

Employees Perception on Dignity at Work: A Study in Oman

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ABSTRACT - Dignity at work is a personal feeling derived from a human being and is very important to employees in the workplace. It makes employees treat each other with respect and appreciation through his commitment to the duties of work and loyalty his requirements. Dignity at work consists of many dimensions, including security, reward, equality, individual and collective voice, well-being, safe and healthy. The main objective of this study is to explore the employees perception towards dignity at work at Sur Hospital (Oman). The research approach of this study was descriptive and used deductive method to design appropriate research questions and hypotheses. The data was collected by apply quantitative data and the questionnaire was self-administered and the rate of response was 94%. The ANOVA results indicated that there significant difference among employees perception towards dignity at work. The study suggest that developing human resource activities associated with dignity at work, will be enable organisations to enhance the employees performance through positive employee attitudes at work.

Key words: dignity at work, employee attitude, reward, HR, equality.

I. INTRODUCTION

In modern world, the use of human resource management practices widely leads to a strategic advantage for organizations and leads to desirable results at the employee level (1). This study sheds light on the positive relationship between dignity at work and employees attitude. The duty of organizations is to ensure that the dignity of employees is maintained where the damage to their dignity leads to a decline in the performance of the work and thus affects the negative impact on the productivity and profitability of the organization. Where organizations need to create an environment in which dignity is recognized and promoted. Managers must be able to interact positively with staff in this area towards enhancing the dignity of employees for the positive impact and benefit of the organization as well as the benefit of staff (2).

The increase of cognitive knowledge and awareness of employee dignity helps managers to impose their authority more humanely and may have the necessary skills to act towards each other towards a proper dignity that emphasizes the right ways for organizations (3).

Background of the Study

The field of human resources management and other disciplines focuses on maintaining positive practices and avoiding practices that cause damage to workers' motivation and shrink organizational success these motives stem from a sense of intrinsic value, with the certainty that organizations are capable of development and prosperity

and require the from organization to pay attention to the dignity of workers (4). Dignity is a human trait that guides motives and behaviors and can lead to a sense of personal fulfillment and worthwhile contributions to the life of society. An individual can also feel dignity through positive interactions among staff members in the workplace.

On the other hand, the violation of dignity leads to the disruption of emotional well-being, intellectual decline, little quality of work, diminished health and enjoyment of life (5). Dignity is a measure that demonstrates the value of people and is determined through social interactions (6). Individuals must have the basic abilities to own this dignity (7) work is an activity through which the basic abilities are acquired and the individual feels his value (8).

Managers must apply dignity so that employees can be seen as having the core competencies and thus a sense of interest and fulfillment. Violation leads to disruption of basic capabilities, leaving or performing unsatisfactory work and affecting staff and attitude of employees psychologically and emotionally thus affecting their organizations (9). Studies have showed that awareness of dignity at work and avoid violation, which leads to positive consequences (10). Some studies showed that enhancing the dignity of employees contributes to supporting organizational productivity and profitability (11).

This study aimed the nature of relationship between dignity at work and the attitude of employees. Furthermore, to explore the extent to which dignity at work has influence on employee attitude.

Objective of the study

The main aim of this study is to understand the impact of dignity at work on employee attitudes in Sur hospital (Oman). The specific objective is

- To understanding the dimensions of dignity at work.
- To study the significant difference among respondents perception with respect to dignity at work.

The Research Questions

- What are the dimensions of dignity at work?
- What is the significant difference among respondents perception with respect to dignity at work?

Research Hypotheses

H1: There is significant difference among respondents perceptions with respect to dignity at work.

The Concept of Dignity at Work

In the history of social sciences, dignity is constantly used to clarify various aspects of the work where dignity is a fundamental need of the human spirit and a principle of humanity should be protected (12). Understanding the matters of dignity is very important because it affects the fundamental matters of law, morality, and human behavior (13). It is clear that dignity has been referred internationally since 1945 in the United Nations Declaration on Human Rights which demonstrates "respect for the rights and dignity of people". The appearance of dignity in documents at the international and organizational level underscores its importance, which is an acceptable framework for normative organization in human life (11).

Despite its appearance, however, the definition of dignity and the effects of practice remains unclear (14). Understanding dignity is important in organizational life and is important to ethical commitments and regulators including employees and managers. The dignity is defined as the fundamental value of the individual by virtue of being a human (15) regardless of age, gender and measure of success. Furthermore, dignity is common in literature carries the meaning of the wall of honor and appreciation, and the rare thing that we seek toward it (16).

The scholars explain that dignity is the right of every individual capable of distinguishing between right and wrong and dealing with others with respect (17) dignity is a human condition that contains life, reputation, freedom of movement, and the right to dignity is the basis of the rights of the human person and the level of quality through which one can be placed in the organization (18). The dignity refers to the value in being humanly linked to human

respect and it encourages employees to good treatment (19).

Theoretical Approach towards Dignity at Work

The concept of dignity became more widespread in the law of ethics and philosophy. The dignity of human values is regarded as superior and does not stand separate from human rights and includes the human characteristics of human beings. It is clear that the dignity of humanity is the basis of rights and duties and because of dignity humanism can do employee rights and duties (20).

The administration supports human nature through the development of human virtue in all its forms. The human administration began in the middle of the last century and was initially focused on human motives in positive ways towards human dignity as the human administration gave a clear direction to the administration of responsibility and the promotion of human dignity and continuous moral thinking (21).

Human administration is a framework focused on the protection of dignity (22) and through the study of ethics work contributed to the development of multiple normative theories including moral responsibility, moral virtue, utilitarianism and both of which can be applied to human dignity and resulting from it (23). Besides, the ethics of work applied in many organizations to respect human values and the implementation of the principle of dignity indicates a way of thinking about organizational ethics in terms of goals and principles that can be applied to workplace ethics matters when the objective is dignity of the employee (14).

To provide the best working environment, the employee should feel valued. The promotion and maintenance of all employees' dignity will play a key role in the work. Employees should be provided with a work environment based on dignity, security and free from all forms of bullying that lead to a negative impact on employee morale and performance (24).

Dimensions of Dignity at work

Many contributors have spoken in more than a century of social and organizational analysis of workplace dignity (25) and focus on poor management, poor working environment, long hours of work, workplace harassment and security. Dignity in work is more complex and it is not enough to say that equality of opportunity and balance between life and the politics of bullying restore dignity to work (26).

The concept of "dignity at work" may seem to be a central feature relevant to the work of employees and their enlightened application. The nature of the relationship in the manner in which the staff is managed, the work, the productivity and how the performance of the organizations is a respectable act provides good dignity and is described as a prerequisite for increasing the productivity and

organizational performance by the staff for a decent work and that the availability of decent work is necessary to achieve humanity which is part of "Survival Strategy" (27).

Furthermore, the provision of dignity has important advantages and operates in increasingly competitive environments, the study of dignity at work should therefore be a major focus in management practice studies (28). Administrative efficiency and administrative conduct are a possible basis for the work of dignity in the organizational context (29) despite the obvious importance and universal acceptance of the "inherent dignity of human" (30).

Dignity at work is not something that is referred to within the texts of the administration and when the word "dignity" is used, it tends to be linked to objective conditions such as security, reward, equality, collective and individual voice, well-being, safe and healthy and HR (31). These dimensions helped in the formation of administrative practices easier and more flexible and developed through several stages contributed to the development of organizations and their success. It tend to support staff to management practices to create staff engagement and a cohesive culture in the organization (32). From a different point of view, these dimensions are linked to diverse practices to build respectful cultures. This leads to increased dignity at work and avoid from negative behaviors that occur in the workplace and cause some concerns for staff (33).

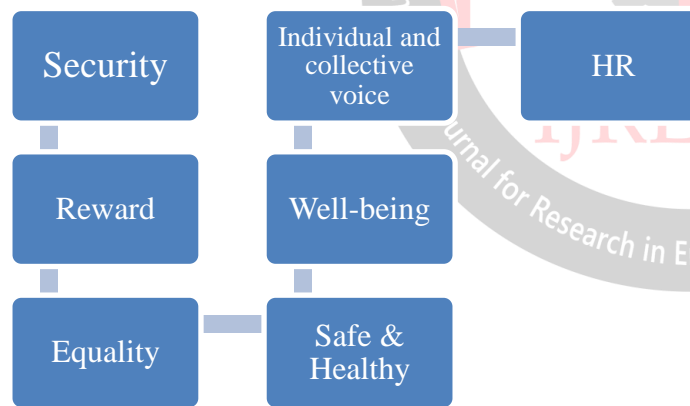


Figure (1) Dimensions of dignity at work
(Source: Compiled by researcher)

Reviews on Dignity at Work

There is a strong relationship between dignity at work and employee attitude. Dignity at work has a key role in management practices and works to explore the attitude of employees through their experience in understanding and applying dignity and thus identifying positive relationships and strengthening structures and practices in the workplace (34). Dignity at work firstly needs to self-esteem and to protect the principle of humanity because it is considered a human aspect of administration. It is the key to the

employee who is connected to the positive elements such as respect and appreciation and helps to consolidate staff relations and strengthen the performance of the organization efficiently and that employees have the right to be treated with dignity as there is no unfair discrimination based on gender, age or beliefs, or status to create an environment without harassment and that people respect human safety for each other (35).

There is a point of view that distinguishes humans from other beings through rationality and independence (36). Human dignity is based on autonomy and rationality through obedience to moral law and this is manifested through the understanding of human as distinct from the other, and the intrinsic essential thing, to confirm this uniqueness (37). Thus, dignity is the value of the human being and therefore the development of dignity in organizational life and clarify the definition of dignity becomes a fundamental value for many organizations and the employee by virtue of being human regardless of its role, responsibilities, and hierarchy.

Dignity is the level that individual believes in and affirms his dignity. The perceived dignity is self-perception by the self and others. Emphasis on the dignity of the individual is the right granted to each organizational side. Ensuring dignity is protected by a set of codes of conduct (38). One way to assert dignity in organizational life is through self-actions capable to guide individuals towards their own dignity (39). In other words, morality and virtues are the ones that strengthen the way to affirm human dignity. There are a number of limited virtues that emphasize dignity, namely courage, respect, integrity, recognition, value, and certain principles that confirm these virtues such as generosity, wisdom, benevolence and justice (40).

Research Approach

This study describes the deductive approach which relates to the development of hypotheses. The specific data collected and analyzed in this study will form the basis for hypothesis testing and then the researcher can expand the relationship between the two variables (dignity at work and employee attitude) and then extracted results obtained. One of the advantages of deductive approach is the possibility of quantitative measurement of concepts and generalization of results (41).

Research Design

This study shows the descriptive approach, where research can be interpreted as merely an attempt to identify and describe the ways in which it is to be. Descriptive research is used to describe the characteristics and behavior of the sample population. One of its main features is that it uses a number of variables to conduct a descriptive study. Thus, this designed was used.

II. RESEARCH METHODOLOGY

This study used a Quantitative data to illustrate the impact of dignity at work on the employee attitude at Sur Hospital (Oman). Quantitative data is information on quantities that can be measured and written in numbers to show measurable statistical results (42). This type of data can be used to build graphs and tables and can index data in classes of rank and size. The scale of the classification or the questions of the questionnaire can generate quantitative data as it shows either numerical data or in the form of categories (for example, yes or no) (43).

Primary Data

One of the main advantages of primary data for the researcher is that collect information for specific purposes of study. In addition, the questions asked by the researcher are designed to infer data that in turn help the researcher in the study (44).

Secondary Data

Secondary data is data collected and readily available from other sources such as research articles associated with impact of dignity at work on employee attitude. These data are easier, accessible, and easily available to obtain. In the presence of secondary data, the researcher can identify gaps, deficiencies and additional information that must be added (45).

Discussions on Data Findings

The survey data was collected from the employees from Sur hospital and the sample size is 71 (both males and females). For this study, the population was the staff of Sur hospital (Oman). One organization was chosen due limit, it may help to achieve clear objectives in one area and encourage explicit study associated with the nature of dignity at work and its impact on employee attitudes in service sector (that is Sur Hospital in Oman).

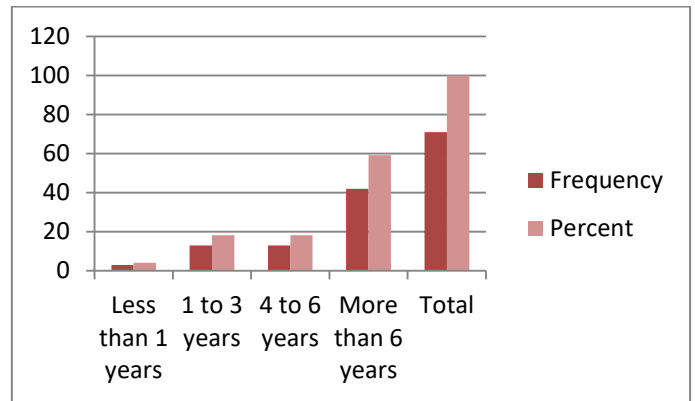
Demographic Profile

The table (1) shows the work experience of respondents from Sur Hospital. It clarifies that respondents who have more than 6 years' experience represent the highest percentage which is 59.2%, while those with less than one year experience are the lowest percentage which is 4.2%.

Table (1): Experience Status of Respondents

Experience	Frequency	Percent
Less than 1 years	3	4.2
1 to 3 years	13	18.3
4 to 6 years	13	18.3
More than 6 years	42	59.2
Total	71	100.0

Figure (2): Experience Status of Respondents



The table (2) indicates respondents to the job position at Sur Hospital. Furthermore, the highest percentage is found in 83.1% of nurses.

Table (2): Job Position of Respondents

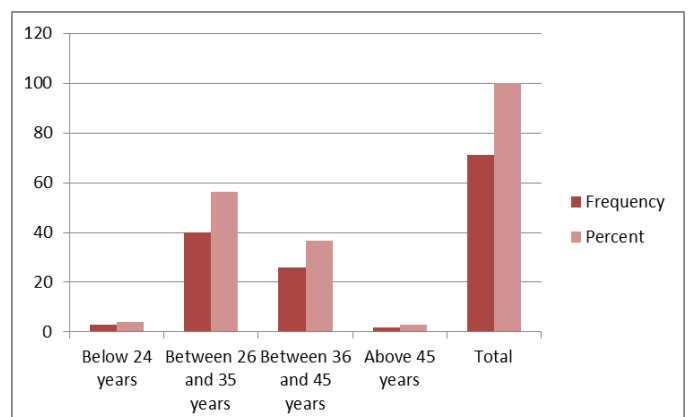
Job Position	Frequency	Percent
Nurse	59	83.1
Doctor	5	7.0
Others (Admin staff, Lab Technicians, Pharmacists)	7	8.5
Total	71	100.0

The following table (3) demonstrates the highest percentage of respondents aged between 26 and 35, which is 56.3%, and the percentage of respondents between the ages of 36 and 45 is 36.6%. The age group that represents the lowest number of respondents is above 45 years which is the minimum which shows 2.8%. Through the analysis of the table below illustrate that Sur hospital has the lowest number of employees of the older category.

Table (3): Age of Respondents

Age	Frequency	Percent
Below 24 years	3	4.2
Between 26 and 35 years	40	56.3
Between 36 and 45 years	26	36.6
Above 45 years	2	2.8
Total	71	100.0

Figure (3): Age of Respondents



The table (4) indicates the status of respondents/participants at Sur Hospital. It explains that the number of married participants represents the highest percentage which is 57.7%.

Table (4): Marital Status of Respondents

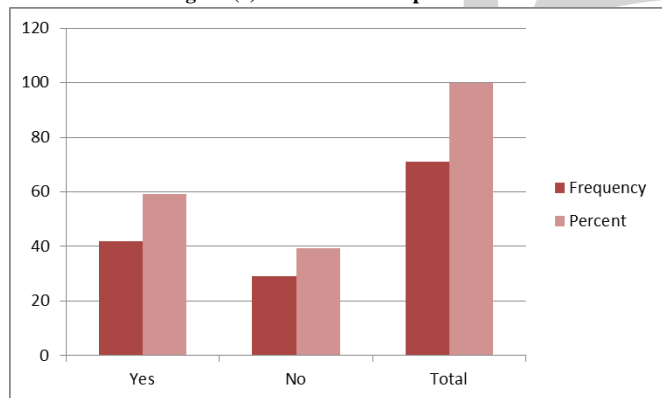
Status	Frequency	Percent
Single	28	39.4
Married	41	57.7
Divorced	1	1.4
Widow	1	1.4
Total	71	100.0

The table (5) shows the participants with children in Sur hospital where the rate of respondents with children is 59.2% and represents the highest rate of those who do not have children.

Table (5): Children of Respondents

Children	Frequency	Percent
Yes	42	59.2
No	29	39.4
Total	71	100.0

Figure (4): Children of Respondents



The table (6) shows the different nationalities of participants at Sur Hospital. Furthermore, the percentage of Omani respondents represents the highest percentage which is 67.6%. While the number of Pakistani participants is 8.5 percent, which is the lowest percentage.

Table (6): Nationality of Respondents

Nationality	Frequency	Percent
Omani	48	67.6
Indian	8	11.3
Pakistani	6	8.5
Others (Filipino)	9	12.7
Total	71	100.0

Descriptive Statistics

To answer research question no 1 “What are the dimensions of dignity at work”, descriptive statistics was calculated for the dimensions related to dignity at work.

Table (7): Summary of Dimensions of Dignity At work

Dimensions	Mean		Std. Deviation
	Statistic	Std. Error	Statistic
Well-being	31.31	.78	6.58
Equality	31.25	.71	7.03
HR	24.30	.65	5.50
Security	16.97	.44	3.71
Reward	13.74	.33	2.79
Health and safety	3.92	.30	2.56
Overall dignity at work	121.30	2.74	22.94

N=71

The table (7) illustrates the dimensions of dignity at work. The highest mean value is well-being which is equal to 31.31. From this it can be seen that these results is similar with research.

Well- being is important in the workplace because it works to achieve balance between work and life and has a positive impact on employees as it contributes to the achievement of job satisfaction. Similar discussions are found in Diener (2000) study.

Testing of Hypothesis

To answer research question no 2 “What is the significant difference among respondents perception with respect to dignity at work.”, ANOVA was used followed by Post Hoc test. The aim of this study is to note if there any significance differences among respondents’ perceptions with respect to dignity at work. Table (8) shows ANOVA and table (9) demonstrates on the Post Hoc Homogeneous Subsets Results. From the ANOVA results as shown in table (8) indicates that there is significant difference among respondents’ perception on over all dignity at work with respect to nationality. This three dimensions of dignity at work have significant value which are well-being (sig=.013), equality (sig=.005) and HR (sig=.005). However there was no difference among respondents in terms of variables like reward, security, health and safety. The results indicated that respondents perceptions differed in terms of demographic factors that is “nationality”. So we can concluded that there is significant difference among respondents’ perceptions in terms of nationality with respect to dignity at work and we can accept the hypothesis-1

Table (8) ANOVA Results

		Sum of Squares	df	Mean Square	F	Sig.
Well being	Between Groups	448.924	3	149.641	3.879	.013
	Within Groups	2546.162	66	38.578		
	Total	2995.086	69			
Equality	Between Groups	435.194	3	145.065	4.606	.005
	Within Groups	2110.243	67	31.496		

Total		2545.437	70			
Reward	Between Groups	26.975	3	8.992		
	Within Groups	518.743	67	7.742	1.161	.331
	Total	545.718	70			
Security	Between Groups	54.131	3	18.044		
	Within Groups	913.813	67	13.639	1.323	.274
	Total	967.944	70			
HR practices	Between Groups	368.440	3	122.813		
	Within Groups	1756.743	67	26.220	4.684	.005
	Total	2125.183	70			
Health and safety	Between Groups	6.856	3	2.285		
	Within Groups	453.792	67	6.773	.337	.798
	Total	460.648	70			
Overall dignity at work	Between Groups	5881.109	3	1960.370		
	Within Groups	30431.591	66	461.085	4.252	.008
	Total	36312.700	69			

Furthermore Duncan post-hoc results as shown in table (9) illustrate that participants with different nationalities were classified based on the dimensions of dignity at work which are well-being, equality, security, reward, health and safety and HR. It indicates that Pakistani participants have a higher response rate. This indicates that there is significance among respondents on dignity at work with nationalities.

Table (9) Participants with Different Nationalities

Dimension 1 Equality		
Nationality	N	Subset for alpha = 0.05
		1
Pakistani	6	27.0000
Omani	48	30.6042
Other	9	32.1111
Indian	8	
Sig.		.065

Dimension 2 HR		
Nationality	N	Subset for alpha = 0.05
		1
Pakistani	6	20.6667
Omani	48	23.5208
Other	9	
Indian	8	
Sig.		.230

Over all dignity at work		
Nationality	N	Subset for alpha = 0.05
		1
Pakistani	6	105.1667
Omani	47	118.4681
Other	9	
Indian	8	
Sig.		.183

III. SUMMARY OF DATA FINDINGS

Objective -1 (To understanding the dimensions of dignity at work)

Research question 1 was designed based on deductive method and descriptive was calculated. The results of descriptive statistics indicate the respondents at Sur Hospital support the dignity approach at work to extent the thing of sense of self-worth and respect each other to achieve a full life is found. The most important dimensions with high value was well-being (mean = 31.3). Well-being is the most important dimensions of dignity at work. This is due to the fact that well-being encompasses the whole life, job satisfaction and stimulates a safe working environment and, most importantly, it makes the balance between the work and life.

Study results indicated that there is a positive relationship between well-being and employee dignity. Well-being is linked with employee dignity and the positive outcome of organization it focuses on the common humanity of employees and is closely linked to dignity at work. Furthermore, many studies have shown that dignity at work is considered a means of assessing and respecting people at work which is a key criterion for organizations leading to the creation of best management practices (46). The dignity at work is important as it act as a motivation that creates to increase the performance of staff in particular in absence of discrimination between them. The literature suggests that well-being policies have a positive impact on employee satisfaction and organizational productivity and leads to the biggest sense of justice to improve staff morale (47).

Objective -2 (To study the significant difference among respondents perception with respect to dignity at work).

Research question 2 was designed based on ANOVA followed by Post Hoc test and results indicate. It showed that there was a significant difference in employees perception between the nationalities of the respondents with respect to overall dignity at work. The dimensions like

well-being (sig=.013), equality (sig=.005), HR practices (sig=.005) showed significant value when compared to the factors. In addition, as a result of Duncan post-hoc it is indicate that Pakistani respondents have a higher response rate for these factors.

As a result of ANOVA indicate that equality and HR practices have the same the significant value which is (sig=.005). Equality and HR practices are the most important dimensions of dignity at work. The results illustrate that equality is an essential and important base in the workplace. It focuses on the common humanity of employees and is closely linked to dignity at work. Furthermore, many studies have shown that dignity at work means equality among employees and is considered a means of assessing and respecting people at work which is a key criterion for organizations leading to the creation of best management practices (46). The dignity at work is important as it act as a motivation that creates to increase the performance of staff in particular in absence of discrimination between them.

IV. IMPLICATIONS

For Management

- The management should understand the achievement of the congruence between the values of dignity at work and the values of employee attitude.
- The organisational goal should be established base on dignity at work as it will improve its employer brand
- Building a fair society and clarifying the virtues and principles in the workplace should help people develop their potential for a better world filled with the essence of respect.
- The organisations should understand that the employee is entitled have same appreciation as his colleagues in the workplace.
- Employee satisfaction is the most important and influential dimension to the attitudes of employees. As it is related to the productivity of employees and works to meet the needs of employees at work also it measures their satisfaction and focuses on the state of emotional happiness of the employee.
- Management should understand that self-determination at works will support in obtaining higher level of performance and improved employee involvement and participation in decision-making.

For HR Managers

- The HR practice should begin to cover more aspects of dignity of workers and give more importance to ethical behaviour.
- A major requirement for human resources that policy and procedure must be leading to treat people equality
- Wellness is an important part of human resources management and is the most common in organizations

and employees at work are treated in the same way and this is considered a human right of dignity at work

Thus, it can be concluded that HR and management is responsible for developing strategies for employees and organizations to achieve the organization's strategic objectives and enhance the experience of staff.

V. CONCLUSIONS

Dignity at work has a positive relationship with employee attitude as the manager of Sur Hospital (Oman) must work to create a good environment based on the mutual respect between employees and self-esteem, which leads to increase in job satisfaction. Employees must adhere to the principle of dignity in work because it works to be valuable and productive and also helps to strengthen the effectiveness of the organization. In addition, managers at Sur Hospital should encourage employees to achieve their goals and improve their attitudes in the work by following a specific principle that motivates them, encourages their performance and raises the quality of work.

The results of the study showed that all the hypotheses were accepted and as the results indicate that there is significant difference among employees perception between dignity at work. This research study maybe is important and useful to staff at the Sur Hospital (Oman) to raise awareness among them towards applying a dignity approach at work which in turn support to enhance positive attitudes towards work and enhance employees performance. The role of managers is to encourage employees to work in a dignified manner. Where the dimensions of dignity at work have a positive impact on the employee attitude and it play an important role to maintain the organizational success and the effectiveness of the organization.

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