



A study on the Job Satisfaction of People with Disability Government Employees with Special Reference to Lucknow: A Review

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Understanding the job satisfaction of government employees with disabilities is crucial for enhancing both individual and organizational performance and well-being. However, there is limited knowledge about the job satisfaction levels among these employees and the factors that may promote or hinder it. This review aimed to investigate the existing research on job satisfaction among government employees with disabilities in Lucknow. A systematic and thorough review of 13 relevant studies was conducted. The findings revealed that government employees with disabilities generally report lower levels of job satisfaction. Additionally, it was discovered that both the characteristics of the employees and the work environment play a role in job satisfaction, along with social relationships, support, and the alignment between employees' needs and their work settings. There are opportunities to enhance policies and practices regarding the employment of individuals with disabilities. To boost their job satisfaction, we recommend a comprehensive approach that recognizes job satisfaction as a combination of personal, situational, and social-cognitive factors. Future studies on job satisfaction among people with disabilities could benefit from insights gained in the broader job satisfaction research, while also considering elements that are particularly significant for this group, such as the effects of comparison processes and the establishment of effective measurement techniques. Ultimately, it is crucial to advocate for greater understanding and participation of individuals with disabilities in career-related issues to promote their self-determination, motivation, and overall satisfaction.

Keywords: People with Disability, Government Employee, Job Satisfaction.



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1. INTRODUCTION

A disability can be defined as an impairment that may be intellectual, cognitive, sensory, or a combination of these. It affects a person's activities and can occur at birth or later in life. According to the 2011 Census, the population of differently-abled individuals in India is 26.8 million, which represents 2.21% of the total

population. This marks a slight increase from 21.9 million in 2001, showing growth over the past decade. The Census also indicates that there are 14.9 million men with disabilities compared to 11.9 million women. In rural areas, the number of differently-abled individuals exceeds 18 million, while urban areas account for just 8.1 million. The percentage of men with disabilities is 2.41%, while

for women, it is 2.01%. An analysis by social groups reveals that 2.45% of the disabled population belongs to Scheduled Castes (SC), 2.05% to Scheduled Tribes (ST), and 2.18% to other categories. Locke (1976) defines job satisfaction as a positive attitude stemming from the perception that one's job meets their needs, highlighting three key dimensions of job satisfaction. Job satisfaction refers to the emotional response one has to their job situation. It's not something that can be seen; rather, it can only be understood through information. The extent to which job outcomes meet or surpass expectations often plays a crucial role in determining job satisfaction. This concept encompasses various attitudes and reflects an individual's overall feelings about their work.

The **International Labor Organization (2019)** estimates that there are around one billion people with disabilities globally, which accounts for about 15% of the population, with 785 million (approximately 80%) being of working age. For most adults, employment is a significant aspect of life. People typically invest a lot of time in their jobs, which provide them with income. Additionally, work can contribute to personal identity and offer opportunities for social connections, self-development, and a sense of purpose (**Jahoda, 1981; Judge & Klinger, 2008**). For individuals with disabilities, employment can hold even greater importance, as it allows them to access socially valued roles and fosters social integration (**Hall, 2009; Lysaght, Cobigie, & Hamilton, 2012; Novak, Rogan, & Mank, 2011; Tyree, Kendrick, & Block, 2011**). Given the importance of work in people's lives, understanding their job satisfaction is crucial.

Job satisfaction is a key topic in organizational psychology and sociology (**Judge & Church, 2000**). It's crucial for all workers, including those with disabilities. From a humane perspective, its importance is clear. It indicates how well employees are treated (**Chiochio & Frigon, 2006; Spector, 1997**). Additionally, job satisfaction plays a significant role in enhancing the overall well-being of both disabled and non-disabled individuals. Research suggests that experiences at work can influence other areas of life and impact overall life satisfaction (**Cummins, 2005; Heller, Watson, & Ilies, 2004; Judge & Klinger, 2008; Judge & Watanabe, 1993; Schalock, Bonham, & Marchant, 2000**).

Furthermore, job satisfaction is important for organizational effectiveness. It has been linked to various individual attitudes and behaviors, including job performance, counterproductive actions, absenteeism, and voluntary turnover (**Fritzsche & Parrish, 2005; Judge & Klinger, 2008; Spector, 1997**).

For workers with disabilities, there are notable connections between job satisfaction and job retention (tenure) as well as satisfaction within the work environment (**Chiochio & Frigon, 2006; Fornes, Rocco, & Rosenberg, 2008**). For individuals with disabilities, understanding their job satisfaction and the factors that influence it is especially crucial. This awareness allows service providers and employers to offer appropriate support, improve employment conditions, and ensure that work is a positive experience that enhances their overall well-being. Additionally, this understanding can benefit vocational rehabilitation programs and help increase employment rates, which are currently low for people with disabilities (**Van Hal, Meershoek, de Rijk, & Nijhuis, 2012**). The growing recognition of the rights and contributions of individuals with disabilities has led to a stronger focus on creating inclusive and accessible workplaces. However, despite these advancements, there is still a significant gap in understanding the experiences and challenges faced by government employees with disabilities. This study seeks to explore the factors that affect job satisfaction among government employees with disabilities in India, aiming to identify areas for improvement and foster a more inclusive and rewarding work environment.

Previous research has underscored the significance of job satisfaction in boosting employee morale, productivity, and retention. For individuals with disabilities, job satisfaction holds particular importance as it can enhance their overall well-being and sense of belonging. However, there is a scarcity of studies focused on government employees with disabilities in India, which makes it challenging to understand their specific experiences and needs.

Discrimination against people with disabilities (PWD) is a longstanding issue. It is a persistent challenge that PWDs face and strive to overcome. However, there is a growing awareness and recognition of the role, contributions, and future of PWDs in society, driven by a shift from a

'charity' mindset to a 'human rights' perspective. **Purdie (2009)** notes that "people with disabilities have suffered from discrimination throughout the ages and it still persists today. The truth remains, though, that they are perceived differently, treated differently, and struggle to attain the acceptance enjoyed by the vast majority of their non-disabled peers."

Moreover, in developed economies like the UK, PWDs are not exempt from discrimination. They continue to face various forms of bias and often receive substandard treatment, being labeled as 'deviant.' Discrimination is also evident in employment, where opportunities are unevenly distributed, and benefits are primarily enjoyed by able-bodied citizens, marginalizing those with disabilities. There is a prevailing belief that the impairments of disabled individuals render them incomplete, leading to the perception that they are not suitable for productive roles in the workforce. Discrimination in the workplace can manifest in numerous ways, whether direct and overt or indirect and subtle.

This study aims to explore the factors that affect job satisfaction among government employees with disabilities, highlighting the challenges they encounter and identifying strategies to enhance their overall job experience. The insights gained from this research can guide the creation of more effective policies and practices that foster inclusivity, accessibility, and support for government employees with disabilities.

2. PROBLEM STATEMENT

The Government of India actively encourages the inclusion of People with Disabilities (PWDs) in the workforce, implementing specific quotas for government positions. However, securing employment is just one aspect of the equation. It is essential to assess their job satisfaction within the government sector to foster a genuinely inclusive work environment. There is limited research on the job satisfaction of PWDs in government roles, especially with no known studies specifically examining Lucknow. This gap in data makes it difficult to determine if government initiatives are successfully providing fulfilling work experiences for PWD employees.

The current situation raises important questions: Are PWD government employees in Lucknow satisfied with their jobs? What particular

elements of their work environment lead to satisfaction or dissatisfaction? Are the existing government inclusion initiatives effectively meeting the needs of PWD employees?

This lack of understanding poses a challenge to enhancing job satisfaction for PWDs in Lucknow's government sector. Despite growing awareness of the rights and contributions of individuals with disabilities, there is still a considerable gap in comprehending the job satisfaction levels of government employees with disabilities. This study seeks to explore the factors that affect job satisfaction among government employees with disabilities in India, aiming to pinpoint areas for improvement and foster a more inclusive and rewarding work environment. Specifically, the research will focus on the job satisfaction of PWD government employees in Lucknow. By gaining insights into their experiences, we can highlight areas needing attention and work towards creating a more inclusive and satisfying workplace for everyone. Despite various laws and organizational policies designed to promote inclusivity and equal opportunities, government employees with disabilities often report lower job satisfaction than their non-disabled peers. This gap can be linked to several issues, such as insufficient workplace accommodations, limited opportunities for career growth, and experiences of discrimination or bias. Moreover, employees with disabilities often feel undervalued and unrecognized for their contributions, which intensifies their job dissatisfaction. Tackling these challenges is essential for building a more inclusive and supportive work environment that boosts the overall well-being and productivity of government employees with disabilities.

3. NEED OF THE STUDY

Individuals with disabilities (PWDs) encounter distinct challenges in the workplace, and government initiatives frequently seek to enhance their inclusion. While laws require employment opportunities for PWDs, it is essential to understand their job satisfaction within the government sector. Research on job satisfaction among PWDs is limited, and even less is focused specifically on those employed by the government. Gaining insights into the job satisfaction of PWDs is vital for assessing the effectiveness of government inclusion initiatives. Are these

initiatives truly fostering a rewarding work experience?

Government employees with disabilities make up a notable segment of the workforce, yet they often face specific challenges that can affect their job satisfaction. Despite various policies and initiatives designed to promote inclusivity and accessibility, gaps in job satisfaction between employees with disabilities and those without continue to exist. By pinpointing particular areas of satisfaction and dissatisfaction, targeted improvements can be made within Lucknow's government sector. This approach can contribute to a more inclusive and supportive work environment for PWD employees. Employees who feel satisfied in their roles are more inclined to remain in their positions and excel in their work. This study aims to uncover the factors that influence retention and motivation among government employees with disabilities in Lucknow. There is a significant lack of targeted research on the job satisfaction of government employees with disabilities in India. This study seeks to bridge that gap and offer meaningful insights into their experiences. People with disabilities often encounter distinct challenges in the workplace, making it crucial to understand their viewpoints to foster inclusive and supportive environments.

The results of this study could guide the creation of more effective policies and practices aimed at enhancing the job satisfaction and overall well-being of government employees with disabilities. By pinpointing areas that require improvement, the study can help develop more accessible and inclusive workplaces that cater to the needs of all employees. Additionally, this research will provide essential data to inform policies and practices that boost job satisfaction and cultivate a genuinely inclusive work environment for government employees with disabilities in Lucknow.

4. Objective of the Study

- To assess how satisfied employees are with welfare measures and job security.
- To propose strategies for enhancing employee satisfaction levels.
- To examine the factors that contribute to job satisfaction, including job nature, work environment, and job security.

- To evaluate the effectiveness of current policies in supporting disabled individuals in the workplace.

5. RESEARCH QUESTIONS

- How do demographic factors such as type of disability, gender, and age relate to job satisfaction?
- What is the current level of job satisfaction among government employees with disabilities in Lucknow?
- Which specific factors (e.g., work environment, support systems, opportunities for career growth) influence their job satisfaction?
- What interventions or policies could improve job satisfaction for this group?

6. OPERATIONAL DEFINITIONS

6.1. Individuals with Disability (PWD):

This term refers to people who experience physical, sensory, cognitive, or mental impairments that significantly hinder their daily activities or their ability to engage in society. These disabilities may be present from birth, acquired later in life, or develop with age.

6.2. Government employee:

A government employee is a person who is employed by a government organization, whether at the federal, state, or local level. These individuals play a crucial role in executing and overseeing public policies, programs, and services. Their work spans various sectors, including education, healthcare, law enforcement, public administration, and more.

6.3. Job Satisfaction:

This concept reflects a person's overall happiness, fulfillment, and positive emotions related to their job. It includes several factors, such as job security, the work environment, relationships with coworkers, and how well the job aligns with personal values.

7. METHODOLOGY

- Desk Review Method is used in extracting the relevant literature which includes analysis of publications, documents and online data is done in this study.
- All the information is gathered through secondary sources of data like Research articles, Reports, Journals, Online newspapers, Magazines etc.

- When searching the literature, terms and phrases associated with the study's title are employed.

8. FINDINGS

The review highlights that many disabled workers are experiencing low job satisfaction due to various challenges they encounter. Despite numerous efforts to promote the inclusion of people with disabilities through public policies and legislation, progress has been minimal. According to the 2011 population census in India, around 60 percent of individuals with disabilities report dissatisfaction with their jobs, an issue that needs to be addressed to improve workplace inclusion. Government employees with disabilities have reported lower overall job satisfaction compared to their non-disabled peers. Key factors contributing to this disparity include opportunities for career advancement, compensation, and workplace accommodations. Additionally, disabled workers often face misunderstandings regarding the tasks assigned to them, leading to the impression that these tasks fall outside their responsibilities (Stephen, Lita & Erica, 2011).

Miscommunication often occurs between disabled and non-disabled individuals, particularly affecting those with hearing impairments. Employees with disabilities may struggle to communicate and share information with their colleagues, making it challenging for them to understand and respond to others in a timely manner. Additionally, conflicts in interpersonal communication can arise between disabled and non-disabled employees, leading to decreased productivity and dissatisfaction among disabled workers. Perceptions regarding medical conditions and functional limitations are significant, as many individuals with disabilities worry that their health issues will hinder their ability to secure and retain employment (WHO, 2011).

Job security and flexibility are also critical factors; differing views on these aspects can lead to lower job satisfaction. People with disabilities often feel anxious about their job prospects and stability. A report from the National Statistical Office, Ministry of Statistics and Programme Implementation, Government of India in 2018 indicated that around 70 percent of individuals

with disabilities expressed concerns about job security and flexibility.

Management's perspective: Negative views of management can significantly affect job satisfaction. It's essential for management to adopt a supportive and inclusive approach to create a positive work environment for all employees, including those with disabilities (Waterhouse, P. 2010). Potential for perceived unfairness: The way decisions are made and the overall culture in the workplace can lead to feelings of injustice, which may lower job satisfaction among employees with disabilities (Vornholt, K. et al 2018).

A considerable number of employees with disabilities have reported facing discrimination or stigma at work, which adversely affected their job satisfaction. This includes encountering negative attitudes, stereotypes, and limited chances for career advancement. Prejudice and discrimination: While differences in productivity related to disabilities are a factor, prejudice and discrimination also play a role in wage disparities and reduced job satisfaction (UNESCAP, 2003).

Many employees with disabilities expressed that their workplace accommodations were insufficient or not properly implemented, resulting in frustration and lower job satisfaction. Common issues included inaccessible physical spaces, a lack of assistive technology, and inadequate training for supervisors and coworkers. Lack of necessary accommodations: Even when requested, employers might fail to provide essential ergonomic equipment, flexible working hours, or modified workloads to accommodate the needs of employees with disabilities (Vornholt, K. et al 2018).

Stereotypes and discrimination: Colleagues or supervisors might have unconscious biases regarding a person's abilities because of their disability (UNESCAP, 2003). Employees with disabilities frequently reported that their supervisors did not fully understand their needs or provide adequate support, which resulted in feelings of isolation and frustration. Supportive leadership—such as offering mentorship, training, and advocacy for their needs—was identified as a key factor in job satisfaction. Managers may not recognize the unique challenges that employees with disabilities encounter or how to effectively assist them.

9. CONCLUSION

Compared to employees without disabilities, those with disabilities often report lower levels of job satisfaction. This gap can be attributed to factors such as lower pay, concerns about job security, and limited flexibility in work arrangements. Additionally, employees with disabilities may face more negative treatment from management, which can further affect their overall job satisfaction. Research on job satisfaction among government employees with disabilities shows that several key factors significantly affect their overall satisfaction. These include workplace accommodations, organizational support, and the quality of interpersonal relationships. Employees who receive the necessary accommodations and support from both their employers and coworkers generally report higher job satisfaction. Furthermore, having positive interactions with supervisors and colleagues is vital for enhancing this satisfaction. On the other hand, differences in how job security, flexibility, and management attitudes are perceived can lead to lower job satisfaction. Therefore, it is crucial for human resources departments to create an inclusive work environment that emphasizes accessibility, support, and healthy interpersonal relationships to boost job satisfaction for employees with disabilities.

To enhance satisfaction, it is also vital to address discriminatory behavior and foster inclusive practices. Despite experiencing lower job satisfaction, individuals with disabilities show similar levels of commitment to their organizations. However, it is important to keep an eye on turnover intention (the likelihood of leaving a job) within this group. Employers who actively incorporate disability into their diversity and inclusion policies generally see better outcomes. Understanding the Americans with Disabilities Act (ADA) and being familiar with job accommodations are key factors in promoting inclusion. Tailored initiatives that support people with disabilities in the workforce are essential. As workplaces begin to value individuals of all abilities, job satisfaction can improve, leading to enhanced productivity and overall well-being. Thus, improving job satisfaction among government employees with disabilities requires a comprehensive approach that includes policy

awareness, supportive management, and inclusive practices. Creating an inclusive environment, offering reasonable accommodations, and raising awareness can significantly enhance job satisfaction for individuals with disabilities in government roles.

10. SUGGESTIONS/WAY FORWARD

Enhancing job satisfaction for individuals with disabilities is essential for fostering an inclusive and supportive workplace. It's important to create a framework that allows for a broader understanding of disability and how it impacts individuals. Additionally, educating organizational members about disability and its effects in the workplace is vital. On a societal level, increasing awareness of people with disabilities as a significant part of the workforce can help break down psychological barriers within teams. Political leaders can play a role in this by emphasizing the importance of workplace integration, especially in light of an aging workforce and skill shortages, so that potential employers can see the benefits. This effort can be bolstered by sharing best practice examples and providing necessary support structures (Niehaus & Bauer, 2013).

Making sure that workplaces are physically accessible and equipped with necessary accommodations, such as assistive technologies and ergonomic furniture, can greatly enhance job satisfaction. This encompasses not just the physical environment but also digital accessibility, including user-friendly websites and software. Organizations should implement thorough policies and procedures to ensure that employees with disabilities receive the accommodations they need in a timely manner. By doing so, they can cultivate an inclusive and supportive work environment that empowers employees with disabilities to excel and make meaningful contributions to the organization.

Financial incentives such as rewards and recognition can enhance job satisfaction. It's crucial to offer fair pay and benefits to ensure employees feel valued. Employees with disabilities should be compensated in a way that acknowledges their skills and contributions, free from discrimination.

Diversity and Inclusion Training: Regular training sessions on diversity and inclusion should be held for all employees, including managers, to

increase awareness of various disabilities and encourage respectful interactions. Programs focused on disability awareness can help create a more supportive workplace culture. This training should cover topics like unconscious bias, appropriate language, and the significance of inclusivity. Additionally, providing training and development opportunities for supervisors will improve their understanding of disability-related matters and help them cultivate inclusive leadership skills.

Open Communication: The practice of sharing information in a transparent, honest, and consistent manner among individuals. It includes clearly and assertively expressing thoughts, feelings, emotions, and plans, while also actively listening and demonstrating empathy towards others. This will foster an environment where employees feel comfortable discussing their disability needs and requesting accommodations. This is crucial for fostering a healthy and productive workplace. It not only boosts business results but also increases employee satisfaction and strengthens team cohesion.

Promotion and Career Development: Ensure that employees with disabilities have equal access to career advancement and growth opportunities. Offering pathways for professional development, such as mentorship programs and training can motivate these employees and support their career progression. This will help by elevating an employee to a higher-level role within a company. Which also comes with greater responsibilities, more authority, and a higher salary or identifying strengths, weaknesses, interests, and values, while also developing the skills and knowledge necessary for success?

Partner with Disability Organizations: Work alongside disability rights organizations to better understand the specific needs and challenges faced by their communities. Implement strategies to prevent and address discrimination and stigma, which may include educational initiatives, awareness campaigns, and effective complaint mechanisms.

Employee Recognition Programs: Acknowledge and celebrate the accomplishments of employees with disabilities to enhance morale and foster a sense of belonging. Building a workplace culture that prioritizes diversity and inclusion can significantly improve job satisfaction. This involves recognizing and

honoring the contributions of employees with disabilities, ensuring they feel appreciated and included in every aspect of the workplace.

Regular Feedback Mechanisms: Implement consistent feedback systems to collect insights from employees with disabilities regarding their experiences and levels of satisfaction. By adopting these policies and strategies, organizations can cultivate a more inclusive and supportive work environment that promotes job satisfaction and enables employees with disabilities to flourish.

Flexible Work Arrangements: Provide options for flexible work hours, remote work, or compressed workweeks to meet individual needs related to appointments, therapy, or managing their disability. Offering such flexibility can help employees with disabilities better balance their work and personal lives, ultimately reducing stress and enhancing job satisfaction. Foster a workplace culture that values diversity and inclusion, creating a sense of belonging for all employees.

Mentorship and Support Programs: Develop mentorship initiatives that pair seasoned employees with disabilities with new team members to offer guidance and encouragement. Create support groups for employees with disabilities to foster connections and share their experiences.

Mental Health Resources: Ensure access to mental health services and programs that address the unique challenges faced by employees with disabilities, including stress, anxiety, and depression.

Physical Accessibility: Continuously evaluate the effectiveness of policies and practices to ensure they meet the needs of employees with disabilities, making necessary adjustments as needed. Guarantee that the workplace is physically accessible, featuring ramps, elevators, accessible restrooms, and ergonomic furniture to accommodate various disabilities.

Technology Accessibility: The practice of designing and developing technology products and services that are accessible to individuals with disabilities is essential. It guarantees that everyone, regardless of their abilities, can effectively access and utilize technology. Supply assistive technologies such as accessible websites, these are designed to be user-friendly for individuals with disabilities, including those who have visual, hearing, or cognitive challenges.

Accessible apps, thus mobile applications that cater to people with disabilities, featuring functionalities like voice commands or alternative input methods. Accessible software, thus software that accommodates users with disabilities, such as word processors that can read text aloud or operating systems that allow control via a keyboard or joystick. Accessible hardware, thus devices designed for accessibility, including keyboards with larger keys or mice that can be operated with one hand, screen readers and speech recognition software to ensure that all employees can effectively use the required tools. By focusing on technology accessibility, we can foster a more inclusive and equitable society where everyone can take advantage of technological advancements.

Communication Accessibility: The practice of ensuring that information and communication are available to everyone, regardless of their abilities. It involves creating environments where individuals with disabilities can effectively engage in communication and share information, thus providing information in various formats, including audio recordings, transcripts, and sign language interpretation for meetings and presentations.

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