



Dignity in and at Work

Research Report^A

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- **Background**

Why Dignity? Why Now?

Dignity at work is a complex phenomenon that is related to various important organisational issues such as mismanagement, over-long hours, bullying and harassment or poor working environments (Hodson, 2001; Rayman, 2001; TUC, 2003). Recently, the vigorous debate concerning the availability of ‘good work’ in the UK’s knowledge economy questions whether conditions of late capitalism militate against the achievement of dignity at work (Coates, 2005a and b; Moynagh and Worsley, 2005; Philpott, 2000; Taylor, 2002; Westwood, 2002); highlighting inequalities in access to well-paid work and the poor conditions of work in call-centres, retail and hospitality; the emotional pressures front-line service workers face and the health risks involved in the new ‘clean jobs’ (Bolton and Houlihan, 2005; Boyd, 2002; Callaghan and Thompson, 2001; Houlihan, 2002; Taylor et al., 2002, 2003). As a result ‘dignity’ is a word frequently used in contemporary accounts of work – especially in relation to its lack - and there appears to be a general consensus, though originating from many different perspectives, that dignity is an essential core human characteristic that should be respected but often is not.

Contributors to over a century of social and organisational analysis have variously talked loosely about dignity at work under headings such as citizenship, job satisfaction, mutuality, pride in work, responsible autonomy and ontological security. (Agasi, 1986; Fox, 1994; Freidman, 1977; Gini, 2001; Hodson, 1996, 2001; Hodson and Roscino, 2004; Khan, 1981; Kornhauser, 1964; Rosow, 1979; Ryan, 1977; Schumacer, 1979). This has been recognised, to a certain degree, by businesses and policy makers who have introduced initiatives such as work-life balance, the management of diversity and schemes to ensure workers are employable. And yet there is little consensus on how dignity might be defined and little empirical research explicitly focused on what does and does not contribute to its achievement in relation to work. Any fledgling debate there might be concerning dignity at work has become almost entirely focused on issues of

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bullying and harassment (cf: Amicus and The Andrea Adams Trust) and creating cultures of respect (Ishmael, 1999; Rennie Peyton, 2003; Tehrani, 2004; Wright, L. and Smye, M. 1997). As valuable as some of these insights and interventions into one particular aspect of organisational life are, this singular focus has resulted in 'dignity' remaining an entirely relative term with little analytical value for a broader understanding of contemporary work. It seems that an examination of work through the holistic lens of dignity at work would be timely.

- **Objectives**

The research project ‘dimensions of dignity’ seeks to invigorate the debate on dignity at work by investigating the notion of dignity in contemporary organisations and introducing a new conceptual lens through which dignity at work might be understood. There are *four central research questions* that the project aims to address. These are outlined below, with a summary answer demonstrating that the aims have been fulfilled. (See the ‘Results’ section for a more comprehensive discussion of each area):

1. *What is dignity in (dignified work) and at work (dignified workers)?*

A conceptual framework – *dimensions of dignity* - has been developed that is able to more clearly define dignity at work. It encourages a multi-dimensional analysis of dignity in and at work that accounts for both subjective and objective factors that may contribute to dignity at work and, organisations being viewed as dignified workplaces. (see *Defining Dignity* below)

2. *How is Dignity experienced differently by different groups of working people?*
3. *Do patterns emerge from the data to suggest enduring divisions of dignity, i.e. unequal patterns of access to what is accepted to be a fundamental human right?*

Analysis of data within the developed *dimensions of dignity* framework reveals divisions of dignity – men and women experience dignity differently as do different occupational groups and skills levels (see Times Top 100 and BHPS report below). Age also emerges as a significant factor worthy of further research. The topic of age has been highlighted in dissemination of results but this line of analysis has not been fully explored as part of the project due to time and resource constraints.

4. *How can we ensure that, in conditions of late capitalism, continued opportunities are available for the creation, maintenance and/ or restoration of dignity at work?*

The research project has raised awareness of the need for dimensions of dignity as a new standard for work. In assessing empirical evidence, though limited, it has highlighted and defined areas worthy of further investigation and offered pathways for future policy and management practice development. Though, of course, the research cannot ‘ensure’ progress towards the creation, maintenance and/ or restoration of dignity at work, it is able to move the debate in a positive direction via the following points:

- Use of analytical framework to assess companies
- The encouragement of ‘Promising Practice’
- Widen the concept of dignity at work to include more than bullying and harassment.
- Raise awareness of dignified work, workers and workplaces and encourage companies to strive towards a standard.
- Set standards for dignified work, workers and workplaces
- Continue to involve stakeholders and inspire debate on the issues to encourage action.

- **Methods**

Literature Review – There is very little existing literature focusing particularly on dignity at work. What there is tends to originate from North America. A recent focus in the UK and Europe on ‘decent’ and ‘good’ work from a range of sources including academic studies and grey literature has been a useful contribution to the project’s conceptual framework.

Review of Dignity at Work Policies – A review of 50 company dignity at work policies revealed a variance in their content but a focus on bullying and harassment and creating a climate of respect. The notion of dignity appears to be used in a very narrow context. It would be useful to expand this resource and carry out a full analysis of various companies’ approach to dignity at work.

Secondary Data - The secondary data sources utilised have differed from the original proposal, in which it was proposed to use Work Employee Relations Survey (WERS) and the Labour Force Survey (LFS) as the main sources. Upon investigation WERS 2004 data was not available until end of December 05, and any findings from this dataset were not to be published until June 06. These dates were not suitable for the time period of the research and the previous survey WERS 98 was felt to be dated. LFS has been valuable for comparison purposes as it offers a view of employee terms and conditions across the UK. However the lack of subjective data from employees meant that LFS was unable to offer insights into Dignity IN work, and therefore unsuitable for in-depth analysis.

As an alternative, two main secondary sources have been drawn upon: **The Sunday Times 100 Best Companies to Work for 2005 and 2006** and **British Household Panel 2004 (BHPS)**

The Sunday Times 100 Best Companies to Work for is a large scale survey that gathers core information from nominated companies. The analysis here focuses on the large company list as they represent the ‘typical’ company in the UK. A total of 218 companies applied to be on the list. The Best 100 is decided on data collected from employees (90%) and company input (10%). Interpretation of the data in this analysis relies heavily upon only that which is published by the Sunday Times. The complete data sets are not made available and not all questions are published and some answers are only published by top 10 scores. In addition the data does not reveal any information concerning some very important workplace issues such as race, bullying and harassment, sickness policies, absenteeism rates, average salaries or trade union involvement. Some of the gaps in the data have been filled by investigating corporate websites or contacting individual companies for extra information

Like other ‘best companies to work for’ lists, it is not expected that the Times survey will directly address the concept of dignity at work. But what they do talk about is various approaches to people management and companies who achieve a position in the best companies list use the brand of the Best 100 to firmly place themselves as good organizational citizens via their ethical approach to people management and as ‘employers of choice’ in a competitive labour market. It therefore offers valuable

information on working conditions, health and well being, organisational diversity and why and how companies are perceived as ‘the best’ and the type of people employed. Hence, the data that is available has been fully utilised to create a list of the Best 100 companies with data arranged under the headings of the dimensions of dignity framework detailed (see Appendix Fig. 1). This offers three different opportunities for analysis:

- an exploration of divisions of dignity, i.e. who is employed in the Best 100 companies, in what type of work (Appendix Fig. 2a + b).
- a comparative analysis was also undertaken using Labour Force Survey data in order to contextualise the Sunday Times Best 100 companies workforce within an analysis of workforce characteristics overall (Appendix Fig.3 a + b).
- a focus on the Best 15 companies facilitates a more in-depth analysis of the dimensions of dignity (Appendix Fig. 4).

In this way the data available has helped to build an interesting picture of how a dignified workplace might be perceived and which organisational practices promote the conditions in which dignity might be experienced

BHPS 2004 data has been fully exploited, the aim being to highlight how certain occupations or social groups emerge from the data as being of special relevance in understanding dimensions and divisions of dignity at work. The BHPS is a large longitudinal survey conducted by the ESRC UK Longitudinal Studies Centre (ULSC), together with the Institute for Social and Economic Research (ISER) at the University of Essex. Of particular interest to the analysis are the sections in BHPS on labour market behaviour, income from employment and socio-economic values. BHPS collects data from 16238 individuals, the data used for this analysis is drawn from 7827 respondents who are ‘employees’, though details are not given regarding whether the respondents work full or part-time. BHPS is an accurate representative sample of the labour market overall, and offers detailed information concerning occupational segregation¹, insights into employees’ interpretations of subjective aspects of their working lives (dignity *in* work) attitudes regarding job satisfaction, for instance and objective dimensions of work (dignity *at* work), such as attitudes and material facts concerning hours worked and adequate pay.

In collaboration with the Centre for Applied Statistics at Lancaster University, BHPS data have been matched with the dimensions of dignity framework (see Appendix Tables 1 & 2.) and response variables relating to conditions and experiences of work, as represented by the ILO’s ‘decent work’ indicators, are recorded under the relevant dignity headings. Response variables relating to ill-defined issues such as ‘adequate pay’ and ‘reasonable hours’ have been carefully coded according to reliable measures of these phenomena in the context of the UK economy. For instance, the minimum wage of £5.05 (www.direct.gov.uk) is not deemed to be a living wage by many organisations in the UK. According to Trade Unions and concerned groups a living wage would be at least £6 per hour and £6.70 in London (GMB, 2004; TUC, 2005; Unison and the Low Pay Unit, 2002). In relation to the median wage set by the ILO, this is inappropriate for the UK as

¹ Occupational groups are coded according to the ESRC recognised National Statistics-Standard Occupational Classification (NSOC).

http://www.statistics.gov.uk/methods_quality/soc/structure.asp

those on less than 60% of the median income are considered to be living in poverty (Tran, 2005; National Statistics, 2005). £6 per hour, therefore, is set as the benchmark for 'decent pay' when analysing the available data.

This use of BHPS data provides a statistical analysis of respondents' attitudes to work using a 'main effect model' which looks at response variables, such as job satisfaction, in relation to a number of explanatory variables, such as age, gender, ethnic group, disability², geographic region, industrial sector and occupation. The responses were then used to create the dignity in and at work tables (see Appendix Table 3.). In the table a response indicates the variable is significant, with an upward arrow showing the highest and a downward arrow the lowest levels of dignity. For example, where an upward arrow is recorded for promotion for men, this means that this group has the highest promotion opportunity, and that there is significant variation in promotion opportunities between the different genders.

Analysis of BHPS data offers a substantial source of up-to-date data concerning employees, their position in the UK labour market and their attitudes concerning important features of work

² There are only a small numbers of non-whites and disabled individuals in the BHPS sample (less than 3% in either group) making it difficult to find significant effects with these variables

• **Results**

Defining Dignity

The one word ‘dignity’ encompasses issues that have exercised critical scholars of work for decades and offers a holistic lens through which workplace issues might be examined. As Lutz eloquently states when speaking of human dignity and economics:

‘we now have a human standard that is strongly critical of any socioeconomic thought embodied in theory or institutions that either denies human equality, autonomy and responsibility, or otherwise encourages the disrespect or degradation of the humanity in others by manipulating or exploiting them’ (Lutz, 1995:179).

This ‘human standard’ is now widely recognised and the relationship between dignity and work and its realisation as a collective achievement rather than an individual attribute is enshrined in international constitutions (United Nations, 1948). Campaigning organisations such as the International Labour Organisation’s (ILO) (2005) call for an international standard for ‘decent work’ (see fig 1.) clearly link the concept with the achievement of human dignity.

Figure 1.
ILO Decent Work Indicators

- Employment opportunities
- Unacceptable work
- Adequate earnings and productive work
- Decent hours
- Stability and security
- Balancing work and family life
- Fair treatment in employment
- Safe work environment
- Social protection
- Social dialogue and workplace relations
- Economic and social context of decent work

(from Anker *et al.* 2003, pp.153)

Despite the difficulties of arriving at a clear definition of dignity at work there appears to be defining features that are widely recognised as necessary precursors to the achievement of dignity at work. There are the objective factors of security, just reward, equality, voice and well-being as clearly represented by the ILO’s clear definitions regarding ‘decent’ work. But there are also the subjective factors inherent in an understanding of human dignity, as presented in moral and political philosophy, of autonomy, meaning and respect. These objective and subjective factors might be usefully thought about as *dimensions of dignity* which Figure 2. outlines as ‘Dignity *in* Work’ and ‘Dignity *at* Work’. Dignity in labour via interesting and meaningful work with a degree of responsible autonomy and recognised social esteem and respect may be understood as *dignity in work*; structures and practices that offer equality of opportunity, collective and individual voice, safe and healthy working conditions, secure terms of employment and just rewards would lead to workers attaining *dignity at work*.

Figure 2.
Dimensions of Dignity

DIGNITY <i>IN</i> WORK	DIGNITY <i>AT</i> WORK
Autonomy	Wellbeing
Job Satisfaction	Just reward
Meaningful work	Voice
Respect	Security
Learning & Development	Equal Opportunity

Thinking in terms of distinct dimensions in this way allows for a detailed analysis of dignity at work that covers many important issues in the world of work and how experiences may differ.

For example, many people enjoy *dignity in work* as they have some autonomy and/ or meaning in the type of work they do but not experience *dignity at work* in the sense they do not enjoy good terms and conditions of employment. Yet others may carry out mundane and monotonous work but benefit from *dignity at work* in that they gain from a physically healthy working environment and secure terms and conditions. The *dimensions of dignity* framework also offers an opportunity to examine the relationship between employees' experiences of work, their position in the social world and potential denials of dignity at work. Combined, these two dimensions of dignity represent a useful opportunity for a holistic analysis of work in its blend of the inherent dignity of the human person with the political economy and conditions that may deny this basic human right.

Findings from the Sunday Times 100 Best Companies to Work for 2005

The Best 15 as Dignified Workplaces?

Looking at the Top 15 companies through the lens of dimensions of dignity highlights the different reasons why organisations may be cited as Best 100 companies when many appear to be lacking in some dimensions. Only W.L.Gore (the company ranked as number one 'best company' in the UK to work for in 2005) offer a range of promising practices that support dignified work and dignified workers. St Ann's Hospice ranks 2nd but has relatively poor pay and conditions; offering no contributory pension scheme or paid maternity leave (despite this being a dominantly female workforce) and only 34 out of the 298 workforce earn more than 25k a year and only 8 earn more than 35k. Their high position in the Best 100 relies heavily on high returning scores for community, colleagues, positive difference and stimulating work. Clearly, the people who work for St Ann's find their work rewarding and feel they contribute something special to their clients and society as a whole.

Beaverbrooks ranks highly as the 3rd 'Best' company to work for and yet they do not offer some of the vital ingredients of dignity in and at work: interesting work and equality of opportunity. For example, the Best 15 contains 7 of the top 10 companies for stimulating work with something of a mismatch occurring where companies such as Beaverbrooks (3), Sandwell Community Trust (6), Hfs Group (7), London and Quadrant Housing (12) and Flight Centre (14) reporting top personal growth but not an intrinsic satisfaction with work. This data would tend to support research carried out by the European Foundation for the Improvement of Living and Working Conditions which reports that sales and service workers 'have experienced a sharp decline in control over their work' (Merllié and Paoli, 2001: 4). In addition, data for Beaverbrooks reveals a startling picture when equality of opportunity is considered as a route to dignity at work. Its web site proclaims opportunities for 'sparkling careers' for all

'Everyone has the opportunity to apply for our Management Development Programme and given our extension plans and the fact that 100% of our Management positions are filled internally, the opportunities for a sparkling career are excellent'

The figures, however, tell us something very different: 84% of employees at Beaverbrooks are female, but at less than 33% of senior management, women are nowhere near reaching proportional representation in the senior ranks. Particularly striking

is the fact that internal promotions are the norm and yet they appear to be promoting solely from the ranks of young male employees, who are a minority group at Beaverbrooks. One also wonders what happens once promotion takes place as there are only 5% of employees over the age of 55 and 69% under 35. Nevertheless, qualitative accounts from workers at Beaverbrooks report that they feel they have some discretion in how they deal with customers. Beaverbrooks also offers slightly above average salaries for the retail sector and also a non-contributory pension, thus apparently offering some opportunities to attain the status of dignified worker.

Beaverbrooks are not alone in the Best 100 in not dealing with issues of age and gender equality. Women make up approximately half of the workforce in Best 100 companies but they are more often to be found in peripheral positions or in the feminised professions both of which do not offer the opportunities for 'dignity at work'. Similarly, people over 55 are clearly not welcome in the 'Best' companies. Where they do appear they are settled into managerial and professional groups but remain a very small minority of the Best 100 workforce. It could be case that in relation to work in many companies in the Top 100 the long hours cultures deny opportunities for dignity at work to many groups – women who cannot balance domestic responsibilities with work hard/ play hard cultures and both men and women over 35 who seek to value their family lives and therefore cannot and will not work for 'best practice' companies. Given the constant references to the aging workforce, a demographic time bomb and growing structural inequalities (Hope, 2005; Taylor, 2002) this seems to be a neglected aspect of best practice for many Best 100 companies.

The analysis of the Best 100 in terms of the conceptual framework offered as part of the dignity in and at work project highlights how many people, even in the Best 15 companies to work for in the UK, achieve either dignified work *or* the status of dignified worker; rarely both. Within the micro-framework of many labour-processes, people are often able to create conditions in which they can achieve dignified work but rarely do they have sufficient voice to change their status as dignified workers; with poor terms and conditions of employment prevailing in the Best 100 companies. The high staff turnover of the majority of these companies perhaps indicate employees' active agency as they continually attempt to seek the 'best' from work.

Findings from BHPS

Dimensions of Dignity

Examination of BHPS data within the dimensions of dignity framework revealed many interesting features of contemporary work and people's attitudes to it. For instance, 93% of respondents are employed on permanent contracts and yet only 64.6% are completely satisfied or satisfied with their job security. This could be a reflection of the 'atmosphere of insecurity' that prevails in the knowledge economy (Doogan, 2001: 439). It may also reflect that, despite being on permanent contracts and 71.1% being employed for more than a year with the same employer, there appears little prospect for learning and development as only 49.5% report promotion opportunities and only 37% would like training and expect to receive it. It is perhaps significant that 51.8% did not respond to the question at all. Is this a reflection of the general poor definition of what skill

acquisition and training might mean in the contemporary workplace (Grugulis and Bevitt, 2002)?

The dimensions of dignity framework and its reliance on ILO's definition of 'decent work' as a core contributor to dignity, can be clearly correlated to responses found in the BHPS survey where 14.4% of the sample report working more than 48 hours per week, a significant 23.5% admits to earning less than the adequate pay rate of £6 per hour and, despite all of the rhetoric surrounding family-friendly policies and the importance of work life balance, 69.2% have no access to formal flexible work arrangements. It would seem that denials of dignity can be found in these reported poor conditions of work – denials that are further exacerbated when divisions in the labour market along the lines of gender and occupation are examined.

Divisions of Dignity

Further analysis of the BHPS data allows an exploration of dignity *in* and *at* work and its relationship with variables such as gender and occupation. In an analysis of dignity *in* and *at* work in the knowledge economy, where it is declared that opportunities are available to all sectors of the labour market, it is particularly interesting to note how a 'dignity spectrum' (Rayman, 2001) emerges. There are few surprises in the BHPS data; the analysis of dignity *in* and *at* work endorses existing accounts of growing divisions in the knowledge economy (Taylor, 2002; Thompson, 2005). The data presented tells us that 'Personal Service' occupations are least likely to experience security in work, promotion opportunities, flexible work practices and trade union membership; 'Sales and Customer Service' occupations are least likely to feel that a fulfilling job is more important than money or to be a member of a trade union and 'Elementary Occupations' are least likely to enjoy promotion or training opportunities, autonomy over working hours, feel secure about work, be employed on a permanent contract and earn adequate pay. On the other hand, 'Professional Occupations' are the most likely to receive adequate pay, company pension, trade union membership, promotion opportunities, work related training and feel that a fulfilling job is more important than money, but least likely to have a permanent contract and 'Managers and Senior Officials' are most likely to have a permanent contract, be satisfied with job security, enjoy promotion opportunities and autonomy over working hours.

These polar opposites are very neatly represented when looking at the different experiences of men and women: men are least likely to feel satisfied with work, or job security and least likely to work reasonable hours but enjoy adequate pay, promotion opportunities, trade union membership and be a member of a company pension whilst women are most likely to feel satisfied with work and job security and work reasonable hours but least likely to enjoy promotion opportunities, earn adequate pay, be a member of a company pension or be a member of a trade union.

Interestingly, despite the many bleak accounts of work it is extraordinary that, when asked to take a global perspective, 96.2% of respondents from the BHPS survey are either completely or reasonably satisfied with work with an almost identical amount, 95.9%, being satisfied with work overall. This is particularly reflected in gendered divisions of dignity *in* and *at* work where clearly women are disadvantaged with regard to pay, benefits and opportunities for development yet report significantly higher levels of satisfaction. A recent report (Edwards and Burkitt, 2001) claims that high rates of job

satisfaction are related to low rates of expectation, with highly paid workers (and men who dominate these positions) expecting an array of benefits including interesting and meaningful work whilst those who are lesser paid (including women) would like all of these things but never expect to receive them and therefore report that they are satisfied with what they already have. A sad indictment of the divided knowledge economy that is further supported by the BHPS analysis which shows that 'Personal Services', which we might also read as 'women' as they constitute 86.2% of this occupational group, are significantly more satisfied with their work than other groups. Despite low pay and poor working conditions this occupational group is continually reported as deriving dignity from their caring labour (Bolton, 2001, 2005; Rainbird et al., 1999; Stacey, 2005).

Less surprising is that 'Elementary Occupations' and 'Sales and Customer Services' are the least satisfied. It would appear that it is the 'little things' in work that offer satisfaction, respect and shared humanity. Work involved in personnel services, which is mostly made up of different types of 'care work', offer opportunities for dignity that are clearly missing from the mainly 'dirty work' done by cleaners (Cottell, 2005; The Work Foundation, 2005; Tomlin, 2005; Toynbee, 2003), cold call telephone sales (Ronson, 2006) and front line 'McJobs' (Lindsay and McQuaid, 2004), where the biggest complaint from workers, other than low pay and unsociable hours, is the lack of respect from either employers or the public despite feelings of pride in the work itself. Even for these workers it is the 'little things' that make a difference. Nevertheless, what the holistic analysis offered by the dimensions of dignity framework shows is that it is not enough to accept a small gesture as encompassing the achievement of dignity at work – it may be a contribution in the right direction but without the material factors of 'decent work', it could potentially represents a denial of dignity.

- **Activities**

Dimensions of Dignity in and at Work: A Participative Workshop

Friday 24 June 2005, as part of ESRC Social Science Week 2005

This event received very positive feedback and was of value to the participants as “over 70% of respondents reported that the events would be of practical value in their work”

Conference Papers/ Presentations

2006 ‘Age Matters in the UK’s ‘Best’ Companies’

PLENARY SPEAKER with Richard Sennett and RT Hon John Hutton MP (S.O.S. for Work and Pensions).

TAEN (The Third Age Employment Network) Annual Conference, Law Society, London, October 2006.

2006 ‘Dimensions, Divisions and Denials of Dignity: The Case of the UK Knowledge Economy’ **24th International Labour Process Conference**, Birbeck College, London, April.

2005 Exhibition: ‘Dignity in and at Work’, **Institute of Advanced Studies, IAS**, Lancaster University, 29th November.

2005 ‘Dimensions and Divisions of Dignity at Work’, The Knowledge Based Economy Colloquium, **Institute Advanced Studies (IAS)**, Lancaster University, 19-20th October

2005 ‘Dignified Work, Dignified Workers, Dignified Workplaces: Exploring Dignity at Work as Promising Practice’ **Managing Global Trends International Conference**, University of the Aegean, Chios. 8-13th October

- **Outputs**

See ‘activities’ section for Conferences

Periodicals:

2006 ‘Dignity at work is about more than good people management practices’
Research Column, *People Management*, 15th June 2006

2006 ‘The UK’s best could do so much better’
Editorial, *Personnel Today*, 7th March 2006

Book:

‘Dimensions of Dignity at Work’ edited collection

Butterworth Heinemann – June 2007

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- **Impacts**

The research has been utilised by the practitioner community and has received mention in several articles appearing in periodicals:

2006 ‘Academics slam 'ageist' *Sunday Times* top firms list’
Personnel Today 7th March 2006

2006 ‘NHS Bullying fightback falters’
Personnel Today 24 January 2006

2006 ‘Beyond Tolerance’
Health and Safety at Work January 2006

2005 ‘Anti-bullying schemes 'are not enough’
People Management 28 November 2005

2005 ‘Management and organisation analyst calls for government and companies to go beyond anti-bullying schemes to give employees dignity at work’
<http://www.andreaadamstrust.org/news.htm> November 2005

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^A Please note that this report is a very brief review of research activity and does not fully represent the conceptual development of the dimensions of dignity framework and the depth of analysis of the secondary data.

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• Appendix

FIGURE 1

A Typology of Dignity at Work

**DIGNIFIED
WORKPLACES**

**Employer of Choice
Corporate Citizen**

**DIGNIFIED
WORK**

**Autonomy
Task discretion
Meaningful work
Social Status
Learning
& Development**

**DIGNIFIED
WORKERS**

Wellbeing
(worklife balance, health)
Just reward for Work
*(inc. sickness, maternity, holiday,
and pension provision etc)*
Having a voice
(collectively and individually)
Security
Equal Opportunity

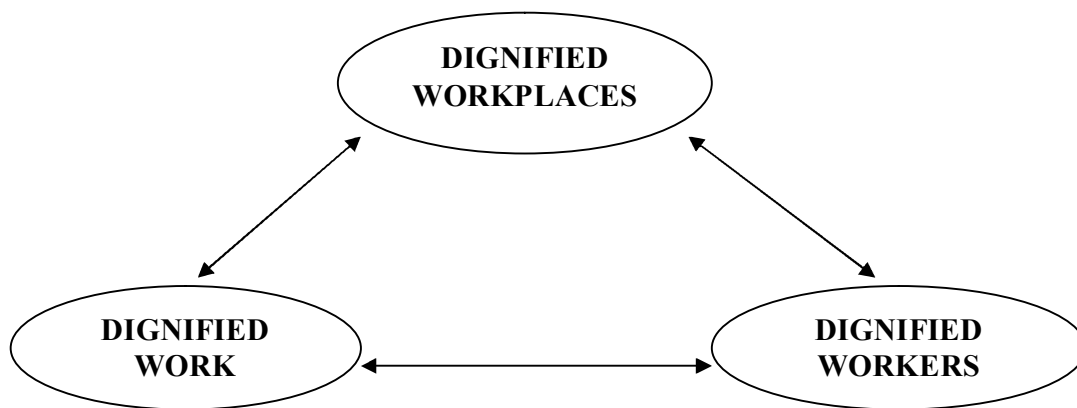


FIGURE 2a

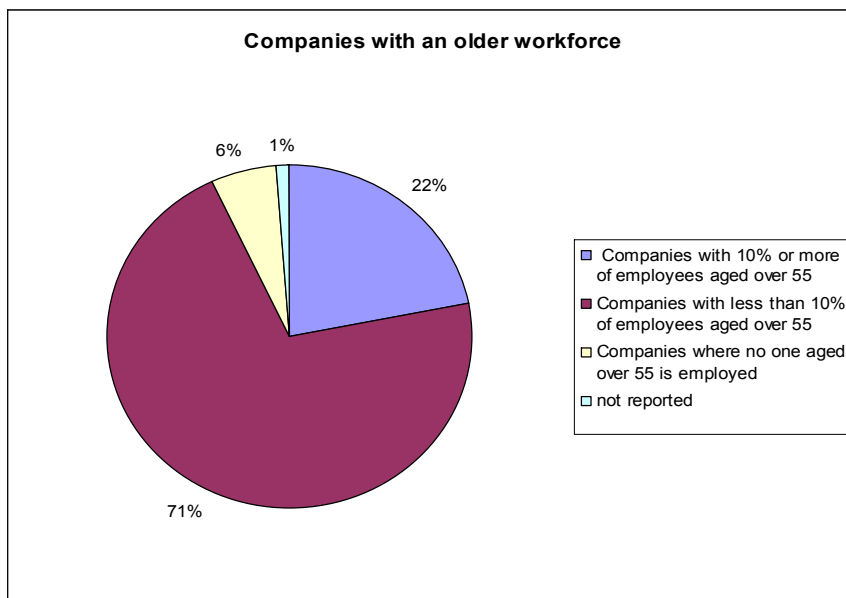
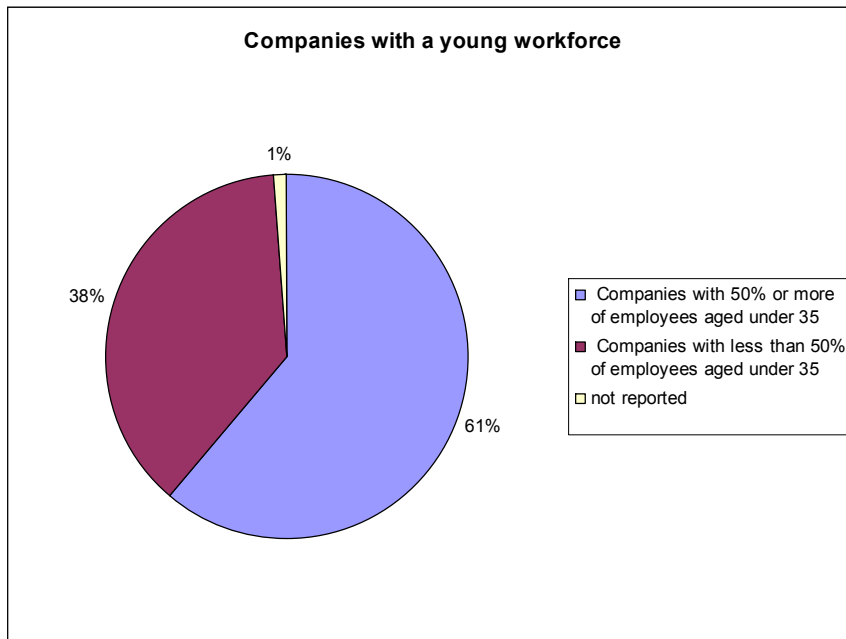


FIGURE 2b

(Skill level 1 = lowest, 4= highest)

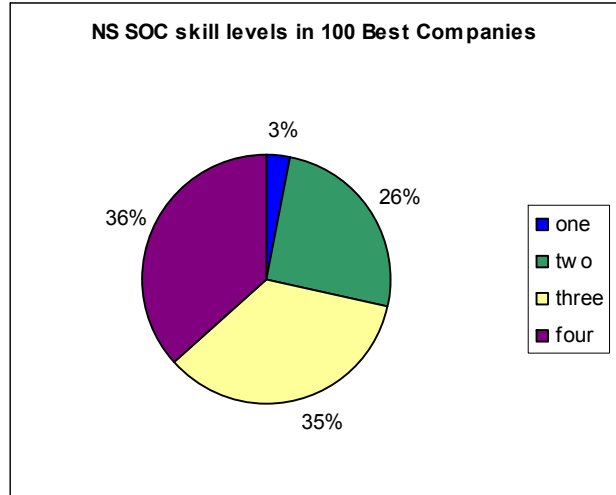
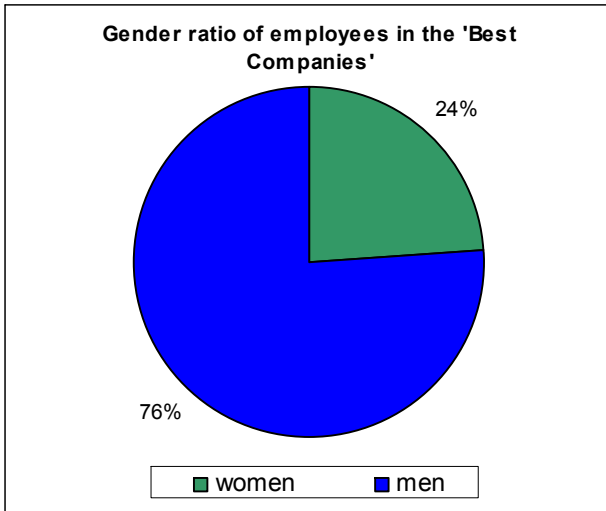


FIGURE 3A

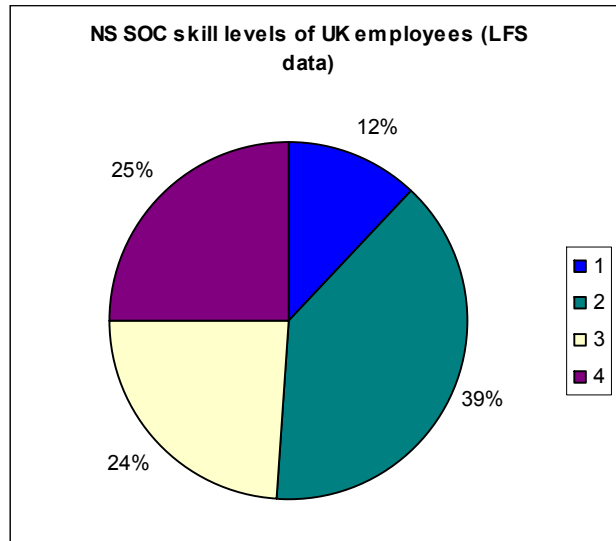
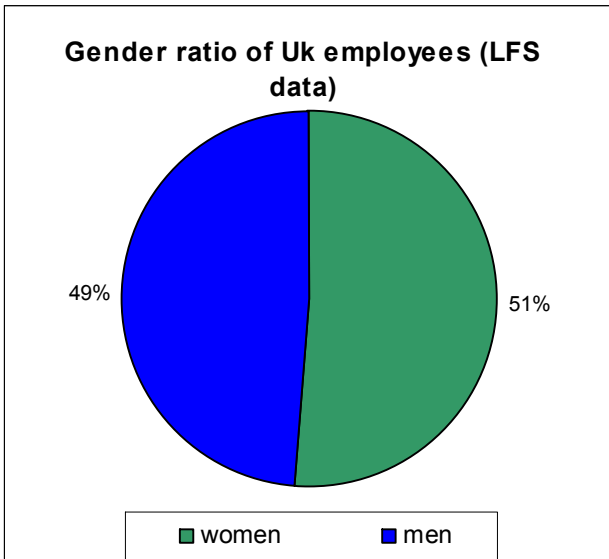
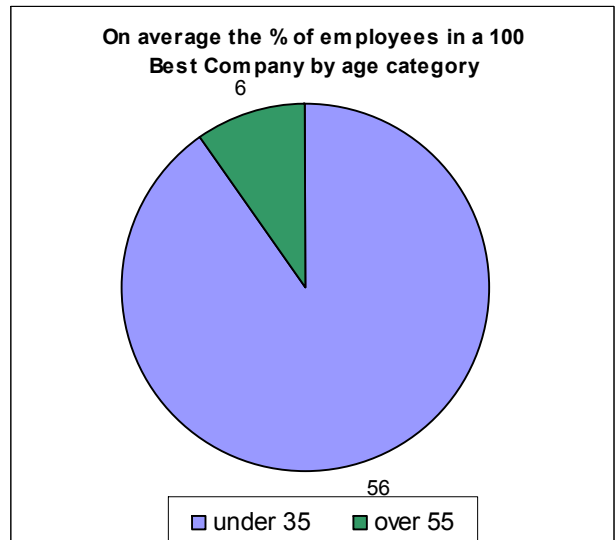
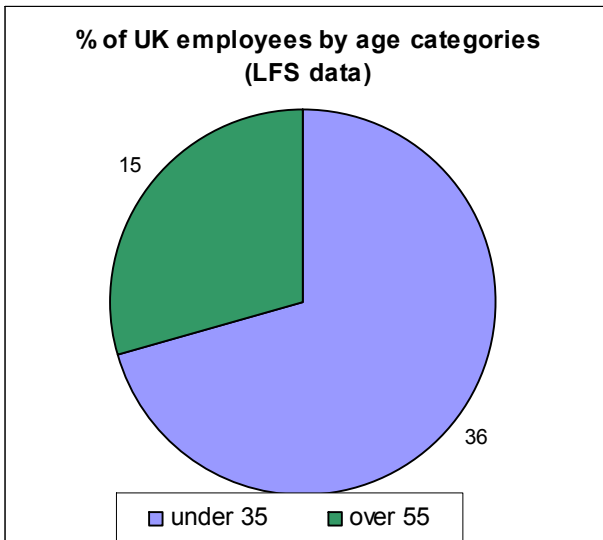


FIGURE 3b



REFERENCE No. 000-22-1048
FIGURE 4 Best 15 Large Companies

2005 Rank	Organisation	Type of company	DIGNIFIED WORK			DIGNIFIED WORKERS														DIGNIFIED WORKPLACES				
			Status	Interesting	Learning and Development	Voice		Well-being		Security		Just reward				Equality				Makes a Difference		Pride		
			Typical job	% of employees who find their work stimulating	top 25 personal growth	% of employees who believe that senior managers listen to them	Recognised Trade Union	least stressed - % of employees who have suffered work - related stress in the past 12 months	Least Overtime - hours per week	minimum of 40% of workforce have been there more than 5 years	Staff Turnover (%)	% earning > £35 ,000	25 days or more leave for all staff	at least 10 weeks maternity leave on full pay	non contributory pension or firms pay double staff contribution	share option scheme open to all employees	women are a minimum of 33% of the senior mngt	male: female ratio (female%)	under 35: over 55 (under 35 yrs old%)	under 35: over 55 (over 55 yrs old%)	% of employees who believe that their organisation makes a positive difference to the world (Top 10 firms)	% of employees who think that their organisation puts back into the community (Top 10 firms)	% of employees who believe that their organisation is run on strong values/ principles	% of employees who feel proud to work for their organisation
1	W L Gore	manufacturer	Engineer/ scientist	86.9	yes	83		17.9		yes	5	n/a	yes	yes	yes	yes		37	23	12	85.9		92.3	92
2	St Ann's Hospice	hospice	Staff Nurse	81.6	yes	77.1	no		1.3	yes	17	3	yes				yes	89	14	21	88.1	83.2	87.5	88.8
3	Beaverbrooks	retailer	Sales Person		yes	80.9	no				17	5			yes			84	69	5		74.2	90.1	86.4
4	Pannone & Partners	legal firm	Lawyer	80.1	yes	76.9		14.2		yes	9	30		yes			yes	70	60	4				84.9
5	Data Connection	computer software	software developer	77.6	yes	75.7	no			yes	5	50	yes		yes			21	61	2		80	84.2	
6	Sandwell Community Caring Trust	personal care and support	Senior Care Assistant		yes			16.8			3	1			yes		yes	85	37	13				
7	Hfs Group	financial services	Loans/ mortgage processor		yes	73.3		11.8			35	2						50	81	1				
8	Office Angels	recruitment consultancy	recruitment consultant	81.3	yes						54	10					yes	89	76	1				
9	Bacardi-Martini	manufacturer	line operator	77.6	yes	73.3				yes	17	22			yes			31	46	9			83.6	91.2
10	Loans.co.uk	financial services	Loans processor					15.4			16	5						51	90	0				
11	Badenoch & Clark	recruitment consultancy	recruitment consultant	79.3	yes	76.2					33	10			yes		yes	59	95	0			83.6	
12	London & Quadrant Housing Group	housing trust	housing officer		yes						19	12	yes	yes	yes			63	28	17	81.4			
13	HSA Group	Insurer	customer advisor					17.8			23	9	yes					72	51	10				
14	Flight Centre	travel agency	international travel consultant		yes		no				28	31	yes			yes		69	92	0				
15	Kwik-Fit Financial Services	Insurer	sales consultant					16.8			40	3					yes	58	78	2				

Table 1: Dignity IN Work Response Variables

JOB SATISFACTION	Satisfaction in work itself	(%)
	Not at all satisfied	3.6
	Reasonably satisfied	35.5
	Completely satisfied/Satisfied	60.7
	Missing	0.2
	Job satisfaction (overall)	
	Not at all satisfied	3.9
	Reasonably satisfied	37.1
	Completely satisfied/Satisfied	58.8
	Missing	0.2
LEARNING & DEVELOPMENT	Promotion opportunities	
	No	49.5
	Yes	49.5
	Missing	1.0
	Work related training	
	Would like training, but does not expect it	11.2
	Would like training, and expects it	37.0
	Missing	51.8
MEANINGFUL WORK	Importance of fulfilling job	27.8
	Money more important than good job	55.5
	Good job more important than money	16.7
	Missing	
AUTONOMY	Flexibility of work patterns	48.4
	Hours of work set by employer	40.0
	Some flexibility in hours of work	11.6
	Hours of work set by self	

Table 2: Dignity AT Work Response Variables

JUST REWARD	Coverage of private medical insurance	%
	Not paid for by employer	91.4
	Paid for by employer	7.6
	Missing	1.0
	Adequate pay	
	<£6 per hour	23.5
	>=£6 per hour	52.8
	Missing	23.7
	Pension scheme	
None run by employer	26.9	
Run by employer	70.5	
Missing	2.6	
WELLBEING	Reasonable hours	
	>48 hours per week	14.4
	>=30 & <=48 hours per week	58.8
	Missing	26.8
	Flexible working arrangements	
No	68.2	
Yes (term-time only, flexitime, job sharing etc.)	31.8	
SECURITY	Tenure to date in current job	
	<1 year	28.7
	>= 1 year	71.1
	Missing	0.3
	Contract type	
	Not permanent	7.0
	Permanent	93.0
	Missing	0.0
	Satisfaction with job security	
	Not at all satisfied	4.4
Reasonably satisfied	30.1	
Completely satisfied/Satisfied	64.6	
Missing	1.0	
VOICE	Trade union (or similar) negotiating pay	
	No	47.6
	Yes	48.9
	Missing	3.5
	Member of workplace union	
	No	18.8
Yes	30.0	
Missing	51.2	

Table 3: Dignity IN and AT work: the effect of gender and occupation variables

Dignity IN work	Criteria	Gender	Occupation
SATISFACTION	Satisfaction in work itself	↑F ↓M	↑ PS ↓SCS
	Job satisfaction (overall)	↑F ↓M	↑ PS ↓SCS, EO
LEARNING AND DEVELOPMENT	Promotion opportunities	↑M ↓F	↑ APT, PO, MSO ↓EO,PS,ST
	Opportunities for work related training if wanted		↑APT,PO ↓EO
MEANINGFUL WORK	Importance of fulfilling job over money		↑PO ↓SCS, EO, PPM
AUTONOMY	Autonomy over working hours		↑MSO ↓EO,ST
Dignity AT work	Criteria	Gender	Occupation
JUST REWARD	Adequate pay (>=£6/hour)	↑M ↓F	↑PO ↓EO
	No/little unpaid overtime		↑EO, PPM ↓ PO, MSO
	Private medical insurance	↑M ↓F	↑MSO ↓ EO
	Pension scheme	↑M ↓F	↑PO ↓PS
WELLBEING SECURITY	Reasonable hours (<=48/week)	↑F ↓M	↑AS ↓AF, PPM
	Flexible working practices		↑AS ↓PS
	Permanent contract		↑MSO ↓PO, EO
	Satisfaction (job security)	↑F ↓M	↑MSO ↓PS, EO, ST
VOICE	Trade union in workplace	↑M ↓F	↑SCS, PO ↓PS
	Member of workplace union		↑PPM, PO,APT ↓SCS, PS, AS
Key			
↑ highest dignity	Occupation		
	Managers and Senior Officials	MSO	
	Professional occupations	PO	
	Associate Professional and Technical	APT	
	Administrative and Secretarial	AS	
↓ lowest dignity	Skilled Trades	ST	
	Personal Service	PS	
	Sales and Customer Service	SCS	
	Process, Plant and Machine Operatives	PPM	
	Elementary occupations	EO	