Thriving in a Challenging World – Identity, Self-Regard, and Humility

Cam Caldwell[1] & Dima Rachid Jamali[2]

[1] No affiliation St. George, Utah USA

[2] Dean of Business and Public Administration, University of Sharjah, United Arab Emirate

Correspondence: Cam Caldwell, No affiliation St. George, Utah USA. E-mail: cam.caldwell@gmail.com

Abstract

In a worldwide work environment where 50% of employees have self-described as unwilling to go the extra mile to contribute their very best and to pursue personal excellence, the quest to thrive and flourish may seem to be irelevant for many employees. Despite the attitudes of a large portion of the work force, there is undeniable value in striving to excel. In this paper we describe the nature of the individual identity and address its relationship to self-regard and humility. We identify ten insights about the importance of understanding the identity, explain the practical value of each of those insights, and offer a challenge for readers to become their very best selves.

Keywords: identity, self-regard, humility, thriving, flourishing

1. Introduction

The capacity to thrive and flourish exists within each person and every individual has within her or him the ability to be exponentially greater, happier, and more effective than (s)he can even imagine (Ng, 2017). That simple message is at the heart of this chapter. Understanding oneself, recognizing one's potential, and making the effort to discover and achieve the greatness that lies within is both an opportunity to flourish and a moral obligation that each person owes to herself or himself and to the world.

The focus of this paper is on explaining the nature of the identity and its importance in empowering individuals to choose to thrive and flourish. We begin the chapter by identifying the importance of the identity as the key to personal thriving and flourishing – focusing on the identity as the opportunity for developing personal self-regard and placing it in context with personal humility, often defined as "a correct understanding of oneself (Caldwell, 2019)." We identify ten key insights about achieving personal flourishing that are related to developing a clear understanding of one's identity. We close the chapter with a challenge to individuals to choose to thrive, to flourish, and to empower themselves as they seek to live happier and more fulfilling lives.

2. The Nature of the Identity

An identity is the summation of each person's values, qualities, characteristics, personality, purpose, and life experiences (Jakes, 2015). The identity is the combined set of meanings that each individual has for herself or himself, based upon relationships, significant events, and roles played in society (Burke & Stets, 2022). Although one's identity may contain input from others' feedback about oneself, that feedback typically reflects others' incomplete knowledge, personal biases, and subjective self-interests.

The roles that that are part of each person's life impact the parameters in which a person interacts with others. The meanings that are attributed to roles may also change and evolve, but the significance of each role contributes to how a person identifies himself or herself. As each person's life evolves and values change, so do that person's perceptions about self.

Peter Burke and Jan Stets (202) have written extensively about the identity and personal behavior and have identified an "Identity Standard" or "Comparator" that each person uses in the process of establishing their identity and guiding their actions and behaviors. Diagram 1, provided here, is a pictorial representation of that identity standard.
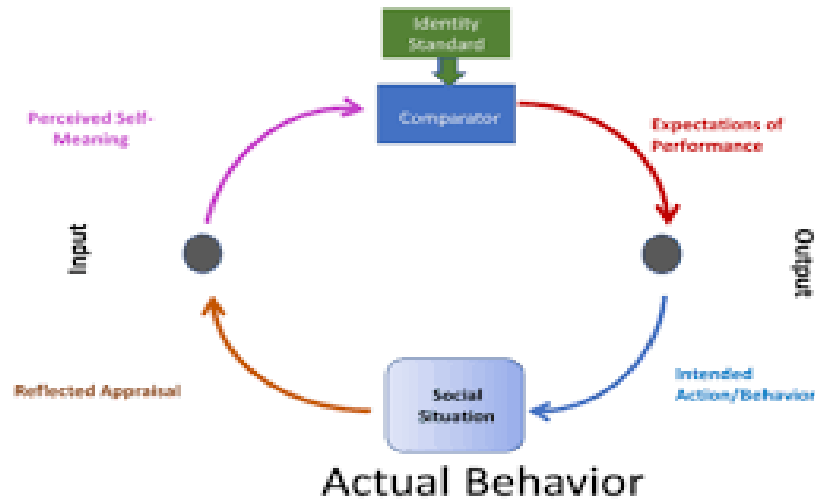
Diagram 1. The Identity Standard

This identity standard establishes the underlying criteria, values, and self-image that each individual uses as the basis for personal conduct – but is largely a subconscious set of factors that guide actions. This standard establishes a generalized set of expectations about one's behaviors and are translated into outputs which are patterns of behavior that are consistent with a person's self-image. In anticipation of specific situations, a person translates his or her beliefs and feelings about how (s)he should or will act in specific situations.

After a person interacts, (s)he assesses her or his actual behavior and reflects on those actions – comparing those actions with that person's expectations about her or his values, self-image, and intended behaviors (Burke & Stets, 2022). That appraisal then becomes input about the self and is constantly compared with the original identity standard. Perceived self-meaning is the conscious or subconscious acknowledgement about the degree to which one's actions conform with that original identity standard. Based upon that comparison, a person then resolves to change her or his behavior or modify the standards by which (s)he sees her or his identity (Fishbein & Ajzen, 2015).

The underlying guidelines, principles, values, and assumptions that form the foundation for each person's identity standard or comparator are a byproduct of six core beliefs that make up the identity (Caldwell, 2019). The following six beliefs profoundly affect the lens through which every individual sees the world and how they define themselves, their relationships, the duties that they owe others, and the important priorities in their lives.

2.1 Beliefs about Self

Beliefs about oneself include one's self-esteem, self-image, and self-valuing – especially regarding how individuals view their personal strengths, abilities, weaknesses, and shortcomings. These beliefs are often closely tied to one's personal worth and the ability to love oneself, despite one's shortcomings.

2.2 Beliefs about Others

Beliefs about others involve close personal relationships and responsibilities involving individuals and groups to whom or from whom duties are owed. Relationships typically include shared involvement in a common purpose, task, or activity and are often determined by proximity of time, place, and circumstances.

2.3 Beliefs about Universal Principles

Beliefs about universal principles reflect one's view of the world and the principles, rules, obligations, and laws that govern one's association with the world, with society, and with others. That belief may or may not include one's belief in a divine power, a philosophy of life, or a religion.

2.4 *Beliefs about the Past*

Beliefs about the past include one's personal history, family background, past achievements, and the significant emotional events of a person's life. The past may generate positive or negative assumptions about oneself and the nature of life and can benefit or hinder one's ability to act.

2.5 Beliefs about Current Reality

Beliefs about current reality are one's beliefs about who and what a person is and incorporate assumptions about what the world ideally should be like in the present – as well as how one views relationships, possessions, and expectations about one's current situation.

2.6 Beliefs about the Future

Beliefs about the future encompass what one believes (s)he should accomplish in life and the expectations of what life will be like if one is able to achieve or not achieve goals and aspirations. This viewpoint may be idealistic and hopeful or pessimistic and negative.

The impact of these six beliefs on the identity standard is that one's perceptions about the self, duties owed to others, and one's moral and ethical assumptions are profoundly influenced by those beliefs (Caldwell & Anderson, 2021). As is the case with all of a person's beliefs, these six beliefs are greatly influenced by attitudes, intentions, and their actions (Fishbein & Ajzen, 2015).

3. Identity and Self-Regard

One's moral identity is made up of the degree to which each person believes that (s)he is honoring the ideals that make up the duties, responsibilities, and ethical obligations owed to society, to others, and to oneself. Self-regard is ultimately the ability to value oneself, to affirm one's worth, and to feel positive about one's place in the world (Burke & Stets, 2022). Giddens (1991) explained that in the modern world, identity is enhanced by an individual's commitment to benefiting others and to improving society. Honoring one's identity standard enhances one's self-regard and reinforces one's moral identity (Caldwell & Anderson, 2021).

Emotionally healthy individuals recognize that they need not be perfect to regard themselves as persons of value and self-regard includes both the cognitive and affective perceptions that make up the identity (Fishbein & Ajzen, 2015). As an important part of an individual's self-image, self-regard and personal self-esteem enhance one's self-confidence and sense of purpose. Self-esteem and self-regard are closely related, inasmuch as self-esteem is an internal assessment of oneself while self-regard is an evaluation of one's actions and behaviors toward others (Harber, 2015).

Positive self-esteem enhances one's ability to both relate to others and to add value to others' lives (Goleman, 2019). As an important part of an individual's self-image, self-regard and personal self-esteem enhance one's self-confidence and sense of purpose. To the degree that self-regard is also a component of Emotional Intelligence, self-regard reflects the ability to serve others and benefit their lives (Goleman, 2005).

4. Identity and Humility

Identity is closely aligned with the idea that humility is a correct understanding of oneself. In writing about the nature of humility and its relationship with one's identity, Anna Katharina Schaffner (2020) has described humility as "an attitude of spiritual modesty that comes from understanding our place in the larger order of things. It entails not taking our desires, successes, or failings too seriously." Bradley Owens (2009) has defined humility as consisting of 1) a regard for oneself and one's value; 2) an appreciation for others and their inherent worth and value; and 3) a commitment to constantly improve in an effort to create a better world.

In writing about the personal motivation inherent with humility, Jim Collins (2001) explained that the most effective leaders possessed a fierce resolve to accomplish important goals, but that they also were both quick to give credit to others for success achieved while taking personal responsibility for sub-par results. Stephen R. Covey (2005) explained that leaders who possess humility have an identity that enables them to embrace their responsibility to become their best. They are both committed to discovering their own unique significance and to helping others to achieve their highest potential as well.

Seeing oneself clearly and honestly acknowledging one's faults and the opportunities to improve are important elements of the identity standard and enable individuals to reorder their lives to live more authentically and more effectively (Burke & Stets, 2022). Failing to exam oneself and the unwillingness to refine one's actions to comply with one's expectations is a form of personal self-deception that is the antithesis of honest humility (Caldwell, 2009).

5. Insights about Thriving

The ability for each person to thrive and flourish is impacted by both positive and negative factors that determine every individual's capacity to enjoy life, to fulfill their potential, and to constantly progress. The capacity to thrive and to flourish at the individual level can be exponentially enhanced by understanding ten insights that enable a person to

make life more meaningful, satisfying, and fulfilling. The following is a summary of each of those insights and their practical application.

5.1 Loving Oneself

The capacity to hold oneself in high regard and to love oneself -- despite one's imperfections --makes growth, thriving, and constant improvement possible and gives hope to one's efforts (Fromm, 2006). Love as a fundamental quality of life has been defined by M. Scott Peck (2003) as a commitment to the welfare, growth, and wholeness of a person – with love of self and caring about one's own best interests included as part of the definition of love. Underlying all six beliefs is this ability to love oneself and to fully understand one's worth and value (Fromm, 2006).

To love oneself and to fully appreciate one's potential value is a great gift that one gives to self (Peck, 2003). The French Nobel Laureate, Andre Gide (1996), explained that self-love is being completely true to that which exists within oneself and honoring one's highest potential. To love oneself is the ability to discover one's own special light – for that discovery opens possibilities that one might otherwise never imagine (Dunbar, 2021).

5.2 Defining Purpose

The driving purpose which motivates personal action drives the individual effort that enables a person to discover and achieve her or his "calling" – despite the inevitable failures, obstacles, delays, setbacks, and disillusionment that accompany every life (Fromm, 2006). It is in discovering that noble purpose that men and women persist in their efforts and persevere, even when success seems to be elusive (Duckworth, 2018). In his brilliant book, ***Man's Search for Meaning***, Viktor Frankl (2014) explained that any circumstances can become bearable when we discover our life's meaning and purpose.

Life is meant to be more than a struggle for survival. Maya Angelou explained clearly that "(t)he question is not how to survive, but how to thrive with some passion, some compassion, some humor, and some style." For people and for organizations, the pursuit of a worthy goal has always been far more important than simply the pursuit of profit or personal gain (Collins & Porras, 2004). The Russian novelist, Fyodor Dostoevsky declared, "The mystery of human existence lies not in just staying alive, but in finding something to live for." Discovering that purpose makes greater effort possible and enables individuals to achieve great things (Quinn & Thakor, 2019).

5.3 Clarifying Values

Each person's values are a by-product of her or his core beliefs (Caldwell, 2019). Those beliefs have profound implications on each person's assumptions about relationships with others, duties and responsibilities owed, and one's own importance (Caldwell & Anderson, 2021). The ability to thrive is a byproduct of constructively defining those values and incorporating them in positive ways in the daily decisions that each person makes (Lehtonen et al., 2022).

Meshing personal values with the organizational values at the company where a person works is a major factor in ensuring "person-organization fit." The alignment of individual and organizational values has been identified as a major contributor to personal satisfaction – especially when those values included both perceptions about ethical priorities and the consequences or relative impact of moral choices (Caldwell, 2009).

5.4 Making a Commitment

Setting a goal and making a commitment exponentially increases the likelihood of achieving a worthy outcome (House, 1996). A commitment is a promise made to honor an obligation – even if that promise is only to oneself (Calhoun 2009). Every commitment contains within itself a promise – whether as a legal obligation or contract, as a formal part of a marriage ceremony, or as a solemn covenant made to God (Peck, 2003). The affirmation of every commitment carries with it an acknowledged duty, responsibility, or acceptance of accountability and implies both an obligation and a willingness to take upon oneself a personal trust.

Commitment implies far more than the cognitive acknowledgement of an obligation (Blustein, 1991). An authentic commitment also includes an emotional willingness to act and demonstrates both a caring about the achievement of an expected outcome and an intention of completing the steps required to achieve that result (Fishbein & Ajzen, 2015). Without personal commitment, there may be dreams, promises, and hopes – but lacking commitment there is no real plan. Commitment translates desires into action.

5.5 Building on Strengths

Success is best achieved when individuals focus on their strengths and develop those unique qualities that make them excellent (Clifton, 2007). Extensive research about personal improvement emphasizes the importance of building on strengths as the key to creating and sustaining a competitive advantage. Understanding one's strengths often requires

a concerted effort to honestly assess oneself, based upon past achievements and accomplishments (Caldwell, 2009). Ironically, the choice is often made to emphasize one's shortcomings rather than to develop and refine outstanding skills or talents (Clifton, 2007).

Within everyone, the capacity to identify and develop one's strengths is immensely greater than a person can conceive or imagine (Caldwell & Anderson, 2023). The research about building personal abilities has repeatedly confirmed that the keys to building strengths are most often due to personal effort, perseverance, and a passion to succeed (Duckworth, 2018). These qualities often enable individuals who are willing to make the effort to excel to far exceed others who are otherwise inherently more talented.

5.6 Applying Correct Principles

Recognizing that there are fundamental principles and universal laws that govern behavior enables individuals to examine their conduct and align themselves with correct principles (Covey, 1992). The governing laws of life affect virtually every individual. Cecille B. DeMille explained that the world was governed by such foundational truths and he declared that we cannot break those laws – and that we ultimately find that failing to follow them results in breaking ourselves against them.

Learning the correct principles that govern lives is a lifetime quest. The lessons of life help each person to recognize, often by trial and error, that there are constantly repeating patterns of truth that impact one's actions and that contribute to successes or failures (Caldwell et al., 2011). To thrive and flourish requires that we both understand and apply those governing principles in order to reap their benefits (Covey, 1992).

5.7 Giving of Self

Serving others and giving generously of oneself reflect the ability to appreciate the worth and inherent value in everyone (Okpala & Caldwell, 2019). For those individuals who seek to fulfill their highest potential, loving oneself and loving others are closely connected qualities that together open opportunities to serve others and to accomplish worthy purposes (Fromm, 2006). Serving others empowers people to put their talents into action for good purposes and so doing brings them fulfillment (Duckworth, 2018). In writing about the importance of service and self-discovery, Mahatma Gandhi explained that the best way to find oneself is to lose oneself in the service of others.

When a person gives of herself or himself (s)he truly gives and the altruistic significance of adding value for others generates within a person an emotional reaction accompanied by a sense of personal achievement and satisfaction (Greer, Lusch & Hitt, 2017). Morally and ethically, we intuitively understand the truth of the statement that service is the rent we pay for living in this world. As Marian Wright Edelman has clarified, service fulfills our reason for being and is not simply an afterthought or something to be done in one's spare time.

5.8 Understanding Context

A significant part of the ability to achieve greatness and succeed in life is a product of understanding the context in which a person labors for that success. Max DePree (2003, p. 11), the leadership expert and former Chief Executive Officer of Herman Miller Furniture, explained the importance of understanding the context in which individuals work. DePree observed that the first task that is critical for achieving success is "to define reality." That reality encompasses both the context of one's external environment and the relationships or the internal factors upon which achievement is ultimately accomplished (Schein & Schein, 2016).

The capacity to understand the context of a situation and to determine the most effective response is a key element of emotional intelligence (Goleman, 2005). Keeping a long-tern perspective despite disappointments, remaining hopeful, and recognizing that significant changes can result from diligent and consistent effort are important in understanding context (Duckworth, 2018). Understanding context includes the willingness to accept life's varied experiences and striving to understand the lessons that need to be learned (DePree, 2003). Choosing associates who align with one's perspectives about work is also important in understanding the context of work.

5.9 Sharpening the Saw

Stephen R. Covey (2020) cited "sharpening the saw" as one of the seven habits of highly successful people. Regular exercise to sustain physical fitness, maintaining good health, and building healthy interpersonal relationships are also a part of preparing oneself to succeed and are part of the process of personal preparation. Physical Intelligence, Mental Intelligence, Emotional Intelligence, and Spiritual Intelligence each contribute to enhancing their respective tools in empowering individuals to evolve from effectiveness to greatness (Covey, 2005).

Acknowledging problem areas and identifying opportunities to improve can help to know what skills need to be sharpened. Resting and recovering when necessary also make it possible to reenergize, revitalize one's capabilities,

and rededicate oneself to a worthy objective (Rosburg, 2022). Taking time to assess one's performance and evaluating what needs to be improved are both part of the process of increasing the ability to achieve one's potential. Taking the time to sharpen one's tools makes it possible to improve productivity and refine one's efforts to ultimately enhance performance and achieve greater results (Covey, 2020).

5.10 *Finding One's Voice*

The quest to find one's voice, or to define one's unique significance, is a journey that demands patience, constant self-assessment, and heroic effort (Covey, 2005). Finding one's voice involves the integration of mental intelligence, physical intelligence, emotional intelligence, and spiritual intelligence (Caldwell & Anderson, 2023). Spiritual intelligence is the capacity to understand how to utilize the other three intelligences to achieve one's highest potential – both for serving others and for fulfilling oneself (Covey, 2005).

Seeking to find one's voice is a lifetime effort. Finding one's voice goes far beyond self-actualization, or refining and optimizing one's competencies (Maslow, 1994). It is the pursuit of transcending oneself in the effort to achieve harmony with others and with the world. Finding one's voice is the ultimate act of courage that incorporates learning from every experience, refusing to settle for good when great is possible, and dedicating oneself to constant learning.

Applying each of these insights demands great personal discipline, uncompromising dedication, and the ability to persevere – even at times when progress seems slow and setbacks seem to occur. To thrive and to flourish requires the character and integrity to honor oneself, significant others, natural laws, and divine purpose.

6. The Challenge

Unfortunately, compromising one's values, underperforming, quiet quitting, and being satisfied with personal mediocrity are all commonplace in life. The American philosopher, Henry David Thoreau, wisely observed that such compromise inevitably leads to frustration, unhappiness, and "quiet desperation." Choosing a path that does not pursue the highest and greatest within each person is ultimately a morally disappointing choice that is filled with personal regret.

Rather than choosing "the path of least resistance," the wiser choice for each person is to discover who (s)he truly can become. Marianne Williamson wisely observed that our deepest fear is not that we are inadequate but that we are actually powerful beyond measure. That fear imposes on each person a moral obligation to discover their true moral identity. Only by pursuing that moral identity and by coming to terms with our greatness can each person thrive and flourish in life and transcend their imperfections. It is by integrating our self-regard about our actions and by having the depth of humility to devote ourselves to discover our inherent greatness that we can thrive and flourish.

References

Anderson, V., & Caldwell, C., (Eds.). (2019). *Humility as Enlightened Leadership*. Hauppage, New York: NOVA Publishing.

Maya Angelou Quotes. AZQuotes.com. Retrieved June 23, 2023, from https://www.azquotes.com/author/440-Maya_Angelou

Blustein, J. (1991). *Care and Commitment: Taking the Personal Point of View*. New York: Osford University Press.

Burke, P. J., & Stets, J. E. (2022). *Identity Theory: Revised and Expanded*. Oxford, UK: Oxford University Press. https://doi.org/10.1093/oso/9780197617182.001.0001

Caldwell, C. (2019). Communication and Identity: Reflections from the Inner You. C. Caldwell (Ed.). In *Communication, Meaning, and Identity: Moving Toward Discovery* (Chapter Two). Hauppage, NY: NOVA Science Publishers. https://doi.org/10.52305/WSVC4306

Caldwell, C. (2009). Identity, Self-Deception, and Self-Awareness: Ethical Implications for Leaders and Organizations. *Journ.al of Business Ethics, 90*(3), 393-406. https://doi.org/10.1007/s10551-010-0424-2

Caldwell, C., & Anderson, V. (2019). Elements of Humility: A Virtuous Perspective. In V. Anderson & C. Caldwell (Eds.), *Humility as Enlightened Leadership* (Chapter Two). Hauppage, NY: NOVA Science Publishers.

Caldwell, C. (2019). Humility: A Divine Gift. In V. Anderson & C. Caldwell, (Eds.), *Humility as Enlightened Leadership* (Chapter 14). Hauppage, NY: NOVA Science Publishers.

Caldwell, C., & Anderson, V. (2019). Keeping On Keeping On: The Cost of Greatness. In C. Caldwell & V. Anderson (Eds.), *Continuous Improvement: Insights for a Transformative World* (Chapter 11). Hauppage, NY: NOVA Science Publishers.

Caldwell, C., & Anderson, V. (2021). Moral Identity and Core Beliefs. In C. Caldwell & V. Anderson (Eds.), *Moral Identity and Self-Discovery* (Chapter Three). Hauppage, NY: NOVA Science Publishers.

Caldwell, C., & Anderson, V. (2021). Moral Identity, Self-Improvement, and the Quest for Greatness: A Leadership Responsibility. *Journal of Values-Based Leadership, 14*(2,) Article 4 found online at Moral Identity, Self-Improvement, and the Quest for Greatness: A Leadership Responsibility (valpo.edu). https://doi.org/10.22543/0733.142.1359

Caldwell, C., & Anderson, V. (2021). Moral Identity and Finding Your Voice. In C. Caldwell & V. Anderson (Eds.), *Moral Identity and Self-Discovery* (Chapter Two). Hauppage, NY: NOVA Science Publishers.

Caldwell, C., & Anderson, V. (2021). Moral Identity in an Uncertain World. In C. Caldwell & V. Anderson (Eds.), *Moral Identity and Self-Discovery*. Hauppage, NY: NOVA Science Publishers, Chapter One.

Fishbein, M., & Ajzen, I. (2015). *Predicting and Changing Behaviors: A Reasoned Action Approach*. East Sussex, UK: Psychology Press.

Caldwell, C., & Anderson, V. (2019). Personal Improvement: A Lifelong Quest. In C. Caldwell & V. Anderson (Eds.), *Continuous Improvement: Insights for a Transformative World* (Chapter 7). Hauppage, NY: NOVA Science Publishers.

Caldwell, C., & Anderson, V. (2023). The Challenge of Discovery: Converting Dreams into Reality. In C. Caldwell & V. Anderson (Eds.), *Discovering the Leader Within You*. Hauppage, NY: NOVA Science Publishers, Chapter Eight.

Caldwell, C., Dixon, R. D., Atkins, R., & Dowdell, S. M. (2011). Repentance and Continuous Improvement: Ethical Implications for the Modern Leader. *Journal of Business Ethics, 102*(3), 473-487. https://doi.org/10.1007/s10551-011-0825-x

Calhoun, C. (2009). What Good is Commitment? *Ethics, 119*, 613-641. https://doi.org/10.1086/605564

Collins, J. (2001). *Good to Great: Why Some Companies Make the Leap And Others Don't*. New York: HarperCollins.

Collins, J., & Porras, J. I. (2004). *Built to Last: Successful Habits of Visionary Companies*. New York: HarperCollins.

Commitment Quotes. BrainyQuotes. Ritrieved June 21, 2023, from https://www.brainyquote.com/topics/commitment-quotes

Covey, S. R. (2020). *The 7 Habits of Highly Effective People: 30th Anniversary Edition*. New York: Simon & Schuster

Covey, S. R. (2005). T*he 8th Habit: From Effectiveness to Greatness*. New York: Fireside Press.

Covey, S. R. (1992). *Principle-Centered Leadership*. New York: Fireside Press.

Cecille, B. (2023). DeMille Quotes. AZ Quotes. Retrieved June 21, 2023, from https://www.azquotes.com/author/3784-Cecil_B_DeMille

DePree, M. (2003). *Leadership is an Art* (p. 11). New York: Crown Publishing,

Duckworth, A. (2018). *GRIT: The Power of Passion and Perseverance*. New York: Scribner.

Dunbar, M. (2021). *10 Steps to Help You Get On With Your Life*. Los Angeles, CA: Exlibris Us Publishing

Frankl, V. E. (2014). *Man's Search for Meaning*. New York: Beacon Press.

Fromm, E. (2006). *The Art of Loving*. New York: Harper Perennial.

Mahatma Gandhi Quotes. AZ Quotes. Retrieved June 23, 2023, from https://www.azquotes.com/author/5308-Mahatma_Gandhi

Kahil Gibran Quotes. (2023). Goodreads. Retrieved June 23, 2023, from https://www.goodreads.com/author/quotes/6466154.Kahlil_Gibran

Giddens, A. (1991). *Modernity and Self-Identity: Self and Society in the Late Modern Age*. Palo Alto, CA: Stanford University Press.

Gide, A. (1996). *The Immoralist*. New York: Vintage Books.

Goleman, B. (2019). *Emotional Intelligence: For a Better Life, success at work, and happier relationships. Improve Your Social Skills, Emotional Agility and Discover Why It Can Matter More than IQ*. Independently published.

Harber, K. D. (2005). Self-Esteem and Affect as Information. *Personality and Social Psychology Bulletin, 3*(2), 276-288. https://doi.org/10.1177/0146167204271323

Greer, C. R., Lusch, R. F., & Hitt, M. A. (2017). A Service Perspective for Human Capital Resources: A Critical Base for Strategy Implementation. *Academy of Management Perspectives, 31*(2), 137-158. https://doi.org/10.5465/amp.2016.0004

House, R. J. (1996). Path-Goal Theory of Leadership: Lessons, Legacy, and a Reformulated Theory. *The Leadership Quarterly, 7*(3), 323-352. https://doi.org/10.1016/S1048-9843(96)90024-7

Jakes, T. D. (2015). *Discover Who You Are and Live a Life of Purpose*. Los Angeles, CA: Destiny Image Publishers.

Lehtonen, E. E., Nokelainen, P., Rintala, H., & Puhakka, I. (2022). Thriving or Surviving at Work: How Workplace Learning Opportunities and Subjective Career Success are Connected with Job Satisfaction and Turnover Intention? *Journal of Workplace Learning, 34*(1), 88-101. https://doi.org/10.1108/JWL-12-2020-0184

Maslow, A. H. (1994). *Religion, Values, and Peak-Experiences*. New York: Penguin Books,

Ng, J. (2017). *Unleashing the Greatness in You: The Power of Self-Leadership*. World Scientific Publishing: Singapore. https://doi.org/10.1142/10676

Okpala, C. O., & Caldwell, C. (2019). Humility, Forgiveness, and Love: The Heart of Ethical Stewardship. *Journal of Values-Based Leadership, 12*(2). https://doi.org/10.22543/0733.122.1281

Owens, B. P. (2009). *Humility in Organizational Leadership*. Seattle, WA: University of Washington Press.

Peck, M. S. (2003). *The Road Less Traveled, Timeless Edition: A New Psychology of Love, Traditional Values, and Spiritual Growth*. New York: Touchstone Press.

Quinn, R. E., & Thakor, A. (2019). *The Economics of Higher Purpose: Eight Counterintuitive Steps for Creating a Purpose Driven Organization*. Oakland, CA: Berrett-Koehler Publishers.

Rosburg, S. (2022). Life is a Marathon, Not a Sprint. Independently Published

Schaffner, A. K. (2020). What is Humility and Why Is It Important? *Positive Psychology*, August 27, 2020. Retrieved June 23, 2023, from https://positivepsychology.com/humility/

Schein, E. H., & Schein, P. A. (2016). *Organizational Culture and Leadership* (5th ed.). San Francisco, CA: Jossey-Bass Publishing.

Henry David Thoreau Quotes. (2023). AZQuotes.com. Retrieved June 23, 2023, from https://www.azquotes.com/author/14637-Henry_David_Thoreau

Williamson, M. (1996). *A Return to Love: Reflections on the Principles of A Course in Miracles*. New York: Harper.

Copyrights