



## International Journal of Economic Research

ISSN : 0972-9380

available at <http://www.serialsjournals.com>

© Serials Publications Pvt. Ltd.

Volume 14 • Number 15 (Part 4) • 2017

# A Study on Job Satisfaction of Differently-Abled Employees in Indian IT Organizations

K. Raghavi<sup>1</sup> and N. Gopinathan<sup>2</sup>

<sup>1</sup>Research Scholar, Sathyabama University, Chennai, Tamil Nadu, India. Email: [raghavi.k@gmail.com](mailto:raghavi.k@gmail.com)

<sup>2</sup>Associate Professor, VIT Business School, VIT University, Chennai, Tamil Nadu, India

### ABSTRACT

Organizations believe in building a culture than a company. In the global workforce culture organizations prioritize and practice to create sustained workforce productivity. Handicap/Physical disability is termed as differently - abled people who are now spreading their wings in all fields irrespective of their physical difficulties. A study with utmost focus on differently-abled workforce in Indian IT organizations was carried out to measure the attributes of the workforce and measure their satisfaction level towards the differently-abled work force these organizations. The main aim of the paper is to treat differently –abled as equal to a normal person.

**Keywords:** Differently-abled workforce, Diversity, Inclusive workforce, Job satisfaction, Differently-abled workforce at IT, Human resource management.

### 1. INTRODUCTION

The spectrum of human resource function extends from hiring and on boarding till exit management. As these organizations started on-boarding workforce from varied demographics and cultures, extending their presence across the globe and engaging, varied customers, there is a need to have a sustained and satisfied work force to maximize profits. In a diverse, inclusive workforce where a broad array of employee perspectives is valued, performance improves by 12%, and intent to stay rises 20%. IT organizations have started engaging differently-abled employees in their workforce as part of the D&I initiatives in the recent years. The participation rate of employees entering into labor market has substantially increased (2.6%). Though Indian organizations has a lesser percentage of differently- abled talents in their payrolls, the culture of accommodating these talents and designing inclusive workforce is fostering at a faster rate. A strategic

change in an organization needs well designed policies and effective implementation. Human resource function in an organization being a custodian of polices revives and rewrites its organizations policies and protocols to accommodate the global work force cultural change.

### **1.1. Differently-Abled Workforce in Indian it Organizations**

Work and employment play a central role in people's lives and are essential factors in social inclusion and well-being and can be studied from different perspectives including a rights perspective or a social, economic or health one. It is inferred from the study that Indian IT organizations has 0.5% of differently-abled talents in their inclusive workforce. The analysis on the total years of experience enunciates that 53% of the workforce has an experience range of 5 to 15 years in IT organizations. This highlights that Indian IT organizations have been practicing the inclusive work culture in the recent decades. In addition, it is learnt from Figure 1 that 12% of respondents are with the work experience of less than one and 15% are with the work experience of 1-5 years.24% of the respondents have been associated with an organization for more than 5 years. This indicates that Indian IT organization provides a satisfactory work culture to this differently-abled workforce which fosters for a long service in an organization. Well defined and practiced policies, health and safety measures, career progression opportunities would have contributed in a phenomenal way for these employees to engage with an organization for longer duration.

## **2. LITERATURE REVIEW**

When appropriate supports are provided employers express positive attitudes toward workers with intellectual and mental health difficulties. A service agency between employer and potential employee may be crucial, particularly in the case of employees with intellectual disabilities, improving the employment outcomes of people with disabilities by assisting employers to recognize the potential of employees with disabilities.

### **Changing attitudes:**

- Understanding social constructions of disability and impairment can help to explain why people with disabilities have been marginalized and discriminated against and can draw attention to what needs to be done to eliminate negative attitudes.
- Attitudes are complex so interventions must also be wide-ranging.
- It is important to understand what each intervention can bring to change behavior and attitudes and how interventions interlink.
- Contact with people with disabilities under particular conditions can reduce prejudice.
- Affective ties including forming close friendships appear to be very effective in reducing prejudice
- Disability Awareness Training is required for all but how it is carried out is important. The impact of disability awareness training should be evaluated.

- In the absence of personal experience and contact the media may play a larger role in determining attitudes and knowledge than otherwise and, in these circumstances, the need for an enlightened, responsible and non-discriminatory media culture becomes more important.
- Understanding and promoting the values underpinning basic human rights or the basic human conditions required for development - equality, autonomy, dignity and solidarity/social justice - is essential if governments and individuals are to commit themselves to ensuring that each and every person can access the conditions required to live as self-determining individuals.

As long as negative attitudes persist, the full rightful acceptance of people with disabilities is unlikely (Nowicki, 2006 citing Antonak et. al., 2000). Recognizing that persons with disabilities are still exposed to and oppressed by prejudice and discrimination may be the first step in reducing prejudice (Genesi 2007 citing Marks, 1997).

In 'Everybody Belongs' Shapiro (2000) discusses how negative myths and stereotypes continue to create ingrained prejudices toward people with disabilities. These prejudices are reflected in negative attitudes and behaviour, which can impede the participation of people with disabilities in social, educational and vocational contexts (White et. al., 2006 citing Rao, 2004; Rubin et. al., 1995; Rusch et. al., 1995). Swain et. al., (1993) review the extensive range of barriers faced by people with disabilities.

### **Objectives**

1. To develop a model which measures the job satisfaction of differently-abled workforce employed in Indian IT organizations.
2. To describe the attributes of differently-abled workforce engaged in these organizations.
3. To study the design of human resource management practices in these organizations in managing the workforce and to analyze the extent of satisfaction of these workforce at the same.

## **3. METHODOLOGY**

### **3.1. Sampling**

Differently-abled workforce employed in Indian IT organizations was considered as the population for the study. Snow ball sampling technique was used and 120 samples were collected from 10 different organizations. As disability is a sensitive factor, the snow ball which is a reference sampling method, was used to sample the respondents needed for study. This sample consists of 92 male and 28 female respondents.

### **3.2. Instrument**

The survey instrument had three sections. In Section I respondents were asked to detail their demographic variables such as age, marital status, education, current experience, total experience, nature of disability. In section II, level of satisfaction of these workforce towards the six human resource management variables were captured using five point Likert scale. The scale range is (5) strongly agree, (4) agree, (3) neutral, (2) disagree, (1) strongly disagree. Employee's job satisfaction related questions were included in Section III of the questionnaire.

## 4. DISCUSSION

### 4.1. Attributes of Differently-abled Workforce in Indian IT Organizations

It is inferred from the study that Indian IT organizations has 0.5% of differently-abled talents in their inclusive workforce. The analysis on the total years of experience enunciates that 53% of the workforce has an experience range of 5 to 15 years in IT organizations. This highlights that Indian IT organizations have been practicing the inclusive work culture in the recent decades. In addition, it is learnt from Figure 1 that 12% of respondents are with the work experience of less than one and 15% are with the work experience of 1-5 years. 24% of the respondents have been associated with an organization for more than 5 years; this indicates that Indian IT organization provides a satisfactory work culture to this differently-abled workforce which fosters for a long service in an organization. Well defined and practiced policies, health and safety measures, career progression opportunities would have contributed in a phenomenal way for these employees to engage with an organization for a longer duration.

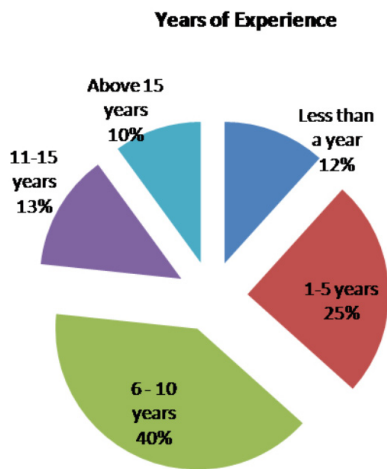


Figure 1: Total years of experience



Figure 2: Experience in the current organization

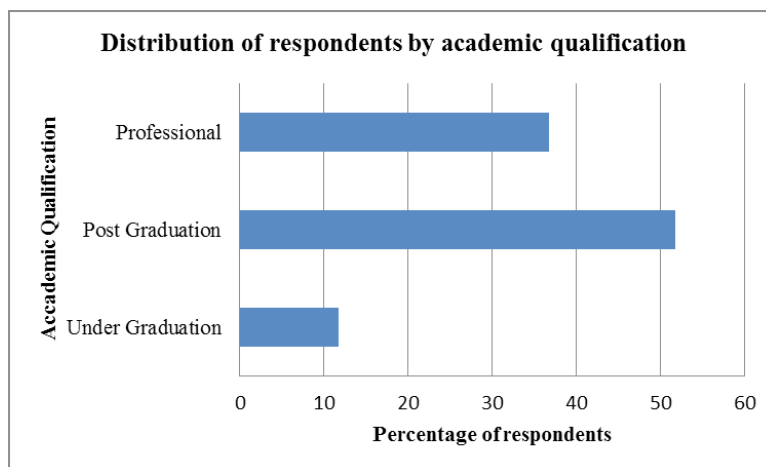


Figure 3.0: Distribution of workforce by academic qualifications

Analysis on the academic qualification enumerates that more than 35% respondents are post-graduation and professional qualifications. It is evident that qualified differently-abled workforce is treated fairly in

the IT organization without discrimination. 89% of respondents have been holding entry-level jobs like Software engineer, Application support and maintenance, Application testing, IT analyst and 10% in the mid level management jobs. The proportionate of differently-abled workforce in the top management in IT organization is miniscule at this juncture.

**4.2. Model to Measure Job Satisfaction using Multi-linear Regression Technique**

The R<sup>2</sup> variable (0.796) indicates the proposition of variation in dependent variable, which is job satisfaction, is being explained by the six independent variables in this study. As higher the value of R<sup>2</sup> more the variation in the dependent variable explained which describes the appropriateness of the regression model. The regression equation is

**Table 1  
Model Summary**

<i>Model</i>	<i>R square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the estimate</i>
1	0.796	0.784	5.49097

**Table 2  
Coefficient table**

<i>Model</i>	<i>Unstandardized coefficients</i>		<i>Standardized coefficients</i>	<i>t</i>	<i>Sig.</i>	<i>99.0 % confidence interval for B</i>	
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>			<i>Lower Bound</i>	<i>Upper Bound</i>
(Constant)	1.327	1.866		0.712	.000	1.111	1.911
Hiring	0.098	0.021	0.063	2.008	.000	0.094	0.024
Learning and Development	0.059	0.055	0.012	0.948	.001	0.042	0.173
Career Development	0.267	0.091	0.002	4.626	.000	0.204	0.183
Healthy and safety	0.172	0.067	0.007	3.049	.000	0.085	0.164

Job Satisfaction (Y) = 1.327 + 0.098 × Hiring (X1) + 0.059 × Learning and Development (X2) + 0.267 × Career Development (X3) + 0.172 × Health and safety (X4)

The variables hiring, learning and development, career development and health and safety are significant at the 1% level of significance with *p*-value less than 0.01. Job satisfaction of the differently-abled employees in IT companies shall be measured and improved by having effective hiring practices, learning opportunities, career development strategies and health and safety measures.

**4.3. Correlation Between Human Resource Management Variables and Job-satisfaction**

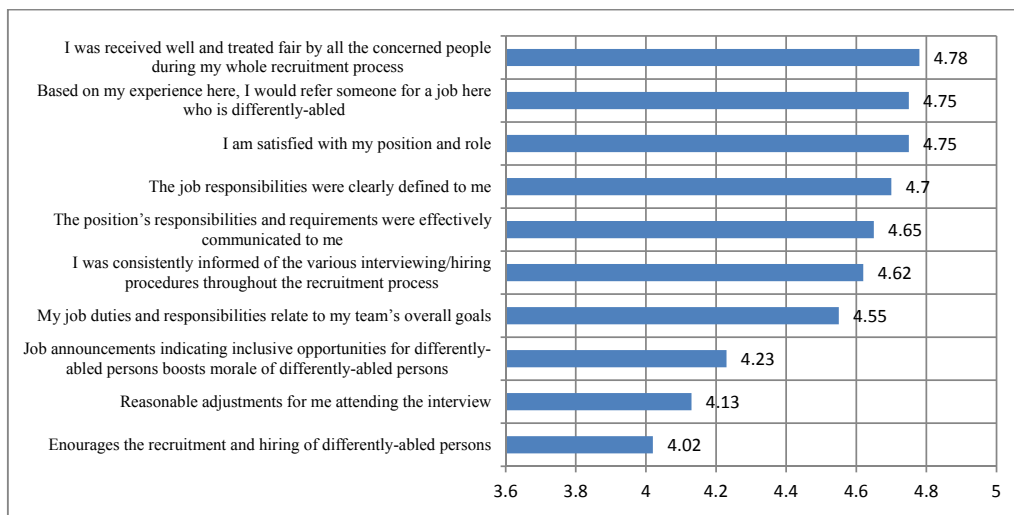
Pearson-correlation coefficient helps to measure the strength of the relationship between the variables. The correlation between job-satisfaction of differently-abled employees and six important human resource management variables was administered. It is inferred that employees’ job satisfaction is facilitated through variables like career development (0.861), learning and development (0.779), performance management (0.707), health and safety (0.712). Though essential accommodation facilities at the workplace are expected by these differently-abled employees, the output highlights it has only weak relationship with the job-satisfaction.

**Table 3**  
**Pearson-Correlation coefficient**

	<i>Pearson correlation coefficient</i>	<i>P-value</i>	<i>Inference</i>
Recruitment	$r = 0.760$	$p < .001$	Positive-high correlation
Training and Development	$r = 0.779$	$p < .001$	Positive-high correlation
Performance Management	$r = 0.707$	$p < .001$	Positive-high correlation
Career Development	$r = 0.861$	$p < .001$	Positive-high correlation
Health and Safety	$r = 0.712$	$p < .001$	Positive-high correlation
Reasonable Accommodation	$r = 0.404$	$p < .001$	Positive-weak correlation

#### 4.4. Analysis of Human Resource Management Variables - Hiring

The respondents were asked to record the hiring process exercised in their organizations. The analysis explains that IT companies follow fair treatment, while recruiting differently-abled aspirants for the job, companies make them feel comfortable and create the wow experience during the hiring process. There is a clearly defined role and responsibilities. All these variables have recorded a mean of more than 4.75. All the ten variables included for study in hiring practices are significant at 99% confidence interval with  $p$ -value of these variables less than 0.01.

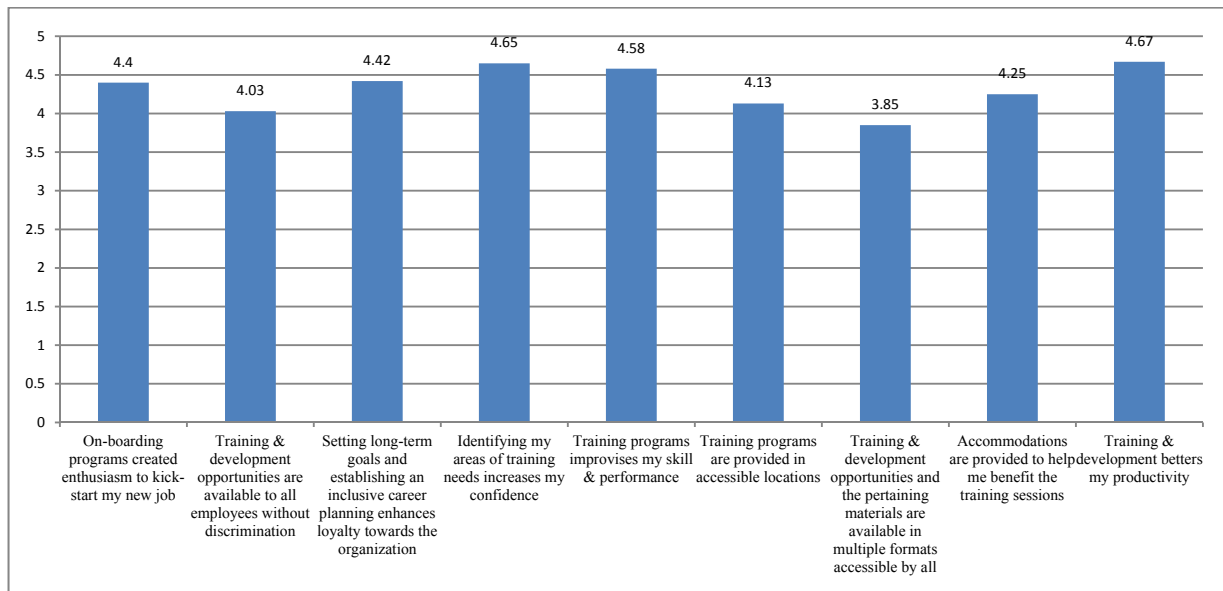


**Figure 4: Analysis on hiring**

#### 4.5. Analysis of Human Resource Management Variables – Learning and Development

It is an undisputed belief that organizations' learning and development initiatives have brought in substantial changes in the career development of workforce. The learning initiatives have created a culture of learning in these organizations. Now learning is more customized to each individual and learning boundaries extend through informal mode of learning and knowledge sharing. Workplace training results in greater job satisfaction, organizational commitment and turnover cognition. Employee's learning will be effective if it is (i) tailor made in their areas of improvement (ii) Training specialized to each individual than generic stand-alone training. The training focused on the areas of improvement provided to employees (4.65) has emerged as an important variable. The impact of training to improve the productivity gains (4.67), personal

skill up gradation (4.58) has come out as next higher contributing variables to learning and development of the differently-abled employees in the organizations.



**Figure 5: Learning and Development**

#### 4.6. Analysis of Human Resource Management Variables – Performance Management

A typical performance management system revolves around Management by Objectives (MBO) where organization goals are systematically cascaded down the level to top in an organization and by developing competencies, individuals can exhibit greater performance. The differently-abled workforce ascertain that there exists a robust performance management framework exists in the IT organizations where they are employed. The analysis on six important variables under the performance management exhibits that the differently-abled work force has significance agreeableness to the performance management practices implemented in their organizations. The variables are significant at the 1% level of significance and are grouped under three key headings A. Facilitating growth B. Objective way of measurement C. SMART goals. The objective of any measurement system is to evaluate the performance levels of the workforce and facilitate them to up skill themselves, which is evident from the component 1 in the Table4.

Differently-abled workforce engaged in Indian IT organizations believe that the performance management system practiced in their organizations develops the skills (4.55), enhance the job performance (4.53) and with the increased productivity over the periods (4.51). The performance management system evaluates the current level of the performance and facilitates on the incremental over all development of the workforce over the periods.

**Table 4**  
**Performance management variable (1)**

<i>Performance management system facilitates my growth</i>		
<i>To Develop my skill and potential</i>	<i>Enhance my job performance</i>	<i>Increased productivity over the years</i>
4.55	4.53	4.51



The one-sample *t*-test analysis on the performance management variables has highlighted the SMART approach practices in these organizations. The SMART (Specific, Measurable, Achievable, Result oriented and Time bound) goals always results in unbiased measurement of the individuals. Workforce’s goals are measurable and achievable (4.48), consistent, fair and unbiased approach (4.43) and the autonomy exercised by the individuals (4.42) are together grouped under the component SMART goals in Table 5.

**Table 5**  
**Performance management variable (2)**

<i>SMART goals</i>		
<i>Measurable and achievable</i>	<i>Consistent, fair and unbiased</i>	<i>Autonomy to execute my goals</i>
4.48	4.43	4.42

The output displayed in the Table 6 helps to infer that direct manager’s objective way of assessing the performance and continuous constructive feedback on the improvement zones will facilitate overall development of the workforce. Constructive feedback on the performance (4.38), objective assessment (4.32) and manager’s support on improvement areas (4.27) all there together shall be grouped under the component Feedback.

**Table 6**  
**Performance management variable (3)**

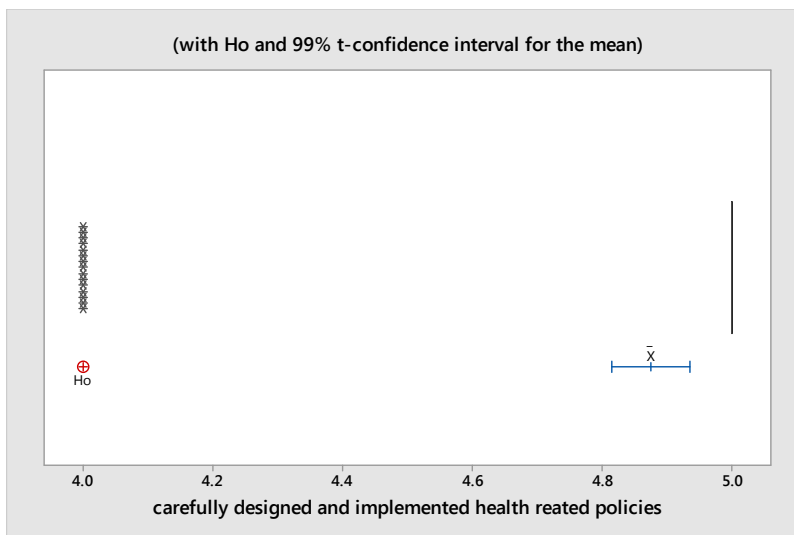
<i>Feedback</i>		
<i>Constructive feedback</i>	<i>Objective way of assessment</i>	<i>Support on improvement area</i>
4.38	4.32	4.27

#### 4.7. Analysis of Human Resource Management Variables – Health and Safety

**H0 (Null Hypothesis):** There is a well-defined health policy in my organization ( $\mu \geq 4$ ).

**H1 (Alternate hypothesis):** There is no well-defined health policy in my organization ( $\mu < 4$ ).

The one-sample *t*-test at confidence interval 99% with *t*-value 56.518 affirms that the test is significance. The differently-abled workforce perceives that is a well-defined health policy in the organizations.

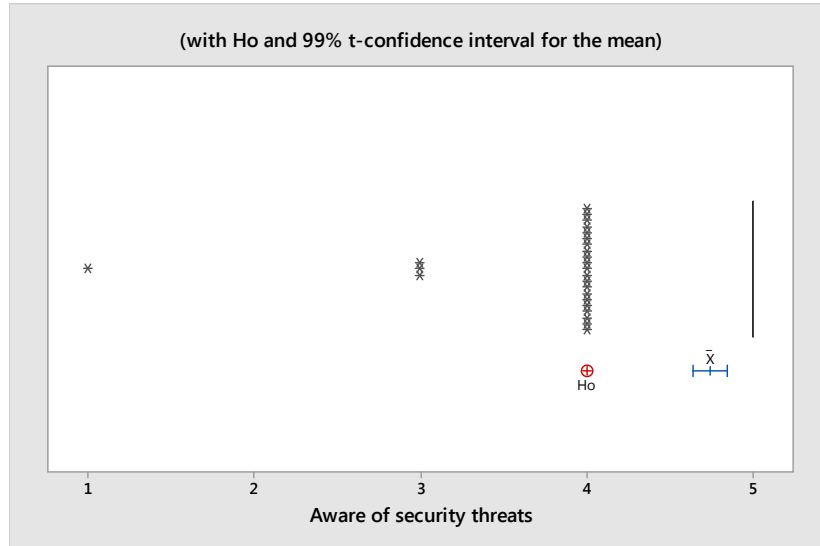


**Figure 6: Health related policies**



**Ho (NULL Hypothesis):** My organization has prepared me to face any potential security threats ( $\mu \geq 4$ ).

**H1 (Alternate Hypothesis):** My organization has not prepared me to face any potential security threats ( $\mu < 4$ ). The hypothesis is accepted at 99% confidence interval with  $p$ -value 45.566.

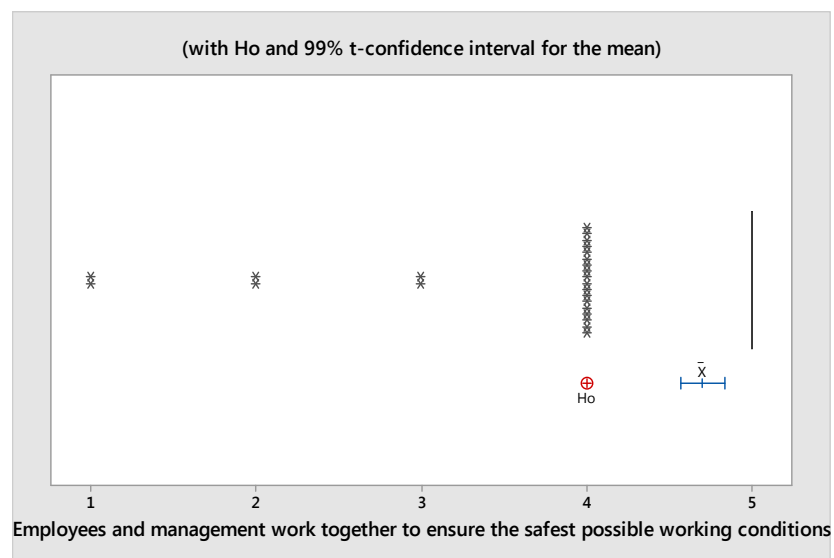


**Figure 7: Aware of Security threats**

**Ho (NULL Hypothesis):** I agree that employees and management work together to ensure the safest possible working conditions ( $\mu \geq 4$ ).

**H1 (Alternate Hypothesis):** I do not agree that management work together to ensure the safest possible working conditions ( $\mu < 4$ ).

It is inferred that in Indian IT organizations sampled for study, employees and management work together to ensure optimal safe working conditions. The null is accepted with  $p$ -value 33.307 at 1% significance level.



**Figure 8: Safest working conditions**

#### 4.8. Analysis of Human Resource Management Variables – Career Development

Narendramodi’s affirmation that in an inclusive society disability will not be considered as a hindrance in the development . Many IT firms have pledged to include differently-abled people as part of their workforce. Many an organization has designed customized policies to train, coach and develop the differently-abled work force. Differently-abled employees were hired predominantly for entry level roles and are groomed to progress in the career ladder in par with the other workforce. The developmental opportunities will help this workforce to secure leadership positions in the coming years as many of differently-abled workforce is at entry and at mid-level career progression now. All nine variables in career development have a p-value less than 0.01 and significant with reference to the results tabulated at Table 7.

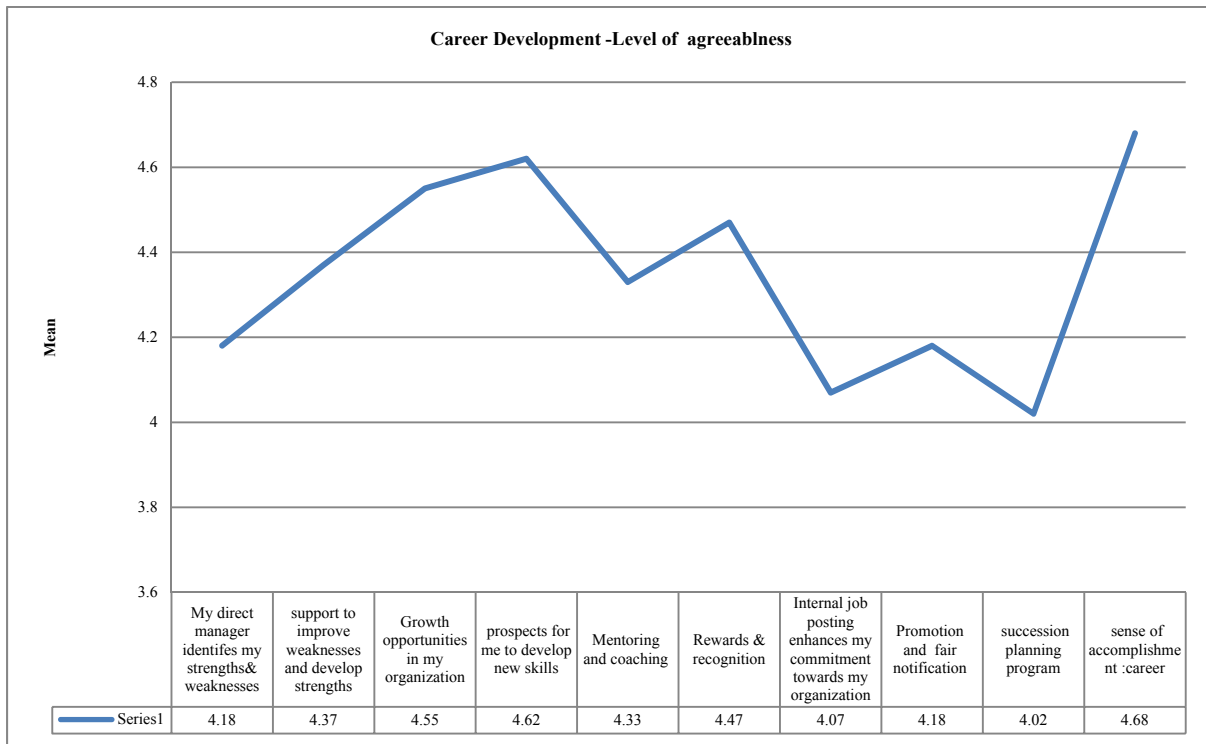


Figure 9: Career development

Table 7  
Career development

Statements	t-value	p-value	Inference
My supervisor(s) takes efforts to identify my strengths and weaknesses	24.263**	< .001	Significant at 99% Confidence interval
I get enough support to improve my weaknesses as well as develop my strengths	23.605**	< .001	Significant at 99% Confidence interval
I am satisfied with the professional learning and growth opportunities in my organization	31.907**	< .001	Significant at 99% Confidence interval
There are prospects for me to develop new skills	33.957**	< .001	Significant at 99% Confidence interval

(Contd...)

<i>Statements</i>	<i>t-value</i>	<i>p-value</i>	<i>Inference</i>
Mentoring and coaching increase my motivational value	22.384**	< .001	Significant at 99% Confidence interval
Rewards & recognition reinforces my personal worth and well-being	32.070**	< .001	Significant at 99% Confidence interval
There is a consistent and equitable system of rewards & recognition	21.828**	< .001	Significant at 99% Confidence interval
Internal job posting enhances my commitment towards my organization	14.673**	< .001	Significant at 99% Confidence interval
Promotion and advancement are made with fair notification and selection process	22.949**	< .001	Significant at 99% Confidence interval
When planning for future management and leadership, differently-abled employees are given opportunity by fair succession planning program	18.754**	< .001	Significant at 99% Confidence interval
I have a personal sense of accomplishment with regard to my career progression	39.475**	< .001	Significant at 99% Confidence interval

## 5. CONCLUSIONS

It is predicted by NASSCOM that 60% of IT companies provide employment to differently-abled people in India by 2020. Owing to the expected exponential increase in this workforce segment in Indian IT organizations, there will be a need for diverse and inclusive workforce management policies and practices which will act as a guiding tool to source, develop, measure and reward the workforce. The study affirms that the diverse and inclusive workforce management practices are more pronounced in the organization sampled for this study. This was also substantiated through the output of regression analysis that a well-structured and strategized hiring, learning initiatives, safety measures and career development variables will contribute to job satisfaction of the differently-abled workforce in the organization. Since the protocol of including differently-abled workforce in creeping up have been placed in the entry level and mid-level hierarchies, the sustained measures and developmental initiatives will increase the proposition of workforce in to them and also facilitate the movement of differently-abled workforce to leadership positions.

## References

- Corporate executive board research report. (2016). *Creating Competitive Advantage Through Workforce* [Online]. Available FTP: <https://www.cebglobal.com/human...and.../diversity-white-paper.htm>
- Genesi, D. (2000) Disability Discrimination against students in the classroom ([http://www.cedarville.edu/academics/education/classes/edsp202/examples/literature\\_review\\_genesi.htm](http://www.cedarville.edu/academics/education/classes/edsp202/examples/literature_review_genesi.htm))
- Hugh Secord “*Career management*, “in *Implementing Best Practices in Human Resources, Management*”, 1<sup>st</sup> ed. Canada: CCH Canadian limited, 2003, Ch.7, pp 94.
- Ministry of human resource management report (2014-2015). Annual report. [Online]. [http://mhrd.gov.in/sites/upload\\_files/mhrd/files/document-reports/Part1.pdf](http://mhrd.gov.in/sites/upload_files/mhrd/files/document-reports/Part1.pdf)
- Nasscom (2015), *Impact of IT-BPO Industry on the Indian Economy and Society* [Online] <http://www.nasscom.in/impact-itbpo-industry-indian-economy-and-society?fg=71038#sthash.xTWDh4K2.dpuf>
- Nowicki, E.A. (2006) A cross-sectional multivariate analysis of children’s attitudes towards disability *Journal of Intellectual Disability Research*, 50, 335-348

- Owens “Employee training and development,” in *Project Execution: A Practical Approach to Industrial and Commercial Project*, 1st Ed. USA: CRC press, 2006, Ch.10, pp150.
- Shalini Sengupta (2015), *Creating opportunities for differently-abled* [Online]. Available FTP: <https://www.peoplesmatters.in/article/hr-analytics/how-predictive-hr-analytics-can-provide-competitive-edge-business-12591>
- Shapiro, A.H. (2000) *Everybody Belongs*, UK: Routledge
- Swain, J., Finkelstein, V., French, S., Oliver, M. (1993) *Disabling Barriers – Enabling Environments*, London: Sage Publications
- White, M.J., Jackson, V., Gordon, p. J. (2006) Implicit and Explicit Attitudes toward Athletes with disabilities *Journal of Rehabilitation* 72 (3) 33-40
- U.S labor force report. (2014). *Reinvent Your Approach to Increasing Diversity* [Online]. Available FTP: [https://www.cebglobal.com/member/corporate-leadership Council/research/report/16/chro-quarterly--q1-2016/reinvent-your-approach-to-increasing-diversity.html/?referrerTitle=Search%20%20CEB%20Corporate%20Leadership%20Council%E2%84%A2&searchString=%20employees%20entering%20into%20labor%20market%20has%20substantially%20increased%20\(2.6%25\)%20&screenContentId=200784260](https://www.cebglobal.com/member/corporate-leadership-Council/research/report/16/chro-quarterly--q1-2016/reinvent-your-approach-to-increasing-diversity.html/?referrerTitle=Search%20%20CEB%20Corporate%20Leadership%20Council%E2%84%A2&searchString=%20employees%20entering%20into%20labor%20market%20has%20substantially%20increased%20(2.6%25)%20&screenContentId=200784260)
- <https://www.ucd.ie/issda/static/documentation/nda/nda-literature-review.pdf>