

# Navigating Job Satisfaction: Unveiling the Nexus of Diversity, Equity, Inclusion, Accessibility (DEIA), Perceived Supervisory Support, and Intrinsic Work Experience

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## Abstract

This study aims to unravel the intricate interplay among diversity, equity, inclusion, and accessibility (DEIA), along with perceived supervisory support (PSS) and intrinsic work experience (IWE), as pivotal determinants influencing the job satisfaction (JSC) of employees with disabilities. The research sample used comprises civil servants employed in government organizations in Indonesia. Utilizing covariance-based structural equation modeling (CB-SEM), the analysis encompasses confirmatory factor analysis (CFA) and the evaluation of a structural model, coupled with hypothesis testing, to confirm the findings. The study's findings affirm not only the direct influence of DEIA components and IWE on the JSC of employees with disabilities, but also highlight the indirect mediation of DEIA components and JSC through PSS. This study stands as a pioneering effort in exploring the interplay between DEIA, PSS, and IWE with regard to the JSC of employees with disabilities.

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**Keywords**

diversity, equity, inclusion, and accessibility (DEIA), perceived supervisory support, intrinsic work experience, job satisfaction, government institutions

**Introduction**

In the evolving landscape of the contemporary workplace, the pursuit of job satisfaction (JSC) has taken center stage as a driving force behind employee engagement, retention, and overall organizational prosperity (Baumgärtner et al., 2015; Shantz et al., 2018; Zhu et al., 2019). As organizations strive to create environments that foster a sense of belonging and purpose, the intricate interplay of various factors that influence JSC is being closely examined (Coll & Mignonac, 2023; Klinksiek et al., 2023; Peng et al., 2023). This study embarks on a journey of exploration, delving into the dynamic relationships between diversity, equity, inclusion, and accessibility (DEIA), perceived supervisory support (PSS), and intrinsic work experience (IWE), to uncover how these factors collectively shape the vital aspect of JSC for employees with disabilities.

In the realm of the modern workplace, the pursuit of a nurturing work environment characterized by DEIA has recently gained substantial momentum (Kulkarni & Lengnick-Hall, 2013; Newman et al., 2023; Schloemer-Jarvis et al., 2022). In Indonesia, specifically, the legislation outlined in Law No. 8/2016 concerning individuals with disabilities mandates that both government institutions and private organizations must employ individuals with disabilities, constituting at least 2% of their total workforce. The acknowledgment of diverse backgrounds, perspectives, and abilities has brought about a paradigm shift in organizational dynamics (Husar Holmes et al., 2023). Equity and inclusion have emerged as pivotal factors for ensuring fair treatment and cultivating a sense of worth among all employees, including those with disabilities, thereby fostering a shared sense of purpose (Beatty et al., 2019; Newman et al., 2023; Santuzzi & Waltz, 2016). The concept of accessibility, which aligns seamlessly with the DEIA principles, advocates for environments, which are designed to accommodate the unique needs of employees, ensuring their full engagement and contribution (Ferraro et al., 2023; Samosh et al., 2023; Sweeting, 2023). However, amid the backdrop of such DEIA endeavors, a potential shadow emerges—the specter of stigma. Stigma theory posits that individuals with unique attributes, such as those associated with disabilities or minority status, are likely to face societal stereotypes, discrimination, and prejudice, which can detrimentally impact their self-esteem and well-being (Hallock et al., 2022; Mitra & Kruse, 2016; Nelissen et al., 2016).

On the other hand, when the DEIA principles are implemented effectively, employees are more likely to feel a sense of belonging, empowerment, and fulfillment in their roles. In turn, this can enhance employees' IWE by fostering a positive culture where individuals feel valued for their unique perspectives and contributions, leading to higher levels of motivation, engagement, and JSC (Husar Holmes et al., 2023; Li et al., 2023; Sweeting, 2023). Moreover, DEIA efforts can also create opportunities for skill

development, career advancement, and professional growth, further enriching IWE for employees (Kulkarni & Gopakumar, 2014; Newman et al., 2023; Zhu et al., 2019).

In addition, PSS is a vital aspect of this intricate nexus. PSS reflects the degree to which employees, including those with disabilities, believe that their supervisors genuinely prioritize their well-being, professional growth, and overall career development (Coll & Mignonac, 2023; Kulkarni & Gopakumar, 2014; Lyons et al., 2023). Such support can significantly contribute to mitigating barriers and fostering an inclusive environment where employees with disabilities can thrive and contribute effectively to organizational goals and success.

To navigate these unique interconnections, the emergence of stigma theory introduces a multifaceted and largely unexplored territory. Individuals who face stigma due to their identities or abilities (i.e., employees with disabilities) may encounter barriers to inclusion and equitable treatment (Bainbridge & Fujimoto, 2018; McKinney & Swartz, 2021; Nelissen et al., 2016). This stigma can harm their IWE, diminish the impact of PSS, and subsequently influence overall JSC. With organizations striving to promote DEIA and foster supportive environments, recognizing and addressing the potential ramifications of stigma takes on a position of paramount significance (Zhang et al., 2020).

The aim of this study is to untangle the complex interconnections among DEIA, PSS, and IWE as pivotal factors that influence the JSC of employees with disabilities. By scrutinizing empirical evidence and real-world insights, this article seeks to offer a comprehensive understanding of how these factors collectively shape these employees' overall work experience, with a specific focus on employees with disabilities within Indonesian government institutions. The contention is that disabled employees within government institutions possess unique characteristics due to their connection to public service and their position within a large workforce. As this investigation unfolds, it strives to shed light on a trajectory that can lead to the establishment of work environments where JSC thrives, facilitated by the seamless amalgamation of DEIA and the core principles of PSS, which include supervisors demonstrating empathy, maintaining clear communication, offering guidance and feedback, and advocating for employee well-being and growth, alongside IWEs. Considering this context, the present study endeavors to address the following research questions (RQs):

**RQ1:** What is the extent of the direct impact of the DEIA components and IWE on the JSC of employees with disabilities?

**RQ2:** To what extent does the influence of the DEIA components on the JSC of employees with disabilities occur indirectly through PSS?

This study contributes to the scientific discourse in three notable ways. First, it illuminates the combined influence of DEIA, PSS, and IWE on the holistic JSC of employees with disabilities. By comprehensively investigating the relationships between these variables in conjunction with each other, this research advances the present understanding of the intricate interplay of factors shaping diversity research (Cavanagh et al., 2017; Peng et al., 2023; Schloemer-Jarvis et al., 2022). Notably, the

context of employees with disabilities remains underexplored in the existing literature, making this study particularly significant in filling this gap. Second, this study provides evidence-based insights that can empower government institutions to enhance the JSC of employees with disabilities. By grasping the interplay between DEIA, PSS, IWE, and stigma theory, government institutions can devise targeted strategies aimed at cultivating inclusive and supportive environments, ultimately fostering elevated levels of JSC. These empirical discoveries hold significance due to the prevailing focus of prior research in this field on qualitative studies or systematic literature reviews (Cavanagh et al., 2017; Fujimoto et al., 2014; Schloemer-Jarvis et al., 2022). Finally, a distinctive contribution of this research is the integration of stigma theory within the context of DEIA, PSS, IWE, and JSC. This study seeks to uncover how stigma theory shapes the dynamics between these variables, potentially molding individuals' perceptions and experiences within diverse and inclusive workplace settings.

The remainder of this article begins with the theoretical background and hypotheses, followed by the research methods used. Following these sections, the results and empirical findings are presented, while theoretical and practical implications are provided in the final section.

## **Theoretical Background and Hypotheses**

### ***Stigma Theory and the Inclusion of Employees With Disabilities in the Workplace***

Stigma theory plays a pivotal role in understanding the intricate relationship between DEIA, PSS, IWE, and employee JSC, particularly in the context of individuals with disabilities. This theory, rooted in social psychology, focuses on the negative attitudes and beliefs that society holds toward individuals who possess unique attributes or characteristics that deviate from societal norms. These attributes can include disabilities, minority status, or other distinguishing features (Zhang et al., 2020).

Stigma theory provides a lens through which this study can examine how societal stereotypes, prejudices, and discrimination can influence the experiences of employees with disabilities (Follmer et al., 2018). Stigma theory suggests that individuals who face stigma due to their disabilities might encounter barriers to inclusion and equitable treatment. This can lead to feelings of marginalization, reduced self-esteem, and psychological distress (Araten-Bergman, 2016; Kruse et al., 2018; Peng et al., 2023).

When applied to the DEIA framework, stigma theory implies that despite efforts to promote diversity, equity, and inclusion in the workplace, employees with disabilities may still encounter stereotypes and discriminatory attitudes (Hallock et al., 2022; Pérez-Conesa et al., 2020). This can hinder their sense of belonging, thwart their efforts to engage fully in their work, and potentially impact their IWE and overall JSC. Negative perceptions and attitudes from colleagues and supervisors, as well as self-stigmatization, can undermine the positive effects of DEIA initiatives on the well-being of employees with disabilities.

Moreover, stigma theory also intersects with PSS. Employees who perceive their supervisors as unsupportive or insensitive to their unique needs might experience heightened feelings of stigma and exclusion (Samosh et al., 2023). On the other hand, supportive supervisors who actively work to mitigate stigma and foster an inclusive environment can alleviate the negative effects of stigma on employees' JSC. Supervisors who understand and address the challenges faced by employees with disabilities can contribute to their sense of belonging and psychological well-being, thereby positively influencing their JSC (Zhu et al., 2019).

In essence, stigma theory provides a comprehensive framework for understanding how the stigma associated with disabilities can impact the interplay between DEIA, PSS, IWE, and employee JSC. By recognizing and addressing the potential consequences of stigma within the context of workplace diversity and inclusion efforts, organizations can take proactive steps to create an environment that minimizes the negative effects of stigma, fosters a sense of belonging, and ultimately enhances JSC for employees with disabilities.

### *The Impact of DEIA Components on the JSC of Disabled Employees*

The relationship between DEIA and the JSC of disabled employees is intricately linked, and can be understood through the lens of stigma theory, as well as through previous research. Stigma theory posits that individuals who possess unique attributes, such as disabilities, might encounter negative societal attitudes, stereotypes, and discriminatory behaviors. These experiences can lead to feelings of marginalization, reduced self-esteem, and psychological distress (Follmer et al., 2018; Zhang et al., 2020). In the workplace context, this can translate to challenges in achieving a sense of belonging, equitable treatment, and overall JSC.

Previous studies have shown that despite efforts to create inclusive workplaces, disabled employees may face both external and internal stigma (Bainbridge & Fujimoto, 2018; Kulkarni & Lengnick-Hall, 2013). External stigma refers to discrimination and negative perceptions from colleagues, supervisors, or the broader organizational culture. Internal stigma, also known as self-stigma, occurs when individuals internalize societal stereotypes and view themselves negatively due to their disabilities. Empirical evidence has indicated that disabled employees who perceive higher levels of external stigma are more likely to experience reduced JSC (Chordiya, 2020; Klinksiek et al., 2023; Luu, 2019). Discrimination and exclusionary behaviors can lead to feelings of isolation and dissatisfaction with the work environment. In addition, disabled employees who internalize negative stereotypes about their abilities may experience diminished self-worth, affecting their overall well-being and JSC (Shantz et al., 2018).

Conversely, research has demonstrated that when organizations effectively address and mitigate stigma, disabled employees experience higher levels of JSC (Coll & Mignonac, 2023; Zhu et al., 2019). Inclusive practices, supportive policies, and awareness campaigns aimed at reducing stigma can create a more positive work environment (Ho et al., 2022). Organizations that prioritize diversity by promoting equitable

treatment, fostering inclusive practices, and ensuring accessibility have been found to have a positive impact on employees' overall JSC (Trochmann et al., 2023). This is particularly true for disabled employees, who often face unique challenges in the workplace. Based on these arguments and prior research, the following concurrent hypotheses can be formulated:

**Hypothesis 1a (H1a):** Perception of diversity has a direct effect on enhanced JSC among employees with disabilities.

**Hypothesis 1b (H1b):** Perception of equity has a direct effect on enhanced JSC among employees with disabilities.

**Hypothesis 1c (H1c):** Perception of inclusion has a direct effect on enhanced JSC among employees with disabilities.

**Hypothesis 1d (H1d):** Perception of accessibility has a direct effect on enhanced JSC among employees with disabilities.

## **The Influence of Intrinsic Work Experience on the JSC of Disabled Employees**

Previous research suggests that IWE is closely linked to the JSC of disabled employees (Coll & Mignonac, 2023; Kulkarni & Gopakumar, 2014). IWE refers to the fulfillment, purpose, and satisfaction that employees derive from their roles. Studies have consistently shown that disabled employees who perceive a strong positive IWE generally exhibit higher levels of JSC (Baumgärtner et al., 2015; Shore et al., 2010). When employees find meaning and purpose in their work, they are more likely to be engaged, committed, and satisfied with their jobs (Beatty et al., 2019).

Research has also indicated that IWE can serve as a buffer against the negative effects of stigma (Zhang et al., 2020). Disabled employees who possess a strong IWE may exhibit greater resilience in the face of stigma, as the internal satisfaction derived from their job enables them to maintain a focus on the positive aspects of their work and effectively navigate challenges associated with their disabilities. Moreover, IWE has been shown to empower disabled employees to actively pursue opportunities for personal and professional development, thereby contributing to their overall JSC (Baumgärtner et al., 2015; Kulkarni & Gopakumar, 2014; Zhu et al., 2019). Based on these insights and prior research, the next hypothesis can be formulated:

**Hypothesis 2 (H2):** Perception of IWE has a positive and direct effect on JSC among employees with disabilities.

## **Perceived Supervisory Support as a Mediating Variable**

DEIA initiatives can be carefully crafted to establish a workplace ambiance where every employee, irrespective of their background or abilities, experiences a sense of worth, inclusivity, and equal opportunities (Shore et al., 2010). These measures collectively contribute to a nurturing work environment that upholds the overall welfare

of employees. According to stigma theory, individuals with disabilities often face societal prejudices and discriminatory attitudes that can negatively impact their self-esteem and JSC. However, when organizations implement DEIA initiatives, they actively challenge these stigmatizing beliefs and create an environment where employees feel valued, respected, and empowered to succeed. Moreover, when employees perceive their work to be aligned with their personal values, offering avenues for personal growth and imbuing a sense of purpose, their likelihood of expressing elevated levels of JSC increases (Baumgärtner et al., 2015; Kulkarni & Gopakumar, 2014; Trochmann et al., 2023).

In this context, the significance of PSS takes center stage. Employees with disabilities who identify their supervisors as active advocates for DEIA initiatives and facilitators of requisite support and accommodations are more likely to experience heightened JSC (Coll & Mignonac, 2023; Jones, 2016; Kensbock & Boehm, 2016). Supportive supervisors contribute to fostering an atmosphere characterized by trust and comprehension, thereby facilitating effective job performance and circumventing unnecessary impediments (Kensbock & Boehm, 2016). Moreover, the role of PSS plays a critical part in shaping the aforementioned interplay. Employees with disabilities who perceive their supervisors as sources of support, accommodations, and genuine care for their well-being tend to encounter a positive IWE (Samosh et al., 2023). Supportive supervisors create an environment conducive to employees' growth, enabling them to navigate challenges and find significance in their roles (Beatty et al., 2019; Jones, 2016).

In addition, supervisors who demonstrate support and advocacy for DEIA initiatives can create a positive environment where employees feel psychologically safe, respected, and empowered to bring their authentic selves to their jobs. This type of positive relationship with supervisors can enhance IWE by providing employees with the necessary guidance, resources, and feedback to succeed in their roles. Moreover, supportive supervisors can create opportunities for meaningful work assignments, recognition of accomplishments, and constructive feedback, which are essential components of IWE and JSC (Coll & Mignonac, 2023; Kensbock & Boehm, 2016; Kulkarni, 2016; Luu, 2019). Drawing on these insights and prior research, the following concurrent hypotheses can be formulated:

**Hypothesis 3a (H3a):** Perception of diversity indirectly influences JSC among employees with disabilities, through the avenue of PSS.

**Hypothesis 3b (H3b):** Perception of equity indirectly influences JSC among employees with disabilities, through the avenue of PSS.

**Hypothesis 3c (H3c):** Perception of inclusion indirectly influences JSC among employees with disabilities, through the avenue of PSS.

**Hypothesis 3d (H3d):** Perception of accessibility indirectly influences JSC among employees with disabilities, through the avenue of PSS.

**Hypothesis 4 (H4):** PSS has a positive and indirect effect on JSC among employees with disabilities, facilitated by IWE.

Figure 1 depicts the theoretical framework of this study.

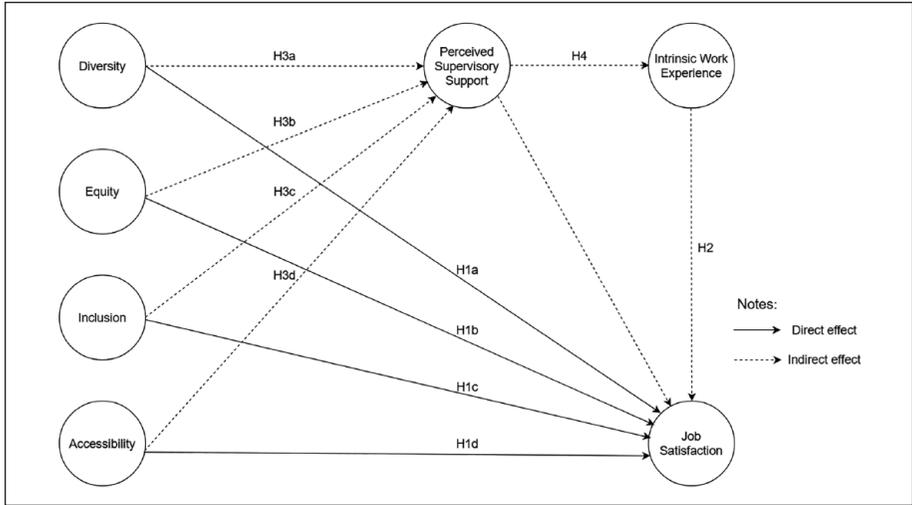


Figure 1. Theoretical framework and path relationships between latent variables.

## Research Methods

### Participants and Procedures

This research employs a sample of civil servants working in Indonesian government institutions. Specifically, this study focuses on employees with disabilities, as they have relevant experience with variables, such as DEIA (see Figure 1). For data collection, the Prolific company was used (<https://www.prolific.co/>), as it provides a reliable platform for this type of study (Khenfer et al., 2020). In comparison to Amazon Mechanical Turk (MTurk), which primarily consists of workers from the United States (Litman & Robinson, 2021), Prolific better suits the needs of this study, given the location of the sample in Indonesia. The sampling framework used comprises over 3.5 million employees, encompassing civil servants and contracted government employees. Before conducting the survey, non-probability sampling techniques were utilized to select target respondents based on the criteria mentioned earlier. The total sample pool comprises of 1,081 employees with disabilities.

Prolific is an online survey platform that facilitates the collection of high-quality data and allows researchers to reach participants across the world. Utilizing this platform enables efficient and reliable data collection on a large scale. For this study, the survey was conducted between May and June 2023, and the employees with disabilities were invited via personalized email messages, each containing a unique survey link and instructions. Participants were given approximately 1 month to complete the survey, with additional time allowed if necessary. To enhance response rates, reminder emails were sent weekly to those who had not responded, with the final reminder sent on the day before the data collection period ended, indicating that the survey would close the next day.

At the conclusion of the research deadline and after closing the survey, a total of 418 completed questionnaires were received, with 16 of these subsequently excluded for being incomplete or containing missing values. This yielded a final response rate of 37.2%. Several studies, such as Holtom et al. (2022), have indicated that the response rate achieved can be considered high and aligns with the response rates commonly found in organizational research. Thus, this response rate meets the rule of thumb regarding the minimum level required for survey-based research, as suggested by Dillman et al. (2014).

The characteristics of the respondents, describing the details of the sample used in this study (Cox & Holcomb, 2022), can be summarized as follows. Based on gender, the majority of respondents were male, accounting for 68.7% of the sample, while women made up 31.3%. Regarding work experience, the largest segment of participants (33.8%) reported having worked for 6 to 10 years, followed by those with 2 to 5 years of experience (30.9%), and individuals with less than 2 years of experience (23.4%). Conversely, respondents with over 10 years of experience represented only approximately 11.9% of the sample. Furthermore, all respondents identified themselves as individuals with disabilities (100%). Finally, in terms of age distribution, the most common response fell within the range of 35 to 45 years, comprising 40.8% of respondents.

## Measures

The measurement items used in this study were derived from the questionnaire utilized in the 2022 Federal Employee Viewpoint Survey (FEVS). Items from the FEVS were chosen due to their prior use in surveying government agency employees with disabilities (Dwertmann, 2016). Approximately, 25 relevant questions were identified as suitable for measuring the latent variables in the proposed model. To ensure that these items accurately captured the essence of each construct, principal component analysis (PCA) was conducted through factor analysis. The validity and reliability of each variable were tested to ensure the formation of a single factor.

Using IBM SPSS 28.0 software, a Kaiser–Meyer–Olkin Measure of Sampling Adequacy (KMO-MSA) value greater than 0.50 was obtained for each latent variable, with one component extracted. In addition, the factor loading values for each item exceeded 0.748, and Cronbach’s alpha for each construct exceeded 0.806, further supporting the formation of a single factor (Hair et al., 2019; Newbold et al., 2023). Table 1A presents the full list of the 25 items selected for this study.

To measure DEIA, IWE, PSS, and JSC, multiple items were employed with responses recorded on a 5-point Likert-type scale, ranging from 1 = “strongly disagree” to 5 = “strongly agree.”

## Data Analysis

Covariance-based structural equation modeling (CB-SEM) was applied to assess the comprehensive model, incorporating confirmatory factor analysis (CFA) and

structural model evaluation, along with hypothesis testing, to validate the findings. CB-SEM is recognized as well-suited for testing latent factors with reflective indicators, rendering it particularly useful for estimating common factor models based on theory (Jöreskog et al., 2016). Scholars such as Kline (2023) and Whittaker and Schumacker (2022) emphasize that CB-SEM is a robust and reliable approach, providing unbiased parameter estimates. Some of the acknowledged advantages of this method include its ability to produce goodness-of-fit indices (GOFI), accounting for measurement error in model estimation, and testing causal relationships between latent variables. In addition, the availability of sophisticated software makes CB-SEM an advantageous choice for researchers (Gunzler et al., 2021; Hoyle, 2023; Kline, 2023).

## Results

In this study, the CB-SEM estimation was conducted using the SmartPLS 4 software. The CB-SEM algorithm in SmartPLS is specifically designed to handle non-normal data conditions, as the model estimation utilizes bootstrapping instead of the maximum-likelihood (ML) estimator to calculate standard deviation (*SD*), which was considered relevant for this study. Given that a Likert-type scale, which falls under the ordinal category of data, was utilized, it was challenging to meet the assumption of normality. Hence, several preliminary tests were conducted, and are detailed in Appendix. The outcomes of these preliminary tests affirmed the appropriateness of the approach taken.

The descriptive statistics were analyzed for each variable. The results indicate that the mean values for all latent variables are below 5, and the *SD* values do not exceed 2. According to Cox and Holcomb (2022), these values do not surpass either the maximum or minimum threshold. In addition, the variance inflation factor (VIF) for each predictor was calculated, and all VIF values obtained were less than 3.3 (refer to Table 2A). These findings suggest that the model is free from multicollinearity issues (Hair et al., 2019).

### *Assessment of Method Biases*

Two potential method biases in online surveys have been extensively examined due to their potential to influence the results of this study; specifically, non-response bias (Scheaf et al., 2023) and common method variance (CMV) (Podsakoff et al., 2024). Following the outcomes of the analysis delineated in Appendix, it has been deduced that these two method biases do not pose a threat to the validity of the findings herein.

### *Assessment of Validity and Reliability*

The validity and reliability of the measurement items were evaluated through CFA and the CFA model fit was also assessed. Based on the results presented in Appendix, it was determined that all measurement items in the model were valid (refer to Tables 1A and 2A) and met the criteria for construct reliability. Moreover, the measurement model exhibited a satisfactory level of fit.

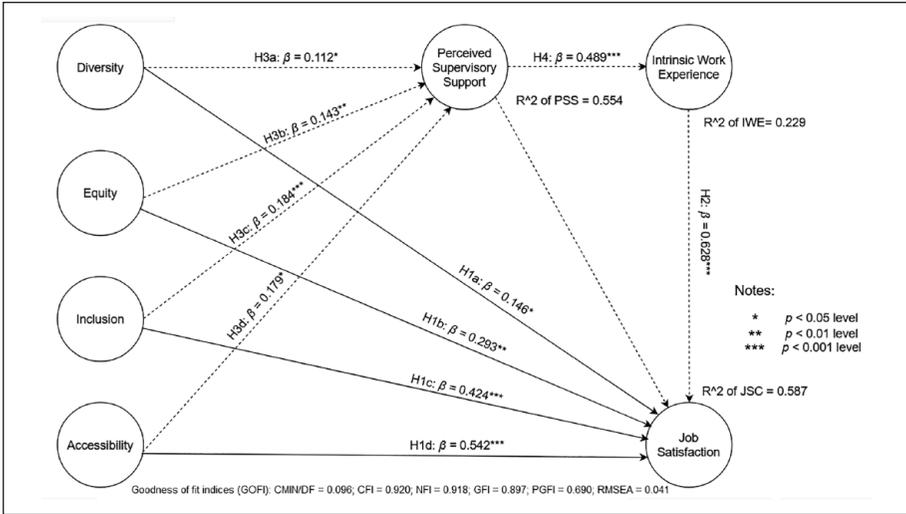


Figure 2. Findings derived from Structural Equation Modeling.

### Assessment of the Full Model

The full model was assessed by running a bootstrapping procedure within the context of non-normal data. Employing 10,000 resamples for robust estimates (Kline, 2023), key metrics examined in this stage encompass  $r$ -square ( $R^2$ ), effect size ( $f^2$ ),  $p$  values, and  $t$ -statistics. In terms of model performance, the proposed model yields  $R^2$  values of 0.554, 0.229, and 0.587 for PSS, IWE, and JSC, respectively (as illustrated in Figure 2). According to Cohen et al. (2003), these  $R^2$  values fall within the accepted range for social science research. To supplement the insights gained from the significance tests of hypotheses,  $f^2$  values were computed; these varied from 0.030 to 0.287, all surpassing 0.02. These values confirm the extent to which the null hypothesis is false and provide support for alternative hypothesis testing (Iacobucci et al., 2023).

### Testing of Hypotheses

The methodology recommended by SEM experts to perform hypothesis testing was followed to test the hypotheses of this study. This involved examining key parameters, such as the beta coefficient ( $\beta$ ),  $SD$ ,  $p$ -value, and  $t$ -statistics ( $t$ ) at a significance level of 5% (one-tailed test). This approach was based on the guidelines of Hoyle (2023) and Kline (2023). For this study, standardized estimates were employed to simultaneously test the hypotheses of the full model. The results of this model estimation consistently upheld the proposed hypotheses. These outcomes are visually presented in Table 1 and Figure 2. Notably, this study offers empirical substantiation for the direct relationships between DEIA and IWE concerning the JSC of employees with disabilities. The beta ( $\beta$ ) values were 0.146 ( $SD = 0.072$ ) for diversity,

**Table 1.** Results of Hypothesis Confirmation.

Connection between latent variables	Coef. ( $\beta$ )	SD	p-value	t-statistics	Finding
<b>Direct effect</b>					
Diversity (DV) $\rightarrow$ job satisfaction (JSC)	0.146	0.072	.022*	2.025*	H1a supported
Equity (EQ) $\rightarrow$ job satisfaction (JSC)	0.293	0.124	.009**	2.368**	H1b supported
Inclusion (IS) $\rightarrow$ job satisfaction (JSC)	0.424	0.098	.000***	4.322***	H1c supported
Accessibility (AC) $\rightarrow$ job satisfaction (JSC)	0.542	0.072	.000***	7.520***	H1d supported
Intrinsic work experience (IWE) $\rightarrow$ job satisfaction (JSC)	0.628	0.084	.000***	7.437***	H2 supported
<b>Indirect effect</b>					
Diversity (DV) $\rightarrow$ perceived supervisory support (PSS) $\rightarrow$ job satisfaction (JSC)	0.112	0.052	.016*	2.144*	H3a supported
Equity (EQ) $\rightarrow$ perceived supervisory support (PSS) $\rightarrow$ job satisfaction (JSC)	0.143	0.049	.002**	2.935**	H3b supported
Inclusion (IS) $\rightarrow$ perceived supervisory support (PSS) $\rightarrow$ job satisfaction (JSC)	0.184	0.053	.000***	3.481***	H3c supported
Accessibility (AC) $\rightarrow$ perceived supervisory support (PSS) $\rightarrow$ job satisfaction (JSC)	0.179	0.080	.013*	2.240*	H3d supported
Perceived supervisory support $\rightarrow$ intrinsic work experience (IWE) (PSS) $\rightarrow$ job satisfaction (JSC)	0.489	0.069	.000***	7.127***	H4 supported

Note(s): Coef. ( $\beta$ ) = standardized beta coefficient; SD = standard deviation; \*  $|t| \geq 1.65$  at  $p < .05$  level; \*\*  $|t| \geq 2.33$  at  $p < .01$  level; \*\*\*  $|t| \geq 3.09$  at  $p < .001$  level.

0.293 ( $SD = 0.124$ ) for equity, 0.424 ( $SD = 0.098$ ) for inclusion, 0.542 ( $SD = 0.072$ ) for accessibility, and 0.628 ( $SD = 0.084$ ) for IWE, all with  $p$  values  $< .05$ , respectively. Drawing on these results, support can be confidently attested for hypothesis 1a (H1a), hypothesis 1b (H1b), hypothesis 1c (H1c), hypothesis 1d (H1d), and hypothesis 2 (H2).

In the final phase of hypothesis testing, the potential mediating role played by PSS was investigated. This study provides concrete empirical support for the indirect effect paths connecting DEIA with JSC among employees with disabilities. These connections occur through the influence of PSS. Notably, these indirect paths received robust confirmation from the analysis conducted. Specifically, for diversity and equity through PSS, the beta ( $\beta$ ) values obtained were 0.112 ( $SD = 0.052$ ) and 0.143 ( $SD = 0.049$ ), respectively, while for inclusion and accessibility through PSS, they were 0.184 ( $SE = 0.053$ ) and 0.179 ( $SE = 0.080$ ), respectively. Furthermore, these relationships exhibit significance levels with  $p$  values  $< .05$ . As a result, it can be asserted that the findings provide substantial support for hypothesis 3a (H3a), hypothesis 3b (H3b), hypothesis 3c (H3c), and hypothesis 3d (H3d). Ultimately, the indirect effect between PSS, IWE, and JSC were examined (beta = 0.489,  $SD = 0.069$ ,  $p$  value = .000). Based on these results, it can also be inferred that hypothesis 4 (H4) is substantiated.

### **Robustness Checks**

Particular attention was paid to addressing concerns related to endogeneity bias within the model. To tackle this bias, a series of straightforward regression models were employed. Through the utilization of the Gaussian copulas approach, via the Stata software, the significance of  $p$ -values was scrutinized. The outcomes of these tests, as indicated by Eckert and Hohberger (2022), revealed that no statistically significant  $p$ -values emerged at the 5% significance level. This leads to the assertion that endogeneity bias is absent and does not pose a threat to the validity of these findings.

### **Discussion and Conclusions**

Government institutions play a vital role in serving diverse populations. By researching the interaction between DEIA initiatives, PSS, IWE, and JSC among employees with disabilities, as depicted in Figure 1, these institutions can ensure that their internal practices align harmoniously with their external goals. The JSC of employees has a direct influence over their dedication to providing high-quality services. When employees with disabilities encounter a favorable work environment fostered by DEIA initiatives and bolstered by supportive supervisors, their engagement and satisfaction in their roles are enhanced (Husar Holmes et al., 2023; Trochmann et al., 2023). This amplifies service delivery efficacy and fortifies the efficiency of government operations.

Aligned with the tenets of stigma theory, the main findings of this study can be outlined as follows. Based on hypothesis testing, this investigation has yielded four

key insights. To begin with, a direct and favorable relationship between DEIA efforts and the JSC of employees with disabilities in government institutions has been uncovered. This indicates that the implementation of DEIA initiatives within Indonesian government institutions is attuned to the needs of employees with disabilities, ultimately impacting their JSC. Specifically, these results indicate that practices promoting inclusion and the provision of accessibility are particularly influential in shaping the satisfaction levels of individuals with disabilities. In addition, the examination conducted here uncovered varying impacts of each DEIA component, underscoring the significance of complementarity among them (Ho et al., 2022). These findings harmonize with prior research (Baumgärtner et al., 2015; Coll & Mignonac, 2023; Trochmann et al., 2023; Zhu et al., 2019) suggesting that initiatives related to DEIA can enhance the engagement and satisfaction of individuals with disabilities in the workplace.

Furthermore, this study has revealed a direct and constructive relationship between IWE and JSC among employees with disabilities within Indonesian government agencies. This implies that Indonesian government agencies have accorded significance to nurturing IWE for individuals with disabilities, culminating in a positive work environment for disabled employees and leading to heightened levels of JSC. This discovery can be elucidated by the fact that government institutions are legally mandated to address the needs and roles of employees with disabilities, thereby enriching their IWEs, which subsequently influence their JSC. These findings echo those of previous studies (Beatty et al., 2019; Kulkarni & Gopakumar, 2014).

Moreover, a positive and indirect relationship between DEIA initiatives and the JSC of employees with disabilities in Indonesian government agencies has been discerned, mediated by PSS. This highlights the role of PSS in aiding employees with disabilities to navigate challenges within the framework of Indonesian government agencies. PSS indirectly shapes their sense of belonging and identity within the organization. Once more, these findings indicate that inclusion practices and the provision of accessibility, backed by PSS, play a prominent role in shaping the JSC of individuals with disabilities. This corroborates findings from earlier research conducted by Araten-Bergman (2016), Kensbock and Boehm (2016) and Trochmann et al. (2023).

Finally, a favorable and indirect association between PSS, IWE and the JSC of employees with disabilities in Indonesian government institutions has been ascertained. This finding highlights the role of PSS in assisting employees with disabilities in navigating the intricacies of work within Indonesian government establishments, thereby enhancing their IWE and JSC. This indirect effect on their sense of group affiliation and organizational identity corresponds to insights derived from prior research by Samosh et al. (2023).

### *Theoretical Implications*

In terms of theoretical implications, the primary findings of this study, as discussed earlier, hold significant value for human resources managers and government institutions aiming to establish a workplace that is more inclusive for employees with disabilities. To elaborate further, the concept of stigma theory brings to light the formidable

challenges that individuals confront when they become the target of societal stereotypes (Zhang et al., 2020). Employees with disabilities often grapple with stigma, which can engender feelings of exclusion and diminish their JSC. By delving into the role of DEIA initiatives, this study directly addresses how organizational endeavors can impact the mitigation of stigmatization. When organizations prioritize DEIA, they cultivate an environment wherein employees with disabilities can receive recognition, inclusivity, and fair opportunities. This nurturing environment counteracts the adverse effects of stigma, fostering a sense of belonging and consequently heightening JSC.

Furthermore, the significance of stigma theory lies in its emphasis on the pivotal role of supportive social interactions in ameliorating the repercussions of stigma. Here, the pivotal role of PSS comes into play as a key mediator. Supervisors who actively champion DEIA initiatives and provide essential support contribute to dismantling stigmatizing notions and shaping a positive working atmosphere. PSS functions as a safeguard against the detrimental impact of stigma, improving employees' IWE and overall JSC.

In essence, this research brings these theoretical insights into a pragmatic context. By recognizing the challenges of stigma and acknowledging the role of DEIA initiatives and PSS, human resources managers and government institutions can strategically formulate policies and practices that foster inclusivity, create supportive workplace environments, and ultimately enhance JSC for employees with disabilities.

### *Practical Implications*

In terms of practical implications, this research offers valuable insights that can guide strategic decision-making, policy formulation, and practices aimed at creating a more inclusive and satisfying work environment. First, understanding how DEIA initiatives, PSS, and IWE collectively influence JSC provides organizations with a roadmap to enhance their overall effectiveness. By fostering an environment where all employees, including those with disabilities, feel valued and supported, organizations can boost employee morale, motivation, and commitment. This, in turn, positively impacts productivity, reduces turnover rates, and contributes to a healthier organizational culture.

Second, the findings of this research offer human resources professionals' concrete insights into developing tailored strategies that cater to the diverse needs of employees, particularly those with disabilities. Organizations can design training programs for supervisors to enhance their ability to provide necessary accommodations, demonstrate empathy, and advocate for inclusivity. These strategies contribute to a more supportive work environment, enhancing JSC, and overall well-being. Furthermore, this study sheds light on the pivotal role of DEIA initiatives in shaping JSC. Organizations can use these insights to prioritize diversity recruitment, equal pay, accessible facilities, and supportive policies. Consistent with the findings of Hoang et al. (2022), the integration of DEIA components is imperative, not only aligning with ethical imperatives but also strengthening the organization's reputation as an inclusive and socially responsible entity.

Finally, recognizing the significance of PSS in mediating the relationship between DEIA and JSC encourages organizations to invest in supervisor training. Equipping

supervisors with the skills to foster an inclusive and supportive environment contributes to higher levels of JSC among employees with disabilities.

### *Limitations and Suggestions for Future Research*

This study is not without certain inherent limitations, and also offers potential directions for further research. Primarily, this investigation exclusively centers on employees with disabilities within Indonesian government institutions. Consequently, its scope is confined to research conducted within the public sector. Given the distinct variations in the treatment and experiences of employees with disabilities across different countries, the generalizability of the research findings herein is therefore restricted. To address this, future researchers may transcend this limitation by undertaking surveys of disabled employees in diverse countries and encompassing a broader spectrum of organizational types, including private firms, small and medium-sized enterprises, as well as non-governmental organizations. Moreover, delving deeper into the specifics of disability type and severity could offer valuable insights for further analysis.

In addition, future research endeavors could introduce variables, such as accommodation (Samosh et al., 2023), climate for inclusion (Klinksiek et al., 2023), or organizational support (Coll & Mignonac, 2023) as potential moderating factors. Incorporating these variables could potentially fortify the relationships observed in this study's model. Moreover, there exists the possibility of exploring other facets that are pertinent to the disabled community, such as their challenges in securing employment (Bainbridge & Fujimoto, 2018; Beatty et al., 2019), disparities in compensation between disabled and non-disabled workers (Hallock et al., 2022; Kruse et al., 2018), or even investigating alternative outcomes, such as turnover intention (Chordiya, 2020; Samosh et al., 2023).

Finally, this study solely embraces the perspective of stigma theory to elucidate the interrelationships among the variables under study. Future research endeavors could diverge from this approach by adopting alternative theoretical frameworks, such as social identity theory (SIT) or self-verification theory, to provide nuanced explanations for the observed relationships. These potential areas of exploration serve to acknowledge the limitations of this study and indicate promising avenues for enriching understanding of the complex dynamics surrounding DEIA, PSS, IWE and JSC among employees with disabilities.

## **Appendix**

### *Preliminary Testing*

Several preliminary tests were conducted and are outlined as follows. First, through the Cramér-von Mises test, it was observed that the skewness and kurtosis values obtained were statistically significant at the 5% level, leading to the conclusion that the data used were not normally distributed (Gunzler et al., 2021; Jöreskog et al., 2016; Kline, 2023). Second, upon examining outliers in our data, it was found that all cases

had Z-score values below 2.58, which adheres to the general rule of thumb and indicates the absence of outliers (Newbold et al., 2023). Finally, the heteroscedasticity of these observations was assessed. Through the chi-square test, it was determined that there is no significant residual variance at the 5% level, thus confirming that the assumption of homoscedasticity is met.

### *Method Bias Testing*

Initially, testing of biases was focused on non-response bias through applying multivariate analysis of variance (MANOVA) to several demographic variables, as outlined by Fawcett et al. (2014). This analysis demonstrated no significant differences in the main variable across different demographic categories, at a significance level of 5%. To further validate these findings, *t*-tests were carried out for both survey waves (early vs. late) among respondents who completed the questionnaire. Once again, no statistically significant distinction between the two groups was observed (Scheaf et al., 2023). Based on these analyses, it can be confidently concluded that the data collection process was not affected by non-response bias.

Finally, the potential for CMV was addressed using the marker variable approach, a contemporary method for detecting CMV as outlined by Podsakoff et al. (2024). CMV was employed first through the survey design, by separating predictor and outcome variables. Following the systematic procedure described by Miller and Simmering (2023), a new variable was introduced into the questionnaire, which was unrelated to the focal constructs. This additional variable was then assessed using correlation coefficients and GOFI. Upon analyzing the CFA marker, no significant correlations ( $r = < 0.087$  at  $p > .05$ ) were observed between the marker variable and the focal constructs in the model. Furthermore, it is worth mentioning that the model incorporating the CFA marker yielded inferior GOFI in comparison to the main CFA model. Taking both these observations into account, it can be confidently concluded that CMV was not present during the data collection process and poses no threat to the validity of the findings of this study.

### *Validity and Reliability Testing*

To gauge convergent validity, the standardized factor loading (SFL) and average variance extracted (AVE) methods were employed. Meanwhile, divergent validity was evaluated using metrics, such as the heterotrait–monotrait ratio (HTMT and HTMT2), maximum shared variance (MSV) and average shared variance (ASV). Examining Table 1A reveals that all items exhibit SFL values exceeding 0.724, and the AVE values are higher than 0.627 for all constructs, with the exception of JSC2 which, although slightly lower at 0.565, remains acceptable. Consequently, convergent validity aligns with the stipulated criteria in this case (Bandalos & Finney, 2019; Garson, 2023; Hoyle, 2023). Furthermore, both the HTMT and HTMT2 ratios remained below 0.85, and both MSV and ASV values were smaller than the AVE values, as evident in Table 2A. Based on these outcomes, it can be confidently asserted that the measurement items meet the requirements for divergent validity, aligning with established guidelines (Henseler, 2021).

**Table 1A.** Results of Validity and Reliability Assessment.

	Item	FA	SFL	AVE	MSV	ASV	RRC	$\rho_c$	
<b>A. Diversity, equity, inclusion and accessibility (DEIA)</b> (Source: Adapted from Federal Employee Viewpoint Survey, 2022)									
<b>Diversity</b>									
	My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities)	DV1	0.949	0.841	0.807	0.362	0.344	0.888	0.889
	My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development)	DV2	0.949	0.952					
<b>Equity</b>									
	I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit	EQ1	0.909	0.840	0.759	0.471	0.433	0.902	0.904
	My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments)	EQ2	0.928	0.884					
	In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements)	EQ3	0.912	0.889					
<b>Inclusion</b>									
	Employees in my work unit make me feel I belong	IS1	0.932	0.943	0.760	0.454	0.440	0.935	0.937
	Employees in my work unit care about me as a person	IS2	0.912	0.922					
	I am comfortable expressing opinions that are different from other employees in my work unit	IS3	0.856	0.780					
	In my work unit, people's differences are respected	IS4	0.911	0.866					
	I can be successful in my organization while being myself	IS5	0.883	0.838					
<b>Accessibility</b>									
	I can easily make a request of my organization to meet my accessibility needs	AC1	0.959	0.930	0.903	0.365	0.353	0.964	0.965
	My organization responds to my accessibility needs in a timely manner	AC2	0.970	0.956					
	My organization meets my accessibility needs	AC3	0.972	0.965					

(continued)

Table 1A. (continued)

Item	FA	SFL	AVE	MSV	ASV	RRC	$\rho_c$
<b>B. Intrinsic work experience (IWE)</b> (Source: Adapted from Federal Employee Viewpoint Survey, 2022)							
I feel encouraged to come up with new and better ways of doing things	IWE1	0.845	0.821				
My work gives me a feeling of personal accomplishment	IWE2	0.856	0.828				
I know what is expected of me on the job	IWE3	0.812	0.724				
My talents are used well in the workplace	IWE4	0.853	0.822				
I know how my work relates to the agency's goals	IWE5	0.824	0.760				
<b>C. Perceived supervisory support (PSS)</b> (Source: Adapted from Federal Employee Viewpoint Survey, 2022)							
My supervisor is committed to a workforce representative of all segments of society	PSS1	0.852	0.831	0.639	0.441	0.405	0.875
Supervisors in my work unit support employee development	PSS2	0.875	0.832				
My supervisor supports my need to balance work and other life issues	PSS3	0.841	0.765				
My supervisor provides me with constructive suggestions to improve my job performance	PSS4	0.850	0.766				
<b>D. Job Satisfaction (JSC)</b> (Source: Adapted from Federal Employee Viewpoint Survey, 2022)							
Considering everything, how satisfied are you with your job?	JSC1	0.903	0.888	0.649	0.394	0.373	0.821
Considering everything, how satisfied are you with your pay?	JSC2	0.748	0.565				
Considering everything, how satisfied are you with your organization?	JSC3	0.923	0.916				

Note(s): FA = factor analysis; SFL = standardized factor loading; AVE = average variance extracted; MSV = maximum shared variance; ASV = average shared variance; RRC = Raykov's reliability coefficient;  $\rho_c$  = composite reliability.

In a subsequent phase, the constructs' reliability was assessed using both Raykov's reliability coefficient (RRC) and composite reliability ( $\rho_c$ ), both of which are deemed suitable for CFA. Raykov and Marcoulides (2011) recommend values exceeding 0.70 for both measures. The findings, detailed in Table 1A, demonstrate values exceeding 0.821 for both measures, aligning with the stipulated criteria. Furthermore, the GOFI calculated for the CFA model yielded the following results: minimum discrepancy function divided by the degrees of freedom (CMIN/DF) = 0.096, comparative fit index (CFI) = 0.920 > 0.90, normed fit index (NFI) = 0.918 > 0.90, goodness of fit index (GOFI) = 0.897 > 0.85, parsimony GFI (PGFI) = 0.690 > 0.60, and root mean square error of approximation (RMSEA) = 0.041 < 0.08 (Jöreskog et al., 2016; Kline, 2023; Whittaker & Schumacker, 2022). Based on these GOFI results from the CFA model, it can be confidently asserted that all of them meet the prescribed standards and indicate a favorable fit.

**Table 2A.** Divergent Validity Results and Descriptive Statistics Among Latent Variables.

Latent variable	1	2	3	4	5	6	7
Accessibility (AC)	<b>(0.85)</b>	0.670	0.682	0.717	0.630	0.674	0.654
Diversity (DV)	0.672	<b>(0.85)</b>	0.805	0.730	0.639	0.701	0.795
Equity (EQ)	0.682	0.806	<b>(0.85)</b>	0.797	0.696	0.503	0.788
Inclusion (IS)	0.717	0.733	0.797	<b>(0.85)</b>	0.712	0.509	0.772
Intrinsic work experience (IWE)	0.631	0.637	0.686	0.708	<b>(0.85)</b>	0.555	0.648
Job satisfaction (JSC)	0.676	0.700	0.504	0.511	0.557	<b>(0.85)</b>	0.539
Perceived supervisory support (PSS)	0.657	0.801	0.788	0.777	0.650	0.541	<b>(0.85)</b>
Mean	4.060	4.066	3.949	4.191	4.138	3.892	4.326
Standard deviation (SD)	0.886	0.961	1.077	0.876	0.910	0.998	0.865
Variance inflation factor (VIF)	2.180	2.680	3.028	3.067	2.125	–	2.878

Note(s): Below the diagonal are the HTMT values. Above the diagonal are the HTMT2 values. Diagonal and bold elements are cut-off values for HTMT and HTMT2.

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