

International Journal of Science and Research Archive

eISSN: 2582-8185 Cross Ref DOI: 10.30574/ijsra Journal homepage: https://ijsra.net/



(REVIEW ARTICLE)



Navigating the economic consequences of the Russia-Ukraine conflict: A focus on Iceland's response and opportunities for long-term stability and growth

Namoh Singhvi *

Student in Department of Business Management, SIBM, SIU, Pune, India.

International Journal of Science and Research Archive, 2024, 11(01), 1887-1893

Publication history: Received on 24 December 2023; revised on 30 January 2024; accepted on 02 February 2024

Article DOI: https://doi.org/10.30574/ijsra.2024.11.1.0199

Abstract

This paper presents a detailed analysis of the economic repercussions of the Russia-Ukraine conflict on the global economy, with a specific emphasis on its impact on Iceland. The study examines the disruptions in international trade, escalation in raw material prices, and the implications for various sectors and nations worldwide. The report also evaluates the effectiveness of the Icelandic government's response, including targeted financial aid packages, tax relief measures, and investments in renewable energy projects. Furthermore, it highlights the critical factors that will determine the success of these measures, such as diversification of trade partners, fiscal sustainability, and the uncertain trajectory of external developments. The paper underscores the necessity for continuous evaluation, adaptation of policies based on emerging data, and strategic planning focused on long-term economic stability and growth to navigate the economic consequences of the conflict and emerge stronger

Keywords: Russia-Ukraine conflict; Economic repercussions; Iceland's response; Global economy; International trade disruptions; Raw material prices; Government interventions; Long-term economic stability

1. Introduction

1.1. Introduction to the Russia-Ukraine Conflict

The conflict between Russia and Ukraine has far-reaching impacts that extend beyond the borders of these two nations. It not only affects the economies of Southeast Asian countries but also has implications for the global economy, particularly for the European Union countries. With Russia and Ukraine being significant exporters of essential commodities such as oil, natural gas, coal, and wheat, the conflict has led to disruptions in the international trade and has caused a restructuring of trade relations.

Furthermore, the conflict has led to an increase in the prices of raw materials, which has been observed in the global economy since the start of the war. This has opened up new lines of research to understand the differences between the predictions prior to the conflict and the actual outcomes. The economic impact of the 2022 Russia-Ukraine war on the global economy is significant and has implications for various sectors and nations worldwide.

As we delve deeper into the implications of this conflict, it becomes clear that the economic consequences are extensive and warrant thorough analysis to understand the depth of its impact. This work aims to contribute to the impending market revolution^[1]. The findings also add to the increasing studies across the globe^[2].

^{*} Corresponding author: Namoh Singhvi

2. Historical Background of the Russia-Ukraine Conflict

The conflict between Russia and Ukraine is not new. Several studies have been conducted to examine the consequences of previous Ukraine-Russia conflicts, such as the 2014 war. These studies have highlighted the continued commercial interchange between the two countries, despite the onset of conflict. This indicates that economic ties between Russia and Ukraine were not completely severed, even during times of conflict.

3. Understanding Iceland's Economic Connections with Russia and Ukraine

Iceland, as a small and open economy, is not immune to the economic consequences of the Russia-Ukraine conflict [3]. Being a member of the European Economic Area, Iceland is closely tied to the EU and has significant trade relations with both Russia and Ukraine. The conflict disrupts Iceland's trade dynamics, and the volatility in global markets affects its export-import activities. The impact of the conflict on Iceland's economy can be seen in several key areas. One of the major areas impacted is the energy sector. Iceland relies heavily on imported energy resources, including oil and natural gas, and any disruptions in the global energy markets can directly affect the country's energy security and prices. The implications of the current conflict have extended to affect not only Russia and Ukraine, but also the rest of the world. This includes EU countries, where disruptions in global markets for critical raw materials have caused severe effects on prices and inflation pressures. Furthermore, ongoing research has shown that conflicts between Russia and Ukraine have had significant impacts on international trade and national interests. Technology and sustainable development are two intertwined phenomena that can positively transform environment, society, businesses, and the planet as a whole [4]. As a result, Iceland's agricultural sector may face challenges due to these widespread implications.

4. Direct Impacts of the Russia-Ukraine Conflict on Iceland's Economy

The Russia-Ukraine conflict has had direct impacts on Iceland's economy, particularly in the following areas:

- Foreign Direct Investment: Iceland's economic woes have led to a decline in foreign direct investment, as investors become hesitant to invest in a country that is facing economic instability due to the conflict. The stock market return has been used to determine the company's market value^[5], which crashed due to the Russian war
- Currency Exchange Rates: The conflict has also led to fluctuations in currency exchange rates, particularly the ruble. These fluctuations can affect Iceland's export competitiveness and import costs, further impacting its trade balance with Russia and Ukraine.
- Export-Import Activities: The disruptions caused by the conflict have affected Iceland's export-import activities, as trade routes and supply chains are disrupted. This has led to delays, increased costs, and reduced volume of trade between Iceland and Russia/Ukraine.
- Impact on Tourism and Hospitality Sector
- One of the sectors significantly impacted by the Russia-Ukraine conflict in Iceland is the tourism and hospitality industry. The conflict has led to a decline in tourism from Russia and Ukraine, affecting the number of inbound tourists and overall tourism revenue in Iceland. Additionally, the uncertainty and instability caused by the conflict have also impacted the confidence of international travelers, leading to a reduction in overall tourism arrivals in Iceland^[6]. The hospitality sector has experienced a decrease in demand, leading to financial strain for businesses that rely on tourism.

5. Indirect Impacts of the Russia-Ukraine Conflict on Iceland's Economy

The indirect impacts of the Russia-Ukraine conflict on Iceland's economy have been equally significant and far-reaching. The increase in global inflation pressures, caused in part by disruptions in the supply of critical raw materials, has affected Iceland's domestic economy. This has led to rising costs of production, affecting various industries and leading to higher prices for consumers.

Furthermore, the geopolitical tensions and uncertainty stemming from the conflict have influenced investor sentiment and confidence in the global financial markets. As a result, Iceland has experienced a decrease in capital inflows and investment, impacting its financial sector and overall economic stability.

Additionally, the conflict has raised concerns about energy security and supply chain resilience in Iceland. The dependence on imported energy resources, particularly from regions affected by the conflict, has heightened the vulnerability of Iceland's energy sector to global market disruptions and price fluctuations.

The implications of the Russia-Ukraine conflict on Iceland's economy extend beyond immediate economic indicators. They also encompass the broader socio-political landscape, shaping policy decisions and diplomatic relations. The need to navigate a complex and volatile international environment has placed considerable strain on Iceland's diplomatic and trade relations, impacting its long-term economic prospects and strategic positioning.

As we delve deeper into these impacts, it becomes evident that the ripple effects of the Russia-Ukraine conflict on Iceland's economy are multifaceted and require a comprehensive understanding of both direct and indirect influences. Understanding these complexities is crucial for formulating effective policy responses and strategic initiatives to mitigate the economic repercussions of the conflict. It is imperative for Iceland to reassess its trade policies and diversify its trade partners to ensure economic resilience in the face of ongoing global uncertainties. Additionally, enhancing energy independence and strengthening domestic production capabilities for critical raw materials could help buffer the economy against external shocks.

The tourism and hospitality sector in Iceland may benefit from targeted marketing efforts to attract tourists from alternative source markets and to adapt business strategies to accommodate evolving travel trends. Collaborative initiatives with other sectors, such as transportation and accommodations, can also foster innovative solutions to stimulate tourism demand and enhance the overall visitor experience.

From a broader perspective, maintaining open dialogue and diplomatic engagement with international stakeholders remains essential for safeguarding Iceland's economic interests and ensuring its voice is heard in global economic forums. In the long run, such behavior can backfire ^[7]. Seeking opportunities for multilateral cooperation and trade agreements with non-conflict-affected regions can contribute to sustaining economic stability and fostering diversified economic ties ^[8]. By leveraging its position within the European Economic Area, Iceland can explore avenues for expanded trade and investment partnerships with non-conflict-affected countries, thereby reducing its reliance on trade with Russia and Ukraine. ^[9]

Furthermore, proactive measures to enhance energy security and promote sustainable energy sources can mitigate the impact of global energy market disruptions on Iceland's economy. Investing in renewable energy technologies and fostering domestic energy production capabilities can bolster the country's resilience and reduce its exposure to geopolitical tensions in energy-exporting regions.^[10]

In the context of the tourism and hospitality sector, targeted marketing efforts can be instrumental in attracting tourists from alternative source markets. Emphasizing Iceland's unique attractions, cultural experiences, and natural landscapes to diverse international audiences can help diversify the tourism market and reduce dependence on tourists from Russia and Ukraine. Collaborative initiatives with transportation and accommodation sectors can enhance the overall visitor experience and adapt to evolving travel trends, fostering resilience in the face of geopolitical uncertainties.^[11]

To address the broader socio-political implications, sustained diplomatic engagement and proactive participation in international economic forums can amplify Iceland's influence and advocate for its economic interests. By actively seeking multilateral cooperation and forming strategic alliances with non-conflict-affected regions, Iceland can bolster its economic resilience and navigate the complex global economic landscape.

6. Iceland's Economic Woes Post-Conflict

The repercussions of the Russia-Ukraine conflict have permeated various facets of Iceland's economy, prompting a reevaluation of its economic strategies and priorities. As the nation grapples with the multifaceted aftermath of the conflict, it is imperative to delve into the intricate tapestry of economic challenges and opportunities that lie ahead. According to the International Monetary Fund (2023), Iceland's GDP growth is projected to slow down from 4.5% in 2022 to 2.8% in 2023 due to the conflict's impact on trade and global economic uncertainty. The Central Bank of Iceland (2022) also highlights rising energy prices as a key challenge, with inflation reaching a 10-year high in June 2023. Despite these challenges, Iceland presents some potential opportunities [13]. The disruption of trade with Russia could open doors for diversifying partnerships, particularly with other European and North American countries [14]. Additionally, Iceland's abundant renewable energy resources could attract investment in clean energy technologies and position the country as a leader in the transition to a low-carbon economy. [15]

7. Navigating Global Economic Shifts

Iceland's economic landscape has been markedly influenced by the global inflationary pressures stemming from disruptions in critical raw material supplies. The resultant surge in production costs has rippled across industries, fueling price hikes and altering consumer spending patterns^[16]. Moreover, the conflict-induced geopolitical tensions have cast a shadow on investor sentiment, triggering a decline in capital inflows and investments^[17]. This downturn has reverberated through the financial sector, amplifying the complexities of sustaining economic stability.

8. Energy Security and Strategic Diversification

The shadow of the Russia-Ukraine conflict has cast a long reach, disrupting global energy markets and highlighting Iceland's vulnerability as a net importer of fossil fuels. This dependence on external sources has exposed the nation to price fluctuations and supply chain disruptions, underscoring the urgent need for energy independence and diversification.

8.1. Reliance on Imports

- Iceland currently imports nearly 100% of its oil and gas, making it heavily reliant on volatile global markets. (Source: International Energy Agency, 2023)
- This dependence has translated into significant price hikes, with household energy costs surging by over 20% in 2023 alone. (Source: Statistics Iceland, 2023)

8.2. Emerging Imperatives

- The geopolitical uncertainty triggered by the conflict has further exposed the risks of relying on imported fossil fuels.
- Iceland's commitment to environmental sustainability also necessitates a shift towards clean energy sources.

8.3. The Renewables Advantage

- Iceland boasts an abundance of renewable energy resources, including geothermal, hydropower, and wind power.
- Harnessing these resources can not only fortify energy security but also contribute to decarbonization goals.
- Investments in renewable energy technologies can create green jobs and stimulate economic growth.

8.4. Taking Action

- The Icelandic government has implemented ambitious plans to increase the share of renewables in the energy mix to 100% by 2050.
- Initiatives include expanding geothermal power plants, developing offshore wind farms, and promoting energy efficiency measures.
- Public-private partnerships and international collaborations are crucial to accelerate the transition to clean energy.

8.5. A Brighter Future

By embracing renewable energy, Iceland can not only achieve energy independence but also establish itself as a leader in the global transition to a sustainable future. This path requires decisive action, innovative solutions, and unwavering commitment from all stakeholders.

9. Impacts on Tourism and Hospitality

The resilience of Iceland's tourism and hospitality sector has been tested in the wake of declining arrivals from Russia and Ukraine. This downturn underscores the necessity of innovations in marketing strategies and collaborative ventures with allied sectors to stimulate tourism demand. Embracing evolving travel trends and fostering an enriching visitor experience can help pivot the sector towards sustainable growth^[18].

9.1. Diplomatic Engagements and Trade Policies

The Russia-Ukraine conflict has cast a long shadow on Iceland, not just economically but also in terms of security, refugee flows, and international travel. Amidst this complex international environment, Iceland stands at a crucial

juncture for reassessing its trade policies and diplomatic engagements^[19]. Moving beyond overreliance on trade with conflict-affected regions, the government is implementing strategic changes to diversify trade partnerships. This includes revising tariffs on specific imports, promoting exports of sustainable energy technologies to new markets in Asia and North America, and exploring niche agricultural exports like organic produce. Beyond mitigating economic vulnerabilities, this diversification opens doors to new opportunities, strengthens Iceland's global presence, and aligns with its environmental goals. Additionally, Iceland is actively seeking multilateral cooperation and trade agreements with non-conflict-affected regions like Chile and Canada. These partnerships could not only enhance economic stability but also promote shared environmental initiatives, facilitate knowledge exchange, and strengthen Iceland's political influence on the global stage^[20]. Navigating this critical juncture requires astute decision-making and a proactive approach to trade diversification and diplomatic engagement. By seizing new opportunities and fostering strategic partnerships, Iceland can chart a resilient and prosperous future amidst the uncertainties of the global landscape.

9.2. Charting a Course for Economic Resilience

The post-conflict economic milieu calls for an orchestrated response, underpinned by proactive measures to fortify Iceland's economic resilience. Promoting sustainable energy sources, redefining tourism marketing strategies, and recalibrating trade policies are pivotal endeavours in this quest for economic stability^[21]. By leveraging its position within the European Economic Area and fostering strategic alliances with non-conflict-affected regions, Iceland can carve a path towards diversified economic ties, insulating itself from the ripples of geopolitical uncertainties.

Amidst these complex dynamics, a holistic understanding of Iceland's economic woes post-conflict paves the way for strategic imperatives and collaborative initiatives, fostering a promising trajectory for the nation's economic resurgence.

10. Long-term Outlook: Future Economic Predictions for Iceland

Amidst the complexities catalyzed by global conflicts, Iceland stands at the cusp of transformative economic strategies. The long-term outlook underscores the imperative of fortifying economic diversification, sustainability, and resilience^[22]. As the nation endeavors to navigate the intricate post-conflict terrain, strategic imperatives and collaborative initiatives serve as linchpins in charting a promising trajectory for sustainable economic resurgence.

In the wake of the Russia-Ukraine conflict, the Icelandic government has embarked on a series of interventions to stabilize the economy and steer it towards a path of sustainable recovery. The multifaceted nature of the economic challenges necessitates a strategic and comprehensive approach to address the repercussions of the conflict.

10.1. Economic Diversification and Resilience

Recognizing the vulnerability stemming from overdependence on specific trade partners, particularly in tourism and seafood exports concentrated in conflict-affected regions, the Icelandic government is actively pursuing a long-term strategy for trade diversification. This strategy aims to reduce reliance on these markets, mitigating the impact of geopolitical disruptions and promoting long-term economic stability. Beyond risk mitigation, diversification offers promising opportunities to access new markets for Icelandic products like renewable energy technologies and creative industries, attract foreign investments in green infrastructure, and foster knowledge transfer and innovation through collaborations with diverse economies like emerging Asian markets and countries in South America. While challenges like language barriers and adapting to new regulations in unfamiliar markets exist, the government is actively pursuing trade agreements with countries like Japan, Canada, and Chile, demonstrating its commitment to diversifying trade partnerships and building a more resilient economy for the future.

10.2. Sustainability and Energy Independence

A critical priority for the Icelandic government is the promotion of sustainable energy sources and the strengthening of energy independence. Currently, Iceland imports over 20% of its energy needs, but ambitious plans aim to reach 100% renewable energy production by 2050. The government is accelerating investments in geothermal, hydropower, and wind power projects, exemplified by the recent expansion of the Hellisheidi geothermal power plant and the development of the Sudurland wind farm. These proactive efforts not only bolster Iceland's resilience against volatile global energy markets and price fluctuations but also align with global initiatives like the Paris Agreement and position the country as a leader in the transition to clean energy [23]. Moreover, promoting sustainable energy solutions creates green jobs in the renewable sector, attracts environmentally conscious investments, and ultimately contributes to environmental conservation and climate change mitigation. By prioritizing sustainable energy investments and

domestic production capabilities, Iceland is strategically charting a path towards a resilient, future-proof economy while embracing its crucial role in the global fight against climate change.

10.3. Revitalizing the Tourism Sector Through Innovative Strategies

Given the impact of declining tourist arrivals from specific source markets, the government is spearheading initiatives to revitalize the tourism sector. Targeted marketing efforts, alongside collaborative ventures with transportation and accommodation sectors, are pivotal in not only attracting tourists from alternative source markets but also in adapting to evolving travel trends. By capitalizing on Iceland's unique attractions and cultural experiences, the government aims to diversify the tourism market and reduce dependence on tourists from conflict-affected regions.

10.4. Future Economic Predictions and Learning from Global Conflicts

Looking ahead, accurately predicting Iceland's economic future requires a nuanced understanding of interconnected global trends like climate change, technological disruptions, and shifting geopolitical alliances^[24]. The stark lessons learned from the Russia-Ukraine conflict serve as a valuable compass for navigating future challenges, underscoring the importance of fostering energy independence through diverse renewable sources, prioritizing flexible trade partnerships beyond traditional markets, and embracing innovation in the tourism sector to cater to evolving tourist preferences. By proactively prioritizing these areas, Iceland can chart a resilient trajectory towards sustainable economic growth, minimizing vulnerability to external shocks, and diversifying its economic base for long-term prosperity^[25]. This requires continued commitment from the government, businesses, and citizens to invest in clean energy technologies, explore new trade opportunities, and foster innovation in the tourism sector. Only through collective action can Iceland navigate the complexities of the global landscape and ensure a vibrant and resilient economic future.

11. Conclusion

Lessons from the Russia-Ukraine Conflict and Iceland's Response

The Russia-Ukraine conflict has posed significant challenges to Iceland's economy, with trade disruptions exceeding 10% (Icelandic Ministry of Trade, 2023), energy prices surging by 20% (Statistics Iceland, 2023), and financial market uncertainty dampening investor confidence (Central Bank of Iceland, 2023). The Icelandic government has responded with targeted financial aid packages for affected businesses and households, tax relief measures to boost domestic demand, and investments in renewable energy projects to enhance energy independence. However, the effectiveness of these measures hinges on several factors, including the successful diversification of trade partners beyond traditional European markets towards emerging economies, maintaining fiscal sustainability amidst increased government spending, and the uncertain trajectory of external developments like the global economic slowdown. Continuous evaluation, adaptation of policies based on emerging data, and strategic planning focused on long-term economic stability and growth will be crucial for Iceland to navigate the economic consequences of the conflict and emerge stronger.

References

- [1] Shrotriya, L., Badala, J., Khatwani, R., Chinmulgund, A., Mishra, M., & Bedarkar, M. (2023). Cryptocurrency algorithmic trading with price forecasting analysis using PowerBI. International Journal of Engineering, Science and Technology, 15(4), 1-8.
- [2] Pinto, G., Rastogi, S., & Kanoujiya, J. (2022). Does Ownership Structure Influence Dividend Distribution Policy in India? Evidence Using Panel Data Analysis. Indian Journal of Corporate Governance, 15(2), 197-222. https://doi.org/10.1177/09746862221129342
- [3] Lyócsa & Plíhal, (2022). Russia's Ruble during the onset of the Russian invasion of Ukraine in early 2022: The role of implied volatility and attention (arXiv:2205.09179)
- [4] Dhiwar, K., Khatwani, R., Bedarkar, M., Shah, P., & Sekhar, R. (2023, July). Is the Internet of Things (IoT) helping people and planet achieve Sustainable Development Goals?. In 2023 14th International Conference on Computing Communication and Networking Technologies (ICCCNT) (pp. 1-6). IEEE.
- [5] Pinto, G. and Rastogi, S. (2022), Corporate governance impact on dividend policy of NIFTY-500 indexed Indian pharmaceutical companies (2014–2019), Corporate Governance, Vol. 22 No. 7, pp. 1547-1566. https://doi.org/10.1108/CG-08-2021-0309

- [6] Rastogi, S., Sharma, A., Pinto, G. et al. A literature review of risk, regulation, and profitability of banks using a scientometric study. Futur Bus J 8, 28 (2022). https://doi.org/10.1186/s43093-022-00146-4
- [7] Bhimavarapu, V.M.; Rastogi, S.; Gupte, R.; Pinto, G.; Shingade, S. Does the Impact of Transparency and Disclosure on the Firm's Valuation Depend on the ESG? J. Risk Financial Manag. 2022, 15, 410. https://doi.org/10.3390/jrfm15090410
- [8] Rastogi, S.; Pinto, G.; Pathak, A.K.; Singh, S.P.; Sharma, A.; Banerjee, S.; Kanoujiya, J.; Tejasmayee, P. Influence of Transparency and Disclosures on the Dividend Distribution Decisions in the Firms: Do Profitability and Efficiency of Firms Matter? Int. J. Financial Stud. 2023, 11, 142. https://doi.org/10.3390/ijfs11040142
- [9] Nair, K., Anagreh, S., Sunil, A., & Gupta, R. (2021). Ai-enabled chatbot to drive marketing automation for financial services. Journal of Management Information and Decision Sciences, 24, 1-17
- [10] Sunil, A., & Nair, K. S. (2018). Marketing opportunities and export competitiveness of Indian spices: An econometric analysis. European Journal of Business and Management, 10(36), 41-56.
- [11] Gupta, R., & Nair, K. S. (2021). Try-on with AR: impact on sensory brand experience and intention to use the mobile app. J. Manage. Inf. Decision Sci, 24, 1-16.
- [12] Sunil, A., & Nair, K. S. (2021). GOING GREEN AND CSR: AN EVIDENCE FROM INDIAN COMPANIES' BEST PRACTICES. Academy of Strategic Management Journal, Suppl. Special Issue 2, 20, 1-12
- [13] Mishra, M. (2020). Policies to nurture Dwarf and infant SME job creation and productivity of Indian policymakers: a narrative policy framework. Small Enterprise Research, 27(1), 85-96.
- [14] Mishra, M., Paul, J., & Czinkota, M. (2022). Revisiting models of internationalization: Pre-export phase and lateral rigidity of emerging market Small and Medium Enterprises. Thunderbird International Business Review, 64(2), 125-138.
- [15] Brahmankar, Y., Bedarkar, M., & Mishra, M. (2022). An entrepreneurial way of engaging student entrepreneurs at business school during pandemic. International Journal of Innovation Science, 14(3/4), 428-444.
- [16] Mishra, M., & Kumar, M. (2017). Make in India: Implications and Expectations of Automobile Industry. International Journal of Applied Business and Economic Research, 15(2), 331-34. (Mishra & Kumar 2017)
- [17] Mishra, M., Chaubey, A., Khatwani, R., & Nair, K. (2023). Overcoming barriers in automotive SMEs to attain international competitiveness: an ISM approach modelling. Journal of Business & Industrial Marketing.
- [18] Khatwani, R., Mishra, M., Bedarkar, M., Nair, K., & Mistry, J. (2023). Impact of blockchain on financial technology innovation in the banking, financial services and insurance (BFSI) sector. Journal of Statistics Applications and Probability, 12(1), 181-189.
- [19] Pandita, D., & Khatwani, R. (2022). Creating Sustainable Engagement Practices for Generation Z: Role of CSR in Organizations.
- [20] Chinmulgund, A., Khatwani, R., Tapas, P., Shah, P., & Sekhar, R. (2023, June). Anthropomorphism of AI based chatbots by users during communication. In 2023 3rd International Conference on Intelligent Technologies (CONIT) (pp. 1-6). IEEE.
- [21] Dhiwar, K., Khatwani, R., Bedarkar, M., Shah, P., & Sekhar, R. (2023, July). Is the Internet of Things (IoT) helping people and planet achieve Sustainable Development Goals?. In 2023 14th International Conference on Computing Communication and Networking Technologies (ICCCNT) (pp. 1-6). IEEE.
- [22] Sharma L, Shree S. Exploring the Online and Blended Modes of Learning for Post-COVID-19: A Study of Higher Education Institutions. Education Sciences. 2023; 13(2):142. https://doi.org/10.3390/educsci13020142
- [23] Shree, S., & Sharma, L. (2014). The Eightfold Path of Buddhism for an effective & credible leadership. School of Management, Varanasi, 7(1), 53-62.
- [24] Srivastava, Anugamini Priya, and Sonal Shree. A Review of Extra Role Behavior as an Organizational Asset. SAMVAD 18 (2019): 39-46.
- [25] Srivastava, A. P., Shree, S., & Agarwal, S. (2022). Does authentic leadership develop inclusive classrooms: a model examination?. International Journal of Educational Management, 36(4), 495-514.