

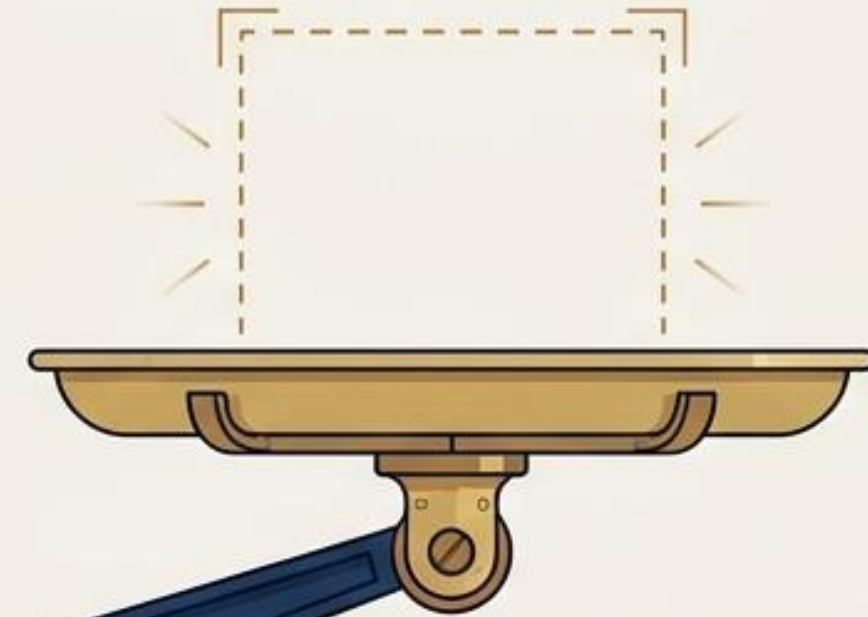
The Architecture of Workplace Dignity

A New Empirical Measure for Organizational Culture

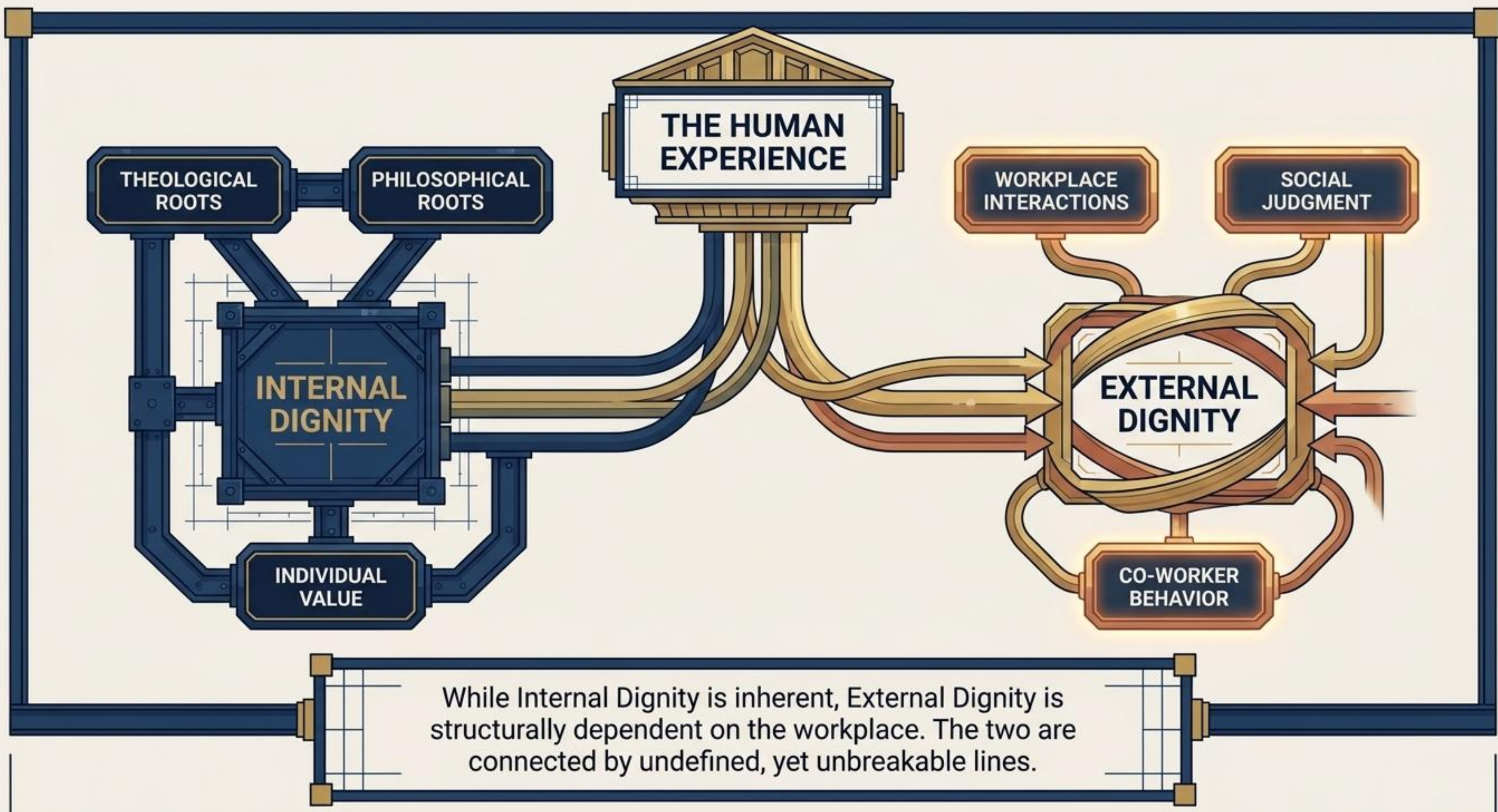


Measuring Denial

Measuring Affirmation



For decades, sociological and management research has precisely measured how dignity is denied or withdrawn. But we lack an empirical tool to measure its active construction.



Social Identity Theory (SIT)

Focus: Identity.

Mechanism: Self-esteem is influenced by group membership.

Limitation: Ignores the impact of specific daily events.

Affective Event Theory (AET)

Focus: Environment.

Mechanism: Workplace events shape emotions and attitudes.

Limitation: Ignores the relational and identity components.

Workplace Dignity (WPD) Model

Focus: Synthesis.

Mechanism: Merges relational identity with structural workplace events.

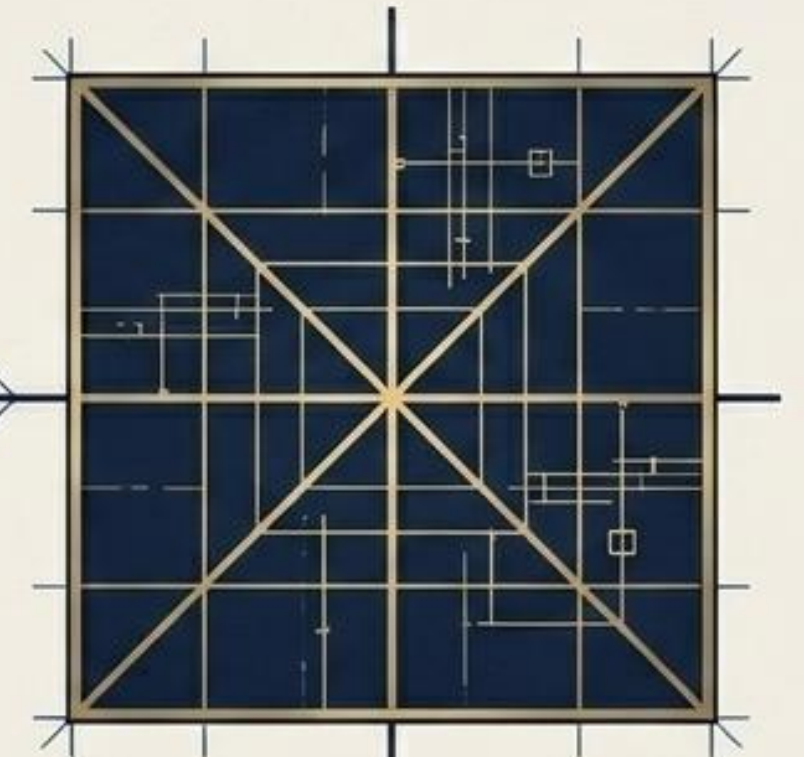
Advantage: Creates a single, measurable continuum.

Qualitative Assumptions



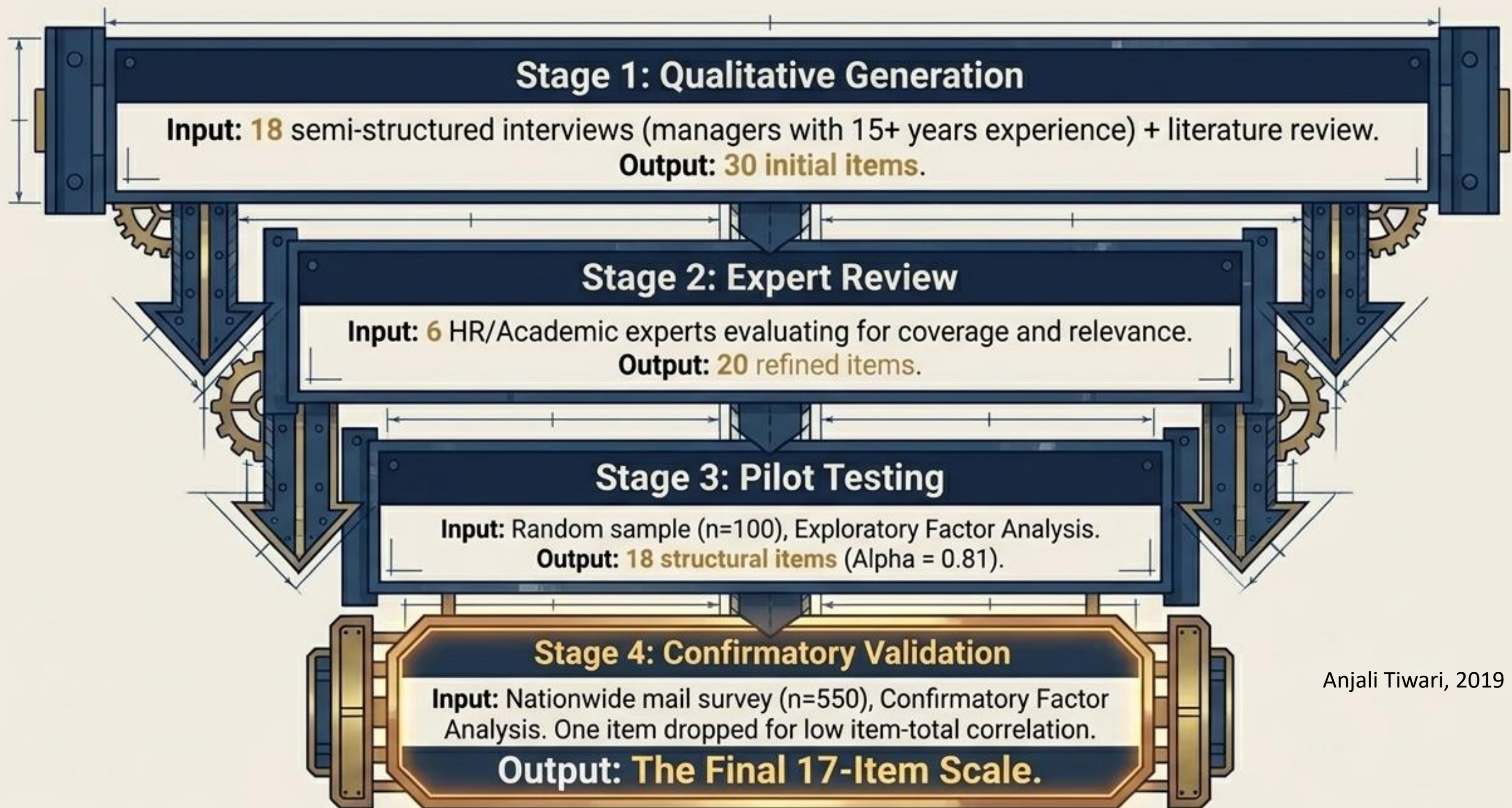
A priori assumptions Retrospective interpretations Outsider judgments

Empirical Measurement



Inventories Survey scales Diagnostic assessment tools

Moving Workplace Dignity from a loosely defined humanistic ideal into a rigorously standardized, multidimensional organizational metric.



Anjali Tiwari, 2019

Empirical Validation Demographics

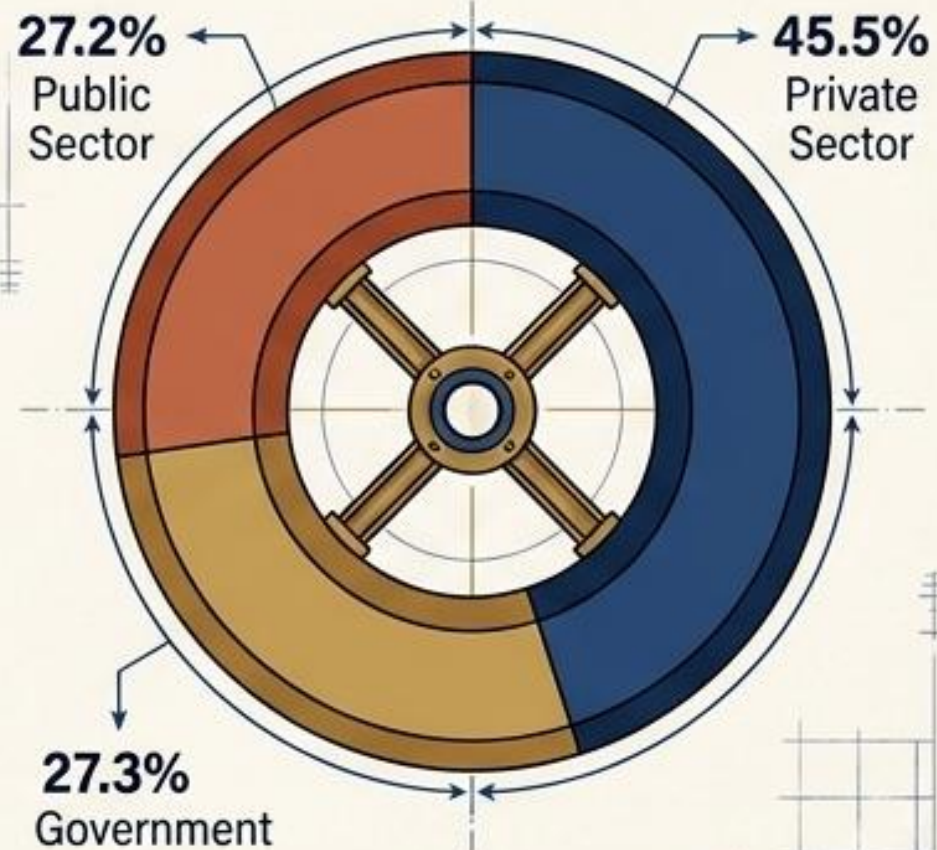
Scale & Scope

N = 550
valid responses

84.6% return rate

Sectors: Banking, IT,
ITES, and Telecom

Sector Breakdown



Age & Gender Distribution

Gender



Tested across public, private, and government sectors, ensuring the WPD scale holds structural integrity regardless of organizational type.

Dimension 1:
Trust & Respect

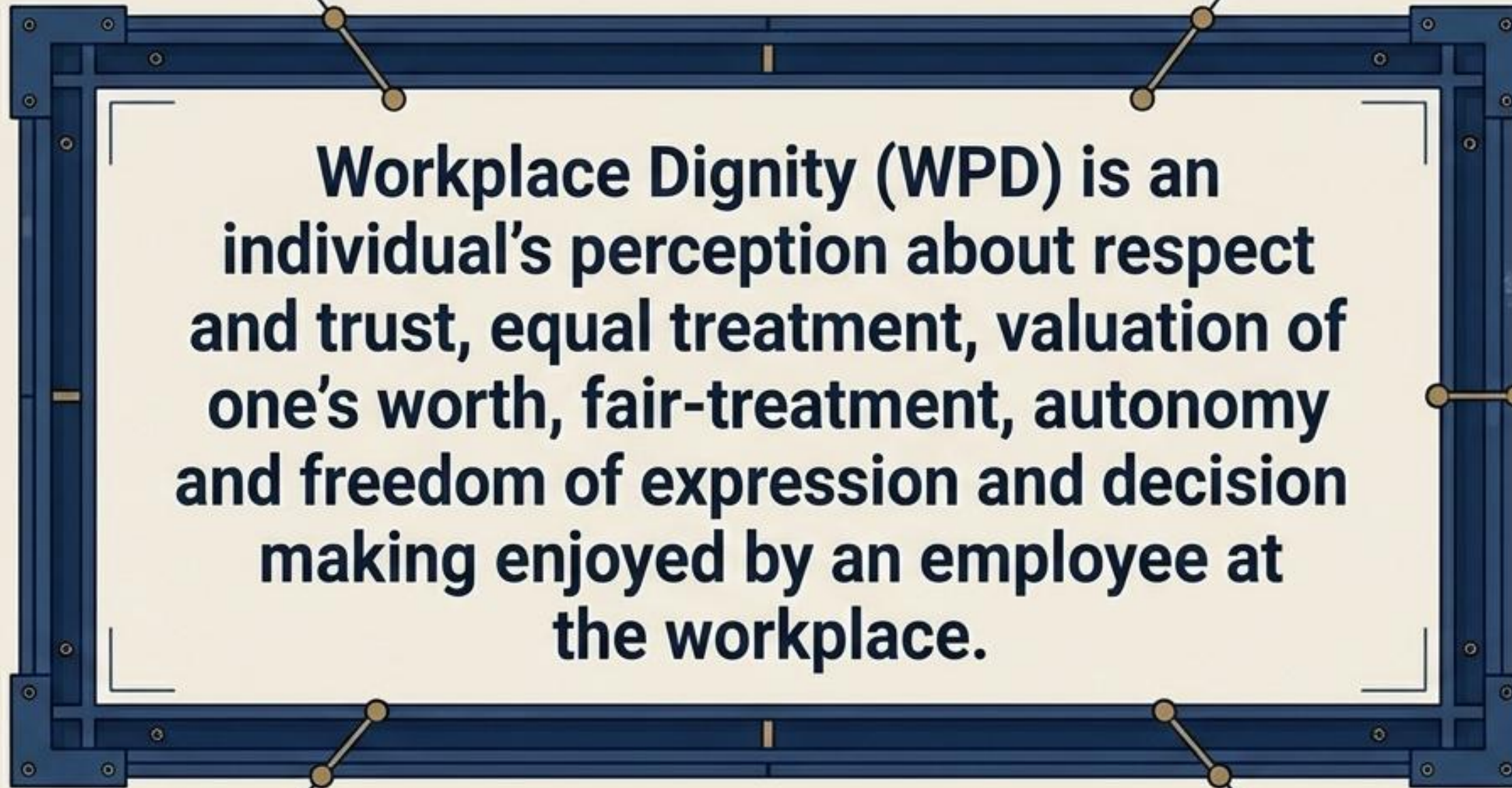
Dimension 2:
Equality

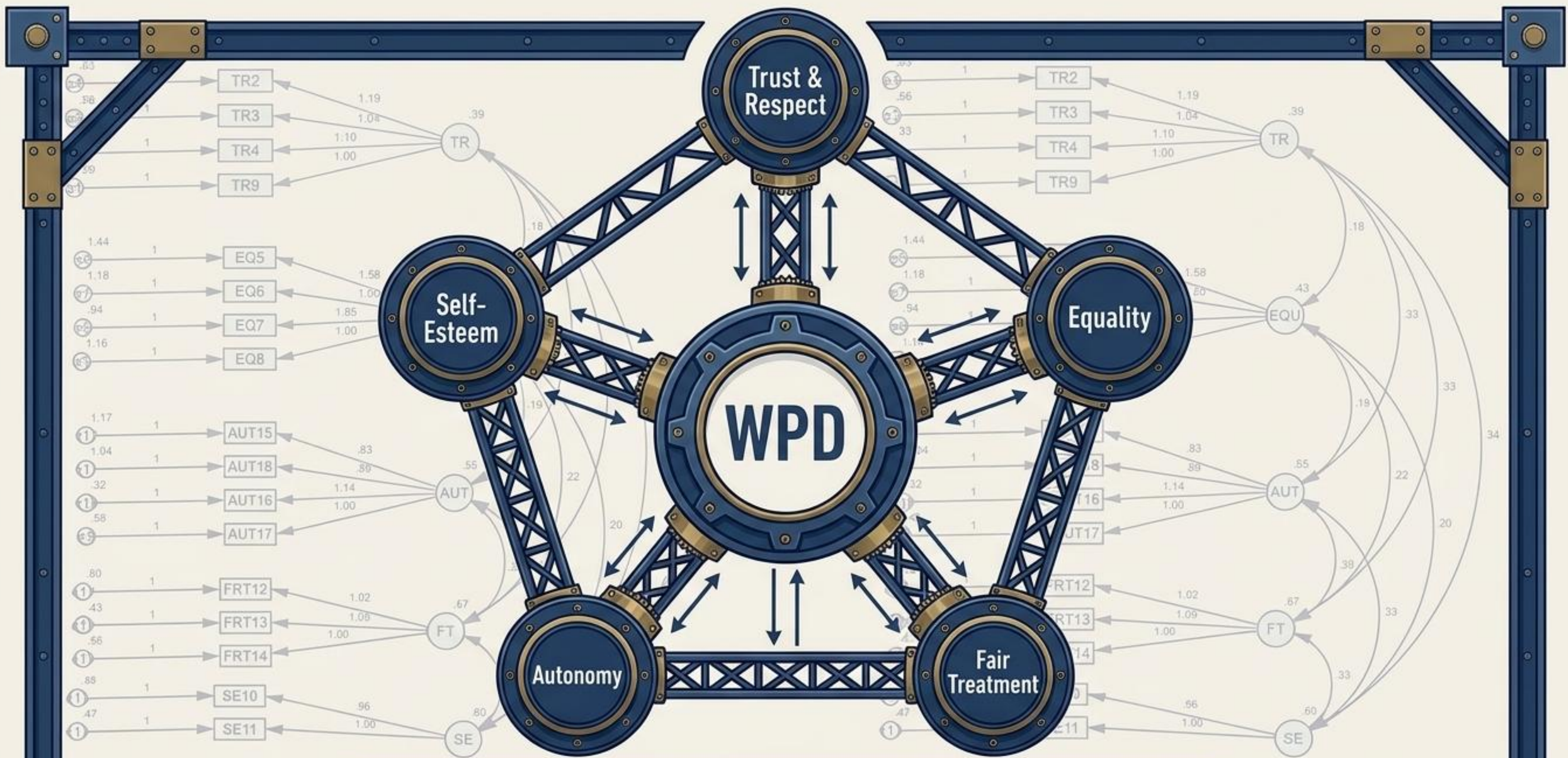
Workplace Dignity (WPD) is an individual's perception about respect and trust, equal treatment, valuation of one's worth, fair-treatment, autonomy and freedom of expression and decision making enjoyed by an employee at the workplace.

Dimension 3:
Self-Esteem

Dimension 5:
Autonomy

Dimension 4:
Fair Treatment





The Confirmatory Factor Analysis revealed five distinct, load-bearing pillars that structurally construct an employee's experience of dignity.

The Relational Factors

Pillar 1:

Trust & Respect

Definition: Individual's perception about how one is respected and trusted.

Diagnostic Indicators:

- I will enjoy working in a group where people respect each other.
- Trust leads to fair treatment.

Pillar 2:

Fair Treatment

Definition: Perception about any discrimination, injustice, or unfair treatment.

Diagnostic Indicators:

- Unfair treatment of colleagues hurts me.
- Unfair distribution of work hurts me.

The Structural Factors

Pillar 3:

Autonomy

Definition: Freedom of expression and decision making at the workplace.

Diagnostic Indicators:

- Lack of freedom of expression affects my autonomy.
- I will enjoy having the authority to take decisions at my workplace.

Pillar 4:

Equality

Definition: Perception about getting equal treatment.

Diagnostic Indicators:

- Discrimination on the basis of gender leads to inequality...
- Discrimination on the basis of caste or creed leads to inequality...

The Internal Factor

Pillar 5: Self-Esteem

Definition: Individual's perception about one's worth or self-value being perceived at the workplace.

Diagnostic Indicators:

- My self esteem is enhanced if I have freedom to decide the process of my work
- When there is a mismatch between my skill set and assigned role, it affects my esteem

Structural Integrity

Internal Consistency

Alpha = 0.868

Highly Reliable. Confirms that all 17 items consistently measure the same underlying construct.

Model Fit

CFI = 0.910
RMSEA = 0.07

Confirms the 5-factor model perfectly fits the real-world data.

Discriminant Validity

AVE > MSV

Average Variance Extracted is consistently higher than Maximum Shared Variance. Confirms each of the 5 pillars measures something distinctly unique.

THE STRATEGIC APPLICATION CYCLE

STEP 1: DIAGNOSE

Deploy the 17-item survey as a powerful assessment tool to audit organizational culture before employee dissatisfaction peaks.

STEP 2: INTEGRATE

Embed WPD principles directly into HR policies and the employee handbook to provide a clear, shared vocabulary for acceptable conduct.

STEP 3: OPTIMIZE

Use WPD scores as leading indicators to promote engagement, reduce conflict, and increase long-term employee retention.

A modern building with a white wireframe overlay on a dark blue background. The wireframe consists of numerous thin white lines forming a complex grid and structural pattern over the building's facade. The building itself has large glass windows and a clean, architectural design.

**Dignity is not just a word;
it is a measurable
structural asset.**

By defining its architecture, we can
finally begin to build it.