DESIGNING AN ORGANIZATIONAL RESPECT MODEL (THE CASE OF: IRAQI MINISTRY OF INTERIOR IN BAGHDAD)

Muhammad Haider Al-Shuhaib1, Ali Safari*2, Ali Nasr Isfahani3
1.   Ph.D. Student, Department of Management, University of Isfahan, Isfahan, Iran.
2.   Associate Professor, Department of Management, University of Isfahan, Isfahan, Iran.
3.   Professor, Department of Management, University of Isfahan, Isfahan, Iran.
Corresponding Author: Ali Safari

Abstract

The present study was conducted with the aim of designing a model of organizational respect in the Ministry of Interior in Baghdad, Iraq. This research is applied in purpose and employs a mixed-methods (qualitative and quantitative) approach. In the qualitative phase, the theoretical population consisted of 20 academic experts with relevant scientific backgrounds and practical experience in the Ministry of Interior in Baghdad. Data were collected through semi-structured interviews and analyzed using the grounded theory approach in three stages: open coding, axial coding, and selective coding. Content validity index (CVI) and content validity ratio (CVR) were used to assess the validity of the qualitative phase, and test-retest was used for reliability. The results of this phase indicated that causal factors fall into three categories: managerial, occupational, and organizational factors. Core factors were related to managerial, organizational, recruitment and training strategies, and incentives. Contextual factors included social and economic dimensions, while intervening factors comprised demographic, personality, and psychological characteristics. Ultimately, outcomes were categorized into work environment and communication, job outcomes, and organizational outcomes. In the quantitative phase, a researcher-made questionnaire was developed to test the conceptual model, and its validity and reliability were confirmed by a Cronbach's alpha coefficient of 0.85, acceptable factor loadings, and content validity indices. The statistical population included all employees of the Iraqi Ministry of Interior, of whom 350 were selected as a sample, and the questionnaires were distributed among them. The designed model was tested using AMOS software and the structural equation modeling (SEM) method. The results of the quantitative phase supported the validity of the model designed in the qualitative phase and confirmed all research hypotheses. However, the negative coefficient observed between the core phenomenon and organizational respect strategies among the employees of the Iraqi Ministry of Interior indicates a weak inverse relationship between these two variables. This result can be interpreted in light of specific organizational and cultural factors of the Ministry, including managerial practices, hierarchical structures, or employee perceptions of organizational respect. Practical recommendations for managers and suggestions for future research are also provided.

Keywords: Organizational respect, natural respect, earned respect, and organizational support.

Introduction

Respect at work is a desirable and reciprocal behavior that makes people feel valued and valuable. When employees are given attention regardless of their weaknesses or differences such as race, color, religion, nationality, age, job history, etc., and the organization's criteria are value creation and good morals, they are considered respected (Sabour et al., 2018). In any organization, all human resources must feel that their dignity and respect are maintained and that they are considered, in a way, a very important and influential member of that group. In this case, their job satisfaction increases and they also respect the values of the organization. This is the same concept of reciprocal behavior that, in simpler terms, can be said that respect brings respect (Rahmat et al., 2020). Since people's jobs are often a significant factor in who they are and how they perceive themselves, the keys to being respected in a professional environment are important signals of social value. In addition, employees often join organizations with the hope of developing their identities over time through professional growth and becoming better versions of themselves. Respect is an important feedback mechanism and catalyst for this growth. When new employees in an organization experience unpleasant behaviors at the beginning of their careers, they gradually internalize those behaviors (Sorensen et al., 2018). A respectful workplace brings significant benefits to the organization. Employees who perceive that they are respected in their workplace are more satisfied with their jobs and are more appreciative and loyal to the organization they work for (Clark, 2019). They also show more flexibility and collaborate with others, and are more creative. These people are more likely to accept direction from the organization's leader. On the other hand, lack of respect can cause serious damage to organizational relationships. It has been said that "respect is like air." As long as it is there, it is not thought about, but when it is taken away from someone, everyone thinks about it. Research has been conducted to confirm this, showing that 80% of employees who are treated badly spend a large part of their work time thinking about this bad behavior, and 48% intentionally reduce their work effort. In addition, disrespectful behavior often spreads among colleagues and is also transmitted to customers (Amah, 2018).

A prerequisite for having a healthy work environment is to observe respect at work, through which employees feel valued by their role. In such an atmosphere, people are less likely to leave the organization and thus help to increase the organization's credibility. In environments where organizational goals are achieved in teams, this combination can be appropriate, but there is a risk of reducing motivation and accountability of individuals. In contrast, work environments where natural respect is low but earned respect is high encourage employees to be highly competitive. In environments where sales teams compete with each other and their work is not very interdependent, this balance can be appropriate. However, it prevents individuals from sharing their knowledge about their successes or failures with others and often leads to isolation and zero-sum behaviors (Chan et al., 2022).

In a Georgetown University survey of nearly 20,000 employees worldwide, respondents ranked "respect in the workplace" as the most important leadership behavior. Yet, more and more employees report disrespectful and uncivilized behavior every year that impacts their performance and job satisfaction. In a recent survey of nearly 20,000 HR professionals worldwide by Georgetown University's Christian Porath, respondents ranked mutual respect as the most important management behavior. However, what most employees admit to every

year is disrespectful and uncivilized behavior. What's causing this disconnect? While employees who don't receive respect are acutely aware of the lack of it, those in management or other senior positions who experience it don't think much about it. So leaders may simply be unaware that the problem exists. But that's only part of the story, according to research. The bigger issue is that organizational leaders have an incomplete understanding of what constitutes respect in the workplace. Therefore, even well-intentioned efforts to create a respectful workplace remain futile (Wilmot et al., 2019). Also, research has prioritized and identified three factors, management, context, and human resource management, in order. The management factor includes support from managers and attention to ethics, which promote organizational respect. These findings are consistent with the findings of Rahmat et al. (2020), Rogers and Ashfort (2017), and De Kremer and Taylor (2005). They pointed out in their studies that management plays a fundamental role in strengthening organizational respect, and managers of an organization can, as a role model, institutionalize individual and organizational respect in the workplace. Organizational studies show that any change in an organization starts at the top, so managers play an important role in implementing organizational respect. In the context of factors, the findings of Aborlu-Ghabarka et al. (2016) and Fuller et al. (2005) showed that employee participation plays an important role in implementing organizational respect. In other words, for there to be comprehensive respect in the workplace, this requires employee participation. Also, regarding welfare services in organizations, Odeko and Odeko (2015) in their article pointed out the importance of welfare facilities in the workplace. Regarding the role of safety and health on organizational respect, the study of Sorensen et al. (2018) can be mentioned. They identified many factors, including individual respect. Kamara (2011) and Mathews et al. (2012) found in their study that the reward system has a great impact on positive employee behaviors. One of these behaviors can be respect. Mustafa (2018) concluded in his doctoral thesis on empowerment, respect, workplace and safe performance that empowered employees have more appropriate behaviors and respect others more. Therefore, it can be said that most studies conducted in the field of organizational respect; have examined a number of factors on this variable and there is a gap in studies regarding the presentation of a model based on organizational respect. Also, there is no model that is specific to a specific organization.

The Iraqi Ministry of Interior or the Iraqi Ministry of Interior is one of the ministries of the Iraqi government. The Iraqi Police, the Iraqi Highway Police and the Iraqi Border Guard operate under the supervision of this ministry. The officers of this ministry in Iraq, with a considerable population, are a huge part of the human community of this organization, who are employed in various missions and various levels and regions. Although this ministry itself was the founder of the initial strategies, it seems that due to its low flexibility, it has not yet been able to fully and completely coordinate its management situation in all dimensions in accordance with the process of changes in society. This failure is also evident in the field of human resources and the officer sector. The officers of the Iraqi Ministry of Defense are young people in society who today, due to having information from all over the world and also having a higher level of education, think and live completely modernly, but the nature of the work of this organization has not yet been modernized for some reason, and this difference between the organization and the duty staff causes a series of demotivation or dissatisfaction of this huge spectrum; and this is a fundamental issue. The aforementioned cases show that the issue of promoting the dignity and status of officers and officials in the organization is very important

and necessary. Because firstly, it ensures their job satisfaction and secondly, it also brings the social effects of this satisfaction in presenting a justified image of the organization in society.

Theoretical foundations

The concept of organizational respect

Respect is a positive feeling resulting from esteeming and considering an individual or object that is considered worthy of respect. Words such as esteeming, honoring, honoring, honoring, and azram are considered semantic equivalents of this concept. In the Dehkhoda dictionary, "respect" means to respect and honor. Due to his inherent dignity and honor, man is worthy of inherent respect, to the extent that in religious texts he is introduced as the highest creature and successor of God on earth and the angels are ordered to prostrate to him. This dignity and status has also been emphasized in narrations, as on the night of the Ascension, the faithful Gabriel followed the Prophet Muhammad (peace be upon him) during prayer and put him before himself. In organizational literature, respect is defined as the value that one or more people grant to an individual and has a key position as a behavior that shows respect and honor. Respect is a common concept in organizational research related to leadership, justice, and positive organizational knowledge, but it has been less studied as an independent construct. Employees are the lifeblood of any organization, and the company's survival, profitability, and value creation for shareholders are not possible without them. The behavior of managers with employees determines the behavioral responses of employees, and these responses directly affect the survival of the organization (Chan et al., 2022). Respect, like culture, has different interpretations in different contexts and is considered a fundamental value in all organizations (Györek et al., 2020).

Several studies have shown that organizational respect has direct and indirect effects on variables such as organizational commitment, job satisfaction, mental health, career advancement, and organizational identity. For example, Sarkar (2024) examined passive resistance strategies in restoring professional dignity, Dehir et al. (2024) considered respect as a factor in enhancing self-esteem and performance, and Kane et al. (2023) highlighted its role in increasing the meaning of work in the health field. Chan et al. (2022) showed that respect can reduce burnout through job satisfaction, Rahmat et al. (2020) introduced trust and managerial support as mediators of the effect of respect on organizational identity, and Clark (2019) emphasized the cultivation of a culture of civility and respect in healthcare settings. The results of this review show that organizational respect, as a core value, plays a fundamental role in the success, sustainability, and health of organizations and can lead to better performance and organizational cohesion through mechanisms such as participatory culture, justice, managerial support, psychological capital, motivation, and job satisfaction.

Theories of Organizational Respect

Organizational respect theories examine the role of respect as a key element in the success and dynamism of workplaces. These theories are based on the idea that mutual respect between employees and managers not only improves human relations, but also serves as a foundation for creating a positive organizational culture, increasing employee commitment, and improving organizational performance. According to social exchange theory, when organizations respect their employees and recognize their rights, employees respond with greater commitment, more active participation, and organizational citizenship behaviors (such as helping colleagues). This positive cycle strengthens trust and cooperation at different levels of the organization. On the

other hand, social identity theory emphasizes that organizational respect gives individuals a sense of belonging and value and aligns their professional identity with the goals of the organization. This coordination increases employees' intrinsic motivation and reduces turnover (Salehi et al., 2023(.

Organizational respect theories have been proposed in the form of different approaches, each of which addresses different aspects of the role of respect in the workplace. One of the most important of these theories is the social exchange theory, which is based on the idea of "reciprocity". According to this theory, organizational respect, as a valuable resource, increases employee commitment; so that when employees feel that the organization respects their rights, opinions, and status, they show a greater willingness to actively participate, be loyal, and perform behaviors beyond official duties (such as helping colleagues). In contrast, social identity theory focuses on the role of respect in shaping individuals' professional identities. This theory states that organizational respect strengthens employees' sense of belonging and value and aligns their individual identity with the collective goals of the organization. This coordination not only strengthens internal motivation, but also reduces conflicts and increases cooperation between organizational members (Widner and Munters, 2019).

From a leadership perspective, theories such as servant leadership and ethical leadership emphasize respect as a fundamental foundation for building trust and collaboration. In these models, leaders create an environment of mutual respect that facilitates productivity and innovation by prioritizing the needs and growth of employees. In addition, the organizational literature also distinguishes between horizontal and vertical respect. Horizontal respect refers to peer relationships at one organizational level and is associated with strengthening team spirit and reducing destructive competition, while vertical respect includes relationships between different hierarchical levels (managers and employees) and is based on recognition of competencies, fairness in decision-making, and transparency (Jahanbakhshian, 2021). Some theorists have also addressed the implementation challenges of organizational respect; for example, in multicultural environments, value differences may affect perceptions of "respect," or misunderstanding the concept of respect as "extreme tolerance" may lead to a decrease in organizational discipline. However, most research suggests that integrating these theories into training policies, regular feedback systems, and an open organizational culture can play a key role in creating a respect-based environment that leads to both individual employee growth and collective organizational success (Rogers et al., 2017). Examples of how general respect is expressed in organizations include actions that are equally applied to all members of the organization, such as participatory decision-making, appreciating and respecting the value of employees' time, and managing and resolving issues that cause employees concern. While general respect creates a basic value for all members, specific respect creates value only for individuals who demonstrate—or have the potential to demonstrate—specific characteristics or actions. Specific respect distinguishes individuals within a social category and is defined as the value bestowed by one or more others, based on the characteristics, behaviors, and goal accomplishments. Specific Expressions of Respect Results Social psychological research on respect, particularly those rooted in social identity, suggests that respect from group members can have fundamental consequences for how we subsequently relate to the group in terms of emotional and behavioral responses. For example, Branscombe et al. 2002 cited in Christy M. Rogers (2017) found that group members who perceive respect from other members are willing

to invest time in improving the group's image, beyond the time they invest in improving their own personal image. Smith, Tyler, and Howe (2003 cited in Christy M. Rogers (2017) stated that feelings of respect also lead to increased identification and cooperation with one's group and provide information about whether an individual is accepted in a group and to what extent they are considered a valuable contributor, and respect has also been found to positively affect self-esteem (Pasricha et al., 2018).

Receiving general respect provided a foundation for a sense of worth and security in the workplace that enhanced individual well-being, while receiving specific respect rewarded the individual for job performance and created a sense that their specific characteristics, behaviors, and achievements were valued. Thus, experiencing both generalized and specific respect together allowed individuals to feel valued as members and as individuals. The marked differences in the effects of generalized and specific respect emphasize the importance of considering them separately in future studies and further examining the complementarity of these signs of respect (Nikolaev, 2016). Each type of respect was primarily associated with a unique outcome through identity security. Specific respect was associated with performance outcomes, which is likely attributable to the way in which receiving such respect or the desire to receive such respect directed organizational members' attention to meeting or exceeding performance standards and demonstrating valued characteristics and behaviors. Generalized respect was associated with individual well-being, possibly because a stable, supportive, and secure environment facilitates and reflects such respect (Latif and Sajjad, 2018).

Research methodology

In this study, which was conducted with the aim of designing an organizational respect model in the Iraqi Ministry of Interior, a qualitative approach based on data-based theory was used. First, the appropriate research paradigm was selected based on interpretivism and the need for a deep understanding of the phenomenon in the real context, and with an emphasis on the weakness of existing theoretical models and the need for theory-building, a data-based strategy was chosen. The statistical population of the qualitative section included 20 academic experts from Iraq and Iran, as well as senior experts from the Iraqi Ministry of Interior (rank of colonel and above), who were selected purposefully and based on the criteria of expertise and familiarity with the subject. Research data were collected through semi-structured and in-depth interviews and analyzed with an inductive approach and with the help of Atlas.ti8 software. The analysis process included three stages of open, axial, and selective coding, and to increase accuracy, the text data mining technique was used to validate the codes. The quality and validity of the data were ensured based on Lincoln and Guba's (1980) four criteria: transferability, validity, verification, and trustworthiness, through various measures such as peer review, feedback from participants, independent analysis by researchers, and expert participation. Also, to measure reliability, the internal agreement of the coders was examined, and the results showed a high agreement of more than 70%. Finally, the stages of research implementation, including systematic literature review, search process design, note-taking, data mining, and conceptual model development, were sequentially and systematically operationalized, and thus a data-based and credible model for promoting organizational respect was presented.

Research findings

In this study, 20 interviews were conducted, and the participants in the study included managers, assistants, and professors with relevant academic backgrounds and work experience in the Iraqi Ministry of Interior in Baghdad. The mentioned experts have relevant education in the field of organizational management, human resource management, public administration, etc. and have articles and books in this field. Since context and context are of considerable importance in the strategy of grounded theory, experts with higher education were selected as participants in this study. The demographic characteristics of the interviewees, including gender, level of education, and work experience, are presented in Table 1.

Table 1 Demographic characteristics of interviewees

Work experience	Organizational position	Education level	Gender	Rank
22 years	Senior management	PhD	Man	1
19 years	Middle manager	PhD	Man	2
20 years	Human Resources Manager	PhD	Man	3
22 years	Deputy	PhD	Man	4
20 years	Middle manager	Master's degree	Man	5
17 years	University professor	PhD	Man	6
18 years	University professor	PhD	Man	7
27 years	Deputy	PhD	Man	8
26 years	University professor	PhD	Man	9
24 years	University professor	PhD	Man	10
39 years	University professor	PhD	Man	11
27 years	Human Resources Manager	PhD	Man	12
25 years	Middle manager	PhD	Man	13
20 years	University professor	PhD	Man	14
23 years	University professor	PhD	Man	15
27 years	University professor	PhD	Man	16
25 years	University professor	PhD	Man	17
25 years	University professor	PhD	Man	18
30 years	University professor	PhD	Man	19
22 years	Senior management	PhD	Man	20

In the process of extracting the variables required by the research model to solve the problems in the experts' field of work, there are various methods that are usually divided into two categories: direct and indirect based on the way in which knowledge is received from the expert. In the present study, the direct method and interviews with experts were used to understand and extract the research variables, and the data obtained were analyzed in three stages including open coding, categorization, and then axial coding to design the research model. In the open coding stage, key concepts and characteristics related to the data were identified and organized into primary categories to provide the basis for extracting the final structure of the research. After the concepts obtained from open coding, the concepts of the same group were separated and axial coding was performed. First, repetitive codes were removed, such as employee personality traits that were mentioned in other codes with other

names. Then, from codes such as managers' listening skills, micromanagement, managers' incomplete understanding of organizational respect, etc., the axial code or concept of "management factors" was extracted. Also, codes such as critical thinking, professional attitude, individual attitude, age, gender, social intelligence, emotional intelligence, etc., the category or concept of "demographic, personality, and psychological characteristics" were formed. Similarly, the categories of "job factors," "organizational factors," and "environmental factors" were extracted from other codes. On the other hand, during the interview, the interviewees were also asked questions about strategies for improving organizational respect and its consequences, and these two categories were also formed based on the answers. A complete description of how the core code was formed is shown in Table 2.

Table 2 - Axial coding and determination of categories

Open coding	Category)axial coding(	Row
Managers' listening skills	Management factors	1
Micromanagement		
Managers' incomplete understanding of organizational respect		
Amount of attention and consideration (understanding of others(		
Amount of supportive feedback		
Amount of attention to empowerment		
Lack of careful monitoring of behaviors		
Behavior of upper management		
Financial status of managers		
Level of education of managers		
Personality characteristics of managers		
Management and leadership style		
Critical thinking	Demographic, personality, and psychological characteristics	2
Professional attitude		
Individual attitude		
Responsibility		
Beliefs		
Behavior with others		
Age		
Gender		
Body language		
Individuals' intellectual maturity		
Worldview of individuals		
Emotional control		
Personal relationships		
Self-awareness of individuals		
Social intelligence		
Emotional intelligence		
Education level of the workforce		
Financial status of employees		
Family relationships		
Social status of individuals		
Family culture		
Transparency	Occupational factors	3
Teamwork		
Communication gaps		

Unsafe work environment		
Work-life balance		
Low motivation of employees		
Level of trust		
Level of expression of expectations		
Level of partnership		
Job position		
Labor relations		
Job insecurity		
Employee training level		
Sense of belonging		
Feeling of security		
Sameness		
Employee loyalty		
Inconsistent policies	Organizational factors	4
Organizational ethical charter		
Extent of implementation of organizational culture of respect		
Organizational policies		
Organizational justice		
Organizational culture		
Interorganizational interactions		
Respect for organizational values		
Organizational climate		
Organizational structure		
Average education in the community	Environmental factors	5
Mental health of the community		
Macroeconomic conditions		
Employment rate		
Culture of the community		
Average education in the community		
Celebrating individual success	Pivotal phenomenon	6
Providing honest feedback		
Encouraging open dialogue		
Protecting and respecting the privacy of others		
Recognizing individual feelings and rights		
More recognition of employee achievements		
Building friendly relationships with employees		
Not discriminating between employees		
Creating a balance between the desire to achieve results and consideration for others	Strategies	7
Cultivating a culture of respect		
Planning for conflict management		
Creating conditions to promote collaborative behaviors		
Cultivating a culture of respect		
Building trust		
Using psychological tests for recruitment		
Hiring based on work experience		
Considering ethical guidelines in recruitment and contracts		
Reforming the organizational structure		

Creating a desirable organizational culture		
Hiring professional managers and employees who adhere to ethical and humane principles		
Hiring managers and employees with high self-confidence		
Creating a work environment based on justice		
Considering financial and non-financial incentives		
Hiring highly educated people		
Hiring highly emotionally intelligent people		
Hiring highly socially intelligent people		
Informing managers		
Organizing training courses		
Increased engagement	Consequences	8
Reduced stress among team members		
Customer satisfaction		
Increased creativity		
Increased job motivation		
Individual and team growth		
High commitment of individuals to the organization's principles		
Improving organizational culture		
Improving the organization's moral climate		
Increasing organizational success		
Increasing self-confidence and self-esteem		
Retaining the workforce		
Creating a suitable work environment		
Better communication		
Improving teamwork		
Workforce Productivity		
Increase Job Performance		
Increase Employee Job Satisfaction		

After determining the central category, it is time to relate other categories to this category. This was done by applying the paradigmatic model of Strauss and Corbin, including "central category (phenomenon), causal conditions, intervening conditions, contextual conditions, strategies (strategies), and consequences." According to Strauss and Corbin, the use of this model enables the researcher to think about the data systematically and relate them to each other. The following table describes how causal, intervening, contextual conditions, strategies, and consequences are formed.

By analyzing the interview texts and according to the interviewees, the categories of "management factors," "job factors," and "organizational factors" are considered as causal conditions, because according to the interviewees, these factors directly affect organizational respect.

Table 3 Causal conditions

Open coding	Category (axial coding(	Row
Celebrating individual success	Pivotal phenomenon	1
Providing honest feedback		
Encouraging open dialogue		
Protecting and respecting the privacy of others		

Recognizing people's feelings and rights		
More recognition of employees' achievements		
Establishing friendly relationships with employees		
Not discriminating between employees		

The main category is the focus of the research (the main phenomenon) and then other categories are related to it.

Table 4 Axial coding of qualitative data phenomenon-based

Open coding	Category (axial coding(	Row
Celebrating individual success	Pivotal phenomenon	1
Providing honest feedback		
Encouraging open dialogue		
Protecting and respecting the privacy of others		
Recognizing people's feelings and rights		
More recognition of employees' achievements		
Establishing friendly relationships with employees		
Not discriminating between employees		

 In the present study, micro and contextual conditions include demographic, personality, and psychological factors.

Table 5 Intervening conditions

Open coding	Category)axial coding(	Row
Age	Demographic characteristics	1
Gender		
Education level of the workforce		
Financial status of employees		
Family relationships		
Family culture		
Critical thinking	Personality traits	2
Professional attitude		
People attitude		
Responsibility		
Personal relationships		
Behavior with others		
Social status		
Body language		
Self-awareness	Psychological characteristics	3
Social intelligence		
Emotional intelligence		
Emotional control		
Beliefs		
Intellectual maturity		
Individual worldview		

Considering the definition of background conditions, in the present study, the categories of environmental factors are considered as background conditions.

Table 6 Background conditions (macro environment)

Open coding	Category (axial coding)		Row
Average education in the community	Social	Environmental factors	1
Mental health of the community			
Culture of the community			
Average education in the community			
Employment rate	Economic		
Macroeconomic conditions			

Strategies are generally responses that lead to problem solving. According to the analysis of interviews, the strategies in the present study include 19 items, as shown in Table 7.

Table 7 Strategies for Improving Organizational Respect

Open coding	Category (axial coding)		Row
Reforming the organizational structure	Organizational	Strategies	1
Creating a favorable organizational culture			
Creating a work environment based on justice			
Cultivating a culture of respect			
Creating trust			
Creating a balance between the desire to achieve results and consideration for others			
Hiring professional managers and employees who adhere to ethical and humane principles	Management		
Hiring managers and employees with high self-confidence			
Informing managers			
Planning for conflict management			
Hiring highly educated people	Recruitment		
Hiring highly emotionally intelligent people			
Hiring highly socially intelligent people			
Using psychological tests for hiring			
Hiring based on work experience			
Considering ethical guidelines in hiring and contracting			
Conducting training courses	Training and incentives		
Considering financial and non-financial incentives			

In this paper, 18 outcomes have been extracted, which are listed in Table 8.

Table 8 Consequences of improving organizational respect

Open coding	Category (axial coding)		Row
Improving organizational culture	Organizational	Consequences	1
Improving the organization's moral climate			
Increasing organizational success			
Customer satisfaction			
High commitment of individuals to the organization's principles			
Workforce productivity	Career		
Increase job performance			
Increase employee job satisfaction			
Increase creativity			
Increase self-confidence and self-esteem			

Workforce retention			
Increase job motivation			
Increased participation	Work environment and communication		
Creating a favorable work environment			
Better communication			
Individual and team growth			
Improved teamwork			
Reduced stress among team members			

According to Creswell (2005), a grounded theorist can present his theory in three possible ways: diagrammatically, descriptively and as a story, or as a set of propositions. In this study, the exploratory model is presented in two forms; for this purpose, it is first presented through a model diagram and then narrated and explained. The paradigmatic model of the research shows the flow of processes and activities that have occurred in the context of the study. This model is one of the main pillars of the grounded theory method (grounded theory) used in the Strauss and Corbin method. This model consists of the parts of causal conditions, contextual conditions, intervening conditions, central category, strategies, and consequences. In central coding, categories are systematically refined and linked to subcategories. The third stage of coding is selective coding and presentation of the paradigmatic model of the research.
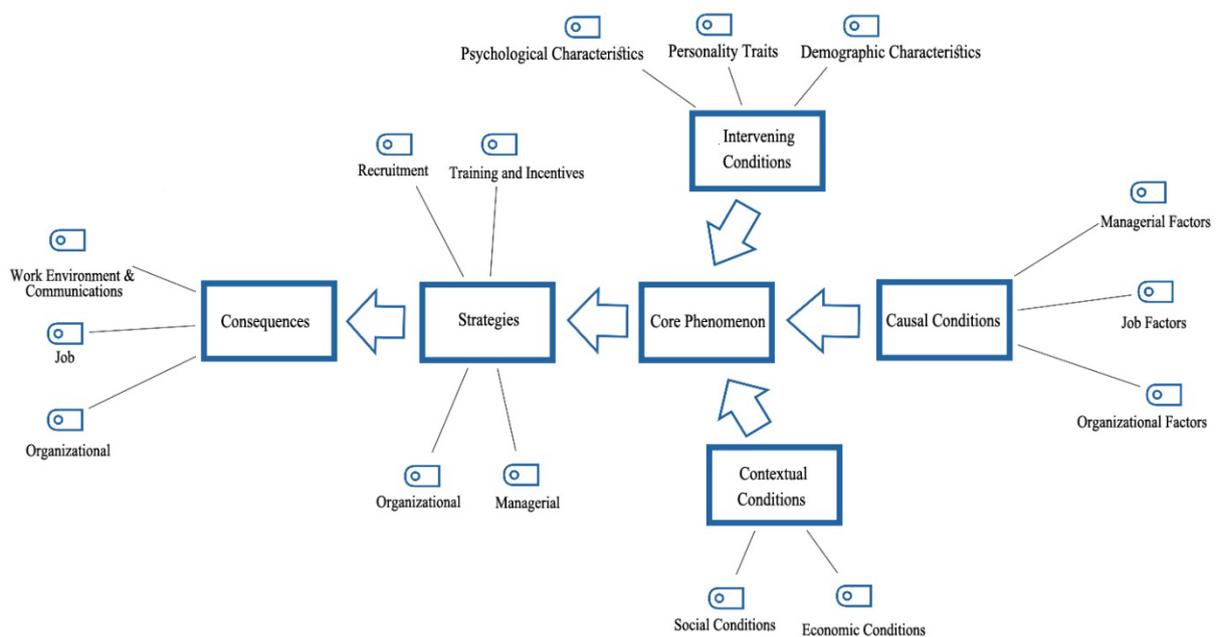

Figure 1: Organizational Respect Model in the Iraqi Ministry of Interior

As shown in Figure 1, managerial factors, job factors, and organizational factors act as causal conditions to influence the central phenomenon (organizational respect). These managerial factors clearly show that the way managers treat and view employees can have a profound impact on the feeling of respect in the organization. Management that operates on the basis of trust, support, and development of employees will strengthen the grounds for organizational respect. Job factors include factors such as transparency, teamwork, communication gaps, job motivation, and work-life balance, all of which play a fundamental role in determining the level of organizational respect. Organizational factors such as inconsistent policies, organizational culture, organizational climate, and organizational justice can directly or indirectly affect

organizational respect. Ultimately, all of these factors lead to the central phenomenon, organizational respect. Organizational respect as a central phenomenon includes celebrating individual successes, providing honest feedback, maintaining privacy, and respecting the feelings and rights of others. These characteristics make employees feel valued and respected in the organization. Creating such an environment can increase motivation, productivity, and ultimately the success of the organization. This model shows that the effects of various managerial, job, and organizational factors are intricately related to each other and affect organizational respect. These relationships can directly or indirectly affect organizational culture, employee behavior, and the overall success of the organization. To create an organizational environment based on respect, it is essential that managers pay attention to these factors and strengthen them. On the one hand, it is observed that personality and psychological factors and characteristics such as age, gender, critical thinking, individual attitude, professional attitude, beliefs, body language, social intelligence and emotional intelligence, level of emotional control, intellectual maturity, personal relationships, family culture, financial status of individuals, and responsibility also affect organizational respect as background or interfering conditions. On the other hand, environmental conditions including economic status, employment rate, community culture, community mental health, and average education of the community as a macro environment affect organizational respect. Implementing these strategies leads to the following outcomes of improving organizational respect: "increased participation", "reduced stress among team members", "increased job satisfaction", "increased workforce productivity", "employee retention", "improved organizational culture", "high commitment of individuals to the principles of the organization", "increased job motivation", "individual and team growth", etc. Overall, this model emphasizes that organizational respect is not only the result of individual interactions within the organization, but also depends on psychological, personality and environmental factors that can have widespread positive consequences for organizations. In order to analyze the quantitative part of the research, a researcher-made questionnaire consisting of 40 questions was designed and distributed among 350 employees of the Iraqi Ministry of Interior and data were collected. In the following, first, descriptive statistics of the sample members are presented, and then the results of confirmatory factor analysis in the AMOS software environment are explained.

Table 9: Frequency distribution of individuals by gender

Frequency	Gender	Education	Frequency	Background	Frequency
70	Woman	Bachelor's degree and below	0	Less than 5 years	0
280	Man	Master's degree	77	Between 6 and 10 years	154
350	Plural	PhD	273	Between 11 and 15 years old	147

Frequency	Gender	Education	Frequency	Background	Frequency
70	Woman	Bachelor's degree and below	0	Less than 5 years	0
280	Man	Master's degree	77	Between 6 and 10 years	154
		Plural	350	15 years and over	49
				Plural	350

To perform factor analysis, the model was first designed and its fit was examined. Then, based on the theoretical model and the probability of correlations between the observed variables, and in other words, considering the covariance between the error variances of the measurement variables in this model, the model fit indices were modified.

To examine the fit of the measurement model, a set of fit indices was used. First, the chi-square ratio to the degree of freedom was evaluated, which was reported to be less than 3, indicating an acceptable fit of the model. Also, the adaptive fit indices including GFI, AGFI (Adjusted GFI), CFI, and TLI all showed values greater than 0.9, indicating a favorable fit of the model with the observed data. In addition, the RMSEA index was obtained to be less than 0.06, indicating a low approximation error and a strong fit of the model. The SRMR index was also reported to be less than 0.08, which also confirms the adequacy of the model and the absence of significant deviations between the observed and predicted values. The set of these indices indicates that the designed model has a good fit and can well explain the relationships between the latent and manifest variables. Table 10 presents the most important indices of model fit.

Table 10 Model fit indices

Fit Index	Obtained Value	Acceptable Value
Chi-square/df	< 3	< 3
GFI	> 0.90	> 0.90
AGFI	> 0.90	> 0.90
CFI	> 0.90	> 0.90
TLI	> 0.90	> 0.90
RMSEA	< 0.06	< 0.06
SRMR	< 0.08	< 0.08

In the second stage, after confirming the measurement models, the set of latent variable relationships that are defined within the framework of the conceptual model of the research are tested. This goal is implemented in structural equation modeling by designing a structural model. In this model, causal conditions or (CC) lead to the selection of the central phenomenon (CS) and the central phenomenon leads to the selection of organizational respect strategies (St) that lead to consequences in different areas (Cs). Meanwhile, the contextual conditions of organizational respect (tc) and its intervening conditions (ic) also affect the selection of the

final strategy for managers of the Iraqi Ministry of Interior. The results of designing this model are presented in Figure 2.

Figure 2 Structural equation model of organizational respect pattern in the Iraqi Ministry of Interior

In this model, none of the errors are related to each other. The significance of the factor loadings and correlation coefficients of the structural mode of the research has also been presented in the previous sections: According to the results obtained and comparing them with the acceptable range, it can be said that all the coefficients of the above model are in the acceptable range with a confidence level of 95%.

Next, the path coefficients between the research variables have been examined.

Table 11 Path coefficients between research variables

Result	P-Value or significance	Coefficient	Path
Causal conditions have a strong positive and significant effect on the central phenomenon (organizational respect.(	0.000	/994	Causal Conditions-Axis Phenomenon
Organizational respect has a weak and insignificant negative effect on strategies.	0.652	-/096	Axis Phenomenon-Drivers
Contextual conditions have a strong and significant positive effect on strategies.	0.000	/801	Contextual Conditions-Strategies
Intervening conditions have a positive effect on strategies and are significant at the 95% level.	0.025	/294	Conditions-Strategies Strategies-
Strategies have a very strong positive and significant effect on outcomes.	0.000	1/006	Strategies-Consequences

As can be seen in the table above, all coefficients except the coefficient of the strategies-outcomes path are less than 1.

Since this coefficient is significant and valid within the framework of the obtained model and the model is also statistically confirmed, this result effectively indicates the importance and positive and strong effect of the strategies variable on the outcomes.

On the other hand, the negative coefficient obtained between the pivotal phenomenon and organizational respect strategies in the Iraqi Ministry of Interior indicates the existence of a weak and inverse relationship between these two variables. This result can be related to several basic factors and specific organizational and cultural characteristics of the Iraqi Ministry of Interior, which will be examined in detail below.

1. The nature of the inverse relationship Initially, this negative coefficient may mean that as the intensity of the pivotal phenomenon increases in the organization, the attention and implementation of organizational respect strategies decrease. In other words, the pivotal phenomenon can act as a limiting factor that causes organizational respect strategies to be overshadowed. Centralization phenomena, such as the concentration of power and centralized decision-making at the top of the organization, may undermine the principles of respect and positive interactions among organizational members. In particular, in organizational environments that focus on strong, power-oriented decision-making, attention to interpersonal relationships and respect for individuals below management levels may be reduced.

2. Cultural and organizational characteristics The organizational culture of the Iraqi Ministry of Interior may be such that centralized structures, centralized power, and centralized decision-making negatively affect organizational behaviors based on respect. In such a structure,

organizational members may be pressured to follow orders from higher authorities rather than promote mutual respect, which can lead to a decrease in organizational respect strategies. Indeed, in environments where power hierarchies prevail, respect for lower-level members or acceptance of different opinions may be considered a lower priority.

3. Inconsistency between goals and behaviors Another possible reason for the observed negative coefficient is the existence of inconsistency between organizational goals and behaviors. In a situation where the pivotal phenomenon prevails in the Iraqi Ministry of Interior, the organization's management goals may be more focused on focusing decision-making and maintaining order at high organizational levels. This focus may conflict with the principles of organizational respect that emphasize interaction and cooperation between different members of the organization. In this case, the paths that lead to strengthening organizational respect may be overshadowed, and as a result, the negative relationship between the pivotal phenomenon and organizational respect may be strengthened.

4. The complex and nonlinear characteristics of the relationship The negative coefficient of -0.096 observed indicates a weak and non-strong relationship between these two variables. This small coefficient may indicate nonlinear complexities in the relationship between the pivotal phenomenon and organizational respect strategies. In other words, this relationship may yield different results under specific conditions or at different time scales. In some situations, the severity of the pivotal phenomenon may have stronger negative effects on organizational respect, while in other cases these effects are weaker or even ineffective.

5. Non-significant results and the need for further investigation It is also worth noting that the negative coefficient of -0.096 may not be statistically significant and the results obtained may be affected by external and random factors. If this coefficient is not statistically significant, this could mean that there is no strong and meaningful relationship between these two variables and there is a need for a more detailed examination of the model and data. Therefore, it is recommended that this result be analyzed more comprehensively, taking into account other statistical results as well as the specific environmental characteristics of the Iraqi Ministry of Interior.

Also, as a side finding, the results of quantitative analyses based on demographic characteristics show that the level of perception of organizational respect differs significantly according to gender, level of education, and work experience. The findings indicate that the average perception of organizational respect among men was higher than among women ($p<0.05$). In other words, the designed organizational respect model, while having a good fit, is able to explain the significant differences between different groups of respondents and provide a clear picture of the status of organizational respect in the Iraqi Ministry of Interior.

Discussion and Conclusion

Shari'at Ali

Managerial, organizational, and occupational factors play a key role in the formation and strengthening of organizational respect. In the managerial sector, the behavior and leadership style of managers, their level of education and professional training, and their correct or incomplete understanding of the concept of organizational respect have a direct and indirect impact on employees' perceptions of respect. Trust-based management, participation, empowerment of employees, providing supportive feedback, paying attention to the needs and personal and professional issues of employees, and avoiding micromanagement lead to the

formation of a sense of value and respect in employees, while ignoring these elements or using authoritarian styles leads to a decrease in motivation, dissatisfaction, and organizational respect. Kane et al. (2023) showed that professional respect and participatory management play a key role in the meaningfulness of work and the promotion of professional performance. Rahmat et al. (2020) also confirmed the chain effect of respect in the workplace and managerial support on organizational identity through the mediation of trust and job satisfaction. In the organizational dimension, coherent and transparent policies, a culture and atmosphere based on trust and justice, and promoting equal treatment of all employees are the basis for increasing organizational respect and trust. Domestic and foreign research agree that organizational respect, especially in combination with organizational justice, improves organizational identity, job satisfaction, commitment, and performance. For example, Saboor et al. (2018) and Rahmat et al. (2020) reported the moderating or mediating role of respect between organizational justice, employee identity, and performance. At the job level, factors such as structural transparency, teamwork, job motivation, work-life balance, belonging and job security, and loyalty all affect organizational respect; a matter that Chan et al. (2022) studies have confirmed and shown that organizational respect directly and indirectly moderates and improves through increasing motivation and job satisfaction, psychological burnout, and reducing depersonalization. Overall, the findings and comparison with the research literature show that strengthening respectful managerial and organizational behaviors and policies not only improves motivation, job satisfaction and happiness, and loyalty, but also institutionalizes a culture of respect and facilitates the achievement of the organization's macro goals.

Core Phenomenon

Organizational respect as a central phenomenon includes celebrating individual successes, providing honest feedback, maintaining privacy, and respecting the feelings and rights of others. These characteristics make employees feel that they are valuable and respected in the organization. Creating such an environment can increase motivation, productivity, and ultimately the success of the organization.

Contextual Conditions

Organizational respect is influenced by macro-environmental factors, including economic conditions, employment rates, culture and education levels of society, and individuals' mental health. Findings show that strategies such as balancing results and employee engagement, conflict management, enhancing participation, fostering a culture of respect and trust, merit-based hiring, financial and non-financial incentives, and training and awareness-raising for managers can help promote organizational respect. A transparent and participatory organizational culture provides the basis for the growth of respect, while rigid and hierarchical structures and economic and occupational injustice weaken it. Justice in the compensation system and the elimination of wage discrimination are also important. Therefore, organizational respect is not simply the result of internal policies, but a multidimensional process rooted in socio-economic realities, and only with a comprehensive and integrated approach can a sustainable and superior work environment be created. In line with international research, including Sarkar (2024), human dignity and defensive strategies against disrespect, and according to Clark (2019), promoting a culture of civility and respect, and Rogers et al.'s (2017) findings on positive identity development, all confirm the importance of the broader cultural and social context in promoting organizational respect.

Intervening Conditions

Demographic, personality, and psychological factors such as age, gender, cultural background, critical thinking, professional attitude, body language, emotional and social intelligence, emotional control, self-esteem, and financial status, as background or intervening conditions, directly or indirectly affect the perception and expression of organizational respect. Generational and gender differences, personality styles (extraversion/introversion, neuroticism, agreeableness), and psychological characteristics such as self-esteem and self-efficacy determine how individuals receive or provide respect. These variables do not act in isolation but interact with each other to shape patterns of respect in the workplace; for example, younger, collectivist individuals seek respect in group collaboration, while older, introverted employees emphasize maintaining personal privacy. Research by Sarkar (2024) and Dehir et al. (2024) also confirms the pivotal role of these factors, especially psychological capital, self-esteem, and perception of organizational belonging, in promoting organizational respect and improving collective performance. Therefore, organizations should pay attention to individual differences and respond to diversity of needs through training, flexibility, and psychological support to create a respect-based environment.

Strategies

Implementing strategies to improve organizational respect, such as creating a balance between attention to results and human needs, managing conflicts, promoting collaborative behaviors, cultivating a culture of respect and trust, and using psychological tools in recruitment, leads to positive outcomes. These outcomes include increased employee participation and commitment, reduced team stress, increased job satisfaction and motivation, individual and team growth, improved productivity, workforce retention, and enhanced organizational culture. Also, individual and psychological characteristics (such as emotional intelligence and family culture) and environmental conditions (such as economic status and community culture) play an important role in the effectiveness of these strategies and can significantly affect the level of organizational respect.

Implications

Implementing organizational respect promotion strategies leads to positive outcomes such as increased employee participation and cooperation, reduced stress, improved job satisfaction, improved productivity, and employee retention, and makes the work environment dynamic and positive. These achievements increase employee commitment and motivation and strengthen organizational culture. Overall, the research model shows that organizational respect is the result of the interaction of individual, psychological, personality, and environmental factors and can have widespread positive effects on organizational performance and sustainability.

Theoretical and managerial applications: Organizational respect theories, emphasizing the role of this construct in increasing performance, job satisfaction, and motivation, have great potential for developing management and training models in large and sensitive organizations. In the context of the Iraqi Ministry of Interior, which, according to the findings of the present study, faces specific challenges in aligning employee expectations and organizational culture, these theories can provide a comprehensive framework for reforming management strategies and promoting human capital. According to social exchange theory, when organizations respect their employees and recognize their rights, employees respond with greater commitment, more active participation, and organizational citizenship behaviors (Salehi et al., 2023; Widener and

Munters, 2019). This virtuous cycle, especially in military and security organizations with strong hierarchical relationships, creates a suitable environment for reducing the psychological distance between managers and forces. Social identity theory also states that organizational respect strengthens the sense of belonging and value of employees and aligns their individual identity with the collective goals of the organization (Salehi et al., 2023).

One of the important applications of these theories is the attention to vertical and horizontal respect, which Jahanbakhshian (2021) explained. Vertical respect based on justice, transparency, and recognition of competence in relationships between senior managers and junior officers strengthens trust and reduces conflict. Horizontal respect, which is manifested in interactions between peers, helps to strengthen team solidarity and reduce destructive competition. Also, the findings of Rahmata et al. (2020), Rogers and Ashfort (2017), and De Kremer and Taylor (2005) have shown that support from managers and attention to ethics are among the most important factors in promoting organizational respect.

In the area of organizational well-being, the relationship between respect and occupational health and safety conditions (Sørensen et al., 2018), welfare services (Odko and Odko, 2015), and reward systems (Kamarra, 2011; Mathews et al., 2012) has been confirmed in previous research. These findings indicate that performance evaluation should not focus solely on quantitative output, but should also consider respectful behaviors as key indicators. Mustafa (2018) has also shown that empowered employees display more respectful behaviors; therefore, strengthening empowerment through communication skills training, professional development opportunities, and delegation of responsibility can lead to increased organizational respect. Another important dimension is the distinction between general and specific respect. Rogers (2017) and Nicolaou (2016) have stated that general respect creates value and psychological security for all members of the organization, while specific respect based on individual characteristics and achievements can be a strong motivator for greater effort and superior performance. The relationship between generalized respect and individual well-being (Latif and Sajjad, 2018) and specific respect with improved performance shows that the combination of these two types of respect can simultaneously contribute to employee well-being and productivity.

Integrating these theoretical foundations into the Ministry of Interior's policy-making requires the establishment of transparent systems of feedback and employee participation with managers, as Rogers et al. (2017) have suggested. Holding periodic meetings with the presence of senior managers and employee representatives provides a platform for exchanging views and creating a common understanding of the concept of respect. Also, combining the theories of servant leadership and ethical leadership by prioritizing employee growth and needs can create an environment with a culture of respect and mutual trust. In the intercultural domain, it is essential to pay attention to different perceptions of respect in multicultural settings, such as the Iraqi Ministry of Interior, to avoid misconceptions such as "extreme tolerance" (Rogers, 2017). Training that focuses on a shared and indigenous definition of respect can mitigate this challenge.

In summary, the applications of organizational respect theory in the Iraqi Ministry of Interior include: 1) reviewing management policies to achieve vertical and horizontal respect; 2) empowering employees to promote respectful behaviors; 3) using a combination of general and specific respect; 4) improving reward, safety, and welfare systems; 5) creating transparent

feedback and participation mechanisms; 6) adapting policies to the cultural sensitivities of the organization. These applications, in line with the research of Salehi et al. (2023), Rahmata et al. (2020), Rogers and Ashfort (2017), Nicolaou (2016), and other sources cited in this study, can lead to enhancing the dignity of employees and improving the professional image of the Iraqi Ministry of Interior. From a managerial perspective, these results indicate that in the Iraqi Ministry of Interior, promoting organizational respect requires simultaneous attention to structural and cultural factors, including management, training, recruitment, and incentive strategies, as well as managing socio-economic contextual components. By focusing on reducing the identified negative effects of the relationship between the central phenomenon and respect strategies, especially in specific hierarchical and cultural contexts, managers can increase the organization's capacity to create a respectful and motivating work environment. This approach will not only improve work relationships and communication, but will also enhance positive job and organizational outcomes such as employee satisfaction, organizational commitment, and overall performance.

Limitations and Suggestions for Future Researchers

Despite the effort to design and test a comprehensive model of organizational respect, this study has several limitations that should be considered in interpreting the results. First, the scope of the study was limited to the Iraqi Ministry of Interior in Baghdad, and the results may not be fully generalizable to other ministries or private and international organizations due to the specific cultural, structural, and managerial characteristics of this organization. Second, the qualitative part of the study was based on interviews with 20 experts who, although qualified in terms of expertise and experience, the limited sample size could affect the comprehensiveness of the extracted perspectives. Third, the quantitative data were collected based on self-reported responses from 350 employees and may have been affected by personal biases or workplace considerations. Fourth, the tested model was implemented over a specific time period, and possible changes in economic, political, and managerial conditions in the future could affect the sustainability of the identified relationships. Finally, the use of AMOS software and the structural equation method, although accurate and valid, is limited to linear relationships, and the examination of nonlinear relationships or complex mediating and moderating effects requires additional studies. Finally, given the importance of organizational respect and some of the important and new results of the present study, future researchers are suggested to conduct research in various areas related to this issue. These areas include a comparative study of the causes of organizational disrespect in the Iraqi Ministry of Interior, identifying obstacles to the formation of organizational respect in Iraqi organizations, examining the effect of organizational respect on employee job satisfaction in Iraqi government organizations, and analyzing the factors affecting managers' willingness to accept respectful behaviors in the Iraqi Ministry of Interior. Addressing these areas can lead to completing existing scientific gaps, providing operational models appropriate to the cultural and structural context of Iraq, and improving the quality of human relations and organizational performance in this country.

Sources and references

Amah, OE.(2018). Leadership Styles and Relational Energy: Do All Leaderships Styles Generate and Transmit Equal Relational Energy?. South African Journal of Business Management, 49(1), 1-6.

Chan, S.H.J., Chan, K.-T., & Chan, Y.E.(2022).Burnout in Learning Organizations: the Roles of Organizational Respect, Job Satisfaction and Job Insecurity. The Learning Organization, 29(5), 506-526.

Clark, CM.(2019). Fostering a Culture of Civility and Respect in Nursing. Journal of Nursing Regulation, 10(1), 44-52.

Dhir, S., Tandon, A. & Dutta, T.(2024).Spotlighting employee-organization relationships: The role of organizational respect and psychological capital in organizational performance through organizational-based self-esteem and perceived organizational membership. Curr Psychol (2024). 17(3), 497–529.

Gyurák Babeľová, Z.; Stareček, A.; Koltnerová, K.; Cagáňová, D. Perceived Organizational Performance in Recruiting and Retaining Employees with Respect to Different Generational Groups of Employees and Sustainable Human Resource Management. Sustainability 2020, 12, 574.

Jahanbakhshian, Pouria et. al., P. J. , . (2021). The relationship between organizational commitment and organizational performance with respect to knowledge sharing (Case study: Selected Project-based organizations). Turkish Journal of Computer and Mathematics Education (TURCOMAT), 12(13), 4906–4916.

Latif, K. F., & Sajjad, A. (2018). Measuring corporate social responsibility: A critical review of survey instruments. Corporate Social Responsibility & Environmental Management, 25(6), 1174–1197.

Nikolaev, B. (2016). Does other people's education make us less happy? Economics of Education Review, 52(C), 176–191.

Pasricha, P., Singh, B., & Verma, P. (2018). Ethical leadership, organic organizational cultures and corporate social responsibility: An empirical study in social enterprises. Journal of Business Ethics, 151(4), 941–958.

Qin Zhou, a., Claudia Sacramento, b., Ieva Martinaityte, F.(2023). Work Meaningfulness and Performance Among Healthcare Professionals: The Role of Professional Respect and Participative Management. Journal of Business Research, 163, 113908

Rehmat, M., Abid, R., Ashfaq, F., Arya, B., & Farooqi, S.(2020). Workplace Respect and Organizational Identification: A Sequential Mediation. International Journal of Innovation, Creativity and Change,14(12), 446-471.

Rogers, KM., Corley, KG., & Ashforth, B.(2017). Seeing More than Orange: Organizational Respect and Positive Identity Transformation in a Prison Context. Administrative Science Quarterly,62(2), 219-269.

Saboor, A., Rehman, M., & Rehman, S.(2018). Organizational Justice and Employee Contextual Performance: the Moderating Effect of Organizational Respect. Pakistan Business Review, 995-1011.

Salehi Kamamardakhi, S. S., Azadi, K., & Vatanparast, M. (2023). The Impact of Organizational Ethics and Culture on the Auditor's Professional Judgment with respect to

Corporate Social Responsibility Using Structural Equation Modeling. International Journal of Finance & Managerial Accounting, 8(30), 259-274.

Sarkar, Ayatakshee.(2024). Restoring Human Dignity: Exploring Restorative Practices to Address Workplace Incivility Among Indian Professionals. Journal of Management, Spirituality & Religion, 12-24

Sorensen, C., Sparer, E., Williams, JAR., Gundersen, D., Boden, LI., Dennerlein, JT., Hashimoto, D., Katz, JN., McLellan, DL., Okechukwu, CA., Pronk, NP., Revette, A., & Wagner GR.(2018). Measuring best practices for workplace safety, health and wellbeing: The Workplace Integrated Safety and Health Assessment. J Occup Environ Med, 60(5), 430–439.

Wiedner R., Mantere S. (2019). Cutting the cord: Mutual respect, organizational autonomy, and independence in organizational separation processes. Administrative Science Quarterly, 64, 659–693.

Wilmot, MP., Wanberg, CR., Kammeyer-Mueller, JD & Ones, DS.(2019). Extraversion Advantages at Work: A Quantitative Review and Synthesis of the Meta-Analytic Evidence. Journal of Applied Psychology, 104(12),