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Abstract

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Keywords: Global Supply Chains, Labor Regimes, Transnational Solidarity, COVID-19 Pandemic, Precarity, Digital Surveillance, Worker Resistance, Supply Chain Governance, Just Recovery, Networked Power

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The Sociology of Global Supply Chains: Labor Regimes and Transnational Worker Solidarity in the Post-Pandemic Era

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Abstract

The present secondary-research report is an analysis of the post-pandemic global supply chains' (GSCs) sociology, focusing on the dialectic of strengthening labor regimes and changing transnational worker solidarity. The paper claims that the COVID-19 crisis was a great accelerator that has shown and further enforced structural inequalities that existed before. Capital has reacted by re-engineering control by increasing precarity, digital surveillance, and state alliances in a resilience narrative. On the other hand, the identical crisis has prompted new labor reactions, such as digital mobilization, new networks of solidarity, and coalitional approaches to logistical bottlenecks. The report provides a conclusion that the modern world is characterized by an essential battle over governance between a capital-based initiative of risk reduction and a labor-focused prospectus of a just recovery, the victory of which depends on the efficacy of the latest networked forms of worker counter-power.

Keywords: *Global Supply Chains, Labor Regimes, Transnational Solidarity, COVID-19 Pandemic, Precarity, Digital Surveillance, Worker Resistance, Supply Chain Governance, Just Recovery, Networked Power*

Introduction

The Global Supply Chains (GSCs) are the framework architecture of modern globalization in that they coordinate the movement of products, finance, and people across the continents (Magableh & Mistarihi, 2023). However, sociologically, they are dynamic locations of power, conflict, and social reorganization. They are complex tools of international labor arbitrage, with capital systematically taking advantage of the geographical differences in wages, regulations, and power of labor to make maximum profit. In such transnational networks, lead corporations do construct detailed labor regimes, a mix of managerial strategies, state coalitions, and technology in order to achieve a disciplined and cheap workforce (Oya & Schaefer, 2021). However, the very structures, which create resistance, produce dispersal workers as they struggle to create transnational solidarity across legal and spatial boundaries to oppose corporate power. A major test of this system was the COVID-19 pandemic. It was not merely a provisional shock but a tremendous catalyst and unveiled, exposing the extreme vulnerability of hyper-efficient just-in-time systems and, at the same time, triggering new relationships and forms of worker connectivity and organization. This dynamic control and new resistance are the hallmarks of a critical juncture in the post-pandemic world, and the sociology of GSCs becomes a key area of study to analyze the future of work, inequality, and global collective action.

Research Questions

The major questions that are aimed to be answered in this report are as follows:

- To what extent do transnational labor regimes in global supply chains evolve and become more pronounced in the post-pandemic period, in terms of worker precarity, digital surveillance, and state-corporate relationships?

- How has the COVID-19 crisis served as a catalyst for new strategies, digital tools, and networks of transnational worker solidarity?
- How does the struggle over governance of the supply chain currently persist, and how do the competing projects of capital-based resilience and the labor-based just recovery influence the shifting balance of power between corporations and workers?

Research Objectives

The major research questions of this study are:

- To integrate the existing body of academic knowledge to examine the reconfiguration of the instrumentalities of labor control within world systems of production post-pandemic.
- To record and analyze the projective practices, digital networks, and alliances of transnational solidarity that are developing within supply chain employees.
- To critically analyze the clashing accounts of the concept of resilience and justice in post-pandemic supply chain governance and evaluate their implications on workers- power institutionalization.
- To make combined conclusions on the dialectical relationship between the strengthening of the labor regime and the development of counter-movements in the modern global economy.

Significance of the Study

There is a high level of academic and practical importance of this research. It helps advance sociological arguments on inequality in the world, labor movements, and the digital revolution of work by synthesizing an analysis of a turning point in history. It is a bridge between subfields of economic sociology, labor, and political economy. Its practical use is critical to the policymakers, corporate stakeholders, and labor advocates in the post-pandemic operational environment. The report provides evidence-based lessons on how to better design more ethical regulations on due diligence and worker-led strategies and, finally, makes the case for a more equitable and human-centric global making process by highlighting both the processes of enhanced exploitation and the avenues to effective solidarity.

Theoretical Foundations

The complex sociology of Global Supply Chains (GSCs) requires knowledge of the theoretical constructs explaining the power relations of the foundation of them and the counter-movements they prompt. This part forms the conceptual scaffolding of the pre-pandemic by analyzing two mutually constitutive pillars of the architecture of transnational labor regimes built to regulate and extract labor and the ambivalent search of transnational worker solidarity as a counter to the globally disaggregated labor. They both put the dialectic of domination and resistance that was enhanced and redefined by the COVID-19 pandemic in perspective.

The Capitalism of Control in a Dispersed System

A labor regime is not just a constellation of employment regulations but rather the entire system of political, economic, and social institutions that regulate the mobilization, administration, and reproduction of labor power (Goodburn & Mishra, 2023). These regimes are both transnational, networked, and variegated, and they are localized to circumstances but coordinated to the end of the logics of global capital accumulation within GSCs. The pre-pandemic environment was characterized by four aspects.

The core-periphery structure, which is dominated by buyers, is the first one. Major lead firms Multinational lead brands, retailers, and technology companies, which are based mainly in the Global North, organize enormous, decentralized production networks but do not own the majority of production plants (Elg & Hånell, 2023). This form of governance, as explained by the global commodity chain theory by Gereffi, enables the lead firms to centralize power at the top (McWilliam et al., 2019). They impose authority in non-market ways: they establish strictly given product requirements, insist on short turnover times (fast fashion is the paradigm case), and use the high degree of rivalry among thousands of possible vendors. More importantly, this model contributes to the strategic disarticulation of legal liability and ethical responsibility. As lead companies get most of the value and brand equity, they externalize the physical and social risk of production. This brings about a

basic contradiction of the fact that led firms have the final power to control conditions by their buying behavior, and still, they are legally and rhetorically disconnected from the employment relationship in the supplier factories, farms, and warehouses.

Second, the production of precarity and informalization are structurally preconditioned by the labor regime (Bolibar et al., 2021). In order to accommodate the fluctuating needs of the core, the labor in the periphery is made hyper-flexible. This is in the form of short-term contractual agreements, seasonal employment, high rates of labor subcontracting, and piece rates. A large population of the labor force, specifically in agriculture, garments, and construction, are migrant workers, who are, in most cases, undocumented or have limiting visas, and they are in a vulnerable position, and thus they prove to be compliant (Richardson & Pettigrew, 2022). This has been discussed by sociologists such as Standing as the formation of a global precariat, a group characterized by incessant insecurity and occupational identity loss. This regime purposely socializes risk so that the costs of market swings, cancellation of orders, and economic crises in the capitalist system are pushed to individual employees and their families. This economic insecurity is a great disciplinary device, which submerges the collective agency needed to unionize and bargain.

Third, there was the emergence of the late 20th and early 21st centuries and the idea of private governance through Corporate Social Responsibility (CSR) and social auditing. As a voluntary system of self-government developed as a result of the anti-sweatshop movements of the 1990s, CSR frameworks were adopted by MNCs (Bartley & Child, 2011). They implemented codes of conduct and employed third-party auditors to survey factory plants of their suppliers. Nonetheless, a strong sociological and political economy criticism, developed by such scholars as Locke and LeBaron, shows that these systems are essentially legitimizing and reputational tools. Audits are usually preempted, can be easily dead-eyed by factory executives, and are based on the easily quantifiable indicators (e.g., fire extinguishers, wage slips) and not the underlying factors of exploitation (e.g., unfair purchasing prices and impossible deadlines). The CSR regime is therefore an instrument to maintain the myth of ethical consumption that does not redistribute power or value along the chain and is a ritual of verification (Barlas et al., 2023). It addresses the reputational risk of the brand but does not change the underlying power asymmetries between buyer and seller of the model.

Fourth, the role of the state is of pivotal importance and antagonistic towards labor in such regimes (Moos, 2020). In most of the supplier nations, the state becomes a competition state in the way that political economists describe it. The main economic objective of it is to attract and keep footloose international capital by providing an excellent investment environment. This often involves a suppression of labor rights, which is a strategic move to compete. They involve keeping the restrictive laws on freedom of association and collective bargaining, forcefully crushing strikes and independent formation of unions, and creating Export Processing Zones (EPZs) the areas where basic labor and environmental laws are suspended or watered down (Cling & Letilly, 2001). The state is then actively involved in the labor regime whereby it colludes with transnational capital to make the workforce politically quiet and cheap. This is one of the most formidable structural challenges to labor empowerment posed by this state-capital alliance.

Transnational Worker Solidarity

As a reaction to this system of control that had been organized on a global level but implemented locally, the idea of transnational worker solidarity came to be considered one of the key strategic projects of the labor movements (Williams, 2020). It can be defined as the active formation of collective identity, mutual support, and concerted political action of workers in the cross-border setting and are interconnected by the employers or the integrated production process. Its pre-pandemic development was marked by a model of leverage that had a signature and challenges that were deep-rooted and far-reaching.

The best-known and best-performing pattern was the boomerang or leverage pattern of advocacy, theorized by Keck and Sikkink within the context of transnational advocacy networks (Fransen et al., 2021). Local unions or worker organizations in a supplier nation that were blocked by oppressive national governments or uncooperative factory owners would then cast their complaint over the heads of these local enemies to their contacts in the Global North. The pressure would then be applied directly to the lead firm at the top of the chain by these allies of international trade union federations, NGOs, such as the Clean Clothes Campaign or Worker Rights Consortium, or even consumer activist groups (Connor, 2004). The area that was leveraged was the reputational capital of the brand in its profitable consumer markets. Media shaming,

consumer boycotts, and shareholder activism have been used to compel lead firms to intervene with their suppliers, frequently resulting in compensation funds, and in instances of infrequent hardware failures, binding safety agreements. This model recognized the absolute authority existing in the brand and tried to transform the brand image in the minds of the population into a weakness that could be used by workers.

The most perilous obstacle was probably the local trap of trade unionism. Traditionally the labor movements have been constructed within the container of the nation-state, where they have gained rights and protection with the help of the national legislation and industry-wide bargaining (Raess et al., 2018). Many unions in the Global North responded to offshoring by seeking economic nationalism and protectionist strategies and by positioning the workers in the Global South as threats to domestic employment instead of as victims of a common adversarial hand against a common adversary, the mobile capital. This localism divided the possibility of a universalist working-class consciousness, which, as Silver and other labor sociologists critically observed, was the subject of a critical analysis.

As a result, prior to the seismic shock of COVID-19, the terrain of transnational solidarity consisted of tactical achievements between strategic possibilities and not united, countervailing power (Leal Filho et al., 2020). There were promising networks, especially in the garment and electronics industries, and they were the ones that worked within a system, the very structure of which was made in such a way as to ensure that worker power could not be consolidated across borders. This delicate ecosystem would face violent tests due to the pandemic, which would also worsen the vulnerability of the labor regime and provide unparalleled conditions for a rethinking of the exercise of world solidarity.

Methodology

The research methodology used in this report is qualitative secondary research, which is also referred to as a desk-based or literature review research methodology. It does not produce original primary data but is structurally summarizing, analyzing, and synthesizing existing academic literature in order to create an extensive analysis and make original conclusions about the selected subject matter.

The process Involved

Key Themes and Search Parameters Identification: Core concepts were identified (e.g., global supply chains, labor regimes, precarity, transnational solidarity, COVID-19, the gig economy, and digital surveillance). Academic databases (e.g., JSTOR, Scopus, Google Scholar, ProQuest) were used with a search strategy based on a Boolean.

Selection of sources and evaluation: The first preference was given to peer-reviewed journal articles (2018-2024), scholarly books, and reports of the well-known institutions (e.g., International Labour Organization, International Trade Union Confederation, Worker Rights Consortium). The sources were assessed in terms of credibility, relevance, and methodological rigor.

Synthesis and Thematic Analysis: The literature obtained was subjected to thematic analysis. Harmonies and arguments in the scholarship were determined. To create a consistent argument on post-pandemic trends, the report was written by integrating the knowledge of various sources to create a narrative.

Gap Identification and Conclusion Drawing: The synthesis process revealed the areas of agreement, current scholarship debate, and gaps. These aggregated findings were interpreted using the main sociological construct of power, resistance, and institutional change in GSCs to derive original conclusions.

This method enables extensive, interdisciplinary generalization that is fundamental to gaining insight into a complicated, international event, which establishes a framework of analysis on which subsequent primary research will be established.

Post-Pandemic Labor Regimes: The Digital Re-engineering and Increasing Control

COVID-19 was such a significant exogenous shock to the global economic system that it did not break its underlying logic of capital accumulation and labor exploitation. Instead, it was a strong stimulus, which sparked a quick and conscious re-engineering of transnational labor rules. Instead of ruining control, the crisis preconditioned the increase of control and its modernization. The reaction of capital was not a withdrawal but a new calculation, which takes advantage of the shuffle to create greater precarity, heighten technological

surveillance, and unify state alliances, all in the name of creating resilience. This part examines how the multifaceted change in the post-pandemic period of labor control made it much more adaptive, invasive, and resilient—not to the workforce but to the capital.

The Dual Crisis: The Hyper-Exploitation of Precarity

The first quarter of the pandemic revealed the harsh reality of the buyer-centered supply chain system in which ongoing economic uncertainty turned into a life-and-death crisis (Pujawan & Bah, 2021). As the world came to a grinding halt because of consumption, the lead companies quickly invoked force majeure to cancel the orders in large numbers. This unilateral measure was the start of a chain reaction of disasters that created new liabilities of billions of dollars for suppliers in Bangladesh, Cambodia, Myanmar, and others: the suppliers faced billions of dollars in unpaid loans on materials already ordered and work already done. The clothing industry was the most vivid example of this betrayal, with about 40 billion worth of orders cancelled or suspended within the first half of 2020 to date (Fashion Revolution, 2021). The result was disastrous and instant: millions of employees, most of whom were women, were sacked without severance, unpaid legally, and left by the brands they had stitched on their clothing.

This occurrence was a manifestation of asymmetric risk architecture. The just-in-time, so long regarded as lean, turned out to be a perfect way to eliminate the risks (García-Alcaraz et al., 2019). The whole shock of systemic disruption was taken up by workers and suppliers, the most vulnerable nodes in the network. Precarity, which had been a state of work defined by insecurity, was a direct factor of survival, with the loss of income smacking against the increased health vulnerabilities of overcrowded living and imperfect societal medicine. The pandemic biologized economic exploitation, and therefore the effects of flexible labor regimes are physically mortal (Zieliński, 2022). Such an incident made possible the sociological truth of the matter: the flexibility of the labor regime is never a neutral attribute but a weapon of shifting crisis onto the bodies of the global workforce.

Surveillance and Control of Platforms Online

When the pandemic highlighted the vulnerability of the just-in-time model, it also hastened the capital flight towards an even more technologically advanced regime of control. The need to organize the spread-out workforces and make sure that the operations were COVID-safe turned into the excuse to undergo a radical change in digital surveillance and penetrate the managerial gaze deeper into the body of a worker and into the sphere of his/her everyday life (Blumenfeld et al., 2020).

In the field of logistics and warehousing, with Amazon as their exemplary case, the system of algorithmic regulation implemented there was supplemented with new biopolitical layers (Chen et al., 2024). Wearable gadgets and location-tracking software, which were initially meant to track pick rates and impose time off task, were reused to impose social distancing and sanitizing measures. This posed a threatening confusion of people's health with productivity discipline. The system might alert an employee who is taking a slower path to evade a busy aisle or pauses to clean a station to be inefficient. The smart factory/warehouse thereby turned into a data-extractive space in which all movements are recorded, processed, and streamlined, depleting remaining autonomy and privacy.

At the same time, last-mile delivery became platformed, which basically established a new, highly precarious level in supply chains. The necessity to remain at home during lockdowns accelerated the activities of such businesses as Uber Eats, Deliveroo, and their own delivery services (e.g., Amazon Flex) (Ahuja et al., 2021). The model is the epitome of the discontinuous labor regime: employees are formally treated as "independent contractors," atomized against each other, and subjected to algorithmic management: opaque software, which allocates work, sets remuneration, and inflicts automated discipline by terminating them. The platform mediates and hides the employment contract, personalizing all the risk of health, car maintenance, and income fluctuation. The logic of solidarity-breaking of the gig economy was thereby completely incorporated into the physical circulation of products and further disaggregated the collective subject of the worker.

State Power: Sealing the Asymmetric Alliance

The contribution of the state during and after the pandemic was mainly used to strengthen, not to restructure, the power geometries of GSCs (World Bank, 2021). The crisis in producer countries was used to further suspend labor rights in the name of national economic emergency. Governments were afraid of losing capital and collapsing economically, so they saw no other option but to support the employers (Spash, 2020). This entailed, in a few instances, the issuance of emergency decrees, which helped to loosen labor ordinances; in other instances, this entailed the active crackdown of demonstrations being raised by workers demanding unpaid remunerations or safe working environments. The role of the state as a competition state was put into stark focus, where the survival of business over the well-being of its population is placed high, thus being more in agreement with transnational capital.

The pandemic stimulated a change of rhetoric in the consumer countries towards strategic autonomy and reshoring, especially regarding the most important goods such as pharmaceuticals and medical equipment (Free & Hecimovic, 2020). Nonetheless, this nationalist discourse had more to do with the need to provide food to the domestic populations and curb geopolitical dependency and not so much with improving labor standards on the global front. Although legislative efforts such as the Corporate Sustainability Due Diligence Directive made by the EU were politically popular, critical scholars point to their shortcomings. These frameworks tend to be still attached to the CSR paradigm of disclosure and process, where companies have to identify and deal with risks in their chains. They do not go as far as requiring structural changes to the practices of purchasing or to direct liability, which would redistribute power in any meaningful way. The state, even in the Global North, therefore, still regulates in the paradigm that preserves the very essence of integrity and profitability of the outsourced model.

The Narrative Resilience: Spatial Reconfiguration, Non-social Reform

The corporate reaction to the disruption in general has been the very visible shift from just-in-time to just-in-case (José et al., 2023). This means maintaining bigger stocks, spreading the suppliers globally (what is known as the China Plus One strategy), and inquiring about nearshoring. Positioned as creating resiliency and supply chain hardiness, this story is a capital-driven undertaking of reduction of risks and perpetuity insurance. It aims at hedging corporate profitability and shareholder value against exogenous shocks in the future, be they pandemics, geopolitical wars, or climate change.

In the view of labor sociology, this spatial reorganization does not represent a reformation of the very logic of the labor regime. Rather, it is its geographical adaptation. It is not being extinguished but could be moved, not between old centers, but to new, less structured marketplaces in other countries, such as Vietnam, Ethiopia, or Bangladesh (Mazumdar et al., 2022). With the investment comes the characteristics of the regime, i.e., precariousness, suppressed unionization on the part of the state, and low-cost labor. In this corporate language, the term "resilience" is one-way: it is the strength of the supply of goods and capital, not the safety, well-being, or decency of the human beings who make the chain. The new labor regime after the pandemic is marked by a potent mixture of the following: a renewed demand to control, an enhanced repertoire of digital surveillance, and a strategic narrative that justifies spatial restructuring and does not fundamentally alter social relations of production.

Post-Pandemic Transnational Worker Solidarity: Constructing Networked Counter-Power in The Digital Era

Ironically, the COVID-19 pandemic, as a carrier of stronger exploitation, also served as the unprecedented stimulus of transnational solidarity (Hattke & Martin, 2020). It is the crisis that revealed the ugly weaknesses of the streamlined global production paradigm that also tore the mask of normalcy, showing the chain of systemic interdependence of all participants and generating immediate, common complaints. This break created political room for innovation, forcing labor movements and their supporters to change, experiment, and establish new relationships. The post-pandemic period has therefore not only seen the reclaiming of solidarity but also its quantitative change, that is, the development of rapid digital penetration, a transformation in the level of reactivity to initiative network-building, and proactive pinpointing of logistical bottlenecks. This part examines how a new, more agile, digitally native, and coalitional model of transnational worker power has emerged.

Crisis-driven Mobilization: Viral Campaigns to Mutual Aid Networks

The life-threatening nature of the pandemic is immediate, which caused the solidarity endeavors to be highly practical and symbolically powerful. The greatest example was the PayUp campaign. Started by a group of advocacy groups and worker organizations, this online movement used social media as a weapon to fight the particular type of injustice, which was order cancellations (Open Global Rights, 2020). The campaign rallied the consumer spirit across the world by naming and shaming individual brands, outing those companies that had cancelled orders and those that had upheld contracts. It managed to coerce other fast-fashion companies, such as Primark and H&M, into turning around to pay billions of dollars in finished products, which directly procured wages for millions of garment employees. This triumph has re-established the perennial strength of reputational advantage in an age of direct worldwide communication, indicating that the vulnerability of the brand on which the buyer-driven model lies is its focal weakness.

The pandemic, along with these specific campaigns, contributed to the rise of transnational mutual aid networks. These were important information-sharing and advocacy ecosystems. Digital platforms helped worker organizations, unions, and NGOs in continents to share real-time information on COVID-19 outbreaks in factories, government relief policies (or the absence thereof), and the best practices towards workplace safety (UNDP, 2021). The demand of a new systemic demand that the lead firms and the governments, after years of gain through outsourcing, would have a shared fiscal burden to the social reproduction of the workforce was important in initiatives such as the call by the Asia Floor Wage Alliance for a package of relief once the global emergency started, the Garment Relief Package. With this framing, it shifted to not just complaining about some particular grievances but to claiming a principle of chain-wide social responsibility, which pushed the idea of disarticulated liability.

Digital Arsenal: Constructing an Architecture of Distributed Solidarity

Physical restrictions and travel bans made traditional, on-the-ground international organizing impossible and necessitated the rapid and mostly successful use of digital tools (Nissim & Simon, 2021). The movement has already started to build a long-term digital infrastructure of solidarity that can possibly survive even after the pandemic itself. The tactics of a virtual strike were used by the workers, where WhatsApp groups organize a work stoppage and flood the social media accounts of the brands and employers with identical demands, as witnessed in garment worker protests in Indonesia and Honduras. Video-conferencing systems such as Zoom turned into a necessity in transnational strategy meetings, staff training, and even picket lines across the border, reducing the expenses and complexity of coordinating such actions.

Still more ambitious, technology is under investigation for counter-surveillance and worker-led confirmation. Pilot projects based on the blockchain technology are designed to generate impregnable, worker-certified digital data of hours worked and wages paid (Yeom et al., 2021). This is a direct subversion of the conventional, easily corruptible social audit, which establishes an open ledger that can be written to and tracked by the workers themselves. These efforts indicate a future of the so-called counter-logistics, where labor movements can utilize the same data-driven solutions that management uses to achieve visibility of the operations of the chain and also make evidential claims. Moreover, collaborative work on such things as international interactive maps that monitor factory shutdowns, wage heists, and labor movements has resulted in the creation of a common and open-source body of knowledge. This liberalizes information, giving local struggles an opportunity to be immediately contextualized in global patterns and enabling strategic targeting.

Towards Networked Power

Along with the tactical innovation, the pandemic has created an even more profound development of solidarity theory and practice, shifting it towards a new model of networked power. First, there has been a discursive change to the common but differentiated vulnerability. The crisis revealed that a California warehouse worker who was worried about contracting the COVID-19 virus, a Bangladesh migrant seamstress worker who was due months in back pay, and a gig delivery driver in London who was not getting sick pay were all prisoners of the same brutality of risk externalization (Paul, 2020). The narrative of solidarity is one that has been keener on highlighting this precarity that is shared throughout the chain, creating a sense of identity as not one, but as one that is connected.

Second, the effective coalitions have increased tremendously in scope. The pandemic demonstrated the restrictiveness of the traditional union structure, particularly in access to informal, migrant, and platform workers (Bertolini & Dukes, 2021). This acknowledges that the struggle against safe working conditions cannot be separated from struggles against migrant rights, access to healthcare, and environmental sustainability. The need to have a just transition now openly concerns the reshaping of global supply chains, in which the carbon footprint of shipping connects with the labor footprint of production.

Lastly, the strategic emphasis on strategic material chokepoints of global logistics is on the increase. The Ever Given's accidental yet educative blockage of the Suez Canal that happened in 2021 provided a clear example of system fragility (ICS, 2021). It is becoming obvious to labor movements that the power of GSCs is not just concentrated in brand headquarters but rather at the critical points of concentration of goods: ports, rail yards, distribution warehouses, and delivery networks. The coordination of activities at these points, including the historic port worker strikes and the organization drive of Amazon warehouse workers, is meant to have leverage on the whole flow of capital. This is a shift in the model of the boomerang, that is, appealing to the brand, to one of the strategies of network disruption, which is pressure at the weakest physical links in the system itself. This way, solidarity is not so much anymore about the appeal to the conscience of capital, but rather about operating control over it.

Discussion

It is a landscape of high politics and extreme vision, with two sharply divergent views of the world of global supply chains post-pandemic. This struggle dictates who risks, who exercises power, and in whom the production system of the entire world is finally restructured.

The major and most popular vision is the Capital-Led Resilience Project. This is an adaptation strategy rather than a transformation strategy. It aims at strengthening capital chains of supply by spatial diversification (e.g., "China Plus One"), technological intensification by means of surveillance and automation, and further externalization of social and economic risk to labor and suppliers (Do, 2024). It aims at having a de-risked globalization; that is, ensuring that the movement of goods and profit is not disrupted, but the very exploitative logic of the buyer-driven model is maintained. Resilience in this case is a one-way concept that deals with the continuity of the company.

Opposed to it is the Labor and Civil Society Vision of a Just Recovery. This initiative requires a rebalancing in power. Its pillars are 1) legally binding due diligence, making the lead firms liable under the law in the event of rights violations along their chains; 2) the undisputed empowerment of workers by freedom of association and through true social dialogue in recognition that an ultimate resilience must include worker agency; and 3) accountable purchasing practices, making prices allow living wages, eliminating the exploitation at the financial base.

The results of such a battle are unknown. Capital enjoys the advantages of cumulative power, governmental coalitions, and huge resources. The pandemic has, however, induced an even more powerful, below, digitally literate, coalitional, and strategically oriented counter-power on chokepoints of the system. The future of global supply chains will be influenced by the severity of this confrontation of a vision of resilient capital and a resilient workers' movement.

Conclusion

The global supply chain sociology of the post-pandemic period is both intensification and opposition at the same time. COVID-19 hastened and worsened existing tendencies of increasing the precarity of people, digital monitoring, and collusion between states and capitalisms, tailoring labor regimes to a new era of repeated disruption. It revealed the vicious rationale of a system that regards labor as an expendable resource.

However, this very revelation has served as a potent source of transnational solidarity of workers. The common crisis and the influence of digital tools and novel campaigning have created new relations, stories, and strategies. Solidarity is changing the episodic boomerang model to be a more enduring, networked, and digitally infused mobilization that reminds all workers of the shared vulnerability shared by all workers caught up in world production.

The key finding of this secondary research synthesis is that the pandemic has intensified the contradictions of GSCs so that the power balance between the transnational capital and the transnational labor is more tangible and pressing. The resilience to which corporations aspire is entirely incompatible with the justice that workers and people fighting on their behalf require. The future will not be determined by technology or logistics, but rather by political struggle: the capacity of new solidarities to institutionalize the power of workers due to the binding regulation, cross-border bargaining, and incessant disruption of the carefully worked out, yet fragile, control of capital. The post-pandemic supply chain, then, is a decidedly sociological environment, a factory floor of the world in which the eternal struggle between capital and labor is being reconfigured in the 21st century.

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