

A Study of covid-19 Pandemic effect on Human Resource Management and Organizational growth

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ABSTRACT

Sensational changes brought about by the new COVID-19 have extraordinary ramifications on organizations around the world and impacted human Resources management profoundly. HRM took administration to explore in the ambiguous present and unforeseeable future by overseeing individuals to adapt to pressure and to keep working distantly so business goes on with its activities. Nonetheless, HRM needed to manage the excusable and decrease of the staff brought about by the pandemic lock down. The introduced paper depends on the subjective master talk with research technique. It examines the difficulties HRM has been looking in Georgia, discovers the ramifications the emergency has on HR, discovers the arrangements organizations applied, and makes recommendations for handling the emergency according to the perspective of HRM. The master talk with discoveries show that organizations, along with the HR chiefs, ought to create emergency the board plans, expand new strategies for distant just as half breed working frameworks as a reaction to the current and future crises.

Keywords: Adaptability, Flexibility, Resilience, HRM, Employees, Remote working, Georgia, Work-life-balance, Digitalization

I. INTRODUCTION

The financial impact of the worldwide pandemic (Covid-19) incorporates quickening of the digitalization measures. Organizations presently need to quickly utilize computerized stages to empower admittance to occupations for their representatives. Human Resource Management has a fundamental task to carry out in assisting association with exploring in the circumstance of emotional changes brought about by the pandemic lockdown. The research is initiated by the circumstance where business measure progression has been influenced by the guidelines planning to forestall the spread of Covid-19, causing excusals or decrease the staff. The point of this research is to appraise the level and size of the test organizations

have been looking regarding HRM, and to accept the results, what changes are hoping to be started. The essential information for this exploration was assembled by semi-organized eye to eye video interviews. The hypothetical system and exploration questions were utilized to structure the information assortment questions and to decide the scientific course of the research.

The following research questions were determined for this study

RQ1: Why and how did the Covid-19 influenced organizations and representatives all in all, and especially in Georgia?

RQ2: Why and how did the pandemic conditions impact the HRM practice in the Georgian organizations?

RQ3: How did HRM react to the emergency in Georgia and whether HRM procedure has been turned out for the post-pandemic time frame?

The research results present noteworthy experiences for HR directors and associations. HR supervisors need to realize how to improve the prosperity of representatives during virtual work in emergency times contemplating individual pressure. Additionally, inside corporate correspondence, organization brand picture ought to be in consistence with the association's way to deal with the labor force during tempestuous occasions. In general, the commitment of the original copy to grant is its recommendation that primary difficulties set off by the pandemic lockdown are the downturn when incomes have been diminished authorizing organizations to lessen or excuse the staff. The research results prescribe HR directors to recognize their predominant part in the core of the changing cycles of digitalization towards distant working models, and of growing new HR strategies. Versatility, adaptability, and flexibility are urgent conquering procedures.

The remainder of this paper is coordinated in the accompanying manner. Initial, a survey of the writing on the Covid-19 pandemic emergency is introduced. Then, the observational information

assortment strategy just as scientific structure is conceptualized. At that point, essential research results are talked about followed by ends. At long last, future research themes are thought of.

Effects of the Covid-19 Crisis on Georgian Companies

As indicated by the overview of Georgian Chamber of Commerce and Industry, the principle challenges organizations in Georgia have announced are decreased deals (for 53% of them), the swapping scale (13%), and transportation issues (13%) (GCCCI, 2020). Diminished interest and disturbance in the inventory network among all areas brought about diminished income; particularly the convenience and food administration organizations are contrarily influenced (PwC Georgia, 2020). 63% of overviewed organizations expressed that their incomes dropped by over half in correlation with the most recent year (PwC Georgia, 2020). Therefore, over half of organizations in Georgia have diminished staff, and 40% of organizations in the travel industry area excused every one of their workers (PwC Georgia, 2020).

It ought to be noticed that the farming area seems, by all accounts, to be less weak likewise in Georgia (PwC Georgia, 2020). Notwithstanding, numerous organizations in different areas suspended business tasks or even shut down creation because of the pandemic, however the most medium and enormous organizations changed to teleworking (PwC Georgia, 2020).

As indicated by the overview of the Georgian Chamber of Commerce and Industry, 66% of Georgian organizations endured monetary misfortune, and business turnover in 76% of organizations throughout the previous a half year diminished (GCCCI, 2020). Notwithstanding, 53% of the overviewed organizations expect to keep up their workers for the following a half year, however 43% of the businesses have decreased the compensations (GCCCI, 2020).

Organizations see the arrangement in monetary guide and long haul/delicate credit, just as in decrease or impermanent crossing out of charges; just 3% of them expressed that they needn't bother with any help (GCCCI, 2020).

In this light, how does HRM in Georgia influenced by the emergency circumstance, and how HR supervisors ought to defeat the difficulties they are looking considering the present situation of vulnerability. In this vein, the current research incorporates the proposals for organizations

adapting the pandemic emergency from the perspective of the HR specialists.

II. METHODOLOGY

This study collected both qualitative and quantitative data from the respondents. Qualitative data was collected by the use of semi-structured interview and quantitative data by a standard questionnaire. Due to the fact that, this study was done during COVID-19 outbreak the researcher used telephone interview and administered an online survey as a way of protecting himself and the respondents from contacting the virus. Moreover, an online survey is recommended for being time efficient, easy to reach large samples, and the fact that respondents can respond to questionnaires at their own convenient time (Evans & Mathur, 2005). A sample size of 250 human resource practitioners working in Tanzania was used for data collection. Human resource practitioners were purposively used because of their engagement in day-to-day human resource management activities in organizations and therefore they are presumably knowledgeable on human resource management practices in their respective organizations. All 250 respondents were asked to complete an online survey and 8 respondents among them were also interviewed. Data were collected from 6th April, 2020 to 10th May, 2020. Content analysis was used to analyze data that was collected by using interviews. Content analysis is done through identification of main themes that emerge from descriptions given by respondents during answering the set of questions (Kumar, 2011). Descriptive analysis was used to analyze data that were collected by using an online survey through questionnaires. Descriptive analysis intends to make description and summary of data through the use of frequencies, measures of central tendency and measures of dispersion (Fallon, 2016).

III. DATA COLLECTION PROCEDURES

For this research, exploratory subjective methodology was utilized, as its point was to contemplate the effect of the Covid-19 pandemic emergency on the associations and specifically on HRM. The semi-organized open meeting was viewed as suitable as it gives the space to investigate the considerations and impressions of a specialist.

For the master meet, the accompanying systems were actualized (Figure 1): After choosing

anresearch subject, readiness and arranging stage started, which followed by leading meetings of video interviews. At that point records of the recorded meetings were made. Subsequently the

information were examined, talked about, and deciphered, lastly ends and suggestions based of the outcomes were made.



Figure 1: Research Procedure

3.1 Data Collection Instrument

In view of meeting rule, the essential information were gathered through Expert meetings led in April and May 2020. The specialists were chosen on the ground of purposive testing approach. The attributes of respondents were the fundamental variables to pick members.

As indicated by Corbin and Strauss (2008), the strategy of the research is dictated by the exploration questions and subjective exploration approach assist specialists with finding as opposed to testing factors (Corbin and Strauss, 2008).

3.2 Expert Interview

The Expert Interview Method was applied to gather information for this research . The master meet as an exploratory apparatus is considered as a generally utilized in exact research s for the information gathering (Bogner, Littig, and Menz, Interviewing Experts, 2009).

A specialist has specialized, interpretative, measure information in a particular abilities field (Bogner, Littig, and Menz, Introduction: Expert meetings – A prologue to another methodological discussion, 2009), and has insight (Mergel, Edelmann, and Haug, 2019). A specialist

approaches data and can take care of issues in their field of aptitude (Meuser and Nagel, 2002). Capable specialists have important instruction and abilities, position, work insight in the territory of the research subject, just as they can be openly perceived (Libakova and Sertakova, 2015).

In light of the previously mentioned research in regards to master definition, the accompanying models were created to welcome specialists for the meeting (Figure 2): (1) having hypothetical information just as aptitude acquired in praxis in the territory of human asset the executives, (2) having experience in working with associations with respect to human asset the board issues, (3) be engaged with research at the college level, or in counseling, and preparing exercises and thus, have direct associations with HR directors in Georgian organizations.

Consequently, the specialists welcomed to partake in this research are near the different associations in Georgia as a result of their work, and have regular and close relations with HR administrators throughout their everyday exercises. Subsequently, they respect the current circumstance and impacts of the pandemic.

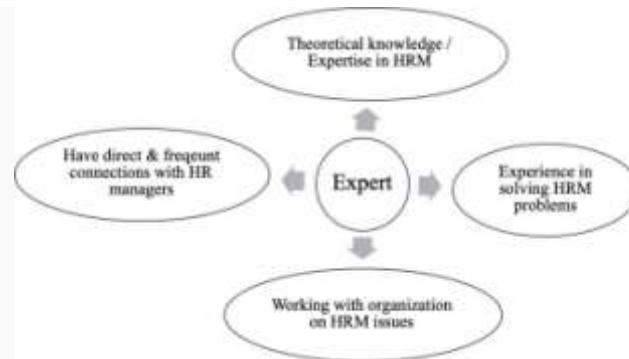


Figure 2: Experts Selection Criteria

Data collection from an expert interview involves the video recording, transcript in Georgian and translation into English. The face-to-face expert interviews were conducted in April and May this year through online video platform Zoom. Every interview was prescheduled, carried out in the Georgian language, and transcripts were later translated into English. The depth interview with an individual expert took between 23 and 46 minutes. The experts were asked to allow video recording in Zoom in order to transcript it later. They were ensured that their personal data will be protected.

The semi-structured interview followed similar guideline that enabled to compare data, and to keep the interview within the topic boundaries. At the end of the interview, the last question was about their additional comments or viewpoints they thought it could be important to this study. The inquiries depended on the current writing, and depended on the master answers to suggest extra conversation starters. The questions were open-ended and extensive answers were normal. By and large, the meeting layout comprised of 9 Questions covering the 6 primary topics (Table 1).

Table 1: Main Interview Themes

Part	Theme
I	General question about the expert experience and precise field of expertise
II	Questions about Covid-19 effect on organizations and challenges HRM have been facing
III	Questions about changes caused by the crisis (e.g. Work-life balance, Digital transformation)
IV	Questions about the company response to the pandemic crisis from HRM perspective
V	Expert opinions regarding the future of HRM, and their recommendations to HR managers
VI	Additional thoughts/ views if applicable

In the structure of this paper, inquiries to a limited extent 2 and 5 are investigated. The specialists were asked what they consider as the generally trying for Georgian organizations during the pandemic, how they are influenced, how HRM will be changed in the post-pandemic period, and if any chances with respect to digitalization and worker prosperity have been uncovered.

3.3 Sampling

The quantity of potential interviewees is controlled by the research question, just as by openness to and accessibility of specialists (Baker and Edwards, 2012). It ought to be noticed, that the quantity of specialists might be restricted in the specific zone, and thus greatest ten meetings ought to be directed (Baker and Edwards, 2012). Ten meetings with specialists is viewed as adequate to

dissect suitably (Glaser and Strauss, 1967). In any case, information assortment should stop when immersion is reached (Glaser and Strauss, 1967). Purposive testing is a comprehensively utilized technique in nonprobability inspecting the size of which relies upon the possibility of immersion implying that "no new data or subjects are seen in the information" (Guest, Bunce, and Johnson, 2006). In view of the consequences of their research, immersion happens inside the initial twelve meetings, anyway principal topics happen inside the initial six meetings (Guest, Bunce, and Johnson, 2006). Cooper and Schindler (2014) affirmed that testing in master meetings ought to be kept as long as it brings new understanding, and end when there is no new information gotten (Cooper and Schindler, 2014).

Absolutely, 33 specialists were welcome to the up close and personal video meet, from which 10 were really met. Specialists were enlisted

through the expert contacts of the analyst. At first, we reached them by means of Email clarifying the reason for the research and sending them fundamental inquiries questions.

The respondents are specialists of the space of human asset the executives, and the information they gave is genuine impression of present status around there. Their experience and knowledge permit gathering essential information from different foundation and involvement with request to consider the effect of the emergency.

The specialists come from different associations going from counseling organizations to preparing focuses to colleges. To be specific, Training and Consulting: n=6, University: n=3, just Consulting: n=1. Seven of the interviewees were female, and three – male. Their working involvement with HRM counseling, preparing, and research field ranges somewhere in the range of 9 and 25 years (see Figure 3).



Figure 3: Background of the specialists

3.4 Data Analysis

At the phase of the research, the gathered information through the master meet were deciphered and dissected with the methodology of subjective substance investigation. The orderly investigation incorporates ideas, subjects, and classes got from the information, which are talked about (Silverman, 2000). The topical parts and entries with comparative components have been seen (Bogner, Litting and Menz, 2009). Furthermore, the information were gathered and marked by classification; applicable topics to the research questions were resolved to make associations (Flick, 2014). Accordingly, subjects, issues, classifications were distinguished, designs were found in the substance, and were named

suitably. At that point, information were arranged by comparable subjects and subthemes just as clashing perspectives. Specifically comparable entries from various master interviews were assembled as portrayed by Bogner, Litting and Menz (2009) to additionally conceptualize and uncover the usually imparted master insights.

IV. RESEARCH FINDINGS AND DISCUSSION

4.1 Disruptions in HRM Caused by Pandemic

Talked with specialists affirm that the sudden arose circumstance incited evidently a stunning response, and uncovered that organizations were unpracticed in emergency the executives. It took Georgian organizations in any event fourteen

days to change to online mode. Above all else, administration organizations were amazingly influenced, as they couldn't meet clients up close and personal, so those exercises were absolutely dropped. In any event, when administration organizations figured out how to change their offers, for example, preparing, counseling, or training meetings to web based working frameworks, not the entirety of their customers were prepared to acknowledge the computerized administrations, and liked to stand by until the emergency is finished. The interviewees obviously express the issue of adaptability among Georgian organizations. "A few organizations can't be so adaptable; particularly huge organizations think that its hard to move all cycles online rapidly" (R4, my interpretation). The primary concentration in Georgian economy has been on the travel industry and media outlets regarding income, as this industry empowers to make generally more benefit with moderately less venture. In result of the pandemic lockdown, Georgian organizations in the travel

industry, neighborliness, food, and diversion business have experienced difficult issues. Organizations are presently endeavoring to zero in simply on endurance. "It is not, at this point an issue of benefit, yet to make due on the lookout" (R6, my interpretation). In the field of the travel industry, it has become certain that numerous organizations have shut or are very nearly shutting. Thus, numerous individuals have gotten jobless, and by and large, the buying force of the populace is falling. By and large, the respondents referenced three sorts of cases they saw regarding organizations' mentalities towards workers: (1) Some organizations have been shut and henceforth excused all representatives. (2) Many organizations have held representatives by shipping off unpaid leaves. (3) There are organizations that held representatives giving them compensations. Notwithstanding, a few organizations oversaw distinctly to hold the ranking staff with compensations (Figure 4).

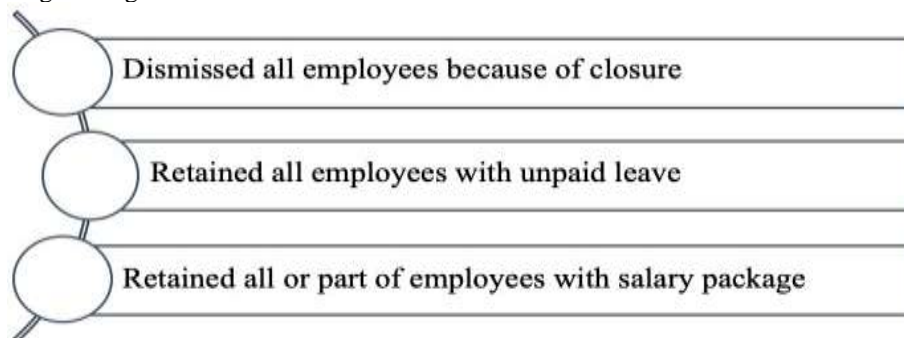


Figure 4: Type of Georgian companies according to their approach towards employees

Besides, the enlistment of new staff has been diminished too, organizations don't expect to enlist new laborers right now. "Organizations enlist just incidentally with agreement to do continuous tasks" (R5, my interpretation).

What's more, fundamental insufficiencies and ineptness have been accounted for by and large regarding business congruity.

4.2 Major Obstacles for HRM Concerning the Workforce

The specialists revealed in the meetings that the emergency fundamentally has mirrored the corporate brand and hierarchical culture. The pandemic emergency demonstrated how corporate brand really compares to the imparted brand, and it have had either a positive or radically negative effect on the connections among the board and workers. The organization picture can confront the

test brought about by the association's mentality towards representatives during the pandemic time frame. The specialists see critical disappointments in inside corporate interchanges also.

During the pandemic time frame, a few organizations experience high turnover in light of the fact that the administration exhibited values distinctive those from representatives. Clearly, not all organizations have assumed liability for their laborers. Excusals, cuts in pay rates, conceding unpaid leaves have prompted the changed mentalities towards the association. As indicated by the master R3: "The individuals who stay in such a circumstance since they didn't have some other open positions right now, are demotivated, which certainly influences the organization in the short- and medium-term; this will impact the nature of administration, the items just as on the customers" (my interpretation). In any event, when all

representatives have not been terminated, the mental pressure, dread, and instability of the rest labor force are high to such an extent that the level of steadfastness in associations diminishes. In addition, when the representatives leave organizations, the information, for example, experience, abilities, inward correspondences, may be lost, and authoritative culture endures at last. Albeit numerous organizations have conquered numerous difficulties during the lockdown, the greater part of them have not yet had any counteraction component set up. Interviewees were worried about the difficulties HR chiefs have looked over the span of the Covid-19 emergency. HR experts expected to attempt to forestall excusals and hold workers. As to affect on workers' turn of events, Georgian organizations confronting the downturn because of the pandemic, won't be capable or ready to put resources into human expected turn of events. As the administration is attempting to save costs, yet without trainings, counseling, and instructing representatives couldn't be created, which makes issues HRM work in achieving their objectives. Additionally, organizations are attempting to save on worker improvement, which will affect representative inspiration, maintenance, prosperity, just as on organization's viability, further progression, and its definitive accomplishment available. In the assessment of specialists, the fundamental test was that organizations needed to rapidly change to various practices for example working from the workplace to far off working frameworks utilizing on the web apparatuses.

Notwithstanding, not every person was capable or prepared to roll out such large improvements, however they rather suspended the activities until the infection passes, as they accept that all that will return to the standard circle once more.

In addition, HRM work doesn't have the vital information in innovations, and subsequently couldn't take an administration in this cycle all alone. They confronted additionally the organization difficulties, for example, the executives of excusal, guidelines, etc. For instance, numerous HR experts were not ready to lead instructional courses through the Internet, and deferred those exercises until it is conceivable vis-à-vis. Be that as it may, a few organizations actually welcomed inspirational orator for online discourse meeting to propel their workers.

HR administrators have experienced difficulties in regards to security guidelines as well, and stressed that their staff may turn out to be sick with the infection. HRM has been worried about deciphering and explaining the guidelines concerning the Covid issues. As expressed by the specialists, regulatory remaining burden has been diminished to HR experts during the far off working time frame, anyway they had extra work to do to sort out and decipher the new guidelines for their organizations, for their work environments.

Table 2 sums up the fundamental discoveries with respect to the difficulties an association, HR the board, and representatives have experienced as referenced by the respondents.

Table 2: Challenges caused by the pandemic crisis

Challenging areas to organizations	Challenges to Employees	Challenges to HRM
<ul style="list-style-type: none"> ○ Corporate Brand/ Image ○ Organizational Culture/ Organizational Values Uncertainty/ Crisis Management ○ Business closure / Suspended operations ○ Regulations/ Imposed Fines ○ Financial difficulties ○ Flexibility ○ Digitalization 	<ul style="list-style-type: none"> ○ Stress ○ Unemployment ○ Unpaid leave ○ Adaptability to remote Working Lack of Knowledge in Online tools 	<ul style="list-style-type: none"> ● Managing panic ● Avoiding dismissals ● Retaining employees ● Remote / online Management ● Lack of Knowledge in Technologies ● Lack of crisis Management skills and knowledge ● New safety regulations

4.3 The Future Roles of HRM

The respondents found out that from the outset the emergency made it noticeable that HR experts need more information; notwithstanding numerous long stretches of involvement with this field, a significant number of them need abilities and instruction particularly in emergency the board.

The specialists express that despite the fact that individuals are for the most part versatile, the labor force actually needs more abilities, multidisciplinary training, as rivalry will be expanded in the future. Jobs will be essentially changed. Thusly, "representatives are considering the improvement of skills important to work in a computerized climate, including advanced deals, advanced channel advancement, computerized administrations, and so on" (R7, my interpretation).

There is an enormous rivalry on the lookout, organizations need exceptionally created individuals with the significant information, yet more critically with unique abilities who can adjust rapidly to the climate, who can dominate new capabilities, are open to advancements, can learn, and have imaginative inventive abilities. Also, the labor force should deal with self-development. Companies should expand business coherence plan, and build up their HR, opening up of interior assets and capacities, assemble adaptable cycles, embrace new innovations, and make situations for business measure progression.

The specialists suggested that top-administration and HRM by the joint exertion should plan techniques to manage the emergency zeroing in on adaptability and versatility. To create 'consider the possibility that' situations can be useful for an organization also in planning for future vulnerabilities. Besides, authoritative culture assumes a focal part during the pandemic. In this manner, it is fundamental for HRM to have incessant correspondence and close association with representatives. The organization can conquer challenges brought by the emergency simpler when HR administration energizes the laborers, draws in them, stays up with the latest, and considers their conclusions.

The interviewees express that albeit the emergency happened so abrupt that organizations couldn't transform anything in their HRM approaches officially, yet the procedure is required to be updated identifying with emergency the executives, business congruity, and HRM measures.

In any case, distant working doesn't appear any longer as incomprehensible for some organizations, and HR experts are currently

persuaded that directing trainings and gatherings, or enlisting and recruiting on the web are really conceivable. Also, close control of the representatives isn't so important as the board suspected previously: "the individual can work autonomously" (R2, my interpretation).

It is significant that accentuation of HRM ought to be put on passionate knowledge to settle on suitable choices from the perspective of the executives who attempts to manage an abrupt emergency, and at the same time from the point of view of the representatives who have their own requirements or challenges brought about by the pandemic.

V. CONCLUSION

For this exploration, subjective master meet was utilized as a first direction to all the more likely construction the issue coming about because of the current emergency. The specialists' suppositions depended on their insight and individual experience. Information was deciphered, and correlations were made to discover fundamental subjects, similitudes, and contrasts in the master answers. The research planned to investigate what Covid-19 pandemic meant for exercises of HR supervisors, and how associations reacted to the emergency from the perspective of HRM. There are practically similar propensities seen by the talked with specialists in Georgia as they are around the planet in this pandemic emergency as indicated by the writing survey. The analysts have guessed the comparable patterns experienced during the emergency circumstance with respect to human asset the executives and effect on worker conduct. The current cycles happening in the organizations as a reaction to the pandemic are unpredictable, prompting many negative yet in addition some certain results. Representatives and associations are adjusting to the new reality to accomplish results. In such manner, accentuation ought to be set on the inner correspondence to adjust rapidly. Thusly, solidarity, fellowship, joint effort, and collaboration are fundamental to make due in this evolving climate. HR the board makes a huge commitment by presenting on the web HR measures, preparing representatives not just in abilities needed for performing current positions, yet additionally for building up those abilities vital for the future in the event that the conditions change. HRM should zero in on these issues in the staff advancement programs. From one perspective, organizations ought to build up their HR, as representatives need to improve abilities, and gain information to all the

more likely adapt to vulnerabilities. Then again, be that as it may, emergency the executives directs the organizations to reduce expenses on instructional meetings and on other advancement exercises. Hence, it is significant that the HR the executives finds the correct harmony between reducing expenses because of downturn and building up the staff. Something else, adequacy and productivity can't be accomplished. Future Research: Based on the research consequences of master meets, the poll will be intended for the future quantitative review of HR chiefs to concentrate thoroughly the effect of Covid-19 emergency on the organizations and on the HRM in Georgia. It is intriguing to acquire information about the hierarchical choices, how representatives and groups were working, what digitalisation and distant working meant for organizations, what were the primary focal point of HRM during the pandemic, and how HRM technique has altered.

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