

# Organizational Environment and Job Performance of Public Sector Employees with Disabilities

John Jerico C. Fajardo<sup>1</sup> and Marjorie S. Velasco<sup>2</sup>

Core Gateway College, Inc., San Jose City, Nueva Ecija, Philippines<sup>1</sup>  
Core Gateway College, Inc., San Jose City, Nueva Ecija, Philippines<sup>2</sup>

Corresponding author's email: [jjfajardo@cgci.edu.ph](mailto:jjfajardo@cgci.edu.ph)<sup>1</sup> and  
[msvelasco@cgci.edu.ph](mailto:msvelasco@cgci.edu.ph)<sup>2</sup>

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## ABSTRACT

The study aimed to assess the organizational environment and job performance of public sector employees with disabilities. A descriptive correlation research design was used in this study. Thirty-two (32) PWD employees in LGU San Jose City were the study's respondents. Frequency, percentage, means, standard deviation, and Pearson-r were used to analyze the data and to discuss the results. The organizational environment of the respondents in terms of the human environment, technological environment, and cultural environment was described as strongly agree, and their job performance was rated as very satisfactory. Among the organizational environment of the respondents, the human climate was positively correlated with job performance, while the technological environment and cultural environment were highly correlated with their job performance.

**Keywords.** Cultural, home, local government employees, organizational environment, PWD, performance, technological,

## INTRODUCTION

Persons with disabilities (PWDs) are those who have physical, mental, intellectual, or sensory impairments. People with disabilities face all forms of discrimination and exclusion from the social, cultural, political, and economic life of their communities (WHO, 2011). In the Philippines, 1.23 percent of the population had a disability (Philippine et al., 2010). In 2008, several laws and policies to promote the rights of people with disabilities were enacted (Jandayan et al., 2009). However, a study commissioned by Disability Rights Promotion International (DRPI) and the National Federation of Organizations of People with Disabilities in the Philippines (Katipunan ng Maykapansanan sa Pilipinas, Inc., KAMPI) found that a number of the rights of people with disabilities were regularly violated (Jandayan et al., 2009). The authors highlighted that despite having several policies and laws to protect their rights, people with disabilities often faced discrimination in educational and employment settings and experienced barriers to social participation and access to health and rehabilitation services.

According to Kulkarni and Gopakumar (2014), individuals with disabilities tend to have comparatively fewer opportunities for career advancement and often face more obstacles in achieving professional success than their non-disabled peers, and their talent and skills remain underutilized. PWDs face challenges finding and maintaining employment due to discrimination in the workplace. (Billote et al., 2022).

Regarding employment, the actual labor participation rate of PWDs in the Philippines is uncertain (Seva, 2020). However, a survey conducted in 2008 in Metro Manila revealed that 58.3 percent of PWDs were employed, and out of the employed ones, 24.3 percent were wage/salary workers (Mina, 2013). Although some barriers hinder PWDs from joining the labor market, companies or business establishments in the Philippines still have hired PWDs. In terms of occupations, some of the PWDs are engaged in the agriculture sector as farmers, farm workers, livestock, and poultry raisers. Others are engaged as laborers or unskilled workers, as professionals, technicians and associate professionals, clerical Support Workers, and Service and Sales Workers.

Based on the data of companies employing PWDs, most business establishments are involved in restaurants and mobile food service activities. The next in number are those involved in call centers and back-office-related activities. Incentives are given to private

companies that hire PWDs (TESDA, 2020).

PWDs are among the vulnerable groups in the country that need the utmost attention from the government. This is perhaps why the institutional and legal environment has favored this particular group, especially in employment (Mina, 2013). Under the Republic Act 7277 (Magna Carta for Disabled Persons) and Republic Act 10524, at least one percent of all positions throughout government agencies, offices, and corporations must reserve positions for individuals with disabilities. Many local governments and private corporations still do not comply with these laws (Ambiong, 2021).

Given the above scenario, this study aimed to determine the organizational environment and job performance of PWDs employed in the local government. Likewise, no previous study has been conducted regarding employed PWDs in San Jose City, Nueva Ecija.

## **METHODS AND PROCEDURE**

The study was anchored on the Republic Act (RA) 7277, which states that disabled persons have the same rights as others to take their place in society. A descriptive-correlational research design was used in this study. Total enumeration was employed in the study. However, out of forty (40) PWD employed in the Local Government Unit of San Jose City, Nueva Ecija, only thirty-two (32) PWD employees participated in the study and served as the respondents. These PWD working employees are those with eye impairment, orthopedic disabilities, and one with imperforate anus. Data gathered were classified, tabulated, and analyzed using descriptive statistics like frequency counts, percentages, weighted mean, and standard deviation to describe the respondents' socio-demographic characteristics, organizational environment, and job performance. Pearson Product Moment Correlation Coefficient was utilized to examine the correlation between two variables.

## **RESULTS AND DISCUSSION**

### **Organizational Environment**

The result showed that the overall mean is 3.60, which is strongly agreed upon. It indicates that the respondent's organizational environment positively impacts their work lives. The human environment obtained the pooled mean of 3.63, which is described as "strongly agree," which implies that the human environment positively influences the respondents' work life. Hence, the human environment is

the most critical factor affecting employee performance. On the other hand, the technological environment resulted in a pooled mean of 3.52, described as "strongly agree." This implies that the respondents were comfortable performing their tasks well.

Meanwhile, the cultural environment got a pooled mean of 3.65, described as "strongly agree," which implies that the respondents were happy with the organizations where they belong. Pañares (2019) stated that the positive attitudes of employers are contingent on a previous good experience in employing PWDs. According to the International Labor Organization (2001), a process in the workplace aims to help people with disabilities find employment by addressing individual needs, the work environment, enterprise requirements, and legal responsibilities.

**Table 1. Organizational Environment**

STATEMENT	MEAN	DESCRIPTION
Human Environment	3.63	Strongly Agree
Technological Environment	3.52	Strongly Agree
Cultural Environment	3.65	Strongly Agree
<b>Overall</b>		
<b>Mean</b>	<b>3.60</b>	<b>Strongly Agree</b>

### Job Performance of the Respondents

The job performance rating of the respondents was based on their Individual Performance Commitment and Review Form (IPCRF) Rating for July – December 2021. Half (50%) of the respondents rated "very satisfactory," followed by outstanding with 43.75 percent and satisfactory with 6.25 percent. It implies that LGU heads were very satisfied with the job performance of PWD employees. Employees with impairments require different levels of social support to achieve high levels of job performance. As a result, if they execute at a high level, the head of the department will be pleased with their employees' performance.

**Table 2. Job Performance of the Respondents**

PERFORMANCE	FREQUENCY	PERCENTAGE
Outstanding	14	43.75
Very Satisfactory	16	50.00
Satisfactory	2	6.25

## **Relationship between Organizational Environment and Job Performance of the Respondents**

The results of this study show that all these variables of organizational environment were correlated to job performance. Specifically, the human environment ( $r = 0.438$ ) positively correlated with job performance, indicating that the respondents are performing well because of the help of the people around them. The healthier the human environment of the respondents is, the more motivated the respondents are to perform well. Moreover, the findings also showed that there had been a significant impact on the human environment and job performance as a comfortable place motivates competent employees to remain loyal to the organization. Thus, a positive environment enhances the performance of employees. According to Saidi et al. (2018), the working environment is the most critical aspect of PWD employment, and employer views impact their performance because it is a tremendous assistance to everyone to perform their job healthily if all the employees in the office be kind to each other and help each other to fulfill their tasks.

Similarly, the technological environment ( $r = 0.643$ ) is highly significantly correlated with job performance, indicative of respondents that they are doing their job well because they have enough tools/resources to do it. Employees who access advanced technology and tools become more motivated and efficient in performing their daily tasks. Technology is one of the most efficient ways to complete a task, positively impacting employee performance. Individuals with disabilities should be provided access to the workplace and working hours to facilitate employment, according to the International Labor Organization (2001). Muhammad Imran et al. (2014) studied the effect of technological advancement on employee performance. It was found that technological advancement has a significant impact on the motivation and training of employees. His result also revealed a significant relationship between technological advancement and employee performance. Findings in the study of Attar, Rateb, and Sweis (2010) showed that investment in information technology increased employee job satisfaction. The authors suggested that the organization give managerial support in adopting IT.

Moreover, cultural environment ( $r = 0.629$ ) was highly correlated with job performance, showing that respondents perform well because of the excellent environment at work. A cultural environment helps employees become motivated and feel valued in their workplace because the more they are empowered to develop their talents and skills, the more they become happy and productive. The more the employees'

cultural environment is healthy, the more they will be motivated to stay and perform their jobs to the fullest. According to Kandula (2006), a strong culture is the key to good performance. A positive and robust cultural environment can make an average individual perform and achieve brilliantly. In contrast, a negative and weak culture may demotivate an outstanding employee to underperform, resulting in no achievement. Therefore, culture has an active and direct role in the performance of the employees. Similarly, according to Lok and Crawford (2004), an organization with a robust culture environment remarkably affects employee commitment and performance. If the organization's employees understand its culture, they will have more job satisfaction (Chang & Lee, 2007).

**Table 3. Relationship between the Organizational Environment and Job Performance of the Respondents.**

<b>PARAMETERS</b>	<b>PERFORMANCE</b>
Human Environment	0.438*
Technological Environment	0.643**
Cultural Environment	0.629**

## CONCLUSIONS

The following conclusions were made based on the study's findings: The respondents' organizational environment was described as enormously agreeable, and their job performance was rated very satisfactory. Human environment, technological environment, and cultural environment were highly correlated with the job performance of the respondents. This study will also serve as a basis for enhancing policy implementation regarding RA 7277.

## RECOMMENDATIONS

Based on the proceedings, the following recommendations were formulated: The Department of Labor and Employment should require business establishments to fill some job openings for people with disabilities and maintain and enhance the organizational environment for PWD employees to become more motivated and productive. Monitor PWD's professional development to determine their job advancement and organizational performance and maintain a positive working connection with co-workers. PWDs should not be afraid to apply for a job and must encourage fellow PWDs to find relevant jobs that suit their skills. Sustain a positive and healthy work environment to be productive. The heads or employees should continue to boost their employees' morale to become productive and grow professionally. Further study should be conducted with more variables to consider concerning PWD employment.

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