

The Relationship between the Job Satisfaction Perceptions of Disabled Workers and the Job Satisfaction Perceptions of Non-Disabled workers

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Running Title: *Job Satisfaction Perceptions of Disabled Workers*

Abstract: *This research paper briefly introduces the Strengths Based Job Satisfaction Theory with a focus on the job satisfaction of disabled and non-disabled workers. The main focus of this research is to produce a study that will assist employers in the task of providing meaningful work to both disabled and non-disabled workers, and to enable workers to recognize the work characteristics necessary to have a job that provides them with meaningful employment. All employees should have the opportunity for work that allows them to pursue their personal and professional aspirations, and to be able to reach their highest goals and aspirations. This paper seeks to expand on the issues that lead to employee job satisfaction, and to provide a basis for further research into how workers view this employment.*

Keywords: Job satisfaction, job strength, like job, compensation, promotion

1. Introduction

Although there are numerous studies on the perceptions of disabled workers, many misunderstandings continue to exist concerning the job satisfaction of disabled individuals (Kwaitkowska-Ciotucha, et al., 2022). Despite the numerous studies on this subject, misconceptions continue to exist between employers and coworkers alike of how disabled workers feel about their usefulness and personal satisfaction they experience in the workplace. The Covid-19 pandemic of the last few years has significantly changed the global working environment and has contributed to the extreme labor shortage that organizations are experiencing in every sector of the economy (Parker, Horowitz, & Minkin, 2020). These labor shortages have created an open window of opportunity for disabled and non-disabled workers alike, making it imperative that employers understand the value that disabled workers can bring to the workplace (Schur, Ameri, & Kruse, 2020). If we are to develop an understanding of the needs of disabled workers, we must also understand the cultural interaction between disabled workers and non-disabled workers (Nario-Redmond, 2009).

Society is still attempting to find a satisfactory understanding of what it means to be a disabled worker. Disability can be defined terms of both physical and cognitive limitations. The type or extent of limitation an individual possesses impacts the type of work the person is able to accomplish (Goering, 2015). As with any individual worker, disabled workers simply desire to be accepted in the workplace by their co-workers, and they desire that they be allowed to accomplish meaningful work. Meaningful work for a disabled worker is any work that allows the person to reach their fullest potential and to accomplish something that

adds value to their employer, and to their own personal satisfaction (Kim, Jasper, Lee, & Won, 2022). Just like any other person, disabled workers have a desire to see their life rise above the everyday struggles related to the physical or mental limitations. In the context of Critical Disability Theory (Reaume, 2014), there is a valid need to measure the job satisfaction of disabled workers in relationship to the job satisfaction of non-disabled workers. This study should be useful tool for employers seeking to better meet the needs of their disabled employees.

2. Theoretical Framework and Hypotheses

The theoretical framework for this study is the Locke's range of affect theory (Locke, 1969). In a study by Judge, Bono, and Locke (2000), it was found that job satisfaction may be linked to an individual's "core self-evaluation (p.246). "The self-evaluation an individual makes may be linked to the work experiences and the complexity of the work the individual is involved in (Judge, Bono, & Locke, 2000). These factors may be important considerations for disabled workers as they evaluate their satisfaction with their work environment. The purpose of this quantitative study was to examine whether disabled workers have the same level of job satisfaction as non-disabled workers. The population for this study represents a broad cross section of the American populace of 275 adults. The survey questions went out on two different days. The research utilized a proprietary survey; the average time to complete the survey was two minutes. Since the survey data examines responses from a single point in time, a cross-sectional study is appropriate for this research methodology. Three research questions were developed for this study:

- 1) What is the relationship between the job satisfaction perception of disabled workers and the job satisfaction perception of non-disabled workers?
- 2) What is the relationship between promotion opportunity of disabled workers and the promotion opportunity of non-disabled workers?
- 3) What is the relationship between the frequency of disabled workers seeking new jobs the frequency of non-disabled workers seeking new jobs?

The null hypotheses for research question one is there is no significant difference in the job satisfaction perception of disabled and non-disabled workers. The null hypothesis for research question number two is there is no significant difference in the promotion opportunity of disabled workers and non-disabled workers. The null hypothesis for research question number three is there is no significant difference between the frequency of disabled workers and non-disabled workers seeking new jobs.

Statistical calculations and modeling were carried out using the IBM SPSS Statistics Version 28 software (IBM SPSS Statistics Version 28, 2022). Additionally, an a priori power analysis was conducted using G*Power version 3.1.9.4 (Faul, Erdfelder, Lang, & Buchner, 2007) to determine the minimum sample size required to test the study hypothesis. Results indicated the required sample size to achieve 80 percent power for detecting a medium effect, at a significance criterion of $\alpha=.05$, $N = 275$ for Linear Bivariate Regression, one group, size of slope. Thus, the obtained sample size is adequate to test the study hypothesis.

Study Questions

The purpose of this quantitative, cross-sectional study using optima scaling was to examine whether disabled and non-disabled workers have different job satisfaction perceptions. The specific research problem under consideration in this study was whether there is a measurable difference between the perception of job satisfaction between disabled and non-disabled workers. Leadership in both public and private organizations needs a better understanding of the needs of disabled workers in the workplace. The result of organizational leadership not understanding the dynamics of job satisfaction perceptions of disabled workers may lead to unexpected employee turnover rates, shortfalls in productivity, and unacceptable employee behavior (Bai'ada-Hire'cha, Pasquero, & Chanlat, 2011). An important element in the reliability of the study results is the use of survey questions from an established survey company that have been through well-documented psychometric testing (Market Research Solutions, 2022).

The following findings relate to research question number one and the related hypothesis.

- 1) What is the relationship between the job satisfaction perception of disabled workers and the job satisfaction perception of non-disabled workers?
 $H1_0$. There is no statistically significant difference between the job satisfaction perception of disabled and non-disabled workers.
 $H1_a$. This is a statistically significant difference between the job satisfaction perception of disabled and non-disabled workers.

- 2) What is the relationship between the perception of disabled and non-disabled workers concerning their employer giving them work that matches their strengths.
 $H2_0$. There is no statistically significant difference between the perception of disabled and non-disabled workers concerning the importance of their employer giving them work that matches their strengths.
 $H2_a$. There is a statistically significant difference between the perception of disabled and non-disabled workers concerning the importance of their employer giving them work that matches their strengths.
- 3) What is the relationship between the frequencies of disabled workers seeking new jobs the frequency of non-disabled workers seeking new jobs.
 $H3_0$. There is no statistically significant difference between the frequency of disabled workers seeking new jobs and non-disabled workers seeking new jobs.
 $H3_a$. There is a statistically significant difference between the frequency of disabled works seeking new jobs and non-disabled workers seek new jobs.

3. Data Analysis

The data analysis was conducted first using the IBM SPSS Statistics Version 28to develop frequency charts of the data for disabled and non-disabled workers “liking” the job. These charts display the quantitative data in an organized manner providing a clear understanding of the numerical relationships in the data. Secondly, correlation matrices were developed for the data using KMO and Bartlett’s Test of Sphericity. Correlation matrices allow the relationships in the data to be tested relations across all variables. Subsequently, utilizing graphical display tools it was possible to further examine the interactions within the data. Additionally, a Harman’s single-factor test (Tehseen, Ramayah, & Sajilan, 2017) was utilized to determine any common method bias since the study was conducted utilizing a questionnaire to gather the data. The analysis of the variables displayed ten principle factors, the highest at 30.13% of variance, and no other single factor contributed more than 50% of the variance. This analysis affirms that common method bias is not a threat to this study. The following frequency charts display the quantitative relationship between the different constructs of disabled and non-disabled workers liking their jobs. At a basic level, the idea of an employee liking his or her job may seem trivial, yet an important element of job satisfaction and job longevity are embodied in the construct, “like job.” The first table and figure represent the data for disabled workers.

Table 1: Frequency Table for disabled workers liking their job

Disabled		Frequency	Percent	Valid Percent
Valid	Like job a great deal	17	23.0	23.0
	Like job moderately	17	23.0	23.0
	Like job a little	5	6.8	6.8
	Neither like nor dislike job	29	39.2	39.2
	Dislike job a little	2	2.7	2.7
	Dislike job moderately	1	1.4	1.4
	Dislike job a great deal	3	4.1	4.1
Total		74	100.0	100.0

Note: (IBM SPSS Statistics Version 28, 2022)

The following pie graph provides a visual presentation of the relationship between being a disabled worker and the relationship to the construct of “like job.”

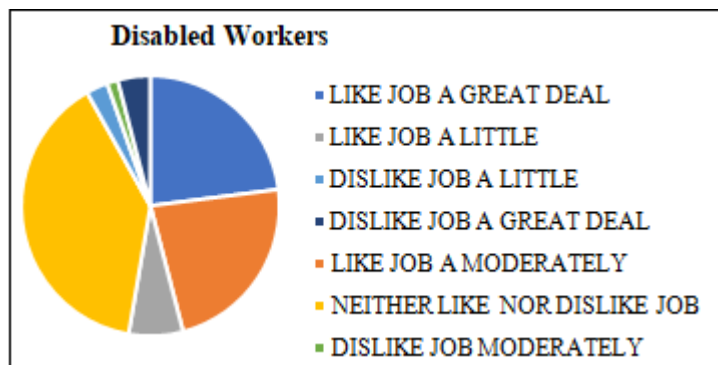


Figure 1: Graph for Disabled Workers liking their Job.

Note: Percentages for this graph came from analysis developed through IBM SPSS Statistics Version 28, 2022.

The following table and figure represent the data for non-disabled workers.

Table 2: Frequency Table for non-disabled workers liking their job

Non-disabled		Frequency	Percent	Valid Percent
Valid	Like job a great deal	58	28.9	28.9
	Like job moderately	53	26.4	26.4
	Like job a little	22	10.9	10.9
	Neither like nor dislike job	49	24.4	24.4
	Dislike job a little	10	5.0	5.0
	Dislike job moderately	5	2.5	2.5
	Dislike job a great deal	4	2.0	2.0
Total		201	100.0	100.0

Note: (IBM SPSS Statistics Version 28, 2022)

The following pie graph provides a visual presentation of the relationship between being a non-disabled worker and the relationship to the construct of “like job”

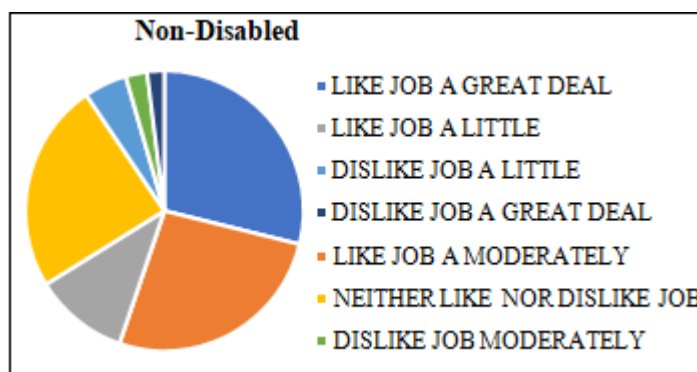


Figure 2: Graph for Non-Disabled Workers liking their Job.

Note: Percentages for this graph came from analysis developed through IBM SPSS Statistics Version 28, 2022.

The data from the two frequency charts shows a difference in the percentage of disabled and non-disabled workers liking their job. Adding the three constructs, like job a great deal, like job moderately, and like job a little, the data shows that disabled workers like their jobs by a total percentage of 52.85%. The same analysis for non-disabled workers shows a percentage of 66.2% liking their job at some level, making a difference of 13.35%. Conversely, the percentages for disabled workers disliking their job at all levels are 8.2%, and 14.5% for non-disabled workers. It must be noted also that the percentage for workers in the two categories is different for those with neither a like or dislike for their jobs.

The percentage for these workers is 39.2% for disabled workers and 24.4% for non-disabled workers.

The key to understanding the construct of a worker liking their job in the employability of disabled workers involves gaining an understanding of the elements that go into creating an environment of satisfaction for these workers. The following correlation matrices display the essential relationships between liking their job and other factors within that relationship.

Table 3: Correlation Matrix utilizing KMO and Bartlett's Test of Sphericity for disabled workers

		Like Job
Correlation	Like job	1.000
	How well do your job responsibilities match your strengths?	.547
	How likely are you to search for a new job in the next 30 days?	.191
	How likely do you think you will be promoted if you do your job well?	.492
	I am compensated fairly relative to my local market.	-.281

Note: Table derived from (IBM SSPS Statistics Version 28, 2022).

Table 4: Correlation Matrix utilizing KMO and Bartlett's Test of Sphericity for non-disabled workers

		Like Job
Correlation	Like job	1.000
	How well do your job responsibilities match your strengths?	.512
	How likely are you to search for a new job in the next 30 days?	-.223
	How likely do you think you will be promoted if you do your job well?	.281
	I am compensated fairly relative to my local market.	-.172

Note: Table derived from (IBM SSPS Statistics Version 28, 2022).

The correlation matrix for disabled workers indicates a strong relationship between the worker liking his or her job and their job responsibilities matching their strengths and the likelihood of receiving a promotion in the future. The correlation matrix for non-disabled workers indicates a strong relationship between the worker liking his or her job and the likelihood of receiving a promotion in the future. Viewing both matrix charts, it is clear that the relationships for both of these categories are slightly stronger for disabled workers. The relationship of a disabled worker liking his or her job has a strong intersection with the employer providing the worker job responsibilities that fully utilize the job strengths of the worker. Job strengths or employability skills can be described as "applied academic skills, interpersonal skills, personal qualities, technology use, systems thinking, communication skills, information use, resource management, and critical thinking skills" (Utz, Robin, 2023). Building on the Theory of Strength Perspective (He, 2021), this paper describes a new work strength theory-the Strengths Based Job Satisfaction Theory. This theory proposes the principle that there is a direct relationship between job satisfaction and the ability of an employer to fully utilize the job strengths of the worker, whether disabled or non-disabled, but the relationship is stronger for disabled workers.

4. Discussion and Conclusions

This research paper briefly introduces the Strengths Based Job Satisfaction Theory with a focus on the job satisfaction of disabled and non-disabled workers. The job satisfaction principles presented in this paper are supported by a research study of a cross-section of 276 American workers. The goal is to assist employers in the task of providing meaningful

work to both disabled and non-disabled workers. An additional purpose is to enable workers to recognize the characteristics of being able to have a job that provides them with meaningful employment. Employees should have the opportunity for work that allows them to pursue their personal and professional aspirations, and to be able to reach their highest goals and aspirations. This study is designed to expand the theoretical understanding of the elements necessary for employees to realize their own self-worth through their employment.

5. Limitations of the Study and Opportunities for Future Research

This study was conducted at a single point in time, and it is recognized that there is a necessity for further in-depth research into the subject of job satisfaction for both disabled and non-disabled workers. A possible path for further study may be research into the impacts of employers not providing work that fully utilizes the job experience and skills of employees and the positive role employers can play when providing work that fulfills the highest aspirations of employees. Other job satisfaction principles such as emotions, passion for work, and employee autonomy are other avenues for study under the Strengths Based Job Satisfaction Theory. Research shows that employee's value and autonomy they may be able to achieve in their employment (Zhou, 2020).

Ethical Considerations

Ethical review and approval was obtained through the Institutional Review Board of Kettering University. There was no direct contact between the participants and the researcher in this study.

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