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How agility and work-life support mediate the DEIA–satisfaction link for employees with disabilities

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Abstract

Purpose – This study aims to examine how agility and work–life support mediate the relationship between diversity, equity, inclusion and accessibility (DEIA) practices and job satisfaction among employees with disabilities (PwDs).

Design/methodology/approach – Using a quantitative approach, data were collected from 343 PwDs employed in Indonesia's private sector, where disability employment quotas are legally mandated. A structural equation modeling (SEM) technique was applied to test the hypothesized relationships.

Findings – The results reveal that all four DEIA dimensions indirectly influence job satisfaction through agility and work–life support. Among them, accessibility demonstrates the weakest effect, suggesting that unmet accessibility needs may constrain PwDs' adaptive capacity. Furthermore, inconsistent enforcement of disability employment policies limits the effectiveness of legal mandates in fostering genuine inclusion.

Originality/value – This study contributes to DEIA and disability employment literature by integrating stigma theory with organizational behavior perspectives. It underscores the importance of moving beyond formal compliance toward authentic DEIA implementation that cultivates agility, support and empowerment for PwDs.

Keywords Diversity, equity, inclusion and accessibility, (DEIA), Agility, Work-life support, Job satisfaction

Paper type Research article

1. Introduction

People with disabilities (PwDs) are referred to as individuals experiencing long-term physical, intellectual, mental and/or sensory impairments that hinder their full and equal participation in society (State Law No. 8/2016). As of 2021, an estimated 1.3 billion people, or 16% of the world's population, live with a disability, a figure that has grown significantly over the past decade due to demographic shifts and the rising prevalence of non-communicable diseases associated with aging (WHO, 2022). One of the most pressing challenges faced by PwDs is securing employment. According to the OECD (2022), the employment rate among PwDs is 27% points lower than that of people without disabilities, a gap that has remained consistent for over a decade. In 2022, PwDs were also 2.3 times more likely to be unemployed. Despite the growing desire among PwDs to participate in the workforce (Holubová *et al.*, 2024; Thibedeau Boyd, 2025), systemic barriers continue to limit their employment opportunities (Dirth and Branscombe, 2018; Santuzzi and Waltz, 2016), prompting increasing scholarly attention.

Research has long emphasized the importance of inclusive human resource (HR) practices, particularly those centered on diversity, equity and inclusion (DEI), in promoting the labor market participation of marginalized groups (Trochmann *et al.*, 2023; Ikutegbe *et al.*, 2024; Coll and Mignonac, 2023). However, conventional DEI strategies often fail to address the unique

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complexities associated with disabilities in the workplace (Schloemer-Jarvis *et al.*, 2022; Ross *et al.*, 2025; Park *et al.*, 2025). In some instances, poorly designed employer practices have exacerbated inequalities in employment access for PwDs (Suresh and Dyaram, 2023; Østerud, 2023), despite the potential of such practices to foster inclusion. This gap highlights the urgent need for HR professionals to develop a deeper understanding of how to adapt DEI policies to effectively meet the specific needs of disabled employees with disabilities (Ng *et al.*, 2025).

Recent developments have expanded the DEI framework to include "accessibility," giving rise to the DEIA model. This addition reflects the growing recognition of the structural and environmental accommodation necessary for true inclusivity. Recent studies (Emidy *et al.*, 2024; Hersugondo *et al.*, 2025) have demonstrated that DEIA initiatives significantly enhance job satisfaction, well-being, organizational commitment, job experience, job involvement and performance confidence among PwDs in the public sector. Nonetheless, academic literature on DEIA remains limited, particularly within the context of developing economies (Chordiya and Sabharwal, 2024; Levi and Fried, 2025). There is a pressing need for more empirical research exploring how DEIA efforts influence the lived experiences of PwDs at work.

This study aims to fill this gap by investigating the influence of DEIA initiatives on employee outcomes, specifically job satisfaction, mediated by agility and work-life support among PwDs. Agility refers to an employee's capacity to adapt, respond and thrive in dynamic work environments, which is particularly important for PwDs navigating workplace barriers (Panda and Singh, 2025; Yang *et al.*, 2025). Work-life support encompasses the organizational resources and practices that help employees balance professional responsibilities with personal needs, a critical factor in enhancing well-being and reducing stress among PwDs (Kalev and Dobbin, 2022; Talukder *et al.*, 2018). This study posits that DEIA initiatives foster an inclusive and enabling environment that enhances employee agility and provides sufficient work-life support, which in turn contributes to greater job satisfaction among PwDs.

Previous studies have largely focused on developed countries, leaving the dynamics of disability inclusion in developing nations underexplored (Beatty *et al.*, 2019; Cavanagh *et al.*, 2017). Indonesia, ranked 118th out of 134 countries in the 2025 Inclusiveness Index (Menendian *et al.*, 2025), offers compelling research setting due to low levels of inclusivity toward PwDs, weak enforcement of disability-related legislation and a complex sociocultural context. In accordance with State Law No. 8/2016 on the rights of PwDs, private firms in Indonesia are mandated to employ individuals with disabilities, constituting at least 2% of their total workforce. The law also guarantees equal pay for equal work, prohibits discrimination, promotes flexible and accessible work environments, and ensures equal professional development opportunities. This legal framework underscores the importance of studying the experiences of PwDs in Indonesia to better understand how DEIA policies are implemented and how they impact workplace outcomes.

Based on the identified research gaps and observed phenomena, this study formulates two research questions: *RQ1: To what extent do DEIA initiatives indirectly influence job satisfaction among PwDs through agility? RQ2: To what extent do DEIA initiatives indirectly influence job satisfaction among PwDs through work-life support?* To explore these questions, this study draws on stigma theory (Leslie *et al.*, 2014; Zhang *et al.*, 2020), which posits that stigmatized individuals, such as PwDs, often encounter negative stereotypes, social exclusion, and structural disadvantages in the workplace. These forms of stigma can restrict access to supportive resources, hinder career progression and reduce psychological wellbeing. We argue that DEIA initiatives play a critical role in dismantling stigma-related barriers by promoting inclusive organizational cultures, equitable human resource practices and accessible work environments.

2. Theoretical foundation and hypothesis development

2.1 The relationship between DEIA and job satisfaction through agility

Agility refers to an individual's capacity to proactively adapt, respond effectively and remain resilient in the face of evolving job demands and organizational changes (Doeze Jager *et al.*,

2019; Salmen and Festing, 2022; Yang *et al.*, 2025). For PwDs, agility is not merely an asset, but a necessity, enabling them to navigate systemic barriers, interpersonal biases, and shifting task requirements (Booth and Lup, 2025). Agile employees are better positioned to cope with unpredictability, make quick adjustments to their work routines and maintain productivity, which in turn enhances job satisfaction (Naim *et al.*, 2023; Panda and Singh, 2025; Petermann and Zacher, 2020). Agility generally comprises three core capabilities: proactivity, or the ability to anticipate changes and take initiative in shaping work outcomes; adaptability, which reflects behavioral flexibility and a willingness to adjust to new environments or expectations; and resilience, which refers to the emotional strength to persevere and remain effective under pressure (Doeze Jager *et al.*, 2022; Panda, 2024; Yang *et al.*, 2025). These capabilities are particularly critical for PwDs, who may encounter unique stressors and frequently shift expectations related to job roles.

DEIA initiatives foster a workplace environment that acknowledges and actively removes both structural and interpersonal barriers for marginalized employees (Emidy *et al.*, 2024; Park *et al.*, 2025). Diversity encourages the representation of individuals with varied abilities and backgrounds, equity ensures fair treatment and access to necessary resources, inclusion cultivates a sense of belonging and psychological safety, and accessibility guarantees the availability of accommodations that support the specific needs of PwDs (Hersugondo *et al.*, 2026; Ross *et al.*, 2025). When organizations embed DEIA values into their culture, they not only reduce stigmatization but also empower PwDs to strengthen their adaptive capacities, participate more confidently and experience greater job satisfaction. Combined with agility, DEIA serves as a catalyst for improving the overall workplace experience of disabled employees.

From the perspective of stigma theory (Goffman, 2018), PwDs may internalize or be subjected to devalued social identities due to societal biases. However, inclusive organizational environments can mitigate the harmful effects of stigma by signaling acceptance, legitimacy and support. In such contexts, PwDs are more likely to demonstrate agile behaviors as they face fewer psychological and structural constraints. Agility thus becomes a key mechanism through which DEIA fosters job satisfaction by promoting meaningful participation and supporting fulfilling work experiences. Accordingly, the first set of hypotheses are proposed as follows:

H1a. Diversity has an indirect positive effect on the job satisfaction of PwDs through agility.

H1b. Equity has an indirect positive effect on the job satisfaction of PwDs through agility.

H1c. Inclusion has an indirect positive effect on the job satisfaction of PwDs through agility.

H1d. Accessibility has an indirect positive effect on the job satisfaction of PwDs through agility.

2.2 The relationship between DEIA and job satisfaction through work-life support

Work-life support encompasses organizational policies, practices and programs designed to help employees manage the intersection between their work responsibilities and personal lives (Kalev and Dobbin, 2022; Sheikh, 2022). For PwDs, this support can take the form of not only generic practices, such as flexible working hours, remote work and family leave, but also disability-relevant accommodations. These may include accessible technologies, transportation support, modified workloads, personal assistance services, flexible break times and caregiver support arrangements (Kossek *et al.*, 2022; Roy *et al.*, 2022). These resources allow PwDs to exercise autonomy over when, where and how they work, critical elements that enhance their ability to meet both professional and personal obligations (Giauque *et al.*, 2019; Talukder *et al.*, 2018).

From a DEIA perspective, work-life support reflects the operationalization of organizational policies into tangible practices. Diversity ensures a broad representation of employee experience, prompting the design of inclusive policies. Equity guarantees that work-life benefits are distributed fairly, accounting for the unique needs of PwDs rather than applying a one-size-fits-all approach. Inclusion fosters a culture in which employees feel psychologically safe in requesting accommodation without fear of judgment or reprisal. Accessibility ensures that work-life resources are usable by all employees, regardless of their physical or cognitive limitations. When these DEIA elements are present, organizations are more likely to offer, tailor and normalize supportive practices, thereby reducing barriers to participation and increasing job satisfaction for PwDs (Booth and Lup, 2025; Hersugondo *et al.*, 2026; Klinksiek, 2024).

According to the stigma theory (Goffman, 2018), individuals with disabilities often bear the burden of a discredited social identity, which can create both psychological strain and institutional disadvantages in the workplace. However, when work-life support is embedded in an inclusive culture, it acts as a buffer against stigma by validating the legitimacy of employees' needs and reducing the likelihood of marginalization. Such support systems not only enhance day-to-day functioning but also signal organizational commitment to fairness and dignity. As a result, PwDs may experience greater satisfaction with their roles and feel that their unique challenges are understood and respected. Work-life support, therefore, operates as a mechanism that enables DEIA initiatives to translate into improved job satisfaction. Accordingly, the final set of hypotheses are proposed as follows:

H2a. Diversity has an indirect positive effect on the job satisfaction of PwDs through work-life support.

H2b. Equity has an indirect positive effect on the job satisfaction of PwDs through work-life support.

H3c. Inclusion has an indirect positive effect on the job satisfaction of PwDs through work-life support.

H2d. Accessibility has an indirect positive effect on the job satisfaction of PwDs through work-life support.

Figure 1 illustrates the conceptual model explored in this research.

3. Research methods

3.1 Participants and procedures

This research targeted individuals with disabilities working in Indonesia's private sector, focusing on those with visual, mobility, or hearing impairments who had at least one year of professional experience. Data collection was facilitated by Jakpat (https://jakpat.net/), a widely used Indonesian online panel platform that provides access to a diverse population of verified workers across various sectors (Litman and Robinson, 2021). The recruitment process employed purposive sampling, ensuring that only eligible participants, private sector employees with relevant disability classifications, were invited. The survey was administered between June and July 2025 using personalized invitations distributed via Jakpat's internal system. Each invitation included a unique survey link, clear instructions, and an ethically approved informed consent form (Aguinis, 2024; Bougie and Sekaran, 2025). Participants were given up to two weeks to complete the survey and reminder messages were sent periodically to improve response rates.

After these steps, 343 valid responses were finalized for analysis. The average completion time was 16 min, indicating thoughtful engagement from the respondents. A statistical power analysis confirmed that the final sample size exceeded the minimum requirement ($n = 215$) for structural equation modeling (with $f^2 = 0.10$, a significance level of 0.05, six predictors, and

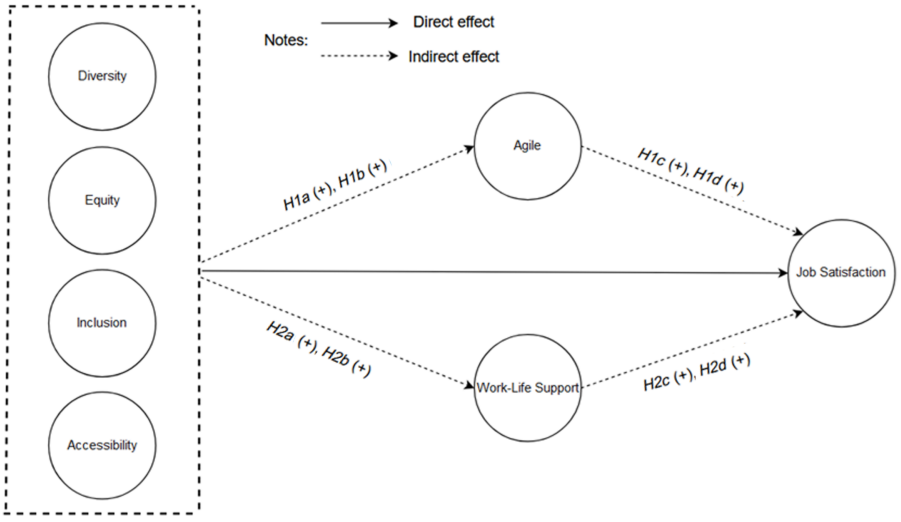

Figure 1. Conceptual model of hypothesized links among unobserved variables. **Source(s):** Compiled by the authors

0.95 statistical power), ensuring a reliable estimation of the model parameters (Kline, 2023; Hoyle, 2023). The demographic profile of the respondents revealed that most were male (61.52%), and the majority were between 26 and 35 years of age (54.23%). Additionally, most participants had completed a high school education or equivalent (69.68%), and a substantial portion had between four and six years of work experience (see Table 1).

3.2 Measures and scales

Core constructs such as diversity, equity, inclusion, accessibility (DEIA), agility (AGL), work-life support (WLS) and job satisfaction (JBS) were sourced from the Federal Employee

Table 1. Respondents' demographic overview

Attribute	Subgroup	Frequency (*f*)	Percent (%)
Gender	Male	211	61.52%
	Female	132	38.48%
Education level	Less than a high school diploma	48	13.99%
	High school, equivalent diploma	239	69.68%
	Bachelor's degree	56	16.33%
	Master's degree	–	–
Professional experience	Less than 3 years	84	24.49%
	4–6 years	143	41.69%
	7–9 years	107	31.20%
	More than 10 years	9	2.62%
Age	25 years or less	53	15.45%
	26–35 years	186	54.23%
	36–45 years	94	27.41%
	46 years or more	10	2.92%
Disability status	Disabled	343	100%
	Non-disabled	–	–

Source(s): Compiled by the authors

Viewpoint Survey (2024). We selected items from this source because they are well suited to the context of PwDs examined in this study. Moreover, the FEVS questionnaire has been widely used in HRM research across both public and private sector contexts (Yuniawan *et al.*, 2026; Latan *et al.*, 2022). Finally, these items are considered well established in terms of validity and reliability, in line with best practices for measurement adaptation (Pillet *et al.*, 2023).

The adaptation process involved more than direct translation. A rigorous linguistic and contextual adjustment phase was conducted, beginning with a forward translation by an HRM professional fluent in both English and Indonesian. Collaborative discussions were then held to refine terminology and adapt phrasing to reflect the realities of the Indonesian private sector while preserving the theoretical integrity of the constructs. To further enhance measurement validity, the survey instrument was reviewed by two HR scholars who provided feedback on wording, tone, and clarity. Their input resulted in several refinements, improving the overall comprehensibility of the items.

A pilot test with 53 postgraduate students was conducted to ensure that the psychometric properties of the instrument held in practice. The test results demonstrated strong internal consistency, with Cronbach's alpha values exceeding 0.891 and factor loadings surpassing 0.864 (see Table 2), confirming that the items coherently measured their respective constructs. The final survey was formatted for clarity and ease of use, and optimized for both desktop and mobile devices. A 5-point Likert scale ranging from "*strongly disagree*" to "*strongly agree*" was employed to promote consistent interpretation while minimizing respondent burden. A careful consideration was taken to neutrally phrase all items, minimize potential bias and enhance the credibility of the data collected.

3.3 Quantitative analysis

For data analysis, this research utilized covariance-based structural equation modeling (CB-SEM) to empirically test the conceptual framework. CB-SEM was selected not only for its capacity to assess causal relationships among latent constructs, but also because it offers a rigorous mechanism for evaluating both measurement and structural components simultaneously (Kline, 2023; Whittaker and Schumacker, 2022). The process began by examining the factor structure through confirmatory factor analysis (CFA) to ensure that the observed variables properly represented their theoretical constructs. After verifying the adequacy of the measurement model, the study estimated the structural pathways to determine how the constructs interacted (Gunzler *et al.*, 2021; Bollen, 1989).

4. Results

4.1 Descriptive statistics

Descriptive statistics were reviewed to ensure that the data reflected sufficient variability without extreme clustering (Murphy, 2021), with observed means and standard deviations remaining within acceptable ranges (i.e. not exceeding 5 and standard deviations below 2). To avoid distortions from predictor redundancy, multicollinearity was assessed using both correlation matrices and variance inflation factor (VIF) diagnostics, with the results falling comfortably below the critical thresholds (i.e. $r < 0.587$ and VIF < 3.629). Further details are provided in Table 3.

4.2 Method bias

To evaluate non-response bias, the responses were categorized by submission time, comparing early and late participants, under the assumption that delayed responders might resemble non-respondents (Vogel and Jacobsen, 2021). Statistical analysis using *t*-test confirmed that the two groups exhibited no significant differences in the main variables ($p > 0.05$), thus reducing concerns about non-response bias (Scheaf *et al.*, 2023). Additionally, a marker variable

Table 2. Evaluation results for construct validity and reliability

Questionnaire item	Indicator	FacAn	StdFL	AVE	MaxSV	AvgSV	ω	ρ_c
A) Diversity, Equity, Inclusion and Accessibility (DEIA) (Source: Adapted from Federal Employee Viewpoint Survey, 2024)								
Diversity:				0.800	0.341	0.243	0.889	0.889
My organization's management actively encourages diversity through efforts like outreach, inclusive hiring, and equitable promotion opportunities	DEIA1	0.950	0.902					
My supervisor shows support for a diverse workforce by focusing on fair hiring, career growth, and employee development practices	DEIA2	0.950	0.886					
Equity:				0.798	0.282	0.244	0.921	0.921
I have equal chances for advancement, including training, promotions, and professional development, just like my colleagues	DEIA3	0.927	0.891					
My supervisor distributes opportunities such as assignments and promotions in an equitable manner across the team	DEIA4	0.940	0.914					
In my team, outstanding performance is acknowledged consistently for everyone, through recognition or awards	DEIA5	0.924	0.874					
Inclusion:				0.788	0.264	0.220	0.948	0.948
My team members make me feel like a valued part of the group	DEIA6	0.928	0.921					
People I work with genuinely care about me on a personal level	DEIA7	0.914	0.905					
I feel safe and accepted when I share views that differ from those of my coworkers	DEIA8	0.881	0.838					
Differences among individuals are appreciated and respected within my team	DEIA9	0.931	0.908					
I believe I can thrive in this organization while staying true to who I am	DEIA10	0.899	0.863					
Accessibility:				0.923	0.343	0.204	0.973	0.973
I can easily request accommodations to support my accessibility needs	DEIA11	0.972	0.954					
My organization addresses my accessibility-related requests promptly	DEIA12	0.977	0.969					
My organization effectively fulfills my accessibility requirements	DEIA13	0.973	0.959					
B) Agility (AGL) (Source: Adapted from Federal Employee Viewpoint Survey, 2024)				0.662	0.261	0.194	0.884	0.884
I have the freedom to choose how I carry out my job responsibilities	AGL1	0.931	0.880					

(*continued*)

Table 2. Continued

Questionnaire item	Indicator	FacAn	StdFL	AVE	MaxSV	AvgSV	ω	ρ_c
I'm able to make work-related decisions independently, without needing prior approval	AGL2	0.917	0.839					
I have control over how I organize and manage my daily tasks to meet objectives	AGL3	0.881	0.757					
I can independently adapt my work approach in response to changing workload demands	AGL4	0.899	0.772					
C) Work-Life Support (WLS) (Source: Adapted from Federal Employee Viewpoint Survey, 2024)				0.563	0.251	0.202	0.839	0.839
My workload is reasonable	WLS1	0.876	0.774					
Colleagues in my team respect and assist with maintaining a healthy balance between my job and personal life	WLS2	0.883	0.728					
My supervisor supports my need to balance work and other life issues	WLS3	0.864	0.687					
Top leadership demonstrate support for work-life programs	WLS4	0.903	0.806					
D) Job Satisfaction (JBS) (Source: Adapted from Federal Employee Viewpoint Survey, 2024)				0.718	0.274	0.220	0.835	0.835
Considering everything, how satisfied are you with your job?	JBS1	0.958	0.839					
Considering everything, how satisfied are you with your organization?	JBS2	0.958	0.856					

Note(s): FacAn = factor analysis; StdFL = standardized factor loading; AVE = Average variance extracted; MaxSV = Maximum shared variance; AvgSV = Average shared variance; ω = McDonald Omega coefficient; ρ_c = Composite reliability

Source(s): Compiled by the authors

Table 3. Results of discriminant validity, descriptive statistics summary and correlations among unobserved variables

Unobserved variable	1	2	3	4	5	6	7
Accessibility	*(0.900)*	0.459**	0.587**	0.417**	0.387**	0.406**	0.392**
Agility	0.691	*(0.900)*	0.379**	0.456**	0.511**	0.406**	0.403**
Diversity	0.738	0.743	*(0.900)*	0.533**	0.467**	0.478**	0.482**
Equity	0.756	0.706	0.811	*(0.900)*	0.482**	0.520**	0.525**
Inclusion	0.715	0.756	0.726	0.730	*(0.900)*	0.508**	0.457**
Job Satisfaction	0.720	0.674	0.752	0.786	0.762	*(0.900)*	0.503**
Work-Life Support	0.737	0.674	0.758	0.793	0.708	0.683	*(0.900)*
Mean	4.097	4.066	4.125	3.986	4.146	4.018	4.160
Standard Deviation (STDEV)	0.661	0.823	0.826	1.124	0.640	0.855	0.852
Variance Inflation Factor (VIF)	2.712	3.488	2.752	3.090	2.655	–	3.629
Cramér–von Mises test	0.000	0.000	0.000	0.000	0.000	0.000	0.000

Note(s): HTMT values are displayed beneath the diagonal, while correlation coefficients appear above it. The italic diagonal elements represent the HTMT threshold values. ** Construct correlations are statistically significant at the 0.01 level (two-tailed)

Source(s): Compiled by the authors

technique was used to detect common method variance (CMV) effects. The minimal correlation between the marker variable and substantive constructs ($r < 0.1$) provided empirical evidence that common method bias did not materially influence the results (Miller and Simmering, 2023).

4.3 Validity assessment of measurement constructs

This study undertook a comprehensive validation process to ensure the adequacy of the measurement constructs. To verify convergent validity, standardized factor loadings (StdFL) were examined, revealing that most items demonstrated a strong reflection of their respective constructs, with loadings generally exceeding 0.724. Although a few indicators exhibited slightly lower loadings, they were intentionally retained to preserve face validity and practical relevance, particularly given the context-specific adaptation of the scales (Roos and Bauldry, 2022). The average variance extracted (AVE) for each latent construct exceeded the minimum threshold of 0.50, indicating that the majority of the variance in the indicators was effectively captured by the underlying constructs (Bandalos, 2018).

For discriminant validity, the analysis went beyond traditional metrics. Both the average shared variance (AvgSV) and maximum shared variance (MaxSV) were compared with each construct's AVE, confirming that no construct showed excessive overlap with others, demonstrating a clear conceptual separation (Lovett, 2023). Additionally, the heterotrait–monotrait (HTMT) ratio test was performed as a secondary check. All HTMT values remained comfortably below the conservative cutoff of 0.90, further reinforcing that the constructs were perceived as distinct by respondents (Rönkkö and Cho, 2022). Collectively, these results confirm that the constructs possess strong convergent and discriminant validity (see Table 2 and Table 3 for further details).

4.4 Reliability assessment of measurement constructs

The consistency of the measurement items was verified through reliability analysis designed to assess the stability of each construct's indicators. Instead of relying solely on traditional Cronbach's alpha coefficients, this study adopted more robust metrics, specifically McDonald's omega (ω) and composite reliability (ρ_c), owing to their superior capacity to account for variations in item loadings. This approach aligns with the best practices in structural equation modeling, where reflective constructs often benefit from alternative

reliability evaluations. All constructs demonstrated reliability values well above the recommended 0.70 cut-off, indicating that the items consistently measured their respective latent variables (Lovett, 2023). With reliability coefficients ranging from 0.835 to 0.973, the results confirmed that the measures produced consistent outcomes, reducing the likelihood of measurement error (see Table 2 for details).

4.5 Assessment of the full model

The evaluation of the structural model focused on determining how effectively the proposed framework captured the relationships between the studied constructs. One primary indicator was the amount of variance explained (R^2), which reflected the extent to which the dependent variables' behavior could be accounted for by the model's predictors. The results showed that agility (AGL) reached an R^2 of 0.422, while work-life support (WLS) achieved 0.480 and job satisfaction (JBS) reached 0.700. These values suggest that the model provides a solid representation of the underlying phenomena, particularly for job satisfaction, where predictive accuracy is typically challenging owing to the complexity of human behavior (Cohen *et al.*, 2003).

In parallel, the model's structural adequacy was validated through several goodness-of-fit (GoF) indices, each assessing different dimensions of fit. Incremental fit indicators, such as the Comparative Fit Index (CFI = 0.945), Normed Fit Index (NFI = 0.924) and Tucker-Lewis Index (TLI = 0.933), confirmed that the model demonstrated substantial improvement over the baseline model (Bollen, 1989; Kline, 2023). Absolute fit was checked using the Root Mean Square Error of Approximation (RMSEA = 0.080) and Standardized Root Mean Square Residual (SRMR = 0.039), both of which fell within the recommended guidelines (Whittaker and Schumacker, 2022). The Parsimony Goodness-of-Fit Index (PGFI = 0.636) further suggests that the model achieved a balance between complexity and explanatory capacity. Taken together, these results indicate that the hypothesized model adequately represents the data without signs of overfitting.

4.6 Testing of hypothesis

4.6.1 Mediation analysis. Mediation analysis explored how DEIA dimensions impact job satisfaction (JBS) by channeling their effects through two mechanisms: agility (AGL) and work-life support (WLS). When agility was tested as the mediator, the findings showed that all four DEIA components significantly enhanced job satisfaction through improvements in agility. The effect of inclusion (IC) was highest in this pathway, with a coefficient of $\beta = 0.183$ ($p = 0.001$), followed by diversity (DV) at $\beta = 0.150$ ($p = 0.012$). Equity (EQ) also demonstrated a significant mediation effect ($\beta = 0.095$, $p = 0.040$), while accessibility (AC) had the smallest, although still significant, indirect impact ($\beta = 0.075$, $p = 0.042$). These outcomes imply that practices fostering inclusion and diversity are particularly effective in promoting agility, which in turn enhances job satisfaction (see Table 4). Collectively, the findings support hypotheses H1a, H1b, H1c, and H1d by confirming that agility operates as a partial mediator in the DEIA–JBS linkage among employees with disabilities.

In parallel, the analysis tested work-life support (WLS) as an alternative mediating pathway and uncovered a different pattern of relationships. Equity (EQ) emerged as the most prominent factor influencing job satisfaction through WLS, as reflected in a coefficient of $\beta = 0.196$ ($p = 0.004$). Accessibility (AC) was followed by an indirect effect of $\beta = 0.131$ ($p = 0.010$), indicating that organizations accommodating the specific needs of employees with disabilities help cultivate a more satisfying work environment. The mediation effect of diversity (DV) through WLS was also notable ($\beta = 0.135$, $p = 0.038$), whereas inclusion (IC) had the least significant effect in this pathway ($\beta = 0.084$, $p = 0.037$). This configuration suggests that equitable treatment and accessible workplace practices are the main drivers of job satisfaction via enhanced work-life support (see Figure 2). These findings offer empirical support for hypotheses H2a, H2b, H2c and H2d, highlighting that DEIA initiatives foster job satisfaction among employees with disabilities through multiple distinct processes.

Table 4. Summary of hypothesis assessment results

Linkages among unobserved variables	*UnStd β*	*Std β*	STDEV	*p*-value	*t*-statistic	95% BCa CI	Conclusion
Indirect effect							
Diversity → Agility → Job Satisfaction	0.108	0.150	0.066	0.012*	2.257*	[0.031; 0.264]	H1a confirmed
Equity → Agility → Job Satisfaction	0.063	0.095	0.055	0.040*	1.749*	[0.024; 0.205]	H1b confirmed
Inclusion → Agility → Job Satisfaction	0.149	0.183	0.056	0.001***	3.272***	[0.105; 0.298]	H1c confirmed
Accessibility → Agility → Job Satisfaction	0.054	0.075	0.043	0.042*	1.729*	[0.015; 0.158]	H1d confirmed
Diversity → Work-Life Support → Job Satisfaction	0.097	0.135	0.076	0.038*	1.771*	[0.016; 0.263]	H2a confirmed
Equity → Work-Life Support → Job Satisfaction	0.129	0.196	0.074	0.004**	2.645**	[0.096; 0.343]	H2b confirmed
Inclusion → Work-Life Support → Job Satisfaction	0.068	0.084	0.047	0.037*	1.792*	[0.019; 0.174]	H2c confirmed
Accessibility → Work-Life Support → Job Satisfaction	0.096	0.131	0.056	0.010**	2.336**	[0.055; 0.242]	H2d confirmed

Note(s): UnStd β = Beta coefficient (unstandardized); Std β = Beta coefficient (standardized); STDEV = standard deviation; BCa = Bootstrap method with bias correction and acceleration; * $|t| \geq 1.65$ indicates significance at the 0.05 level; ** $|t| \geq 2.33$ indicates significance at the 0.01 level; *** $|t| \geq 3.09$ indicates significance at the 0.001 level

Source(s): Compiled by the authors

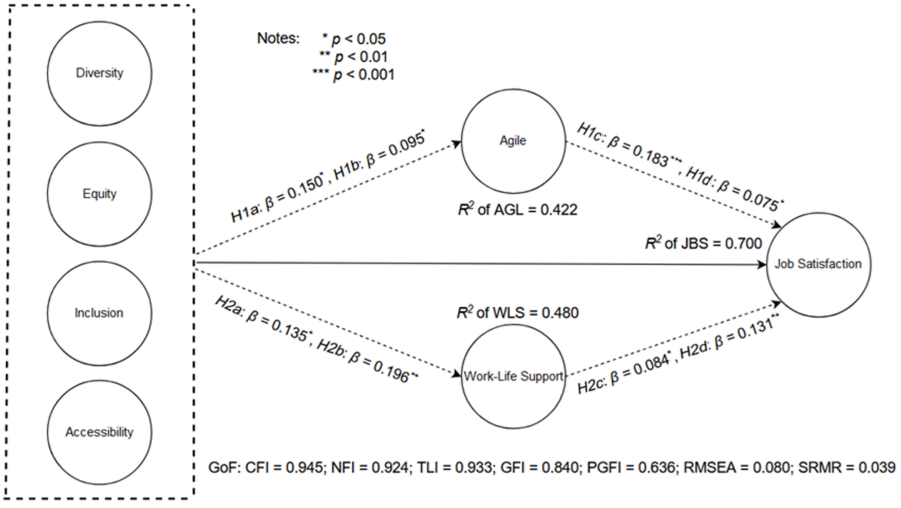

Figure 2. SEM results depicting standardized path coefficients and significance levels among unobserved variables. **Source(s):** Compiled by the authors

4.7 Robustness checks

As part of the model validation process, the study implemented a series of robustness checks to ensure that the findings were not artifacts from model misspecification or statistical bias. One critical aspect of this procedure involves addressing endogeneity concerns that, if unaccounted for, could compromise the integrity of causal inferences. To test this, the Gaussian copula method was employed following the guidelines of Park and Gupta (2012). The results indicated that none of the predictors exhibited statistically significant correlations with the error terms ($p > 0.05$), thereby alleviating concerns regarding reverse causality or omitted variable bias. In addition to the endogeneity test, the structural model is further scrutinized by evaluating its functional form. The Ramsey RESET test was used to detect any potential misspecification issues such as neglected nonlinear relationships or incorrect equation formulations (Vaithilingam *et al.*, 2024). The absence of significant RESET statistics suggests that the assumed linear model was well specified, with no indication of underlying structural problems.

5. Discussion

This study investigated how DEIA initiatives influence job satisfaction among PwDs, with agility and work-life support serving as mediating mechanisms. By addressing a significant gap in the literature, this study contributes to the limited body of empirical research examining the impact of DEIA specifically on employees with disabilities. The findings provide actionable insights for organizations aiming to restructure their HRM systems to be more inclusive of PwDs, a historically marginalized yet vital segment of the workforce.

The results reveal that DEIA dimensions significantly enhance the job satisfaction of PwDs, primarily through increased agility and improved work-life support. Aligned with stigma theory (Goffman, 2018) and recent empirical work (e.g. Emidy *et al.*, 2024; Hersugondo *et al.*, 2025), our study affirms that DEIA practices mitigate internalized and perceived stigma by fostering supportive work conditions. Notably, diversity and inclusion emerged as the most influential factors in enhancing job satisfaction via agility, highlighting the importance of representation and psychological safety in cultivating adaptive behaviors. Conversely, equity and accessibility played a more prominent role in strengthening job satisfaction through work-life support, underscoring the relevance of fair treatment and functional accommodation in balancing work and personal demands for PwDs.

These findings enrich the existing DEIA literature by shifting the focus from marginalized groups to disability-specific contexts. Previous studies have primarily emphasized the employment barriers that PwDs face, such as discriminatory hiring practices and limited workplace accommodations (Alammar *et al.*, 2024; Lengnick-Hall *et al.*, 2008). Our findings complement this body of work by identifying positive organizational pathways that enhance workplace inclusion for PwDs. Furthermore, they align with research that underscores the strategic value of agility (Doeze Jager *et al.*, 2022) and flexible work arrangements (Booth and Lup, 2025; Kalev and Dobbin, 2022) in boosting employee satisfaction. For example, while prior research has associated decentralized work settings with greater well-being for employees with disabilities (Baumgärtner *et al.*, 2015), our findings extend this by demonstrating the mediating influence of agility and work-life support within the DEIA framework.

Interestingly, our findings also suggest that the implementation of State Law No. 8/2016, which mandates a 2% employment quota for PwDs in the private sector, may not be uniformly enforced across organizations. This raises questions about the effectiveness of the policy and highlights the need for greater oversight and alignment between legal mandates and organizational practices. By contrast, more consistent compliance appears to occur in the public sector (Hersugondo *et al.*, 2026), signaling a potential disparity in institutional commitment.

5.1 Theoretical contributions

This study offers several theoretical contributions to the literature on DEIA, particularly in the context of PwDs in the workforce. First, our research extends the application of stigma theory by focusing specifically on employees with disabilities within organizational contexts where formal DEIA policies and practices shape everyday work experiences. While stigma theory (Goffman, 2018) has been widely used to explore social exclusion, our study empirically demonstrated how DEIA initiatives can effectively mitigate both perceived and internalized stigma in workplace settings. In doing so, we built upon and expanded the work of Emidy *et al.* (2024) and Hersugondo *et al.* (2026), who documented the stigma-related challenges faced by PwDs in the public sector. We answer this call to investigate whether stigma theory holds relevance across other organizational types, such as private sector firms. Our findings reveal that inclusive DEIA practices, particularly those emphasizing psychological safety and equitable treatment, help reduce stigmatization and improve employee outcomes among PwDs, thereby advancing the theoretical understanding of stigma resolution mechanisms.

Second, we contribute to the growing literature on mediating mechanisms that link organizational practices to employee outcomes by empirically validating the roles of agility and work-life support. While prior studies have acknowledged the positive effects of agility and flexible arrangements on general employee satisfaction (e.g. Doeze Jager *et al.*, 2019; Kossek *et al.*, 2022), our findings offer a novel extension by showing that these constructs mediate the relationship between DEIA and job satisfaction, specifically for PwDs. This suggests that marginalized employee groups can thrive in adaptive and well-supported work environments when DEIA principles are embedded in HR systems. In doing so, we deepen the theoretical understanding of how organizational infrastructure can buffer the effects of disadvantages and facilitate inclusion through dynamic and supportive capacities.

Finally, by presenting new empirical insights from a private sector sample of employees with disabilities in a developing country, this study advances the theoretical discourse on DEIA in disability-focused contexts. Most of the existing literature centers on DEI in the general workforce. Our findings demonstrate that, even in profit-driven environments, DEIA practices can significantly enhance the job satisfaction of PwDs. Furthermore, our results support the assumption that satisfaction-enhancing practices not only benefit individuals but also contribute to broader organizational goals, such as retention, engagement, and productivity (Coll and Mignonac, 2023). Given the critical role of job satisfaction in driving positive organizational outcomes, our study affirms that DEIA practices, when complemented by agility and work-life support, serve as robust theoretical constructs for improving the workplace experiences of employees with disabilities.

5.2 Practical implications

This study has several important implications for organizational practice, particularly for employers seeking to foster more inclusive work environments for PwDs. First, our findings underscore the critical role of DEIA initiatives in shaping positive workplace experiences for PwDs. Organizations should go beyond superficial compliance and instead embed DEIA principles into core HRM policies, everyday practices and managerial behaviors. Although many firms invest in inclusive recruitment or diversity statements, they often fall short of sustaining engagement through transparent communication and authentic inclusion (Weeks *et al.*, 2024). For example, employers can sustain engagement by regularly communicating the goals, progress, and outcomes of DEIA initiatives and by creating structured channels, such as employee forums or feedback mechanisms, through which PwDs can meaningfully contribute to workplace decisions.

Second, targeted work-life support for PwDs should be prioritized and tailored to their specific needs. Our findings indicated that equity in the provision of work–life support by organizations (equity → work-life support → job satisfaction, $\beta = 0.095$) significantly contribute to job satisfaction among PwDs by reducing the strain caused by both stigma and

accessibility barriers (Booth and Lup, 2025). However, such support mechanisms are often underutilized or poorly implemented. Organizations should therefore ensure that supervisors receive adequate training to recognize and respond to PwDs needs, including flexible working arrangements, adaptive scheduling, and reasonable workload adjustments. In addition, maintaining open, empathetic and stigma-free communication channels is essential to ensure that employees feel safe requesting support without fear of negative judgment.

Finally, the role of agility as a mediator highlights the importance of enabling autonomy and adaptive roles in PwDs. As showed by our findings (accessibility → agility → job satisfaction, $\beta = 0.075$), the provision of accessibility must be strengthened to support work agility among PwDs, such as through adaptive technologies, flexible work arrangements, accessible physical environments and tailored job design. These forms of accessibility enable PwDs to respond more effectively to changing work demands, thereby enhancing their job satisfaction. Furthermore, PwDs are more engaged when they feel trusted, valued and capable of responding flexibly to change (Hersugondo *et al.*, 2025). However, when organizations meet legal employment quotas for PwDs without providing meaningful roles or support, they risk creating environments in which employees feel tokenized or insecure. Employers must avoid treating disability inclusion as a checkbox exercise. Instead, they should ensure that PwDs are empowered through agile practices, meaningful participation and clear pathways for career development (Kulkarni, 2016). Only then can organizations cultivate truly inclusive, resilient and high-performance workplaces.

5.3 Limitations and directions for future research

As in any empirical study, several limitations should be acknowledged, offering valuable avenues for future research. First, this study did not differentiate between various types of disabilities, such as physical, intellectual, mental health, or sensory impairments, due to the limited granularity of the available data (Hersugondo *et al.*, 2026; Kulkarni, 2016). While the current findings offer important general insights, they may overlook the unique challenges and needs specific to each disability group. Future research could address this gap by conducting multi-group analyses based on the type and severity of disabilities, thereby generating more targeted and actionable recommendations for organizations implementing DEIA initiatives.

Second, the scope of this study was geographically confined to Indonesia, which limits the generalizability of the findings to other cultural or regulatory contexts. Disability policies, workplace norms and DEIA practices differ markedly between countries. Thus, comparative studies involving multiple countries, especially those with varying levels of disability rights legislation and cultural attitudes, offer a richer understanding of how institutional and sociocultural environments shape the workplace experiences of employees with disabilities.

Finally, although a quantitative design was effective for testing the hypothesized relationships, it may not fully capture the lived experiences or deeper perceptions of PwDs. Factors such as fear of retaliation, social desirability bias, or organizational loyalty may lead to cautious or overly positive survey responses. To overcome these limitations, future studies should consider a mixed-methods approach that integrates in-depth interviews or focus groups (Latan *et al.*, 2026). This would allow researchers to explore under-examined dimensions such as the quality of accommodations, perceptions of equity in compensation and promotion, or subtle forms of workplace exclusion. Moreover, future research could incorporate relevant moderating variables such as organizational size or disability disclosure climate to better understand the boundary conditions under which DEIA practices are most effective.

Data availability

Data will be made available on request.

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