

Collective Negotiations and the Work Environment Systematic Literature Review

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Abstract

This systematic review, based on an exhaustive search of databases such as Scopus, SciELO, Redalyc, Dialnet, Erih Plus, Latindex, the University César Vallejo library, explored the relationship between collective bargaining and work climate over the past five years. Empirical studies that quantitatively or qualitatively analyzed the impact of collective bargaining on work climate-related variables, such as satisfaction, commitment, and perceptions of fairness, were included. Theoretical studies, narrative reviews and those not published in the last five years were excluded. The results indicate that collective bargaining has a positive impact on the perception of work climate, increasing employees' satisfaction and their perception of fairness. In addition, it was identified that collective bargaining influences specific aspects of the work climate, such as communication, trust, and engagement. The findings suggest that a positive work climate, fostered by collective bargaining, is associated with better organizational performance. However, further research is required to fully understand the underlying mechanisms and the generalization of these results to different contexts.

Keywords: *Collective Bargaining, Work Climate, Job Satisfaction, Organizational Commitment, Organizational Justice.*

Introduction

In the current labor context, collective bargaining plays a very important role in the regulation of working conditions and in the improvement of the work climate (Romani, 2024). However, despite their importance, a gap exists in the understanding of how these processes influence each other. Therefore, organizations face challenges related to job satisfaction, employee engagement and productivity, which makes manifest the need to investigate this relationship more thoroughly.

According to Martínez Barroso (2024), collective bargaining is a core process in the employment relationship, as it involves agreements between employers and employees on working conditions, wages, and other aspects of employment. In the context of Peru, as well as at the international level, there are various problems affecting the effectiveness of this process and the overall work climate.

In Peru, the Collective Bargaining Law regulates this process, establishing regulations that seek to foster effective dialogue between the parties involved. The law allows for the creation of collective agreements that are binding and can improve working conditions beyond what is established by law (Varela, 2020). However, despite these legal frameworks, significant challenges persist. For example, union representation may be unequal, since, in companies with multiple unions, the one with the absolute majority is the only one who can bargain. This can lead to the needs of certain groups of employees not being addressed adequately.

At the international level, collective bargaining also faces similar challenges, for example, the Economic Commission for Latin America and the Caribbean (ECPAL by its acronym in Spanish, 2020), has determined that in contexts where collective bargaining is encouraged, it has been observed an increase in productivity and job satisfaction, therefore, it is estimated that firms with effective collective bargaining practices can see increments of up to a 20% in productivity. Nevertheless, in many places a culture of confrontation rather than collaboration still prevails.

Previously this problematic is posed as research question of this review article How have collective

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bargaining influenced the work climate and what effects do they have on employee satisfaction and productivity in the last 5 years? It is formulated as the overall objective of this study to analyze the relationship between collective bargaining and work climate to identify its implications on employee satisfaction and performance over the past 5 years. Whereas, as specific objectives it is posed: to examine how collective bargaining has affected the perceptions of work climate among employees in the last 5 years, to identify the factors of work climate that are most susceptible to changes through collective bargaining and evaluate impact of a work climate positive effect on organizational performance following the implementation of collective agreements.

According to Pasco (1988), collective bargaining is defined as a process in which employers and unions or workers' representatives discuss and agree on working conditions, wages and other relevant aspects of employment. This process is therefore fundamental to establishing collective agreements that regulate labor relations and guarantee basic rights. In addition, the effectiveness of this process depends on the mutual recognition between the parties and their ability to reach mutually beneficial agreements.

On the other hand, work climate refers to the physical and emotional environment in which employees perform their work (Pilligua et al., 2019). This concept includes factors such as internal communication, leadership, opportunities for development, and the perception of organizational justice (Sanchez, 2019). Therefore, a positive work climate is associated with higher levels of motivation, satisfaction and commitment on the part of employees. Hence an engagement climate can facilitate greater individual influence on organizational decisions, thereby improving overall performance.

In addition, it is inferred that the interaction between collective bargaining and work climate is bidirectional. On the one hand, a positive work climate can facilitate more effective negotiations by fostering an environment of trust and collaboration (Tinoco, 2023). On the other hand, the International Labor Organization (ILO, 2016) points out that, the positive outcomes of a collective bargaining can significantly improve the labor climate by addressing key concerns such as wages, working conditions and labor rights. Therefore, a positive conducive organizational climate improves employee satisfaction and can result in higher productivity.

On the other hand, collective bargaining is fundamental to establish working conditions that favor a positive environment. According to the ILO (2016), countries that promote such negotiations experience 30% fewer labor conflicts, suggesting that effective dialogue can improve both the work climate and employee satisfaction. However the recent labor strikes have highlighted the urgent need to listen to workers' voices. The study by Romero and Toscano (2024), indicated that 75% of employees feel that the environment deteriorates after a strike, which can lead to a significant increase in staff turnover.

In conclusion, this systematic review on collective bargaining and work climate seeks to integrate these dimensions to provide a deeper understanding of how they interrelate. This approach will allow organizations to implement effective strategies that not only improve working conditions through collective bargaining, but also foster a positive environment that benefits both employees and employers.

Methodology and Materials

The present systematic review will be conducted following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) method guidelines, with the aim of analyzing the relationship between collective bargaining and work climate, as well as its implications on satisfaction and employee performance in the last five.

For the palliation of the PRISMA method the following inclusion criteria have been considered in this systematic review are as follows:

Type of Studies: empirical studies, systematic reviews and meta-analyses addressing the relationship between collective bargaining and work climate have been included.

Publication Period: only articles published in the last five years (2019-2024) have been considered.

Databases: the search has been conducted in the following databases such as Scopus, SciELO, Redalyc, Dialnet, Erih Plus, Latindex and Cesar Vallejo University.

Language: the search was conducted for studies in both Spanish and English.

Whereas, among the exclusion criteria have been considered the following:

Non-empirical studies: theoretical articles, opinion pieces, or reviews that do not present empirical data were excluded.

Out of period: those articles published before 2019 were excluded.

Irrelevant topics: those studies that do not directly address the relationship between collective bargaining and work climate were excluded.

Restricted access: articles not available in full text or with significant access restrictions were excluded.

For its part, for the search strategy key terms related to the topic were used, such as "collective bargaining", "work climate", "job satisfaction", and "organizational performance". In addition, Boolean operators: AND and OR were used to combine these terms effectively.

Example Search:

("collective bargaining" AND "work climate") OR ("job satisfaction" AND "organizational performance")

Then, in the selection process the following steps were followed:

- Identification: searches were performed in the selected databases to identify relevant articles.
- Initial selection: an initial review based on titles and abstracts was conducted to discard irrelevant studies.
- Full review: the selected articles were assessed in their entirety to confirm their eligibility according to the established criteria.
- Recording: a detailed recording of the total number of identified, excluded, and finally included articles was performed, using a PRISMA flowchart to illustrate the process.

As such, a data extraction matrix was developed (Table 1) that included:

- Author(s)
- Year of Publication
- Objective of the study
- Type of study
- Key results related to collective bargaining and work climate
- Main conclusions.

For the analysis relevant findings were synthesized, assessing both quality and risk of bias in the included studies. Hence, standardized tools were used to assess the risk of bias in each included study, ensuring that aspects such as selection, measurement, and reporting were considered.

The proposed methodology seeks to guarantee a rigorous and transparent systematic review on the relationship between collective bargaining and work climate, thus contributing to the academic and practical understanding of the issue at hand. In addition, the implementation of the PRISMA method allowed for a clear and structured presentation of the findings obtained in this review.

Results and Discussion

Table 1. Data Extraction

Author(s)	Year	Objective of the Study	Methodology	Main Results	Conclusions
Laabbas-El-Guennouni	2023	Analyze how Labor Law can address environmental challenges in the workplace, especially in sectors such as chemicals, and what is the role of social dialogue and collective bargaining in this process.	Qualitative case study.	Unions play an important role in promoting sustainable labor practices and collective bargaining. This study explores how unions can use collective bargaining to drive the environmental agenda in the workplace and ensure workers are protected from environmental risks.	Collective bargaining must address both traditional labor demands (wages, training) and environmental challenges. A comprehensive approach that combines worker well-being with environmental protection is essential for sustainable development.
Losada & Briz	2024	Explore the skills and techniques essential for effective labor negotiation, with a focus on social dialogue.	Analysis of specialized literature.	Labor mediators require specialized training that allows them to develop specific skills such as empathy, active listening, negotiation and conflict management.	It is concluded that soft skills, such as empathy, assertive communication and emotional intelligence, are essential for successful negotiation.
Rodríguez	2024	Analyze the labor mediation strategies implemented in the region to identify success stories and opportunities for improvement in the resolution of labor conflicts.	Quantitative analysis and data mining techniques	The comparison between countries in the region shows significant variations in the levels and trends of union membership. Although Cuba and Argentina register the highest percentages at	It is concluded that there is a downward trend in union membership in Latin America, which is attributed to various factors, among which the decrease in trust in union organizations and the lack of

				certain times, it is Costa Rica, Panama and Uruguay that present a more upward trajectory. The decline in membership in Argentina could be attributed to the economic challenges the country has faced in recent years.	effective public policies to protect labor rights stand out. . The increasing precariousness of employment and the difficulties faced by unions in negotiating fair working conditions have exacerbated this situation.
Senén	2023	Analyze how collective bargaining responded to this exceptional situation, focusing on the differences between sectors considered essential, such as health, and those considered non-essential, such as gastronomy.	Qualitative type.	The results show a revitalization of collective bargaining, with the incorporation of new topics related to the health crisis, while different responses are evident from the actors involved.	Collective bargaining in the gastronomic sector underwent a profound transformation as a result of the pandemic. The need to maintain jobs led to postponing salary discussions and prioritizing the search for solutions to guarantee the survival of companies. Unions played an active role in negotiating flexible clauses, such as staff rotations, which allowed working conditions to be adapted to the restrictions imposed by the health crisis.
Atencio et al.	2021	Analyze collective labor conflicts from an interpretive perspective, using an exhaustive review of specialized literature.	Systematic review	It was identified that labor conflicts can be classified as individual and collective, and it was determined that the main actors involved in these conflicts are worker and employer organizations, those directly affected, and mediation	The study concludes that collective labor conflicts involve various actors who play specific roles. Active subjects were identified, such as unions and companies, who promote and directly participate in the conflict. On

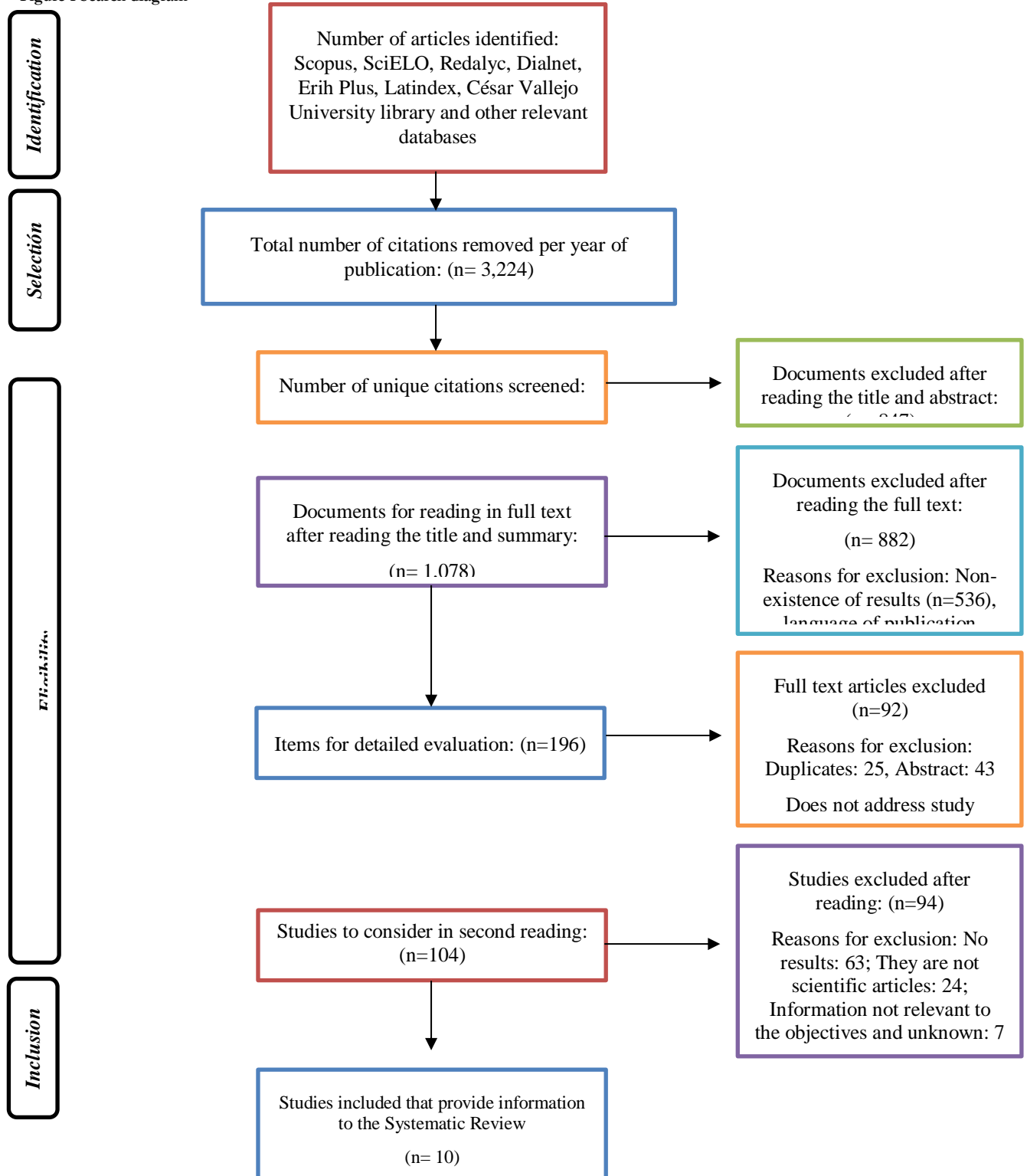
				entities.	the other hand, there are the passive subjects, that is, the workers affected by the dispute, and finally, the neutral subject, represented by the arbitration court, in charge of resolving the controversy.
Muñoz-Delgado et al.	2021	Explore the negotiation styles used in the Electromart stores in Machala.	Qualitative approach with bibliographic review, observation and interview techniques.	The results of this research reveal a close relationship between negotiation styles and the organizational climate in Electromart stores. The most common negotiation styles used by leaders were identified and their effectiveness was evaluated.	Electromart employees not only possess a high level of knowledge and skills, but also demonstrate a strong sense of belonging to the company, which is reflected in their effective collaboration between departments.
Cea et al.	2024	Evaluate the effectiveness of the strategies used by Chilean labor mediators in the resolution of collective conflicts.	Interviews with 19 mediators from different centers in Chile.	The research carried out revealed that Chilean labor mediators predominantly use contextual and reflective strategies in their practice. These strategies, aimed at establishing relationships of trust and facilitating communication, seem to be fundamental for the success of mediation in the Chilean context. The results obtained are consistent with previous research that highlights the importance of these skills in mediation. The SPSS program was used to	This study contributes to a better understanding of the labor mediation system in Chile, by analyzing the practices and strategies used by mediators in their daily work. The results obtained suggest that Chilean mediators have developed a set of specific skills and techniques to address collective conflicts, which focus mainly on building relationships and facilitating communication.

				calculate the Spearman correlation coefficient, which turned out to be 0.679.	
Lucero	2024	Analyze and compare different labor models based on their degree of coherence with the principles of freedom of association established in conventions 87 and 98 of the ILO and collective bargaining.	Descriptive and explanatory research, with the dogmatic methodology - classic of legal sciences.	This study identified the main obstacles that prevent the full effectiveness of trade union rights. In addition, it determined which models are most consistent with international labor standards and which require reforms to guarantee freedom of association.	It is concluded that, although union regulation systems are diverse and respond to different contexts, this does not justify the failure to comply with the minimum guarantees for freedom of association in collective negotiations.
Sánchez	2024	Explore how neoliberal economic transformations in Mexico have reconfigured labor relations and union organization in collective bargaining.	Qualitative analysis of economic and labor changes.	The economic transformations in Mexico have forced unions to adapt to new forms of business organization and to seek new strategies to defend workers' rights.	It is concluded that these labor reforms open new horizons for Mexican unionism, although important challenges persist.
Cardoso	2024	Deepen the study of collective bargaining and the extension of its agreements in Brazil.	Qualitative Analysis.	The study reveals that, despite current limitations, the extension of collective agreements to third parties remains a viable practice in Brazil, despite having been restricted by the reform of 1967. Similarly, the article questions the idea that the collective bargaining disappeared during the military dictatorship, proposing a more	This work contributes to the debate on collective bargaining in Brazil by offering a new perspective on its history and evolution. Asymmetric as it analyzes the practice of extending agreements and by questioning the traditional view on the suspension of collective bargaining during the dictatorship, the article contributes

				complex view on its historical evolution.	novel elements to understanding the current dynamics of labor relations in the country. In addition, it points to the need to strengthen the role of Labor Justice in collective dispute resolution.
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Source: Own elaboration

Figure 1 Search diagram



Source: Own elaboration

The results of this systematic review confirm the existence of a positive relationship between collective bargaining and work climate (Atencio et al., 2021). Furthermore, as pointed out by Trocoso et al. (2024) will corroborate that employees working in organizations with collective agreements tend to report higher levels of job satisfaction and organizational commitment. These findings are consistent with organizational justice theory, which suggests that employees are more likely to feel satisfied and committed when they

perceive that they are treated fairly (Chuquilin et al., 2023). However, it is important to highlight that the strength of this relationship may vary depending on contextual factors, such as the type of industry, the size of the organization and the level of union development.

Equally, as shown in the introduction in accordance with Tinoco (2023), the results suggest that collective bargaining is significantly associated with higher levels of job satisfaction. This may be due to employees perceiving that they have greater voice and control over their working conditions, which increases their commitment and loyalty towards the organization. Además, varios autores de los resultados presentados coinciden en que los acuerdos colectivos pueden ayudar a reducir el estrés laboral al abordar temas como la carga de trabajo, los horarios de trabajo y las condiciones de seguridad (Zapata y Riera, 2024). De la misma forma, aunque los resultados pueden ser más variables, algunos estudios sugieren que la negociación colectiva puede conducir a una mayor productividad al reducir los conflictos laborales y fomentar la colaboración entre trabajadores y empleadores (Losada y Briz, 2024).

Finally, the results of this review suggest that collective bargaining is an effective tool to improve work climate and increase employee satisfaction (Trocoso, 2024). Since, it provides employees with a voice in decisions that affect their working lives, collective bargaining can foster a sense of belonging and commitment to the organization.

Conclusions

The present systematic review, focused on analyzing the relationship between collective bargaining and work climate over the past five years, has allowed to draw solid conclusions about the impact of these practices on the work environment.

In that sense it is concluded that, the obtained results consistently indicate that the presence of collective bargaining is associated with a significantly more positive perception of the work climate by employees. This improvement is attributed to various factors, such as a greater sense of fairness, participation in decision-making and job security.

In addition, the problematic around collective bargaining and the labor climate is complex both in Peru and at the international level. Despite the existing legal framework and proposed innovative methodologies, it is essential to foster an environment of trust and dialogue to resolve labor conflicts. This will not only benefit workers by improving their working conditions, but will also contribute to higher productivity and cohesion within organizations.

Also, the literature review indicates that both work climate and collective bargaining are very important for organizational performance. Whereas, a work climate improves employee satisfaction and productivity, and in addition, reduces work conflicts. Hence, organizations should invest in establishing open communication channels and promoting effective negotiations to address their employees' concerns. Thus, evidence suggests that negotiations, improve individual well-being and strengthen organizational cohesion potentiating long-term business success.

Equally, it is concluded that providing workers with a space to voice their concerns and participate in decision-making, through collective bargaining strengthens their sense of control and autonomy. Therefore, it is generated that the perception that organizational decisions are taken in a fair and equitable manner increases when a collective bargaining mechanism exists.

Finally, it should be acknowledged that although the results of this review are encouraging, it is important to acknowledge some limitations. For instance, the heterogeneity of the included studies, in terms of methodologies and contexts, hinders the generalization of the findings. In addition, further research is required to explore in depth the underlying causal mechanisms and long-term effects of collective bargaining.

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