TEXTILE LABOR AT BOTTOM OF PYRAMID AND RESPECTIVE CULTURAL AND HUMAN DIGNITY IMPLICATIONS

by

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TEXTILE LABOR AT BOTTOM OF PYRAMID AND RESPECTIVE CULTURAL AND HUMAN DIGNITY IMPLICATIONS

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ABSTRACT

The Textile Industry is characterized by low-cost production. At the same time, its labor environments have developed notoriety for poor working conditions (low wages, uncompensated overtime, poor treatment, exposure to chemicals, dangerous facilities). The Textile Industry represents some countries' chief trading relationship with United States multinational corporations (MNCs), meaning that US MNCs sustain a great portion of Textile Industry practices in the rest of the world; however, supply chain management, which plays a key role in building an efficient and low-cost production process for the MNC, rarely measures or tracks labor factors in non-wage working conditions. So, while MNCs' supply chains are a controlling factor in the employment of textile laborers, supply chain managers likely know little to nothing about the implications of employing people in this industry. The purpose of this paper is to look at commonalities among the countries with the most dependence on textile as an export to the US. I hope to determine if there are qualities that make a country more prone to rely on the exploitative manufacturing industry of textiles. Using a regression model with data taken from Hofstede's cultural indices, the International Labor Organization (ILO), The World Bank, United Nations Development Program, and Country Watch, I was able to quantify and prove a correlation between degrees of exploitation and concentration of textile-related goods and services as well as between degrees of dignity-deprivation and concentration of textile-related goods and services (and the necessary textile laborers to produce these goods and services). Supply chain managers should be aware that the Textile Industry is concentrated in countries where exploitation and dignity-deprivation has been observed. In pursuit of low-cost consideration, likely made in part to meet the needs of shareholders and customers, managers have entered into business with ethical ambiguity. This paper disaggregates the social implications of doing work in a low-cost, low-wage environment. I

conclude with a recommendation that supply chain managers pay particular concern to and include in their agendas the dignity-restoration of individuals working in textiles upstream in the supply chain.

INTRODUCTION

The Textile Industry has found its niche in a low-cost environment. Low-cost supply allows United States multinational corporations (MNCs) to maintain healthy margins in a competitive atmosphere. Abundant labor abroad combined with lack of wage regulation allows for textile production to continue to cut prices until wages are reduced to cents. The industry as a whole has become associated with undesirable human rights—child labor, barred factory windows, uncompensated overtime, dangerous chemicals and fumes, and wages far below standard of living.

MNC's outsourcing activities furthermore contribute to labor's inexpensiveness by creating "narrower margins…driving down wages and eroding standards for working conditions to the bare minimum"—the result of falling trade barriers increasing both productivity demands and competition (Distelhort & Fu, iii).

In order to reduce costs and remain competitive in an increasingly saturated global marketplace, either directly or through the use of third-party suppliers, MNCs often rely on inexpensive labor of the impoverished peoples in the emerging economies of the developing world.

> Global supply chains, in which goods cross at least one international border as they flow downstream from suppliers to end-users, are a key feature of contemporary globalization. Almost all national economies, including both developed and developing countries, are linked to one another through cross-border supply chains, but it is the links with developing countries that have

> generated a charged debate about the impact of participation in global supply chains on wages and working conditions in emerging economies. (Distelhort & Fu, 2017, p. 1)

Assuming the best, MNCs have unintentionally profited from low-cost supply environments and their subsequent social consequences. In this case, it is important to research the social consequences, why they exist, and what might be done about them. At their worst, MNCs are astutely aware of the social horrors in the low-cost supply environments. In this case, it is important to draw attention to the shortcomings of the industry and start a conversation among supply chain professionals that includes not only cost considerations but also the concomitant social considerations.

In either case, MNCs have found unintended consequences in pursuit of low-cost leadership in textiles and apparel. While much research exists surrounding laborers' wages in the global supply chain, there currently is very little exploration of non-wage working conditions (Distelhort & Fu, 2017, p. 10). Wage-related working conditions are those conditions which concern supply chain manager's monetary margins. Any social conditions that a manager includes in her or his assessment of the supply chain would be above the call of duty. There has been a resulting disconnect between low-cost supply and the social implications of maintaining low costs of supply.

The social implications of tying an emerging economy together to a developed economy through commerce and trade are complicated. Acemoglu and Robinson (2012) explain the nature of this relationship as being "extractive," where in many emerging markets, there is a history and continuation of developed nations taking advantage of their economic power and using trade to extract wealth into their own markets. Additionally, because poverty is such a complex and dynamic issue, it is difficult to consider but critical to be addressed. I propose that poverty is so critical to understanding the implications it has on a supply environment, it is actually of utmost important to a supply chain manager's understanding of her or his supply chain. With a greater understanding of this environment, steps can be taken to alleviate the dignity deprivation and exploitation of workers in these non-wage working conditions. This paper will, therefore, attempt to provide a working understanding of poverty and its social implications.

First and foremost, with this paper, I seek to create cultural and socioeconomic context around global supply chain labor in the Textile Industry. I prescribe that understanding the implications of culture and socioeconomics is critical to creating a useful language for the conversation about the social component of low-cost environments. My research analyzes the cross-border supply chain of textiles and uses economic principles to contribute to the debate about supply chain impact on human labor conditions.

THEORY DEVELOPMENT

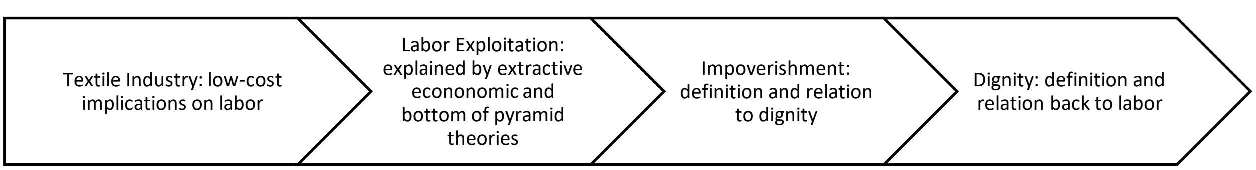

Figure 1. Theory Development. I begin with a focus on the Textile Industry before opening up the theory to a look at various social implications of low-cost environments.

Textile Industry and MNCs

Specifically focusing on the Textile Industry serves to highlight labor and outsourcing trends in an industry notoriously characterized by lower-quality labor conditions. The International Labor Organization's report on 'Wages and Working Hours in the Textile, Clothing, Leather, and Footwear (TCLF) Industries' states there has been a high-end and low-end separation within the TCLF industry. "High-end production comprises factories that use better technology and more skilled workers. These factories have a higher degree of multi-stakeholder initiative engagement. Conversely, low-end or value production [such as in TLFC] is dominated by considerable price focus and often poor working conditions" (2).

The poor working conditions in low-end textile production are the result of "volatility, low predictability and generally low profit margins. Subcontracting is common, intermediaries bring down costs, and production lead time plays an increasingly important role. Competition is high at all levels, and players are constantly seeking ways to decrease costs and maintain or improve profit margins" (ILO, 3). The pressure to minimize costs in order to offer lower prices on textiles and clothing comes from a global decrease in clothing prices (ILO, 8).

> A major critique of globalization is that firms use their market leverage to drive down producer prices. Declining profit margins in turn incentivize manufacturers to reduce production costs. The demand for lower costs can be met by raising productivity through investments in human and physical capital, but costs can also be cut by reducing wages and lowering non- wage standards. Some argue that price

> pressures in global supply chains incentivize exactly this behaviour, chasing standards downward and weakening labour rights. (ILO, 2)

I contend that countries with lower wages in the Textile Industry will be associated with higher concentrations of textile exports—the world being more reliant on the countries in which textile-related labor is the least expensive, indicating exploitation of laborers.

> Hypothesis 1: Countries with lower wages in the Textile Industry will be associated with a larger Textile Industry presence.

Many countries rely on textiles more than any other industry for export. Additionally, the Textile Industry relies on some countries more than others for production. In the clothing industry "88 per cent of total exports [are] from Haiti, 79 per cent from Bangladesh, 58 per cent from Lesotho, 52 per cent from Cambodia, 43 per cent from Sri Lanka, 38 per cent from Honduras, 36 per cent from El Salvador, 31 per cent from Mauritius, 20 per cent from Madagascar, 18 per cent from Tunisia, 17 per cent from Pakistan, 15 per cent from Morocco, 13 per cent from Jordan, 12 per cent from Viet Nam and 10 per cent from Turkey" (International Labour Organization, 2014, p. 8).

There is an inherently higher risk of exploitative business in countries with the already-vulnerable nature of an under- or un-developed economy. The TCLF industry operates across less developed economies—introducing implications that simply do not exist in relationships with more developed nations. It is necessary to explore levels of development and how countries with lower levels lend themselves to exploitation—just one of the macroeconomic factors influencing the ways in which MNCs operate with textile partners.

Extractive Economies

The theory of extractive economics helps to explain the exploitative nature of a developed-undeveloped relationship. Economies from which others are extracting become dependent on the countries to which they export. According to the theory of extractive economics, developed countries have relied on the maintained underdevelopment of other nations to feed their wealth. The name 'extractive economics' comes from the idea that the first-world extracts value from the third- and developing-world, therefore increasing the size of first-world economies and institutionalizing a sense of dependence in the developing world on the developed world. Extractive institutions are described by Acemoglu and Robinson (2012) as caused by extractive political institutions which "concentrate power in the hands of a narrow elite and place few constraints on the exercise of this power. Economic institutions are then often structured by this elite to extract resources from the rest of society" (p. 81). Examples of extractive institutions, as explored in the context of Robert Mugabe's presidency in Zimbabwe, include "regulations on prices and international trade, [and] state-run industries" (Acemoglu and Robinson, 2012, p. 370). Opposite extractive institutions are America and Western Europe, nations characterized by inclusivity which is defined as "allow[ing] and encourag[ing] participation by the great mass of people in economic activities that make the best use of their talents and skills, and that enable individuals to make the choices they wish" (Acemoglu and Robinson, 2012, p. 74).

The causes of extractive institutions date all the way back to the era of colonization. The quality of institutions and level of economic growth (inclusiveness of the economy in comparison to extractive-nature) in a country today are correlated with the level of proprietary independence an individual had while under colonization (Bruhn & Gallego, 2012, p. 435). For example, under Spanish colonization, Argentines experienced very little proprietary freedoms and are therefore still suffering the repercussions. Argentina's level of economic inclusiveness is inversely correlated with its pre-colonial population and wealth. Though this initially appears contrary to logic, it is helpful in explaining why a country as rich as Argentina once was finds itself today in such economic instability. According to Miriam Bruhn and Francisco A. Gallego in their study of colonial activity as it relates to economic development and the rhetoric of what they call extractive institutions:

> In areas that were relatively poor and sparsely populated in pre-colonial times, Europeans could settle in large numbers and develop inclusive institutions. In areas with high precolonial population density, it was more profitable for colonizers to establish extractive institutions since they could either force the native population to work in mines and plantations or they could extract economic benefits by taking over existing tax and tribute systems. (p. 435)

Other colonial rules such as those in the United States and Canada were different, allowing for more proprietary freedoms and for many European migrants to settle. The economic advantage given to the Western world is now used to source goods from whichever supplier can name the lowest price.

Understanding that MNCs are at high risk for exploiting already-vulnerable countries because of histories of extractive economics reinforces the importance of having a holistic view of the cultural and dignity-related nuances of each country in which an MNC operates.

It is my contention that within environments that have been considered to be exploitative, I will see dignity-depriving labor conditions as opposed to dignity-restorative conditions. The emergence of a low-end segment within the Textile Industry could mean that the Textile Industry is finding its niche in the underdeveloped, exploited/extracted economies of the world. If this is the case, MNCs in the Textile Industry face the pressure not only of an exploitative macroeconomic environment, but also a microeconomic one at the individual operating firm-level. The human rights implications of these results are large, should it be revealed that textile MNCs are thriving on grounds of exploitation. Proposition: The higher the levels of exploitative factors in a country, the larger the presence of the Textile Industry in a country and its concurrent impact on society.

> Hypothesis 2: Countries with economies characterized by extraction will be associated with a larger Textile Industry presence.

The remainder of my paper will be devoted to examining those certain proposed factors that likely lead to exploitation. I will first describe the significance of this association and how MNCs can improve conditions as warranted, describe and outline various definitions of poverty, and then attend to a series of hypotheses that associate dignity deprivation and exploitive factors to circumstances within textile-heavy export countries.

Bottom of Pyramid Significance to Supply Chain

Individuals employed in the low-end segment of the TCLF industry, if truly exploited and exposed to poorer working wages than the national average, likely belong to the Bottom (or Base) of the Pyramid (BoP). The emerging markets that supply chains are tied to in low-cost supplier relationships are certainly hosts to BoP peoples. Hahn (2009) defines BoP as the poorest segment of people in the economy, representing the moderate to extreme poor (p. 314).

> The basic [BoP] argument has three premises: (1) the world's poor constitute massive growth opportunities and profit potential for [multinational corporations, or] MNCs, (2) MNCs should play a leading role in unlocking the economic potential of such difficult-to-access markets, and (3) bringing the poor into the global economy will simultaneously generate fortunes for MNCs while solving the problem of global poverty. (Encyclopedia Britannica, 2018)

Embracing these communities has been discussed in recent research as "an integral part of productive processes and (international) supply chains" (Gold et al, 2013, p. 784). From the very beginning of literature discussions surrounding BoP, "social aspects of human development have been discussed…when turning to the different pillars of supply chain performance" (p. 788). Therefore, focusing on BoP is not only beneficial to MNCs and their supply chains but to BoP individuals.

In addition to the value-adding potential of strategic BoP engagement through supply chain management, there is a liability concern. “Focal firms in developed countries are now held accountable for the conditions and activities in their often ‘global’ supply chains. Nevertheless, standardization responses toward these new social demands are still missing” (Gold et al, 2013, p. 795). Gold et al acknowledges the attention paid by SCM in the Western world on the environmental considerations of their supply chains, but that social considerations do not receive the same attention (p. 795). It is critical that such assessment be made of the countries in which MNCs operate, especially within the realm of textiles because TCLF “industries are crucial for employment in many low-income countries” (ILO, p. 9). Supply chain expansion and increasing complexity may be responsible in-part for the “governance gaps created by globalization” that Secretary General John Ruggie tied to a “permissive environment for wrongful acts by companies of all kinds without adequate sanctioning or reparation” (as cited in Cragg, 2012, p. 3).

This paper’s goal is not to engage supply chain managers in philanthropic work caring for the poor, but to effectively identify the implications that are relevant to depending so heavily on the low-cost labor of emerging markets. Very little research exists on how to manage employees who come from impoverished backgrounds. Gold et al addresses supply chain management at the base of the pyramid, recognizing that the interconnectivity of the two realms has hardly been considered in research. The analysis of sustainable supply chain management in BoP projects by Gold et al points out that “a lack of strategic commitment and clear guidelines could easily lead to failures in BoP ventures” while “building up local legitimacy facilitating social capital and hence the commitment of local communities has been found to substantially impact the success of such projects” (p. 9).

Managerial theory does not change based on the population of employees except to note how management might be different cross-culturally. Rather than solely relying on cultural nuances to explain how supply chain professionals might need to alter their international strategies, this paper seeks to provide a more robust analysis of the environments in which low-cost supply chain activities are occurring. My ensuing analysis will rely on cultural indices, but not cultural indices alone. A core part of my theory development relies on socioeconomic considerations within BoP population. For this reason, and to understand how a supply chain operates in impoverished environments, it is important to first understand what is meant by 'poverty.'

Definition of Poverty

In 1964, President Lyndon B. Johnson addressed the state of the union and declared a national responsibility to "not only…relieve the symptom of poverty, but to cure it and, above all, to prevent it." In order to cure and prevent poverty, the underlying disease needs to be correctly diagnosed. A correct diagnosis starts with a correct definition. The success of alleviation efforts are dependent upon the accuracy with which poverty is defined. If the problem is not properly identified, the proper solution will not, cannot, be administered. The definition, therefore, is critical.

> When a sick person goes to the doctor, the doctor could make two crucial mistakes: (1) Treating symptoms instead of the underlying illness; (2) Misdiagnosing the underlying illness and prescribing the wrong medicine. Either one of these mistakes will result in the patient not getting better and possibly getting worse. The same is true when we work with poor people. If we treat only the symptoms or if we misdiagnose the underlying problem,

> we will not improve their situation, and we might actually make their lives worse. (Corbett & Fikkert, 2014, p. 51)

Literature has many different definitions for poverty. The following review will consider multiple options for definition before introducing and moving forward with a more post-modern approach.

A monetary approach to defining poverty uses monetary indicators such as wage or disparity measures to measure and define dimensions of poverty. A capability approach goes one step further and considers monetary resources as a "means of enhancing well-being, rather than the outcome of interest." The capability approach thus recognizes monetary or other resources as gateways to "functionings" which are activated by an individual's characteristics and environment (Laderchi et. al., 2003, p. 253). Both definitions tie the existence of poverty back to a lack of resources. Diagnosing the issue as material lack, the logical subsequent treatment would be some form of financial and/or resource-based alleviation—providing financial capital, in-kind resources, volunteer work, or anything monetarily valuable to those experiencing poverty.

Two additional definitions of poverty that address key factors unmentioned by the monetary and capability approaches are: the social exclusion and the participatory approach. Julian Le Grand (1999) attempts a more holistic and multidimensional approach to defining poverty using social exclusion which is "defined as occurring when a person is excluded if he/she is: (a) resident in society; (b) but for reasons beyond his/her control cannot participate in normal activities of citizens in that society; and (c) would like to" do so (as cited in Laderchi et al, 2003, p. 20). The social exclusion approach addresses the dynamic nature of poverty and views "lack of monetary income

[as] both an outcome of [social exclusion] (arising from lack of employment) and a cause (e.g. of social isolation and low wealth)" (Laderchi et al, 2003, p. 258). According to John Micklewright (2002), social exclusion is too broad an explanation in the sense that it is without explicit definition or method of measurement (as cited in Laderchi et al, 2003, p. 23). Should social exclusion be an accurate diagnosis, its remedy would be increased accessibility. While accessibility (as well as resources and capabilities) is beneficial to impoverished peoples, increased accessibility cannot be the sole pillar upon which alleviation efforts are built. Poverty is too widespread, deeply ingrained, and complicated an issue to remedy with accessibility—perhaps making social exclusion, contrary to what Micklewright may believe, too narrow a definition.

To suggest how social exclusion is too narrow a definition, I will use the example of The Andean Alliance for Sustainable Development (http://alianzaandina.org/) in Cusco, Peru which witnessed the short-term solution but long-term failure of a social exclusion approach and accessibility-focused solution to poverty. An NGO built greenhouses for Cusco farmers to increase the yield capability of the high-altitude, sometimes brutal farming environments. While the greenhouses were successfully built, local farmers eventually abandoned them. The greenhouses were not only unfamiliar to the farmers who were not properly integrated into the building process or trained to utilize the greenhouse technology, but they were actually glaring reminders of their incapability to provide for themselves. In an attempt to address farmer exclusion, the issue believed to have caused their poverty, the NGO's project ironically further excluded them and reinforced a privileged/unprivileged divide. At its best, increased accessibility works effectively in the short-term and, at its worst, serves to perpetuate deeply-rooted social divides. The important thing to note here is that *who* it is providing the access is perhaps more critical than the access being provided.

In the 1990s, The World Bank introduced the participatory approach to defining poverty. The World Bank did a survey in which it asked impoverished individuals to define poverty for themselves. Relying on impoverished peoples' own definitions provides a far more holistic definition of such a dynamic issue and is the goal of the participatory approach. The World Bank's (1999) respondents to its survey in 'Voices of the Poor' say "poverty is pain; it feels like a disease. It attacks a person not only materially but also morally. It eats away one's dignity and drives one into total despair," (p. 6) and "poverty is lack of freedom, enslaved by crushing daily burden, by depression and fear of what the future will bring" (p. 31). Corbett and Fikkert (2009) call poverty "the result of relationships that do not work, that are not just, that are not for life, that are not harmonious or enjoyable" (p. 62). The responses from the survey elude to elements of the monetary, capability, and social exclusion approaches, but do not trend towards any one of them so heavily as to negate any other possible cause of poverty. Overall, the study's subjects described poverty as shame, humiliation, depression, low self-esteem, voicelessness, inferiority, dissatisfaction, weariness, powerlessness, and dependence. They described poverty as a psychological state of being.

The following clearly communicates an issue of monetary deprivation:

> Take the death of this small boy this morning, for example. The boy died of measles. We all know he could have been cured at the hospital. But the parents had

> no money and so the boy died a slow and painful death, not of measles, but out of poverty. (World Bank, 1999, p. 36)

But more than lack of money, this quote speaks of the powerlessness of his parents and the hopelessness of this small boy.

Respondents told the World Bank (1999) “the rich are those who are able to save and sell part of their harvest when prices rise,” while the poor is “a person knows what should be done but has not got the means” (p. 32). This highlights the importance of capability and the poverty that results when capability is absent. But more than that, it highlights inferiority and dissatisfaction.

Responses like “we poor people are invisible to others - just as blind people cannot see, they cannot see us,” and “you have to cultivate networks and contacts with people with power and influence to secure a livelihood and future,” (p. 39) allude to elements of social exclusion, but speak more strongly of shame, low self-esteem, and dependence.

Impoverished peoples do not define poverty as lack of wealth, lack of capability, or lack of accessibility. Their definitions are more complex, rooted in something much deeper. The most commonly used definitions of poverty fall short because they point to physical causes. Meanwhile, those living in poverty use a psychological vocabulary and rely on anecdotes to explain their situations. As to respect “poor people’s ability to understand and analyse their own reality,” (Laderchi et. al., 2003, p. 261) this paper will acknowledge the definition of poverty as being a psychological state of shame, humiliation, depression, low self-esteem, voicelessness, inferiority, dissatisfaction, weariness, powerlessness, and dependence.

Having established poverty as a psychological state rather than a physical state, it can be concluded that the solution should address psychological needs rather than physical needs. This is not to negate the benefits derived from physical resources provided to address real physical needs. In line with Maslow's hierarchy of needs, someone's psychological needs cannot be met if he or she is in a physical state of hunger, thirst, malnourishment, neglect, illness, violence, or other threats. However, the majority of peoples living in poverty are not currently facing physical threats and do not need to be treated as such. Doing so would be a misdiagnosis and almost certainly result in the wrong treatment being applied. There is a clear distinction between those in a state of perpetual poverty and those in need of emergency relief such as victims of natural disaster, disease outbreak, genocide, war, violence, or trafficking. If the problem is that people are in an emergency state, the solution is physical. If the problem is that people are impoverished, the solution is psychological.

I submit that the psychological solution to impoverishment is restoration of dignity, which addresses all of the following: shame, humiliation, depression, low self-esteem, voicelessness, inferiority, dissatisfaction, weariness, powerlessness, and dependence. Proposition: Poverty is a dynamic psychological state of being that requires an acknowledgement of dignity in order to begin restoring the psychological deprivation impoverished peoples experience.

> "To be deprived materially by some means or other compromises the dignity of that individual, if only on the grounds of curtailing their freedom and autonomy…the

> lives of the oppressed are filled with mundane choices framed by the conditions of their oppression, over which they ultimately have no direct recourse." (p. 129)[1]

Poverty touches a person's dignity and "workers live up to the standards of dignity implicit in their world view, and from their different vantage points can demand the recognition of their dignity" (Hodgkiss, 2018, p. 122). The way in which poverty affects individuals' dignity also affects individuals' work. I am interested in the social consequences that exist at the intersection of being both socioeconomically classified as BoP and being employed in a low-cost industry. This intersection has been insufficiently recognized, yet, I submit, is the perpetuator of supply chain systems built, perhaps unintentionally, upon the backs of the exploited and dignity-deprived. As Figure 1 illustrates, the next step in the development of this theory is to explore dignity as it relates to poverty and then to tie the theory back to low-cost labor considerations.

Definition of Dignity

Sharon Bolton (2005) believes that dignity has yet to be defined in a way that creates consensus around its meaning and analytical value. The definition she offers is dignity as "an essential core human characteristic that should be respected but often is not" (as cited in Hodgkiss, 2018, p. 124).

[1] Hodgkiss (2009) references material deprivation, which conflicts with the participatory definition I just developed; however, very little literature utilizes a participatory approach to its definition of poverty, so I am forced to refer to literature that references poverty in terms contrary to those promoted by this paper. The psychological definition of and dignity-based solution to poverty are nevertheless promoted and used in all subsequent theory development and research.

Dignity as it applies to humans is thought to belong to all humans equally and inalienably and can be defined by Mark A. Lutz (1995) as "intrinsic personal worth…an aspect of human nature that transcends all cultural differences—regardless of whether they are drawn along lines of ethnic origin, race, class, gender, sexual orientation, or what have you" (p. 180). Kant (1785/1964) makes this claim upon the grounds that humans are not merely means but ends in themselves and are set apart from objects which can only be valued in absoluteness by currency (as cited in Lutz, 1995, p. 173). This is why we sought an end to historic slavery and still seek an end to modern slavery. If humans had no deeper value in themselves, buying and selling human beings at a market value would not be unjust. It is, however, because we recognize that humans have some unquantifiable value that cannot be expressed by a price.

Human dignity is a historical concept that has endured from its earliest application in The Bible referred to as Imago Dei. Biblically speaking, humans are inherently dignified not because of anything they have ever done but because they are a reflection of the image of God. Evidence for dignity exists outside of the acknowledgement of a spiritual dimension. Dignity can also be described as the result of the "distinctly human attribute of intellect and an autonomous will" (Lutz, 1995, p. 174).

Alan Gerwith's (1992) proof of dignity includes: (1) being able to assign value to other ends, an individual must have some sort of inherent value in his or her own self, (2) believing that humans are worth "sustaining," asserting that humans have some sort of inherent value worth protecting, and (3) assigning dignity equally and equitably or otherwise claiming that dignity can be enhanced through our actions, which would contradict the very essence of dignity altogether (as cited in Lutz, 1995, p. 177).

The popular opposition to the theory of inherent human dignity is a Darwinist or Marxist approach which claims that humans are products of their environment, their minds an "irrational, involuntary reflection of economic class interests producing ideology" (Lutz, 1995, p. 175). The issue with this argument, as pointed out by Lutz (1995), is that human dignity is a philosophical topic and a scientific approach is an inefficient way to approach such a subject. Not to say that science is inherently bad or non-useful, but it is "inherently too limited to come to grips with the ontological existence of human dignity" (p. 176).

I see a need to create a language, a space, where dignity plays a very real role in the way we think about our business activity—namely, supply chain activity. There must be an accepted definition and method of measurement for felt, perceived, and acknowledged dignity. Without a language or measure of dignity, dignity is passively unacknowledged or actively diminished.[2]

> The problem…is with the language of the market; it affects the way in which people view themselves. The same population inheres the markets for prostitution

[2] While I reference dignity as being deprived from individuals, I contend that dignity (which is defined as inherent) cannot be lost. It can be unacknowledged, forsaken, or otherwise diminished through degradation, but an individual can never lose his or her dignity. To have ones dignity affronted would be to suddenly become less than human—and while Man is capable of treating others as less than human, Man has no authority nor means to remove personhood from a person.

> pornographic materials, surrogate motherhood, all promoting efficiency from an orthodox point of view, while at the same time impairing a very real sense of human dignity. (Lutz, 1995, p. 184)

Richard Sennet (2004) also points out that while dignity of the human body's sanctity and integrity is a universal value, dignity of labor is a modern concept, still vague. "While society may respect the equal dignity of all human bodies, the dignity of labour leads in quite a different direction: a universal value with highly unequal consequences. Invoking dignity as a 'universal value,' moreover, provides in itself no clue about how to practice an inclusive mutual respect" (as cited in Hodgkiss, 2018, p. 117). Furthermore, "there is an issue with the transmutation of the question of dignity into questions of working conditions, job satisfaction or pride in the work undertaken" (p. 124). I hope to provide some clues, some transmutation as to how "inclusive mutual respect" actually can be applied to the workplace and its conditions.

"Sabel sees dignity as something that can be affronted, with workers being sensitive to insults to their dignity" (Hodgkiss, 2018, p. 121), and I see this sensitivity to insults as being even more concerning in low-cost environments where laborers are already vulnerable to exploitation. These insults are the very social considerations to which supply chain manager's attention needs to be drawn to avoid pursuit of low costs resulting in a reputation of exploitation.

Humanistic Management

Having established poverty's relevance in low-cost environments and its interconnectedness with dignity, I will now explore the idea of dignity-restoration in low-cost environments. The psychology of business can easily be categorized as management. So in seeking a psychological solution to the plight of BoP Textile Industry laborers, the task logically falls upon management. Modern management theory applies the concept of dignity to an economic context in what Heiko Spitzeck (2011) defines as humanistic management—a concept that "gives responsible management a clear direction: to foster unconditional human dignity" (p. 51).

It is important to look at human dignity in the context of labor and the role that an MNC in a low-cost environment can play because institutions to which the restoration of dignity has been entrusted have not succeeded. For example "there has been a UK government bill on dignity in the workplace, but, as we know, underlying social relations remain unchanged" (Hodgkiss, 2018, p. 125). There is a unique opportunity within the supply chains to create social change by establishing new standards of employment. This is due in large part to the way employment so easily affects one's dignity—either positively or negatively. "Work should not result in a degradation of the human spirit" (as cited in Hodgkiss, 2018, p. 118), but such degradation is happening in abundance in the low-cost environments of textile supply chains.

According to Lutz (1995, p. 179), the opposite of dignity acknowledgement and restoration is a manipulation and exploitation. Thus, should a manager fail to address an impoverished laborer's dignity, the work which she or he is performing is being done by way of exploitation—preying on the impoverished person's vulnerable state—something that MNCs and the supply chain mangers likely wish to avoid.

The concept of work being integral to dignified personhood exemplifies that Man is an ends rather than means. Mankind does not work as a means to an ends but pursues work as an ends. Work is valuable because of its experiential benefits aside from its benefits of monetary compensation. Work reinforces ones' role in society and allows an outlet for one to create both things and self. Philip Hodgkiss (2018) highlights the importance of work "as having a direct impact on what it means to be human—the paradox being that human dignity could be confirmed by work or confounded by it" (p. 117). Karl Marx saw work as "coming to need a rest from rest, recognizing the challenges inherent in the purposefulness of labor…intrinsically rewarding…a source of self-actualization" (Hodgkiss, 2018, p. 188). Put another way, Henri Bergson "believes it is the essence of Man to create materially and morally, to make things and to make himself," a concept he derived as homo feber (Arnaud & Wasieleski, 2014, p. 321).

Jeremiah Sullivan (1986) used the hermeneutical view of mankind to explain how work reinforces sense of self.

> …Organizational existence and human nature are intimately linked; the function of organizational life is to foster human nature…productive working is simply the method of interacting to achieve lived experiences. Notice that work is not the response to some stimulus…rather, it is what humans do (just as creativity or play are also what humans do)…work as lived experience is being human. It makes sense to work, whether in an organization, in one's family, or on one's own behalf...work is a response to a worker's acceptance of meaningful organizational roles and identities. (p. 543)

Work compliments and solidifies the sense of personhood. Marx, Bergeson, and Sullivan explain work not as the result of learned motivations but as being intrinsic and essential to acknowledging a sense of self and realizing the inherent worth and value (dignity) of that self.

Genesis 1 defines Mankind as God's image-bearers, reflecting something of who He is simply in being. Because God himself works, Mankind mirrors and does the same as a functional way of imaging God. Mankind was given the task to work in God's garden, making Mankind, inherently and from the beginning, workers. Work, therefore, affirms a person's dignity because it is one way of exercising what is true of a person, a way of living out a person's true identity and purpose.

Work also respects the intellect and autonomy that dignity asserts Mankind has. Work requires, even in the most simplistic environments, brain power and decision-making capabilities. In working, a person practices the truth that she or he is dignified, intrinsically valuable, an ends rather than a means, capable of intellect and decision-making.

Marx believed "labour itself was seen as a means to dignity that had its object expropriated by the capitalist mode of production" (as cited in Hodgkiss, 1999, p. 118). Sennett (2004) stated that dignity of labor arose as a universal value upon the emergence of modern capitalism (as cited in Hodgkiss, 2018, p. 117). Marx preceded Sennett in accurately tying the issue of dignity in labor to the production that arose in the modern capitalist market. It explains (though does not excuse) why there is little concern for dignity as it pertains to labor. "The concept of dignity of labor was totally foreign in ancient society, with such economics dependent on slavery…it is really only with the eighteenth century that a substantive debate on the merits of human labour begins to emerge" (Hodgkiss, 2018, p. 118).

Gramsci (1971) offers an explanation for why modern production has forsaken dignity. According to Gramsci, "[humanity and spirituality] exist most in the artisan, in the 'demiurge,' when the worker's personality was reflected whole in the object created and when the link between art and labour was still very strong. But it is precisely against this 'humanism' that the new industrialism is fighting" (as cited in Hodgkiss, 2018, p. 119). Hodgkiss draws the conclusion that there is a "connective tissue of industrialized work and human degradation [that] stretches as far back as at least the eighteenth century" (p. 132). Proposition: Because work is so intimately associated with personhood, work has an inherent ability to either confirm or confound a person's dignity—a higher risk of confounding in the low-cost environment.

While the study of humanistic management is useful to informing the research of dignity in the workplace, its very definition assumes that dignity need be applied to the workplace. Honneth (2008) calls for "the management of human resources…to focus on re-emphasizing human dignity" (as cited in Arnaud & Wasieleski, 2014, p. 315). Dignity needs not to be introduced to the workplace using humanistic management because dignity is already inherently interwoven with the concept of working. Dignity only needs to be re-emphasized. Humanistic management misses the mark in application (focusing on introduction rather than reinforcement). To compensate for this inadequacy, I will pursue my own application of humanistic management using the Self-Determination Theory.

Self-Determination Theory

"One comes into being as a human by developing his/her talents and potential," and the best arena in which to do this is through employment. Such development results in "the best of his/her personality, moral autonomy, and self-determination. " (Arnaud & Wasieleski, 2014, p. 320). "Humans are not to be treated as instrumental resources for the manager to meet his/her objectives, but rather as valued partners in the process where intrinsic benefits accrue to the employees as well." (Arnaud & Wasieleski, 2014, p. 319).

Arnaud and Wasieleski (2014) see "the strongest similarities between the humanist principles and the fundamental needs of human beings outlined by [Deci and Ryan's (2000) Self-Determination Theory]" (p. 321). Self-determination "tends essentially to render the human being more human, and to manifest his original greatness by having him participate in all that which can enrich him in nature and in history" (as cited in Maritain, (1931/2005), p. 153). Humanist principles as derived from the Renaissance and Enlightenment are "autonomy, liberty, dignity, equality between people, and the right to develop our human potential" (Arnaud & Wasieleski, 2014, p. 320). The self-determination theory resembles these principles but is consolidated into three elements based on psychological needs.

> All human beings want to be self-determinate. To become self-determinate requires the satisfaction of three innate psychological needs: (1) feeling of competence (feeling of self-efficacy, the sense that they are effectively coping with challenges), (2) autonomy (self-organizing experience, to feel in control of initiating their own

> actions) and, (3) relatedness (social relations based on mutual respect, as well as having a sense of being socially integrated. (Arnaud & Wasieleski, 2014, p. 321)

Humanistic management takes physical shape and is given structure through these three elements of the Self-Determination Theory. And from these three elements flows dignity's reinforcement.

Braverman (1974) characterizes the labor environment we encounter today by: (1) "deskilling of work" which contradicts the SDT element of competence, (2) "management control systems" which contradicts the SDT element of autonomy, and (3) "the technical organization of the work process" rather than the social organization of the workers themselves, which contradicts the SDT element of relatedness (as cited in Hodgkiss, 2018, p. 119). Additionally, Honneth (2007) has shown that "unequal distribution of social dignity drastically restricts the possibility of individual self-respect for lower, primarily manually employed occupational groups" (as cited in Hodgkiss, 2018, p. 121).

Low levels of competence, autonomy, and relatedness should theoretically lend themselves to dignity-deprived work environments rather than dignity-restorative ones. We would expect those low levels to be present in countries victim to exploitation and within BoP populations. Because the low-cost environment is both victim to exploitation and reliant on BoP populations, I expect lower levels of competence, autonomy, and relatedness in the low-cost environment.

Competence

Sayer (2007) refers to the ability of competence to reinforce a person's dignity, stating in no uncertain terms that "to be dignified or have dignity is first to be in control of oneself, completely and appropriately exercising one's powers" (as cited in Hodgkiss, 2018, p. 124).

"Employees bring their needs, aspirations, and hopes to their jobs, and become committed to employers that take concrete steps to help them develop their abilities and achieve their potential" (Dessler, 1999, p. 63). Dessler is loosely referring to the concept of situational management. Situational management is a term used to describe the use of humanistic management and means "tak[ing] into account the motivations, the personality and the competencies of an employee in order to adapt…management to the workplace environment" (Arnaud & Wasieleski, 2014, p. 325). Acknowledging an employee's competence involves giving that employee challenging enough work as to recognize that of which the employee is capable, but not giving such challenging work as to set the employee up for failure to perform. "Tasks should challenge the worker by corresponding to the level of the employee's abilities. Work tasks that are too easy do not stimulate and develop abilities…Conversely, challenges that are too difficult do not allow the employee to be successful in her task…and may cause frustration and dissonance" (Arnaud & Wasieleski, 2014, p. 324).

The idea that "management should facilitate the development of employee talents and potential" (Arnaud & Wasieleski, 2014, p. 320) aligns with Bergson's theory regarding homo feber and the idea that it is of Man's essence to make a sense of self. The way to develop an employee and enhance his or her competence is through challenging work as well as by offering her or him constructive feedback and confidence enhancements (Arnaud & Wasieleski, 2014, p. 320, 324).

Dessler (1999) calls managers to "enrich and empower" their employees if they want to see commitment on the job. "Behavioral scientists have long encouraged job enrichment—increasing the breadth of responsibility and self-management[3] in the job—a way to appeal to employees' higher level needs" (p. 64). Saturn has set a precedent of establishing dignity-restoration in the workplace by recognizing competence; one of its employees stated that "in other firms you're treated like children and here we are treated like adults" (p. 64).

Because lower levels of competence are associated with lack of dignity and opportunity for exploitation, it would be my understanding that the Textile Industry would thrive best in countries where dignity is lacking (as measured by levels of competence).

> Hypothesis 3: Countries with lower levels of competence within their culture will have a larger Textile Industry presence.

Autonomy

The next element of the self-determination theory is autonomy. Connected to the idea of competence, autonomy is the idea that Mankind is "able to take responsibility for [its own life] by exploring new opportunities and developing all [its] capabilities with the use of reason and education" (Arnaud & Wasieleski, 2014, p. 320). Sayer (2007) draws the connection as "most

[3] The reference to "self-management" is inclusive of the idea of autonomy, as well.

obviously, then, dignity is about self-command and autonomy" (as cited in Hodgkiss, 2018, p. 124).

The very ground upon which the concept of human dignity stands is human agency, which is constituted by "freedom and well-being…an agent needs them and therefore has a right to them" (Lutz, 1995, p. 188). Alan Gerwith (1992) describes an equal and innate sense of autonomy as justifying Mankind's dignity. Even The National Commission of 1979, which was drafted to protect agents of research, bases its respect for persons on the conviction that Mankind is made of autonomous agents.

If dignity exists because Man is autonomous to at least some degree, then autonomy must be in place for dignity to be felt. A manager who promotes a heteronomous work environment has removed an essential element of the Self-Determination Theory and thus eliminated any presence of humanistic management.

Encouraging autonomy is central to the practice of humanistic management because, at its core, "humanism is concerned with the autonomy of individuals and their proper treatment" (Arnaud & Wasieleski, 2014, p. 314). "Deci et. Al (1994) reveals that even when an activity is initially uninteresting, managers who are autonomy supportive can still generate higher engagement in this activity…by allowing their employees to feel intrinsic motivations" (Arnaud & Wasieleski, 2014, p. 325).

In the TCLF industries, workers are mistreated with little authority to speak out against injustices.

> "Lack of social dialogue, poor general communication between workers and managers, and workers' lack of knowledge about their legal rights in such areas as overtime calculations were reportedly common. The study concluded that on average factory workers worked more than 60 hours per week, and in 88 per cent of cases more than six days in a row…Excessive overtime was found in all clothing factories assessed by the Better Work Programme in various countries…regular hours are not respected; working hours exceed legal limits and workers are not provided with the required weekly rest period." (ILO, 2014, p. 22)

With little authority over or influence regarding their working conditions, we would expect that there are lower levels of dignity among laborers employed by TCLF industries. In countries with less cultural emphasis on autonomy, dignity-acknowledgement and -reinforcement should be even more rare. If TCLF industries rely on excessive working hours, poor working relationships between workers and managers, and violation of legal rights, we would expect the Textile Industry to be more prone to establishing itself in countries where the population places lower cultural importance on having autonomy over one's life.

> Hypothesis 4: Countries with lower levels of autonomy within their culture will have a larger Textile Industry presence.

Relatedness

Sayer (2007) explains “dignity is an elusive quality depending not only on how an individual behaves but on how others treat her. It can therefore be a fragile thing because we are deeply social beings—vulnerable and dependent on others—physically, psychologically, and economically—throughout our lives” (p. 19).

The final element of the self-determination theory and final consideration for humanistic management with a re-emphasis on dignity is community or relatedness. This can be defined by Deci and Ryan (2000) as when “each person’s uniqueness and inviolability is emphasized, along with each’s relational and communitarian tendencies,” or by Arnaud and Wasieleski (2014) as personalism, “an important principle to humanist ontology of the human being : ‘the need to be recognized by others;’ stated differently, the need to be socially integrated” (p. 320). The way to relatedness, as described by Arnaud and Wasieleski, is through employee recognition, a practical application of managerial attention to relatedness.

> Management should nurture social relations based on trust, mutual respect, and recognition …A regular dialogue between supervisors and their subordinates including an appraisal performance and compensation system (perceived as fair by the employees), and intrinsic reward inducements (e.g., words of encouragement) are likely to allow the need for recognition and mutual respect to be satisfied. (p. 324)

Thick relations produce valuable ethical surpluses that represent mutuality and human flourishing. Should relatedness increase, we would expect dignity reinforcement and human flourishing among workers. If dignity-restoration is in fact a combatant of BoP plight and impoverishment, then relatedness is in direct competition with the low-end environment in which the Textile Industry thrives. I contend, therefore, that the Textile Industry has found its niche in countries with lower levels of relatedness (and therefore lower levels of dignity).

> Hypothesis 5: Countries with lower levels of relatedness within their culture will have a larger Textile Industry presence.

METHODS

I use a Regression analysis and ANOVA test, run by IBM SPSS Statistics Data Editor. The sample size was 192 countries—determined by available data in the Observatory of Economic Complexity.

To measure significance, I use R-Squared measure of significance which represents the practical significance of the model and is the percentage of variation in the Dependent Variable that can be explained by the Independent Variables in the model.

After using a linear regression analysis on the model containing only the Dependent Variable (percentage of total exports to the United States made up of textile exports) and constants (natural log of country population, economic openness, Human Development Index, and percent of labor force that is skilled), I use a linear regression analysis with the independent variables and calculate the statistical difference between the two R-Squared values produced by the two regressions. The amount by which the R-Squared and the degrees of freedom change establishes how helpful the independent variables introduced to the model are at explaining what percentage of total exports of a country are made up of textile-related goods and services.

I use the natural log of the population of each country to normalize the data. This allows me to interpret population as a percentage rather than a number so that I can explain a correlation between population and textile-to-total exports. As the percentage of population increases, the percentage of textile-related goods and services exported to the United States increases.

In the case of countries for which the relevant data could not be located or was not collected, I used the average of the most recent, available country data in a specified region. For cases in which many years of country data was available, I used an average over the years and across the region. These regional averages were then used in place of missing country missing data. Given the economic similarity between countries with similar histories, colonializations, development rates, economic outputs, and (especially) culture, grouping data across regions was the most accurate method of filling in missing data in order to run a complete analysis. Additionally, “the ILO Constitution notes that the failure to adopt humane labour conditions in a given country is an obstacle to other countries that wish to improve their own conditions" (p. 21), so it is fair to assume that the conditions in one region would promote similar conditions in neighboring countries.

Regions were split into the following groupings: East Africa, West Africa, Central Africa, South Africa, South Asia, Southeast Asia, Central Asia, Arabia, the Middle East, Eastern Europe, Western Europe, North America, Central America, South America, Caribbean, and Oceania.[4]

Dependent Variable

I examined the Textile Industry using data from the Observatory of Economic Complexity for the year 2017. For every country on which the OEC had data, I divided dollar amount of textile-related goods and services exported to the United States (in USD) by dollar amount of total goods and services exported to the United States. I used the United States given "more than half the world's clothing retail is concentrated in North America and Europe. North America represents 25 percent" (ILO, 8).

Textile-related exports to the US as a percentage of total exports to the US is a proxy for how heavily MNCs have relied upon low-cost textile suppliers in that country. I use the subsequent independent variables in my research to try to reveal any correlation between undesirable social conditions and textile-to-total-export ratio. I expect to reveal some of the social implications related with desirable destinations for textile outsourcing and the cultivation of low-cost supply operations.

[4] The complete breakdown of regions can be found in Appendix B

In the case of countries without data available regarding their textile exports to the United States, I assumed exports to be insignificant enough to round the value of textile-to-total export ratio to 0%.

Control Variables

For control variables, I use the natural log of the population expressed as a percentage, Human Development Index (HDI), economic openness, and percentage of labor force that is skilled out of total labor force.

I obtained population and HDI values from the World Bank's World Development Indicator from the year 2017. The Human Development Index is measured by taking a geometric average of three normalized dimensions: life expectancy at birth, mean years of schooling for adults over age 25 and expected years of school for children when they first start, and standard of living measured by GNI per capita. In the case of countries with missing data for HDI or percent of skilled labor, I used the average of a country's respective region across years 2015, 2016, and 2017.

Economic openness is a measure of the summation of a country's exports and imports divided by the country's GDP.

Independent Variables

Competence

For the competence component of dignity, I use an education index taken from The United Nation's Development Programme Human Development Reports. The education index is calculated using the mean years of adult schooling and expected years of child schooling (indexed by scaling with corresponding maxima) taken from UNESCO Institute for Statistics in 2018. I used values from 2017 for all countries with available data, and an average across all countries in a country's respective region over the years 2015-2017.

Autonomy

To quantify the autonomy component of dignity, I use the Hofstede measure of Power Distance from Hofstede Insights, which assigns a numerical value to the cultural acceptance of (or resistance against) there being an unequal distribution of power in a society, also described as a defined hierarchy. Philip Hodgkiss (2018) relies on the frameworks of thought of Charles Sabel and Pierre Bourdieu to express the role culture plays in relation to dignity:

> …the lingering impacts of the experience of family, class, culture and education and the role of such things…they comprise the contents of the backpacks that individuals carry with them into the world of work as they walk with dignity or, conspicuously, without it. (Hodgkiss, 2018, p. 127)

I replaced any missing country values with an average of the respective region's Power Distance values. Higher Power Distance values indicate cultural acceptance of hierarchical relationships, while low Power Distance values indicate a cultural focus on equity. Higher Power Distance is associated with decreased individual autonomy over one's self, while low power distance is associated with freedom from hierarchical controls and increased ability to influence one's own environment.

Additionally, I use measures of Trade Union Density Rate and Collective Bargaining Coverage Rate taken by The International Labour Organization. Data was sparse and missing for some years so I took an average from 2004 to 2016 for each country. In some cases, this meant an average of just one value, and in other cases meant an average across all 13 years.

Trade Union Density measures employees that belong to unions as a percentage of total employees (excluding union members that are not currently in paid employment). Collective Bargaining Coverage measures amount of employees whose employment conditions are affected by collective agreement(s) as a percentage of total employees (adjusted for workers who do not have the right to collectively bargain). Individuals' ability to unionize and collectively bargain represents power at the employee level, rather than power reserved for the elite as is measured by Hofstede's Power Distance. We would expect higher rates of trade union density and collective bargaining coverage in countries with cultures of low Power Distance.

Finally, I used a measure of freedom. The Freedom Indices were taken from Country Watch, derived from Freedom House's Freedom in the World for the year 2010. The indices measure freedom based on two dimensions: political freedom and civil liberties. Each country received a score between 1 and 7 for each of the two dimensions. I, then, converted the value between 1 and

7 to a percentage out of 100 (where 1 is 100% free and 7 is 0% free) and averaged the two dimensions together for one comprehensive measure of freedom. For countries without data, I used an average of their respective regional values.

Relatedness

For relatedness, I use another Hofstede measure: Individualism. I replaced any missing country values with an average of the respective region's Individualism values. High values of Individualism characterize cultures that focus more on individual needs than the community's needs as a whole, while lower values indicate collectivism and a strong cultural sense of "we." Lower values are interpreted as significant of higher levels of relatedness while high individualism is assumed to signify missing relatedness.

Extraction

For measures of inequality, I used GINI indices obtained from the World Bank's World Development Indicators. As limited data was available, I averaged values over years 2012-2017 and substituted regional averages for countries in each region with no data at all. The GINI index measures how much distribution of income deviates from perfect equality. Lower values represent a more equal distribution of income (0 being perfect equality) while higher values represent a more unequal distribution of income. A high level of inequality suggests the presence of many economic classes—an upper class that deviates drastically from a lower class. Equality suggests that these classes have not formed; wealth has not been allowed to pool but has found its way elsewhere. I will use the GINI coefficient as a proxy for wealth extraction suggesting that in countries with low GINI coefficients, the wealth has been extracted. In order to distinguish countries with extreme equality because of wealth extraction from countries with extreme equality because of socialism or other causes, I multiplied the GINI coefficient by GNI per capita. The measure of extraction, therefore, is a measure of equality multiplied by average wealth. The multiplier of GNI per capita will serve to amplify the measure of extraction in order to set apart those countries characterized by equality coupled with wealth from those with equality coupled with impoverishment.

DATA

Table 1

Regression Model Predicting Textile-to-Total-Export Ratio

	Model 1		Model 2	
Log of Population	2.20	***	1.96	***
	(.74)		(.77)	
% of Labor Force is Skilled	-.15	**	-.04	
	(.09)		(.10)	
Economic Openness	-.25		-.32	
	(.29)		(.29)	
Human Development Index	.97		81.65	***
	(12.93)		(30.29)	
Hofstede's Power Distance			-.25	**

		(.11)	
Hofstede's Individualism		-.25	***
		(.10)	
Union Density		.03	
		(.13)	
Collective Bargaining		-.15	*
		(.09)	
Education Index		-.30	*
		(.22)	
Textile Industry Average Wage		-.03	**
		(.02)	
GINI Coefficient		-8.84E-6	***
(using a multiplier of GNI per capita)		(.00)	
Freedom Indices		.12	**
		(.06)	
Constant	-16.02	-15.85	
	(14.19)	(19.08)	
R Square	.08	.21	
Change in R Square		.13	

Nonstandardized regression coefficients are shown. Standard errors in parentheses. Number of observations in full model = 192. * $p < .05$; ** $p < .01$; *** $p < .001$; One-tailed tests reported.

Table 2

Pearson Correlations and Descriptive Statistics

		Mean	*SD*	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Textile-to-Total Export Ratio	9.66%	20.60%													
2	Log of Population	15.64	2.20	.22												
3	% of Labor Force is Skilled	58.10	22.80	-.19	-.11											
4	Economic Openness	2.06%	5.61%	.05	.47	-.02										
5	Human Development Index	.71	.15	-.14	-.13	.68	.03									
6	Hofstede's Power Distance	62.53	18.05	.16	.34	.38	.15	-.35								
7	Hofstede's Individualism	40.31	20.60	-.27	-.26	.44	-.07	.40	-.66							
8	Union Density	22.75	13.95	-.14	-.10	.24	-.05	.26	-.17	.15						
9	Collective Bargaining	31.99	22.76	-.25	-.20	.42	-.13	.48	-.37	.41	.62					
10	Education Index	64.96%	18.02%	-.17	-.09	.70	.01	.92	-.37	.40	.26	.47				
11	Textile Industry Average Wage	305.17	112.51	-.15	.00	.41	.05	.17	-.25	.05	.20	.18	.25			
12	GINI Coefficient * GNI per capita	730,020.81	707,176.12	-.18	-.08	.43	-.02	.71	-.19	.27	.20	.30	.58	-.01		
13	Freedom Indices	38.70%	32.25%	.23	.28	-.32	.08	-.51	.46	-.37	-.13	-.39	-.51	-.08	-.26	

Discussion

To explore how well the model does at predicting percent of total exports made up by textile-related goods and services, I first ran a linear regression analysis using only control variables in conjunction with textile-to-total export as the dependent. This resulted in a model with an R-Square value of .08 which means the model is useful at predicting 8% of the variation that occurs. When the independent variables were introduced, the R-Square value increased to .21, predicting 21% of the variation in the model. The R-Square difference is .13 or 13%.

To determine the possibility of collinearity among the variables, I performed a collinearity diagnostic. Results indicated all independent variables had variance inflation factors (VIFs) of less than 10, indicating no multicollinearity existed among the independent variables. It should be noted that one control variable, Human Development Index (HDI), showed signs of multicollinearity in the full model, but not in the control model only, with a VIF of 11.39 in the full model, just above the accepted limit of 10. None of the independent variable showed signs of multicollinearity.

Hypothesis 1, that countries with lower wages in the Textile Industry will be associated with a larger Textile Industry presence, when measured by average wages in the Textile Industry, is significant at alpha of .05. The claims in my research that the Textile Industry is characterized by low wages are supported. Additionally, there is correlation proving that US MNCs are doing more business with countries with lower average wages. This further supports my proposition that US MNCs are exploiting social conditions in the Textile Industry.

Hypothesis 2, that the countries with lower levels of inequality will also be associated with higher textile-to-total exports ratio, measured by GINI coefficient is significant at alpha of .01. With the same proxy, I conclude a significant positive relationship between higher wealth extraction and more appeal to US textile MNCs. MNCs in the Textile Industry are pursuing low-cost ventures in countries already deprived of wealth accumulation. This supports my proposition that exploitative factors in a country are correlated with a larger textile presence and the concomitant social implications of the Textile Industry.

Hypothesis 3, that countries with low levels of competence will have higher textile-to-total export ratio, when measured by Education Index is significant at alpha of .10. The degree to which US MNCs outsource from a country is negatively correlated with the education index of that country. A lack of education is a social implication correlated to the Textile Industry's presence in a country's economy.

Hypothesis 4, that countries with lower autonomy will have higher textile-to-total export, was measured by Union Density, Collective Bargaining, Freedom Indices, and Power Distance. Union Density is not significant. Collective Bargaining is significant at alpha of .10. Freedom Indices and Power Distance are significant at alpha .05. Because of theirs low alpha, Power Distance and Freedom Indices are the best predictors of percentage of textile-to-total exports. This supports my prediction that individuals who feel little control over their environment (i.e., high power distance, little freedom) are highly concentrated in countries with high concentrations of textile-related goods and services. This supports my proposition that lower levels of dignity are correlated with the Textile Industry and may very well be a social implication of outsourcing textile labor for cost-related reasons.

The final hypothesis, 5, that countries with lower levels of relatedness will have higher textile-to-total export ratio, measured by Hofstede's Individualism, is significant at alpha 01. US MNCs are most heavily using textile-related labor, goods, and services in countries with low measures of relatedness/community. This further supports my prediction that lower levels of dignity are correlated with the Textile Industry's presence.

IMPLICATIONS AND FUTURE RESEARCH

The results of my study suggest that US MNCs are more likely to use labor from countries that have higher levels of exploitation (low GINI coefficients coupled with low GNI-per-capita, and low wages) and lower levels of dignity (low indication of education, low rates of collective bargaining, low indicators of freedom, low Power Distance, and low Individualism). Below I explore the implications of those results, both for supply chain managers in the Textile Industry but also for other supply chain managers in other potentially exploitive industries, such as conflict minerals, cotton, rubber, or leather.

> Attachment to dignity seems to be taken on trust and on a largely self-evident basis; dignity represents a positive and desirable constituent of ethically sound practice for the agencies that have co-opted it. While its value is much vaunted, its

> evaluation remains at the level of an implicit premise. There is no further definitional work and certainly no operationalization of dignity, even though there is an obvious intention to carry on using it. Dignity may well be of use as a buzz-word for best practice in service to client groups, but dignity has to be 'done' and be seen as having been done. It does not fit the bill of a promissory note, and non-delivery of the service of dignity fatally defaces the currency. It is easy to coin dignity in glib discourse, but how can the good intention be transferred into practice? (Hodgkiss, 2018, p. 128)

Hodgkiss poses the logically ensuing question that I will now discuss: how can the good intention be transferred into practice? Gerth and Mills warn that symbols (such as dignity) "which are often written about as 'values' are historically and sociologically irrelevant unless they are anchored in conduct" (as cited in Hodgkiss, 2018, p. 133). Having established dignity-deprivation as a social consequence correlated with the Textile Industry, I will now focus on anchoring conduct supply chain managers can effectively perform to address dignity-restoration.

Lutz (1995) clearly states that "material deprivation degrades one's autonomy" (p. 188) which subsequently degrades dignity—as dignity flows out of autonomy. Those experiencing material deprivation, then, are at higher risk of dignity deprivation. If we can logically conclude that individuals in BoP populations, employed in a low-cost industry lack autonomy and relatedness, as my research suggests, and that this deprives those individuals of dignity, then textile MNCs with low-cost supply chain operations should instate dignity-restorative practices.

Kanter (1972) points to community "creating commitment among the communities' members, who developed a strong 'we-feeling'—that they were like a family" (as cited in Dressler, 1999, p. 61). I propose that this sense of commitment is not only a positive solidification of dignity in the individual but of value to the community and its overall goals. Kanter (1972) gives a practical application of community in the workplace, highlighting the need for "connection, belonging, participation in a whole, mingling of the self and the group, and an equal opportunity to contribute and to benefit all." Kanter's suggestion serves as the first implication: to facilitate a "cohesive, emotionally involving, and effectively satisfying community" in low-cost textile production facilities overseas (p. 61). Gary Dessler (1999) highlights the rewards of commitment, stating that earning commitment results in:

> better attendance records and longer job tenure than less committed employees. Not surprisingly, they also tend to work harder at their jobs and perform better than do those with weak commitment. In summary, there is considerable evidence that committed employees will be more valuable employees than those with weak commitment. (p. 58)

Low-cost supply comes at a higher cost than is monetized. It is the commoditization of foreign laborers that have dismissed such costs as invalid for so many years. "When someone is acutely aware that they are a commodity to be used prior to actually being in employment, then the prospects for dignity in and at work itself are systematically compromised" (Hodgkiss, 2018, p. 126). I suggest supply chain conduct needs to address the psychological effects of the intersection between low-cost employment and BoP socioeconomic status to catalyze a reversal of what has become normalized dignity-deprivation. If the psychological effect “eats away one’s dignity,” then employment needs to rebuild that dignity; if it is “crushing” and “fear,” then employment must be empowering and safe. The next implication I propose is that supply chain managers should create a culture and ethical value system that promotes a new social standard in textiles in which all people are treated as ends rather than means, souls rather than resources, humans rather than commodities, valuable beings rather than value-adding processes.

One important caveat is that BoP peoples cannot be dependent on others if they are to have dignity. They must have agency of their own “in contrast to [be] a passive dependent recipient of the agency of others” thereby suffering “the repercussions of depersonalization and overbearing bureaucracy” (Lutz, 1995, p. 189). The solution, then, is to create “maximum possible equality of opportunity where everybody would be provided with a chance to help themselves” (Lutz, 1995, p. 189). There is no building wells or food hand-outs in a dignity-restorative economy. There is an invitation to support community-led efforts; there are beggars leading other beggars to the bread. Equality of opportunity looks like first acknowledging the dignity of every person that touches a business process. The moment an individual is regarded as ‘less-than,’ that individual’s opportunity to achieve agency, autonomy, relatedness, and a sense of dignity has been hindered. The implication is that each person’s dignity in each production facility must be upheld at the same high standard. No one throughout the supply chain is treated as more or less dignified, but all are given the opportunity to exercise their dignity—especially through autonomy and relatedness.

Modern management theory uses a modernist view of Mankind rather than a hermeneutical one (Sullivan, 1986, p. 543). A hermeneutical view of management would lead managers to assume teaching or persuading roles, to deepen their employees' consciousness, and to communicate and facilitate sense- and history- making. The modernist view of man results in managers seeing themselves as negotiators, making exchanges with their employees (Sullivan, 1986, p. 547), towards which managers of a low-cost environment would be inclined. While the hermeneutical view aligns much closer with the self-determination theory and application of dignity to the workplace (humanistic management). It would be difficult to apply the concepts of this paper to a work environment that continues to hold a modernist view of its employees, but by re-emphasizing dignity's role in the work environment and establishing clear definitions and standard practices, managers can shift to humanistic management and a hermeneutical view. The implication is to make such a shift and to include in one's definition of management a responsibility to contribute to laborers' creation of their senses of self. Managers using the self-determination theory and practicing humanistic management "give opportunities for choice, encourage employees' initiatives, and provide the rationale and meaning for a work activity…Employees' opinions regarding their feelings toward an activity or a situation are acknowledged. Employers treat them with respect and grant them recognition" (Arnaud & Wasieleski, 2014, p. 324).

If a textile firm wants to practice positive supplier management, I recommend that in addition to standard supplier management practices such as risk management, opportunity management, supplier scorecards, supplier rationalization, supplier development, etc., firms address the degree to which dignity is being promoted in overseas production facilities. FedEx has already taken a step towards this by including in its Manager's Guide: "I have an inherent right to be treated with respect and dignity and that right should never be violated" (Dessler, 1999, p. 65).

Andrew Sayer (2007) offers a suggestion for dignity-incorporation that distinctly highlights competence, autonomy, and relatedness: “dignity involves, at one level, workers being respected as people and not being treated as a mere means to the ends of others, while, at another level, they are to be trusted to act responsibly [competence] and autonomously [autonomy] and taken seriously as part of a communication community [relatedness]” (as cited in Hodgkiss, 2018, p. 124).

Examples of dignity-restorative labor conditions in each the respective spheres of the SDT include:

Competence

- Ensure that work tasks are not too easy; allow opportunities for challenge and to introduce more work tasks
- Ensure that work tasks are not too difficult; allow opportunities to simplify complicated tasks into smaller, more manageable ones
- Offer opportunities for continued learning
- Affirm demonstrations of competence
- Humbly assist in cases of demonstrated incompetence

Autonomy

- Allowing labor input on work schedules and overtime
- Providing enough training that laborers can manage their tasks without reliance on supervisor
- Limit supervisor presence

- Allow for collective bargaining
- Encourage unionization
- Create opportunities for laborers to make their own decisions

Relatedness

- Create communal atmosphere by grouping individuals together and allowing them to work alongside one another
- Provide breaks and a space where laborers can commune together
- Encourage the formation of intra-firm groups
- “Frequent group meetings and regularized contacts” (Dessler, 1999, p. 62)

Further research is necessary in which laborers’ performances after dignity-restorative practices are introduced to their environment are measured against performances beforehand. While the ILO has done work training labor inspectors in an effort to improve labor conditions, labor inspections are not sufficient if the metrics being used to inspect labor conditions ignore dignity-related issues. It is encouraging to see that, “some initiatives are moving away from purely audit and code of conduct compliance to more aspirational, developmentally oriented approaches, with a focus on long-term improvements in labour conditions” (ILO, 27).

I would like to see an extension of this study through an examination at the level of the individual rather than at the country level. I would further encourage research into the role of trust and how it relates to dignity in a low-cost environment. I also believe further research should consider how perceived trust between laborers and their managers affects their perception of their environment and what the social implications are as a result. Finally, my study was conducted only within the Textile Industry. Future studies exploring similar factors in other industries might provide further evidence that dignity restoring practices within labor markets can benefit a large portion of the bottom of the pyramid population.

Conclusion

Supply chain management has overtime learned to produce highly efficient and low-cost supply chains for MNCs, as demanded by the competitiveness of the industries in which they compete, the demands for continued growth and profitability by shareholders, and the desire for low priced, high quality products by consumers. It is my hope that this study sheds light on the implications of this practice in BoP environments and further elucidates the possible benefits of dignity restorative labor practices in these conditions.

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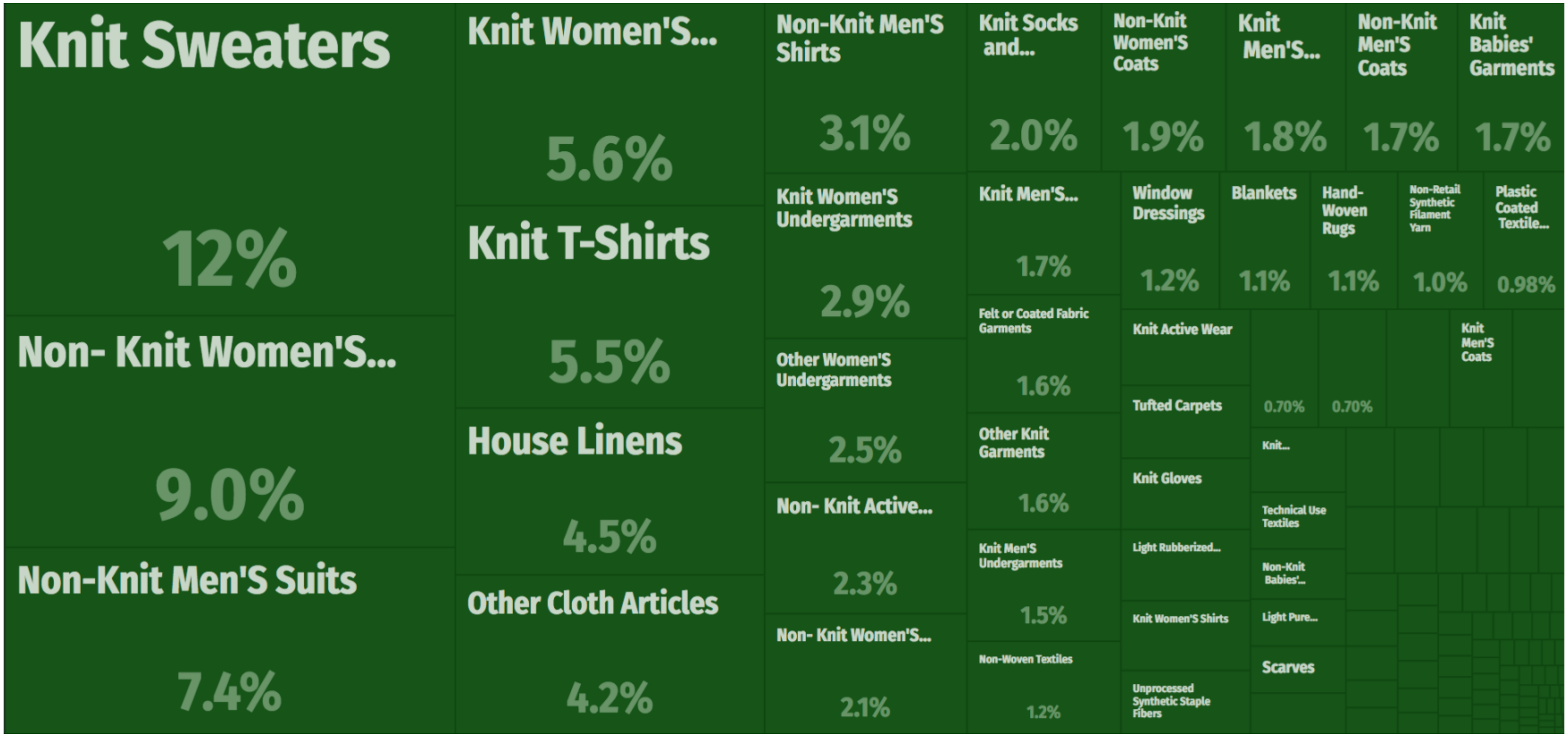
Appendix A: Breakdown of Textile Exports from All Countries to United States



Observatory of Economic Complexity

Appendix B: Region Classifications

Region	Countries
AFC: Central Africa	Angola, Republic of the Congo, Democratic Republic of the Congo, Cameroon, Central African Republic, Chad, Equitorial Guinea, Gabon
AFE: Eastern Africa	Burundi, Eritrea, Kingdom of Eswatini, Swaziland, Ethiopia, Kenya, Malawi, Mozambique, Rwanda, Seychelles, South Sudan, United Republic of Tanzania, Uganda, Zambia, Zimbabwe, Madagascar
AFW: Western Africa	Benin, Cabo Verde, Cote d'Ivoire, The Gambia, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Sao Tome and Principe, Senegal, Sierra Leone, Togo, Burkina Faso
AFS: Southern Africa	Botswana, Lesotho, Namibia, South Africa
ARB: Arabia	Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, State of Palestine, Qatar, Saudi Arabia, Somalia, Sudan, Syrian Arab Republic, Tunisia, United Arab Emirates, Yemen
ASC: Central Asia	China, Hong Kong, Japan, Kazakhstan, Democratic People's Republic of Korea, Republic of Korea, Kyrgyzstan, Mongolia, Taiwan, Tajikistan, Turkmenistan, Uzbekistan
ASE: Southeast Asia	Brunei, Burma, Myanmar, Cambodia, East Timor, Indonesia, Lao People's Democratic Republic, Malaysia, Philippines, Singapore, Thailand, Viet Nam,
ASO: Southern Asia	Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka
CAM: Central America	Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama
CAR: Caribbean	Antigua and Barbuda, Bahamas, Barbados, Dominica, Cuba, Dominican Republic, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago

EUR: Eastern Europe	Albania, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Denmark, Georgia, Hungary, Latvia, Lithuania, The Former Yugoslav Republic of Macedonia, Republic of Moldova, Montenegro, Romania, Russia, Russian Federation, Serbia, Slovakia, Slovenia, Ukraine
MDE: Middle East	Armenia, Cyprus, Islamic Republic of Iran, Israel, Turkey
NAM: North America	Canada, United States
OCA: Oceania	Australia, Fiji, Kiribati, Marshall Islands, Federated States of Micronesia, Nauru, New Zealand, Palau, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
SAM: South America	Argentina, Plurinational State of Bolivia, Brazil, Chile, Colombia, Ecuador, Grenada, Papua New Guinea, Paraguay, Peru, Suriname, Uruguay, Bolivarian republic of Venezuela
WER: Western Europe	Andorra, Austria, Belgium, Estonia, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Liechtenstein, Luxembourg, Malta, Monaco, Netherlands, Norway, Poland, Portugal, San Marino, Spain, Sweden, Switzerland, United Kingdom

Appendix B: Country Data

Country ID	Region	Textile-To-Total Export	Population	Log Pop	Power Distance	Individualism	Union Density	Collective Bargaining	Education Index	Wages (Monthly)	Gini Coefficient	Economic Openness	% Of Labor Force Skilled	Freedom Indices	Human Development Index	Output Per Worker	Life Satisfaction
1	ASO	51.98%	36,800,000	17.42	48.00	36.50	11.36	5.28	0.4100	$ 91.23	35.97	2.09%	27.10	83.33%	49.80%	$ 4,901.00	213.81
2	EUR	11.29%	2,876,000	14.87	70.55	45.82	13.24	48.83	0.7420	$ 312.49	29.00	0.21%	55.90	33.33%	78.50%	$ 28,917.00	186.67
3	ARB	0.00%	41,537,000	17.54	59.50	55.50	28.75	29.83	0.6630	$ 215.17	37.21	2.32%	53.00	75.00%	75.40%	$ 54,043.00	176.67
4	WER	0.00%	76,342	11.24	43.00	64.00	34.35	65.89	0.7140	$ 312.49	31.43	0.01%	77.94	0.00%	85.80%	$ 77,482.72	185.83
5	AFC	0.00%	28,180,000	17.15	59.50	55.50	6.15	20.87	0.4870	$ 312.49	42.23	1.97%	40.56	75.00%	58.10%	$ 15,156.00	226.67
6	CAR	10.60%	90,000	11.41	46.00	28.00	29.19	47.70	0.6760	$ 312.49	44.63	0.25%	63.80	25.00%	78.00%	$ 31,062.30	156.67
7	SAM	0.08%	44,082,000	17.60	49.00	46.00	31.20	51.42	0.8140	$ 268.00	42.40	1.18%	63.40	16.67%	82.50%	$ 45,357.00	176.67
8	MDE	10.28%	2,991,000	14.91	48.00	37.00	35.33	25.10	0.7490	$ 494.00	32.50	0.24%	94.60	66.67%	75.50%	$ 22,797.00	233.33
9	OCA	0.63%	24,764,000	17.02	38.00	90.00	18.42	49.81	0.9290	$ 312.49	36.90	0.99%	63.20	0.00%	93.90%	$ 90,194.00	180.00
10	WER	0.77%	8,815,000	15.99	11.00	55.00	29.58	98.00	0.8520	$ 312.49	30.50	0.90%	86.10	0.00%	90.80%	$ 93,508.00	173.33
11	EUR	0.14%	9,568,000	16.07	71.00	46.00	26.53	46.30	0.7090	$ 312.49	31.70	0.82%	84.89	75.00%	75.70%	$ 32,779.00	220.00
12	CAR	0.01%	372,000	12.83	46.00	28.00	29.19	47.70	0.7260	$ 312.49	44.63	0.03%	63.80	0.00%	80.70%	$ 53,359.00	163.33
13	ARB	9.09%	1,346,000	14.11	80.00	38.00	28.75	29.83	0.7580	$ 215.17	37.21	0.23%	53.00	75.00%	84.60%	$ 75,189.00	183.33
14	ASO	91.57%	163,187,000	18.91	80.00	20.00	11.36	5.00	0.4900	$ 91.23	32.40	5.70%	27.20	41.67%	60.80%	$ 8,763.00	243.33
15	CAR	0.00%	281,000	12.55	46.00	28.00	29.19	47.70	0.7770	$ 312.49	44.63	0.02%	63.80	0.00%	80.00%	$ 35,147.00	143.33
16	EUR	1.94%	9,451,000	16.06	71.00	46.00	26.53	46.30	0.8380	$ 312.49	27.00	1.19%	98.60	91.67%	80.80%	$ 34,304.00	240.00
17	WER	1.84%	11,370,000	16.25	65.00	75.00	54.48	96.00	0.8930	$ 312.49	27.70	1.95%	83.30	0.00%	91.60%	$ 103,229.00	223.33
18	CAM	0.30%	387,000	12.87	74.00	16.00	9.30	9.30	0.7050	$ 292.43	47.76	0.05%	35.25	8.33%	70.80%	$ 18,726.00	233.33
19	AFW	0.07%	11,395,000	16.25	77.00	20.00	30.36	26.43	0.4710	$ 312.49	47.80	1.00%	19.66	16.67%	51.50%	$ 5,175.00	156.67
20	ASO	0.00%	804,000	13.60	80.13	25.00	11.36	5.28	0.4460	$ 91.23	38.80	0.07%	27.10	58.33%	61.20%	$ 18,144.00	230.00
21	SAM	0.27%	11,071,000	16.22	68.56	26.56	32.85	30.69	0.6830	$ 268.00	44.60	0.62%	45.20	33.33%	69.30%	$ 15,333.00	180.00
22	EUR	13.78%	3,845,000	15.16	71.00	46.00	30.00	50.00	0.7180	$ 312.49	32.70	1.28%	84.10	41.67%	76.80%	$ 36,563.00	246.67
23	AFS	0.00%	2,180,000	14.59	59.50	55.50	19.42	20.87	0.6590	$ 312.49	61.05	0.18%	43.90	25.00%	71.70%	$ 38,860.00	156.67
24	SAM	0.47%	207,681,000	19.15	69.00	38.00	18.11	64.38	0.6860	$ 268.00	51.30	5.28%	62.00	16.67%	75.90%	$ 32,254.00	203.33
25	ASE	38.11%	429,000	12.97	80.13	25.00	10.18	10.19	0.7040	$ 157.23	36.98	0.03%	79.10	75.00%	85.30%	$ 157,300.00	246.67

26	AFC	0.00%	4,347,000	15.28	59.50	55.50	6.15	20.87	0.5260	$ 312.49	42.23	0.70%	40.56	75.00%	60.60%	$ 13,575.00	240.00
27	EUR	12.33%	7,061,000	15.77	70.00	30.00	13.42	11.75	0.8050	$ 312.49	37.40	0.89%	87.60	16.67%	81.30%	$ 41,542.00	253.33
28	ASE	45.35%	52,645,000	17.78	80.13	25.00	1.00	10.19	0.4400	$ 157.23	38.10	5.20%	17.70	100.00%	57.80%	$ 12,464.00	116.67
29	AFE	0.05%	9,879,000	16.11	64.00	27.00	14.77	10.05	0.4240	$ 312.49	38.60	0.36%	58.11	58.33%	41.70%	$ 1,641.00	170.00
30	AFW	3.89%	538,000	13.20	77.00	20.00	30.36	26.43	0.5550	$ 312.49	38.58	0.05%	47.70	0.00%	65.40%	$ 14,755.00	256.67
31	ASE	73.86%	16,013,000	16.59	80.13	25.00	9.60	26.30	0.4830	$ 157.23	36.98	2.07%	41.31	75.00%	58.20%	$ 6,621.00	210.00
32	AFC	0.38%	24,277,000	17.01	59.50	55.50	6.15	20.87	0.5470	$ 312.49	46.60	1.00%	40.56	83.33%	55.60%	$ 7,958.00	246.67
33	NAM	0.74%	36,638,000	17.42	39.00	80.00	29.15	31.22	0.8940	$ 312.49	34.00	2.37%	90.80	0.00%	92.60%	$ 85,696.00	216.67
34	AFC	0.42%	4,983,000	15.42	59.50	55.50	6.15	20.87	0.3410	$ 312.49	42.23	0.21%	40.56	66.67%	36.70%	$ 1,725.00	246.67
35	AFC	0.08%	12,185,000	16.32	59.50	55.50	6.15	20.87	0.2980	$ 312.49	42.23	0.79%	40.56	91.67%	40.40%	$ 4,798.00	273.33
36	SAM	1.13%	18,387,000	16.73	63.00	23.00	16.34	19.34	0.8000	$ 268.00	47.70	1.04%	69.20	0.00%	84.30%	$ 49,239.00	193.33
37	ASC	0.38%	1,390,848,000	21.05	80.00	20.00	38.44	28.71	0.6440	$ 669.41	42.20	50.51%	83.51	91.67%	75.20%	$ 27,645.00	186.67
38	SAM	1.46%	49,294,000	17.71	67.00	13.00	9.67	6.41	0.6760	$ 268.00	50.80	1.71%	58.20	41.67%	74.70%	$ 27,146.00	180.00
39	ARB	0.00%	848,000	13.65	80.00	38.00	28.75	29.83	0.4730	$ 215.17	45.30	0.05%	53.00	41.67%	50.30%	$ 5,549.00	230.00
40	AFC	0.01%	86,654,000	18.28	59.50	55.50	6.15	20.87	0.4860	$ 312.49	42.10	0.70%	40.56	19.05%	45.70%	$ 35,706.72	203.33
41	CAM	3.24%	4,968,000	15.42	35.00	15.00	16.03	7.92	0.7150	$ 292.43	48.70	0.31%	40.20	0.00%	79.40%	$ 35,943.00	183.33
42	AFW	0.39%	24,960,000	17.03	77.00	20.00	30.36	26.43	0.4210	$ 312.49	41.50	1.16%	8.80	75.00%	49.20%	$ 11,186.00	260.00
43	EUR	0.08%	4,158,000	15.24	73.00	33.00	27.33	49.43	0.7910	$ 312.49	31.10	0.43%	90.50	8.33%	83.10%	$ 56,803.00	220.00
44	CAR	0.00%	11,498,777	16.26	46.00	28.00	81.40	81.40	0.7740	$ 312.49	44.63	0.38%	63.80	91.67%	77.70%	$ 35,585.00	180.00
45	MDE	1.56%	853,000	13.66	48.00	37.00	53.08	53.08	0.8080	$ 494.00	34.00	0.10%	84.20	0.00%	86.90%	$ 51,173.00	213.33
46	EUR	1.57%	10,579,000	16.17	57.00	58.00	15.70	47.48	0.8930	$ 312.49	25.90	1.61%	95.20	0.00%	88.80%	$ 65,469.00	220.00
47	EUR	0.87%	5,754,000	15.57	18.00	74.00	68.98	83.31	0.9200	$ 312.49	28.20	0.58%	76.60	0.00%	92.90%	$ 96,219.00	206.67
48	ARB	0.00%	1,020,000	13.84	80.00	38.00	28.75	29.83	0.3090	$ 215.17	44.10	0.08%	53.00	66.67%	47.60%	$ 8,999.00	216.67
49	CAR	23.30%	10,172,000	16.14	46.00	28.00	9.86	47.70	0.6430	$ 312.49	45.30	0.54%	50.20	16.67%	73.60%	$ 34,285.00	150.00
50	ASE	0.00%	1,240,000	14.03	80.13	25.00	10.18	10.19	0.5050	$ 157.23	28.70	0.34%	41.31	41.67%	62.50%	$ 30,669.00	206.67
51	SAM	0.10%	16,777,000	16.64	78.00	8.00	16.20	30.69	0.6950	$ 268.00	45.00	0.69%	46.60	33.33%	75.20%	$ 22,228.00	183.33
52	ARB	57.10%	92,275,000	18.34	80.00	38.00	37.10	3.50	0.6040	$ 215.17	31.80	2.71%	58.10	75.00%	69.60%	$ 37,439.00	216.67
53	CAM	83.06%	6,369,000	15.67	66.00	19.00	14.61	5.73	0.5800	$ 292.43	40.00	0.41%	38.50	25.00%	67.40%	$ 17,263.00	160.00
54	AFC	0.00%	843,000	13.64	59.50	55.50	6.15	20.87	0.4430	$ 312.49	42.23	0.08%	40.56	100.00%	59.10%	$ 63,800.00	123.33

55	AFE	0.82%	6,716,000	15.72	64.00	27.00	14.77	10.05	0.2790	$ 312.49	43.97	0.48%	58.11	100.00%	44.00%	$ 3,961.00	256.67
56	WER	0.78%	1,309,000	14.08	40.00	60.00	7.04	23.58	0.8680	$ 312.49	32.70	0.20%	89.20	0.00%	87.10%	$ 59,058.00	246.67
57	AFE	0.00%	1,147,000	13.95	64.00	27.00	14.77	10.05	0.5280	$ 312.49	43.97	0.11%	15.80	83.33%	58.80%	$ 30,098.00	246.67
58	AFE	21.14%	92,656,000	18.34	64.00	27.00	7.63	9.80	0.3250	$ 312.49	39.10	2.61%	58.11	66.67%	46.30%	$ 3,693.00	210.00
59	OCA	0.21%	877,000	13.68	30.00	85.00	16.95	32.98	0.7850	$ 312.49	36.70	0.10%	63.20	66.67%	74.10%	$ 22,148.00	173.33
60	WER	0.00%	5,504,000	15.52	33.00	63.00	68.25	87.40	0.9050	$ 312.49	27.10	0.40%	88.30	0.00%	92.00%	$ 90,277.00	160.00
61	WER	1.10%	64,901,000	17.99	68.00	71.00	7.99	97.72	0.8400	$ 312.49	32.70	4.00%	82.60	0.00%	90.10%	$ 94,504.00	120.00
62	AFC	0.01%	1,908,000	14.46	59.50	55.50	6.15	20.87	0.6210	$ 312.49	42.23	0.14%	40.56	75.00%	70.20%	$ 61,786.00	190.00
63	AFW	1.56%	2,100,568	14.56	77.00	20.00	30.36	26.43	0.3680	$ 312.49	35.90	1.16%	19.66	66.67%	46.00%	$ 5,276.00	233.33
64	EUR	3.96%	3,694,000	15.12	71.00	46.00	26.53	46.30	0.8450	$ 312.49	36.50	0.40%	94.40	50.00%	78.00%	$ 19,736.00	243.33
65	WER	0.69%	82,651,000	18.23	35.00	67.00	19.06	60.32	0.9400	$ 312.49	31.70	7.07%	86.50	0.00%	93.60%	$ 89,748.00	180.00
66	AFW	1.25%	28,278,000	17.16	77.00	20.00	22.42	17.40	0.5580	$ 312.49	42.40	2.60%	24.80	8.33%	59.20%	$ 10,907.00	183.33
67	WER	1.64%	10,784,000	16.19	60.00	35.00	22.10	54.77	0.8380	$ 312.49	36.00	0.67%	76.70	8.33%	87.00%	$ 66,270.00	176.67
68	SAM	0.00%	108,000	11.59	68.56	26.56	16.20	30.69	0.7580	$ 268.00	46.34	0.01%	53.12	8.33%	77.20%	$ 32,832.07	193.33
69	CAM	33.65%	16,919,000	16.64	95.00	6.00	2.85	6.87	0.5140	$ 292.43	48.30	0.80%	19.00	50.00%	65.00%	$ 18,862.00	246.67
70	AFW	0.00%	12,970,000	16.38	77.00	20.00	30.36	26.43	0.3390	$ 312.49	33.70	0.90%	19.66	91.67%	45.90%	$ 5,786.00	243.33
71	AFW	0.00%	1,700,000	14.35	77.00	20.00	30.36	26.43	0.3920	$ 312.49	38.58	0.10%	19.66	50.00%	45.50%	$ 3,786.00	153.33
72	SAM	0.19%	770,000	13.55	68.56	26.56	16.20	30.69	0.5960	$ 268.00	46.34	0.08%	53.12	25.00%	65.40%	$ 20,773.00	176.67
73	CAR	94.53%	10,983,000	16.21	46.00	28.00	29.19	47.70	0.4280	$ 312.49	41.10	0.78%	63.80	58.33%	49.80%	$ 4,212.00	173.33
74	CAM	53.50%	8,307,000	15.93	74.00	16.00	10.47	5.60	0.5020	$ 292.43	50.00	0.86%	27.90	50.00%	61.70%	$ 10,620.00	170.00
75	ASC	6.52%	7,391,700	15.82	68.00	25.00	23.92	31.15	0.8550	$ 669.41	30.25	7.47%	76.90	44.17%	93.30%	$ 46,541.30	223.33
76	EUR	1.19%	9,810,000	16.10	46.00	80.00	12.34	25.88	0.8150	$ 312.49	30.40	1.76%	87.20	0.00%	83.80%	$ 58,319.00	233.33
77	WER	0.34%	340,000	12.74	43.00	64.00	86.46	89.00	0.9120	$ 312.49	27.80	0.03%	73.40	0.00%	93.50%	$ 79,512.00	170.00
78	ASO	16.19%	1,316,896,000	21.00	77.00	48.00	13.17	5.28	0.5560	$ 91.23	35.97	53.01%	27.10	25.00%	64.00%	$ 17,547.00	143.33
79	ASE	24.87%	261,989,000	19.38	78.00	14.00	8.92	11.35	0.6220	$ 157.23	39.50	9.70%	40.80	25.00%	69.40%	$ 23,933.00	220.00
80	MDE	91.88%	81,423,000	18.22	58.00	41.00	30.57	33.52	0.7410	$ 494.00	38.80	3.29%	70.81	83.33%	79.80%	$ 55,916.75	110.00
81	ARB	0.00%	38,858,000	17.48	80.00	38.00	28.75	29.83	0.5020	$ 215.17	29.50	3.00%	53.00	75.00%	68.50%	$ 67,145.00	200.33
82	WER	0.13%	4,747,000	15.37	28.00	70.00	30.88	38.57	0.9180	$ 312.49	31.80	1.00%	82.80	0.00%	93.80%	$ 150,487.00	193.33
83	MDE	1.25%	8,706,000	15.98	13.00	54.00	26.50	50.50	0.8740	$ 494.00	41.40	0.50%	70.81	8.33%	90.30%	$ 78,308.00	170.00

84	WER	4.31%	60,760,000	17.92	50.00	76.00	34.81	80.00	0.7910	$ 312.49	35.40	3.56%	67.50	8.33%	88.00%	$ 95,245.00	206.67
85	CAR	0.09%	2,844,000	14.86	45.00	39.00	29.19	47.70	0.6900	$ 312.49	44.63	0.22%	63.80	25.00%	73.20%	$ 17,942.00	243.33
86	ASC	0.56%	126,705,000	18.66	54.00	46.00	18.05	17.56	0.8460	$ 669.41	30.25	4.65%	99.90	8.33%	90.90%	$ 75,235.00	180.00
87	ARB	90.77%	7,131,000	15.78	80.00	38.00	28.75	29.83	0.7110	$ 215.17	37.21	0.63%	53.00	75.00%	73.50%	$ 38,574.00	230.00
88	ASC	0.01%	18,193,000	16.72	71.00	46.00	41.45	66.58	0.8090	$ 669.41	26.90	1.23%	75.10	75.00%	80.00%	$ 49,019.00	246.67
89	AFE	67.29%	46,729,000	17.66	64.00	27.00	14.77	10.05	0.5430	$ 312.49	40.80	1.77%	58.11	50.00%	59.00%	$ 8,358.00	273.40
90	OCA	2.71%	115,000	11.65	30.00	85.00	16.95	32.98	0.6200	$ 312.49	36.90	0.01%	63.20	0.00%	61.20%	$ 34,316.29	186.19
91	ASC	0.00%	25,497,991	17.05	64.00	25.00	28.63	31.15	0.7505	$ 669.41	30.25	7.47%	83.51	44.17%	77.47%	$ 46,541.30	215.76
92	ASC	1.76%	51,454,000	17.76	60.00	18.00	10.11	11.77	0.8620	$ 669.41	31.60	7.47%	84.60	8.33%	90.30%	$ 46,541.30	246.67
93	ARB	19.66%	4,342,000	15.28	80.00	38.00	28.75	29.83	0.6180	$ 215.17	37.21	0.42%	53.00	50.00%	80.30%	$ 114,338.00	166.67
94	ASC	6.80%	6,196,000	15.64	48.00	37.00	28.63	31.15	0.7350	$ 669.41	26.80	0.70%	83.51	75.00%	67.20%	$ 8,898.00	220.00
95	ASE	9.69%	6,680,000	15.71	80.13	25.00	15.50	10.19	0.4850	$ 157.23	36.40	0.46%	33.20	91.67%	60.10%	$ 12,278.00	143.33
96	EUR	2.12%	1,959,000	14.49	44.00	70.00	14.45	17.60	0.8660	$ 312.49	34.20	0.23%	91.20	8.33%	84.70%	$ 52,725.00	210.00
97	ARB	8.46%	4,510,000	15.32	80.00	38.00	28.75	29.83	0.6340	$ 215.17	37.21	0.52%	53.00	50.00%	75.70%	$ 39,226.00	220.00
98	AFS	0.00%	1,925,000	14.47	59.50	55.50	5.35	20.87	0.5020	$ 312.49	61.05	0.24%	43.90	33.33%	52.00%	$ 8,645.00	253.33
99	AFW	0.00%	4,505,000	15.32	77.00	20.00	30.36	26.43	0.4300	$ 312.49	33.20	0.52%	19.66	41.67%	43.50%	$ 2,353.00	212.89
100	ARB	0.00%	6,448,000	15.68	80.00	38.00	28.75	29.83	0.6160	$ 215.17	37.21	0.87%	53.00	100.00%	70.60%	$ 57,372.00	233.33
101	WER	0.00%	37,937	10.54	43.00	64.00	34.35	65.89	0.8270	$ 312.49	31.43	0.00%	77.94	0.00%	91.60%	$ 77,482.72	185.83
102	EUR	0.18%	2,838,000	14.86	42.00	60.00	8.99	10.04	0.8790	$ 312.49	37.40	0.43%	95.70	0.00%	85.80%	$ 59,911.00	210.00
103	WER	1.84%	590,000	13.29	40.00	60.00	35.52	57.17	0.7920	$ 312.49	33.80	0.25%	65.40	0.00%	90.40%	$ 210,736.00	186.67
104	EUR	4.13%	2,076,000	14.55	71.00	46.00	28.00	49.67	0.6910	$ 312.49	35.60	1.28%	80.50	33.33%	75.70%	$ 57,572.42	243.33
105	AFE	0.53%	19,169,000	16.77	64.00	27.00	13.05	19.45	0.4500	$ 312.49	43.97	1.48%	58.11	41.67%	47.70%	$ 2,679.00	183.33
106	ASE	1.46%	32,077,000	17.28	104.00	26.00	9.57	1.49	0.7190	$ 157.23	41.00	4.11%	67.30	50.00%	80.20%	$ 56,939.00	156.67
107	ASE	0.01%	360,000	12.79	80.13	25.00	10.18	10.19	0.5600	$ 157.23	36.98	0.06%	32.30	41.67%	71.70%	$ 32,321.00	220.00
108	AFW	1.89%	18,893,000	16.75	77.00	20.00	30.36	26.43	0.2870	$ 312.49	38.58	0.88%	5.20	25.00%	42.70%	$ 5,990.00	253.33
109	WER	0.99%	436,000	12.99	56.00	59.00	53.91	41.57	0.8180	$ 312.49	29.40	0.11%	60.60	0.00%	87.80%	$ 88,053.00	180.00
110	OCA	2.96%	55,000	10.92	30.00	85.00	16.95	32.98	0.0000	$ 312.49	36.90	0.01%	63.20	0.00%	70.80%	$ 34,316.29	186.19
111	ARB	0.00%	3,881,000	15.17	80.00	38.00	28.75	29.83	0.3850	$ 215.17	32.60	0.39%	53.00	75.00%	52.00%	$ 14,429.00	230.00
112	AFE	53.21%	1,269,000	14.05	64.00	27.00	25.11	0.90	0.7290	$ 312.49	35.80	0.14%	61.90	8.33%	79.00%	$ 45,633.00	133.33

113	CAM	1.69%	123,518,000	18.63	81.00	30.00	13.74	10.01	0.6780	$ 292.43	43.40	9.84%	40.00	25.00%	77.40%	$ 40,066.00	196.67
114	OCA	0.00%	102,000	11.53	30.00	85.00	16.95	32.98	0.5920	$ 312.49	36.90	0.32%	63.20	0.00%	62.70%	$ 34,316.29	186.19
115	EUR	23.41%	3,547,000	15.08	71.00	46.00	26.10	43.00	0.7100	$ 312.49	26.30	0.46%	60.70	41.67%	70.00%	$ 57,572.42	210.00
116	WER	0.00%	38,779	10.57	43.00	64.00	34.35	65.89	0.8575	$ 312.49	31.43	0.00%	77.94	8.33%	90.30%	$ 77,482.72	185.83
117	ASC	14.30%	3,059,000	14.93	64.00	25.00	28.63	31.15	0.7660	$ 669.41	32.30	0.29%	80.00	16.67%	74.10%	$ 30,012.00	170.00
118	EUR	0.03%	623,000	13.34	71.00	46.00	25.90	75.00	0.7900	$ 312.49	31.90	0.07%	84.89	25.00%	81.40%	$ 46,456.00	221.05
119	ARB	13.12%	34,852,000	17.37	70.00	46.00	28.75	29.83	0.5250	$ 215.17	39.50	2.74%	53.00	58.33%	66.70%	$ 25,328.00	213.33
120	AFE	0.01%	29,538,000	17.20	64.00	27.00	14.77	10.05	0.3850	$ 312.49	54.00	3.03%	8.00	41.67%	43.70%	$ 2,701.00	136.67
121	AFS	0.00%	2,344,000	14.67	59.50	55.50	24.00	20.87	0.5690	$ 312.49	59.10	0.27%	31.40	16.67%	64.70%	$ 32,445.00	253.33
122	OCA	2.11%	13,000	9.47	30.00	85.00	16.95	32.98	0.7134	$ 312.49	36.90	0.00%	63.20	0.00%	72.05%	$ 34,316.29	186.19
123	ASO	68.04%	29,196,000	17.19	80.13	25.00	11.36	5.28	0.5020	$ 91.23	35.97	1.49%	27.10	50.00%	57.40%	$ 4,312.00	170.00
124	WER	1.70%	17,080,000	16.65	38.00	80.00	19.17	82.35	0.9050	$ 312.49	28.20	2.59%	77.40	0.00%	93.10%	$ 96,389.00	163.33
125	OCA	1.00%	17,080,000	16.65	22.00	79.00	20.63	16.15	0.9170	$ 312.49	36.90	2.59%	63.20	0.00%	91.70%	$ 68,627.00	153.33
126	CAM	43.37%	6,221,000	15.64	74.00	16.00	6.00	7.87	0.5580	$ 292.43	46.20	0.60%	35.25	50.00%	65.80%	$ 11,764.00	220.00
127	AFW	1.69%	21,477,348	16.88	77.00	20.00	35.60	17.50	0.2120	$ 312.49	34.30	1.16%	19.66	58.33%	35.40%	$ 2,367.00	260.00
128	AFW	0.01%	188,686,000	19.06	77.00	20.00	30.36	26.43	0.4830	$ 312.49	38.58	3.99%	19.66	58.33%	53.20%	$ 18,365.00	163.33
129	WER	0.26%	5,326,000	15.49	31.00	69.00	53.24	68.25	0.9150	$ 312.49	27.50	0.36%	82.40	0.00%	95.30%	$ 128,746.00	146.67
130	ARB	8.23%	4,133,000	15.23	80.00	38.00	28.75	29.83	0.7060	$ 215.17	37.21	0.44%	53.00	75.00%	82.10%	$ 70,523.00	193.33
131	ASO	83.71%	197,322,000	19.10	55.00	14.00	6.06	5.28	0.4110	$ 91.23	33.50	4.88%	28.30	58.33%	56.20%	$ 14,994.00	250.00
132	OCA	0.00%	18,000	9.80	30.00	85.00	16.95	32.98	0.8370	$ 312.49	36.90	0.00%	63.20	0.00%	79.80%	$ 34,316.29	186.19
133	ARB	0.00%	4,920,724	15.41	80.00	38.00	28.75	29.83	0.6600	$ 215.17	37.21	1.09%	47.60	24.60%	68.60%	$ 50,991.54	133.33
134	CAM	2.35%	4,098,000	15.23	95.00	11.00	10.76	1.69	0.6870	$ 292.43	50.40	0.40%	52.50	8.33%	78.90%	$ 48,019.00	163.33
135	SAM	0.04%	8,109,000	15.91	68.56	26.56	16.20	30.69	0.4290	$ 268.00	46.34	0.77%	53.12	41.67%	54.40%	$ 12,991.00	203.33
136	SAM	0.06%	6,954,000	15.75	68.56	26.56	6.16	0.72	0.6310	$ 268.00	47.90	0.59%	43.80	33.33%	70.20%	$ 18,591.00	246.67
137	SAM	9.42%	31,828,000	17.28	64.00	16.00	4.71	4.76	0.6880	$ 268.00	43.80	1.42%	83.60	25.00%	75.00%	$ 22,662.00	196.67
138	ASE	6.95%	106,268,000	18.48	94.00	32.00	9.84	1.71	0.6610	$ 157.23	36.98	6.85%	30.60	41.67%	69.90%	$ 19,117.00	220.00
139	WER	1.63%	37,973,000	17.45	68.00	60.00	14.53	18.20	0.8620	$ 312.49	31.43	3.97%	94.50	0.00%	86.50%	$ 58,502.00	210.00
140	WER	13.23%	10,289,000	16.15	63.00	27.00	19.83	78.73	0.7590	$ 312.49	35.50	0.86%	52.00	0.00%	84.70%	$ 59,883.00	250.00
141	ARB	0.00%	2,735,000	14.82	80.00	38.00	28.75	29.83	0.6980	$ 215.17	37.21	0.23%	53.00	75.00%	85.60%	$ 156,433.00	243.33