVID-19 pandemic**

The COVID-19 pandemic has affected all aspects of the society including business organisations across the globe. Hence the impact of COVID-19 on ER is eminent and cannot be de-emphasised. Since employment and job have been affected, there is definitely a conspicuous impact on ER which need further exploration. As per the ILO data on working hours lost, it has been observed that among the African nations, some of the African nations experiencing higher working hours lost include Eritrea (14.7%), Morocco (14.1 %) and South Africa (13.6%)<sup>1</sup>. On the otherhand, the nations that have experienced lower working hours lost include Niger, Tanzania and Burundi. Now, based on the mapping of the African nations as identified in figure 1 and in the concomitant discussions of this paper, an effort has been taken to identify whether there is any pattern of relationship between the Working hours lost, GCI and ER relationship. However, no specific pattern could be identified. It has been observed that nations that have figured in the first quadrant

---

<sup>1</sup> Data on Working hours lost due COVID-19 crisis available from [https://www.ilo.org/shinyapps/bulkexplorer59/?lang=en&segment=indicator&id=HOW\\_2LSS\\_NOC\\_RT\\_A](https://www.ilo.org/shinyapps/bulkexplorer59/?lang=en&segment=indicator&id=HOW_2LSS_NOC_RT_A)

of Figure 1 experienced moderate to high degrees of working hours lost (excluding Tanzania). On the otherhand, nations that figure in the third quadrant have relatively high degrees of working hours lost compared to the countries that figure in the fourth quadrant. Interestingly, nations reporting higher working hours lost figure either in the second or in the third quadrant. This possibly signifies the fact that working hours lost has some degrees of relationship with the competitiveness of a nation. Nations that are competitively active had to face the influence of COVID-19 wherein there has been an influence on business activities, thereby leading to loss in working hours.

Table 5: Quarterly and annual estimates of working-hour losses: Africa and its Region vis-à-vis the World										
Reference area	Percentage working hours lost (%) with respect to Q4/2019					Equivalent number of full-time jobs(48 hours/week) lost (millions)				
	Q1/2020	Q2/2020	Q3/2020	Q4/2020	2020	Q1/2020	Q2/2020	Q3/2020	Q4/2020	2020
<b>Africa</b>	2.3	16.0	8.0	4.5	<b>7.7</b>	9	60	30	17	<b>29</b>
<i>Northern Africa</i>	2.5	23.3	9.4	6.5	<b>10.4</b>	1	14	6	4	<b>6</b>
<i>Sub-Saharan Africa</i>	2.3	14.6	7.7	4.1	<b>7.2</b>	7	45	24	13	<b>22</b>
Central Africa	2.2	14.5	7.3	3.4	<b>6.8</b>	1	7	4	2	<b>3</b>
Eastern Africa	2.4	13.5	8.6	4.2	<b>7.2</b>	3	18	12	6	<b>10</b>
Southern Africa	0.2	26.8	15.3	8.2	<b>12.6</b>	0	5	3	1	<b>2</b>
Western Africa	2.4	14.0	5.7	3.6	<b>6.4</b>	3	16	6	4	<b>7</b>
<b>Americas</b>	3.2	27.6	14.9	8.9	<b>13.7</b>	12	105	55	34	<b>50</b>
<b>Asia and the Pacific</b>	6.5	16.9	5.4	2.8	<b>7.9</b>	115	295	95	50	<b>140</b>
<b>Europe and Central Asia</b>	3.9	17.2	6.8	8.9	<b>9.2</b>	13	55	22	29	<b>30</b>
<b>World</b>	5.2	18.2	7.2	4.6	<b>8.8</b>	150	525	205	130	<b>255</b>

Source: ILO Monitor: COVID-19 and the world of work. Seventh edition, p. 22

Based on the data available from ILO monitor as exhibited in Table 5, it is evident that in terms of percentage of working hours lost and full-time job loss, maximum loss has been observed during Quarter 2 of 2020. In the context of the African region, it is observed that maximum percentage of

working hours lost was in Southern Africa which was marginally lower than the Americas. However, in terms of full-time job loss, the number is less than the world average as well as averages of some other regions. According to the ILO monitor<sup>2</sup>, it has been observed that working hours in Africa got reduced by 7.7 per cent in 2020. It has further been estimated that Southern Africa experienced the highest annual decline (12.6 per cent) while the lowest decline has been observed in Western Africa (6.4 per cent). There have been comparatively smaller working-hour losses in Central, Western and Eastern Africa which, may be on account of less severe lockdown measures. This therefore highlights the significance of ensuring a proper balance between imposition of lockdown and continuity of business from an integrative perspective.

What emerges from the above discussion is that ER system of nations across the globe in general and African nations in particular, need to be reconfigured with the primary objective of helping employees to address their concern of job and/or loss. It has been observed in a survey carried out in Southern Africa that many collective bargaining negotiations have been either disrupted, suspended and stopped and in this perspective, as an alternative, virtual collective bargaining has been highlighted (Mwamadzingo Kisonzo and Chakanya, 2021). Thus, the imperative of greater application of ICT in ER comes into sharper focus. Accordingly, from a policy perspective, the respective governments need to formulate policy for ensuring availability and providing ICT access to various actors of ER.

## **Conclusion**

An effort has been taken in this paper to examine ER vis-à-vis various socio-economic aspects with special reference to the global competitiveness paradigm. In view of COVID-19 pandemic, the world of work has changed and it has influenced African nations as well. In the light of the

---

<sup>2</sup> [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/briefingnote/wcms\\_767028.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/briefingnote/wcms_767028.pdf)

aspects considered in this paper, there is need for reorientation of the ER system and some important issues need further exploration with respect to the African perspective. It remains to be seen whether the ER system worldwide becomes more skewed towards the employers' interest wherein employees are forced to fall in line with the requirements stipulated by employees. In the light of the contextualisation of the present research work, some relevant issues can be explored further in order to examine and reexamine ER system in the right perspective. In the light of the reduction in working hours as discussed in the previous section, there is likely to be a tendency to reconfigure the pattern of employment and deployment of human resources. Are hiring and firing practices going to be more prevalent in the post COVID-19 period? Will the pandemic impose an obligation on the ER actors for giving greater emphasis on cooperation in labour-employer relations? Will flexibility of wage determination be more prevalent and tolerable from a policy perspective? Can labour policies at the national level enable unemployed workforce to get reskilled in order to provide emerging opportunities and meet the skills challenges in the post COVID period? Will policies facilitate the workforce to move to other parts of the nation for professional pursuits for facilitating smooth supply of human resources? Will pay for performance be more relevant in the post pandemic situation? However, there is need to promulgate greater social protection measures in the area of health and disease containment measures in worker places and society based on mutual understanding of the employers and employees. ER systems need to be structured in such a way so as to minimise the economic distress of workers that would lead to reduction in poverty, unemployment and informality. ER system should be realigned from a two-pronged approach. While the ER system should aim at addressing the needs of employees, it should also be used as a tool for facilitating competitiveness of nations. These issues need to be considered

by policy makers of the nations across the globe in the right perspective in the wake of the global pandemic and beyond.

## References

1. Bhattacharjee, D., & Ackers, P. (2010). Introduction: Employment relations in India—Old narratives and New Perspectives. *Industrial Relations Journal*, 41 (2), 104–121.
2. Gardner, M., & Palmer, G. (1997). *Employment Relations: Industrial Relations and Human Resource Management in Australia*. Melbourne: Macmillan.
3. George, D., & Mallery, P. (2006). *SPSS for Windows Step by Step A Simple Guide and Reference 13.0 Update*. New Delhi: Pearson Education.
4. Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (2006). *Multivariate Data Analysis*. New Delhi: Pearson Education
5. Hilson, G, Van Bockstael, S., Sauerweina, T., Hilson, A., and McQuilkend, J. (2021), “Artisanal and small-scale mining, and COVID-19 in sub-Saharan Africa: A preliminary analysis”, *World Development*, Volume 139, March, pp-1-16.
6. Lee, W., & Lee, B. (2003). Korean Industrial Relations in the Era of Globalisation. *The Journal of Industrial Relations.*, 45 (4), 505-520.
7. Levin-Scherz, J. & Allen, D., (2020). Questions Employers Should Ask About Coronavirus. *Harvard Business Review*, Volume Coronavirus and Business: The Insights You Need from Harvard Business Review, pp. 12-16.
8. McDonough, T., & Dundon, T. (2010). Thatcherism delayed? The Irish crisis and the paradox of social partnership . *Industrial Relations Journal*, 41 (6), 544–562 .
9. Reeves, M., Lang, N. & Carlsson-Szlezak, P. (2020). Lead Your Business Through the Coronavirus Crisis. *Harvard Business Review*, Volume Coronavirus and Business: The Insights You Need from Harvard Business Review, pp. 6-11.
10. Sarkar, P. (2019), Convergence and Divergence vis-à-vis Employment Relations System, Economic Liberalisation and Competitiveness: Perspectives from Select Developing Nations, *BUSINESS SPECTRUM VOL. IX NO. 1, JANUARY-JUNE*.
11. Schwab, K., & Sala-i-Martin , X. (2017). *The Global Competitiveness Report 2017–2018*. World Economic Forum.
12. Schwab, K., (2019). *The Global Competitiveness Report*, Geneva: World Economic Forum.
13. Mwamadzingo, M., Kisonzo, S., & Chakanya, N. (2021). Digitalize, adapt and innovate: Challenges and opportunities for trade unions amidst the COVID-19 pandemic and the recovery period. *International Journal of Labour Research • 2021 / Vol. 10 / Issue 1–2, 10(1–2), 107-123*.