

Literature Review – Section Three



For years, the culture of capitalism has been based on a model of market equality in a competitive society, with dependent workers serving as a subculture to its design (Friedman, Rossi, & Gonzalo, 2015). The concept of dependency implies that one is unable to be independent, which (in a capitalist culture) opens-up and allows for the use of unfortunate but business-world acceptable premonitions by employers, such as it is ok to reduce respect and devalue employees, to the point where they are worth less than machines (Friedman et al., 2015). Battles for rights by employees are often disguised under the auspice of human dignity; a term which breeds dependency and therefore, a process which is mostly devalued by employers (Friedman et al., 2015).

Implementing dignity into the workplace is not a straightforward strategic force that occurs quickly but rather, an unpredictable process consisting of teamwork that slowly occurs through incremented changes overtime (DeSilva, 2013). Enrolling dignity into the workplace begins with the leader, and its implementation becomes apparent when all parts are in-place to make for a moral and caring work environment. Completion of the process is evident only through observations and demonstrations of positive regards by all staff on all levels of the workplace; headquarters on-down (Bal, 2017). Dignity implementation, as it is defined by clinicians who work for the California Department of Corrections and Rehabilitation (CDCR), also includes ideas and suggestions by the CDCR clinicians.

Potential Variations to the Ideal Implementation of Dignity (*What does “good” look like, and how to get there [Use Maslow article]. If there are gaps in the research, it will be pointed-out here*)

Implementing dignity into the workplace begins in human resources, where employment is offered, and an example of the work environment one may be going into is set (Bal & Lub, 2016). If new employees are treated as if they as human beings are central to the organization, rather than merely instruments used to meet the organization's goals, then a sense of dignity in the workplace begins to develop (Bal & Lub, 2016). When this shift in an organization's priorities is realized by current employees, they too will begin to naturally and morally contribute to the goals of the organization, which is most likely the long-term goal of the business (Marchington & Wilkinson, 2013).

Dignity can also be implemented into the workplace through managers who lead by example (Menzel, 2015). One such example would be the removal of the negative belief that speaking about ethics amongst members of their community is risky and taboo; a common-held managerial belief which divides staff in a big way, in that it does not demonstrate good, ethical behavior (Wisler, 2018). Discussions about ethics should be initiated, encouraged, and welcomed rather than not because they demonstrate and allow for open interactions and moral workplace environments (Menzel, 2015).

Maslow's Hierarchy of Needs is a psychological theory presented in his work "A Theory of Human Motivation", in 1943 (Jerome, 2013; Fallatah & Syed, 2018; Nyugen, 2017). Maslow held that when the lower order needs such as safety are met, and physiological needs such as food and water are met, that the individual can focus on higher level needs such as self-esteem and actualization (Jerome, 2013, Fatallah & Syed, 2018). Organizational culture has a great impact on the dignity afforded to the organization's employees. Organizational culture is reported to be,

“a complex network of values and norms that guide an individual’s behaviors. It involves a set of beliefs, values, assumptions, and experience that are acquired through learning, socializing, and sharing by members of a social unit such as people in the organization” (Jerome, 2013, p.39).

According to Burchell (2011) and Walker (2014), a core value in any organization is that of respect since respect, plays a critical role in the organization in terms of engagement, recognition and strong organizational culture.

Implementation Within Clinical Practice *(Take the above and explain how it looks different or the same for clinicians in particular - What do they need? How can the workplace provide it?)*

Developing respect to support the dignity of employees in the workplace makes a requirement of training and education of all employees, and especially, those in the leadership positions of the organization (Mihelic, Lipicnik, & Tekavcic, 2010; Omari, 2010; The Joint Commission, 2017). The organization must develop ethical leadership for the organization (Knights, 2016). Ethical leadership supports integrity and results in actions that demonstrate the leaders’ beliefs and values (Alshammari, Alutairi, & Thuwaini, 2015). Ethical leadership is reported to be authentic, credible, ethically appropriate, honest, considerate, respectful, and fair (Barnes & Doty, 2010). Employees in the organization are at all times evaluating those in leadership roles. Therefore, it is of critical importance that the leadership of the organization, act ethically at all times and in all situations (Barnes & Doty, 2010). In a study that conducted an examination of the link between ethical leadership and the citizenship behaviors in the organization, findings demonstrated that ethical leadership supports respect in the organization

(Yang, Ding, & Lo, 2015). Unethical leadership negatively affects the organizational culture (Thoms, 2008).

Improving Dignity Implementation in a Clinical Work Setting

Lucas (2015) noted that dignity in the workplace could be differentiated from human dignity. Valcour (2014) reported that undermining the autonomy of workers is one of the quickest routes to removing workers' dignity. Another critical aspect of workplace dignity is the level of trust that is given to employees. Lucas, Manikas, & Mattingly, and Crider (2017) reported that a secure and safe working environment supports the dignity of employees. According to Islam (2014), recognition of employees is critical to ensuring dignity among the organization's employees. According to Lucas (2014), workplace dignity is characterized by the individuals feeling of value, worth, esteem, or respect that arises from their individual position socially. Dignity is also inherently linked to others treating the individual with respect (Baker, 2017). Specifically, noted as adversely affecting dignity in the workplace are the factors of being overworked, management's abuse of power, and micromanagement of employees (Baker, 2017). Unpredictability in the workplace also negatively affects the level of dignity of employees (Baker, 2017; Crowley, 2012). Abuse of employees is not present where dignity exists in the workplace (Crowley, 2012). Yalden and McCormack (2010) noted that there are three domains in the construction of dignity including, self, other, and environment. In the 'self' domain, included are the aspects of professionalism, strength, happiness, and self-preservation. Within the 'other' domain are characteristics of interaction, trust, and communication. Finally, within the 'environment' domain are characteristics of team identity, belonging, the value placed on differences, safety, achievement, and boundaries. Litamanen (2012) reported that dignity in the

LITERATURE REVIEW



workplace is supported by ethical leadership, management provided support, autonomy, rewards, feedback, and team work.



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