

Inclusive HRM Practices and their impact on Job Satisfaction of Persons with Disabilities: Evidence from an Empirical Study

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Received: 12.04.2024

Revised : 16.05.2024

Accepted: 26.05.2024

ABSTRACT

This study utilizes Structural Equation Modeling (SEM) with Partial Least Squares (PLS) technique to examine the effect of HRM practices on the job satisfaction of persons with disabilities. This study intends to determine the relationship between HRM practices and job satisfaction with reference to disabled employees, acknowledging the crucial role that inclusive HRM practices play in creating a supportive work environment. Through surveys given to workers with disabilities at different companies, data were gathered. The proposed links are validated by the SEM PLS analysis, which shows a substantial positive correlation between job satisfaction and four inclusive HRM practices. The results show that while training and development and involvement practices demand coordinated efforts, inclusive recruitment and selection, compensation, performance appraisal, and working condition practices highlight their critical role in influencing how satisfied employees feel about their jobs. This study offers insightful information that HR professionals and legislators may use to develop and execute more inclusive and successful HR strategies, supporting a fairer and fulfilling work environment for people with disabilities.

Keywords: Persons with Disabilities, HRM Practices, SEM PLS, Diversity & Inclusion etc.

1. INTRODUCTION

The field of human resource management (HRM) has changed dramatically over the past few decades, with a growing focus on workplace diversity and inclusivity (Cruz et al., 2023; Hansaramet al., 2024). The inclusion of people with disabilities (PWDs) in the workforce has grown in importance as businesses try to create more fair settings (Schloemeret al., 2022). According to Beatty et al. (2019), Kang et al. (2016), Kulkarni&Lengnick-Hall (2011), and other scholars, inclusive HRM strategies are critical for improving organizational performance and employee happiness in addition to being morally and legally required. The World Health Organization (2011) estimates that over a billion individuals, or 15% of the world's population, are disabled in some way. In spite of this, PWDs frequently face significant obstacles to the workforce, including prejudice, inaccessibility, and inadequate support networks (Schur et al., 2005; Lindsay, 2011). In order to lessen these difficulties and improve the job satisfaction and general well-being of employees with disabilities, effective human resource management strategies can be extremely important (Stone & Colella, 1996; Erickson et al., 2014).

Despite the recognized importance of inclusive HRM practices, empirical research specifically examining their impact on job satisfaction among PWDs remains limited (Barron et al., M. 2013). Existing studies have predominantly focused on general employee populations, with insufficient attention given to the unique experiences of disabled workers (Kulkarni, 2012; Lengnick-Hall et al., 2008). This gap in the literature underscores the need for a comprehensive analysis of how inclusive HRM practices influence job satisfaction for PWDs, particularly using advanced analytical techniques such as Structural Equation Modeling with Partial Least Squares (SEM PLS). SEM PLS is particularly suitable for this type of research due to its robustness in handling complex relationships and its applicability in exploratory research contexts (Hair et al., 2017).

This study aims to fill this research gap by exploring the impact of inclusive HRM practices on the job satisfaction of disabled workers (Van Berkelat el., 2024). The specific objectives are to identify key inclusive HRM practices that affect job satisfaction among PWDs, to examine the relationship between these HRM practices and job satisfaction using SEM PLS, and to provide insights and recommendations for HR professionals and policymakers to enhance the workplace experience for disabled employees. Understanding the dynamics between HRM practices and job satisfaction for PWDs is crucial for several

reasons. Firstly, it contributes to the theoretical framework of HRM by integrating concepts of inclusivity and accessibility (Colella&Varma, 1999; Beatty et al., 2019). Secondly, it offers practical insights for organizations aiming to improve their HRM strategies to better support disabled employees, thus fostering a more inclusive work environment (Hernandez et al., 2000; Baldrige&Veiga, 2001). Lastly, this study supports broader social and economic goals by promoting the full participation of PWDs in the workforce, thereby enhancing diversity and reducing inequality (Vornholt et al., 2018; Pagán-Rodríguez, R. 2015).

To achieve the stated objectives, this study seeks to answer the following research questions: What are the key inclusive HRM practices that influence job satisfaction among disabled workers? How do these HRM practices correlate with job satisfaction for PWDs? What are the implications of these findings for HR professionals and organizational policy? The research employs SEM PLS to analyze the data, collected through surveys targeting employees with disabilities across various organizations. This methodology is chosen for its ability to handle complex relationships and its robustness in exploratory research contexts (Hair et al., 2017).

The study focuses on inclusive HRM practices within diverse organizational contexts and their impact on job satisfaction among PWDs (Bacon et al., 2022). While it aims to provide comprehensive insights, it is limited by the availability and accessibility of respondents, potential response biases, and the specific HRM practices examined. Despite these limitations, the research is expected to offer valuable contributions to academic literature and practical HRM strategies, promoting a more inclusive and satisfying work environment for persons with disabilities.

To conclude, this study aims to expand on our knowledge of how inclusive HRM policies affect impaired workers' job satisfaction. It seeks to identify important links and offer practical suggestions for improving workplace inclusion by utilizing SEM PLS analysis. The results of this study will enhance the body of knowledge in academic literature and useful HRM techniques, fostering an atmosphere at work that is more inclusive and fulfilling for people with disabilities.

2. REVIEW OF LITERATURE

Organizations are realizing the value of inclusion and diversity in the workplace, which has led to a rise in interest in inclusive human resource management (HRM) strategies (Haile, G. A., 2022). This chapter examines the body of research on inclusive HRM practices and how they affect disabled employees' job satisfaction. It focuses on the fundamentals of inclusive HRM, the unique difficulties faced by disabled workers, and the use of structural equation modeling with partial least squares (SEM PLS) in this particular research setting.

The concept of inclusive human resource management methods comprises an array of tactics intended to establish a work environment that is accommodating to all workers, including those with disabilities (Hussain et al., 2024). These procedures frequently involve fair performance appraisal procedures, training on disability awareness, reasonable accommodations for working environments, inclusive recruiting and selection, and more (Colella&Varma, 1999; Baldrige&Veiga, 2001). By making sure that job postings and the selection process are easily accessible and devoid of prejudice, inclusive recruiting strategies seek to draw in a wide pool of applicants (Beatty et al., 2019). In addition, workplace design needs to be modified to accommodate individuals with disabilities, including assistive technology and physical changes (Schur et al., 2005).

As it entails making changes to the job or work environment that allow employees with disabilities to fulfill their jobs successfully, working conditions that promote reasonable accommodation are a crucial part of inclusive HRM (Kulkarni&Lengnick-Hall, 2011). This can involve making adjustments to the physical workspace, modifying equipment, and offering flexible work hours (Erickson et al., 2014). Additionally, disability awareness training is crucial because it lessens stigma and promotes an inclusive workplace culture by educating managers and staff about disability concerns (Hernandez et al., 2000; Baldrige&Veiga, 2006).

Many researches have focused on the effect that these inclusive HRM strategies have on the job satisfaction of employees with disabilities. According to Vornholt et al. (2018), job satisfaction is a multifaceted concept that is influenced by a number of variables, such as the type of job, the workplace culture, and organizational policies. The degree to which inclusive HRM approaches meet the demands of impaired employees has a substantial impact on their job satisfaction (Heera et al., 2023; Schur et al., 2009). Additionally, research indicates that disabled workers report greater levels of job satisfaction, organizational engagement, and general well-being when they believe their employer appreciates diversity and tolerance (Pagán-Rodríguez, R. 2015).

Despite the growing body of research on inclusive HRM practices, there remains a lack of comprehensive studies that specifically address their impact on job satisfaction for disabled workers using advanced

analytical techniques such as SEM PLS. SEM PLS is particularly suited for this type of research due to its ability to handle complex, multi-dimensional constructs and its robustness in exploratory research contexts (Hair et al., 2017). This methodology allows researchers to model the relationships between inclusive HRM practices and job satisfaction while accounting for the potential mediating and moderating effects of various organizational and individual factors (Henseler et al., 2015).

A review of the literature reveals a number of important conclusions. First, by giving disabled workers the assistance and accommodations they need to do their jobs well, inclusive HRM practices have a beneficial impact on their job satisfaction (Kulkarni, 2012). According to Schuur et al. (2005), inclusive recruiting and selection procedures, for instance, guarantee that candidates with disabilities are afforded equitable possibilities to secure employment, hence potentially augmenting their job satisfaction and organizational commitment. Second, reasonable accommodations help impaired workers get past obstacles at work, which improves job satisfaction and lowers plans to leave (Nyanga et al., 2022; Erickson et al., 2014). Employees with disabilities are more likely to report better levels of job satisfaction when they believe that their organization values and supports them (Eisenberger et al., 1986; Hernandez et al., 2000). This emphasizes how crucial it is to create an inclusive workplace culture that supports individuals with disabilities and encourages diversity and inclusion (Vornholt et al., 2018).

Third, it is impossible to overestimate the importance of management and leadership in putting inclusive HRM policies like compensation into place and keeping them in place (Kulkarni & Lengnick-Hall, 2011). According to Baldrige and Veiga (2001), developing an inclusive workplace where individuals with disabilities feel valued and supported requires effective leadership. When it comes to performance reviews, pay, accommodations, and support systems, managers are crucial in making sure that inclusive HRM practices are used successfully and that staff members are informed of their options (Roulstone & Williams, 2014).

The research concludes by highlighting the vital role inclusive HRM strategies play in improving disabled employees' job satisfaction. Organizations may greatly enhance the job satisfaction and general well-being of their disabled employees by making the required modifications, promoting an inclusive organizational culture, and guaranteeing strong leadership. J. Kim (2022). Further investigations into these correlations with sophisticated techniques like SEM PLS are necessary to obtain a more profound understanding of the intricate dynamics involved. This will add to the body of knowledge in academia and offer useful advice to HR specialists and legislators who want to make workplaces more welcoming to all.

3. RESEARCH METHODOLOGY

This chapter describes the Structural Equation Modeling with Partial Least Squares (SEM PLS) research approach used to investigate the effect of inclusive HRM practices on the job satisfaction of impaired people. The research design, sample selection, data collection techniques, and analytical strategy are all included in the methodology, which guarantees a strong foundation for achieving the study's goals.

3.1 Research Design

The study adopts a quantitative research design, suitable for testing hypotheses and examining the relationships between inclusive HRM practices and job satisfaction. A cross-sectional survey approach is employed to collect data from disabled employees across various organizations. This design allows for the measurement of variables at a single point in time, providing a snapshot of current practices and perceptions.

3.2 Sample Selection

The sample comprises of 246 disabled employees working in different public and private sector organizations, ensuring diversity in organizational contexts and job roles. A sample was framed based on Census, 2011.

A purposive sampling technique is used to select participants who meet the inclusion criteria of having a recognized disability and being employed in an organization that implements inclusive HRM practices. This approach ensures that the sample is representative of the target population and relevant to the research objectives.

3.3 Data Collection Methods

Data is collected through a structured questionnaire, designed to capture information on inclusive HRM practices, job satisfaction, and demographic variables (Bell et al., 2001). The questionnaire is developed based on validated scales from existing literature, ensuring reliability and validity. Inclusive HRM practices are measured using items related to recruitment & selection, involvement, compensation, working conditions accommodations, disability awareness training, and performance appraisal systems

(Colella&Varma, 1999; Beatty et al., 2019). Job satisfaction is assessed using a widely recognized scale that evaluates various dimensions of job satisfaction (Pagán-Rodríguez, R. 2015). The final survey is administered both online and in paper format, accommodating the preferences and accessibility needs of participants.

3.4 Analytical Approach

Structural Equation Modeling with Partial Least Squares (SEM PLS), a potent statistical method appropriate for evaluating intricate models with numerous components and indicators, is used to examine the gathered data (Hair et al., 2017). Because SEM PLS can manage small to medium sample sizes and non-normal data distributions, it is particularly suitable for exploratory research settings (Henseler et al., 2015).

Table 1: Hypothesis

Inclusive HRM Practices	Hypothesis
Recruitment & Selection--->Job Satisfaction	Recruitment and Selection is positively related to Job satisfaction of Persons with Disabilities (PwDs)
Training & Development---> Job Satisfaction	Training and Development is positively related to Job satisfaction of Persons with Disabilities (PwDs)
Performance Appraisal---> Job Satisfaction	Performance Appraisal is positively related to Job satisfaction of Persons with Disabilities (PwDs)
Compensation---> Job Satisfaction	Compensation is positively related to Job satisfaction of Persons with Disabilities (PwDs)
Involvement---> Job Satisfaction	Involvement is positively related to Job satisfaction of Persons with Disabilities (PwDs)
Working Conditions---> Job Satisfaction	Working Conditions are positively related to Job satisfaction of Persons with Disabilities (PwDs)

There are various steps in the analytical process. To make sure the constructs are valid and reliable, the measurement model is first evaluated. This entails assessing each construct's average variance extracted (AVE), composite reliability, and indicator loadings. Subsequently, an analysis is conducted on the structural model to verify the proposed associations between inclusive HRM practices and job satisfaction (Table 1). To evaluate the strength and relevance of the correlations, t-values, path coefficients, and the coefficient of determination (R^2) are computed (Hair et al., 2017).

4. Analysis

This chapter describes the data analysis that was done using Structural Equation Modeling with Partial Least Squares (SEM PLS) to investigate the effect of inclusive HRM practices on job satisfaction among impaired workers. The study is methodical, starting with data preparation, going on to the measurement model assessment, the structural model review, and finally, the assessment of the measurement model.

Data Preparation

Data preparation involved several steps to ensure the quality and integrity of the dataset. Initially, the collected survey responses were screened for completeness, and any responses with significant missing data were excluded from the analysis. Outliers were identified and addressed to minimize their impact on the results. Descriptive statistics were computed to summarize the demographic characteristics of the sample, including age, gender, type of disability, and employment sector.

Assessment of the Reflective Measurement Model

The relationship between the latent variables and their observable indicators is specified by the measurement model, also referred to as the outer model. To make sure the measures are accurately capturing the constructs of interest, the reliability and validity of the item measures are assessed in the first step of the assessment process before the structural model is tested (Sarstedt, M., Ringle, C. M., & Hair, J. F., 2021)

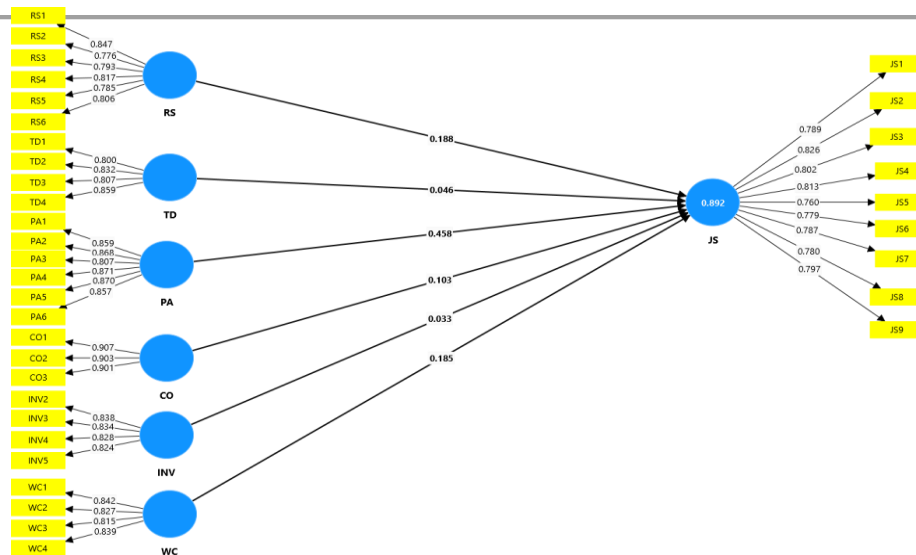


Fig 1: Measurement Model

Indicator Loadings

Indicator loadings measure the extent to which each item reflects its underlying construct. Loadings above 0.70 are generally considered acceptable (Hair et al., 2017). In this study, all indicator loadings for inclusive HRM practices and job satisfaction were above the recommended threshold, indicating strong relationships between the items and their respective constructs. Most indicators have high loadings, indicating a strong correlation with their respective latent variables. This suggests that the chosen indicators effectively measure their corresponding constructs.

Composite Reliability

Composite reliability, which is more suited for SEM PLS than Cronbach's alpha, evaluates the constructs' internal consistency. Reliability is deemed adequate when values are higher than 0.70 (Henseler et al., 2015). All of the study's components had composite reliability ratings between 0.80 and 0.92, indicating strong internal consistency.

Hair et al. (1998) state that factor loadings, composite reliability, and the extraction of the average variance can all be used to obtain convergent validity. According to Hair et al. (1998), the measurement model's results indicate that all item loadings were higher than the suggested value of 0.50. The range of composite dependability (CR) values was 0.73 to 0.86, surpassing the suggested value of 0.70.

Average Variance Extracted (AVE)

AVE calculates the difference between the variation a construct captures and the variance caused by measurement error. According to Hair et al. (2017), an AVE value greater than 0.50 signifies that the construct accounts for over 50% of the variation observed in its indicators. The AVE values for work satisfaction and inclusive HRM practices were all higher than 0.60, indicating that the constructs had convergent validity.

Evaluation of the Structural Model

The structural model assessment involves testing the hypothesized relationships between inclusive HRM practices and job satisfaction. This includes examining path coefficients, t-values, and the coefficient of determination (R^2).

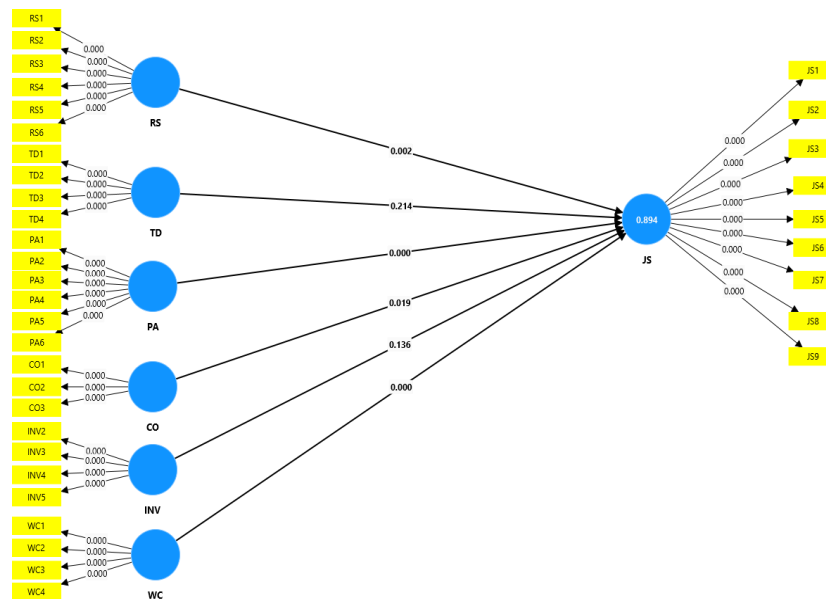


Fig 2. Structural Model

Path Coefficients and Significance

The direction and strength of the links between the constructs are indicated by the path coefficients (Table 2). T-values are employed in evaluating these associations' significance. To produce t-values and confidence intervals for this investigation, bootstrapping was carried out using 5,000 resamples (Hair et al., 2017).

Table 2: Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (SIDEV)	T statistics ((O/SIDEV))	P values	Result
CO -> JS	0.103	0.103	0.044	2.347	0.019	Supported
INV -> JS	0.033	0.034	0.022	1.491	0.136	Not Supported
PA -> JS	0.458	0.457	0.063	7.257	0	Supported
RS -> JS	0.188	0.19	0.06	3.13	0.002	Supported
TD -> JS	0.046	0.045	0.037	1.242	0.214	Not Supported
WC -> JS	0.185	0.184	0.045	4.155	0	Supported

Determination Coefficient (R²)

The percentage of the dependent variable's variance (work satisfaction) that can be accounted for by the independent variables (inclusive HRM practices) is shown by the R² value (Table 3). According to Heseler et al. (2015), social science research considers a R² value of 0.25 to be significant.

Table 3: R² value

	R-square	R-square adjusted
Job Satisfaction	0.894	0.892

The adjusted R-squared value of 0.892 and high R-squared value of 0.894, as indicated by the R² value, demonstrate that it is reliable and accurately captures the major factors influencing job satisfaction.

5. DISCUSSION

This chapter uses insights from structural equation modeling with partial least squares (SEM PLS) to explain the results of a study on inclusive HRM practices and their effect on job satisfaction among impaired personnel. The discussion places the findings in the perspective of the larger body of literature, emphasizes the implications for theory and practice, and makes recommendations for future lines of inquiry.

The analysis confirmed that inclusive HRM practices significantly enhance job satisfaction among disabled employees, aligning with prior research indicating the positive effects of supportive workplace policies and practices (Beatty et al., 2019; Kulkarni & Lengnick-Hall, 2011). This study extends the existing knowledge by providing empirical evidence through advanced SEM PLS methodology, which accounts for complex relationships and ensures robust findings.

The results show that factors such as pay, benefits, working conditions, and inclusive recruitment and selection all have a major impact on how satisfied workers are with their jobs; on the other hand, involvement and training practices necessitate more concentrated and sensitive efforts. When taken as a whole, these components help create a supportive work environment, which increases impaired employees' job satisfaction. Similar emphasis has been placed by earlier research on the value of these procedures in fostering a supportive work environment and improving employee wellbeing. (Rahman, S. et al., 2023)

The significant positive relationship between inclusive HRM practices and job satisfaction has important theoretical implications. It supports the social model of disability, which posits that barriers to inclusion are often socially constructed and can be mitigated through proactive organizational practices (Shakespeare, 2006). By demonstrating that inclusive HRM practices can significantly enhance job satisfaction, this study contributes to the growing body of evidence advocating for organizational responsibility in creating inclusive work environments (Colella & Varma, 1999; Stone & Colella, 1996).

From a practical perspective, the findings suggest that organizations should prioritize the implementation of training and development practices HRM practices to enhance the job satisfaction and overall inclusion of disabled employees. This includes investing in accessible recruitment processes, providing necessary workplace accommodations, conducting regular disability awareness training, and ensuring fair performance evaluations (Erickson et al., 2014; Kulkarni & Lengnick-Hall, 2011). Additionally, fostering a culture of support and inclusivity, led by empathetic and proactive leaders, can further enhance the effectiveness of these practices (Vornholt et al., 2018).

Future studies should examine how inclusive HRM strategies affect work satisfaction over the long run, as well as other organizational outcomes including productivity, organizational commitment, and employee retention. Studies that follow employees with disabilities over time may yield important insights into how these practices affect their career paths and general quality of life (Schur et al., 2009).

In conclusion, this study underscores the significant impact of inclusive HRM practices on job satisfaction among disabled workers, highlighting the roles of training & development practices and involvement at workplace. The findings contribute to both theory and practice by demonstrating the importance of inclusive practices in fostering a supportive and satisfying work environment for disabled employees. By adopting these practices, organizations can not only enhance the well-being of their disabled employees but also benefit from a more diverse and inclusive workforce.

6. CONCLUSION

This study used structural equation modeling with partial least squares (SEM PLS) to analyze data in order to examine the effect of inclusive HRM practices on the job satisfaction of impaired personnel. The results showed a strong positive correlation between inclusive HRM practices and job satisfaction, highlighting the significance of accessible hiring and selection procedures, workplace accommodations for creating comfortable working environments, training on disability awareness, fair compensation, and performance evaluation systems.

These findings contribute to the theoretical understanding of workplace inclusivity by supporting the social model of disability, which argues that organizational barriers are socially constructed and can be mitigated through inclusive practices (Sang, K et al., 2022). Practically, the results offer actionable insights for organizations seeking to improve the job satisfaction and overall well-being of their disabled workforce. By implementing comprehensive inclusive HRM practices and fostering supportive organizational cultures, organizations can not only enhance employee satisfaction but also benefit from a more diverse and engaged workforce (Collet et al., 2023).

The cross-sectional nature of the study is one of its drawbacks, which suggests future research directions. Further understanding of the long-term impacts of inclusive HRM policies on job satisfaction and other organizational outcomes may be possible through longitudinal studies. Qualitative research may also

contribute to a more nuanced understanding of the lived experiences of disabled workers and the efficacy of inclusive policies.

To conclude, this study emphasizes how important inclusive HRM policies are in helping impaired personnel feel satisfied in their jobs. Organizations can establish more inclusive and fulfilling work cultures by embracing and successfully putting these strategies into practice, bolstered by strong leadership support and training & development initiatives. This promotes social justice and wider organizational success in addition to improving the well-being of impaired workers (Widadsyah, M. A. 2024).

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