

The Empathy Paradox: How Leaders' Verbal Deception and Followers' Workplace Dignity shape Followers' Job Performance

Menaka Hewawaduge

School of Business, Faculty of Business and Law,
University of Wollongong. NSW, 2522, Australia
Email: mnh993@uowmail.edu.au
University of Kelaniya, Sri Lanka
Email: menaka@kln.ac.lk

Professor Mario Fernando

School of Business, Faculty of Business and Law,
University of Wollongong. NSW, 2522, Australia
Email: mariof@uow.edu.au

Dr Kumar Biswas

School of Business, Faculty of Business and Law,
University of Wollongong. NSW, 2522, Australia
Email: kbiswas@uow.edu.au

The Empathy Paradox: How Leaders' Verbal Deception and Followers' Workplace Dignity shape Followers' Job Performance

Abstract

Based on the gaps identified in a literature review, this developmental paper proposes to test a novel conceptual model. The study conceptualises the mediating effects of followers' perceived leaders' verbal deception (lying behaviour) and followers' workplace dignity on the relationship between leader empathy and job performance. The relationships are explained with theoretical support from the Leader-Member Exchange theory (LMX) and Interpersonal Deception theory (IDT). The conceptualisation brings originality by expanding the existing literature on leadership, workplace dignity, and deception (verbal deception), contributing to the theoretical domains of organisational behaviour, social psychology, humanistic management and human resource management. The anticipated results of this research are expected to substantially contribute to strengthening transparent leader-follower dynamics and improve performance at different organisational levels by cultivating a culture anchored in dignity.

Keywords: Leader empathy, leaders' verbal deception, followers' workplace dignity, job performance

Word count (excluding tables, figures, and references) – 2013

Introduction

In today's competitive and chaotic business environment, organisations are striving to expand globally but face challenges, particularly in recruiting, training, and retaining a high-performing workforce. Therefore, employee job performance is crucial for gaining a competitive edge and has been a key focus in organisational behaviour research (Motowidlo and Van Scotter, 1994, Van Scotter et al., 2000). Among the many antecedents of employee job performance, leaders and their leadership behaviours play a pivotal role in influencing followers' attitudes and job performance, both directly and indirectly (López-Cabarcos et al., 2022, Wang et al., 2011, Yang et al., 2022). Thus, evaluating the impact of leadership styles, such as narcissism and empathy, can benefit businesses (Cavazotte et al., 2023, Zhang et al., 2022). Additionally, fostering a culture of dignity in the workplace is essential for retaining talent and enhancing job performance in the post-pandemic era (Lucas et al., 2016, Thomas and Lucas, 2019).

Workplace dignity has gained renewed attention due to trends like the great resignation, increasing voluntary turnover and employees' quest for better work-life balance (Brown et al., 2022, Ng and Stanton, 2023). Defined as the ability to establish self-worth and respect, workplace dignity is seen as crucial for job performance, retention, well-being, engagement, and productivity (Hodson, 2001, Lucas, 2015). Despite its importance, current studies have mainly focused on factors affecting workplace dignity and its consequences (Allan and Blustein, 2022). By analysing the prevailing literature and conducting a bibliometric analysis (see Figures 1 and 2), we identified the gaps in leadership and workplace dignity literature (see Table 1) to further the understanding of actors and detractors of workplace dignity.

Scholars have also explored the negative impacts of organisational incivility, abusive supervision, and dishonesty on workplace interactions (Thomas and Lucas, 2019). Therefore, leaders' dishonest behaviours can harm employees' sense of dignity. Additionally, lack of leader accountability and employee isolation are significant barriers to maintaining workplace dignity. Effective management styles and honest/transparent communication are essential for fostering respectful leader-follower relationships, regardless of status differences (Grover, 2021, Lasher and Stinson, 2020). Kapoor (2019) explored the impact of leadership styles on WPD, with findings suggesting that WPD mediates the relationship between transformational leadership and organisational citizenship behaviour. Further, Mertz et al. (2023) examined the effect of ethical leadership on WPD. However, leaders' empathetic orientations concerning WPD have not yet been examined. Empathetic leaders are capable of intellectually and emotionally grasping others' circumstances and are inclined to offer care, leading to expressions and actions that are supportive, appreciative, and respectful (Muss et al., 2025, Kock et al., 2019). Due to limited empirical research, WPD should also be examined in the non-Western context (see Figure 2). The Empathy Index (2016) from Harvard Business Review showed a significant productivity, earnings, and revenue gap between highly empathetic and less empathetic companies. Understanding how leaders' empathy affects followers' workplace dignity (WPD) is crucial.

As discussed above, dishonest behaviours can negatively impact employees' workplace dignity, especially from leaders (Gibson et al., 2023, Thomas and Lucas, 2019). One such dishonest /unethical behaviour is verbal deception or what is known as 'lying'. Lies are defined as knowingly false statements that are not indicated as false to the recipient (Levine and Schweitzer, 2015). While personal gain can motivate deception, competitive rivalry and social tensions are also factors that breed verbal deception (Grover, 2005). In politics, leaders

use deception for various ends, such as protecting national security or personal gain (Yarhi-Milo and Ribar, 2023). Understanding voters' reactions to political lying is crucial for leaders. Similarly, understanding the impact of leaders' deceptive behaviours on employees' emotions and dignity can enhance job performance and organisational success in business. However, the effects of verbal deception from leaders on employees have not been thoroughly studied. Accordingly, we bring novelty to the existing literature on leadership, workplace dignity, and deception (verbal deception) with underlying theoretical support from Leader-member exchange (LMX) theory and Interpersonal Deception theory (IDT) (Buller and Burgoon, 1996). Table 2 provides a brief overview of theories used in recent workplace dignity studies.

The LMX theory posits that leaders form unique relationships with their followers, characterised by varying trust, respect, and obligation levels (Dienesch and Liden, 1986, Graen and Uhl-Bien, 1995). High-quality LMX relationships, marked by high trust and respect, enhance followers' job satisfaction and performance through increased workplace dignity. Assessing workplace dignity can measure a leader's effectiveness and identify areas for development. Leaders' management styles and communication patterns significantly impact followers' workplace dignity and the quality of LMX relationships (Lucas, 2017, Lucas et al., 2017, Wang et al., 2021). Therefore, this theory helps explain the connection between leader empathy, followers' workplace dignity, and job performance. IDT, proposed by Buller and Burgoon (1996), views deception as a communication activity within interactive contexts. It suggests that deception triggers the sender's and receiver's strategic behaviours, influencing each other's actions and judgments over time. The theory suggests that achieving communication objectives can either enable or hinder deception and its detection. IDT can be used to understand how leaders' verbal deception impacts followers' workplace dignity, as these interactions occur in an interpersonal context.

Hypotheses Development

Mediation effect of workplace dignity on the relationships between Leader Empathy and Follower Job Performance

Empathy is an effective tool for leaders to enhance employee satisfaction and performance (Gentry et al., 2007, Holt and Marques, 2012, Mahsud et al., 2010), fostering mutual trust and respect. According to Karnes (2009) lack of empathy can lead to leader-follower abuse and reduced job performance. Omari (2010) reasoned that leaders could enhance followers' dignity in organisations. One way is for leaders to convey empathic emotion, defined as understanding what others are feeling (Duan, 2000, Duan and Hill, 1996, Goleman et al., 2017). Therefore, empathetic leaders understand and support their followers' emotions, improving performance and creating positive states (Kock et al., 2019, Owens and Hekman, 2012). They manage relationships by acknowledging and validating employees' experiences, showing genuine concern, and ensuring workplace security (Mahsud et al., 2010). Empathy also triggers friendly, supportive behaviours, leading to respectful interactions, better job performance from followers and a high-quality exchange relationship (Simon et al., 2022, Kellett et al., 2002, Kellett et al., 2006, Gibson et al., 2023).

Employees' dignity is influenced by how they and others perceive it, affecting their organisational behaviours such as engagement, citizenship, effort, turnover, resilience, productivity, and well-being. Positive perceptions of workplace dignity (WPD) and inclusion enhance job performance (Hodson, 2001, Bal, 2017, Wang et al., 2021). Strong leader-member exchange (LMX) relationships, based on trust and honesty, further boost WPD and

job performance (Thomas and Lucas, 2019, Gibson et al., 2023). Thus, based on the above justifications, we propose the following hypotheses.

H1: *There is a positive relationship between leader empathy and followers' job performance.*

H2: *There is a positive relationship between leader empathy and followers' workplace dignity.*

H3: *There is a positive relationship between followers' workplace dignity and job performance.*

H4: *Followers' workplace dignity mediates the relationship between leader empathy and followers' job performance.*

Mediation of Followers' Perceived Leaders' Verbal Deception on the Relationships between Leader Empathy, Followers' Workplace Dignity and Job Performance

Lying or verbal deception is common when people interact (Capraro, 2018, Zvi and Elaad, 2018). Hence, verbal deception in workplaces is not an exception, and people lie for different motives (Gaspar et al., 2019, Levine and Schweitzer, 2015, Serota and Levine, 2015) such as self-gain (due to narcissistic personality attributes), altruism (selflessness) or no reason (Zvi and Elaad, 2018). Empathetic leaders prioritise managing and building strong relationships with their followers, ensuring physical and mental well-being (Clark et al., 2019, Kellett et al., 2002). From the LMX perspective, building trust and having a better exchange relationship between leader and follower is essential for organisational success. Furthermore, when leaders use their verbal communications with their followers strategically, using motivating language, there has been a significant positive influence on the followers' decision-making, innovative behaviour, trustworthiness, etc. (Gutierrez-Wirsching et al., 2015, Mayfield and Mayfield, 2018, Mayfield and Mayfield, 2016). Leaders who are high in empathy will understand followers' emotions, thus matching their emotions to followers' needs and conveying the leaders' requirements using appropriate emotions (Kelly and Barsade, 2001). Therefore, the following hypothesis is set with the support from LMX and IDT theories.

H5: *There is a negative relationship between leader empathy and followers' perceived leaders' verbal deception.*

Individuals may initially tolerate benevolent lies, but trust in the deceivers declines over time (Gaspar et al., 2019). Empathetic leaders might lie for relational or motivational reasons, but even prosocial lies can lead to acceptance of more harmful lies (Pierce and Thompson, 2022, Huppert and Levine, 2023, Jensen et al., 2024). In leader-follower relationships, perceived lying can damage trust, respect, and job performance. Hence, despite leaders' best interest in supporting followers by lying, it comes with a higher cost of losing the trust in leadership where followers understand the capacity of leaders to lie. Thus, lying will impact followers' WPD, undermining the need for respectful interaction (Gibson et al., 2023, Thomas and Lucas, 2019) and negatively affecting their job performance. Consequently, the claims serve as the foundation for formulating the following hypothesis.

H6: *There is a negative relationship between followers' perceived leaders' verbal deception and followers' workplace dignity.*

Motivating language has been identified as a full and partial mediator between servant leadership and employee outcomes (Gutierrez-Wirsching et al., 2015). Mayfield and Mayfield (2016) note that motivating language mediates the verbal communications of servant leadership, as it encompasses direction-giving and empathetic thinking. However, empathetic leaders will use strategic lying to uplift the followers' morale, thus enhancing their WPD. Though it is verbally deceiving, the ultimate motive of empathetic leaders might

be to improve the quality of the leader-member relationship, which will result in heightened mutual trust and respect from both parties involved (DePaulo et al., 1996). Further, empathetic people tend to lie to protect other people emotionally and protect them from the harm involved (DePaulo et al., 1996). Hence, telling other-oriented lies might enhance the followers' dignity, resulting in higher job performance. However, there is a greater risk in assessing how followers react when they learn their leader has lied to them, though it might benefit them. Hence, it is essential to examine the aftermath of empathetic leaders' verbal deception (Cantarero, 2021, Hart et al., 2019) and its influence on followers' WPD. Accordingly, the following hypothesis is presented.

H7: *Followers' perceived leaders' verbal deception mediates the relationship between leader empathy and followers' workplace dignity.*

Research Design and Method

This study adheres to a positivistic philosophy and employs quantitative methods to address its research questions. It employs a cross-sectional design, using methodological tools to reduce common method bias. A deductive approach is employed to test hypotheses within a conceptual framework grounded in relevant theories. The study employs an explanatory approach, utilising surveys to collect quantitative data for both descriptive and inferential analysis. Data will be gathered from white-collar workers and their supervisors in Sri Lanka. Structural equation modeling (SEM) will be used to assess relationships in the theoretical model.

Paper development

The content covered in this developmental paper is part of a PhD research project. Continuous data collection and analysis will be conducted to test, refine, and expand the conceptual framework. These findings will be incorporated into the BAM paper, with preliminary results to be presented at the conference in September 2025.

Table 1

Key research gaps that motivate the need for a future research stream on leadership and followers' workplace dignity.

Limitation/Motivation	Supporting literature
Leadership and workplace dignity	Hodson (2001)) emphasises that "Managers need to be aware of the importance of protecting and defending social dignity and thus to enhance server social relationships and organisational performance" (Wang et al., 2021, p. 7) "More empirical studies required which test activators and detractors of workplace dignity" (Gibson et al., 2023, p. 20) "Given the lack of empirical studies on workplace dignity, additional research is needed to further contribute to the nomological network surrounding workplace dignity" (Mertz et al., 2023, p. 13) "The primary source of indignity in relation to workplace aggression occurs during interactions with a supervisor as opposed to colleagues" (Gibson et al., 2023, p. 32) "Researchers can use the WDS to examine the impact of various influences (e.g., leadership or management style, pay equity, co-worker relations, emotional labour demands) on employees' perceptions of dignity" (Thomas and Lucas, 2019, p. 99) "Abusive leaders influence how people perceive their own dignity and value as well as that of others" (Gibson et al., 2023, p. 23) "Findings support the notion that future research must further explore the dynamics of negative emotions and behaviours triggered by narcissistic leaders" (Braun et al., 2018, p.17)
Followers' perceived leaders' verbal deception and workplace dignity	"There is also growing interest in the behaviours associated with authentic leadership, which are a promising means of experiencing and restoring dignity" (Gibson et al., 2023, p. 22) "Reciprocity and trust are also important interpersonal processes that activate the experience of dignity, while also representing means of establishing respect and embeddedness" (Gibson et al., 2023, p. 35) "Importance of understanding the prevalence of lying and the antecedents of that prevalence, including the categorical distinction between every day and prolific liars, cannot be understated" (Serota and Levine, 2015, p. 3) "Those studying lying behaviour should strive to account for or control differences between prolific and everyday liars, (b) cross-cultural studies should be extended to a more diverse cultural set" (Serota and Levine, 2015, p. 16)

Limitation/Motivation	Supporting literature
WPD and Job Performance	Hodson (2001) emphasises that “Managers need to be aware of the importance of protecting and defending social dignity and thus to enhance server social relationships and organisational performance” (Wang et al. 2021, p. 7). “Nonetheless, we hope future work will explore the consequences of experiencing dignity at work” (Gibson et al. 2023, p. 35). “Researchers specifically interested in workplace dignity, other researchers broadly interested in humanistic management, positive organisational scholarship, civility, employee engagement, organisational performance, stigmatised work, and inequality should find this scale useful as well” (Thomas and Lucas 2019, p. 99). “Future studies can use WPD with other individual and organisational variables to assess its impact on individual or organisational performance” (Tiwari and Sharma, 2019, p. 9). “...empirical research examining the consequences of experiencing WD is particularly scant” (Thomas and Lucas 2019, p. 99).

Table 2

Key theories used in recent workplace dignity studies.

Authors	Article	Journal	Theory/Theories used
Iqbal et al. (2023)	Unravelling the relationship between workplace dignity and employees' tacit knowledge sharing: the role of proactive motivation	Journal of Knowledge Management	Social exchange theory and Proactive motivation model
Gupta et al. (2023)	If I feel valued, I am committed to change: role of workplace dignity and perceived supervisor support	International Journal of Organizational Analysis	Job demand-resource theory
Mertz et al. (2023)	Dignity in the workplace: a frontline service employee perspective	Journal of Marketing Theory and Practice	Social capital theory
Allan and Blustein (2022)	Precarious work and workplace dignity during COVID-19: A longitudinal study	Journal of Vocational Behavior	Psychology of working theory (PWT)
Noronha et al. (2020)	Doing dignity work: Indian security guards' interface with precariousness	Journal of Business Ethics	Workplace dignity theory
Thomas and Lucas (2019)	Development and validation of the workplace dignity scale	Group Organization Management	& Workplace dignity theory and social identity theory

Figure 1

Keyword Analysis

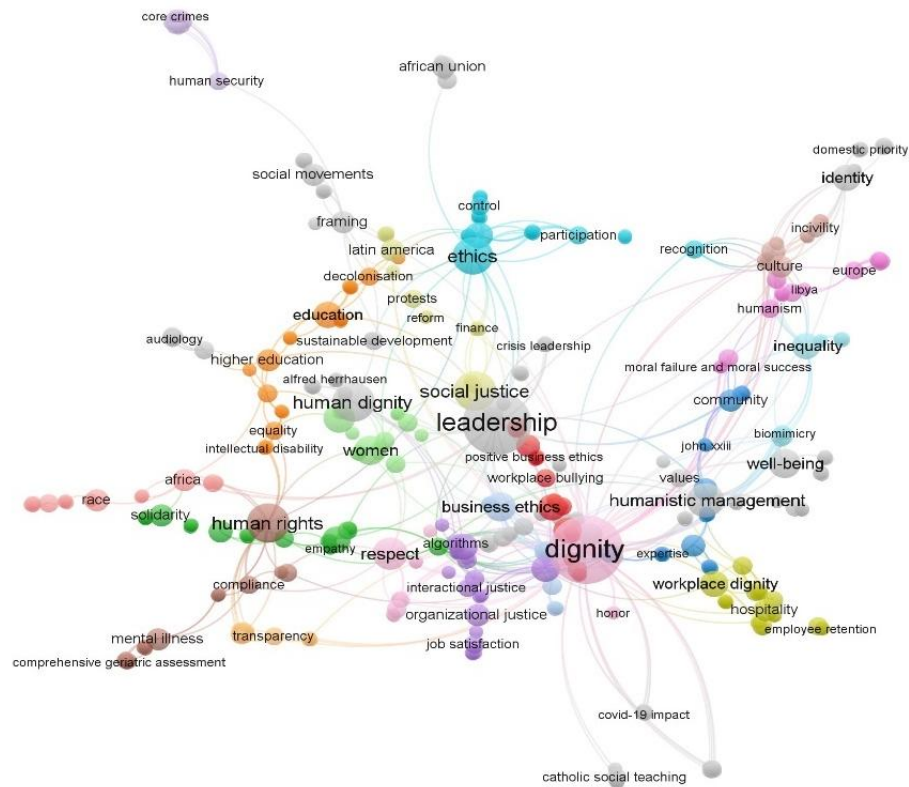


Figure 2

Country Analysis

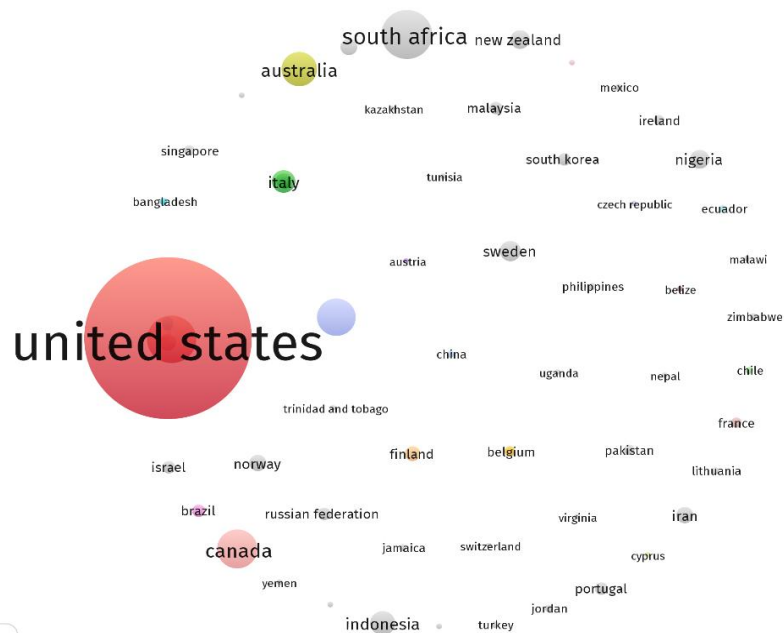
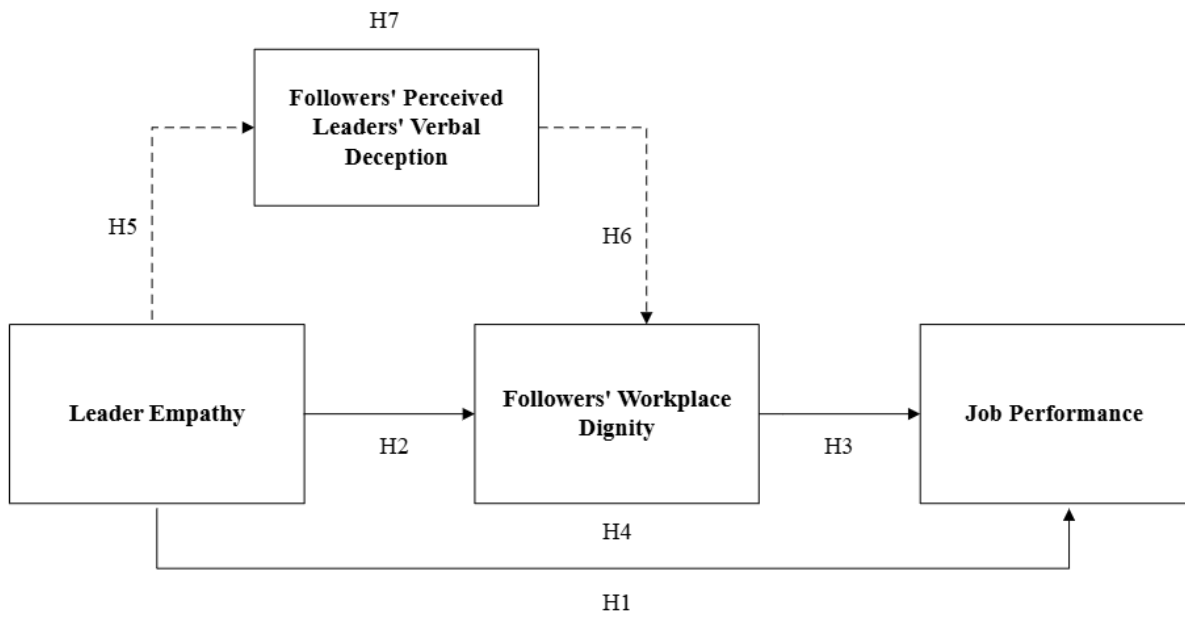


Figure 3
Proposed Framework



References

- ALLAN, B. A. & BLUSTEIN, D. L. 2022. Precarious work and workplace dignity during COVID-19: A longitudinal study. *Journal of Vocational Behavior*, 136, 103739.
- BAL, M. 2017. *Dignity in the workplace: New theoretical perspectives*, Springer.
- BRAUN, S., AYDIN, N., FREY, D. & PEUS, C. 2018. Leader narcissism predicts malicious envy and supervisor-targeted counterproductive work behavior: Evidence from field and experimental research. *Journal of Business Ethics*, 151, 725-741.
- BROWN, M., CREGAN, C., KULIK, C. T. & METZ, I. 2022. Managing voluntary collective turnover: the impact of a cynical workplace climate. *Personnel Review*, 51, 715-730.
- BULLER, D. B. & BURGOON, J. K. 1996. Interpersonal deception theory. *Communication Theory*, 6, 203-242.
- CANTARERO, K. 2021. "I'd lie to you, because I love you!" Relationship satisfaction predicts preference for prosocial lying through perceived harm in truth telling. PsyArXiv Preprints. Available at: <https://doi.org/10.31234/osf.io/gcbta> (Accessed: 14 April 2021).
- CAPRARO, V. 2018. Gender differences in lying in sender-receiver games: A meta-analysis. *Judgment and Decision Making*, 13, 345-355.
- CAVAZOTTE, F., MANSUR, J. & LANÇÃO, F. A. 2023. Beyond the paradox: Understanding how project leader humility and narcissism affect project outcomes. *International Journal of Project Management*, 41, 102500.
- CLARK, M. A., ROBERTSON, M. M. & YOUNG, S. 2019. "I feel your pain": A critical review of organizational research on empathy. *Journal of Organizational Behavior*, 40, 166-192.
- DEPAULO, B. M., KASHY, D. A., KIRKENDOL, S. E., WYER, M. M. & EPSTEIN, J. A. 1996. Lying in everyday life. *Journal of Personality and Social Psychology*, 70, 979-995.
- DIENESCH, R. M. & LIDEN, R. C. 1986. Leader-member exchange model of leadership: A critique and further development. *Academy of Management Review*, 11, 618-634.
- DUAN, C. 2000. Being empathic: The role of motivation to empathize and the nature of target emotions. *Motivation and Emotion*, 24, 29-49.
- DUAN, C. & HILL, C. E. 1996. The current state of empathy research. *Journal of Counseling Psychology*, 43, 261-274.
- GASPAR, J. P., METHASANI, R. & SCHWEITZER, M. 2019. Fifty shades of deception: Characteristics and consequences of lying in negotiations. *Academy of Management Perspectives*, 33, 62-81.
- GENTRY, W. A., WEBER, T. J. & SADRI, G. Empathy in the workplace: A tool for effective leadership. Annual Conference of the Society of Industrial Organizational Psychology, New York, NY, April, 2007. 1-11.
- GIBSON, C., THOMASON, B., MARGOLIS, J., GROVES, K., GIBSON, S. & FRANZAK, J. 2023. Dignity inherent and earned: The experience of dignity at work. *Academy of Management Annals*, 17, 218-267.
- GOLEMAN, D., MCKEE, A. & WAYTZ, A. 2017. *Empathy (HBR emotional intelligence series)*, Harvard Business Press.
- GRAEN, G. B. & UHL-BIEN, M. 1995. Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly*, 6, 219-247.
- GROVER, S. L. 2005. The truth, the whole truth, and nothing but the truth: The causes and management of workplace lying. *Academy of Management Perspectives*, 19, 148-157.
- GROVER, S. L. 2021. Different respect motivates different people: How self-esteem moderates the effects of respect on performance. *Personality and Individual Differences*, 168, 110312.
- GUPTA, B., SIHAG, P. & PANGTEY, R. S. 2023. If I feel valued, I am committed to change: role of workplace dignity and perceived supervisor support. *International Journal of Organizational Analysis*, 32, 1022-1041.

- GUTIERREZ-WIRSCHING, S., MAYFIELD, J., MAYFIELD, M. & WANG, W. 2015. Motivating language as a mediator between servant leadership and employee outcomes. *Management Research Review*, 38, 1234-1250.
- HART, C. L., JONES, J. M., TERRIZZI JR, J. A. & CURTIS, D. A. 2019. Development of the lying in everyday situations scale. *The American Journal of Psychology*, 132, 343-352.
- HODSON, R. 2001. *Dignity at work*, Cambridge University Press.
- HOLT, S. & MARQUES, J. 2012. Empathy in leadership: Appropriate or misplaced? An empirical study on a topic that is asking for attention. *Journal of Business Ethics*, 105, 95-105.
- HUPPERT, E. & LEVINE, E. E. 2023. The Rise of Dishonest Leaders: Causes and Solutions. *Academy of Management Perspectives*, 37, 239-251.
- IQBAL, A., NAZIR, T. & AHMAD, M. S. 2023. Unraveling the relationship between workplace dignity and employees' tacit knowledge sharing: the role of proactive motivation. *Journal of Knowledge Management*, 27, 2754-2778.
- JENSEN, S. L., LEVINE, E. E., WHITE, M. W. & HUPPERT, E. 2024. Lying is sometimes ethical, but honesty is the best policy: The desire to avoid harmful lies leads to moral preferences for unconditional honesty. *Journal of Experimental Psychology: General*, 153, 122-144.
- KAPOOR, B. 2019. Follower Workplace Dignity and its Link with the Transformational Leadership and Organizational Citizenship Behavior: A Dignity Perspective. *Academy of Management Global Proceedings*, Slovenia, 344.
- KARNES, R. E. 2009. A change in business ethics: The impact on employer–employee relations. *Journal of Business Ethics*, 87, 189-197.
- KELLETT, J. B., HUMPHREY, R. H. & SLEETH, R. G. 2002. Empathy and complex task performance: Two routes to leadership. *The Leadership Quarterly*, 13, 523-544.
- KELLETT, J. B., HUMPHREY, R. H. & SLEETH, R. G. 2006. Empathy and the emergence of task and relations leaders. *The Leadership Quarterly*, 17, 146-162.
- KELLY, J. R. & BARSADE, S. G. 2001. Mood and emotions in small groups and work teams. *Organizational Behavior and Human Decision Processes*, 86, 99-130.
- KOCK, N., MAYFIELD, M., MAYFIELD, J., SEXTON, S. & DE LA GARZA, L. M. 2019. Empathetic leadership: How leader emotional support and understanding influences follower performance. *Journal of Leadership & Organizational Studies*, 26, 217-236.
- LASHER, M. P. & STINSON, J. D. 2020. "Built on respect and good honest communication:" a study of partnerships between mental health providers and community corrections. *Administration and Policy in Mental Health and Mental Health Services Research*, 47, 617-631.
- LEVINE, E. E. & SCHWEITZER, M. E. 2015. Prosocial lies: When deception breeds trust. *Organizational Behavior and Human Decision Processes*, 126, 88-106.
- LÓPEZ-CABARCOS, M. Á., VÁZQUEZ-RODRÍGUEZ, P. & QUINOA-PINEIRO, L. M. 2022. An approach to employees' job performance through work environmental variables and leadership behaviours. *Journal of Business Research*, 140, 361-369.
- LUCAS, K. 2015. Workplace dignity: Communicating inherent, earned, and remediated dignity. *Journal of Management Studies*, 52, 621-646.
- LUCAS, K. 2017. Workplace dignity. *The international encyclopedia of organizational communication*, 4, 2549-2562.
- LUCAS, K., MANIKAS, A., MATTINGLY, E. S. & CRIDER, C. Dignity, Counterproductive Work Behavior, and Employee Engagement. *Academy of Management Proceedings*, 2016. Academy of Management Briarcliff Manor, NY 10510, 10083.
- LUCAS, K., MANIKAS, A. S., MATTINGLY, E. S. & CRIDER, C. J. 2017. Engaging and misbehaving: How dignity affects employee work behaviors. *Organization Studies*, 38, 1505-1527.
- MAHSUD, R., YUKL, G. & PRUSSIA, G. 2010. Leader empathy, ethical leadership, and relations-oriented behaviors as antecedents of leader-member exchange quality. *Journal of Managerial Psychology*, 25, 561-577.

- MAYFIELD, J. & MAYFIELD, M. 2018. Motivating language theory: Effective leader talk in the workplace. *Motivating language theory: Effective leader talk in the workplace*. 1 ed.: Springer.
- MAYFIELD, M. & MAYFIELD, J. 2016. The effects of leader motivating language use on employee decision making. *International Journal of Business Communication*, 53, 465-484.
- MERTZ, B. A., LOCANDER, J. A., BROWN, B. W. & LOCANDER, W. B. 2023. Dignity in the workplace: a frontline service employee perspective. *Journal of Marketing Theory and Practice*, 32, 506-521.
- MOTOWIDLO, S. J. & VAN SCOTTER, J. R. 1994. Evidence that task performance should be distinguished from contextual performance. *Journal of Applied psychology*, 79, 475-480.
- MUSS, C., TÜXEN, D. & FÜRSTENAU, B. 2025. Empathy in leadership: a systematic literature review on the effects of empathetic leaders in organizations. *Management Review Quarterly*, 1-37.
- NG, E. & STANTON, P. 2023. The great resignation: managing people in a post COVID-19 pandemic world. *Personnel Review*, 52, 401-407.
- NORONHA, E., CHAKRABORTY, S. & D'CRUZ, P. 2020. 'Doing dignity work': Indian security guards' interface with precariousness. *Journal of Business Ethics*, 162, 553-575.
- OMARI, M. 2010. Towards dignity and respect at work: An exploration of work behaviours in a professional environment. *Perth, Australia: Edith Cowan University*.
- OWENS, B. P. & HEKMAN, D. R. 2012. Modeling how to grow: An inductive examination of humble leader behaviors, contingencies, and outcomes. *Academy of Management Journal*, 55, 787-818.
- PIERCE, J. R. & THOMPSON, L. 2022. Feeling competitiveness or empathy towards negotiation counterparts mitigates sex differences in lying. *Journal of Business Ethics*, 178, 1-17.
- SEROTA, K. B. & LEVINE, T. R. 2015. A few prolific liars: Variation in the prevalence of lying. *Journal of Language and Social Psychology*, 34, 138-157.
- SIMON, L. S., ROSEN, C. C., GAJENDRAN, R. S., OZGEN, S. & CORWIN, E. S. 2022. Pain or gain? Understanding how trait empathy impacts leader effectiveness following the provision of negative feedback. *Journal of Applied Psychology*, 107, 279-297.
- THOMAS, B. & LUCAS, K. 2019. Development and validation of the workplace dignity scale. *Group & Organization Management*, 44, 72-111.
- TIWARI, A. & SHARMA, R. R. 2019. Dignity at the workplace: Evolution of the construct and development of workplace dignity scale. *Frontiers in Psychology*, 10, 2581.
- VAN SCOTTER, J., MOTOWIDLO, S. J. & CROSS, T. C. 2000. Effects of task performance and contextual performance on systemic rewards. *Journal of Applied Psychology*, 85, 526-535.
- WANG, D., BAKER, M. A., KIM, Y. S. & MA, E. 2021. From angels to demons: Uncovering the relationships between tipping, social dignity, OCB and incivility intentions. *International Journal of Hospitality Management*, 98, 103043.
- WANG, H., TSUI, A. S. & XIN, K. R. 2011. CEO leadership behaviors, organizational performance, and employees' attitudes. *The Leadership Quarterly*, 22, 92-105.
- YANG, F., CHEN, G., YANG, Q. & HUANG, X. 2022. Does motivation matter? How leader behaviors influence employee vigor at work. *Personnel Review*, 9, 2172-2188.
- YARHI-MILO, K. & RIBAR, D. T. 2023. Who Punishes Leaders for Lying About the Use of Force? Evaluating The Microfoundations of Domestic Deception Costs. *Journal of Conflict Resolution*, 67, 559-586.
- ZHANG, G., WANG, H. & LI, M. Leader Narcissism, Perceived Leader Narcissism and Employee Outcomes: The Moderating Effect of Goal. *Academy of Management Proceedings*, 2022. Academy of Management Briarcliff Manor, NY 10510, 16987.
- ZVI, L. & ELAAD, E. 2018. Correlates of narcissism, self-reported lies, and self-assessed abilities to tell and detect lies, tell truths, and believe others. *Journal of Investigative Psychology and Offender Profiling*, 15, 271-286.