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Influence of Organizational Climate on Disabled Job Embeddedness

Hasnizawati Hashim^{a*}, Noormala Amir Ishak^b, Zulkifli Ab. Ghani Hilmi^c

^aFaculty of Business Management, Universiti Teknologi MARA, 40450 Shah Alam, Malaysia

^bArshad Ayub Graduate Business School, Universiti Teknologi MARA, 40450 Shah Alam, Malaysia

^cFaculty of Computer & Mathematical Sciences, Universiti Teknologi MARA Pahang, 26400Jengka, Malaysia

Abstract

The issues on a person with disability (PWD) together with the wide-ranging research reports and government efforts portray an array of suggestions to improve ways on the employers' decisions in places where they work. However, many PWDs face difficulties at their workplaces after struggling to get the job. This paper examines the relationship between organizational climate and their job embeddedness. It reveals that PWDs must be supported by an appropriate organizational climate to ensure their job embeddedness. Thus, the results can be used in the creation of a better organizational climate for the PWDs as part of the company's responsibilities.

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1. Introduction

The issues on a person with disability (PWD) at workplace have been an endless discussion amongst researchers (Adabi, 2011). Extensive research reports and government efforts portray an array of suggestions to look up and improve ways on the employers' decisions. As a result, there is an articulated need to generate better ideas and enhance strategies to ensure the employability of PWD can be recognized and well implemented. The revised of Persons with Disabilities Act, 2008 (Act 685) has shown a constant and undivided support given by the Malaysian government in helping the disabled to step in the economy and develop their potential. However, the effort is

* Corresponding author. Tel.: +6017-3139627; fax: +609-4602455..

E-mail address: hasnizawati@pahang.uitm.edu.my

complicated enough to be realized. Company employing disabled may come across challenges at the first phase of hiring due to the matching process between the job and the impairment (Furuoka, Lim, Pazim & Mahmud, 2011, Newton, Ormerod & Thomas, 2007). Conversely, extant research has also shown that hiring disabled may have their positive impacts. Buciuiniene and Kazlauskaitė (2010) as well as Ta and Leng (2013) postulated that despite the difficulties faced by the company in hiring the disabled, they can be very loyal with their work. This statement is based on the difficulties in getting the opportunity to be hired or switching jobs. Furthermore, it was noted that disabled people are happier at job than non-disabled employees as they have certain expectations on the job that they can achieve (Pagan-Rodriguez, 2009).

In addition to that, companies that hire disabled people are given certain incentives to encourage them in employing more disabled (Person with Disabilities Act, 2008). The incentives received may help employers in creating a better working environment for the disabled. Companies that have proper organizational climate can attract disabled job seekers and retain good employers' image in the society. There has been considerable research examining the organizational climate effect. Past studies have elucidated that organizational climate is positively related to social interaction (Chen & Huang, 2007) and will be more satisfied with their jobs as well as become high performers (Jackofsky & Slocum Jr., 1988). However, previous researchers have not given consistent attention concerning the effect of disabled employee on their decision to stay on their job as the turnover of them is still high (Social Welfare Department, 2012). Hence, there is still lack of research focus in this area that this research will examine the possibility of organizational climate as a predictor of disabled job embeddedness in Malaysia. Therefore, this research hopes to reveal whether the organizational climate positively influence disabled job embeddedness.

1.1. Job embeddedness

Mitchell, Holtom, Lee, Sablinski and Erez (2001) suggested the idea on what makes people stay with their job. The main idea is that people is attached in a social web that holds them based on three key characteristics which are referred to as links, fit and sacrifice respectively. Furthermore, they are concerned with "on-the-job" and "off-the-job" experiences. The more connected an employee is with the social web, the more embedded he or she is. Job embeddedness three key dimensions (Mitchell et al., 2001) being examined in this study are namely links, fit and sacrifice.

Links refer to the formal or informal connections between the individual and the institutions (Mitchell et al., 2001). It is suggested that the more an employee has the number of thread attached with his or her organization (e.g., work groups) and the community (e.g., belonging to local interest group) the more embedded they will become. Fit is the individual's perceived compatibility with an organization or environment (Mitchell et al., 2001). Employees will feel comfort with the organization if they find that their personal values or goals fit with their jobs or community. While, sacrifice is defined as the material cost or psychological benefits that may be forfeited if the employees leave their job (Mitchell et al., 2001). These dimensions are associated with an individual's organization and community.

If employees have no alternative job when they decide to quit from the organization, consideration should be given to the forces of attachment to the organization rather than the forces to leave (Maert Jr. & Griffeth, 2004). Thus, the main objective in this study is on how job embeddedness relates with another work related variable that is the organizational climate. Furthermore, it is believed that employees with high level of job embeddedness will reflect more connection (links) with the organization, have well feeling of comfort with their job which suits with their personal goal (fit) and they will sacrifice valued things if they leave their job (Sekiguchi, Burton & Sablinski, 2008). In other words, when employees with disability feel attached to the job, they could stay longer with the organization. Besides, they know by leaving the job it means that losing something that is valuable in their life such as salary and friends.

1.2. Organizational climate

There are many organizational climate definitions given by researchers. For instance, Denison (1996) defined organizational climate as organizational members' perceptions of observable practices and procedures that are closer

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