Socially Responsible Human Resource Management Practices and Job Satisfaction of Public Servants with Disabilities in South-West Nigeria

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ABSTRACT: Overt ill-treatments from management and co-workers have often led to job dissatisfaction and discouraged other persons with disabilities keen and able to join the workforce. Persons with disabilities continue to suffer employment-related and other forms of discrimination, resulting in low job satisfaction and job discontentment. These conditions accentuate the need for socially responsible human resource management practices in organisations. This study examined socially responsible human resource management practices and job satisfaction of public servants with disabilities in South-West Nigeria. Survey research design was adopted for this study. The study's sample size of 422 public servants and leaders was determined using total enumeration sampling technique. A structured and validated questionnaire and semi-structured interview were used to obtain quantitative and qualitative data. Cronbach's alpha reliability coefficients for the constructs ranged between 0.69 and 0.84. The response rate was 95%. Data were analysed using descriptive and inferential (multiple linear regression and hierarchical regression) statistics. The study found that SRHRM had a statistically significant effect on job satisfaction ($Adj.R^2 = 0.53$, $F(5, 410) = 92.07$, $p < 0.05$). The interviews indicated that only two of five States had a deliberate strategy driving recruitment of persons with disabilities. A vast majority were employed as teachers in special schools, and diverse administrative roles across government ministries, departments and agencies. All States provided varying degrees of basic support and benefits, and stated that the employment of persons with disabilities was influenced by its leadership and affected organisational reputation. The study concluded that SRHRM affects job satisfaction of public servants with disabilities in South-West Nigeria. The study recommended that the government, in conjunction with institutional stakeholders and advocacy groups, should facilitate the adoption of SRHRM practices in South-West Nigeria. In addition, the involvement of the private sector and provision of financial grants and subsidies for employers would enhance wider employment, inclusion and quality organisational support for persons with disabilities.

KEYWORDS: Employee wellbeing strategy, Employee voice, Inclusion, Job satisfaction, Persons with disabilities, Socially responsible human resource management, Organizational support

INTRODUCTION

Persons with disabilities are subjected to abuse and rejection from their communities. They face challenges accessing vocational training opportunities, job vacancies or agencies that act as intermediaries with employers. Where employed, it is largely influenced by employers' goodwill, morality and religion. Overt ill-treatments from management and co-workers have often led to job dissatisfaction and discouraged other persons with disabilities keen and able to join the workforce (Chibuzor, 2022). Consequently, they face difficulties feeling welcome or equipped to contribute meaningfully to organisations thereby leading to low job satisfaction. Forms of discrimination include colleagues' negative attitudes about their disabilities, perception of a lack of skills, lack of access to public spaces, and over-subscription for limited vacancies. These challenges influence dissatisfaction, low levels of engagement and adaptability amongst those persons with disabilities in employment (Gray, 2020, Meacham et al., 2017). Different studies have been carried out on socially responsible human resource management variables with varied findings. Studies show that diversity and inclusion practices, such as providing accommodations for employees with disabilities, and high levels of organizational support are positively related to job satisfaction and influenced higher levels of job satisfaction (Gagné, Dussault & Jackson, 2018). Flexible work practices, such as the ability to work from home or have flexible scheduling, were also

found to increase job satisfaction for employees with disabilities. An employee wellbeing strategy which included support for mental and physical health, was positively related to job satisfaction for employees with disabilities (Lopez-Zafra et al., 2018). Employee voice, or the ability for employees to have a say in decision-making processes, was also found to increase job satisfaction for employees with disabilities (Shea, 2018).

Conversely, some employees with disabilities reported negative experiences such as feeling tokenized (Lopez, 2021). Contrary to significant positive commentary about flexible work practices, there are studies that indicate it is not always perceived as positive. Some people with disabilities reported feeling isolated or disconnected from their colleagues when working remotely (Shao, Fang, Wang, Chang & Wang, 2021). Similarly, some people with disabilities reported feeling unsupported or not having access to necessary accommodations and resources when they ought (Williams, 2020).

LITERATURE REVIEW

Job Satisfaction

In work psychology, job satisfaction refers to the emotions and feelings that result from the perceived quality of the job. It is a subjective and personal assessment that varies according to an employee's viewpoint of their job (Rani et al., 2021). Job satisfaction is a sense of fulfilment, happiness, or contentment that arises from doing one's job; and a subjective state of mind which varies between individuals, such that a job that satisfies one person may not satisfy another (Bakotić & Bulog, 2021). Job satisfaction is viewed as an effective response to the appraisal of one's job situation (Ricardianto et al., 2021). In other words, individuals with high levels of job satisfaction are those who have evaluated their jobs favourably in terms of pay, co-workers and managers, advancement opportunities, corporate culture, and values. It is the degree to which one feels positively or adversely about one's job's intrinsic and/or extrinsic features (Salsabila et al., 2021). It refers to the extent to which individuals feel positive or negative about their jobs and is influenced by a range of factors, including pay, benefits, job security, opportunities for advancement, and the nature of the work itself (Cortes-Denia et al, 2023).

Job satisfaction is described as an emotional response to all the elements that an individual encounters at work (Abrori & Hidayati, 2021). However, the degree to which an employee is pleased with his or her employment is determined by their values and motivations. Job satisfaction has been found to have a significant effect on employee productivity, performance, and employee turnover (Mapuranga et al., 2021). Job satisfaction has also been linked to other work outcomes such as absence from work and organizational citizenship behaviour. There are also many non-job factors which can contribute to job satisfaction such as salary, working hours, work/life balance, and the quality of the relationship between the employee and their superiors (Jha & Bhattacharya, 2021). Job satisfaction, defined as a positive feeling about one's job, has been found to have a number of beneficial effects on both individuals and organisations (Chamberlin et al, 2017). Job satisfaction refers to the overall pleasure or contentment that an individual experiences in their work.

Socially Responsible Human Resources Management Practices

Socially responsible human resources management (SRHRM) is a socially conscious approach to human resources management that has been endorsed by many and is now being integrated into mainstream human resource management paradigm (Iqbal, 2020; Lombardi *et al.,* 2020). SRHRM has been defined as "the integration of human resource management practices with social and ethical responsibilities towards employees, customers and third parties (Anlesinya & Susomrith, 2020).

Socially responsible human resource management is a set of HR practices that aim to promote the implementation of corporate social responsibility (CSR) policies within an organization and influence the behaviour and attitudes of employees in alignment with these policies (Sahakiants & Festing, 2020). Organisations that implement SRHRM integrate CSR into HRM functions, incorporating principles such as non-discrimination, diversity, employee involvement, and environmental awareness (Iqbal & Deng, 2020). These principles are promoted through the implementation of CSR initiatives within the organization, including initiatives related to sustainability, ethical behaviour, and social impact (Ramos-González et al., 2022). In this way, SRHRM helps organisations to align their HR practices with their overall CSR goals and values, creating a more socially responsible and sustainable workplace culture. In addition to promoting CSR policies and values within an organization, SRHRM also aims to improve the overall well-being and satisfaction of employees. By prioritizing the needs and well-being of employees, organisations that implement SRHRM can foster a positive and supportive work environment, leading to increased employee engagement, loyalty, and retention (Iqbal & Deng, 2020). The sub-variables of SRHRM practices considered in this study are inclusion, organizational support, flexible work practices, employee wellbeing strategy, employee voice as discussed in the preceding paragraphs.

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Inclusion is defined as a means of valuing and enabling employees' full participation in the entire organisational activities (Panicker & Sharma, 2020). Additionally, inclusion is the individual employees' sense of belongingness as it relates to their experiences and perceptions of being recognized for their qualities and individuality within the organisational context (Chung et al., 2020). The inclusion of employees in an organisation's processes and procedures has to do with equal opportunity among the workforce in the workplace (Miller & Manata, 2020). It is described as inclusion as the removal of hindrances to the employee's full participation and contribution to organisational activities (Jaiswal & Dyaram, 2020). Inclusion is further seen as the ability and opportunity of employees to participate in all organisational activities (Cooke et al., 2020). In the context of human resource management, the inclusion of employees in an organisation's processes and procedures means that the employer must take affirmative actions to ensure equal opportunity among the workforce in the workplace (Adams et al., 2020).

Also, organisational support is defined as the degree to which an organization feels about its members and tries to do its best for them (Matusik et al., 2021). It is the degree to which an organisation is concerned about its members. This can be measured by the extent of time and effort that an organization puts into ensuring its members are treated fairly (Eisenberger et al., 2020). It is also measured by how much responsibility an organisation takes for dealing with health and safety issues and how it deals with grievances (Ridwan et al., 2020). The outcome of organizational support is that members feel more committed to their organization and are more likely to stay with the organisation (Ridwan et al., 2020). Organisational support can be seen as a combination of organisational commitment and the psychological contract. It is the extent to which an organisation shows its concern for its members by providing them with a sense of security and trust, enabling them to feel safe in their work environment (Buriro et al., 2022). Most importantly, organisational support is about the degree of trust an individual has in the organisation they work for and how they are treated by it (Andrade & Neves, 2022b).

Similarly, flexible work practices are alternate arrangements or schedules from the traditional working day and week (Sa, 2021; Williams et al., 2021). These arrangements can be as simple as fewer hours worked, or as complex as a compressed work week (Adams-Prassl et al., 2021). The national work-life centre defines workplace flexibility as the degree to which an employee's life outside of work is accommodated by the organization (Proctor-Thomson et al., 2021). This definition distinguishes flexibility from telecommuting and flextime, which are both forms of time management but do not consider the non-work aspects of an employee's life. Employees may choose a different work schedule to meet personal or family needs (Smyth et al., 2021). Alternatively, employers may initiate various schedules to meet their customer's needs.

Furthermore, Chen and Hsieh (2019:5) define employee wellbeing strategy as "a comprehensive, ongoing, and integrated approach to enhancing the health and well-being of employees by addressing a variety of physical, mental, and social factors that can affect employee performance". They argue that employee wellbeing strategies should be tailored to the specific needs and characteristics of the organization and its employees, and should involve a range of interventions such as wellness programs, training and development, and work-life balance initiatives. An employee well-being strategy will focus on the financial, physical, and psychological well-being of your workforce (Kosenkranius et al., 2020). It should consider immediate support, as well as more long-term positive and preventative approaches to help people to thrive at work (Paz et al., 2020). It should be responsive to the needs of your staff, as well as consider how you can support them to manage their health and well-being outside of work. It is important to ensure that the organisation provides a healthy, safe, secure, and supportive environment for employees (Ángeles-López-Cabarcos et al., 2020).

In the same vein, employee voice is the method through which employees communicate their ideas to their employers and have a say in workplace issues that affect them (Jha et al., 2019). An organisation may be urged, agitated, or challenged by employee voice. Additionally, it may be used to convey worry or provide counsel (Liao et al., 2022). It may be used to convey a variety of distinct meanings, depending on the context. Employers can create trust with their workers, inspire creativity, increase productivity, and enhance the business as a whole when they have a strong voice (Zhao et al., 2022). The Voice of the employee is when workers willingly offer ideas, comments, complaints, or thoughts regarding work-related problems in an effort to improve the company or unit's performance (Amah & Oyetunde, 2020). Rather than criticising the employee for their voice, organisational performance is enhanced by employee voice. Allowing employees to express their thoughts and views can also contribute to a more collaborative work environment and stronger employee-management interactions, which can further promote a culture of cooperation and trust (Li & Xu, 2020; Wilkinson et al., 2020). In addition to these cultural benefits, employee voice can also assist in identifying opportunities for workplace improvement. By soliciting the opinions and ideas of workers, businesses may gain valuable insight into areas that need to be addressed to enhance the workplace (van Gramberg et al., 2020).

Empirical Review

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A review of the literature on the effect of inclusion, organizational support, flexible work practices, employee wellbeing strategy, and employee voice on job satisfaction of employees with disabilities reveals a mixed body of evidence. Some studies have found that these factors are positively associated with job satisfaction among employees. Sorribes et al. (2021) found job satisfaction to be positively associated with employees receiving social benefits and training, having a permanent contract, good internal communication, low levels of discrimination and harassment at work and good environmental workplace conditions that favour health and safety at work. They also found some combinations of socially responsible labour practices to be effective in improving the wellbeing of employees in times of crisis, while others have no effect or negative effects e.g. homeworking and its impact on stress levels. When applied with social benefits, the measures of work-life balance and occupational health generate positive synergies with job satisfaction

There is relatively scant literature about job satisfaction of persons with disabilities and more so empirical research (Akkerman et al. 2018; 2017; Kochman and Weber, 2018; Shantz et al, 2018). However, there is recognition that job satisfaction is just as important to persons with disabilities as it is to able employees, and that they are satisfied for the same reasons (Akkerman et. al, 2016). In their study, Johnson et al (2022) found that employees with disabilities who had high levels of employee voice reported higher levels of job satisfaction compared to those with low levels of employee voice. In Vietnam, discretionary HR practices had a positive correlation with job crafting which was in turn positively correlated with job satisfaction (Luu, 2020).

Employees with disabilities at Spain's Employment Centres (SECs) showed medium–high levels of affective and values commitment to their organisations, medium levels of general satisfaction, and low levels of needs commitment and TI. As regards the different components of satisfaction, employees with disabilities showed medium–high levels of satisfaction with their supervisors and colleagues. Similar results were obtained in a previous study of SECs in France (Fernández de Soto, 2017). It is important to take into account that our results may be explained by the context of a sheltered work environment. Conversely, Schur et al. (2017) found that employees with disabilities who worked in ordinary companies perceive worse employee-management relations and worse treatment by management, although they report similar co-worker relations as employees without disabilities (Schur et al., 2017)

Conversely, Johnson et al (2022) found that employees with disabilities who had high levels of employee voice reported higher levels of job satisfaction compared to those with low levels of employee voice. One of the main reasons put forward for the conflicting findings could be the different definitions and measures used for inclusion, organizational support, flexible work practices, employee wellbeing, and employee voice. Some studies have used broad and subjective measures, while others have used more specific and objective measures (Böhnke et al., 2017).

Additionally, some studies have focused on the experiences of employees with disabilities in specific industries or organisations, while others have examined the experiences of employees with disabilities in a range of different settings (García-Castro et al., 2017; Kopp et al., 2018). Luu (2020) found that discretionary HR practices had a positive correlation with job crafting and affective team commitment. Job crafting was in turn positively correlated with job satisfaction and affective team commitment. The study (Luu, 2020) spotlighted the role of discretionary HRM practices in activating employee well-being, and further contextual insights to the study of wellbeing, noting the adoption of triple-dimension approach to work-related well-being: physical, psychological, and social well-being.

Ho$_1$: Socially responsible human resource management practices have no significant effect on job satisfaction on public servants with disabilities in South-West Nigeria.

Research Conceptual Model

The figure above presented the conceptual model based upon the review of literature and it showed the effect of socially responsible human resource management practices (inclusion, organizational support, flexible work practices, employee wellbeing strategy and employee voice) has no significant effect on the job satisfaction on public servants with disabilities in South-West Nigeria

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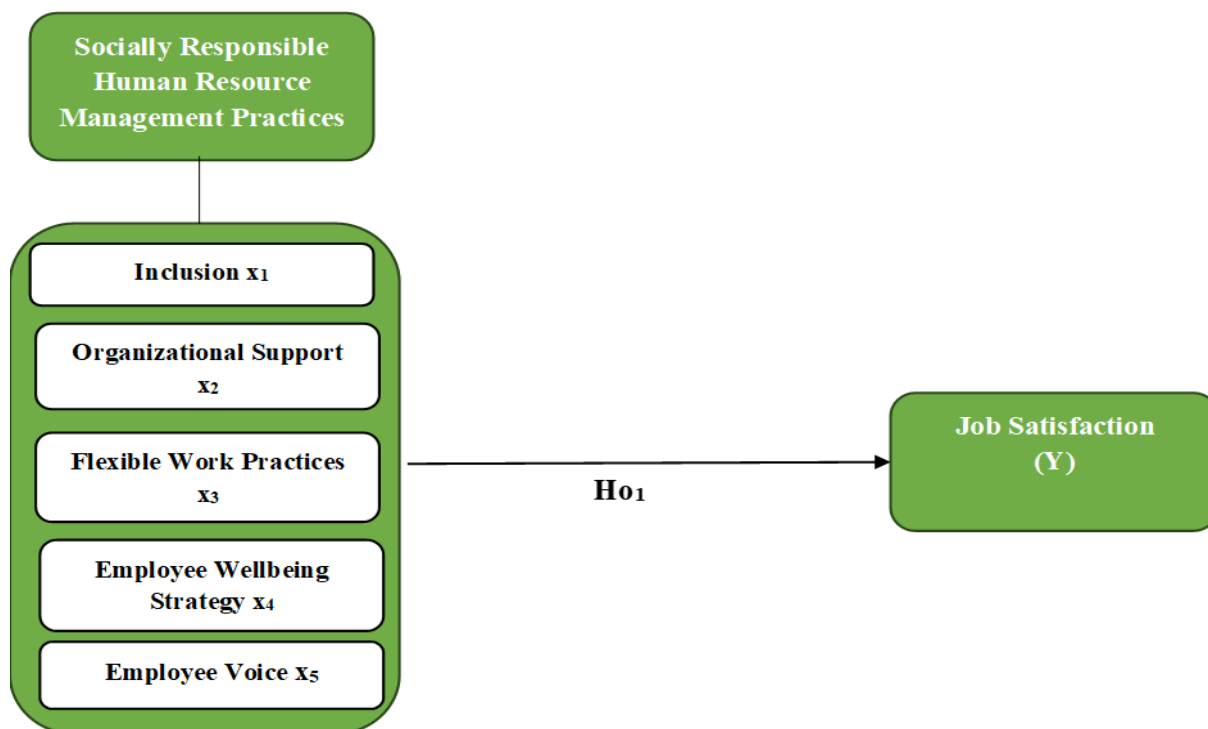
Figure 1: Conceptual Model (socially responsible human resource management practices and job satisfaction)
Source: Author's Research Model (2022)

Theoretical Review

Theory of Work Adjustment

Theory of Work Adjustment captures the interaction and reciprocity that evolves between an individual and the work environment (Dawis & Lofquist, 1984). This theory identifies two key components in the interaction P – person, and E – the environment or occupation. It states that individuals offer their skills and capabilities to meet the requirements of the workplace. In exchange, the work environment makes provision for their financial, social and psychological needs to the extent that they meet the requirements. The extent to which there is equilibrium in the exchange, there is "correspondence" and as a consequence stability in the relationship, that is tenure in the job. The theory is critical reference point in vocational psychology and its variables a key determinant in career counselling.

The theory of work adjustment goes on to state that optimal vocational outcomes occur when the individual's abilities match the skills required for success in the work environment and that, the individual's needs are satisfied by the work environment. This match between the worker and the occupation is referred to as "correspondence" and results in a positive work adjustment. The theory of work adjustment specifies the components that are important determinants of correspondence and the dynamic process by which correspondence is developed and sustained. When an individual and a work environment are dis-correspondent, the individual is likely to leave the work environment voluntarily or involuntarily, that is to quit or be dismissed. Alternatively, the individual could attempt to increase correspondence with the work environment.

Supporters of the theory work adjustment credit it for its simplicity (Hesketh & Griffin, 2005), noting that it is beneficial in assisting individuals to identify potentially suitable work environments that will provide them with correspondence, as well as in developing strategies to manage dis-correspondence (Woodend, 2019). The theory's holistic approach to understanding the interactions between values, skills, environment, and satisfaction is noted as a strength (Pineda, 2020). In the event of dis-correspondence, the theory of work adjustment's focus on adjustment styles and skill development can be helpful in maintaining job satisfaction. However, critics comment on its narrow focus, which does not take into account important environmental and contextual variables that can influence work adjustment (Dobrin, 1994; Salomone, 1996).

The theory of work adjustment is relevant to this research because persons with disabilities often have to find a way to adjust to the environment where they work, particularly as they are often in the minority. Employees with disabilities who experience correspondence in their work environment tend to have higher levels of job satisfaction. Also, employees with disabilities who experience correspondence are more likely to be engaged in their work, as they are able to deploy their skills and have their needs met on the job. Furthermore, employees with disabilities who experience correspondence may be more likely to demonstrate

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organisational citizenship behaviour, making contributions to the effectiveness and success of the organization where they work. Conversely, dis-correspondence with the work environment may lead to negative outcomes for employees with disabilities, such as lower job satisfaction, engagement and higher turnover intention. The theory of work adjustment also suggests that individuals are likely to use one of two modes of adjustment to increase correspondence with their work environment, either leaving the work environment voluntarily or involuntarily; or attempting to change the work environment to better fit their abilities and needs.

METHODOLOGY

The study's sample size of 422 public servants and leaders was determined using total enumeration sampling technique. A structured and validated questionnaire and semi-structured interview were used to obtain quantitative and qualitative data. Cronbach's alpha reliability coefficients for the constructs ranged between 0.69 and 0.84. The response rate was 95%. Data were analysed using descriptive and inferential (multiple linear regression and hierarchical regression) statistics. Qualitative data were subjected to thematic analysis. A Cronbach's alpha value of 0.7 or above indicates a high level of internal consistency, suggesting that the items on the instrument are measuring the same thing (Kumari et al., 2021). This is crucial for the reliability of the research instrument. In addition to Cronbach's alpha coefficients, composite values were generated from the pilot data collected.

Table 1: Internal Composite Reliability Result

S/N	Variables	Number of Items	Cronbach's alpha	Composite Reliability (rho_c)
1	Inclusion	7(5)	0.832	0.871
2	Organizational support	7(4)	0.697	0.813
3	Flexible work practices	7	0.847	0.884
4	Employee wellbeing strategy	6 (5)	0.793	0.857
5	Employee voice	7	0.844	0.883
6	Job satisfaction	7(5)	0.830	0.874

Source: Pilot Study Results (2023).

Model Specification

$Y = f(X)$

Y = Dependent Variable

X = Independent Variable

Y = Job Satisfaction of Public Servants with Disabilities (OPSWD)

X = Socially Responsible Human Resource Management (SRHRM)

$X = (x_1, x_2, x_3, x_4, x_5)$

Where:

Y = Job Satisfaction (JS)

and

x_1 = Inclusion (INC)

x_2 = Organisational Support (OS)

x_3 = Flexible Work Practices (FWP)

x_4 = Employee Wellbeing Strategy (EWS)

x_5 = Employee Voice (EV).

Functional Relationships

$Y= f(x_1, x_2, x_3, x_4, x_5)$ ………Equation 1

Hypothesis One:

$JS = \alpha_0 + \beta_1 INC + \beta_2 OS + \beta_3 FWP + \beta_4 EWS + \beta_5 EV + \varepsilon_i$ …………………………Equation 1

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RESULTS AND DISCUSSION

A total number of 437 questionnaires were administered to full-time, permanent public servants with disabilities across five states in the South-West of Nigeria specifically Lagos, Ogun, Oyo, Ondo, and Ekiti States. A total of 416 useable questionnaires were completed accurately, representing a 94% usable for data analysis. Twenty-one copies of questionnaire were incompletely filled and adjudged invalid for the analysis. Six interviews were completed by senior public servants across the South-West and subjected to thematic analysis. The response rate was adequate for the research, and this indicated that the analysis could be done using the study instruments.

Hypothesis Testing

H_01: Socially responsible human resource management (SRHRM) has no significant effect on job satisfaction.

In the hypothesis, the independent variables were SRHRM components (inclusion, organisational support, flexibility work practices, employee wellbeing and employee voice), while the dependent variable was job satisfaction. Data for SRHRM components were generated by adding together scores of responses from all the items under each component to generate independent scores for each component. Data for job satisfaction was generated by adding together the responses of all items under the variable to create an index of job satisfaction. The results of the analysis and parameter estimates obtained are presented in Table 2.

Table 2: Summary of multiple regression analysis for the effect of SRHRM components on Job Satisfaction of Public Servants with Disabilities in South-West Nigeria

	Model	*B*	T	Sig.	ANOVA (Sig.)	R	Adjusted R^2	F (5, 410)
416	(Constant)	2.811	3.873	.000				92.071
	Inclusion	.310	6.441	.000				
	Organisational Support	.108	2.374	.018				
	Flexible work practices	.008	.256	.798	0.001^b	0.772^a	0.523	
	Employee Wellbeing Strategy	-.014	-.411	.681				
	Employee Voice	.409	8.919	.000				
	a. Dependent Variable: Job Satisfaction							
	b. Predictors: (Constant), Employee Voice, Inclusion and Organisational Support							

Source: Researcher's Field Survey, 2024

Interpretation

Table 2 shows the multiple regression analysis results for the effect of SRHRM dimensions on job satisfaction of public servants with disabilities in South-West Nigeria. The results showed that inclusion (β = 0.310, t = 6.441, $p<0.05$), organisational support (β = 0.108, t = 2.374, $p<0.05$), and employee voice (β = 0.409, t = 8.919, $p<0.05$) have a significant positive effect on job satisfaction. However, flexible work practices (β = 0.008, t = 0.256, $p>0.05$) has a positive insignificant effect on job satisfaction, while employee wellbeing strategy (β = -.014, t = -411, $p>0.05$) has a negative insignificant effect on the job satisfaction of public servants with disabilities in South-West Nigeria. The results of the analysis revealed that three dimensions of socially responsible human resource management (inclusion, organisational support, and employee voice) have positive and significant effect on job satisfaction of public servants with disabilities in South-West, Nigeria. This suggests that inclusion, organisational support, and employee voice were important predictors of job satisfaction of public servants with disabilities in South-West Nigeria.

The correlation R value was 0.772. It indicated that SRHRM dimensions have a strong positive relationship with job satisfaction. The *Adj.* R^2 was 0.532 implying that 53.2% of the variance in job satisfaction of public servants with disabilities in South-West Nigeria was attributable to the socially responsible human resource management (inclusion, organisational support, flexible work practices, well-being strategy and employee voice) while 46.8% of changes that occur are accounted for by other variables not

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captured in the model. Socially responsible human resource management being the independent variable determines 53.2% of the job satisfaction of public servants with disabilities in South-West Nigeria.

The predictive and prescriptive multiple regression models are thus expressed:

$JS = 2.811 + 0.310INC + 0.108OS + 0.008FWP + -.014EWS + 0.409EV + U_i$--------**Eqn (i)** (Predictive Model)

$JS = 2.811 + 0.310INC + 0.108OS + 0.409EV + U_i$ ----**Eqn(i)** (Prescriptive Model)

Where:

JS = Job Satisfaction

INC = Inclusion

OS = Organisational Support

FWP = Flexible Work Practices

EWS = Employees Wellbeing Strategy

EV = Employee Voice

The regression model indicated that if SRHRM dimensions were held constant at zero, job satisfaction of public servants with disabilities in Southwest Nigeria was 2.811. This indicates that in the absence of SRHRM dimensions, job satisfaction of the selected public service organisations in South-West Nigeria was 2.811, indicating a positive employee satisfaction. From the predictive model, three dimensions of the SRHRM (inclusion, organisational support, and employee voice) have significant positive effect on the job satisfaction while flexibility to manage my time at work, and employee's wellbeing strategy have insignificant effect on job satisfaction. These variables were not prescribed for the organisation. From the prescriptive model, a unit change in inclusion, inclusion, organisational support, and employee voice would increase job satisfaction by 0.310, 0.108 and 0.408 units respectively. The results suggest that inclusion, organisational support, and employee voice are significant predictors of job satisfaction among selected public service organisations in South-West Nigeria. Thus, organisations in this region should focus on enhancing these dimensions of SRHRM in their operations to improve overall employee satisfaction.

The F-statistics (df = 5, 410) = 92.071at $p<0.05$) indicated that the overall model is significant for predicting the effect of SRHRM on job satisfaction. This implies that the regression model is a good fit for predicting the effect of socially responsible human resource management on job satisfaction. Also, since the p-value is less than 0.05, this implies that the relationship between SRHRM and job satisfaction is significant. The results further showed that employee voice has the most significant effect on job satisfaction among public servants with disabilities in South-West Nigeria followed by inclusion, and organisational support. Based on these results, the null hypothesis one (H_{01}) which states that SRHRM dimensions have no significant effect on job satisfaction was rejected.

DISCUSSION OF FINDINGS

The first hypothesis investigated the effect of SRHRM's components (inclusion, organisational support, flexibility work practices, employee wellbeing and employee voice) on job satisfaction of public servants with disabilities in South-West Nigeria. The results showed that employee voice, inclusion, and organizational support have significant effects on job satisfaction among public servants with disabilities in South-West Nigeria.

The result of this study affirms the theory of work adjustment which captures the interaction and reciprocity that evolves between an individual and the work environment (Dawis & Lofquist, 1984). In this study, public servants offer their skills and capabilities to meet the requirements of the workplace. In exchange, the work environment makes provision for their financial, social and psychological needs to the extent that they meet the requirements. The findings indicate a match – a correspondence, between the public servant and their occupation, which results in a positive work adjustment.

Employees with disabilities may experience unique challenges and costs in the workplace due to their disabilities, such as the need for accommodations or the potential for discrimination. However, where an organization provides employees with disabilities the necessary support and resources to succeed and recognizes their contributions, this can lead to increased job satisfaction, as demonstrated in this study in which SRHRM was found to significantly affect the job satisfaction of public servants with disabilities in South-West Nigeria.

There is scant literature about job satisfaction of persons with disabilities and more so empirical research (Akkerman et al. 2018; 2017; Kochman and Weber, 2018; Shantz et al, 2018). However, there is recognition that job satisfaction is just as important to persons with disabilities as it is to able employees, and that they are satisfied for the same reasons (Akkerman et. al, 2016). In their study, Johnson et al (2022) found that employees with disabilities who had high levels of employee voice reported higher levels of job satisfaction compared to those with low levels of employee voice. This corroborates the findings in this study where

employee voice was the highest single sub-variable influencing job satisfaction. In Vietnam, discretionary HR practices had a positive correlation with job crafting which was in turn positively correlated with job satisfaction (Luu, 2020).

Looking more broadly, a diversity climate was found to have a significant mediating role in the relationship between an organization's value of diversity and job satisfaction outcomes, and inclusion had a positive significant impact of on employees' job satisfaction (Mansoor et al., 2021; Ohunakin et al., 2019). Where the approach to disability was set by the organisation's top leadership, it was found to influence HRM practices which affected individual recognition and ultimately, job satisfaction of persons with disabilities (Ochrach et al., 2021). Other statistically significant practices include social benefits, training and internal communication; full-time work versus part-time, working fewer hours, and ease of taking time off. However, job satisfaction was not affected by monthly salary (Celma et al., 2018). These reflected the variety of responses observed in this study, with other variables not captured herein accounting for up to 46.8% of job satisfaction.

U.S. Federal employees with disabilities exhibited lower job satisfaction and lower organizational inclusion with disability status significantly increasing the odds. However, contrary to this study's findings, supportiveness had no significant effect (Chordiya, 2022). In other studies, a relationship wase found between benevolent leadership and job satisfaction. Disability-inclusive benevolent leadership was positively associated with job resources, which were positively associated with job satisfaction of employees with disabilities. Also, disability inclusive benevolent leadership indirectly influenced job satisfaction through the mediation of job resources. Disability inclusive climate was also found to mediate these relationships. (Luu, 2019; Luu, 2019). Adoption of SR-HRM practices resulted in increased employee satisfaction with their work and supervision, which also increase their likelihood to go beyond their primary responsibilities indicating interrelationships between work-life balance and employee satisfaction amongst other variables (Chanda & Goyal, 2020).

CONCLUSION AND RECOMMENDATION

The study concluded that socially responsible human resource management practices affect job satisfaction of public servants with disabilities in South-West Nigeria. This implies that organisations that prioritize social responsibility in their human resource management practices, particularly in how they support and accommodate employees with disabilities, are likely to contribute to higher levels of job satisfaction among this demographic group.

Therefore, the study recommends that strategies and initiatives that drive the awareness, recognition and acceptance of diversity are continuously improved in the public sector in South-West Nigeria. Also, where public servants demonstrate the requisite capabilities and performance level for their jobs, that they should be reassured of the security of their jobs, and where possible, granted 'protected status'.

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