Working Conditions, Perceived Organizational Support and Organizational Commitment of Employees with Disabilities in Gondar City Public Sectors

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Abstract

The purpose of this study was to investigate working conditions, perceived organizational supports and organizational commitment of employees with disabilities working in Gondar city public sector offices. By employing mixed research design and available sampling technique, a total of 112 (male=96 and female=16) employees with disabilities involved in the study. For quantitative data collection work environment scale, perceived organizational support scale and organizational commitment questionnaire were used whereas for qualitative data semi-structured interview guide were used. Quantitative data analysis techniques were frequency, percentage, mean, standard deviation, Pearson correlation and linear regression using SPSS version 20, while qualitative data analysis techniques was thematic analysis. The findings revealed that most of the employees with disabilities work in poor physical work environment, poor staff relationship, and lack safety issue, occupational health, suitable technology and disability-friendly workplace. Moreover, 59% and 62% of respondents were found to have poor perception of organizational support and organizational commitment respectively. The working conditions has significant positive relationships with perceived organizational support (r=0.525, p<0.05) and with organizational commitment (r=0.630, p<0.05). Perceived organizational support has significant positive relationship with organizational commitment(r=0.664, p<0.05). About 29% and 13% of variation in employees' organizational commitment is explained by the seven factor of working condition and perceived organizational support respectively. Hence, the study indicated that employees with disability work in an environment which does not consider their occupational health and safety. It makes them to have poor perception of organizational support which eventually affects their commitment towards the public sector organizations. As a result, public sector organizations need to work together to increase workspace, ensure offices and work environment comfortable for employees with disability.

Key words: Work Condition, Organization, Support, Commitment, Perception

Introduction
Background of the Study

More than 15 percent of people in the world have some form of disability (WHO, 2014), which makes this demographic group the largest minority of the world. However, the active participation of people with disability (PWD) in the workforce has become a growing trend globally, particularly, in the developed world (Shore, Braddock & Bachelder, 2015). For instance, in USA approximately 86.3 percent of working age adults with disabilities are currently employed compared to 90.1 percent of working age adults without disabilities (Bureau of Labor Statistics, 2013). This is urged by two main reasons, first, both scholars and practitioners have repeatedly pointed out the po-

tentially positive effects of a diverse workforce (Robinson & Dechant, 2015), especially since customers are getting increasingly diverse as well. Second, there are legal (Lalive, Bennefield & McNeil, 2013) and moral (Markel & Barclay, 2014) obligations to employ and retain people with disabilities (PWDs). However, in developing countries from 80 to 90 percent of PWDs of working age are unemployed (Schur, Kruse, Blasi & Blanck, 2015). In Ethiopia, Tirussew et al. (1995 cited in Gezahegne, 2016) showed that 60 percent of PWDs were unemployed. So, the employment situation of PWDs is worst in developing countries as compared to the developed ones.

In fact, this study does not aim to investigate the employment rate of PWDs but the researcher just put the above empirical literature to use it as spring board because like their employment status, employees with disabilities in many developing countries have poor working conditions and organizational support (Stone & Colella, 2014). In line with this idea, a study by Gewurtz and Kirsh (2013) revealed that employees with disabilities negative perception of organizational support affects their experience by hindering integration, socialization and performance within the organizations. Moreover, a study by Schur et al. (2015) verified that those employees who perceived their treatment in an organization as being unfair or unjust displayed low organizational commitment and a high intention to quit. In a meta-analysis by Riggle, Edmondson and Hansen (2014) on 167 studies carried out between 1986 and 2011 confirmed that perceptions of organizational support appear to be positively related with organizational commitment and job satisfaction, and inversely related with intention to quit among employees with disabilities.

Similar to perception of organizational support, working conditions have significant effects on various work life areas of employees with disabilities (WHO, 2012). In specific terms, lack of favorable working conditions created conditions for employees with disabilities to exhibit poor level organizational commitment (Atomsa & Raju, 2014). It was also determined that a positive working environment was an independent factor to predict intention to remain (Ge, Lu, Yang, & Liu, 2012). On the other hand, good working environment encouraged employees with disability to accomplish their career goals, so as to promote the formation of professional ethics and intention to continue to work (Narang & Singh, 2014). World Health Organization (2012) also recommends that organization should take steps to ensure that the office environment is suited to staff members with disabilities.

Empirical studies also provide evidences as to why employees with disabilities do not enjoy encouraging work environment and develop poor perception of organizational support in their workplace. For instance, ILO (2013) reported that despite improved laws and policies designed to address workplace discrimination, employees with disabilities still work under many challenges which negatively contributes to their perception of organizational support. But, this in turn affects the commitment level of this group. In addition, a study conducted by Khoo, Punalallio and Wok (2014) revealed that poor perception of organizational support among employees with disabilities limited their work performance and impact their quality of working life. Moreover, Ta and Leng (2013) added that employees with disability face negative work conditions and discrimination in terms of job security, autonomy, promotion opportunities, payment and decision making. Thus, the purpose of this study is to examine the working conditions, perceived organizational support and organizational commitment of persons with disabilities who are employed in Gondar city public sectors.

Statement of the Problem

Employees who have positive perception of organizational support show heightened performance, reduced absenteeism, and a lessened likelihood of quitting their job (Mathieu & Zajac,

2015). Moreover, good working conditions such as approval and respect, pay and promotion, and access to information and other aspects of work environment help employees to better carry out their job (O'Driscoll & Randall, 2012). Employees with disabilities are not expected to be exceptional to the above cases because they need to have good perception of organizational support and good working environment to make them committed to their organization (Rhoades & Eisenberger, 2010).

The Ethiopian government ensured its commitment to minimize barriers which impede movement of people with disabilities, to provide training and rehabilitation programs in the workplace. Despite these efforts, employees with disabilities still face different challenges in the workplace. A baseline study conducted by MOLSA showed also that employees with disabilities work under inappropriate work environment and poor organizational support which affect the level of their commitment to their respective organizations. Practical experiences of many employees with disabilities including those in developed nations show the opposite as reflected in various disability literatures (Gewurtz & Kirsh, 2013; Eisenberger, Cummings, Armeli, & Lynch, 2015).

In Ethiopia, studies related to working condition and perceived organizational support was conducted among employees working in various professions. For instance, Gezahegne (2016) conducted a study on employers' hiring attitude, hiring practice and post-employment experiences regarding persons with disabilities in Addis Ababa focused on government and private sectors. Still such study is far from the present study by type of participants and study context. The researcher was also able to access the study conducted by MOLSA in 2014 which focused on work environment and organizational support of employees with disability. But, some of the study variables are not studied. Hence, this study was conducted to fill some of the aforementioned gaps with the focus of employees with disabilities in Gondar city public sectors.

Objectives of the Study

The objectives of the study are:

1. To identify the current working conditions of employees with disabilities who are working in public sectors,

2. To examine the level of perception of organizational support among employees with disabilities working in public sectors,

3. To assess the level of organizational commitment among employees with disabilities who are working in public sectors,

4. To examine whether there are significant relationships among working condition, perceived organizational support and organizational commitment among employees with disabilities who are working in public sectors, and

5. To determine the effects of working condition and perceived organizational support on the organizational commitment of employees with disabilities who are working in public sectors.

Conceptual Framework of the Study

In this study it is presumed that the two variables, working condition and perceived organizational support have an effect on the organizational commitment of employees with disabilities. Thus, they are considered as the independent variables of the study whereas, organizational commitment is the dependent variable. Working condition includes seven separate variables; physical environment, occupational health, occupational safety, work load, staff relationship, right technology and disability friendliness. The following figure represents the relationship of these variables as reflected in the literature reviewed in this document.
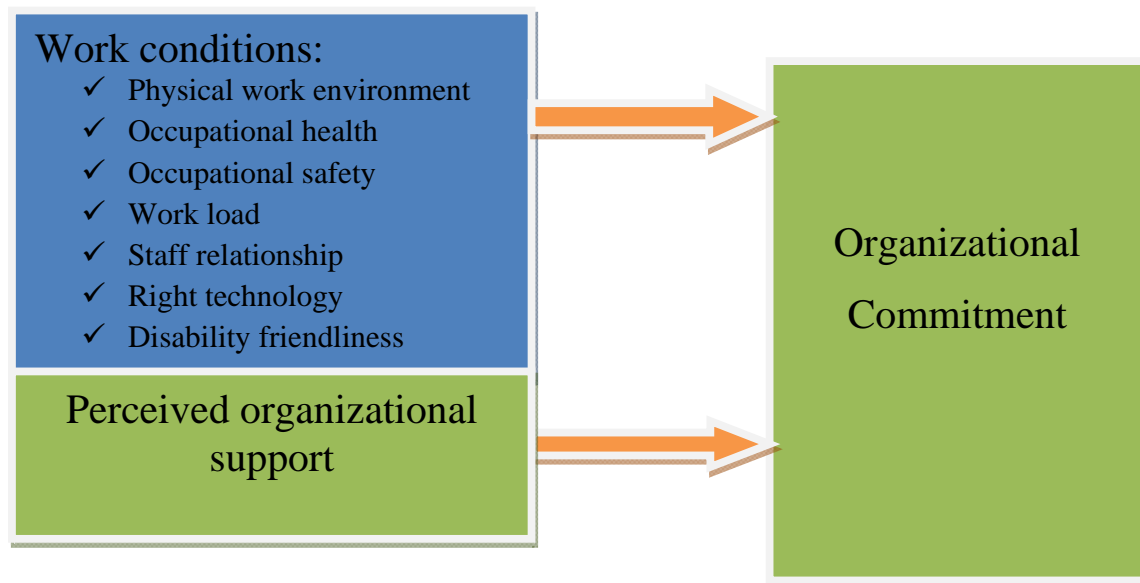
Figure 1. The relationship between work conditions, perceived organizational support and organizational commitment

Methodology

Research Design

This study were employed mixed research design, particularly, sequential explanatory design. Quantitative data were collected first and more emphasis was given to it and later it was supplemented by qualitative data. The reason for the researcher to use both quantitative and qualitative data was to address the stated objectives. As Creswell (2003) explained that mixed approach provides the opportunity for presenting a greater variety of divergent views in a comprehensive way.

Study Area

Gondar city is the former capital of Ethiopia and one of the cities found in Amhara region. The city is situated at highlands surrounded by mountainous topography. It is found in the central Gondar zone and located 738 km from the capital Addis Ababa and 180 km from Bahir Dar has a total population of 388,084 of which 47.34% are male and 52.66% female. The majority of the inhabitants follow the Ethiopian Orthodox Christianity, with 84.2% reporting it as their religion, while 11.8% of the population said they were Muslim and 1.1% were Protestant (CSA, 2008 cited in Employers' Forum on Disability, 2012). The city is one of the commercial and industrial centers in Amhara region and boarder city of neighboring Sudan. Its environment is endowed with cash crop growing areas of Metema and Humara. Gondar is famous for its historical legacies such as Atse Fasil castle and Empress Mintewab castle which are located at the center of the city. The city is also classified into six sub-cities. In the city, there are about 34 public sector organizations including schools such as seven general secondary schools, three preparatory and 56 primary schools which were some of the focus of the study.

Participants and Sampling Techniques

According to data obtained from Gondar city Social and Labor Affairs in 2019, there were 108 (male=92 and female=16) employees with different types of disabilities working at government offices including schools. Thus, this study involved all these employees as participants of the study by applying comprehensive sampling technique because their number was easily manageable to data

collection and analysis process. Table 1 illustrates these employees by their sex, type of disability and public sector organizations where they work.

Table 1. Number of employees with disabilities by sex, type of disability and place of work

	Place of work	Type of disability					
		Hearing		Visual		Physical	
		Male	Female	Male	Female	Male	Female
1	Educational Institutions	10	5	13	8	10	2
2	Zone Education Dept	-	-	7	1		
2	Sub-cities	5	1	6	-	7	-
3	Zone court	3	-	6	-	-	-
4	Bank	2	3	-		5	-
5	Labor & Social Affair	4	-	6	3	8	2
	Total	**24**	**5**	**38**	**7**	**30**	**4**

In addition to Table 1, the study involved four key informants who were purposively selected and involved in the interview sessions. All of the key informants were males and heads of government sectors offices who hired employees with disabilities. Accordingly, two heads were selected from educational institutions, one from sub-cities, and one from zone court. Thus, the study involved a total of 112 (male= 96 and female=16) participants.

Data collection instruments

In this study the questionnaire scales and Interview Guide were used. The questionnaire scales contain three separate data collection likert scales; namely: work environment scale, perceived organizational support scale and organizational commitment scale. The Work Environment Scale adopted from previous studies of Kenyan Labor Office (2013 cited in Bureau of Labour Statistics, 2013). The scale has a total of 28 items with seven sub-scales; namely: physical environment (4 items), occupational safety (5 items), occupational health (6 items), work load (3 items), staff relationship (3 items), right technology (4 items) and disability friendliness (3 items). The questionnaire is a five point Likert scale in which 1=strongly disagree to 5=strongly agree. Perceived organization support scale was developed by Eisenberger et al. (1986 cited in Eisenberger et al., 2015), with a total of 8 items, was adopted and used. The scale is a five point scale ranging from 1=strongly disagree to 5=strongly agree. Besides, Organizational Commitment Questionnaire was developed by Mowday, Steers, and Porter in 1982, and adopted to the purpose of this study. The scale has a total of 15 items. Responses to each item were measured on a five-point scale ranging from 1=strongly disagree to 5=strongly agree.

Before the standardized scales were used to collect the main study data, they have been pilot-tested to check the reliability of data collection instruments. The reliability of the sub-scales using pilot-testing data were collected from 15 (male=9 and female=6) employees with disabilities who work in similar public sector organizations. The Cronbach's Alpha reliability coefficients for each of the sub-scales or measuring instruments are 0.852 for physical work environment, 0.812 for occupational health, 0.702 for occupational safety, 0.702 for workload, 0.716 for staff relationship, 0.693 for write technology and 0.757 for disability friendliness. Besides, the Cronbach's Alpha reliability coefficient for perceived organization support scale is 0.771; and for organizational commitment scale is also 0.800.

Furthermore, semi structured interviews were well-suited for collecting qualitative data in this study. Hence, the researcher asked predetermined but flexibly worded questions. In addition to posing predetermined questions, the researcher used semi-structured interviews to ask follow-up questions designed to probe more deeply into issues of interest to the interviewees.

Data analysis

In this study, data were analyzed using quantitative and qualitative analysis techniques. Quantitative data were analyzed using Pearson correlation, linear regression and descriptive statistics such as frequency, percentage, mean and standard deviations were employed via SPSS version 20. Moreover, the qualitative data were analyzed thematically or the qualitative data were categorized in line with the objectives of the study and then themes were identified to support the quantitative findings.

Results and Discussion
Demographic Characteristics of Employees with Disabilities

In this study, sex, age, education level and work experience of 108 participants were considered as the demographic characteristics of employees with disabilities involved in the study. Table 2 showed the percentage or frequency of employees with disabilities across their sex, age, education level and work experience.

Table 2. The percentage of demographic characteristics of employees with disabilities

S. No	Characteristics	Frequency	Percent (%)
1	**Sex:** Male	90	83.3
	Female	18	16.7
2	**Age:** 32-39 years	74	68.5
	40-50 years	28	25.9
	50 years & above	6	5.6
3	**Educational level:** College diploma	46	42.6
	Second degree	62	57.4
4	**Work experience:** 8-12 years	47	43.5
	13-16 years	52	48.1
	17-19 years	9	8.3

Table 2 describes the socio-demographic characteristics of employees with disabilities involved in the study. The majority of the employees with disabilities were males whereas the majority of their age was below 39 years. In terms of education level, their majority were diploma holders whereas the range between 17 and 19 years work experience indicated the minority of these employees with disabilities.

Working Conditions of Employees with Disabilities

In this study, working conditions and perceived organizational supports are considered as independent variables of the study whereas organizational commitment is the dependent variable. Working conditions of employees is defined in terms of seven separate variables namely; physical work environment, occupational safety, occupational health, workload, staff relationship, right technology and disability friendliness. Participants were asked to show the level of their agreement or disagreement to each variable of working condition using five point Likert scale which ranges

from1=strongly disagree to 5=strongly agree. Table 3 presents the percentage of respondents who lie on each point of the measuring scale.

Table 3. Frequencies and percentage of employees with disability across work conditions

S. No	Variables	5	4	3	2	1
1	Physical work environment	5 4.6%	6 5.5%	4 3.7%	48 44.4%	45 41.6%
2	Occupational safety	2 1.8%	5 4.6%	8 7.4%	43 39.8%	50 46.2%
3	Occupational health	4 3.7%	6 5.5.%	12 11.1%	40 37.0%	46 42.5%
4	Work load	36 33.3%	47 43.5%	0 0%	12 11.1%	13 12.0%
5	Staff relationship	12 11.1%	16 14.8%	9 8.3%	39 36.1%	32 29.6%
6	Right technology	8 7.4%	6 5.5%	7 6.4%	49 45.3%	38 35.1%
7	Disability Friendliness	9 8.3%	7 6.4%	8 7.4%	45 41.6%	39 36.1%

Table 3 presents findings concerning the working conditions of employees with disability in the study area. The findings specifically show the percentage of respondents who revealed the level of their agreement or disagreement on each variable of working condition. It shows that 93(86%) of the respondents strongly disagreed/disagreed that the physical work environment is comfortable for employee with disability whereas 4(3.7%) of the respondents were neutral. On the contrary, 11(10.1%) of the respondents strongly agreed/agreed that their working condition was comfortable. Hence, the majority of the respondents disclosed that the physical environment of their workplace was not appropriate for them. This quantitative finding is in line with the qualitative findings made by key informant who stated the following:

As you know our country is not well developed in terms of economy and technology. Thus, most work places of public sector organizations do not keep standards that bring comfort for employees. This problem becomes severe for employees with disabilities as they need various workplace facilities that may assist them to effectively accomplish their duties (K_{LSA}).

Similarly, 93(86%) of the respondents strongly disagreed/disagreed that their organizations address safety issues adequately whereas 8(7.4%) of the respondents were found to be neutral whether or not their organizations address occupational safety issues. On the other hand, 7(6.4%) of the respondents strongly agreed/agreed that their organizations provide them with adequate occupational safety issues. Key informants were asked about the safety issues that might be considered in their organizations. One of the key informants stated the following:

In our school what we see is just whether teachers accomplish their works. We do not think that teachers or any other employee including employees with disability could face safety problem in the workplace. So usually we don't consider safety issues. In fact, this is attributed to finical constraints and the government doesn't give priorities (K_{EI}).

Table 3 also shows that 86(79.5%) of the respondents strongly disagreed/disagreed that their occupational health is maintained in the workplace. 12(11.1%) of the respondents were neutral. On the contrary, 10(9.2%) of the respondents strongly agreed/agreed that occupational health is satisfactorily arranged in their organizations. Regarding work load, 83(76.8%) of the respondents strongly agreed/agreed that they had no workload whereas, 25(23.2%) strongly disagreed/disagreed that they had no workload in their workplace. Key informants were also asked concerning the work load of employees with disability. One the key informants recounted the situation as follows.

In our office there are some employees with disability. They have their work responsibilities but those responsibilities are very limited and these employees are also effective to accomplish those responsibilities. But, I can say that those responsibilities cannot make employees with disability busy so they don't have workload (K$_{LSA}$).

In terms of staff relationship, 71(65.7%) of the respondents strongly disagreed/disagreed that there was positive staff relationship whereas, 9(8.3%) of the respondents were neutral. However, 28(25.9%) of the respondents strongly agreed/agreed that there were positive staff relationship in their organizations.

In my experience, staff relationship in banking is very limited because every employee focuses on his/her professional duties. So there is not adequate time to make social relationship. Employees with disability are also very much reserved to make social relationships (K$_B$).

Respondents were asked whether their organizations support them with the right technology in the work place, 87(80.4%) of the respondents strongly disagreed/disagreed that their organizations arranged them the right technology intended to help them in the workplace. The 7(6.4%) of the respondents were neutral. However, 14(12.9%) of the respondents strongly agreed/agreed that there were right technologies in their workplaces. Respondents were also asked whether their workplaces were disability friendliness, 74(77.7%) of the respondents strongly disagreed/disagreed that their workplaces were disability friendliness. The 8(7.4%) of the respondents were neutral. However, 16(14.7%) of the respondents strongly agreed/agreed that their workplaces were disability friendliness. Key informants were also asked whether their workplaces were disability friendliness. A key informant from Zone court describes the situation as follows:

Broadly speaking, in the court, work settings are not convenient for customers. The problem is more difficult for both employees with disability and customers who have disability. Because, there are not enough spaces and facilities (K$_{ZC}$).

In general, it can obviously infer from the table that the majority of respondents strongly disagreed/disagreed to all variables of working condition except workload. This shows that employees with disability in the study area have poor working conditions. This may have challenges to the organizational commitment of employees with disability. Poor working condition may also have negative impacts to the work performance of employees' with disability. Moreover, analysis of qualitative data also confirmed that working condition of organizations where employees with disability work were poor.

The reports of previous studies also place strong emphasis on the importance of working condition for the commitment of employees with disability. For instance, WHO (2012) documented that working condition occupies important role for employees with disabilities as it has significant effects on various work life areas of PWDs. Atomsa and Raju (2014) also supported the findings of this study by stating that lack of favorable working conditions created conditions for employees with disabilities to exhibit poor level organizational commitment.

Organizational Commitment and Perceived Organizational Support among Employees with Disabilities

Organizational commitment and perception of respondents towards organizational support among employees with disabilities is the other focus of this study. To meet this objective, the mean score of employees' perception of organizational support is computed and then the number of respondents who scored below and above the mean scores is determined because the scale does not have a cut-off score to assign respondents in a particular category. Table 4 provides the findings of the perception of organizational support and organizational commitment among employees with disabilities.

Table 4. The perception of organizational support and organizational commitment among employees with disabilities

Variables	Scores below the mean		Mean scores	Scores above the mean	
	Frequency	**Percent (%)**		**Frequency**	**Percent (%)**
Organization support	64	59	21.65	44	41
Organizational commitment	67	62	26	41	38

Table 4 indicated that the percentage of respondents who scored below and above the mean score on perception of organizational support scale. The majority of the respondents scored below the mean score of the perception of organizational support. However, the minority of the respondents scored above the mean score of the perception of organizational support. These findings confirm that most of employees with disability in the study area were found to have poor perception of support from their organizations. In favor of these findings, key informants who were heads of the selected organizations were asked whether they provide support from employees with disability. One of the key informants from Labor and Social Affaire stated the following:

To be frank, employees with disability are not provided with adequate support in our office. This partly attributed to poor attention given to the efficacy of employees' with disability. Moreover, employees themselves are not assertive to boldly ask them kind of support they want from their organizations (K$_{LSA}$).

This may have adverse impacts on the commitment of employees towards their organizations because if employees perceive that they are not adequately supported both by colleagues supervisors or the top administration they are more likely to develop poor organizational commitment which eventually affect employees' with disability in particular and their organization in general. The empirical literature also stresses on the indispensible importance of positive perception of organizational support from employees' perspective to enhance organizational commitment in particular and organizational effectiveness in general. To support this, Vanaki and Vagharseyyedin (2013) argued that if organizations provide different resources to its employees generously as pert their professional needs, it will enhance the organizational commitment of employees which ultimately upgrade the performance and profitability of an organization. Organizational commitment is the dependent variable of the study. In this study, employees' organizational commitment is measured using Mowday, Steers, and Porter (1982) scale which contain 15 items. The scale does not have its own cutoff scores to level respondents as having either high, moderate or low level of commitment; thus, a

mean score is computed and then used as reference point to determine the number of respondents who scored below and above the mean score.

Table 4 also shows respondents' mean score of organizational commitment is 26. The majority, 67(62%) of the respondents were found to have a raw score less than the mean whereas, 41(38%) of the respondents scored above the mean score. This entails that the majority of the respondents were found to have below the mean level of organizational commitment. This shows that employees' with disability in the study area are found to have lower level of organizational commitment. Key informants were also inquired to share their opinion regarding the commitment employees with disability had about the organizations they are employed. One the key informants from sub-cities stated the following:

Employees with disability are not adequately supported and given priorities to make their work settings convenient for them. This makes very much reluctant to have positive feeling for their organization and develop poor organizational commitment (K$_{SC}$).

The low level organizational commitment among employees could have negative effects to organizational effectiveness. This has been reflected from previous empirical studies. Laiu (2014) attributes the failure of an organization to the employees' poor commitment and participation. On the other hand, Allen and Meyer (2009 cited in Mathieu, & Zajac, 2015)) believe that strong organizational commitment causes employees to work harder in order to achieve the objectives of the organization. An employee with high level of organizational commitment sees himself as a true member of the organization and is more likely to embrace company values and beliefs and will be more tolerant of minor sources of dissatisfaction (Laiu, 2014).

Relationships among Working Condition, Organizational Commitment and Perceived Organizational Support

One of the objectives this study is to examine whether there are significant relationships among working condition, organizational commitment and perceived organizational support among employees with disabilities who are working in public sectors. Pearson Product Moment correlation is used to examine such relationships among the three variables of the study such as working condition, perceived organizational support and organizational commitment. Table 5 showed the findings of relationships among variables.

Table 5. Pearson correlations among working condition, perceived organizational support and organizational commitment among employees with disability

No	Variables	Number of Participants	1	2	3
1	Working conditions	108	1	.525	.630[*]
2	Perceived Organizational Support	108	.525	1	.664
3	Organizational Commitment	108	.630[*]	.664	1

* Correlation is significant at the 0.05 level (2-tailed).

Table 5 depicted that there is statistically significant relationship between working condition and organizational commitment. A close observation of the correlation of variables showed that working conditions has significant positive relationships with organizational commitment (r=0.630, p<0.05). The presence statistically significant positive correlations among working conditions, perceived organizational support and organizational commitment have been reported by previous empirical literature. For instance, to show the correlation between working condition and organization-

al commitment, Moos (2014) reported that involvement, co-worker cohesion, supervisory support, autonomy, task orientation, work pressure, clarity, managerial control, innovation and physical comfort, all are significant positive predictors of affective commitment which is one of the indicators of organizational commitment. Moreover, to show the correlation between perceived organizational support and organizational commitment, Moustakis (2012 Mathieu, & Zajac, 2015)) revealed that perceived organizational support has a positive relationship with organizational commitment.

Effects of Working Condition and Perceived Organizational Support on Organizational Commitment of Employees with Disability

As it is one of the objectives, this study investigated the effects of working conditions and perceived organizational support on organizational commitment of employees with disability. Hence, linear regression was used. The following section presents findings of the effects of working conditions on organizational commitment of employees with disability, and the effects of perceived organizational support on organizational commitment of employees with disability. As explained earlier working condition is represented by seven variables which include physical environment, occupational safety, occupational health, work load, staff relationship, right technology and disability friendliness. Thus, to examine the effects of each variables of working condition on the organizational commitment of employees with disability, multiple linear regression was conducted as shown in Table 6.

Table 6. Linear regression analysis about the effects of working conditions on organizational commitment of employees with disability

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1543.919	7	220.560	5.513	.000
	Residual	4001.071	100	40.011		
	Total	5544.991	107			

a. Predictors: (Constant), disability friendliness , occupational safety, staff relationship, occupational health, right technology, Physical work environment, work load

b. Dependent Variable: organizational commitment

The F-test, as can be seen from Table 6, revealed that the seven variables of working condition can significantly affect employees' organizational commitment in the work place ($F_{(7,100)}$ = 47.944, P<0.001). Hence, employees with disability should have good physical work environment, right technology, occupational health, positive staff relationship, balanced work load and the workplace should be disability friendliness. For more understandings about the role of working condition on employees' organizational commitment, Table 7 showed the percentage of variation in employees' performance as explained by power.

Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.528[a]	.278	.228	6.32540

a. Predictors: (Constant), disability friendliness, occupational safety, staff relationship, occupational health, right technology, Physical work environment, work load

As indicated on table 7, about 29% of the variation in employees' organizational commitment is explained by the seven factor of working condition. However, the rest, about 71% of varia-

tion in employees' organizational commitment is explained by other variables which were not considered in this study.

Table 8. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.307	8.338		1.116	.267
	Physical work environment	-1.262	.712	-.171	-1.772	.009
	Occupational safety	1.132	.758	.134	1.493	.139
	Occupational Health	2.097	.709	.283	2.957	.004
	Workload	-.825	.553	-.255	-1.491	.039
	Staff relationship	-.711	.394	-.178	-1.804	.014
	Right technology	-.067	.389	-.018	-.173	.863
	Disability friendliness	1.681	.491	.521	3.424	.001

a. Dependent Variable: Organizational commitment

Table 8 showed that both physical work environment (Beta= -.171, t=1.772, *P<0.01*), occupational health (Beta= .283, t=2.957, *P<0.01*), workload (Beta=.255, t=1.491. *p<0.05*), staff relationship (Beta=.178, t=1.804, p<0.05) and disability friendliness (Beta=.521, t=3.424, p=0.01) significantly predict organizational commitment of employees' with disability. However, the beta values indicated that disability friendliness is the best predictor of employees' organizational commitment followed by occupational health and workload.

Regarding the effects of perceived organizational support on organizational commitment of employees with disabilities, perceived organizational support is the other independent variable of the study. Perceived organizational support is supposed to have an effect on the organizational commitment of employees' with disability. Therefore, Table 9 presents findings of the analysis of simple linear regression as follows.

Table 9. Linear regression analysis about the effects of perceived organizational support on organizational commitment of employees with disabilities

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	149.872	1	149.872	2.945	.029[a]
	Residual	5395.119	106	50.897		
	Total	5544.991	107			

a. Predictors: (Constant), Perceived organizational support
b. Dependent Variable: Organizational commitment

The F-test, as can be seen from Table 9, revealed that perceived organizational support significantly predict employees' organizational commitment in the work place (F(1,106) = 2.945, P<0.05). Hence, employees with disability have positive perception of organizational support in their work environment.

Table 10. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.164[a]	.127	.018	7.13424

a. Predictors: (Constant), Perceived organizational support

As indicated on table 10, about 12.7% of the variation in employees' organizational commitment is explained by perceived organizational support. However, the rest, about 87.3% of variation in employees' organizational commitment is explained by other variables which were not considered in this study.

Table 11. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.768	2.565		8.486	.000
	Perceived organizational support	.196	.114	.564	1.716	.029

a. Dependent Variable: OC

Table 11 presented that at 95 percent confidence interval, perceived organizational support significantly predict organizational commitment of employees' with disabilities with beta value of 0.564.

Conclusions and Recommendations
Conclusions

Working condition, perceived organizational support and organizational commitment among employees with disability were the central focus of the presents study. Findings of this study showed that employees are working in poor physical work environment which directly affect not only the feeling of the employees but it relates to the commitment and work efficiency employees have towards their organizations. Moreover, the study indicates that employees with disability work in an environment which does not consider their occupational safety and health and incase an employee gets some sort of damage in course of working he/she is not granted to have on time medical intervention or any other treatment options. Findings also show that there is inadequate staff relationship in the study area which rejects the importance social capital in the workplace. This, particularly become a challenge for employees with disability because disability by itself creates a sort of negative emotions and if this is compounded by lack of staff social relationship it becomes more challenging for employees with disability as result it severely affects their organizational commitment.

The study also proved that there is no right technology that suits the needs of employees with disability in the workplace and this restricts employees to use their potential which in turn affects their organizational commitment. Moreover, it is understood that workplaces of employees with disability are not disability friendliness. This implies that those places are initially designed for employees without disability and this ultimately affect not only the commitment of employees with disability but it totally affects the work lives of this group of employees in focus. Most of the em-

ployees with disability who participated in this study were found to have below average level of perception of organizational support and organizational commitment. This could be resulted due to accumulated challenges encountered in poor working conditions.

The study revealed that there were statistically significant relationships among working condition and organizational commitment. This entails that problem in working condition causes problem to and organizational commitment and vice-versa. The study findings also uncovered that more than the perception of organizational support, working condition affects organizational commitment of employees with disability. But, this doesn't mean that perception of organizational support is not important among employees with disability in the study area.

Recommendations

The study recommendations forwarded are forwarded as per the findings of the study and thus, may narrow the gaps observed in the study area.

1.   Employees with disabilities have poor working condition as results it make them to have poor perception of organizational support which eventually affect their organizational commitment. Thus, the selected public sector organizations in cooperation with NGOs working on the issue should work jointly to make working condition better. For instance, the aforementioned organizations need to work together to increase workspace, ensure offices and work environment comfortable for employees with disability.

2.   Employees with disabilities have poor level organizational commitment as result this may affect the effectiveness of their respective organizations. Thus, the selected public sector organizations in cooperation with NGOs working on the issue are recommended to organize awareness raising and training programs such as arranging symposium, panel discussions and rewarding best performing employees with disability.

3.   This study sample was drawn from only public sector organizations. The result may be limited in its representativeness to other employees with disabilities working in non-public organizations. So, future research should draw samples of respondents from different GOs, NGOs and private organizations for the purpose of comparing and generalizing the results of the study.

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