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The Changing Context of Work and Work Organisation in Emerging Markets

**Plenary Paper Presented by
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The Changing Context of Work and Work Organisation in Emerging Markets

Key questions:

- 1. What is different about emerging markets?**
- 2. What factors drive work organisation change in these markets?**
- 3. Global/local context – (how) does context still matter?**
- 4. What regulating, protecting effects do institutions have on adverse impacts of work-reorganisation?**
- 5. Can a model/typology of work organisation ‘capture’ institutional and workplace complexity in emerging markets?**

Institutional Analysis Perspectives

- **Formal/informal, strong/weak institutions (North, 1990)**
- **Institutional effects in African context (Zoogah et al., 2015)**
- **Economic types – liberal market, coordinated economies (Hall & Soskice, 2001) & state directed markets**
- **Institutional duality influences (Kostova & Roth, 2002) – MNC Isomorphic, Ethnocentric interests**
- **Home – host country institutional effects “Coercive institutional Isomorphism” (DiMaggio & Powell, 1983)**
- **Institutional types – formal and informal, economic, political and socio-cultural institutions (Zoogha et al., 2015)**

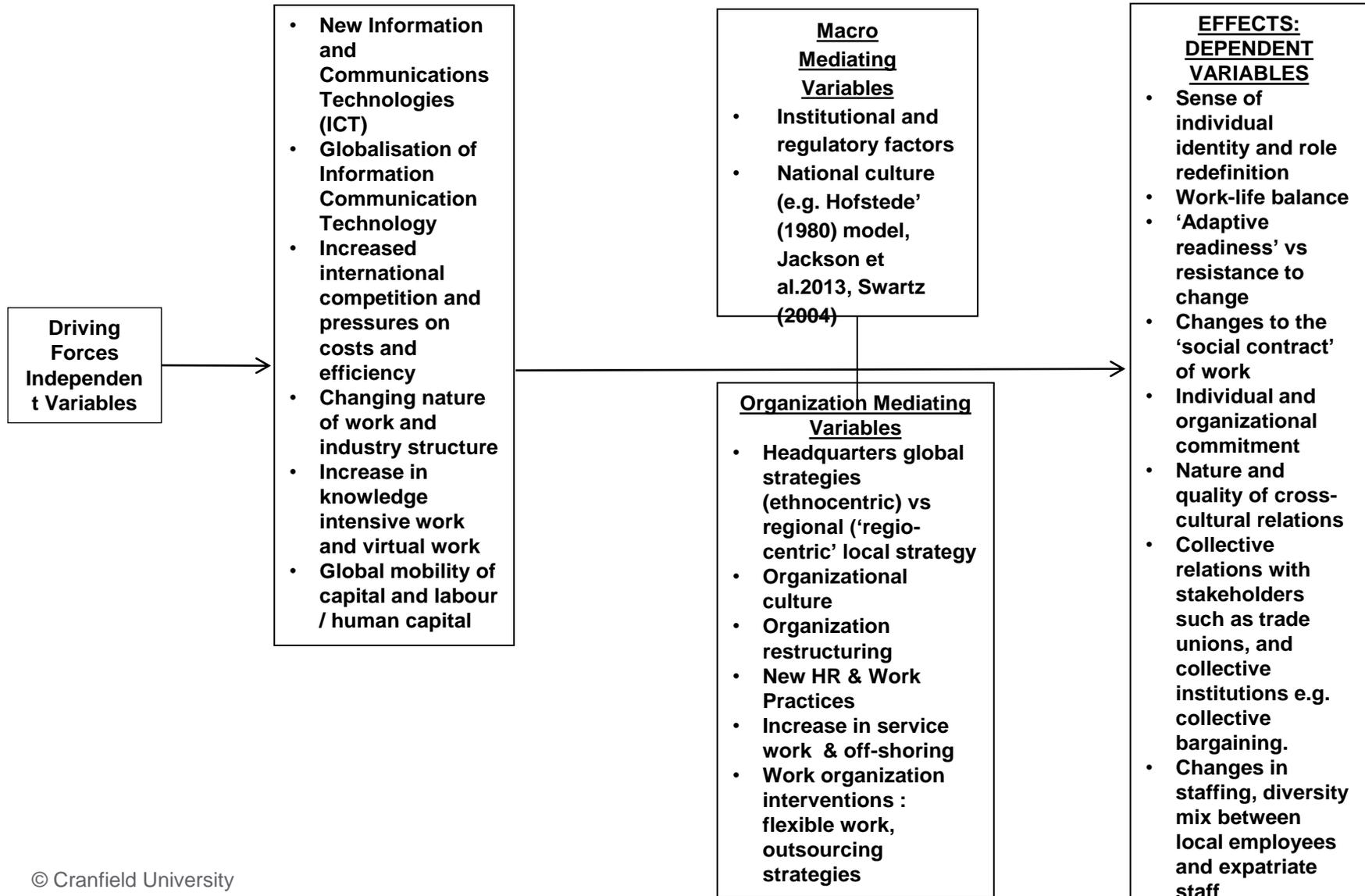
Emerging Markets and Institutions and Workplace Change

- **Uneven patterns of legislative regulation in emerging markets influence employer choices and freedom of action (Wood & Horwitz, 2015)**
- **Adverse effects of global institutional influences to deregulate labour markets (IMF, World Bank) (Cooney et al., 2011)**
- **Institutional complexity varies significantly in different political economies, even within broad groupings such as BRICS economies**
- **Effects of hybrid regulatory systems (Deaken et al., 2007), and variation in extent of “institutional embeddedness” in different emerging markets**
- **Importance of socio-cultural diversity and related dualities e.g. formal and informalisation of work, rural/urban divide, formal/informal, protected /unprotected labour market dualisms – larger inequalities in emerging markets**
- **Strong/weak institutions (Wood & Lane, 2012)**
- **New technologies creating new divides and/or new opportunities?**

Research Propositions

- 1. Patterns of change in the way work is organised are not homogeneous, but contextually idiosyncratic**
- 2. Flexible work practices are more prevalent in Emerging Market Multinational Enterprises (EMMNEs) than in local firms in comparable sectors**
- 3. There are comparative differences at workplace level of the efficacy of work organisation in EMMNEs in different jurisdictions**
- 4. Motives for introducing new forms of work organisation by EMMNEs are driven primarily by economic efficiency and cost reduction factors**

A 'mid-range' Model/typology of Work Organisation



Conclusions

- 1. Institutions and their diversity and complexity are crucial to the extent and manner in which work is organised and re-organised in emerging markets and EMMNEs**
- 2. Socio-cultural institutions matter too – and they differ vastly in different emerging markets**
- 3. Globalisation and MNC convergence or standardisation of HRM and employment practices are moderated by geo-political diversity, historical institutional contexts and local socio-cultural institutions**
- 4. Challenges for both employers and unions to influence ‘dualities of context’**
- 5. Different outcomes for different types of work organisations in different contexts**
- 6. Institutions and their impacts on work practices are not static – they evolve and transform over time, given the dynamic nature of globalisation, transitional change in political economies of emerging markets, technological and consequential regulatory change**
- 7. Home and host country policies, practices and norms influence those of MNEs in different way and to different degrees**
- 8. Is the term ‘emerging markets’ still relevant?**