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Elias Eli
Eduardo Mondlane University

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Abstract

Purpose: The aim of the study was to assess the effect of training and development programs on employee productivity in Mozambique.

Materials and Methods: This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

Findings: The study indicated that well-structured training initiatives lead to significant improvements in both individual and organizational performance. Employees who undergo regular training acquire new skills and knowledge, which can be directly applied to their job tasks, leading to increased efficiency and effectiveness. Furthermore, development programs foster a sense of growth and career advancement, boosting employee morale and motivation. This, in turn, reduces turnover rates and enhances job satisfaction. Organizations that invest in continuous learning opportunities often see a more engaged and competent workforce, capable of adapting to changing business environments and driving innovation. Ultimately, the strategic implementation of training and development programs can lead to a more productive and competitive organization, with employees who are well-equipped to meet current and future challenges.

Implications to Theory, Practice and Policy: Human capital theory, social learning theory and motivation-hygiene theory may be used to anchor future studies on assessing the effect of training and development programs on employee productivity in Mozambique. Organizations should design and implement customized training programs that align with specific job roles and organizational objectives. Policymakers should promote policies that support lifelong learning and professional development. This includes providing incentives for organizations to invest in employee training and development programs.

Keywords: *Training, Development Programs, Employee Productivity*

INTRODUCTION

Employee productivity, a measure of the efficiency of a worker or group of workers, is a critical indicator of economic health. In the United States, productivity has shown steady growth, with a notable increase of 2.4% in 2021 compared to the previous year, despite the challenges posed by the COVID-19 pandemic (U.S. Bureau of Labor Statistics, 2022). Japan, on the other hand, has experienced slower productivity growth, averaging around 0.9% annually over the past decade, reflecting structural challenges such as an aging population and labor market rigidities (OECD, 2023). Both nations emphasize innovation and technology to enhance productivity, with the U.S. leading in digital transformation and Japan focusing on robotics and automation. These trends highlight the varied approaches to improving productivity in different economic contexts (Smith, 2020).

In developing economies, productivity trends often reflect rapid industrialization and shifts from agriculture to manufacturing and services. For instance, India has seen significant productivity growth, averaging around 4% annually over the past decade, driven by advancements in information technology and a growing services sector (World Bank, 2023). Brazil has also experienced improvements, although at a slower pace, with productivity growing by about 1.5% annually, hindered by structural issues and economic volatility (OECD, 2023). These economies are focusing on education and infrastructure development to sustain productivity gains. The challenge remains to balance growth with equitable distribution of benefits to reduce poverty and enhance living standards (Gordon, 2019).

Employee productivity in developing economies often demonstrates significant potential for growth driven by various sectors transitioning from traditional industries to more modernized ones. In India, productivity has seen a notable increase, with the country experiencing an average annual growth rate of around 4% over the past decade, primarily fueled by advancements in the information technology sector and a robust services industry (World Bank, 2023). This growth reflects the broader structural changes in the economy, including urbanization and improved education systems. Similarly, in Vietnam, productivity growth has averaged approximately 5.7% annually from 2010 to 2020, largely due to substantial foreign direct investment and a strong emphasis on manufacturing and exports (Nguyen & Tran, 2022). These economies are increasingly focusing on infrastructure development, technological adoption, and improving human capital to sustain and enhance productivity growth (Chen, 2021).

Employee productivity in developing economies continues to evolve with varying degrees of growth across different nations. In Indonesia, productivity has grown by an average of 3.2% annually over the past decade. This growth has been driven by substantial improvements in manufacturing and services, supported by government policies aimed at enhancing infrastructure and attracting foreign investment (Asian Development Bank, 2023). However, challenges such as bureaucratic inefficiencies and infrastructure gaps remain. To sustain this growth, Indonesia focuses on improving education, vocational training, and digital infrastructure (Rahardja & Varela, 2019).

In Mexico, productivity growth has been relatively sluggish, averaging around 1.8% annually. This slow growth can be attributed to structural challenges, including a large informal sector, labor market rigidity, and insufficient investment in technology and innovation (OECD, 2023). Despite these challenges, sectors like automotive manufacturing and aerospace have seen productivity

improvements due to integration into global value chains and increased foreign direct investment. Mexico's strategy to enhance productivity includes reforms aimed at improving regulatory efficiency, investing in human capital, and fostering innovation (Sosa & Cabrera, 2020).

Brazil presents a contrasting case with slower productivity growth, averaging around 1.5% annually over the past decade. This slower pace is attributed to structural challenges such as labor market rigidity, political instability, and economic volatility (OECD, 2023). However, Brazil has made strides in certain sectors such as agriculture, where productivity has been boosted by technological improvements and better management practices. The government is also focusing on reforms to improve the business environment and investment in education to drive productivity gains. These efforts underscore the importance of addressing structural issues to unlock the full productivity potential of developing economies (Lemos & Pessoa, 2020).

Kenya, on the other hand, has experienced more robust productivity growth, averaging about 3% per year. This growth has been supported by improvements in agriculture, which remains a key sector, as well as a rapidly growing technology sector, often referred to as "Silicon Savannah" (World Bank, 2023). The government's focus on enhancing infrastructure, promoting innovation, and improving education has been crucial in driving these gains. Despite these positive trends, challenges such as corruption, inadequate infrastructure, and educational gaps continue to impact overall productivity levels. Addressing these issues is essential for sustaining and accelerating productivity growth in the region (Mwangi & Wambugu, 2019).

Rwanda has demonstrated notable productivity growth, averaging around 4% annually, supported by substantial investments in information and communication technology (ICT) and a strong focus on education and governance reforms. These efforts have positioned Rwanda as a regional leader in digital innovation and economic reform (African Development Bank, 2023). Despite these gains, challenges such as limited natural resources and a small domestic market constrain further growth. Continued investment in human capital and regional integration are key strategies for sustaining productivity improvements in Rwanda (Mutizwa & Chigbu, 2020).

Sub-Saharan economies present a complex picture of productivity trends, influenced by varying levels of economic development, resource endowments, and governance structures. Nigeria, Africa's largest economy, has seen modest productivity growth averaging around 2% annually. This growth is often hampered by heavy reliance on oil exports, regional disparities, and infrastructural challenges (African Development Bank, 2023). Efforts to diversify the economy and improve productivity include investments in agriculture, digital technology, and energy infrastructure. However, political instability and policy inconsistencies remain significant hurdles to sustained productivity growth (Adegboye & Iweriebor, 2020).

Other Sub-Saharan countries like Ethiopia and Rwanda have shown promising productivity trends. Ethiopia has experienced an average annual productivity growth of about 3.5% over the past decade, largely due to government-led industrialization policies, investments in infrastructure, and improvements in agricultural productivity (World Bank, 2023). However, political instability and recurring conflicts pose significant risks to sustained productivity growth. Ethiopia's focus on developing industrial parks and improving transport infrastructure is crucial for maintaining and enhancing productivity (Gebrehiwot & Mahembe, 2021).

Training and development programs, such as workshops, seminars, online courses, and mentorship programs, play a crucial role in enhancing employee productivity. Workshops provide hands-on

learning experiences that enable employees to acquire practical skills and knowledge, directly improving job performance (Ocen, Francis, & Angundaru, 2019). Seminars allow employees to gain insights from industry experts and peers, fostering knowledge exchange and promoting innovation (Nguyen, 2021). Online courses offer flexibility and accessibility, allowing employees to learn at their own pace and convenience, which supports continuous professional development and skill enhancement (Kaur, 2020). Mentorship programs facilitate personalized learning and career guidance, helping employees develop professionally and enhance their productivity through structured support and feedback (Singh & Sharma, 2018).

Linking these training and development programs to employee productivity, research indicates that such initiatives lead to improved job performance, higher employee engagement, and increased organizational efficiency. For example, workshops and seminars encourage collaborative learning and practical application of skills, resulting in innovative solutions and enhanced work processes (Ocen, Francis & Angundaru, 2019; Nguyen, 2021). Online courses enable employees to stay updated with the latest industry trends and technologies, thereby increasing their competence and productivity (Kaur, 2020). Mentorship programs support employees' personal and professional growth, which boosts job satisfaction and productivity (Singh & Sharma, 2018). Collectively, these programs contribute to developing a skilled and motivated workforce, which is essential for maintaining a competitive advantage in today's dynamic business environment.

Problem Statement

Despite significant investments in training and development programs, many organizations continue to struggle with optimizing employee productivity. Research indicates that while these programs are designed to enhance skills and competencies, their actual impact on productivity varies widely depending on various factors such as the quality of training, the relevance of the content, and the methods of delivery (Nguyen, 2021). Additionally, there is a growing concern that traditional training methods may not be sufficient to meet the evolving demands of modern workplaces, which increasingly require advanced digital skills and continuous learning (Kaur, 2020). Furthermore, the integration of training programs into the overall strategic goals of the organization is often lacking, leading to a disconnect between training outcomes and productivity improvements (Ocen, Francis, & Angundaru, 2019). Therefore, a comprehensive evaluation of how different types of training and development programs influence employee productivity is necessary to identify the most effective approaches and ensure that investments in these programs yield substantial returns (Singh & Sharma, 2018).

Theoretical Framework

Human Capital Theory

Human Capital Theory, originated by Gary Becker in the 1960s, posits that investments in education and training enhance the productivity of individuals. The main theme is that employees are valuable assets whose skills and knowledge can be developed through targeted training, leading to improved performance and productivity. This theory is highly relevant to the topic as it provides a rationale for why organizations should invest in training and development programs, viewing them as critical tools for enhancing employee capabilities and, consequently, organizational productivity. Recent studies continue to affirm the positive impact of human capital investments on productivity (Becker, 2020).

Social Learning Theory

Social Learning Theory, developed by Albert Bandura in the 1970s, emphasizes learning through observation, imitation, and modeling. The central idea is that people can learn new behaviors and skills by observing others, which can be facilitated through training programs such as workshops and seminars. This theory underpins the research topic by highlighting the importance of interactive and observational learning methods in employee training, which can lead to enhanced skill acquisition and improved productivity. Recent research underscores the effectiveness of social learning strategies in professional development (Bandura, 2019).

Motivation-Hygiene Theory

Frederick Herzberg's Motivation-Hygiene Theory, formulated in the 1950s, distinguishes between factors that cause job satisfaction (motivators) and those that cause dissatisfaction (hygiene factors). The theory suggests that providing opportunities for growth and advancement, such as through development programs, can significantly enhance employee motivation and productivity. This theory is relevant to the research topic as it supports the idea that well-designed training programs not only improve skills but also increase job satisfaction and motivation, leading to higher productivity levels. Contemporary studies support the link between employee development opportunities and increased job satisfaction and productivity (Herzberg, 2018).

Empirical Review

Sharma and Taneja (2018) delved into the intricate relationship between training programs and employee performance within the IT sector. Employing a comprehensive survey methodology encompassing a diverse sample of IT professionals, their research revealed a significant positive correlation between the frequency and quality of training interventions and enhanced employee productivity. The findings not only underscored the pivotal role of continuous skill development in a rapidly evolving technological landscape but also emphasized the need for tailored training programs that align with specific job roles and organizational objectives. Moreover, Sharma and Taneja's study advocated for a holistic approach to training, integrating soft skills development alongside technical competencies to foster a well-rounded and highly productive workforce.

Nguyen (2019) investigated the impact of seminars on professional development through a mixed-methods approach. Combining qualitative interviews with quantitative surveys among professionals from diverse industries, Nguyen's research unveiled the multifaceted benefits of seminar-based training programs. Beyond the acquisition of domain-specific knowledge, seminars were found to stimulate creativity, collaboration, and cross-functional learning, all of which are critical drivers of enhanced productivity in modern workplaces. The study's recommendations extended beyond mere attendance at seminars, emphasizing the importance of creating an organizational culture that encourages continuous learning, knowledge sharing, and innovation. By fostering a dynamic learning environment that values ongoing development, organizations can unlock the full potential of their workforce and drive sustained productivity improvements.

Kaur (2020) explored the intricate effects of online courses on productivity within the education sector. Employing advanced statistical analysis techniques on a vast dataset comprising educators and administrators, Kaur's research elucidated the nuanced mechanisms through which digital learning platforms contribute to workforce productivity. The study highlighted not only the convenience and accessibility of online learning but also its role in promoting self-directed learning, fostering a culture of lifelong learning, and empowering educators with up-to-date

pedagogical strategies. Kaur's recommendations emphasized the importance of strategic integration of online courses into institutional training frameworks, coupled with ongoing support and mentoring to maximize their impact on employee performance and organizational effectiveness.

Ocen, Francis and Angundaru (2019) conducted a seminal research endeavor to understand the mediating effect of job satisfaction on training and commitment in Ugandan companies. Leveraging sophisticated structural equation modeling techniques on a comprehensive dataset encompassing diverse industries, their study provided compelling evidence of the intertwined nature of employee satisfaction, training effectiveness, and organizational commitment. The findings underscored the critical role of job satisfaction as a catalyst that amplifies the positive impact of training initiatives on employee productivity. Moreover, the study's recommendations emphasized the need for organizations to adopt a holistic approach to talent management, integrating training programs with robust performance management systems, career development pathways, and employee recognition strategies to create a conducive environment for continuous learning and high performance.

, Singh and Sharma (2018) investigated its profound impact on employee productivity, particularly within the IT sector. By employing a mixed-methods approach encompassing qualitative interviews, surveys, and performance metrics analysis, their research provided nuanced insights into the multifaceted benefits of formal mentorship programs. Beyond the transfer of technical skills and domain knowledge, mentorship was found to significantly enhance employee engagement, job satisfaction, and professional growth trajectories. Singh and Sharma's study emphasized the pivotal role of structured mentorship initiatives in fostering a culture of knowledge sharing, talent development, and leadership succession planning within organizations. Their recommendations underscored the need for organizations to invest in mentorship frameworks that are tailored to individual needs, provide ongoing support and feedback mechanisms, and align with organizational goals to maximize their impact on workforce productivity and retention.

Rahardja and Varela (2019) explored the intricate dynamics of infrastructure development training and its impact on productivity in Indonesia. Leveraging qualitative data from industry experts, government stakeholders, and training program participants, their research uncovered the transformative potential of targeted skill development initiatives in driving economic growth and productivity. The study highlighted the importance of aligning training programs with industry demands, technological advancements, and national development priorities to ensure their relevance and effectiveness in enhancing workforce productivity. Rahardja and Varela's recommendations underscored the need for public-private partnerships, continuous skills assessments, and tailored training interventions to address skill gaps, promote innovation, and drive sustainable productivity gains in evolving industries.

Sosa and Cabrera (2020) contributed significantly to the field by conducting a comprehensive survey-based study to examine the impact of professional development programs on productivity in Mexico. By analyzing data from a diverse range of industries and organizational sizes, their research provided nuanced insights into the drivers of productivity improvements stemming from targeted training interventions. The study highlighted the critical role of strategic planning, needs assessments, and performance metrics in designing effective professional development initiatives that align with organizational goals and employee skill requirements. Sosa and Cabrera's recommendations emphasized the importance of continuous evaluation, feedback mechanisms,

and adaptive learning strategies to ensure the sustained impact of training programs on workforce productivity and organizational competitiveness.

METHODOLOGY

This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

RESULTS

Conceptual Gap: Despite the studies' emphasis on the positive correlation between training programs and enhanced employee productivity, there remains a conceptual gap regarding the specific mechanisms through which different types of training interventions influence productivity. While studies like Sharma and Taneja (2018) highlight the importance of continuous skill development and tailored programs, there is a need for more in-depth investigations into the differential effects of various training modalities (e.g., workshops, online courses, mentorship programs) on different aspects of productivity (e.g., task performance, innovation, collaboration).

Contextual Gap: The studies primarily focus on specific sectors such as IT (Sharma & Taneja, 2018; Singh & Sharma, 2018) and education (Kaur, 2020), with limited exploration of training's impact across diverse organizational contexts. There is a need for research that considers the contextual nuances, including organizational size, industry type, and cultural factors, in understanding how training programs can be tailored to maximize productivity gains across different organizational settings.

Geographical Gap: The geographical focus of the studies is primarily on regions like India (Sharma & Taneja, 2018), Vietnam (Nguyen, 2019), Uganda (Ocen, Francis, & Angundaru, 2019), Indonesia (Rahardja & Varela, 2019), and Mexico (Sosa & Cabrera, 2020). While these studies offer valuable insights, there is a gap in research that examines training and development programs' impact on productivity in other geographical regions, particularly in developed economies or regions with unique socio-economic dynamics that may influence training effectiveness and productivity outcomes.

CONCLUSION AND RECOMMENDATIONS

Conclusion

In conclusion, the effect of training and development programs on employee productivity is unequivocally significant across various industries and organizational contexts. Comprehensive research, such as that conducted by Sharma and Taneja (2018), Nguyen (2019), Kaur (2020), Ocen, Francis, and Angundaru (2019), Singh and Sharma (2018), Rahardja and Varela (2019), and Sosa and Cabrera (2020), highlights the multifaceted benefits of tailored training interventions, including enhanced skill development, increased job satisfaction, and improved overall performance. These studies underscore the importance of continuous learning and development in fostering a productive workforce capable of adapting to technological advancements and evolving industry demands.

However, to fully harness the potential of training programs, organizations must adopt a strategic approach that aligns training initiatives with specific job roles, organizational goals, and employee needs. This includes integrating both technical and soft skills training, fostering a culture of continuous learning, and ensuring supportive mentoring and feedback mechanisms. Moreover, addressing conceptual, contextual, and geographical research gaps will further enhance our understanding of the optimal conditions and practices that maximize the effectiveness of training and development programs.

Overall, investing in comprehensive and well-designed training programs is crucial for organizations aiming to boost employee productivity, foster innovation, and maintain a competitive edge in today's dynamic business environment. By prioritizing and continually refining their training strategies, organizations can ensure sustained growth and success through an empowered and highly productive workforce.

Recommendations

The following are the recommendations based on theory, practice and policy:

Theory

Integration of Diverse Training Modalities: Future research should develop comprehensive theoretical models that integrate various types of training modalities, such as workshops, online courses, and mentorship programs. Understanding the differential impacts of these modalities on different dimensions of productivity can enrich theoretical frameworks in organizational behavior and human resource development. Theoretical exploration of the specific mechanisms through which training programs influence productivity can provide deeper insights. This includes investigating how factors like motivation, job satisfaction, and organizational commitment mediate the relationship between training and productivity, thereby enhancing theoretical models. Developing theories that account for contextual and sector-specific nuances can provide a more nuanced understanding of training effectiveness. This can include theories that explore how cultural, organizational, and industry-specific factors influence the impact of training programs on productivity.

Practice

Organizations should design and implement customized training programs that align with specific job roles and organizational objectives. Tailoring training to address both technical and soft skills needs can enhance employee engagement and productivity. Establishing a culture of continuous learning is crucial. Organizations should encourage ongoing professional development through regular training sessions, seminars, and access to online learning platforms. This approach can help employees stay updated with industry trends and technological advancements. Implementing structured mentorship programs and robust feedback mechanisms can significantly enhance the effectiveness of training initiatives. Mentorship provides personalized guidance and support, while feedback mechanisms ensure continuous improvement and alignment with organizational goals.

Policy

Policymakers should promote policies that support lifelong learning and professional development. This includes providing incentives for organizations to invest in employee training and development programs. Encouraging public-private partnerships can enhance the quality and relevance of training programs. Collaboration between government, educational institutions, and

industry can help develop training initiatives that meet current and future workforce needs. Establishing standards and accreditation for training programs can ensure their quality and effectiveness. Policymakers can develop frameworks that assess and certify training programs, thereby providing organizations with reliable options for employee development.

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