












“The influence of trade unions on employee performance: Insights from the Nepalese cement manufacturing industry”

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THE INFLUENCE OF TRADE UNIONS ON EMPLOYEE PERFORMANCE: INSIGHTS FROM THE NEPALESE CEMENT MANUFACTURING INDUSTRY

Abstract

The organization's trade union greatly increases worker productivity by fostering a healthy work environment, resolving employee complaints, and encouraging employee involvement. To ascertain how union practices (collective bargaining, democratic principles, and job security) affect worker performance in Nepal's cement manufacturing sector, this study investigates their impact on employee productivity. A causal and descriptive research strategy was employed. Survey participants were the employees working in the selected cement manufacturing companies of Nepal. The primary cross-sectional data were collected from October 2024 to February 2025. The paper used purposive sampling techniques; a total of 476 structured questionnaires were distributed, and 247 were retrieved. This paper also employed descriptive statistics and correlation and regression analyses. Similarly, Cronbach's alpha was used to determine the internal consistency. The study's findings indicated a substantial positive and significant impact of collective bargaining on employee performance ($\beta = 0.691$, $t = 18.08$). A robust, positive, and statistically significant impact of democratic principles on employee performance was identified ($\beta = 0.60$, $t = 16.76$). The results indicated a robust positive and statistically significant impact of job security on employee performance ($\beta = 0.85$, $t = 18.54$).

Keywords

collective bargaining, democratic value, employee performance, job security, trade union

JEL Classification

J50, J51, J53, L11

INTRODUCTION

Businesses in most developing countries are struggling to stay afloat in today's cutthroat global competitive economy. The existence of a business is based on its productivity and high performance. The way trade unions and their benefits contribute to better industrial performance is through the development of collaborative union practices. Interestingly, in an industrial setting, the union plays a crucial role in fostering fundamental, long-term plans to improve performance by establishing connections between staff and management experts. Because efficient performance and productivity are the backbone of any thriving industrial sector, the cement industry places special emphasis on these two metrics. Therefore, a union's presence in an organization acts as a link in industrial relations, fostering growth and benefiting employees by providing collaborative support to the industry. Equally important in laying the groundwork for employee performance are the core union functions of democratic principles, job security, and collective bargaining. Collective bargaining serves as a crucial instrument for safeguarding employee welfare, thereby enhancing employee performance. Likewise, democratic values foster an

employee's participatory role in decision-making, correlating with improved performance. Moreover, job security, as a crucial role of the union, safeguards employees' positions in sectors that enhance employee performance (Stevens & Mosco, 2010).

In addition, trade unions represent employees as a crucial sector, primarily advocating for their welfare and supporting labor relations within industry (Armstrong & Taylor, 2023). The union affects productivity in the industry in several ways, resulting in either positive or negative outcomes (Deery & Iverson, 2005). Thus, constructive collective bargaining, democratic principles, and job security, along with effective negotiation, empower trade unions to improve organizational efficiency by elevating employee performance. Subsequently, the conflicting findings illuminated the importance of unions in enhancing employee performance (Amah & Ahiauzu, 2013).

1. LITERATURE REVIEW AND HYPOTHESES

The social aspects of work are emphasized by the human relations theory of unions, which also highlights the importance of employee demands and expectations for emotional health, motivation, and recognition. Trade unions give employees a platform to voice their complaints, which boosts their sense of security and raises their level of job satisfaction. As a result, unions are crucial for promoting clear communication, enhancing teamwork, and preserving a good rapport between employees and management. According to this theory, the industrial union raises employee satisfaction and motivation by meeting their expectations and enhancing the workplace, which eventually improves overall organizational performance (Mayo, 1933). The collective bargaining theory, often known as the economic theory of trade unions, places a strong emphasis on the roles and responsibilities of unions in their efforts to improve working conditions and salaries in industries. In the end, this concept seeks to improve workers' economic circumstances by encouraging and facilitating group efforts to reach better agreements. Therefore, the union's job is to balance management's and employees' interests to promote talks that benefit both parties (Freeman & Medoff, 1985).

The practice of representing workers' interests in negotiations with their employers about matters like pay, working conditions, and other employment-related matters is known as collective bargaining (Freeman & Medoff, 1985). The process of collective bargaining involves management and employees, frequently through a trade union,

reaching a consensus on pay, working conditions, and other matters in an effort to settle any potential labor conflicts. Consequently, the role of the trade union is to mediate negotiations in a way that benefits the workers (Hyman, 1975). Empirical evidence suggests that collective bargaining has a positive effect on employee accomplishment in a number of ways, including better compensation and a number of gains made through collective bargaining that ultimately foster employee stimulation and productivity. Employees in unionized workplaces report higher levels of job satisfaction and dedication, along with appreciative salaries. The improvement of working conditions through the reduction or elimination of conflicts and grievances is the second advantage of collective bargaining (Addison & Belfield, 2004). Similarly, Heywood and Jiriahn (2009) discovered that performance-based remuneration enhances motivation and productivity by creating a causal link between collective bargaining and employee performance.

Batt et al. (2002) showed that unionized workplaces engaged in collective bargaining exhibited reduced turnover rates, elevated job satisfaction and security, and enhanced overall performance. Thus, empirical studies demonstrate that when unions engage in systematic collective bargaining as their principal activity, it improves employee performance and positively impacts the sector. This primary evidence corresponds to the study's established purpose, forming its foundational basis.

Next, the labor union reflects the crucial environment inside industries via democratic values by promoting democracy and participation, improving economic possibilities, advocating for

justice, and balancing industrial power. As a result, the existence of unions assures that workers may voice their ideas during the formation of organizational choices, in line with the concept of representation (Freeman & Medoff, 1985). Consequently, democratic principles within the industrial sector stimulate participation and engagement by mandating the mobilization of members to participate in elections and push for an employee-compatible system with the necessary number of votes (Leighley & Nagler, 2007). Consequently, reducing income disparities within an organization may be accomplished through compensation standards and a variety of benefits (Mishel et al., 2012). Providing a psychologically secure environment for the presentation of new ideas, organizational unions stimulate innovation by allowing workers to participate in decision-making, which eventually leads to improved job performance (Batt et al., 2002). Consequently, the pattern of democratic principles promotes work quality through peer observation and skill sharing, which further contributes to employee retention and performance improvements (Kruse et al., 2010).

Furthermore, the democratic value inherent in unions enhances employee performance through various procedures, demonstrating that industrial unions facilitate employee participation in decision-making and boost work performance (Boxall & Macky, 2014). The democratic principles of unionization within an organization lead to reduced employee absenteeism, which in turn fosters the development of organizational citizenship behaviors and, ultimately, enhances employee performance (Budd & Lamare, 2021). Consequently, the existence of democratic principles in union activities is associated with greater employee performance inside the company (Huang, 1997). The evidence presented here demonstrates that any sector that is interested in achieving optimal results through the performance of its employees must place a high priority on the constructive role that unions play and the cultivation of democratic values. These are the factors that ultimately lead to increased employee productivity and the achievement of the desired outcomes in industrial practices. Consequently, these data provide a strong basis for the current research, revealing

the linkages between democratic principles and employee performance, highlighting the useful role unions play in the industrial sector.

In addition, the term “job security” refers to the stability and continuity of an individual’s current employment, which is defined by formal procedures that remove the potential of termination and offer employment stability for people in a variety of sectors (Doeringer & Piore, 2020). The employment component is further demonstrated by the quality that significantly impacts employee behavior, ultimately enhancing productivity by reducing stress and promoting organizational commitment (Sverke et al., 2002). Furthermore, job security functions as a formal mechanism to protect employees’ employment via permanent contracts and the establishment of seniority systems, successfully aligning with union strategies to minimize employee turnover (OECD, 2019). Employees who perceive job security exhibit enhanced performance inside the organization, with union members displaying more commitment and engagement in their responsibilities. Thus, employment security bolsters stability and cultivates dedication to corporate goals via enhanced performance (De Witte, 2005). Likewise, job security among employees in the firm considerably boosts their contributions to profitability and success, demonstrating heightened levels of performance (Sverke et al., 2002). Furthermore, those who are facing less employment uncertainty are connected with excellent performance, which in turn might alleviate stress and anxiety related to their jobs (Matz et al., 2012). Consequently, there is a correlation between job security within an organization and improved employee performance. This is because job security helps to alleviate uncertainty, which in turn enables workers to achieve higher levels of motivation and commit to greater performance (Farroukh, 2022). When employees are confident in their jobs, they not only improve their performance but also exhibit their dedication to the general success of the firm (Ashford et al., 1989). Consequently, it is clear that the level of job security that employees have within their respective industries is a significant factor in determining their level of performance. Labor unions in the industrial sector need to promote optimum employee per-

formance in order to boost productivity. The literature review provides a strong platform for additional investigation that is in line with the aims of this study. The literature review reveals that job security, which is a major role of trade unions, is associated with employee performance.

Additionally, employee performance reflects how efficiently and effectively an individual completes their assigned duties and responsibilities to help the company achieve its goals. This is done in order to meet the objectives that have been set by the company. It is evaluated based on several standards and criteria, including job completion, work quality, and the discovery of solutions to existing problems. The objective of this evaluation is to demonstrate that the strength of workers is in line with the standard of the organization (Campbell & Wilmot, 1990). Additionally, the condition in which individuals appropriately match job expectations, carry out their activities, and devote themselves to achieving the organization's mission is referred to as employee performance (De White, 2005). In a similar vein, activities conducted by staff within an organization that align with the business's strategic objectives are referred to as individual employee performance. The workers' capability to carry out activities linked to their employment and their ability to contribute to the advancement of the organization's strategy are components that fall under this category (Spector, 2008). Moreover, as the core activities of unions in the industrial sector, collective bargaining, democratic ideals, and job security are the key factors that determine employee performance. Collective bargaining is responsible for determining employee performance. As a consequence, these aspects are crucial and must be prioritized to improve the overall productivity of the business through the participation of workers and the groups they belong to.

This paper aims to provide a comprehensive analysis of the role that unions play in improving employee performance in the manufacturing industry of Nepal. The following are the study hypotheses:

H_1 : *Collective bargaining within the union influences employee performance.*

H_2 : *Democratic values within the union influence employee performance.*

H_3 : *Job security within the union influences employee performance.*

2. METHODOLOGY

The primary objective was to examine the impact of union functions, including collective bargaining, democratic ideals, and job security, on employee performance in Nepal's cement manufacturing sector. Thus, collective bargaining, democratic principles, and job security are independent factors, while employee performance serves as the dependent variable. This study included both descriptive and causal research approaches to assess the presented research hypotheses. The descriptive research technique outlines the traits and factors that provide vital information, offering a comprehensive picture (Creswell, 2014). The study used a causal research design to evaluate the link between predictor and outcome variables in order to test the specified hypotheses.

This paper emphasized the significance of unions in enhancing employee performance within the Nepalese industrial sector. The study used a purposive sampling method to gather primary sources of cross-sectional data. Employees working in the cement industry were the population of the study. The three companies, namely Hetauda Cement Industry located in Hetauda, Makawanpur, Nepal, Udayapur Cement located at Udayapur District, Jaljale, Nepal, and CG Cement located in Palpa District, Nepal, comprised the sample. The selection of three different companies was vital as they represent the manufacturing firms located in different regions of Nepal, depicting representation of different districts, and these three manufacturing plants are collaborating with the trade union and recognizing the existence of a formal trade union as per the Trade Union Act of Nepal. The estimated sample size was 384, as the population of the study remained infinite (Cochran, 1977). A total of 476 closed-ended structured questionnaires were distributed to target respondents from October 2024 to February 2025 using a

purposive sampling technique (Creswell & Poth, 2018). However, only 247 (51.89 percent) useful questionnaires were received for the analysis. Respondents involved employees working at the managerial, middle, and lower levels. They were aware of the purpose of the survey and filled out the questionnaires with the consent of getting adequate information before completing the questionnaires.

The research questionnaire consisted of two sections. The first solicited basic demographic information, including gender, age group, marital status, educational background, and experiences of survey participants in the manufacturing industry. The second segment contained a five-point Likert scale to accumulate the opinion and behavioral information from the respondents.

The analysis of data was conducted using descriptive statistics, including frequency, percentage of demographic variables, mean, and standard deviation. Next, the correlation and regression analyses were conducted. Furthermore, the descriptive statistic effectively delineates the principal qualities of the respondents' information, facilitating data organization and establishing a basis for comprehending the information's patterns (Gravetter & Wallnau, 2016). Likewise, the correlation analysis seeks to quantify the direction and degree of the relationship between the independent and dependent variables, establishing a basis for additional analysis (Field, 2018). The regression analysis examines the influence of predictor factors on outcome variables, elucidating causal relationships and facilitating decision-making (Montgomery et al., 2021).

This study used JAMOVI 2.6.13 and STATA 14 versions for data analysis. Cronbach's alpha was used to assess internal consistency. The Cronbach's alpha for collective bargaining is 0.88, democratic value is 0.89, job security is 0.89, and employee performance is 0.87. In light of this, every single Cronbach's alpha is higher than 0.70. The results are credible, as alpha values of all variables demonstrate internal consistency, and all of the scores of each construct were above the threshold value (George & Mallery, 2024) for internal consistency.

Table 1. Demographic profile of respondents

Characteristics	Variable	Frequency	Percent
Gender	Male	211	85.40
	Female	36	14.60
Age	Below 25	15	06.10
	26–35	111	44.90
	36–45	79	32.00
	46–55	21	08.50
	Above 55	21	08.50
Marital Status	Single	26	10.53
	Married	221	89.47
Education	Certificate and Below	179	72.50
	Diploma	51	20.60
	Master's Degree	10	04.00
	Above Master's Degree	7	02.80
Experience	Less than 2 years	15	06.10
	3–5 years	38	15.40
	6–10 years	95	38.50
	11–14 years	41	16.60
	Above 14 years	58	23.50
Company	Hetauda Cement Industry	98	39.68
	Udayapur Cement	71	28.74
	CG Cement	78	31.58
	Total	247	100.0

Table 1 shows the demographic profile of the respondents. A total of 247 individuals participated in the poll, with 211 men constituting 85.40 percent. The survey indicates that 36 females represent 14.60 percent. The cohort aged 26 to 35 years constituted the largest group, comprising 111 individuals (44.90 percent), whereas those under 25 years represented the smallest segment, totaling 15 participants (6.10 percent). The age group of respondents between 36 and 45 years constitutes 79 individuals (32 percent), while the age range of participants from 36 to 45 years comprises 21 individuals (8.50 percent). Additionally, respondents aged over 55 years constituted 21 individuals (8.50 percent). The largest group of respondents consisted of married participants, totaling 221 (89.47 percent), while the group of single or unmarried respondents comprised at least 26 (10.53 percent). The respondents employed in industries with a status below certificate level constituted the predominant group, totaling 179 (72.50 percent). In contrast, the least represented group comprised individuals with master's degrees or higher, totaling seven (2.80 percent). Furthermore, the cohort of respondents possessing a diploma comprises 51 individuals (20.60 percent), while those with master's degrees account for 10 partici-

pants (4.00 percent). The respondents' profile indicates that the majority possess six to ten years of experience (38.50 percent), whereas the least experienced group has less than two years of experience (15.10 percent). Furthermore, 15 participants (6.10 percent) possess less than two years of experience, whereas 38 employees (15.40 percent) have between three and five years of industry experience. Employees with 11 to 14 years of experience numbered 38 (15.40 percent), while those with over 14 years of experience totaled 58 (23.50 percent). Next, 98 employees participated in the survey from Hetauda Cement Industry, 71 respondents from Udayapur Cement, and 78 participants from CG Cement.

3. RESULTS

3.1. Correlation analysis

The correlation analysis elucidates both the direction of the link between the variables and the extent of their association. The study used democratic values, job security, and collective bargaining as independent variables, with employee performance as the dependent variable. Table 2 presents the findings of the correlation analysis.

The relationship between collective bargaining and employee performance demonstrated a robust positive association ($r = 0.756$). A more effective process of collective bargaining used by trade unions improves employee performance in the Nepalese industrial sector. The relationship between the democratic practices of trade unions and employee performance reveals a considerable positive association between the two vari-

ables. This association indicates that an increase in democratic values via participatory management practices enhances employee performance in the cement sector ($r = 0.731$). The increase in collaborative practices between unions and management enhances employee performance. The results indicated a positive correlation between job security and employee performance ($r = 0.764$). This suggests that the function of trade unions in ensuring job security for the workers improves employee performance in Nepal's industrial sector. Consequently, all identified variables had a positive correlation with employee performance.

Furthermore, the mean and standard deviation for collective bargaining were $M = 3.84$; $SD = 0.85$. The mean and standard deviation for democratic values were determined to be $M = 3.45$; $SD = 0.762$, respectively. The mean and standard deviation for job security were determined to be $M = 3.51$; $SD = 1.033$, respectively. The mean and standard deviation for employee performance were found to be $M = 3.47$ and $SD = 3.86$, respectively.

3.2. Regression analysis

The regression analysis investigates the impact that trade union functions, which include democratic principles, job security, and collective bargaining, have on the performance of employees. Consequently, the findings of the regression analysis are provided in Table 3.

The beta coefficient for the collective bargaining function of unions indicates a positive and substantial impact on employee performance in the Nepalese cement industry ($\beta = 0.691$, $t = 18.08$). The use of collective bargaining in the cement

Table 2. Correlation matrix

Variables	Mean	Std. Deviation		CB	DV	JS	EP
CB	3.84	0.85	Pearson's r	1.000			
			p-value	–			
DV	3.45	0.762	Pearson's r	0.744***	1.000		
			p-value	<.001	–		
JS	3.51	1.033	Pearson's r	0.686***	0.672***	1.000	
			p-value	<.001	<.001	–	
EP	3.47	3.86	Pearson's r	0.756***	0.731***	0.764***	1.000
			p-value	<.001	<.001	<.001	–

Note: * $p < .05$, ** $p < .01$, *** $p < .001$. CB – Collective bargaining, DV – Democratic values, JS – Job security, and EP – Employee performance.

Table 3. Regression analysis

Model	Intercept	CB	DV	JS	Adj. R-sq	SEE	F Value	VIF	Tolerance
1	1.446*** (10.53)	0.691*** (18.08)	–	–	0.570	0.55736	326.73	2.61	0.384
2	1.369*** (10.66)	–	0.600*** (16.76)	–	0.532	0.52116	281.03	2.52	0.397
3	.569*** (3.46)	–	–	0.850*** (18.54)	0.582	0.66774	343.65	2.12	0.471
4	0.819*** (5.45)	0.417*** (8.21)	0.458*** (7.40)	–	0.647	0.50472	226.60	–	–
5	0.804*** (5.41)	0.332*** (5.57)	0.415*** (6.56)	0.130** (2.64)	0.656	0.49867	157.08	–	–
6	1.324*** (9.73)	0.510*** (8.88)	–	0.214*** (4.14)	0.596	0.5399	182.65	–	–
7	1.255*** (9.86)	–	0.429*** (7.99)	0.201*** (4.16)	0.562	0.50464	158.52	–	–

Note: *t*-statistics in parentheses, * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$; Dependent Variable: Employee Performance CB – Collective bargaining, DV – Democratic values, JS – Job security, and EP – Employee performance.

sector positively boosts employee performance. Furthermore, a one percent alteration in the collective bargaining process results in a 0.691 percent variation in employee performance. The beta coefficient for democratic ideals demonstrated a favorable and substantial impact on employee performance ($\beta = 0.60$, $t = 16.76$). The elevation of democratic values via the pursuit of collaborative management methods enhances employee performance in the industrial sector. A one percent alteration in democratic value results in a 0.60 percent difference in employee performance. The study's results indicated that the beta coefficient for job security had a positive and substantial impact on employee performance ($\beta = 0.85$, $t = 18.54$). As the job security provided by unions improves inside a company, it positively influences employee performance in the industrial sector. Furthermore, a one percent variation in job security results in a 0.85 percent alteration in employee performance.

This regression study included seven models, with models 1, 2, and 3 showing the beta coefficient alone for collective bargaining, democratic values, and job security, indicating a significant beneficial impact on employee performance. Model 4 indicates that the beta coefficient for both collective bargaining and democratic values shows a significant beneficial impact on employee performance. Model 5 indicates that the beta coefficient for collective bargaining, democratic principles, and job security has a significant positive impact on employee performance. Furthermore, model 6 indicates that the beta coefficient for both collec-

tive bargaining and job security has a significant beneficial influence on employee performance. Ultimately, model 7 signifies the beta coefficient for both democratic values and job security, indicating a substantial positive impact on employee performance.

The variance inflation factor (VIF) indicates the collinearity among the predictor variables. The VIF values for collective bargaining, democratic value, and job security were 2.61, 2.52, and 2.12, respectively, all remaining below the threshold criterion of 5. It confirms that the constructions exhibit no multicollinearity (Kutner et al., 2004).

Table 4. Summary of the hypothesis testing

Hypothesis	Results
H ₁ : Collective bargaining within the union influences employee performance	Supported
H ₂ : Democratic values within the union influence employee performance	Supported
H ₃ : Job security within the union influences employee performance	Supported

Table 4 shows the summary of the hypothesis testing. H₁ is accepted. Similarly, H₂ is also accepted. Finally, H₃ is also accepted.

4. DISCUSSION

The evidence from the empirical study reflects that the role of labor unions became a significant factor that contributes to enhancing the performance of the manufacturing industries. Similarly, workers

in Nepal's manufacturing sector are more productive as a result of the country's increased union-led collective bargaining initiatives. This finding is in line with earlier research that has shown a direct association between collective bargaining and employee performance, lending credence to the idea that performance-based remuneration boosts motivation and productivity (Heywood & Jiriahn, 2009).

Furthermore, Batt et al. (2002) showed that unionized workplaces participating in collective bargaining had lower attrition rates, increased job satisfaction and security, and improved overall performance. The results demonstrated a considerable positive and significant effect of the union's democratic ideals on employee performance. The growing participative and collaborative initiatives of unions in the industrial sector enhance employee performance. This result corresponds with other studies suggesting that organizational unions foster innovation by ensuring psychological safety for novel ideas, facilitating employee involvement in decision-making, and improving work performance (Batt et al., 2002).

Next, to improve employee retention and performance, democratic principles encourage the quality of work through peer inspection and skill shar-

ing (Kruse et al., 2010). Industry unions that facilitate employee involvement in decision-making enhance job performance via several mechanisms owing to their democratic characteristics (Boxall & Macky, 2014). Earlier results indicate that democratic unionization is associated with a decrease in absenteeism, an increase in corporate citizenship, and an improvement in employee performance (Budd & Lamare, 2021). Considering these facts, it seems that democratic union activities are beneficial to the performance of corporate employees (Huang, 1997).

The findings suggested a significant positive influence on employee performance due to the combination of job security and organizational initiatives. The increased job security that is a direct result of unions in the cement industry contributes to a rise in employee performance. This finding is consistent with previous research indicating a correlation between reduced employment uncertainty and improved performance, which in turn leads to decreased stress and job anxiety (Matz et al., 2012). Employees are motivated to perform better when they have employment security because it lowers uncertainty (Farroukh, 2022). Thus, the performance of workers who feel protected improves, and they demonstrate their commitment to the firm's success (Ashford et al., 1989).

CONCLUSION

The study's goal was to assess how employee performance in Nepal's cement manufacturing industry was affected by trade union participation, including collective bargaining, democratic values, and job security. The paper included regression analysis, correlation, and descriptive statistics. Regression analysis was used to evaluate the suggested hypotheses. The study's predictor elements included democratic values, collective bargaining, and job security, which are the main benefits of unions in the industrial sector. Similarly, the study's dependent variable was employee performance.

The study's findings showed that collective bargaining significantly and favorably affects worker performance. Unions' enhanced and stronger collective bargaining role in the cement industry improves worker performance. Therefore, in order to improve employee performance, the cement manufacturing industry must adopt a more cooperative approach to collective bargaining. As a result, trade unions should be responsible for defining the collective bargaining agenda in a way that promotes employee welfare and ultimately improves employee performance.

Likewise, the results showed that democratic principles had a favorable and noteworthy impact on worker performance. This implies that employee performance levels are raised when a union promotes democratic norms for participation in management decisions. It follows that cement companies should work with trade unions by empowering and including their workers in the decision-making process via

democratic ideals. As a consequence, this integration promotes collaboration, which in turn leads to improved worker performance in the industrial sector.

Lastly, the results demonstrated that job security, a key benefit of trade unions in the sector, had a favorable and noteworthy impact on worker performance. It means that employees are more driven to improve their performance in the sector when they feel employment security. Therefore, cement companies must maintain positive relationships with labor unions to protect employee jobs, ultimately resulting in better performance.

To improve worker performance, this paper offers theoretical and practical insights into the beneficial functions that unions play in industrial operations. It provides stakeholders and legislators with advice on how to handle employee performance. With an emphasis on collective bargaining, democratic values, and job security, the results emphasize the significance of unions in Nepalese industrial practices.

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