

# Empowering Public Sector Employees With Disabilities: The Impact of DEIA Initiatives on Experience, Welfare, and Performance Confidence

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## Abstract

People with disabilities have long faced barriers to employment and career advancement due to persistent stigmatization. Although diversity, equity, inclusion, and accessibility (DEIA) initiatives have gained attention in public administration, their impact on employees with disabilities remains underexplored. This study investigates how DEIA initiatives influence the experience, welfare, and performance confidence of disabled civil servants in Indonesian government institutions. Using covariance-based structural equation modeling (CB-SEM), the analysis incorporates confirmatory factor analysis (CFA) and structural model evaluation, along with hypothesis testing. The findings highlight positive relationships between DEIA initiatives and the experience, welfare, and performance confidence, as well as between employee experience and welfare and performance confidence among individuals with disabilities. This study addresses a pressing issue in workplace environments, offering insights to inform the development of more effective HR practices aimed at overcoming these challenges.

## Keywords

diversity, equity, inclusion, and accessibility (DEIA), employee experience, employee welfare, performance confidence, government institutions

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## **Introduction**

In recent years, there has been a growing emphasis on diversity, equity, inclusion, and accessibility (DEIA) within public sector organizations, particularly regarding the inclusion of individuals with disabilities and the promotion of disability justice as an essential component of social equity (Chordiya, 2020; Chordiya et al., 2024; Emidy et al., 2024; Ng & Sears, 2014; Tuan et al., 2020). Individuals with disabilities are characterized as those who experience long-term physical, intellectual, mental, and/or sensory impairments that, when interacting with their environment, hinder their full and effective participation on an equal basis with others (Law No. 8/2016). Numerous previous studies in the public administration sector have tended to focus on diversity aspects such as gender, race, and ethnicity (Feeney & Camarena, 2019; Jiang et al., 2022; Ritz & Alfes, 2018; Sabharwal, 2014), as well as diversity, equity, and inclusion (DEI) elements such as justice and pay equity (Choi & Rainey, 2014; Hoang et al., 2022; McCandless et al., 2022; Reese, 2018); however, recent developments underscore the need for further consideration of accommodations for individuals with disabilities. Consequently, the DEIA framework not only encompasses the longstanding DEI components, but adds “A” to signify accessibility (Emidy et al., 2024; Hersugondo et al., 2025).

Despite the increased focus on DEIA, research examining the impact of such initiatives on people with disabilities in public sector organizations remains limited (Chordiya & Sabharwal, 2024; Riccucci, 2021). Recent studies by Emidy et al. (2024) and Hersugondo et al. (2025) have shown that DEIA initiatives significantly impact job satisfaction, organizational commitment, and job involvement. Despite these findings, there is an urgent need to expand research on DEIA initiatives and provide further evidence within public sector scholarship (Chordiya et al., 2024; Chordiya & Sabharwal, 2024; Riccucci, 2021).

This study seeks to address this research gap by examining the complex relationships between DEIA initiatives and key organizational dynamics, with a particular focus on the performance confidence, employee experience, and well-being of individuals with disabilities within public sector organizations (Chordiya & Sabharwal, 2024; Riccucci, 2021). To our knowledge, no prior studies have thoroughly investigated these relationships, leaving a significant gap in the literature. Additionally, much of the existing research on DEIA initiatives has concentrated on developed nations, such as the U.S., neglecting the unique challenges and complexities present in developing countries such as Indonesia (Chordiya et al., 2024; Sabharwal et al., 2016). The 2020 Inclusiveness Index, which assesses global inclusion and marginalization, ranks Indonesia 125th, indicating that the country lags behind many others in promoting inclusivity (Menendian et al., 2021). Indonesia’s diverse population, evolving legislative framework, and intricate socio-cultural dynamics offer a rich yet underexplored context for studying disability inclusion in the workplace (Hersugondo et al., 2025). By examining DEIA initiatives within Indonesia, this research seeks to provide valuable insights that can inform policy and organizational practices not only within the country but also in other developing nations facing similar challenges in fostering inclusivity.

Stigma theory offers a valuable lens for understanding the challenges individuals with disabilities encounter in public sector organizations, especially concerning DEIA initiatives. Stigma involves the negative perceptions and societal disapproval that individuals experience due to characteristics that deviate from perceived norms, such as disabilities. These stigmatizing attitudes frequently manifest as prejudice, discrimination, and exclusion, creating substantial obstacles to full participation in the workforce (Galazka & Al-Amoudi, 2024; Zhang et al., 2020). When individuals with disabilities are viewed through a stigmatizing lens, their capabilities and contributions may be undervalued, leading to diminished performance confidence, negative employee experiences, and compromised well-being (Lyons et al., 2017). Although DEIA initiatives aim to promote inclusivity, the persistence of stigma within organizational cultures can hinder their effectiveness, as stigmatized individuals may internalize negative beliefs or encounter external discriminatory behaviors that impair their engagement and well-being.

This research centers on individuals with disabilities employed within governmental establishments in Indonesia. As per the directives outlined in Law No. 8/2016, which pertains the rights of individuals with disabilities, both public sector bodies and private firms are obligated to incorporate individuals with disabilities into their workforce, accounting for at least 2% of their overall staff. Additionally, the law mandates equal pay for individuals with disabilities for performing the same work as their non-disabled counterparts, prohibits discrimination, provides flexible and disability-friendly work environments, and ensures opportunities for career advancement. Furthermore, Article 50 of the law requires employers to provide reasonable accommodations and accessible facilities for employees with disabilities. This legal mandate underscores the Indonesian government's commitment to fostering inclusivity and equal opportunities for individuals with disabilities in the workplace. Against this backdrop, this study seeks to explore the following research questions (RQs):

RQ1: What is the extent of the direct impact of DEIA initiatives on the employee experience, welfare, and performance confidence of individuals with disabilities within the workplace?

RQ2: To what degree do employee experience and welfare affect performance-related confidence levels among workers with disabilities?

This research offers three key contributions. First, it concentrates on individuals with disabilities, thereby filling a significant void in the existing diversity and inclusion literature (Bae et al., 2016; Feeney & Camarena, 2019; Moon & Christensen, 2022). Although there has been increasing attention on DEIA efforts in recent years, studies examining the experiences of individuals with disabilities—such as how they perceive and interact with their work environment within the public sector—remain relatively scarce (Chordiya et al., 2024; William et al., 2024). This study contributes to filling this gap by providing the first empirical evidence on the implementation of DEIA in government institutions, particularly in Indonesia (Klinksiek, 2024; Riccucci, 2021). The insights gained can inform policymakers, organizational leaders, and

human resource professionals in designing and implementing more effective strategies to promote DEIA for individuals with disabilities (Chordiya & Sabharwal, 2024; Riccucci, 2021).

Second, by scrutinizing the impact of DEIA initiatives on employee experience, welfare, and performance confidence, the study sheds light on the effectiveness of organizational policies and practices in fostering an inclusive workplace environment for individuals with disabilities (Chordiya, 2020). Insights gained from this examination can inform the development and refinement of DEIA strategies tailored to the unique needs and challenges faced by individuals with disabilities, ultimately contributing to the enhancement of workplace diversity and inclusion efforts (Emidy et al., 2024; Feeney & Camarena, 2019; Hersugondo et al., 2025). Moreover, by examining these factors, the study offers actionable insights for organizations seeking to create an enabling environment that promotes the empowerment and success of employees with disabilities (Chordiya & Sabharwal, 2024).

Finally, by applying stigma theory, the study deepens our understanding of how perceptions of disabilities shape the workplace experiences of individuals with disabilities. Stigma theory, which focuses on the negative stereotypes and societal disapproval often faced by marginalized groups, provides a robust framework for understanding the psychological and social barriers that hinder full participation in the workplace (Goffman, 2018). This study demonstrates how stigma manifests in public sector organizations through discriminatory attitudes, exclusionary practices, and reduced access to resources. It also shows how these challenges can be addressed through the effective implementation of DEIA initiatives. This theoretical application enriches the discussion around DEIA initiatives by highlighting the persistent influence of stigma in workplace dynamics and suggesting ways organizations can mitigate its harmful effects through the adoption of DEIA policies (Riccucci, 2021).

The structure of this paper begins with an exploration of the theoretical foundation and the development of hypotheses. This is followed by a detailed explanation of the research methods employed in the study. Subsequently, we present the results and key empirical findings. The paper concludes with a comprehensive discussion of the theoretical contributions and practical implications derived from our analysis.

## **Theory and Hypothesis Development**

### ***Stigma Theory and DEIA Initiatives in Public Sector Organizations***

Stigma theory examines how society labels and treats individuals who are perceived as different or who deviate from social norms. Stigma arises when certain attributes or characteristics, such as disability, mental illness, or minority status, are negatively stereotyped, leading to prejudice and discrimination (Goffman, 2018). These stigmatized individuals are often devalued, excluded, or treated unfairly in various social contexts. The theory emphasizes that stigma is not just a characteristic of the people being stigmatized, but is a relational and socially constructed phenomenon, where power dynamics play a crucial role in reinforcing stereotypes

and marginalization (Leslie et al., 2013). This understanding of stigma as a socially imposed process is particularly relevant in organizational settings, such as the public sector, where institutional norms and values heavily influence workplace interactions and policies.

In public sector settings, individuals with disabilities may be viewed through a stigmatizing lens that sees them as less capable or in need of special accommodations, which can impact their inclusion, performance evaluation, and overall workplace experience (Emidy et al., 2024; Hersugondo et al., 2025; Weeks et al., 2024). Such stigmas are socially constructed and are perpetuated by stereotypes that link disability with dependency, lower productivity, or limited contributions to organizational success (Zhang et al., 2020). Consequently, these misconceptions can shape organizational culture and influence the behavior of coworkers and supervisors, leading to subtle or overt discrimination, as well as ableism or disability oppression (Chordiya et al., 2024; Goffman, 2018). Organizational culture, shaped by these biases, often fails to recognize the value that individuals with disabilities bring to the workplace, thus perpetuating exclusionary practices and limiting opportunities for full participation.

One of the primary ways stigma affects employees with disabilities in the public sector is through structural discrimination, where policies and practices may inadvertently marginalize them (Chordiya et al., 2024; Goffman, 2018). Even though many public sector organizations have DEIA policies in place, the persistence of stigmatizing attitudes can create barriers to full participation (Weeks et al., 2024). For instance, disabled employees may encounter difficulties in obtaining reasonable accommodations or in being considered for promotions, despite organizational policies that emphasize fairness and equal opportunity. These barriers are often reinforced by a lack of awareness or understanding among supervisors and colleagues regarding the capabilities of disabled employees, which in turn fosters a work environment where stigma undermines inclusion efforts (Goffman, 2018). The gap between DEIA policies and their implementation highlights the importance of addressing both institutional structures and the underlying social biases that perpetuate stigmatization.

Stigma theory also addresses internalized effects on individuals with disabilities, which can further complicate their experience within public sector organizations (Goffman, 2018). Public sector employees with disabilities may internalize the negative perceptions and stereotypes associated with their condition, leading to self-stigmatization (Hersugondo et al., 2025). This internalization can diminish their confidence in their own abilities and contribute to feelings of inadequacy or isolation within the workplace (Goffman, 2018). For example, self-stigmatization may prevent employees with disabilities from requesting reasonable accommodations in the first place. As a result, they may be less likely to assert themselves in seeking career development opportunities or advocating for the accommodations they need to succeed. The presence of stigma not only hinders their individual performance, but also limits their ability to fully engage and contribute to the organization's goals, perpetuating a cycle of exclusion and reinforcing the very biases that DEIA initiatives aim to dismantle.

### *Previous Research on Individuals With Disabilities in the Public Sector*

The literature on individuals with disabilities in the public sector highlights the evolving landscape of DEIA initiatives and their impact on organizational dynamics. Riccucci's (2009) study provided an early insight into the social equity gap within the U.S. federal government, emphasizing that efforts toward achieving equity for underrepresented groups, including individuals with disabilities, have been limited. Ng and Sears (2014) expanded on this work by exploring how public service attraction among underrepresented groups in Canada, such as individuals with disabilities, is influenced by commitments to diversity and opportunities for career advancement. Their work underscores the importance of representative bureaucracy in fostering a more inclusive public sector.

Recent studies have further examined the role of DEIA initiatives in shaping the experiences of individuals with disabilities within public sector organizations. Chordiya (2020) investigates the relationship between organizational inclusion and turnover intention among U.S. federal employees with disabilities, finding that greater inclusion reduces turnover intention. Tuan et al. (2020) explore how disability-inclusive human resource practices enhance job satisfaction and well-being, with public service motivation playing a crucial role. Similarly, Emidy et al. (2024) and Hersugondo et al. (2025) examine the impact of DEIA perception on job satisfaction, organizational commitment, and job involvement, reinforcing the significance of DEIA in promoting positive work experiences for employees with disabilities. William et al. (2024) extend this discourse by analyzing representative bureaucracy and the presence of disabled employees in the British public sector, further contributing to the understanding of how inclusive practices affect organizational outcomes. These studies collectively underscore the critical need for robust DEIA strategies to support the well-being and career progression of individuals with disabilities in the public sector.

### *The Effect of DEIA Initiatives on the Experience of Disabled Employees*

The experience of disabled employees in public sector organizations is profoundly shaped by the organization's commitment to diversity, equity, inclusion, and accessibility (DEIA). Diversity in this context refers to the representation of a wide range of demographic groups within the workplace, including but not limited to race, gender, age, sexual orientation, and disability status (Law No. 8/2016). For disabled employees, diversity signifies the acknowledgment and acceptance of their unique perspectives and contributions, fostering a sense of belonging and validation (Ng & Sears, 2014; Riccucci, 2021). This recognition is crucial in creating an environment where disabled employees feel valued and integrated into the organizational culture. Equity, on the other hand, involves the fair treatment of all employees, ensuring equal access to opportunities and resources (Law No. 8/2016). For disabled employees, equity may require additional support to level the playing field, addressing their specific challenges through targeted policies and practices that promote fairness beyond mere equality (Chordiya & Sabharwal, 2024; Emidy et al., 2024).

Inclusion goes a step further by ensuring that disabled employees are not only present in the organization but also feel welcomed, respected, and valued (Law No. 8/2016). It is essential for organizations to create an environment where disabled employees can thrive, fully participate, and contribute meaningfully to the organization's goals (Hersugondo et al., 2025; William et al., 2024). Inclusion is more than just hiring disabled employees; it involves creating a culture where these employees can fully engage with their work and colleagues without fear of exclusion or marginalization. Lastly, accessibility ensures that the workplace is designed to accommodate disabled employees, allowing them to perform their duties without unnecessary barriers (Law No. 8/2016). This encompasses accessible facilities, accommodations, tools, and flexible work arrangements tailored to the needs of people with disabilities, ensuring they can contribute effectively.

Stigma theory suggests that individuals who differ from societal norms, such as those with disabilities, often face negative perceptions, social disapproval, and discriminatory treatment (Goffman, 2018). This stigmatization can lead to adverse outcomes in the workplace, undermining the effectiveness of DEIA initiatives. Even when organizations implement DEIA efforts aimed at fostering a supportive environment, the persistence of stigma can result in poorer employee experiences (Hersugondo et al., 2025). Disabled employees, who are often viewed through a stigmatizing lens, may internalize these negative perceptions, leading to a generally negative employee experience and reinforcing feelings of inadequacy. External discriminatory behaviors further exacerbate these challenges, making it difficult for DEIA initiatives to fully achieve their intended outcomes.

Research by Tuan et al. (2020) highlights the positive impact of disability-inclusive HR practices on the overall well-being of individuals with disabilities employed in the public sector in Vietnam. Their study suggests that such practices significantly enhance the well-being of these employees, with job resources playing a critical role in this relationship. Additionally, studies by Emidy et al. (2024) and Hersugondo et al. (2025) indicate that DEIA initiatives positively influence job satisfaction, organizational commitment, and job involvement among disabled employees. Chordiya's (2020) research further underscores the importance of inclusion, finding that organizational inclusion reduces turnover intentions among employees with disabilities. Drawing on these insights and the theoretical underpinnings of stigma theory, the following hypotheses are proposed:

**Hypothesis 1a (H1a):** Diversity has a direct positive effect on the experience of employees with disabilities.

**Hypothesis 1b (H1b):** Equity has a direct positive effect on the experience of employees with disabilities.

**Hypothesis 1c (H1c):** Inclusion has a direct positive effect on the experience of employees with disabilities.

**Hypothesis 1d (H1d):** Accessibility has a direct positive effect on the experience of employees with disabilities.

## *The Influence of DEIA Initiatives on the Welfare of Disabled Employees*

DEIA initiatives involve a comprehensive set of strategies aimed at fostering a more inclusive and supportive work environment. These initiatives are designed to address and overcome barriers that disabled employees might face, thereby positively impacting their overall welfare (Chordiya & Sabharwal, 2024; Riccucci, 2021). In this context, welfare encompasses various aspects of employee well-being, including physical safety, health, and job security. By implementing effective DEIA practices, public sector organizations can cultivate a work atmosphere where disabled employees feel valued and supported. This supportive environment can lead to significant improvements in job satisfaction, reduced feelings of isolation, and enhanced psychological well-being, ensuring that disabled employees are not only represented but also meaningfully integrated into the organizational culture (Schur et al., 2017).

According to stigma theory, individuals with disabilities frequently encounter negative social perceptions and discriminatory attitudes that can adversely affect their workplace experiences. Such stigma often results in exclusion, limited advancement opportunities, and diminished overall welfare (Goffman, 2018). DEIA initiatives aim to mitigate these negative effects by fostering a more inclusive and equitable workplace (Hersugondo et al., 2025). For instance, diversity efforts that increase the visibility of disabled employees can challenge stereotypes and reduce stigma. Equity measures, such as providing necessary accommodations and support, ensure that disabled employees are not disadvantaged compared to their non-disabled counterparts (Emidy et al., 2024). Additionally, inclusion practices that promote a sense of belonging and validate the contributions of disabled employees help to alleviate internalized stigma and improve their overall well-being.

Previous research underscores the pivotal role of DEIA initiatives in enhancing the welfare of disabled employees. Studies by Emidy et al. (2024) and Hersugondo et al. (2025) highlight that robust DEIA practices are associated with increased job satisfaction among disabled employees within public sector organizations. Conversely, research by William et al. (2024) indicates that weak DEIA initiatives are linked to higher rates of discrimination against disabled employees in the public sector. Furthermore, Riccucci (2009) and Ng and Sears (2014) have documented significant disparities in employment levels for disabled individuals across federal agencies in the U.S. and Canada. Based on these insights, the following hypotheses can be proposed:

**Hypothesis 2a (H2a):** Diversity has a direct positive effect on welfare among employees with disabilities.

**Hypothesis 2b (H2b):** Equity has a direct positive effect on welfare among employees with disabilities.

**Hypothesis 2c (H2c):** Inclusion has a direct positive effect on welfare among employees with disabilities.

**Hypothesis 2d (H2d):** Accessibility has a direct positive effect on welfare among employees with disabilities.

## *The Impact of DEIA Initiatives on the Performance Confidence of Disabled Employees*

DEIA initiatives play a crucial role in shaping the performance confidence of disabled employees within public sector organizations. These initiatives are designed to create an environment where all employees, including those with disabilities, are given equal opportunities to succeed (Husar Holmes et al., 2023; McCandless et al., 2022; Schur et al., 2017). Performance confidence, in this context, refers to the belief that employees have in their own ability to perform their job effectively and meet organizational expectations. When DEIA initiatives are effectively implemented, they can foster a more supportive and empowering work environment for disabled employees (Hersugondo et al., 2025; Newman et al., 2023). This support can take various forms, such as accessible facilities, equitable resource allocation, and inclusive organizational practices that validate and recognize the contributions of disabled employees (Bae et al., 2016; Moon & Christensen, 2022). Such an environment not only improves employees' self-efficacy but also enhances their overall confidence in their job performance.

From the perspective of stigma theory, DEIA initiatives serve as a countermeasure to the negative effects of stigma that disabled employees might experience. Stigma theory posits that individuals with disabilities often face societal prejudices and discriminatory attitudes that can undermine their confidence and perceived ability to perform at work (Goffman, 2018). By addressing these issues, DEIA initiatives can help mitigate the adverse effects of stigma. For instance, diversity initiatives can challenge and reduce stereotypes associated with disability, while equity measures ensure that disabled employees have the necessary accommodations in place to perform their roles effectively (Choi & Rainey, 2014; Hoang et al., 2022). Inclusion practices that create a sense of belonging can further bolster employees' confidence by affirming their value and contributions to the organization (Chordiya, 2020). Accessibility improvements ensure that disabled employees are not hindered by physical or systemic barriers, thus enhancing their confidence in their ability to meet job demands (Hersugondo et al., 2025).

Previous research conducted by Moon and Christensen (2022) has found that racial diversity has a positive effect on reducing race-based employment discrimination, suggesting that broader DEIA initiatives can similarly impact disability-related issues. Additionally, Hoang et al. (2022) highlight a positive correlation between diversity and inclusion and enhanced organizational justice, which can contribute to improved performance confidence. Furthermore, Coll and Mignonac (2023) demonstrate that individuals with disabilities experience enhanced task performance when they perceive high levels of organizational support. Drawing on these insights, the following concurrent hypotheses can be formulated:

**Hypothesis 3a (H3a):** Diversity has a direct positive effect on performance confidence among employees with disabilities.

**Hypothesis 3b (H3b):** Equity has a direct positive effect on performance confidence among employees with disabilities.

**Hypothesis 3c (H3c):** Inclusion has a direct positive effect on performance confidence among employees with disabilities.

**Hypothesis 3d (H3d):** Accessibility has a direct positive effect on performance confidence among employees with disabilities.

### *The Effect of Employee Experience and Welfare on the Performance Confidence of Disabled Employees*

In this study, the concept of experience is not specific to DEIA-related efforts but reflects a broader context. Employee experience encompasses various aspects of how employees perceive and interact with their work environment, including job satisfaction, work conditions, and the level of support they receive (Schur et al., 2017). For disabled employees, a positive experience is often marked by an inclusive and supportive work culture that addresses their unique needs and fosters a sense of belonging (Hoang et al., 2022). This supportive environment can enhance their confidence in performing their job duties effectively. Positive employee experiences—such as having accessible facilities, receiving appropriate accommodations, and experiencing fair treatment—can lead to increased job satisfaction and motivation, which, in turn, positively influence their performance confidence (Emidy et al., 2024; Hersugondo et al., 2025).

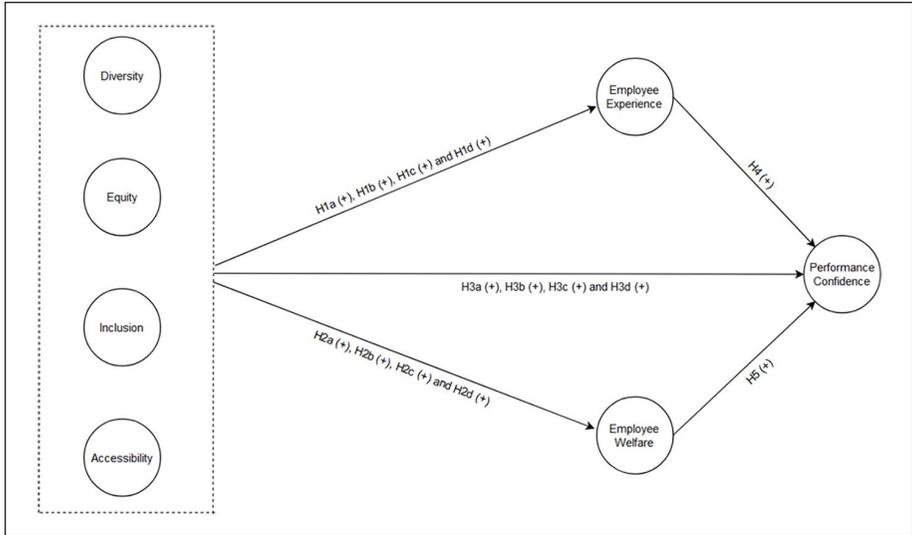
Conversely, welfare pertains to the wellbeing and overall quality of life of employees with disabilities in the workplace. When disabled employees feel supported in meeting their basic needs and maintaining their overall wellbeing, they are better equipped to focus on their job responsibilities and perform to the best of their abilities (Tuan et al., 2020). Adequate welfare provisions not only alleviate stress and concerns related to personal and financial matters, but also contribute to a sense of security and stability, which can boost confidence in one's performance (Emidy et al., 2024; Hersugondo et al., 2025).

Prior research supports these relationships, highlighting that employee experience and welfare are closely linked to performance outcomes. Emidy et al. (2024) find a positive association between DEIA initiatives and job satisfaction among employees with disabilities. Similarly, Tuan et al. (2020) demonstrate that disability-inclusive HR practices positively impact the well-being of public employees with disabilities, with job resources serving as a mediator in this relationship. Additionally, Hersugondo et al. (2025) identify perceived supervisory support as a critical factor connecting DEIA components to job satisfaction for individuals with disabilities. Based on these insights, we can develop the following hypotheses:

**Hypothesis 4 (H4):** Employee experience has a direct positive effect on performance confidence among employees with disabilities.

**Hypothesis 5 (H5):** Employee welfare has a direct positive effect on performance confidence among employees with disabilities.

Figure 1 illustrates our theoretical framework.



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

## Research Methods

### Participants and Procedures

The sample for this study consisted of civil servants with disabilities employed within Indonesian government institutions. These individuals were included in the 2% quota of total job vacancies designated for employees with disabilities, as mandated by Law No. 8/2016. To gather data, we chose Prolific (<https://www.prolific.co/>), a reputable platform which is suited to this research context (Douglas et al., 2023). Unlike Amazon’s Mechanical Turk (MTurk), which is predominantly populated by U.S.-based workers (Litman & Robinson, 2021), Prolific aligns better with our study’s location in Indonesia.

As of 2023, Indonesia has a total of 22.97 million people with disabilities, accounting for approximately 8.5% of the country’s population. The most common disabilities are visual, mobility, and hearing impairments. Our sampling framework targeted 17,210 individuals with disabilities who are actively employed as civil servants or contracted government staff within Indonesian government institutions.

Prior to distributing the survey, we employed non-probability sampling methods to select target participants. The final sample consisted of approximately 834 employees with disabilities, who agreed to participate in the survey. This sample was spread across various provinces in Indonesia, ensuring that it is representative of the overall population of individuals with disabilities.

Prolific serves as an online survey tool designed to streamline the gathering of high-caliber data while providing researchers with access to a global pool of participants. Employing this platform facilitates the efficient and dependable collection of

data on a large scale. In the context of this research, the survey took place between November and December 2023. Employees with disabilities were invited to participate via personalized email invitations, each containing a unique survey link and detailed instructions including a definition of people with disabilities, definitions of each variable, an introductory letter explaining the research objectives, demographic questions, and explanations of informed consent as well as ethical approval. The survey required an estimated 20 to 30 minutes for completion, with participants allotted approximately 1 month to submit their responses, and extra time granted upon request. To bolster response rates, reminder emails were dispatched on a weekly basis to non-respondents, culminating in a final reminder sent the day prior to the survey's closure, signifying that the data collection period would conclude the following day.

Upon reaching the research deadline and concluding the survey, a sum of 398 fully completed questionnaires were obtained, out of which 7 were subsequently disregarded due to incompleteness or missing data, resulting in a final response rate of 46.9%. Notably, prior research, such as Pielsticker and Hiebl (2020), has indicated that the response rate attained is relatively high and in line with the typical response rates observed in organizational research. Consequently, this response rate adheres to the general guidelines regarding the minimum threshold required for survey-based research, as proposed by Dillman et al. (2014).

Table 1 provides a summary of the demographic characteristics of the participants and government institutions involved (Cox & Holcomb, 2022).

## Measures

The measurement items employed in this study were adapted from the 2023 Federal Employee Viewpoint Survey (FEVS) questionnaire. We selected items from the FEVS as they had previously been employed in surveying government agency employees with disabilities (Emidy et al., 2024; Hersugondo et al., 2025). A total of 24 questions were identified as suitable for assessing the latent variables in our proposed model (see Table 2). To verify that these items, as depicted in Table 2, effectively encapsulated the core of each construct under study, we conducted multiple rounds of principal component analysis (PCA) using factor analysis for each construct. The validity and reliability of each individual variable listed in Table 2 were evaluated to confirm that they formed a single factor.

Utilizing the IBM SPSS 29.0 software, we acquired a Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO-MSA) surpassing 0.50 for each latent variable, with one component isolated. Additionally, factor loading values for each item exceeded 0.760, and Cronbach's alpha for each construct was above .829, supporting the establishment of a single factor for each individual variable shown in Table 2 (Harlow, 2023; Newbold et al., 2023). It is important to note that each single factor refers to the relationship between the items and the construct. For example, two items from diversity, three items from equity, five items from inclusion, and so on.

To measure these constructs, participants responded using a 5-point Likert scale, ranging from 1 = "strongly disagree" to 5 = "strongly agree." This approach is widely

**Table 1.** Demographic Profiles of Participants and Institutions.

Category	Classifications	Frequency (f)	Proportion (%)
Gender	Male	237	60.61
	Female	154	39.39
Professional tenure	Less than 2 years	48	12.28
	2–5 years	127	32.48
	6–10 years	186	47.57
	More than 10 years	30	7.67
Age	23 years or less	21	5.37
	24–34 years	141	36.06
	35–45 years	229	58.57
	46 years or more	—	—
Disability status	Disabled	391	100
	Non-disabled	—	—
Government Institutions	Ministry of Home Affairs	12	3.07
	Ministry of Foreign Affairs	16	4.09
	Ministry of Finance	39	9.97
	Ministry of Defense	16	4.09
	Ministry of Religion	9	2.30
	Ministry of Law and Human Rights	17	4.35
	Ministry of Health	23	5.88
	Ministry of Education, Culture, Research, and Technology	8	2.05
	Ministry of Social Affairs	34	8.70
	Ministry of Manpower	24	6.14
	Ministry of Industry	19	4.86
	Ministry of Trade	21	5.37
	Ministry of Energy and Mineral Resources	23	5.88
	Ministry of Transportation	11	2.81
	Ministry of Communication and Information	16	4.09
	Ministry of Agriculture	17	4.35
	Ministry of Environment and Forestry	6	1.53
	Ministry of Maritime Affairs and Fisheries	21	5.37
	Ministry of State Apparatus Empowerment and Bureaucratic Reform	15	3.84
	Ministry of Tourism and Creative Economy	17	4.35
Ministry of State-Owned Enterprises	27	6.91	

recognized in public administration research (e.g., Emidy et al., 2024; Hersugondo et al., 2025) as it effectively captures respondents’ opinions or perceptions on various subjects. The Likert scale offers simplicity and flexibility, supported by robust analytical methods and software. However, it is important to acknowledge that this approach can introduce response biases, such as common method bias, which must be addressed alongside the inherent variability in responses.

**Table 2. Results of Validity and Reliability Assessment.**

Measurement question	Item	FA	SFL	AVE	MSV	ASV	RRC	$\rho_c$
A) Diversity, Equity, Inclusion, and Accessibility (DEIA; Source: Adapted from Federal Employee Viewpoint Survey, 2023)								
Diversity:	DV1	0.949	0.820	0.783	0.342	0.314	0.870	0.871
My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).	DV2	0.949	0.945					
My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).				0.684	0.413	0.352	0.864	0.865
Equity:	EQ1	0.908	0.791					
I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.	EQ2	0.926	0.842					
My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).	EQ3	0.910	0.847					
In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).				0.687	0.343	0.344	0.908	0.910
Inclusion:	IS1	0.932	0.920					
Employees in my work unit make me feel I belong.	IS2	0.910	0.891					
Employees in my work unit care about me as a person.	IS3	0.853	0.712					
I am comfortable expressing opinions that are different from other employees in my work unit.	IS4	0.910	0.819					
In my work unit, people's differences are respected.	IS5	0.883	0.785					
I can be successful in my organization while being myself.				0.880	0.341	0.312	0.955	0.956
Accessibility:	AC1	0.960	0.911					
I can easily make a request of my organization to meet my accessibility needs.	AC2	0.970	0.942					
My organization responds to my accessibility needs in a timely manner.	AC3	0.975	0.960					
My organization meets my accessibility needs.				0.629	0.401	0.364	0.895	0.896
B) Employee Experience (EMX; Source: Adapted from Federal Employee Viewpoint Survey, 2023)								
My job inspires me.	EMX1	0.847	0.812					
The work I do gives me a sense of accomplishment.	EMX2	0.858	0.822					
I feel a strong personal attachment to my organization.	EMX3	0.815	0.751					
I identify with the mission of my organization.	EMX4	0.851	0.817					
It is important to me that my work contribute to the common good.	EMX5	0.822	0.763					
C) Employee Welfare (EWE; Source: Adapted from Federal Employee Viewpoint Survey, 2023)								
Employees are protected from health and safety hazards on the job.	EWE1	0.872	0.869					
My organization has prepared me for potential physical security threats.	EWE2	0.885	0.593					
My organization has prepared me for potential cyber-security threats.	EWE3	0.861	0.935					
D) Performance Confidence (PRC; Source: Adapted from Federal Employee Viewpoint Survey, 2023)								
Employees in my work unit meet the needs of our customers.	PRC1	0.904	0.884					
Employees in my work unit contribute positively to my agency's performance.	PRC2	0.760	0.775					
Employees in my work unit produce high-quality work.	PRC3	0.924	0.720					
				0.660	0.404	0.331	0.832	0.833

Note. 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.

## *Evaluation of Response Biases*

We conducted a comprehensive examination of two potential response biases that are prevalent in online survey research, which could influence our findings: non-response bias (Scheaf et al., 2023) and common method variance (Podsakoff et al., 2024). According to the findings of our analysis, detailed in Appendix, we determined that neither of these biases poses a threat to the validity of our results.

## *Data Analysis*

We utilized covariance-based structural equation modeling (CB-SEM) to assess our comprehensive model, incorporating confirmatory factor analysis (CFA), structural model evaluation, and hypothesis testing to substantiate our results. CB-SEM is widely recognized as an effective method for analyzing latent factors with reflective indicators, making it particularly advantageous for estimating theory-driven models (Jöreskog et al., 2016). Noteworthy scholars such as Kline (2023) and Whittaker and Schumacker (2022) underscore that CB-SEM is a robust and dependable approach, yielding unbiased parameter estimates. Several advantages associated with this method include its capacity to generate goodness-of-fit indices (GOFI), its accommodation of measurement error in model estimation, and its ability to scrutinize causal relationships among latent variables. Furthermore, the accessibility of sophisticated software renders CB-SEM a favorable choice for researchers (Gunzler et al., 2021; Hoyle, 2023; Kline, 2023).

## **Results**

In this study, we employed SmartPLS 4 software to perform the CB-SEM estimation (Venturini et al., 2023). Notably, the CB-SEM algorithm in SmartPLS is designed to handle non-normal data conditions, using bootstrapping rather than the maximum likelihood (ML) estimator for standard deviation (STDEV) calculation in model estimation. Given that our data was collected through a Likert scale, which is ordinal, achieving normality posed a challenge. Therefore, we conducted several preliminary tests, detailed in the Appendix, and the results confirmed that our approach was appropriate.

Descriptive statistics for each variable are presented in Table 3. The mean values for all latent variables were found to be under 5, and the standard deviation (STDEV) values did not exceed 2, which are within acceptable ranges according to Cox and Holcomb (2022). Moreover, the correlations between latent variables remained below .50, with no reversed or negative signs. These findings suggest that our model is free from multicollinearity issues (Harlow, 2023). To further validate this, we calculated the variance inflation factor (VIF) for each predictor, with all VIF values remaining below 3.3 (see Table 3), which adheres to established guidelines.

**Table 3.** Divergent Validity Results, Descriptive Statistics, and Correlations Among Latent Variables.

Latent variable	1	2	3	4	5	6	7
Accessibility (AC)	.85	.571 <sup>a</sup>	.526 <sup>a</sup>	.586 <sup>a</sup>	.552 <sup>a</sup>	.618 <sup>a</sup>	.577 <sup>a</sup>
Diversity (DV)	.573	.85	.533 <sup>a</sup>	.698 <sup>a</sup>	.707 <sup>a</sup>	.648 <sup>a</sup>	.604 <sup>a</sup>
Employee Experience (EMX)	.528	.534	.85	.581 <sup>a</sup>	.667 <sup>a</sup>	.604 <sup>a</sup>	.754 <sup>a</sup>
Equity (EQ)	.587	.699	.582	.85	.684 <sup>a</sup>	.706 <sup>a</sup>	.699 <sup>a</sup>
Employee Welfare (EWE)	.553	.709	.668	.685	.85	.675 <sup>a</sup>	.644 <sup>a</sup>
Inclusion (IS)	.619	.649	.606	.707	.677	.85	.710 <sup>a</sup>
Performance Confidence (PRC)	.578	.605	.756	.700	.645	.711	.85
Mean	4.054	4.063	4.125	3.939	4.285	4.179	3.884
Standard Deviation (SD)	.885	.956	.913	1.074	.878	.879	.999
Variance Inflation Factor (VIF)	2.183	2.678	2.167	2.981	2.793	3.134	—

Note. 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.

<sup>a</sup>The correlation of constructs is significant at the .01 level (two-tailed).

## *Evaluation of Validity and Reliability*

We evaluated the validity and reliability of the measurement items through confirmatory factor analysis (CFA) and assessed the fit of the CFA model. To examine convergent validity, we used standardized factor loadings (SFL) and average variance extracted (AVE), while divergent validity was evaluated using the heterotrait-monotrait ratio (HTMT and HTMT2), maximum shared variance (MSV), and average shared variance (ASV). According to the analysis presented in Table 2, all items exhibit SFL values exceeding 0.712, and AVE values for all constructs are above 0.627, with the exception of EWE2, which has a slightly lower SFL of 0.593, but remains within an acceptable range. Therefore, the criteria for convergent validity are satisfied (Bandalos & Finney, 2019; Garson, 2023; Hoyle, 2023). Furthermore, both the HTMT and HTMT2 ratios are below 0.85, and the MSV and ASV values are smaller than the corresponding AVE values, as shown in Tables 2 and 3. These findings support the assertion that our measurement items meet the standards for divergent validity, in line with established guidelines (Henseler, 2021).

In the next stage, we assessed the reliability of the constructs using both Raykov's reliability coefficient (RRC) and composite reliability ( $\rho_c$ ), which are widely regarded as appropriate for CFA. According to Raykov and Marcoulides (2011), values greater than .70 are considered acceptable. Our analysis, shown in Table 2, indicates that both measures exceed .832, meeting the required thresholds. We then calculated several goodness-of-fit indices (GOFI) for our CFA model, which yielded the following results: CMIN/DF=0.138; CFI=0.973 (>0.90); NFI=0.951 (>0.90); TLI=0.950 (>0.90); GFI=0.881 (>0.85); PGFI=0.709 (>0.60); and RMSEA=0.061 (<0.08) (Jöreskog et al., 2016; Kline, 2023; Whittaker & Schumacker, 2022). Given these GOFI results, we confidently conclude that all indices meet the recommended criteria, suggesting a good fit for the model.

## *Evaluation of the Structural Model*

To assess the structural model, we employed a bootstrapping procedure, which is well-suited for handling non-normal data distributions. Using 10,000 resamples to ensure reliable estimates (Kline, 2023), we examined several key metrics, including  $R$ -square ( $R^2$ ), effect size ( $f^2$ ),  $p$ -values, and  $t$ -statistics. The results from this procedure indicated that our model achieved  $R^2$  values of .405 for employee experience (EMX), .531 for employee welfare (EWE), and .608 for performance confidence (PRC). These values, according to Cohen et al. (2003), are within the acceptable range for social science studies. Additionally, we calculated the  $f^2$  values, which ranged from 0.028 to 0.289, all exceeding the threshold of 0.02. These findings support the rejection of the null hypothesis in each case and reinforce the testing of the alternative hypothesis (Iacobucci et al., 2023).

## *Testing of Hypotheses*

We followed the methodology recommended by SEM experts for hypothesis testing, focusing on key parameters such as the beta coefficient ( $\beta$ ), standard deviation

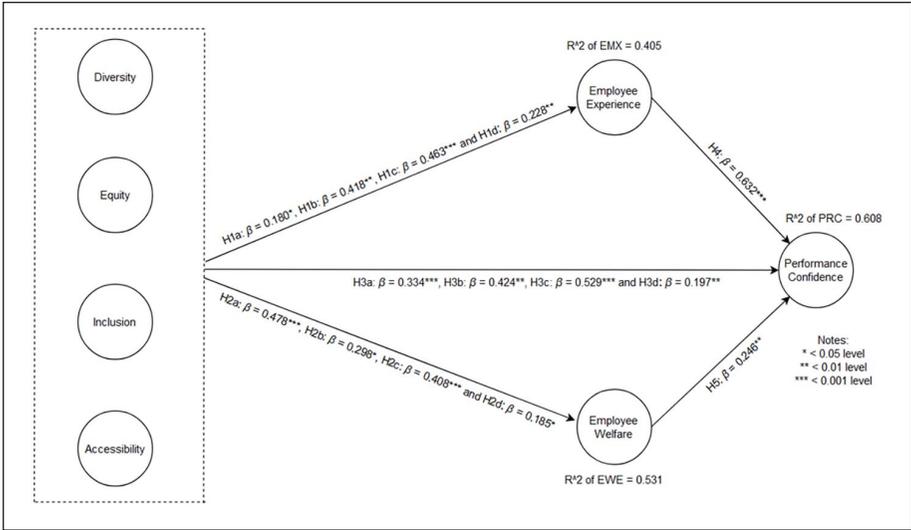


Figure 2. Results from the structural equation modeling analysis.

(STDEV), *p*-value, and *t*-statistics (*t*), with a significance level set at 5% (one-tailed test). Our approach was guided by the frameworks established by Hoyle (2023) and Kline (2023). In this study, we used standardized estimates to evaluate the hypotheses of the entire model simultaneously. The results of our model estimation strongly supported our proposed hypotheses, as shown in Figure 2. The beta coefficients ( $\beta$ ) ranged from .180 to .463, all with *p*-values <.05 (as shown in Table 4), indicating a direct relationship between diversity, equity, inclusion, and accessibility (DEIA) and employee experience (EMX). Based on these findings, we confidently confirm the validity of hypotheses H1a, H1b, H1c, and H1d, demonstrating that DEIA positively and significantly influences the experiences of disabled employees.

Moreover, we also substantiated the relationships between DEIA and both employee welfare (EWE) and performance confidence (PRC) among individuals with disabilities. The beta coefficients ( $\beta$ ) for the relationship between DEIA and EWE ranged from .185 to .478, and for PRC, they ranged from .917 to .529, all with *p*-values <.05 (as shown in Table 4). These results enabled us to confidently validate hypotheses H2a, H3a, as well as hypotheses H2b, H3b, H2c, H3c, H2d, and H3d. These findings confirm that DEIA has a positive and significant impact on the welfare and performance confidence of disabled employees.

In the final phase of our hypothesis testing, we examined how employee experience (EMX) and employee welfare (EWE) relate to performance confidence (PRC). Specifically, our analysis revealed beta ( $\beta$ ) values of .632 (STDEV=0.076) for employee experience (EMX) and .246 (STDEV=0.089) for employee welfare (EWE), with both relationships demonstrating significance, as indicated by *p*-values of .000 and .003, respectively—both well below the .05 threshold. Consequently, we can

**Table 4.** Results of Hypothesis Confirmation.

Connection between latent variables	Coef ( $\beta$ )	STDEV	p-value	t-statistics	Finding
<b>Direct effect</b>					
Diversity (DV) $\rightarrow$ Employee Experience (EMX)	0.180	0.081	0.018*	2.214*	H1a supported
Equity (EQ) $\rightarrow$ Employee Experience (EMX)	0.418	0.136	0.001**	3.071**	H1b supported
Inclusion (IS) $\rightarrow$ Employee Experience (EMX)	0.463	0.119	0.000***	3.884***	H1c supported
Accessibility (AC) $\rightarrow$ Employee Experience (EMX)	0.228	0.093	0.007**	2.457**	H1d supported
Diversity (DV) $\rightarrow$ Employee Welfare (EWE)	0.478	0.144	0.000***	3.323***	H2a supported
Equity (EQ) $\rightarrow$ Employee Welfare (EWE)	0.298	0.128	0.010*	2.329*	H2b supported
Inclusion (IS) $\rightarrow$ Employee Welfare (EWE)	0.408	0.102	0.000***	4.006***	H2c supported
Accessibility (AC) $\rightarrow$ Employee Welfare (EWE)	0.185	0.100	0.032*	1.848*	H2d supported
Diversity (DV) $\rightarrow$ Performance Confidence (PRC)	0.334	0.095	0.000***	3.512***	H3a supported
Equity (EQ) $\rightarrow$ Performance Confidence (PRC)	0.424	0.131	0.001**	3.240**	H3b supported
Inclusion (IS) $\rightarrow$ Performance Confidence (PRC)	0.529	0.114	0.000***	4.663***	H3c supported
Accessibility (AC) $\rightarrow$ Performance Confidence (PRC)	0.197	0.081	0.008**	2.428**	H3d supported
Employee Experience (EMX) $\rightarrow$ Performance Confidence (PRC)	0.632	0.076	0.000***	8.263***	H4 supported
Employee Welfare (EWE) $\rightarrow$ Performance Confidence (PRC)	0.246	0.089	0.003**	2.764**	H5 supported

Note. Coef ( $\beta$ )=standardized beta coefficient; STDEV=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.

confidently assert that our findings provide strong support for hypotheses H4 and H5, demonstrating that both experience and welfare have a positive and significant effect on the performance confidence of people with disabilities.

### **Robustness Checks**

We took special care to mitigate concerns regarding endogeneity bias within our model. To tackle this, we applied a series of regression models and employed the Gaussian copulas method to evaluate the significance of  $p$ -values. The results of these tests, as outlined by Park and Gupta (2012), showed no statistically significant  $p$ -values at the 5% level. Based on these findings, we can confidently assert that endogeneity bias does not affect our model.

### **Discussion**

Government institutions are dedicated to serving the community by delivering essential services and enhancing the well-being of all citizens. To maximize the effectiveness of these services, it is imperative that institutions prioritize DEIA initiatives. By doing so, they ensure that all employees, including those with disabilities, have equal opportunities to contribute meaningfully and thrive within the workplace. Implementing robust DEIA strategies not only aligns with legal and ethical obligations, but also fosters an environment where the unique perspectives and abilities of disabled individuals are recognized and utilized. This approach cultivates a more inclusive work culture, leading to increased employee engagement, satisfaction, and productivity. Furthermore, DEIA initiatives play a critical role in dismantling systemic barriers and addressing stigmas that often impede the full participation of disabled employees. By promoting their welfare, enhancing their workplace experience, and boosting their confidence, these initiatives contribute to creating a more equitable public service, better equipped to meet the diverse needs of the community it serves.

Our findings can be summarized as follows. First, we identified a significant positive relationship between DEIA initiatives and the overall work experience of disabled employees in Indonesian government institutions. When these institutions actively implement DEIA practices—such as providing reasonable accommodations, ensuring equitable hiring and promotion practices, and fostering an inclusive workplace culture—disabled employees report significantly enhanced workplace experiences. These results align with previous research, suggesting that inclusive environments are crucial for improving the experiences of marginalized groups within the workplace, thereby contributing to their professional fulfillment and engagement (Emidy et al., 2024; Hersugondo et al., 2025). Notably, the findings indicate that inclusive practices and the availability of accessibility resources have the most substantial impact on the experiences of disabled employees in Indonesian governmental institutions.

Second, our study reveals that DEIA initiatives are vital in enhancing the welfare of disabled employees. In this context, employee welfare encompasses not just financial compensation and benefits, but also physical and psychological well-being, as well as

overall quality of life of employees. The results show that DEIA initiatives, particularly those focused on diversity, equity, and inclusion, are directly linked to improved welfare outcomes for disabled employees in the Indonesian public sector (Ng & Sears, 2014; Tuan et al., 2020). This relationship highlights the importance of fostering an environment where employees with disabilities can thrive, not only in their professional capacities but also in their personal lives. Government institutions that prioritize DEIA are better positioned to meet the diverse needs of their workforce, leading to improved morale and reduced turnover among disabled employees (Chordiya, 2020).

Third, our research findings shed light on the significant impact of DEIA initiatives on the performance confidence of disabled employees within Indonesian government institutions. The study shows that when these institutions implement comprehensive DEIA initiatives, disabled employees exhibit higher levels of performance confidence. This increase in confidence is largely due to the supportive and inclusive environment created by DEIA practices, which helps to counteract the effects of workplace stigma and discrimination. By ensuring that employees with disabilities have access to the necessary resources and support, these institutions empower their workforce to perform optimally, thereby enhancing overall productivity and job satisfaction. Our research particularly emphasizes the crucial role of inclusive practices and equitable compensation in boosting the performance confidence of disabled employees within Indonesian government institutions (Reese, 2018; Riccucci, 2009).

Finally, we have ascertained a favorable and direct effect of the association between employee experience and welfare on performance confidence among individuals with disabilities in Indonesian government institutions. We found that a positive employee experience, characterized by factors such as inclusive workplace practices, supportive leadership, and opportunities for growth and development, directly correlates with heightened performance confidence among employees with disabilities (Schur et al., 2017). When individuals feel valued, respected, and empowered within the organization, they are more likely to exhibit greater confidence in their abilities to perform their tasks effectively. Similarly, a workplace that prioritizes the welfare of its employees, particularly those with disabilities, cultivates a sense of belonging, security, and fulfillment, further bolstering these employees' confidence in their capabilities.

### *Theoretical Implications*

In terms of theoretical implications, our main findings provide valuable insights into organizational dynamics and individual behaviors within the workplace, particularly through the lens of stigma theory. According to stigma theory, individuals with disabilities often face societal devaluation and negative stereotypes that can adversely affect their self-concept and workplace experiences (Goffman, 2018). DEIA initiatives, by fostering an inclusive and supportive work environment, serve to counteract these stigmatizing attitudes and behaviors. Implementing comprehensive DEIA practices—such as reasonable accommodations, equitable hiring processes, and accessible facilities—helps to mitigate the impact of stigma by validating the identity and capabilities of disabled employees. This validation is crucial as it enables employees to

overcome the internalization of negative stereotypes and fosters a more positive self-concept (Goffman, 2018). Consequently, such an environment enhances their overall work experience by promoting a sense of belonging and reducing the psychological burden associated with stigma.

Furthermore, stigma theory underscores the significance of organizational support in shaping the welfare and performance confidence of employees with disabilities. An inclusive workplace that actively challenges stigma and supports the needs of disabled employees contributes to improved well-being and job satisfaction (Hersugondo et al., 2025). By creating opportunities for meaningful participation, providing feedback, and ensuring accessibility, DEIA initiatives facilitate positive social interactions and affirm employees' self-worth. This supportive environment helps employees with disabilities to experience greater professional fulfillment and confidence in their abilities, which in turn enhances their performance. The alignment between organizational support and employees' self-conception, as suggested by stigma theory, reinforces their commitment and motivation, thereby improving overall performance confidence and contributing to a more equitable and productive work environment.

### *Practical Implications*

In terms of practical implications, this research offers valuable insights that can guide HR managers, policy development, and the implementation of practices aimed at cultivating a more inclusive and rewarding workplace environment within public organizations. First, the findings of this research offer HR managers concrete insights into developing tailored strategies that cater to the diverse needs of employees, particularly those with disabilities. HR managers can leverage these findings to develop and implement strategies aimed at fostering a more inclusive workplace culture. This may involve revising recruitment and hiring processes to ensure accessibility and accommodation for individuals with disabilities, providing comprehensive training programs to promote awareness and sensitivity toward disability-related issues among staff, and establishing support mechanisms to address the unique needs of disabled employees. By prioritizing DEIA initiatives and focusing on improving employee experience and welfare, HR managers can contribute to creating an environment where disabled employees feel valued, supported, and empowered to succeed.

Second, in terms of policy development, the findings underscore the importance of incorporating DEIA principles into organizational policies and procedures. Policy makers can use these insights to advocate for the development and implementation of legislation and regulations that promote equal opportunities and access for individuals with disabilities in the workplace. This may include mandates for accommodation and accessibility requirements, incentives for organizations to adopt inclusive practices, and measures to monitor and enforce compliance with DEIA standards. By embedding DEIA principles into policy frameworks, policymakers can help create a more equitable and supportive environment for disabled employees, ultimately leading to improved performance confidence and well-being.

Lastly, for public organizations, the implications of the relationship between DEIA initiatives, employee experience and welfare, and performance confidence of disabled employees highlight the importance of prioritizing diversity, equity, and inclusion as integral components of organizational culture and practices. Public organizations can use these insights to assess and strengthen their existing DEIA initiatives, ensuring that they are comprehensive, effective, and aligned with the needs of disabled employees. This may involve conducting regular audits and evaluations of DEIA practices, soliciting feedback from disabled employees and stakeholders, and collaborating with external partners and advocacy groups to identify best practices and opportunities for improvement. By championing DEIA initiatives and fostering an inclusive workplace environment, public organizations can serve as role models for promoting diversity and equity in the broader community while enhancing the well-being and performance confidence of disabled employees within their workforce.

### *Limitations and Directions for Future Research*

Our study acknowledges certain inherent limitations and suggests potential avenues for further research. First, we did not differentiate between various types of disabilities—such as physical, intellectual, mental, or sensory impairments—due to the limited data available. Future research could address this by conducting a multi-group analysis based on disability type and severity, which may provide deeper and more nuanced insights into the impact of DEIA initiatives on different disability groups. Additionally, our research focused exclusively on employees with disabilities in Indonesian government institutions, restricting the generalizability of our findings to this specific population. Given the variation in regulations and treatment of people with disabilities across different countries, our results may not be applicable to other national contexts. Future research could address these limitations by conducting cross-cultural or multi-country studies and involving a broader range of organizational types, such as private firms, small- and medium-sized enterprises, and non-governmental organizations.

Second, we acknowledge that ethical and methodological challenges may arise from using quantitative analysis to assess DEIA efforts in government institutions. Quantitative analysis may not fully capture DEIA efforts in detail, due to its reliance on survey questions. To address this issue, more qualitative approaches, such as specific interviews with people with disabilities and case studies across multiple government institutions, may help ensure that DEIA initiatives are effectively implemented (Weeks et al., 2024). Additionally, given that people with disabilities are a marginalized group, their responses may not fully reflect the true situation. Ethical considerations, such as the fear of revealing negative aspects of their institution, could lead to underreporting or reluctance to share candid responses.

Third, future research endeavors could consider introducing variables such as ethical leadership (Moon & Christensen, 2022), public service motivation (Tuan et al., 2020; Wenzel et al., 2017), or centralization (Jiang et al., 2022) as potential moderating factors, which could strengthen the relationships observed in our model. Exploring

other relevant barriers faced by the disabled community, such as the challenges faced in securing employment (Klinksiek, 2024; McCandless et al., 2022), disparities in compensation between disabled and non-disabled workers (Reese, 2018; Riccucci, 2009), or investigating alternative outcomes such as turnover intention (Chordiya, 2020), could also provide valuable insights.

Lastly, our study primarily relies on stigma theory to explain the relationships between the variables under investigation. Future research could diverge from this approach by adopting alternative theoretical frameworks, such as social identity theory or justice theory, to offer nuanced explanations for the relationships observed. These potential areas of exploration acknowledge the limitations of our current study and suggest promising avenues for enhancing our understanding of the complex dynamics surrounding DEIA, employee experience, welfare, and performance confidence among employees with disabilities.

## **Appendix**

### *Preliminary Analysis*

As part of the analysis, we conducted several preliminary tests. First, the Cramér–von Mises test revealed significant skewness and kurtosis values at the 5% threshold, confirming that the data deviates from a normal distribution (Byrne, 2016; Kline, 2023). Second, an assessment of outliers showed that all cases had Z-scores below 2.58, aligning with established guidelines and indicating no presence of outliers (Newbold et al., 2023). Finally, we checked for heteroscedasticity. Results from the chi-square test indicated no significant residual variance at the 5% level, validating the assumption of homoscedasticity in the dataset.

### *Testing for Response Bias*

To address potential non-response bias, we began by conducting a multivariate analysis of variance (MANOVA) on key demographic variables, following the guidelines provided by Clotey and Benton (2020). The results indicated no statistically significant differences in the primary variables across demographic groups at the 5% significance level. To further verify this, we performed independent *t*-tests comparing early and late survey respondents, as recommended by Scheaf et al. (2023). These tests also revealed no meaningful differences between the two respondent groups. Based on these findings, we conclude that non-response bias is unlikely to have affected our data.

### *Assessing Common Method Variance (CMV)*

Next, we examined potential common method variance (CMV) using the marker variable technique, a robust approach recommended by Podsakoff et al. (2024). To mitigate CMV, we designed the survey to separate predictor and outcome variables. In accordance with Miller and Simmering (2023), we included an additional marker

variable unrelated to the primary constructs of interest. Correlation coefficients and goodness-of-fit indices (GOFI) were analyzed to assess its impact. The results showed that the marker variable had no significant correlation with the focal constructs ( $r < .104$ ,  $p > .05$ ). Furthermore, the model incorporating the marker variable demonstrated inferior GOFI compared to the main confirmatory factor analysis (CFA) model. Based on these analyses, we conclude that CMV does not present a threat to the validity of our results.

### Declaration of Conflicting Interests

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