

## Social Issues in Nepal (2018–2026) Affecting Human Resource Practices at The Organizational and Societal Level

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### Abstract

This article talks about the source "society," which is where the human resources in society and organizations come from. This study analyzes collective behavior in Nepal from 2018 to 2025 using several sociological frameworks and emphasizes Digital Media Observation (DMO) as a proactive approach to human resource management. In this sense, societies exercise real human resource management and development inside their own culture. It concludes that political instability and inadequate governance upset the balance of society because of unfairness in the workplace and in institutions. Youth-led protests show how unemployment and income disparity affect people. Structural lag, which happens when institutions don't change quickly enough, makes tensions worse, and poor remedies, like limiting social media, make discontent worse. Bad management and insufficient enforcement of labor laws make turnover higher.

**Keywords:** organizational injustice, hybrid activism, structural lag, employee turnover

### 1. Introduction

#### 1.1 Background

The current social context is increasingly characterized by the rapid, decentralized formation of employee emotions, making the analysis of social discontent a critical goal for Human Resource Management (HRM). There is a lot of noise and people talking in public places. Social unrest is when a group of workers is unhappy, disagrees, or resists something that threatens the stability and effectiveness of the organization (Smelser, 1962). From an HRM point of view, these signs, which can include more people missing work, less work getting done, coordinated strikes, and public criticism, show that important management tasks, like communication, employee relations, and change management, are not working well (Beer et al., 1984). Annual surveys and formal grievance procedures are examples of traditional HRM methods for keeping track of how employees feel. These methods are inherently backward-looking and stagnant. They frequently overlook the chance to detect widespread, concealed issues promptly (Cascio, 2018).

Digital media tools like internal forums, public social media, and anonymous employee review sites have drastically changed how individuals speak out and organize against things. It has also

made a big, real-time stream of conversations amongst people in the organization. Employees are using these channels more and more to talk about their opinions, frustrations, and need for validation as a group. This is similar to how social movements emerge online and at work (Grant & Brown, 2018). This is a big chance and a big dilemma for HRM. Human Resource Management (HRM) can go beyond just responding to problems. It can use Digital Media Observation (DMO) tools like text mining, sentiment analysis, and social network analysis to get an evidence-based picture of how complicated social dynamics work in the company (Stone & Deadrick, 2015). Consequently, analyzing social unrest through the lens of DMO represents a vital integration of advanced data science methodologies into strategic HRM to maintain organizational trust, commitment, and long-term sustainability.

#### 1.2 Review of literature

This section reviews some theories relevant to organizing and managing human resources.

##### 1.2.1 Theory of organizational Justice

Greenberg (1987) originally used the term "organizational justice" (OJ) to describe how fair employees think they are treated at work. There

***Discussion of the issues in today's human resource environment, which demand congruence among social drivers, media designers, content creators, and digestors, is essential.***

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***Cursory overview of relevant theories and attributes thereof developed over time in managing HRs.***

***Organizational justice comprises three pillars: distributive justice, rooted in Adams' Equity Theory, where fairness is judged by comparing input-to-outcome ratios; procedural justice, which focuses on the fairness, consistency, and morality of decision-making processes; and interactional justice, which emphasizes the quality of interpersonal treatment and truthfulness by decision-makers.***

are three types of it: distributive, procedural, and interactional.

J. Stacy Adams came up with Equity Theory in 1965. It is the theoretical framework for distributive justice. People decide if something is fair by comparing the ratio of their inputs (like effort, skill, loyalty, and time) to their outcomes (like compensation and recognition) with the ratio of inputs to outcomes of a relevant comparative individual or group (Adams, 1965). A perceived state of inequity be it under-reward or, less commonly, over-reward induces tension, compelling individuals to rectify equity by modifying their inputs, altering their outputs, cognitively distorting their perceptions, or selecting a new comparison benchmark (Adams, 1965). The equity rule, which says that contributions should be divided fairly, is the most frequent in businesses. However, alternative standards, including equality (everyone gets the same) and necessity (distribution based on particular requirements), may be beneficial for a group depending on the situation and what the group wants to achieve (Leventhal, 1976). Perceptions of distributive justice are crucial since they directly influence fundamental employee attitudes, particularly about salary and job satisfaction (Colquitt et al., 2001). Procedural Justice is the second most important facet of Organizational Justice. This section looks at how fair an organization's rules, procedures, and methods are for making decisions and giving out results (Thibaut & Walker, 1975). It's truly about how choices are made, not the outcomes themselves. For procedural justice to work, there must be consistency, bias suppression, precision, correctability, and representativeness. Mechanisms and Morality: Procedures are in line with widely accepted moral and ethical standards.

Greenberg (1993) defines interactional justice as the extent to which the decision-maker treats employees with respect, civility, fairness, and truthfulness.

### **1.2.2 Dynamic social equilibrium**

This theory posits that society, or any complex social system like an organization, exists in a condition of continuous, dynamic equilibrium. The

theory asserts that this equilibrium is not static; rather, it is dynamic, as the system is continuously affected by both internal and external disruptive forces such as technological advancements, economic fluctuations, or demographic shifts and must allocate its resources to alleviate these pressures (Parsons, 1951).

### **1.2.3 Relative deprivation theory**

The concept posits that dissatisfaction arises not from an absolute deficiency of resources or well-being, but from a perception of relative deprivation in relation to a standard or reference group (Stouffer et al., 1949). People compare themselves to others to see how well they are doing, how much they have done, or how well they have done compared to what they think they should have done or what others have done (Merton, 1968). People feel like they are being treated unfairly when someone thinks they should have more than they do. This is known as "deprivation." This feeling of deprivation is more important when it is seen as relative, meaning that the person thinks the difference is due to outside or systemic issues instead of their own flaws. This makes the dissatisfaction easier to address as a group (Gurr, 1970).

### **1.2.4 Escalation mechanisms**

The Escalation of Commitment (EoC) is a psychological and organizational tendency to put more time, money, and effort into a choice or project that is already failing, even when there are apparent evidence that it is not working (Staw, 1976). This principle says that managers might make decisions based on the idea that "It is not right to take away privileges that have already been given."

### **1.2.5 Structural lag theory**

The concept posits that a persistent and substantial disparity exists between the rapid transformations in individual lives specifically, improvements in human longevity, health, and capabilities over the lifespan and the more gradual, rigid pace of change in societal structures (Riley et al., 1994).

### **1.2.6 Collective behavior theory**

Collective Behavior Theory is a field of sociology that looks at how groups of people act in reaction

to a similar stimulus or event. These actions are usually not planned and are typically emotive. Collective conduct differs from organized social movements or formalized behaviors, such as voting or participating in legal proceedings. It is fleeting, spontaneous, and devoid of explicit, established regulations (Blumer, 1946). For enterprises, it provides a framework for analyzing how unresolved workplace dissatisfaction can swiftly escalate from individual grievances to a collective, disruptive phenomenon (Smelser, 1962). In conclusion, the effective management of organizational stability, a primary focus of Human Resource Management (HRM), is currently compromised by a structural lag an incongruity between the evolving nature of

employee discontent and the static characteristics of conventional monitoring systems (Riley et al., 1994). Theoretical frameworks posit that social unrest is not spontaneous; it emerges from systematic failures in Organizational Justice (Adams, 1965) and ensuing feelings of Relative Deprivation (Stouffer et al., 1949), which create the structural strain necessary for Collective Behavior to occur (Smelser, 1962). Digital media platforms have made it easier for people to complain about things that make them unhappy, which makes these complaints much worse. The fundamental problem is that HRM's use of formal procedures and regular surveys makes it challenging to quickly spot these early, digitally embedded mobilization signs.

*This theoretical framework explains that social systems maintain a dynamic equilibrium by constantly adjusting to external pressures, though individuals often feel relative deprivation when comparing their outcomes to others, which can lead to escalation of commitment in failing projects, a structural lag between evolving human capabilities and rigid institutions, and eventually collective behavior as spontaneous responses to systemic discontent.*

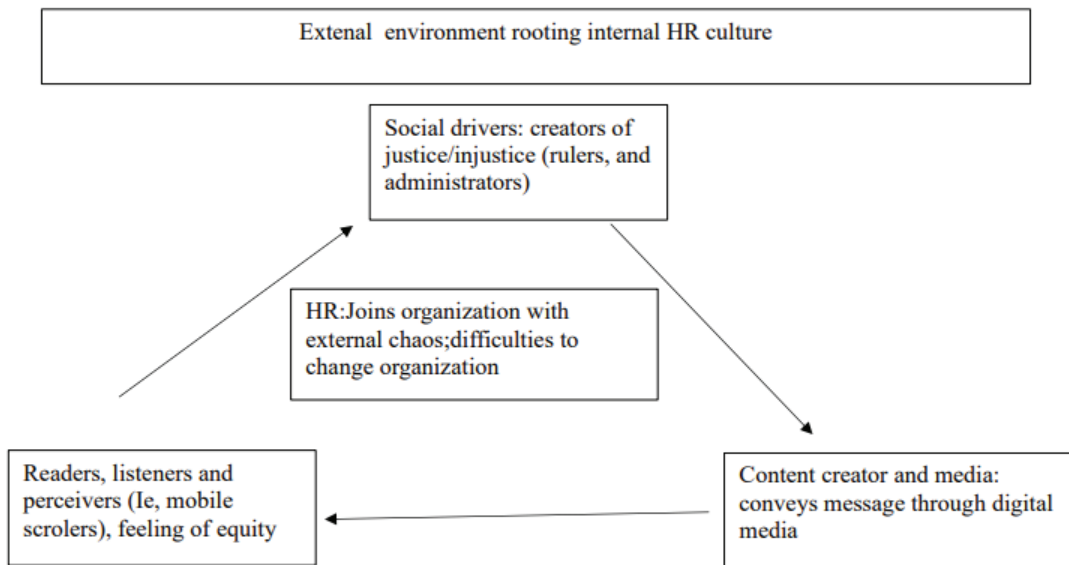


Figure 1: Interaction among external factor, media, readers and organization seeking and deploying HR

#### 1.4 Objective of the study

The goal of this article is to look at the problems with a proactive Human Resource Management (HRM) diagnostic framework that uses Digital Media Observation (DMO) methods (like sentiment and network analysis) to quickly find and measure signs of Organizational Injustice and Relative Deprivation. This way, the organization can plan and act against early signs of Social Unrest before it gets worse.

#### 1.5 Significance of the study

There is extensive research on how companies manage their people resources, but limited investigation on their sourcing practices. The

study, "Analyzing social unrest within an organization from an HRM perspective using digital media observation," is highly significant as it integrates theoretical concepts with practical HRM requirements, primarily by addressing the structural lag (Riley et al., 1994) resulting from slow institutional response times in contrast to the rapid digitalization of employee dissent. The study seeks to validate the dynamic interaction between perceived Organizational Injustice (Adams, 1965), subsequent feelings of Relative Deprivation (Stouffer et al., 1949), and the mechanisms that convert these grievances into Collective Behavior (Smelser, 1962), especially in digital contexts where the speed of Escalation Mechanisms (Staw, 1976) is heightened.

*Managing issues in the HRM sphere is crucial, which demands something more than simply using formal procedures and actions to prevent disruptive incidents.*

*Study transcends the constraints of the conventional path and urges the use of robust tools to enable the HRS diagnostic framework as an early warning system.*

*The research design of the study is qualitative, archival, and based on secondary data analysis.*

*Based on the assumptions of theories, the study analysis examines the status of collective behavior in Nepal from social concept dynamics.*

The research utilizes Digital Media Observation (DMO) and advanced text analytics (NLP, sentiment analysis) as powerful, real-time data sources for organizational studies, surpassing the limitations of traditional surveys. The key practical value is to develop a proactive HRM diagnostic framework that operates as an early warning system. This will help businesses find out what is causing unrest and how bad it is early on, so they can take specific steps to fix fairness concerns and tension before they turn into big problems. This will help the company stay stable and make the greatest use of its resources.

## 2. Materials and methods

### 2.1. Research design

The study will apply a Qualitative Archival Design, specifically utilizing Secondary Data Analysis. This necessitates a comprehensive and systematic analysis of existing published literature. The primary analytical tool will be Thematic Analysis, formulated to inductively identify, scrutinize, and report enduring patterns (themes) in HRM practices and their resultant societal unrest.

### 2.2. Methods (Data analysis: thematic analysis)

The research employs a secondary data analysis methodology alongside a theory-driven interpretive framework. The research utilizes existing national data from 2018 to 2026 instead of gathering fresh primary data. It employs a theoretical/interpretive approach, analyzing and interpreting the data through established hypotheses from the literature review.

## 3. Result

The following analysis looks at examples of group behavior in Nepal, using information from the sources listed in the methodology section. In this part, the author wanted to look at and examine from a social-concept point of view to see if border societies give people a chance to become the human resources that businesses require. A good society gets people ready for work from the time they are born, which is commonly dubbed the life-cycle approach. This theory says that managing human resources at the organizational

level is not a good idea and costs too much.

### 3.1. Theory of organizational justice (injustice)

Collective conduct frequently arises in reaction to perceived injustices in diverse areas: Collective conduct in Nepal has often arisen in reaction to perceived injustices, illustrating the complex nature of organizational and societal disparities. Distributive injustice, stemming from inequitable results and resource distribution, was notably evident during the Medical Education Movement (2019), when students and civic society rallied against private medical colleges alleged to be imposing unlawful additional fees. A similar pattern emerged during the Health Worker Protests (2023), as frontline workers requested better working conditions, more resources, and stronger security guarantees. This showed that there are still unfair differences in benefits and protection. Procedural unfairness, which is about how fair decision-making processes are, is just as important. This was a hot topic of discussion during the political protests in 2021, which were sparked by widespread condemnation of the then-Prime Minister's decision to dissolve Parliament, which many saw as an unlawful violation of democratic norms. Interactional injustice, which is when officials treat people badly or disrespectfully, has also led to big public protests. The Nirmala Panta case (2018) is a strong example. Allegations of police carelessness, such as claims of tampering with evidence and forcing suspects to confess, sparked indignation across the country and calls for justice and accountability. In addition to public protests, organizational injustice at work has drawn attention to behavioral consequences like workplace deviance, cyberloafing, and lower commitment.

This shows how employees may react, either alone or as a group, when they feel they are being treated unfairly or when their boss does something wrong. These stories collectively illustrate how distributive, procedural, and interactional inequalities influence collective actions and undermine organizational and institutional legitimacy in Nepal.

### 3.2. Dynamic social equilibrium issue

The collective activities seen in recent years show that social stability in Nepal has been disrupted, with systemic issues acting as triggers for popular mobilization and institutional tension. Political instability has been a big part of the problem, especially since the merger of communist parties in 2018. At first, this was supposed to bring stability, but it quickly led to a more centralized grip on power, the suppression of dissent, and more restrictions on media and free speech. These changes made it easier for social tensions to build up, which finally led to major protests. Crisis events made this breakdown much worse, leading to group movements aimed at restoring balance in the sociopolitical system. For example, the COVID-19 Protests of 2020 were a reaction to what people saw as the government's poor handling of the pandemic and claims of corruption in the distribution of aid and the purchase of goods. The Gen Z Protests of 2025 showed that protests organized by young people can change the way politics works. In the end, they led to the Prime Minister's resignation and the fall of the existing administration. These events show how structural instability and crises work together to break down social order and lead to collective action that fixes things.

### 3.3. Relative deprivation issue

The Relative Deprivation (RD) theory posits that collective action is more probable when communities recognize a substantial disparity between their anticipated rights and their actual experiences. This dynamic was seen during the Gen Z Protests of 2025, as youth discontent arose from unfulfilled socioeconomic aspirations. At the time, youth unemployment was over 20%, and there weren't many ways for young people to go up the economic ladder. As a result, they felt more and more impoverished compared to what they thought they deserved in a maturing democratic society. The "Nepo Kid" fad on social media, which showed the lavish lives of politicians' kids, made people feel even more deprived by making them feel that there was more inequality and unfair privilege. Long-standing social justice movements, especially those that respond to structural lag, also show RD theory. The Dalit

Movement, for instance, shows how there is still a big difference between what the Constitution says like making caste-based discrimination illegal and what people actually experience, like having their rights denied, not having equal access to resources, and being socially excluded. These incidents illustrate how perceived disparities among legal commitments, societal expectations, and real circumstances can incite significant community mobilization.

### 3.4. Escalation mechanisms issue

Escalation mechanisms are the ways that small protests turn into big upheavals. This usually happens when the government does something or makes a policy decision that makes people even angrier. One of the main reasons for this is the use of too much force by the state, which often turns small protests into large-scale turmoil. In the Nirmala Panta case (2018), for instance, public anger grew after police tactics during the protests led to the death of a teenage participant. This made people even more angry across the country over what they saw as unfair treatment and the government's lack of concern. In the same way, the Gen Z Protests (2025) started out as peaceful protests led by young people but quickly turned violent as security forces used too much force, leading to widespread burning, vandalism, and a backlash from society as a whole.

Government overreach is another important way that things get worse. It often acts as an immediate trigger, turning hidden anger into active mobilization. On September 4, 2025, the government suddenly banned social media, which led to street protests by young people who were already angry online. These events show how government acts that are forced and decisions that are too strict can make people's problems worse, speeding up the change from protest to a widespread uprising.

### 3.5. Structural lag theory issue

Structural lag is the term for when institutional or cultural structures don't keep up with changes in society, the law, or technology. This gap is seen in many areas of life in Nepal. First, even if caste-based discrimination is against the law, the ongoing socioeconomic and cultural marginalization of

*Perceived distributive, procedural, and interactional injustices drive collective action and weaken institutional trust in Nepal.*

*Political instability and crisis events disrupt social balance, triggering mass protests to restore equilibrium.*

*Perceived gaps between expectations and reality fuel dissatisfaction and collective mobilization among marginalized and youth groups.*

***State overreaction and coercive policies escalate minor protests into widespread unrest.***

***Mismatch between legal, social, and technological changes creates tensions due to slow institutional adaptation.***

***Evolving forms of collective behavior from street protests to digital and legal actions reflect changing modes of public mobilization.***

***Digital media introduces new risks like cyber threats, surveillance concerns, and reputational damage, demanding stronger governance.***

Dalit groups shows how far behind the law is in terms of what people actually experience. This shows how much slower society norms change than formal laws. Second, a similar delay can be seen in politics, where elite dominance, ongoing instability, and poor governance practices are still at odds with the constitution's promise of inclusive and democratic growth. This disconnect shows how political institutions have not changed in ways that meet people's demands for fair representation and accountability. Third, the fast pace of technology development has created a new kind of structural lag. For example, the rise of digital mobilization platforms like Discord and TikTok has changed how young people participate and how people talk about issues in public, but governmental institutions have had a hard time responding in a positive way. The government has often turned on restrictive tactics like social media bans instead of adjusting through digital governance reforms. This shows that institutions can't keep up with changes in technology and society. These patterns show how structural lag can cause significant tensions by making the gap between legislative goals, cultural practices, and institutional capacities bigger.

### **3.6. Collective behavior theory issue**

The document shows several types of group behavior in Nepal, which shows how public mobilization and civic involvement are changing. Mass mobilization is still a key way for people to work together, as seen by the Guthi Movement (2019) and the Gen Z Protests (2025). Both of these events drew big crowds outside of established organizations and relied on people joining in on their own. In addition to traditional street protests, Nepal has seen the rise of digital and hybrid mobilization. This is a big change in how people get together to take action. A lot of the Gen Z protests didn't have a leader and were organized through digital platforms like Discord. People used VPNs, QR codes, and encrypted channels to get over the government's social media bans. This change shows how technology is becoming more and more important in modern resistance. The panorama of collective behavior also includes institutionalized modes of action, such the CIAA filing corruption cases and activists filing writ

petitions with the Supreme Court. These formal mechanisms are legally recognized ways for people and organizations to hold each other accountable and push for changes in the system. These different ways of getting people involved show how collective behavior is growing, from activism on the street to organizing online and taking legal action.

### **3 7. Digital media attacks**

Digital media has become a great method for individuals to work together to get things done. But it has also become a new arena for threats, problems, and reputation issues that hurt both people and corporations. Digital threats like online fraud, data breaches, and using social media sites for extortion and trafficking have made the field of human resources, in particular, increasingly vulnerable. All of them show that there are big holes in digital security and employee protection mechanisms. Government reactions to digital threats at the institutional level have made people even more worried. People and workers are anxious about their privacy being violated and the government spying on them too much because of new systems like TERAMOCS and MDMS, which were supposed to make monitoring and regulating better. Digital defamation is also a big concern. Social media makes it simple for incorrect or negative information to spread quickly, which can hurt an employer's reputation, make relationships at work worse, and make employees and management less trusting of each other. All of these changes indicate how digital media has changed the risks that businesses face. This means that they need to have better digital governance, ethical oversight, and cybersecurity management.

### **3. 8. Analysis of labor management issues in Nepal**

In Nepal, labor-management problems are complicated because of problems with institutions, management styles, and the fact that many workers are migrants. These problems have a direct effect on fairness in the workplace and make it easier for people to act together.

### ***3.8.1. Organizational justice and employee turnover***

A major problem for Nepalese businesses, especially in the very competitive banking sector, is that employees are more likely to leave when they think their company is unfair. Numerous studies consistently indicate that organizational justice, encompassing fairness in both processes and outcomes, is a paramount factor influencing an employee's decision to resign, often eclipsing financial incentives such as remuneration or salary (Adhikari, 2021; ResearchGate, n.d.-b). Adding to the problem is that many managers use old ways of doing things that don't make their relationships with employees clear, quick, or fair. Outdated management styles, which are popular in banks, make workers unhappy and more inclined to hunt for other professions (ResearchGate, n.d.-b). Stress at work is still a big cause why people quit their employment. Stress levels have gone up because of heavy workloads, hard performance targets, and always having trouble balancing work and life. This is especially true for young, talented workers who are more likely to leave organizations that don't care about their health (Prithvi Narayan Campus, n.d.; Kathmandu Model College, n.d.). These traits reveal that unjust treatment, bad management, and too much work stress all lead to employees leaving Nepalese organizations.

### ***3.8.2 Management philosophy and cultural gaps***

In Nepalese companies, conventional management ideas still produce a basic and constant struggle between workers and managers. This is primarily because many still think that employees are like this and that HR should do this. Many business owners, especially those in the private sector, see their employees as "machines" that can be replaced rather than as people with the potential to grow and develop (Scribd, n.d.). This type of thinking makes employees less likely to be involved in making decisions and less likely to want to invest in training and development. These are considerably different from the ideas of current Human Resource Management (HRM),

which stress giving people control, growing their skills, and making sure everyone is working toward the same goals. A strategic HR gap makes the problem worse. Many businesses don't have separate HR departments or don't involve HR experts in making business and strategic decisions. Because of this, HR is often only in charge of administrative tasks instead of being a strategic partner that may assist the company do better (GTN, 2021). In addition to these structural challenges, it is very hard to find and keep good staff. Companies are having problems keeping talented, high-performing employees because there aren't clear avenues for career advancement, performance management systems that don't work, and wage structures that aren't competitive in their fields (NecoJobs, n.d.). These issues demonstrate that entrenched managerial and institutional barriers hinder organizations from implementing contemporary HRM practices and cultivating dedicated, enduring workforces.

### ***3.8.3. Systemic and institutional challenges***

In Nepal, difficulties with industrial relations get worse because of structural flaws and weak enforcement mechanisms. This hurts both worker protection and the stability of organizations. One of the key issues is the ongoing brain drain and skilled migration. A lot of skilled workers leave the country to find higher salary, political stability, and more career prospects. This has caused a big talent deficit in several fields (NecoJobs, n.d.; Quora, 2020). Even though there are essential regulations like the Labour Act (2017) and the Trade Union Act (1992), this situation is made worse by weak enforcement and gaps in institutions. Limited institutional capacity, as shown by the fact that there are only 11 labor offices in the whole country, has led to widespread failure to follow minimum wage laws and other legal protections at the local level (NepsEtrading, 2025). Some people criticize trade unions for putting their own political goals ahead of their members' economic well-being and the development of good collaboration between workers and managers (Scribd, n.d.). This makes things more worse for industrial relations. Also,

***Labor-management issues in Nepal stem from institutional weaknesses, outdated management, and migration, affecting workplace fairness and collective behavior.***

***Perceived unfairness, outdated management practices, and work stress drive high employee turnover in Nepalese organizations.***

***Traditional management mindsets and weak HR systems create cultural gaps that hinder employee development and organizational effectiveness.***

***Weak legal enforcement, brain drain, and ineffective industrial relations systems undermine labor stability and worker protection in Nepal.***

***Nepalese labour management dynamics is the whole of a host of complex elements that occurred during the period 2018 to 2026, with diverse consequences for its landscape.***

***Failures in organizational and political justice disrupt social equilibrium, leading to public protests and workplace dissatisfaction.***

***Perceived injustice combined with slow institutional adaptation intensifies social instability and fuels collective action.***

insufficient collective bargaining coverage makes it tougher for unions to modify labor standards across sectors or industries. This is because most agreements are between companies instead of between groups or sectors (ILO, 2025; Prime Law Nepal, n.d.). Nepal has trouble building fair and effective industrial relations systems because of these inherent difficulties.

#### **4. Discussion**

The examination of the supplied material, alongside an understanding of Nepal's labor dynamics, reveals a significant interplay among entrenched institutional deficiencies, shifting collective conduct, and the detrimental impact of injustice at both organizational and governmental levels. The conversation centers on how the first theoretical frameworks appeared in Nepal.

##### **4.1. Breakdown of equilibrium and manifestation of injustice (organizational and social)**

The collective activities seen in Nepal from 2018 to 2025 show a major break in the country's Dynamic Social Equilibrium. This is mostly because of widespread problems with organizational justice that affect both the government and the workplace. At the political level, incidents like the unconstitutional dissolution of Parliament in 2021 show that Procedural Justice isn't working. This erodes people's faith in the system and leads to widespread protests as they try to assert their rights (Collective Behaviour from 2018, n.d.). In the same way, the Nirmala Panta case (2018) is a good example of a breakdown of Interactional Justice. Institutional failures, such as police negligence and the mishandling of evidence, sparked widespread anger and turned personal tragedies into broader political flashpoints (Collective Behaviour from 2018, n.d.). In addition to the public domain, workplace organizational unfairness, especially in the banking industry, has become a major cause of employee alienation and turnover. Studies show that employees are more likely to leave their jobs if they think their managers are unfair, there are no

clear ways to evaluate and reward performance, or they use old-fashioned management styles (Adhikari, 2021; ResearchGate, n.d.-b). These stories collectively illustrate how deficiencies in distributive, procedural, and interactional justice within both governmental and organizational spheres erode social stability and perpetuate a cycle of collective action and institutional challenge.

##### **4.2. Relative deprivation and the crisis of structural lag**

The events that occurred in Nepal from 2018 to 2025 marked a significant shift in the country's Dynamic Social Equilibrium. This is primarily due to concerns with fairness in organizations that influence both the government and the workplace. The illegitimate dissolution of Parliament in 2021 is an example of how Procedural Justice isn't working at the political level. People lose faith in the system when this happens, leading to protests across the country as people strive to assert their rights (Collective Behaviour from 2018, n.d.). The Nirmala Panta case (2018) is another notable example of Interactional Justice breaking down. When institutions fail, such as when police don't do their jobs or mishandle evidence, it makes people very angry and turns personal tragedies into bigger political issues (Collective Behavior from 2018, n.d.). Unfairness at work, especially in the banking industry, is a major reason people leave their jobs and feel they don't belong. Research indicates that employees are more inclined to resign when they perceive their supervisors as unjust, lack transparent methods for assessing and rewarding performance, or apply antiquated management techniques (Adhikari, 2021; ResearchGate, n.d.-b). These instances together show how problems with distributive, procedural, and interactional justice in both government and organizations can make society less stable and sustain a cycle of collective action and institutional challenge.

### 4.3. Escalation mechanisms and the digital transformation

Escalation in Nepal has become a hybrid process that combines conventional physical confrontation with quick internet mobilization. This has changed how people work together to achieve a goal. The repeated use of excessive state force has consistently functioned as a principal escalation mechanism, redirecting public focus from the initial grievance to the perceived injustice of the government's response and attracting a growing number of participants into the conflict (Collective Behaviour from 2018, n.d.). At the same time, digital mobilization has changed how protests unfold, so we need to revise our understanding of Collective Behavior Theory to encompass movements without leaders and driven by technology. The Gen Z Protests are a good example of this change. They were planned using platforms such as Discord and TikTok, and people used VPNs and QR codes to circumvent government controls (Collective Behaviour from 2018, n.d.). This dichotomy shows that digital media can be both a strong organizing tool and a source of weakness. On the organizational side, digital platforms make it easier for cybercrime and defamation to occur, which can harm the company's, employees', and the institution's reputations (Collective Behavior from 2018, n.d.). These changes show how the combination of physical and digital mobilization has changed how people in Nepal behave as a group in the modern world.

### 4.4. Labour management issues and the exodus of talent

Labor-management problems in Nepal are a small-scale example of broader issues with structure and justice, showing how organizational practices

can worsen systemic unfairness. The economic costs of perceived injustice are evident in high employee turnover and the persistent "brain drain," as young, skilled workers leave domestic organizations in search of competitive career opportunities, supportive work-life balance, and fair compensation, revealing a failure to recognize employees as valuable assets (NecoJobs, n.d.; Kathmandu Model College, n.d.). These problems are made worse by a lack of enforcement. The Labour Act (2017) provides workers with legal protections and the right to bargain collectively, but there aren't enough labour offices to ensure these rights are upheld. As a result, many workers still face an unfair distribution of resources, such as not receiving the minimum wage and required social security payments (NepsEtrading, 2025). Also, weak social dialogue makes industrial relations much worse. Legal provisions encourage collective bargaining, but it usually occurs at the enterprise level, with little effect on the sector as a whole. Also, the idea that politics influence trade unions makes it harder for labor and management to work together (ILO, 2025; Scribd, n.d.). These variables show how structural deficiencies, gaps in enforcement, and poor organizational practices work together to sustain workplace injustice and labor instability in Nepal.

### Implications and recommendations

Based on an analysis of collective behavior and labor-management issues in Nepal, the following recommendations and their broader implications are proposed to address systemic failures in organizational justice, structural lag, and social equilibrium.

*State actions and digital mobilization together accelerate protest escalation and reshape modern collective behavior.*

*Workplace injustice, weak enforcement, and poor labor relations drive high turnover and skilled migration in Nepal.*

**1. Recommendations for enhancing organizational and social justice**

*Labour management issues focused on the analysis of collective behavior. The study forwards three focus areas along with recommendations and implications in line with the intended objective.*

Focus Area	Recommendation	Implication (Expected Outcome)
Procedural Justice	Reform of the Courts and Institutions: The government must stop using excessive force and adhere to the Constitution. The courts and police must promise to be fair and open in their work.	Regaining Public Trust: To restore the state's legitimacy, it is important to curb unconstitutional dissolutions (such as the 2021 protests) and police abuses (such as the Nirmala Panta case).
Distributive/Interactional Justice	Labor Law Enforcement & Compliance: Significantly increase the number of labor offices and provide them with digital tools (such as ILMIS) to strictly and proactively enforce minimum wage, social security, and anti-discrimination legislation.	Reduced Labor Grievances: Reducing wage theft and promptly addressing employee issues will immediately reduce the causes of collective labor unrest and high turnover in the formal sector (Adhikari, 2021).
Management Philosophy	Shift from Mechanistic to Human Capital: Companies need to adopt a modern HR strategy that views employees as assets. This means letting employees have a say in management decisions that aren't required by law and investing heavily in training and professional development.	Better Retention and Productivity: Fixing the basic way managers work will improve Organizational Justice, reducing the "push factors" that drive skilled workers to leave (brain drain) and job stress (Scribd, n.d.; Kathmandu Model College, n.d.).

**2. Recommendations for addressing structural lag and relative deprivation**

*To address structural lag and relative deprivation, governments should implement targeted youth employment strategies, foster technological adaptation through digital literacy rather than censorship, and accelerate cultural reforms for social inclusion to mitigate collective anger and ensure proactive governance.*

Focus Area	Recommendation	Implication (Expected Outcome)
Economic Opportunity (RD)	Targeted young Employment Strategies: To deal with the 20%+ young unemployment rate and the feeling of Relative Deprivation, set up large-scale, subsidized skill-development programs and business incubation.	Mitigating Collective Anger: Offering visible, fair economic options tackles the underlying issue of the Gen Z Protests, redirecting attention from political conflict to economic engagement (Collective Behavior from 2018, n.d.).
Technological Adaptation (Structural Lag)	Instead of harsh regulations that limit media freedom and bans on social media, focus on teaching people how to use technology, combating false information, and establishing legitimate channels for social debate that recognize digital mobilization.	Proactive Governance: The government can use digital platforms (like Discord and TikTok) to gather input and address complaints before they escalate, rather than censoring people who are upset or responding to digital attacks (Collective Behaviour from 2018, n.d.).
Social Inclusion (Structural Lag)	Accelerated Cultural Reform: To close the gap between legal status and social reality for groups like the Dalit community, enforce affirmative action and inclusion policies in addition to making discrimination illegal.	Better social balance: The state can address long-term grievances that lead to organized social movements and protests by aggressively addressing structural lag (Collective Behavior from 2018, n.d.).

### 3. Implications for collective behavior and industrial relations

The trajectory of collective action and labor management in Nepal indicates a transition to hybrid activism, as demonstrated by the Gen Z Protests, which originated online, evaded state-imposed restrictions, and escalated to physical mobilization only when deemed necessary (Collective Behaviour from 2018, n.d.). This change means that both the government and businesses need to be ready for quick, leaderless, and decentralized forms of protest. Perceived injustice at the organizational level poses a substantial risk to recruitment and retention, as elevated staff turnover results in financial burdens, the erosion of institutional knowledge, and a decline in organizational effectiveness. Toxic workplace environments can also make people more vulnerable. For example, unhappy former employees might engage in digital defamation or hurt the employer's brand (Collective Behaviour from 2018, n.d.). The connection between migration and labor standards is closely related to these internal problems. The ongoing brain drain shows that the domestic labor market is fundamentally failing. Local businesses are under increasing pressure to compete globally by offering competitive pay, opportunities for advancement, and a good work-life balance. This shows how important it is to raise labor standards for the economy to be strong (NecoJobs, n.d.). Lastly, to fix broken labor negotiations, we need to shift collective bargaining to the sectoral level, which will help lessen the problems with enterprise-specific agreements and unions that are too political. Encouraging negotiation across industries would allow trade unions to agree on uniform norms for pay, social security, and working conditions, thereby making the labor market more stable, fair, and long-lasting (ILO, 2025).

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***The evolving landscape of industrial relations in Nepal suggests that organizations and the state must adapt to decentralized, hybrid “Gen Z” activism and the global competition for talent by shifting toward sectoral bargaining and enhancing labor standards to prevent brain drain and digital defamation from a dissatisfied workforce.***

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