

Leadership - Dignity Framework: The Role of Individualized Human Resource Management (HRM) Practices

Bhavya Kapoor

In the wake of multitude of crises that we face today, the humanistic management of organizations has become a moral imperative. Recently 'Workplace Dignity' has found its mention in the contemporary analyses of work, ethnographies and inquiries into humanization of work. This study introduces a leadership - dignity framework in the context of individualized human resource management (HRM) practices like Idiosyncratic deals (I-deals). A new leadership – dignity framework is presented and further, drawing upon the social comparison and self-verification theory, it examines the role of extension of I-deals in the leader-employee relationship under the dignity paradigm. The paper contributes to the leader-employee relationship literature with relevant inputs towards conceptualization of dignity at work, enhancing the overall employee experiences in organizations.

Bhavya Kapoor is a Doctoral Scholar School of Management and Labor Studies, Tata Institute of Social Sciences, Mumbai, India. E-mail: bhavya.goswami@gmail.com

Introduction

We observe a paradigm shift and massive structural changes in the global workforce and employee-employer relationship today. Workplace dignity, pivotal for our well-being (Sayer, 2007), is a growing concern for stakeholders like workers, global organizations, activists as well as academics (Lucas, Kang, & Li, 2013). Although deemed important in the organizational literature, workplace dignity has received limited scientific investigation so far.

The employees hold an integrated view of the organization, based on their holistic, 'recruitment to retirement' experience. Companies face the challenge to enhance the overall experience that constitutes inducing, engaging and retaining the requisite skilled workforce in the organization to gain and maintain competitive advantage (Bailey, 2018; Bersin, Flynn, Mazor, & Melian, 2017). Organizations hold the

Idiosyncratic deals (I-deals) bring to the fore, an individualistic approach to employment relationships as compared to standard theory and management practice.

responsibility for improving the quality of work-life experiences and thereby quality of overall work-life of their employees by providing an opportunity to assert their self-worth (Thomas & Lucas, 2019) and work with dignity (Hodson, 2001). Idiosyncratic deals (I-deals) bring to the fore, an individualistic approach to employment relationships as compared to standard theory and management practice. Such deals are an individualized work arrangement, that a current or a prospective employee negotiates with the employing organization that, if facilitated, benefits both. Timely extension of i-deals by managers or leaders when an employee needs it, reinforces and strengthens the relationship with both the leader and the organization (Rousseau, 2005). Prior research states that employees respond positively to accorded i-deals (Liao, Wayne, & Rousseau, 2016) but the degree of its impact varies due to individual differences. The feelings of self-worth appear to play a crucial role in explaining the influence of i-deals (Ng & Feldman, 2010). Through this effort, it would be interesting to explore its role in fostering the dignity of employees.

Research Questions

- Do transformational leadership behaviors impact the workplace dignity of the employee?

- What is the role of individualized human resource management practice like idiosyncratic deals in moderating the leader-employee relationship with respect to dignity experienced at work?
- How individual differences related to one's self-evaluation of their own worth moderates the perceptions of negotiated idiosyncratic deals (extended by the leader) with employee dignity?

Transformational Leadership

Burns (1978: 4) termed the relations between leaders and followers as 'transforming' when leader looks for potential motives in followers, seeks to satisfy higher needs, and engages the full person of the follower. Besides the simple exchanges, for better engagement and performance of employees, the need to address their self-worth by augmenting their capacity by way of mentoring and coaching them, adds value to the concept of transformational leadership (Bass, 1998; Bass & Riggio, 2006). Transformational leadership repertoire includes behaviors of accepting individual differences, addressing individual employee needs, requirements, desires and preferences by enabling them to grow in the organization and integrating their individual objectives with that of the larger group and organization (Bass & Riggio, 2006).

Studies have examined association of transformational leadership with leadership criteria such as employee job satisfaction, employee motivation and

employee satisfaction with leader (Judge & Piccol, 2004), employee task, contextual and creative performance (Wang, Oh, Courtright, & Colbert, 2011), subordinate effectiveness, commitment along with subordinate effort and satisfaction to a certain extent (DeGroot, Kiker, & Cross, 2010). Hofstede (1997) noted that in nations with high power distances, effectively large emotional distances refrain subordinates to approach and contradict their supervisors in a direct manner.

Workplace Dignity

Workplace dignity, pivotal for our well-being (Sayer, 2007), is a growing concern for stakeholders like workers, global organizations, activists as well as academics (Lucas et al., 2013). Goal of this study is to advance understanding of struggle to work with dignity. Dignity may be described as “the ability to establish a sense of self-worth and self-respect and to appreciate the respect of others” (Hodson, 2003: 3; Lee, 2008). Kantian view highlights “any rational being exists as an end in himself” (Kant, 2010: 54). The concept of dignity can be better understood in relation to other factors associated with well-being “like integrity, respect, pride, recognition, worth and standing or status that are positively related to dignity while others, like shame, stigma, humiliation, lack of recognition, or being mistrusted or taken for granted, are negatively related to it” (Sayer, 2007, : 567). It finds support from practitioners who emphasize its significance in the form of employee autonomy (Karlsson, 2012) which when extended

by leaders, enhances employee’s sense of ownership and produce better quality payoffs for customers while it leads to reduced efforts and commitment, when denied (Valcour, 2014).

Bal (2017) pointed out the need of workplace dignity theory by drawing our attention towards the rise of neo-liberalism that has influenced the dynamics of work, objectifying the relationship between employee and leader. The views outlined above, along with the analysis of the existing literature, indicate a knowledge gap on a new lens required to view the employee-employer relationship under the dignity paradigm. There is a considerable need for responsible organizational leaders to drive the dignity consciousness in the work environment to address relationship problems, conflicts, also bring out the best in employees and create an organization culture that fosters employee well-being where they are valued and treated well (Hicks, 2018).

Transformational leaders ensure more positive references to the worth and efficacy of the led implicating it through their direct and non-direct messages.

A self-concept based theory delineating the motivational effects of transformational leadership suggests that it enhances both employee self-esteem and self-worth. It states that transformational leaders ensure more positive references to the worth and efficacy of the led implicating it through their direct and non-

direct messages (Shamir, House, & Arthur, 1993). Furthermore, it posits that “the more leaders exhibit the range of transformational behaviors, the more their followers will have a high level of self-esteem and self-worth” (Shamir et al., 1993: 586).

Transformational leaders potentially shape employee thoughts about higher purpose of their work (Sparks & Schenk, 2001). Such meaningful work, which is a subjective element of dignity at work (Bolton, 2007; Hodson, 2001) enable them to perform through required inspiration and support (Shamir et al., 1993; Tepper et al., 2018) thereby exerting positive influence on employee psychological well-being (Arnold, Turner, Barling, Kelloway, & McKee, 2007). Transformational leadership is also known to satisfy the employee need for ‘autonomy’ (Kovjanic, Schuh, Jonas, Quaquebeke, & Dick, 2012), which forms the cornerstone of dignity (Bal, 2017; Bolton, 2007; Kant, 2010; Karlsson, 2012; Sayer, 2007; Valcour, 2014). These views and empirical findings backed by self-concept theory (Shamir et al., 1993) suggest that transformational leadership is likely to influence the dignity experiences of the employee.

Proposition 1. Transformational leadership positively relates to the employee workplace dignity.

Idiosyncratic Deals (I-Deals)

“Idiosyncratic deals or I-deals refer to voluntary, personalized agreements of a nonstandard nature, negotiated between

individual employees and their employers regarding terms that benefit each party” (Rousseau, Ho & Greenberg, 2006: 978). Such work arrangements, heterogeneous in nature, do not form a part of the standard employment contract and hence are not offered to other employees of the organization but to the one who negotiates it successfully. Hence, it manifests into a form of employees’ proactive behavior (Hornung, Rousseau, & Glaser, 2008). I-deals have always been into existence in niche contexts across a few domains of professions and is exercised to enhance the quality of employment relationships, however it has not been acknowledged so commonly as much (Rousseau et al., 2006). I-deals are ways to motivate employees and are differentiated from shady deals like preferential treatment and unauthorized taking because of its ‘legitimate status’ that it derives from the process followed to implement it (Rousseau, 2005). The basis of i-deals is skills and qualities of the negotiating employee benefiting both the worker and the organization and hence individuates from favoritism and cronyism. However, it may lead to the creation of a sense of inequity among fellow employees in the organization (Rousseau, 2001; Rousseau et al., 2006).

The basis of i-deals is skills and qualities of the negotiating employee benefiting both the worker and the organization.

Organizations are breaking the grain of a traditional human resource mindset by offering an array of options like job

customization, changing job design, flexibility in work location etc. in lieu of standardized employment options more creatively to maintain and retain valuable employees (Cappelli, 2000). Extension of i-deals is a method embraced by the employers to adapt their contemporary human resource management practices to a more flexible approach in order to accommodate the needs and preferences of potential and current employees. Various types of i-deals, some initiated by employees while the others by employers are negotiated in organizations. The typology includes 'ex-ante' i-deals which are negotiated or offered at the time of recruiting the worker from labor market and 'ex-post' i-deals that are negotiated while on the job, based on a worker's anticipated future contributions, a reward for past efforts or a threat to quit (Rousseau, 2005a).

The content of i-deals range from negotiating tangible and universalistic (materialistic in nature) to abstract and specific (to individual) resources (Hornung et al., 2008). Flexibility pertaining to work schedules, location, task and work responsibilities and financial inducements have been found as the key domains where employees negotiate i-deals (Rosen, Slater, Chang, & Johnson, 2013). Apart from this, unlike western culture, employees in organizations functioning in the collectivist cultural societies have found i-deals influencing and also impacting not only the work but also the familial aspects of their employees. For example, flexibility i-deals have been found to enrich the work-family balance while developmental i-deals influence the ex-

trinsic motivation of employees leading to work role enrichment along with positive change in performance level (Hornung, Rousseau, & Glaser, 2009).

The negotiation of an i-deal involves two main actors. Other than the focal employee negotiating the customized arrangement, it is also important to understand the employer perspective towards it. Managers (leaders), as agents of employer, are found to grant different types of i-deals on the basis of its content and context. For example, in a study, the developmental, flexibility and workload reduction i-deals were granted to proactive employees however authorization of only developmental ideals amongst the others, was not affected by structural workplace conditions like task, job type, technology, group size managed by the supervisor (Hornung et al., 2009). Further, a worker who had experienced denial of a deserving reward earlier e.g. promotion or pay raise, was found to have been granted workload reduction i-deal as a way of reciprocation due to an unfulfilled obligation from employer (Hornung et al., 2009).

Coworkers' acceptance of i-deals forms an essential component of the triangle of an effective employment relationship between them, employer and the i-dealer. The acceptance of an i-deal by a coworker depends on the basis on which the i-deal is made, the proximity and quality of their relationship with the i-dealer along with their notion for a comparable opportunity in future in the organization (Lai, Rousseau, & Chang, 2009). However, the precedence of a differen-

tial treatment on the basis of knowledge and skill of the employee has been into existence in terms of relative pay offered to them at the time of recruitment, fast track career route for valued workers in contrast to the standardized employment offerings (Cappelli, 2000). Hornung, Rousseau, Weigl, & Müller (2014) recommends organizations to clearly lay out performance expectations from the i-dealer indicating the implications of the i-deal related to their future career, leading both the parties to mutual fruition in the long run.

Interaction Effect

“The transforming leader recognizes and exploits an existing need or demand of a potential follower” (Burns, 1978: 4). Human resource professionals are increasingly concerned about meeting individual career aspirations, managing employee stress levels, job security, creating fairness across systems, rewards and performance management (Budhwar & Varma, 2011). With such changes in the landscape of work, the contemporary employees, in their efforts towards an effective career management, pursue to chart out their career path and demand to exercise greater control over their careers and lives. The significant changes in the workforce include demand for meaningful work, freedom and autonomy, a balanced life-style, varied career orientations and greater diversity in workforce (Greenhaus, Callanan, & Godshalk, 2000).

The component of ‘individualized consideration’ of transformational lead-

ership theory may possibly explain how leader’s behavior enhances the employee dignity by extension of idiosyncratic deals (Bass, 1998). Research states that implementing an individualized human resource management practice like extending i-deals to the employees correspond with their requisite needs of competence (Ho & Kong, 2015), autonomy (Wang, Liu, & Shalley, 2018), personal growth (Rousseau, Hornung, & Kim, 2009) etc. Additionally, the ‘social comparison’ (Festinger, 1954) and ‘self-verification theory’ (North & Swann, 2009) suggests that an employee’s perception of the i-deal indicate its relation to their dignity. An employee who has been successful in negotiating an i-deal from the leader, may feel valued and recognized for their competence. Pride derived from being trusted to be worthy of a special treatment as compared to others, forms a source of dignity (Sayer, 2007). Organization cues or organizational signals, threaten or foster an employee’s sense of self-worth and their feelings of competence (Hui & Lee, 2000).

Organization cues or organizational signals, threaten or foster an employee’s sense of self-worth and their feelings of competence.

Social comparison theory states that people have a tendency to compare their abilities with comparable others (Festinger, 1954). Self-verification theory (North & Swann, 2009) purports the tendency of people to preserve the assumptions formed as self-views. They are motivated to maintain it in

order to gain coherence, predictability and control over their worlds. In line with that, people choose to interact with those who reinforce the same views about them, sometimes also eliciting the same feedback from them. Hence, this suggests that employees working for a transformational leader or manager, in order to reinforce their self-views, may negotiate an i-deal that fulfils their need, expecting a positive response to their effort. The extension of such idiosyncratic deal may be perceived by the employee as a self-confirmatory feedback reassuring positive self-evaluation, in turn fostering their dignity. The predictability perceived by the employee, in their relationship with the leader, represents the component of trust in the relationship. Obtaining an I-deal may lead to greater predictability enhancing the trust. Being trusted is construed as being recognized as competent, moral and trustworthy, which predominantly manifests as essential sources of dignity (Sayer, 2007). The trust shown in bestowing a non-standard deal to employee hence may bolster their dignity.

Proposition 2: The relationship between transformational leadership and employee workplace dignity is different across levels of individualized work arrangements, such that, it is stronger when an idiosyncratic deal is extended to the employee.

Core Self-Evaluations (CSE)

With an aim to describe the dispositional sources of job satisfaction,

Judge, Locke, and Durham (1997) developed the concept of “core evaluations” (originally introduced by Packer, 1985; 1986; Chang et al., 2012) which refers to the most fundamental appraisals that individual reach about self, other people, and the world around. These appraisals are done subconsciously in an unaware state of mind influencing one’s behavior and perceptions about the self, external events and others (Bono & Judge, 2003). Besides being a popular topic in the organizational science, it has also been researched in gerontology and nursing domains (Chang et al., 2012). Judge, Locke and Durham (1997) defined “core evaluations” as fundamental assessments that individuals make about themselves and their self-worth.

Four essential core self-evaluation (CSE) traits namely self-esteem, generalized self-efficacy, emotional stability (non-neuroticism), and locus of control encompass the CSE construct. The wide ranging positive and negative consequences of CSE are well noted in research. The focus of CSE research has been on psychology’s two central criteria and relevant work outcomes namely job satisfaction and job performance. Extant literature has found its direct effects (Judge et al., 1997) and indirect effects through work attributes (Judge, Locke, Durham, & Kluger, 1998), job complexity on job satisfaction (Judge, Bono, & Locke, 2000) also on life satisfaction (Judge et al., 1998). It is noteworthy that the impact of CSE on job satisfaction has been found to be stronger in employees from collectivistic cul-

tures e.g. Asian countries (Chang et al., 2012).

Interaction Effect of Core Self-Evaluations

This study further seeks to examine how individual differences related to self-worth moderate the relationship between perception of i-deals and felt employee dignity. Much of the CSE research, for lack of a parsimonious theoretical framework, draws upon the approach/avoidance theme of motivation (Chang et al., 2012). This theory provides the rationale for CSE influencing most of its outcomes. The approach/avoidance framework suggests that high CSE employees are more susceptible to positive stimuli and not vulnerable to negative stimuli, as compared to low CSE employees who can be more sensitive to negative stimuli and insensitive to positive stimuli (Chang et al., 2012). Individuals who think low of themselves or with negative self-estimates tend to believe that world is a malevolent and not a just place because they do not find themselves competent to deal with it (Judge et al., 1998). People with poor self-concept do not trust people easily and feel helpless and fearful of their surroundings (Judge et al., 1998). Individuals with positive self-estimates view their lives and work

more positively through the lens of their dispositional makeup (Judge et al., 1998) indicating a possibility of holding high perceived dignity at work.

Dignity at work or career context, means the recognition of the innate worth and value of the organizational actors across all the hierarchical levels (Lucas, 2011). From the empirical standpoint, one of the four key principles of workplace dignity is its self-construed and subjective nature (Bal, 2017; Thomas & Lucas, 2019). Workplace dignity is a self-construal. The independent self-construal influences the nature of individual experiences (Markus & Kitayama, 1991). It asserts the independent and autonomous nature of the self and helps discover one's unique configuration of internal attributes (Adam et al., 2015; Markus & Kitayama, 1991). The significant dispositional attributes such as traits, preferences, abilities, motives, and values are crucial in maintaining and evaluating or appraising the self (Markus & Kitayama, 1991; 1994). CSE is considered as a broad personality construct manifested in four self-concept based enduring traits (Judge et al., 2000). Moreover, it is also noteworthy that the independent self-construal also acts primarily as the consequence of these internal attributes like personality traits (Markus & Kitayama, 1991; 1994). Locus of control, one of the key elements of CSE refers to the degree to which individuals have control over the resultant events of their life. Furthermore, self-esteem, another important element of the CSE construct reflects the amount of self-respect and self-perceived value individuals hold for themselves.

Individuals with positive self-estimates view their lives and work more positively through the lens of their dispositional makeup.

Successful negotiation of an i-deal fosters the belief about a higher internal locus of control in the focal employee and higher self-esteem. Furthermore, the social comparison theory (Festinger, 1954) discussed earlier and approach/avoidance framework (Chang et al., 2012) shed light on the psychological processes underlying the interaction effect of perceptions of extension of an I-deal with CSE on employee workplace dignity. Thus, it can be argued that employees with positive core self-evaluations are more likely to assess their dignity at work to be at higher levels than employees with less positive core self-evaluations.

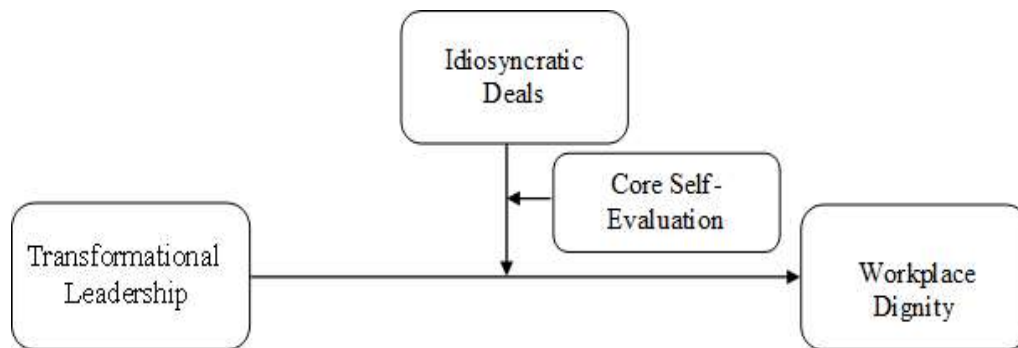
Proposition 3. The relationship between perceptions about extension of idiosyncratic deals and employee workplace dignity is different across levels of employee core-self evaluations, such that the relationship is stronger for employees high on their core self-evaluations.

Three-way Interaction Effect

A logical extension of the derivation explained above, points out to prediction of a three-way interaction effect of transformational leadership behaviors, extension of i-deals and employee core self-evaluations on the focal employee's dignity. Specifically, it is posited that the effect of the transformational leadership behaviors on the employee dignity is the strongest in a situation where i-deal is extended to employees with high CSE.

Proposition 4: Transformational leadership, idiosyncratic deals and CSE have a three-way interaction effect on employee workplace dignity, such that the relationship between the transformational leadership and employee dignity at work is the strongest with an extension of i-deal to employees with high CSE.

Fig. 1 Leadership – Dignity Conceptual Framework Across Levels of Individualized Work Arrangements



Discussion

This paper examines the link between the leadership and workplace dignity, and identify the important role of individual-

ized work arrangements in promoting employee dignity in organizations. We reviewed and examined the existing body of the transformational leadership and workplace dignity literature that repre-

sents the above -mentioned link. The findings fill up a significant gap of a lack of developmental perspectives, which exists at the intersection of leader-employee relationship in organizational literature.

Theoretical Contributions

This study is the first of its kind to introduce the understanding of the leader-employee relationship with a fresh perspective through the lens of dignity. In addition to this, an alternative comprehension of the individualized human resource management practices including a dignity perspective may receive more attention. Drawing from a variety of rich psychological mechanisms from the existing organizational literature, this study arrived at some meaningful conceptual positions.

From a theoretical point of view, this study contributes a better understanding and development of the central construct – ‘workplace dignity’. This is a major contribution towards conceptualization of employee dignity in the organizational setting. Dignity is manifested at the interaction level among the organizational actors. One very important actor in the organization amongst them is an employee’s manager/ leader or supervisor. This article extends the line of research on transformational leadership with focus towards its role in crafting employee manifestations of dignity at work, which is critical and an unexplored domain in organizational research. The findings of this research effort suggest a positive influence of transformational leaders on employee dignity.

The transformational leaders cultivate employee dignity by appealing to their higher order needs - by showing individualized consideration, by understanding individual differences and signaling support by way of facilitating individualized work arrangements. Such idiosyncratic deals in turn, strengthen the leader-employee relationship.

The transformational leaders cultivate employee dignity by appealing to their higher order needs.

The study also attempts to broaden the horizon of workplace dignity by proposing its additional antecedents. It aims to delineate and add to the psychological mechanisms that underlie the experiences of employee dignity at work. It also depicts the role of the fundamental assessments, that employees hold about themselves, in manifesting their dignity experiences particularly in the context of favorable work arrangements.

The key contribution of this study is the introduction of ‘leadership-dignity’ conceptual framework across the levels of individualized work arrangements. The framework also depicts the significant role of fundamental self-evaluations as an important condition that causes a dynamic relationship between understanding of I-deals and the resultant dignity felt by the employee.

Practical Implications

The workplace dignity perspective of the leader-employee relationship is a

worthy line of inquiry from a practical standpoint too. Further, the presence of individualized human resource management practices at the workplace strengthens this relationship which in turn may bear fruitful organizational outcomes. Favorable human resource management practices help create sustainable competitive edge.

The present research has the potential to prompt alterations in the overall perspective of the organizations on how they look at their employees. It may describe some practical insights into making the organizations more humane and sensitive towards its workforce by providing greater clarity on the factors that shape the dignity experiences of the employees. The present study identifies the need to understand the important construct of workplace dignity and its relevance in the work-life of employees. It also indicates how it can be cultivated in organizations by leaders. The study advances the understanding of the role of responsible managers today and the impact of their day-to-day behavior on the felt dignity of the workforce. With employees becoming increasingly in-charge of their own careers, the effort of inducing, managing and retaining the skilled workforce is a challenge. In such a scenario, offering them unique employment deals or individualized work arrangements indicates that they are valued by the organization. The theoretical analysis of the study brings to the fore, the positive implications of the customized human resource management practices like idiosyncratic

deals and the likely outcomes of such managerial decisions. It contributes to understanding of how such deals may be beneficial to employees and the organizations.

Limitations & Future Directions

While this study aims to majorly contribute towards introducing the ‘leadership-dignity’ framework to organizational literature, it also has some limitations. The study also indicates scope for a few directions towards future research. Few of them are outlined here. Future research is required to empirically assess the interplay of transformational leadership, idiosyncratic deals and core-self evaluations and their ability to predict workplace dignity. This study sets forth large scope of empirically testing the framework across diverse organizational settings. Further, the concept of employee dignity demands studies on a large scale by collection of data from a wide variety of organizations across different cultures and societies, which would add significantly to the existing literature. Such extension of this inquiry would also contribute to a better understanding of the utility of the construct of ‘employee dignity’ in crafting the overall employee experiences in the organization.

The current study encourages future research to examine other antecedents and potential outcomes of workplace dignity. It also has a lot of scope to establish additional moderators and mediators of the relationship between leadership and workplace dignity. Apart from this,

the current article has conceptualized only one form of leadership but a lot of other leadership styles can be explored to discern the variation in this relationship. Furthermore, the study also indicates the need for empirical research on various types of I-deals and their role in the creation of dignified workplaces. Future studies can also deploy multilevel designs.

Acknowledgements

An earlier version of this paper was presented at the 7th Biennial Conference of the Indian Academy of Management (INDAM), hosted by the Indian Institute of Management Rohtak during January 7–9, 2022.

References

- Adam, H., Obodaru, O. & Galinsky, A. D. (2015), "Who You Are Is Where You Are: Antecedents and Consequences of Locating the Self in the Brain or the Heart", *Organizational Behavior and Human Decision Processes*, 128: 74–83. <https://doi.org/10.1016/j.obhdp.2015.03.004>
- Arnold, K. A., Turner, N., Barling, J., Kelloway, E. K. & McKee, M. C. (2007), "Transformational Leadership and Psychological Well-Being: The Mediating Role of Meaningful Work", *Journal of Occupational Health Psychology*, 12(3): 193–203. <https://doi.org/10.1037/1076-8998.12.3.193>
- Bailey, J. (2018), The Shifting Landscape of Employee Experience, EY Seren., <https://www.ey-seren.com/thoughts/the-shifting-landscape-of-employee-experience>
- Bal, M. (2017), Dignity in the Workplace. New Theoretical Perspectives (First), Palgrave Macmillan, <https://doi.org/10.1007/978-3-319-55245-3>
- Bass, B. M. (1998), Transformational Leadership: Industrial, Military, and Educational Impact. Lawrence Erlbaum Associates, (Place of publication) Mahwah, NJ
- Bass, B. M. & Riggio, R. E. (2006), Transformational Leadership (Second), Lawrence Erlbaum Associates. (Place of publication) Mahwah, NJ
- Bersin, J., Flynn, J., Mazor, A. & Melian, V. (2017), "Culture, engagement, and beyond. 2017", *Global Human Capital Trends*, Deloitte Insights. <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/improving-the-employee-experience-culture-engagement.html>
- Bolton, S. C. (2007), Dimensions of Dignity at Work (First), Butterworth-Heinemann, Oxford, UK
- Bono, J. E. & Judge, T. A. (2003), "Core Self-Evaluations: A Review of the Trait and Its Role in Job Satisfaction and Job Performance", *European Journal of Personality*, 17(SPEC. 1), 5–18. <https://doi.org/10.1002/per.481>
- Budhwar, P. S. & Varma, A. (2011), "Emerging HR Management Trends in India and the Way Forward", *Organizational Dynamics*, 40(4): 317–25. <https://doi.org/10.1016/j.orgdyn.2011.07.009>
- Burns, J. M. (1978) Leadership (First), Harper & Row. New York
- Cappelli, P. (2000), "A Market-driven Approach to Retaining Talent", *Harvard Business Review*, 78(1): 103–11.
- Chang, C. H., Ferris, D. L., Johnson, R. E., Rosen, C. C. & Tan, J. A. (2012), "Core Self-evaluations: A Review and Evaluation of the Literature", *Journal of Management*, 38(1): 81–128. <https://doi.org/10.1177/0149206311419661>
- DeGroot, T., Kiker, D. S. & Cross, T. C. (2010), "A Meta-Analysis to Review Organizational Outcomes Related to Charismatic Leadership", *Canadian Journal of Admin-*

- istrative Sciences / Revue Canadienne Des Sciences de l'Administration*, 17(4): 356–72. <https://doi.org/10.1111/j.1936-4490.2000.tb00234.x>
- Festinger, L. (1954), “A Theory of Social Comparison Processes”, *Human Relations*, 7(2):117–40. <https://doi.org/10.1177/001872675400700202>
- Greenhaus, J. H., Callanan, G. A. & Godshalk, V. M. (2000), *Career Management* (Third Ed.). The Dryden Press, Harcourt Inc, USA
- Hicks, D. (2018), *Leading with Dignity: “How to Create a Culture That Brings Out the Best in People (First)”*, Yale University press, New Haven and London
- Ho, V. T. & Kong, D. T. (2015), “Exploring the Signaling Function of Idiosyncratic Deals and Their Interaction”, *Organizational Behavior and Human Decision Processes*, 131: 149–61. <https://doi.org/10.1016/j.obhdp.2015.08.002>
- Hodson, R. (2001), *Dignity at Work* (First). Cambridge University Press.
- Hofstede, G. (1997), *Cultures and Organizations: Software of the Mind*, McGraw Hill, USA
- Hornung, S., Rousseau, D. M. & Glaser, J. (2009), “Why Supervisors Make Idiosyncratic Deals/ : Antecedents and Outcomes of i-deals from a Managerial Perspective”, *Journal of Managerial Psychology*, 24(8): 738–64. <https://doi.org/10.1108/02683940910996770>
- Hornung, S., Rousseau, D. M. & Glaser, J. (2008), “Creating Flexible Work Arrangements Through Idiosyncratic Deals”, *Journal of Applied Psychology*, 93(3): 655–64. <https://doi.org/10.1037/0021-9010.93.3.655>
- Hui, C., & Lee, C. (2000), “Moderating Effects of Organization-based Self-esteem on Organizational Uncertainty: Employee Response Relationships”, *Journal of Management*, 26(2): 215–32.
- Judge, T. A., Locke, E. A., Durham, C. C., & Kluger, A. N. (1998). Dispositional effects on job and life satisfaction: The role of core evaluations, *Journal of Applied Psychology*, 83(1), 17–34.
- Judge, T., Bono, J. & Locke, E. (2000), “Personality and Job Satisfaction: The Mediating Role of Job Characteristics”, *Journal of Applied Psychology*, 85(2): 237–49.
- Judge, T.A, Locke, E. . & Durham, C. (1997), “The Dispositional Causes of Job Satisfaction: A Core Evaluations Approach”, *Research in Organizational Behavior*, 19: 151–88.
- Judge, Timothy A. & Piccol, R. F. (2004), “Transformational and Transactional Leadership: A Meta-analytic Test of Their Relative Validity”, *Journal of Applied Psychology*, 89(5): 755–68. <https://doi.org/10.1037/0021-9010.89.5.755>
- Kant, I. (2010), *Groundwork of the Metaphysics of Morals*, Translated by Thomas Kingsmill Abbott, BN Publishing, USA
- Karlsson, J. C. (2012), *Organizational Misbehaviour in the Workplace: Narratives of Dignity and Resistance* (First), Palgrave Macmillan, UK
- Kovjanic, S., Schuh, S. C., Jonas, K., Quaquebeke, N. V. & Dick, R. V. (2012), “How Do Transformational Leaders Foster Positive Employee Outcomes? A Self-determination-based Analysis of Employees’ Needs as Mediating Links”, *Journal of Organizational Behavior*, 33:1031–52.
- Lai, L., Rousseau, D. M. & Chang, K. T. T. (2009), “Idiosyncratic Deals: Co-workers as Interested Third Parties”, *Journal of Applied Psychology*, 94(2): 547–56. <https://doi.org/10.1037/a0013506>
- Lee, M. Y. K. (2008), “Universal Human Dignity: Some Reflections in the Asian Context”, *Asian Journal of Comparative Law*, 3(1): 1–33. <https://doi.org/10.2202/1932-0205.1076>
- Liao, C., Wayne, S. J. & Rousseau, D. M. (2016), “Idiosyncratic Deals in Contemporary Organizations/ : A Qualitative and Meta-analytic Test of Their Relative Validity”, *Journal of Applied Psychology*, 91(5): 755–68. <https://doi.org/10.1037/0021-9010.91.5.755>

- lytical Review”, *Journal of Organizational Behavior*, 37(July): S9–S29. <https://doi.org/10.1002/job>
- Lucas, K. (2011), “Blue-collar Discourses of Workplace Dignity: Using Outgroup Comparisons to Construct Positive Identities”, *Management Communication Quarterly*, 25(2): 353–374. <https://doi.org/10.1177/0893318910386445>
- Lucas, K., Kang, D. & Li, Z. (2013), “Workplace Dignity in a Total Institution: Examining the Experiences of Foxconn’s Migrant Workforce”, *Journal of Business Ethics*, 114(1): 91–106. <https://doi.org/10.1007/s10551-012-1328-0>
- Markus, H. R. & Kitayama, S. (1991), “Culture and the Self: Implications for Cognition, Emotion, and Motivation”, *Psychological Review* 98(2): 224–53. <https://doi.org/10.1037/0033-295X.98.2.224>
- Markus, Hazel Rose & Kitayama, S. (1994), “A Collective Fear of the Collective: Implications for Selves and Theories of Selves”, *Personality and Social Psychology Bulletin*, 20(5): 568–79. <https://doi.org/10.1177/0146167294205013>
- Ng, T. W. H. & Feldman, D. C. (2010), “Idiosyncratic Deals and Organizational Commitment”, *Journal of Vocational Behavior* 76: 419–427. <https://doi.org/10.1016/j.jvb.2009.10.006>
- North, R. J. & Swann, W. B. (2009), “Self-verification 360°: Illuminating the Light and Dark Sides”, *Self and Identity*, 8(2–3): 131–46. <https://doi.org/10.1080/15298860802501516>
- Rosen, C. C., Slater, D. J., Chang, C. D. & Johnson, R. E. (2013), “Let’s Make a Deal: Development and Validation of the Ex Post I-Deals Scale”, *Journal of Management*, 39(3): 709–42. <https://doi.org/10.1177/0149206310394865>
- Rousseau, D. M. (2001), “Flexibility versus Fairness/ ?” *Organizational Dynamics* 29(4): 260–73.
- Rousseau, D. M. (2005), “I-deals: Idiosyncratic Deals Employees Bargain for Themselves”, Routledge, NY, USA.
- Rousseau, D. M., Ho, V. T & Greenberg, J. (2006) “I-deals: Idiosyncratic Terms in Employment Relationships”, *Academy of Management Review*, 31(4): 977–94. <https://doi.org/10.5465/AMR.2006.22527470>
- Rousseau, D. M., Hornung, S. & Kim, T. G. (2009), “Idiosyncratic Deals: Testing Propositions on Timing, Content, and the Employment Relationship”, *Journal of Vocational Behavior*, 74(3): 338–48, <https://doi.org/10.1016/j.jvb.2009.02.004>
- Sayer, A. (2007), “Dignity at Work: Broadening the Agenda”, *Organization*, 14(4): 565–81. <https://doi.org/10.1177/1350508407078053>
- Shamir, B., Robert J. House & Michael B. Arthur (1993), “The Motivational Effects of Charismatic Leadership: A Self-Concept Based Theory”, *Organization Science*, 4(4): 577–94.
- Sparks, J. R. & Schenk, J. A. (2001), “Explaining the Effects of Transformational Leadership: An Investigation of the Effects of Higher-order Motives in Multilevel Marketing Organizations”, *Journal of Organizational Behavior*, 22(8): 849–69. <https://doi.org/10.1002/job.116>
- Tepper, B. J., Lambert, L. S., Koopman, J., Matta, F. K., Park, H. M. & Goo, W. (2018), “Examining Follower Responses To Transformational Leadership From a Dynamic, Person-Environment Fit Perspective”, *Academy of Management Journal*, 61(4): 1343–68. <https://doi.org/10.5465/amj.2014.0163>
- Thomas, B. & Lucas, K. (2019), “Development and Validation of the Workplace Dignity Scale”, *Group and Organization Management*, 44(1): 72–111. <https://doi.org/10.1177/1059601118807784>
- Valcour, M. (2014), “The Power of Dignity in the Workplace”, *Harvard Business Review, Review Digital Articles*: 2-3.(April 2014)

- Wang, G., Oh, I. S., Courtright, S. H., & Colbert, A. E. (2011), "Transformational Leadership and Performance Across Criteria and Levels: A Meta-analytic Review of 25 Years of Research", 36 (2): 223–70. <https://doi.org/10.1177/1059601111401017>
- Wang, S., Liu, Y. & Shalley, C. E. (2018), "Idiosyncratic Deals and Employee Creativity/ : The Mediating Role of Creative Self-efficacy", *Human Resource Management*, 57: 1443–53. <https://doi.org/10.1002/hrm.21917>