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## Employing Individuals with Disabilities and Organizational Citizenship Behavior: The Role of Employer Openness and Employee Attitudes

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#### EDITORIAL NOTE

In this Dissertation Digest paper Claude Kershner and George Marakas examine the impact of employing individuals with disabilities and how it impacts organizational citizen behavior. Despite significant improvements over the last decade in disability inclusion, barriers to their employment prevail, partly due to employer's misconceptions, employee's limited experience, or the lack of knowledge how to address such barriers. In their study Claude Kershner and George Marakas address one such barrier: do workplace contacts improve attitudes towards employees with disabilities and how employment interventions and employer openness affect such attitudes. They also ask, do these attitudes promote organizational citizenship behaviors? They validate the presence of such effects with a sample of 211 employees from employee programs supporting employment of people with disabilities in Florida. They find a small but significant effect of increased workplace contacts on attitudes and smaller moderating effects for employer openness. They also show that attitudes toward disabled employees have a larger and significant effect on organizational citizen behavior and this effect is affected positively by job satisfaction. The findings have a positive and important message: contacts with people with disabilities will have a positive effect on attitudes towards such people and these attitudes promote higher levels or organizational citizenship behavior.

## Employing Individuals with Disabilities and Organizational Citizenship Behavior: The Role of Employer Openness and Employee Attitudes

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#### ABSTRACT

When employers hire people with disabilities, collective behavioral change occurs in organizations. Specifically, attitudes toward people with disabilities improve through professional interventions and encourage organizational citizenship behavior. Previous studies have demonstrated the economic and client-focused effect of hiring people with disabilities, resulting in a tested model of competitive, integrated employment. In this study, we find that a performance-based behavioral change occurs in non-disabled employees when organizations employ best practices in relation to people with disabilities in the workplace. We use intergroup contact theory and social exchange theory to develop a model and a corresponding survey instrument that measures how several factors influence co-worker attitudes toward people with disabilities. Most importantly, this research approach allows us to assess behavioral changes from these attitudes. The results show that workplace contact has a positive effect on attitudes toward employees with disabilities. In addition, employer openness moderates workplace contact regarding attitudes; the effect of contact on attitudes was positive and significant. In addition, positive attitudes toward employees with disabilities correspondingly have a positive direct effect on organizational citizenship behavior. Finally, job satisfaction and personality moderated employees' attitudes positively and significantly. Overall, this study demonstrates that employers can benefit from hiring people with disabilities, but they must attend to the importance of employee attitudes on outcomes when designing structured interventions.

## PURPOSE

This study explores the collective behavioral changes in employees who work alongside individuals with disabilities, focusing on the role of Supported Employment (SE) programs, Employer Openness (EO) to hiring such individuals, and Employee Attitudes towards people with disabilities. SE programs not only assist people with significant disabilities in entering the labor force but also dramatically change their lives by making meaningful work contributions and career paths possible. EO is measured through questions assessing employer willingness and preparedness to engage with SE programs. Importantly, positive Employee Attitudes towards colleagues with disabilities have been shown to significantly boost Organizational Citizenship Behaviors, the extra efforts employees make beyond their job requirements, serving as a lever for enhanced organizational performance.

The findings of this study have wide-ranging implications for Human Resource Management (HRM) practitioners and employment specialists. Implementing Supported Employment fulfills a regulatory obligation for these stakeholders and is a transformative work event fostering organizational inclusivity. Organizations collaborating with supported employment agencies also stand to gain economically through various funding opportunities. By contributing to the body of knowledge in this area, the study aims to help supported employment agencies and families of people with disabilities forge new, mutually beneficial employer partnerships.

## PROBLEM OF PRACTICE

While the unemployment rate for individuals with disabilities has improved, it remains a pressing issue. According to the Bureau of Labor Statistics (BLS, 2022), people with both mental and physical disabilities possess employable skill sets but are actively seeking employment. This research acknowledges the growing incidence of mental health disabilities and aims

to include this category in its scope unless otherwise stated.

While there is greater willingness among some employers to engage with Supported Employment programs, gaps in knowledge and experience often act as barriers. Little is currently understood about the shifts in organizational behavior that occur after the integration of employees with disabilities, and this study aims to contribute new insights into this area, potentially creating a pathway for future partnerships between employers and supported employment agencies.

## RESULTS

Five of the six hypotheses were positive and significant. Two are novel and advance the literature, while three replicate previous findings. Attitudes toward employees with disabilities significantly positively affect Organizational Citizenship Behavior. As workplace contact increases, positive attitudes toward employees with disabilities also increase. Employer openness moderates the relationship between workplace contact and attitudes. Employee personality moderates the relationship between attitudes and Organizational Citizenship Behavior. Employee Job Satisfaction moderates the relationship between attitudes and Organizational Citizenship Behavior.

## CONCLUSIONS

This study measures the effect of hiring a person with disabilities on an employee's Organizational Citizenship Behavior (OCB) or performing tasks without a need for recognition or additional compensation. The primary focus is to ascertain how employing people with disabilities might influence other employees' attitudes, which could drive changes in OCB. While the research is not designed as an experimental modification of employee attitudes, it seeks to determine the natural evolution of these attitudes in the presence of supported employment, colleagues with disabilities, and employers open to hiring those with disabilities.

Positive attitudes toward people with disabilities can enhance performance-based behaviors. Implementing structured interventions can create positive behavioral change in the work environment. A person with mental or physical disabilities in the work environment can shape attitudes, making positive behavioral changes. Employers' openness to hiring people with disabilities strengthens the impact of workplace contact on attitudes and related behavioral change in the work environment. Job satisfaction and certain personality factors enhance this benefit and increase the overall effect of Attitudes and Organizational Citizenship Behavior.

## PRACTICAL RELEVANCE

This study highlights the organizational and individual benefits of including people with disabilities in the workforce. It emphasizes explicitly improving Organizational Citizenship Behavior (OCB), which enhances productivity and teamwork. The inclusion also broadens the skill set and empathy of non-disabled employees, dispelling preconceptions and fostering a more inclusive atmosphere.

Moreover, the research advocates for strategic partnerships to encourage openness in hiring individuals with disabilities and attracting private and governmental funding. Such partnerships strengthen the supported employment model and widen its adoption among other organizations.

In summary, organizations serve as transformative platforms that can leverage diversity for greater OCB and innovation. Our findings recommend exposing employees to disability inclusion initiatives and educational programs to debunk myths and drive organizational value.

## INTRODUCTION

“Disability” is a phenomenon that profoundly affects most people at some point in their lives, whether their own disability or the disability of someone with whom they associate. The phenomenon can affect both physical and cognitive abilities. We adopt a broad definition of disability here, encompassing visible and invisible conditions based on the U.S. Department of Labor guidelines. Visible disabilities are immediately noticeable conditions, such as mobility challenges or sensory impairments. In contrast, invisible disabilities include conditions that are not outwardly noticeable, such as neurological disorders and mental health issues. Global organizations like the World Health Organization (WHO) have extensively studied this issue, and their seminal “World Report on Disability” underscores the need for more inclusive practices across all sectors – a call to action that is still relevant.

Despite growing awareness of and improvements in disability inclusion, barriers to employment persist. Such barriers often result from employer misconceptions, limited experience, or lack of knowledge. According to a 2019 report from the U.S. Department of Labor and the World Economic Forum, both the unemployment rate and compensation for disabled employees leave substantial room for improvement. This situation is not just a moral issue; economic benefits are at play, too. Various academic studies, including a comprehensive review by Lindsay et al. (2018), corroborate that diversity in the workplace, particularly the inclusion of persons with disabilities, positively affects society and organizations.

Supported employment methods, designed as effective vocational rehabilitation strategies, are widely discussed in academia. For this study, “supported employment” refers to a multifaceted approach that includes identifying suitable candidates, nurturing prospective employer partnerships, and implementing specific employee retention strategies for those with disabilities. These practices are an investment that potentially benefits employers, although the empirical

outcomes are still largely uncharted territory (Gilbride et al., 2003).

Employees with a disability and companies collaborate not just out of self-interest but also from a desire to make meaningful contributions to society (Campbell et al., 2011). This study specifically investigates the effect of supported employment on organizational citizenship behavior (OCB), our chosen dependent variable. OCB involves voluntary employee behaviors that contribute to organizational efficiency but aren’t directly recognized by any formal reward system. The literature suggests that the influence of supported employment on OCB and its beneficial behavioral changes in the workforce is underrepresented (Li & Wang, 2013).

We aim to fill an existing literature gap while providing actionable insights for businesses and policymakers to help individuals who have both disabilities and employable skills find work. Given this pressing context, our central research question is: “What is the effect of supported employment on organizational citizenship behavior (OCB)?”

## LITERATURE REVIEW

### Supported Employment

The Rehabilitation Act Amendments (RAA) of 1986 for the first time recognized supported employment as a legitimate vocational rehabilitation outcome (Nisbet & Hagner, 1988). With the RAA initiative, the U.S. government created the Office of Disability Employment Policy (ODEP), the mission of which is to “develop and influence policies and practices that increase the number and quality of employment opportunities for people with disabilities” (U.S. Department of Labor Office of Disability Employment Policy, 2022). In addition, in 2001, the U.S. Congress and the Department of Labor created an initiative to help Americans with disabilities attain employment through vocational rehabilitation programs in nonprofit third-party organizations or partner agencies.

In July 2014, the Workforce Innovation and Opportunities Act (WIOA) was signed into law, which further substantiated both the need and the mission to include and provide vocational opportunities to people with disabilities (De Heer-Wunderink et al., 2012). WIOA was a landmark legislation designed to strengthen and improve our nation’s public workforce system (Bird et al., 2014); it also validated the competitive integrated employment (CIE) construct. Supported employment is the byproduct of CIE and vocational rehabilitation services.

Supported employment programs focus on integrating a person who has mental and physical disabilities into a competitive work environment. Supported employment implementation includes two elements: interagency coordination involving multiple interventions with a partner employer motivated to adopt the program, and the ongoing support of vocational rehabilitation best practices (Rusch & Hughes, 1989).

### Workplace Contact

When supported employment programs are initiated in organizations, workplace contact and exposure to a person with a disability becomes an objective reality for coworkers without disabilities. At times, this shift represents a notable change for non-disabled coworkers. For example, a person with a disability, a job coach, and the head of a Human Resources function might start lingering around their workspace during orientation and training.

The accompanying attitude changes can be complex, depending on the contact conditions (Amir, 1969). However, exposure is necessary to change attitudes and should be a requirement. As a part of supported employment, coworkers would increase their workplace contact through mandated training or ad-hoc conversations. Fechner’s (1876) theory of the “mere exposure effect” states that repeated exposure is sufficient to change an individual’s attitudes (Zajonc, 2001).

## Employer Openness

Another element in supported employment success is how open the employer is to hiring people with disabilities. Notably, the fact that a person with a disability is currently in the work environment does not indicate that the employer is open to hiring people with disabilities. Ronald Fry's (1997) report highlighted the need for employers to be open to hiring people with disabilities to strengthen relationships between state-funded supported employment programs and the private sector.

Gilbride et al. (2003) conceptualized and measured employer openness and an organization's willingness to hire, make accommodations, actively work with, and promote people with disabilities (Gilbride et al., 2006). Lengnik-Hall, Gaunt, and Kulkarni (2008) further support this claim and suggest that employers have little reason not to hire a person with disabilities. This research provides confirmation of the fallacy of justifications not to hire (Lengnik-Hall et al., 2008).

## Attitudes Toward People with Disabilities

Yuker (1970) initially explored attitudes toward people with disabilities and received numerous awards and recognitions for developing the Attitudes Toward Disabled Persons Scale. Specifically, Yuker (1970) investigated the effects of employing a person who has a disability. Since then, other social scientists have formulated attitude measurement tools relative to people with disabilities (Gething & Wheeler, 1992; Antonak & Livneh, 2000). Although formalized legal interventions exist to prevent human atrocities and discrimination toward people with disabilities (e.g., Title VII of the Civil Rights Act of 1964; The Vocational Rehabilitation Act of 1973; The Americans with Disabilities Act of 1990; and Executive Orders 11246 and 11375), laws cannot override the inherent stigmas.

These stigmas prevent the acceptance of people with disabilities in the work environment. Non-disabled people who have limited knowledge perceive and focus on negative attributes or consequences of

disability (Vornholt et al., 2013). These attitudes, in turn, affect social exchanges and behaviors in the work environment (Chadwick-Jones, 1976). However, attitudes can be changed and shaped by structured interventions (Cook et al., 1999).

## Personality

The study of personality and its factor model originated with the work of Cattell (1933), who initially proposed a 16-factor model that later was refined by Fiske (1949) into a more streamlined one. The Mini-IPIP measuring personality has since evolved and has been further validated by Digman (1997). It is particularly relevant in understanding human behavior in the workplace context, especially concerning OCB (Chiaburu et al., 2011). This area of research is invaluable to social scientists and has been incorporated into various assessment tools across multiple institutions.

The study of personality offers more profound insights into understanding how individuals fit into their environments. It is supported by evidence that behaviors often align with attitudes and personalities (McLaughlin et al., 2004). As a result of our focus on the OCB outcome variable in this study, the personality variable is critical and relevant. That extraversion and agreeableness could significantly affect behavioral outcomes is logical to deduce, especially in interactions involving individuals with disabilities.

In this study, we use the Five-Factor Model (often called the "Big Five") to measure personality traits. This choice aligns with more recent research and has the advantage of being a widely accepted and extensively validated framework for understanding personality, making it a suitable tool for investigating the effects of personality on OCB.

## Job Satisfaction

Job satisfaction is a well-researched construct in the literature. Locke (1976) defines the construct as a positive emotional state about work after thinking about a job. Staw and Ross (1985) provided objective and empirical support for the effect of job

satisfaction on one's disposition (Judge et al., 1998). Job satisfaction has a multidimensional and subjective nature, including elements of work environment, pay, and attitudes (Tasios & Giannouli, 2017). Therefore, when a person with a disability enters the work environment, job satisfaction can change other workers' attitudes and influence OCB. It also has a relative influence on behavior in the work environment (Podsakoff & MacKenzie, 1997).

Job satisfaction often is considered along two trajectories: affective and cognitive. Affective elements tend to represent the feelings (affect) generated by their experiences at work, while cognitive elements tend to focus on more logical and rational aspects (Thompson & Phua, 2012). In our study, we adopt a measure developed by Judge et al. (1998) and designed to measure employees' overall level of job satisfaction. The measure tends to capture a global or general sense of satisfaction with the job, rather than dissecting it into these two separate but related aspects.

## Organizational Citizenship Behavior

OCB is a term coined and measured by Smith, Organ, and Near (1983). They credit Katz (1964) as the originating thought leader on types of behaviors in a properly functioning organization. OCB refers to "discretionary behavior, not explicitly recognized by the formal reward system" (Organ, 1998, p. 4). The culmination of this behavior from a group of individuals in the work environment is a more effective organization. However, governing the behaviors is problematic, and measuring them can be challenging because of the many factors that contribute to them (Smith et al., 1983).

OCB examines how individuals perform work beyond task performance to help people or the organization. Organ (1988) also refers to OCB's concerns as the good soldier syndrome. The behaviors are altruistic and prosocial (McNeely & Meglino, 1994). Organizations that foster them typically are consciously aware of the values that create such an environment. Employees are not required to perform these behaviors in

their job description. However, the behaviors increase the firm's effectiveness by helping the employees and managers to be more efficient (Bergeron, 2007). Interest in OCB expanded when Podsakoff and MacKenzie (1997) demonstrated in their research a causal influence of OCB on firm performance.

In line with our study, Ingusci et al. (2022) explore how perceiving disability as a job resource can positively influence OCBs through the mediation of job crafting. This study employs the Job Demands–Resources (JD–R) model and finds that workers who view disability constructively engage in more OCBs.

### **Social Exchange Theory**

Social exchange theory (SET) describes how we maximize benefits and minimize costs as we exchange with others (Cook et al., 2013). Further, SET explains that individuals are likely to measure the benefits and risks involved in the exchange. Based on the dimensions behind each of these constructs in our research model for this study and the complexity of human behavior (Eoyang, 2006) in the context of disability, incorporating SET (Chadwick-Jones, 1976) as a guiding lens to develop a research model is prudent.

The theory is among the most influential conceptual paradigms for understanding workplace behavior (Cropanzano & Mitchell, 2005). SET initially was defined as the exchange of activity, tangible or intangible, between at least two persons, and whether the exchange is rewarding or costly (Homans, 1961). Kelley & Thibaut (1978) extended SET by combining it with Game Theory to explore how individuals can change relationship outcomes through chosen behaviors (Kelley & Thibaut, 1978). This work conceptualizes social behavior as an exchange and details how relationships are built over time through trusting, loyal, and mutual commitments (Cropanzano & Mitchell, 2005).

### **Intergroup Contact Theory**

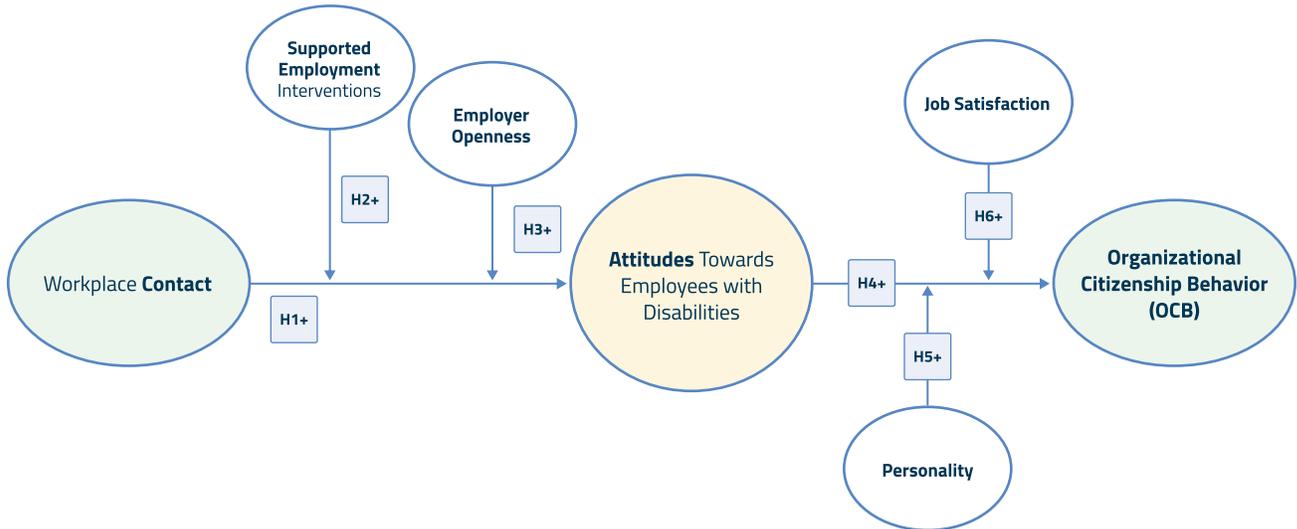
Intergroup contact theory (ICT) considers pre-existing prejudice when groups are isolated. William (1947) initially developed the theory to account for the tensions between racially different groups. The idea relates to this study as we explore the integration of a person with a disability into a work environment that is traditionally and proportionately non-disabled. Allport (1954) later asserted that contact between groups can reduce intergroup prejudice when certain optimal conditions exist, such as equal status, common goals, cooperation, and support from authority (Pettigrew & Tropp, 2006).

The theory is relevant to this research because it connects the structured aspects of employing people with disabilities. Cook (1984) explained how this theory guides the psychometric properties involved when groups come into frequent contact with out-groups and the resulting decrease in prejudice (Pettigrew, 1998).

## RESEARCH METHOD

In this study, we focus on variables that shape attitudes toward people with disabilities. We also explore how these attitudes influence behavior. The research model offers a coherent and logically grounded framework for understanding relationships among workplace contact, attitudes, and behavioral outcomes. Figure 1 displays the research model that guides the study.

Figure 1: Research Model



### Research Model

ICT proposes that increased workplace contact correlates with improved attitudes toward employees with disabilities. Allport's theory (1954) suggests that structured group contact reduces prejudice. According to Li and Wang (2013), Cook et al. (2013), and Lund and Seekins (2014), exposure to and interaction with individuals with disabilities can lead to more positive attitudes toward them. Therefore, our first hypothesis is this:

*H1: As workplace contact increases, positive attitudes toward employees with disabilities will also increase.*

SET suggests that supported employment interventions serve as moderating factors, enhancing perceived benefits and reducing perceived costs when working with employees with disabilities. The concept of supported employment can serve as a moderating factor between workplace contact and attitudes toward individuals

with disabilities. Leach (2002), Corbière et al. (2014), and Rusch and Hughes (1989) emphasize the positive role that formal support mechanisms like supported employment can play in creating a more inclusive work environment. Therefore:

*H2: Supported employment interventions moderate the relationship between workplace contact and attitudes.*

ICT's emphasis on authority support indicates that employer openness moderates the relationship between workplace contact and attitudes. Schur et al. (2005) and Fry (1997) suggest that when employers are willing to hire people with disabilities, the likelihood of positive contact and attitudes among employees increases. Abraham (1999) and Bergeron (2007) support the idea that employer openness can influence work culture. Therefore:

*H3: Employer openness moderates the relationship between workplace contact and attitudes.*

Based on the reasoned action approach (Fishbein & Ajzen, 2011) and findings from McLaughlin et al. (2004), attitudes directly affect behavior. Further studies by Hanley-Maxwell et al. (1986) and Rusch (1986) indicate that positive attitudes are linked to higher job satisfaction and employee retention. We posit that positive attitudes toward disabled employees will directly lead to OCB, consistent with SET's focus on beneficial social exchanges. Therefore:

*H4: Attitudes toward employees with disabilities have a positive and direct effect on organizational citizenship behavior.*

Personality traits like agreeableness have been linked to increased citizenship behavior (Mount et al., 2005; Chiaburu et al., 2011). Bakker et al. (2012) and Podsakoff and

MacKenzie (1997) suggest that specific personality traits can strengthen the relationship between attitudes and OCBs. Therefore:

*H5: Employee personality moderates the relationship between attitudes and organizational citizenship behavior (OCB).*

Job satisfaction strongly predicts OCBs (Foote & Tang, 2008; Tietjen & Myers, 1998). Song and Hart (2021) suggest that high job satisfaction can extend to a better quality of life for disabled and non-disabled employees. Job satisfaction, a crucial variable in SET, moderates the relationship between attitudes and OCB. Therefore:

*H6: Employee job satisfaction moderates the relationship between attitudes and organizational citizenship behavior (OCB).*

### Measures

We used the following seven constructs in conducting this study: *work contact, supported employment, employer openness, employee attitudes, personality, job satisfaction, and OCB*. We also used a combination of well-established instruments to gather data for the study, as well as one newly formulated measure for supported employment. To establish a rigorous methodology, we initially conducted three pilot studies before proceeding with our study.

These preliminary investigations served to refine the new measurement scale and contributed to the development of construct validity. The Supported Employment construct employs a different scaling method, using a yes/no scale with an additional option of "I don't know.". The nature of the supported employment question aims for directness in considering a particular organization's deployment of supported employment. We acknowledge this directness, and we cautiously integrated the data to ensure that the measures were not conflated. Also, some constructs initially included in the research design were later revised or omitted after the pilot studies to better align them with the study's evolving objectives (e.g., Team-Member Exchange (TMX)).

We assessed the scale validity using a multi-stage process. For example, we conducted expert reviews for face validity and used exploratory factor analysis (EFA) to examine the items' internal consistency and factor loadings. We then revised or discarded poorly performing items and retained those with strong loadings. (See the Appendix for the results of the factor analysis and the KMO Measure of Sampling Adequacy.)

Finally, we note that there was no participant overlap between the pilot studies and the main study. We used this approach to prevent any bias or learning effects that could confound the study's outcomes. Participant data from the pilot studies were used solely for refining the measurement scales and were not included in the main study's dataset. Table 1 identifies the instruments and measures used in the measurement for each construct.

### Study Sample

The population of interest was full-time employees in organizations working in the United States. We chose participants using a two-step process: (1) initial selection from

a convenience-based pool, and (2) randomization within that pool to reduce selection bias. Although this process does introduce some level of randomness, we recognize it does not entirely negate the potential bias of a convenience sample.

First, we relied on solicitation via email from a randomly selected convenience sample of employees who work for a privately owned organization. Second, we derived a randomly selected group from a convenience sample of the researcher's business network. This sample comprised chamber of commerce members, vendors, and strategic business partners. For a more robust sample, we contacted a select group of employers who work with supported employees and their corresponding staff to participate in the study. A partner employment specialist, The de Moya Foundation, referred this group. We sent a permission letter to The de Moya Foundation director for approval and later sent it to employers referred for the study. Fourth, the sample included 50 additional Amazon Mechanical Turk (MTurk) participants from across the United States.

**Table 1. Survey Instruments**

Construct	Measurement Scale	Original	Adopted	Scale	Cronbach Alpha
Work Contact with Disabled Persons	Contact with Disabled Persons (CDP) Scale (Yuker & Hurley, 1987)	20	5	5-point	0.92
Attitudes toward Employees with Disabilities	Attitudes Toward Disabled Persons Scale (ATDP) (Yuker, Block & Young, 1970)	20	4	5-point	0.60
Employer Openness	Employer Openness Survey (EOS) (Gilbride et al., 2003)	13	6	5-point	N/A
Supported Employment	Self-developed	5	5	3-point	N/A
Personality	Mini-IPIP Personality Scale (Cooper et al., 2010)	20	20	5-point	0.65 - 0.77
Job Satisfaction	Overall Job Satisfaction Scale (Judge et al., 1998)	5	5	7-point	0.84
Organizational Citizenship Behavior	OCB Scale (Lee & Allen, 2002)	16	12	7-point	0.83 - 0.88

Table 2 provides details on our sample of 211 participants: 76.3% were primarily from Monroe, Miami-Dade, and Broward counties in south Florida. Representing varied ages, tenures, and roles, half of them hailed from four companies with supported employment programs. This regionally focused, diverse sample offers insights but has limited generalizability.

After analysis of the results, we determined that the “employee knowledge” construct faced challenges in its scale development process. Unlike other measures that used a 5-point or 7-point Likert scale, this construct used a 3-point scale, which led to ambiguity and difficulty in establishing scale reliability. As a result, we determined that further validation is needed in future studies and consequently removed the construct from the current model. However, it was included in the survey used in the main study.

The industries represented reflect the various types of organizations and employee participants included in the survey to bolster the validity of the findings (see Table 3).

### Methodology

For this quantitative research study, we surveyed 211 participants using a digital survey instrument through Qualtrics. An extensive survey design process, discussed in more detail below, resulted in 63 construct measurement questions and 6 demographics questions, for 69 total questions.

We intentionally omitted a disability status question in our survey to foster inclusivity and to account for invisible or undisclosed disabilities. This absence doesn’t compromise the data quality because our study focuses on attitudes and systems surrounding supported employment and not solely on observable disabilities. In our analysis, we refrain from making assumptions about respondents’ disability status, allowing us to focus on broad themes in the data.

### Pilot Study

Three pilot studies allowed us to refine the survey instrument, establish construct

**Table 2. Sample Demographics (N = 211)**

Demographic	Frequency	Percent	
<b>Age</b>	18–24	5	2.37%
	25–34	41	19.43%
	35–44	81	38.39%
	45–54	45	21.33%
	55–64	33	15.64%
	65–74	4	1.90%
	75–84	2	0.95%
<b>Gender</b>	Male	126	59.72%
	Female	84	39.81%
	Prefer not to say	1	0.47%
<b>Job Tenure</b>	less than one year	12	5.69%
	1–5 years	64	30.33%
	6–10 years	72	34.12%
	11–15 years	29	13.74%
	16–20 years	16	7.58%
	more than 20 years	18	8.53%
<b>Position</b>	Full-time student	3	1.42%
	Frontline employee	72	34.12%
	Supervisor	24	11.37%
	Middle manager	20	9.48%
	Manager	29	13.74%
	Director	26	12.32%
	Executive	18	8.53%
	Self-employed	18	8.53%

validity, and finalize the theoretical research model. Initially, we included several constructs in the survey design. However, after conducting EFA, we removed constructs with low factor loadings to improve model fit.

We recruited participants from Amazon MTurk, focusing on U.S.-based full-time employees over 18 years of age, with a history of more than 100 successful “Human Intelligence Task” (HIT). These criteria helped to secure data integrity. The first pilot had 60 respondents and a 98-question format. After using the principal component factor analysis with varimax rotation in our EFA, we updated the personality scale and modified or removed a few questions.

For the second pilot study, we collected data from 80 participants using a revised 76-question instrument, and the EFA caused us to reduce this number to 64 questions. The third pilot study involved 39 respondents. Across all pilots, totaling 187 participants, we scrutinized convergent and discriminant validity to affirm the measures’ reliability and specificity.

Note that the pilot and main study samples were distinct, ensuring that pilot findings did not bias the main study results. Based on the cumulative insights from the pilot studies, we made minor refinements to both the research model and the survey instrument.

## FINDINGS

### Main Study

The main study data collection period ran for 50 continuous days, starting November 26, 2021, through January 10, 2022. A total of 234 individuals consented to participate in the study. After our data clean-up to remove participants who did not finish or who finished too quickly, as well as any outliers who fell outside the distributional criteria, the sample totaled 211, with an average duration of 32 minutes to complete the survey. We used descriptive statistics to understand the demographic characteristics and results of the main study, where applicable. The sample was collected from various sources, as previously described. Most were solicited via email using a Microsoft Outlook mail merge template. (See the Appendix for descriptive statistics of each scale and for questions in the study.)

The Cronbach Alpha value is above .75 on all constructs, indicating the consistency and validity of the survey results and questions. Our sample size changed slightly for results related to supported employment because of the nature of the questions: If respondents answered "I don't know" to all five supported employment questions, they were not included in the analysis, resulting in a final sample of 191. In addition to our interest in the two main effects, we used the study to test four moderating interaction effects. These moderating variables helped to demonstrate how the main results changed across different conditions. We conducted linear regressions to investigate six of our hypotheses and found significance in five. Finally, we conducted a confirmatory factor analysis to determine model fit. Table 4 presents the model fit indices, and Table 5 presents the regression analysis results. Factor loadings and covariances are included in the Appendix.)

As Table 4 shows, the various indices suggest acceptable levels of model fit (Hooper et al., 2007). The root mean square error of approximation (RMSEA) value is at the upper boundary for good fit, per MacCallum et al. (1996), and the standardized root mean

residual (SRMR) value is acceptable (Hu & Bentler, 1999). The comparative fit index (CFI) is at the lower boundary of acceptable fit (Hu & Bentler, 1999).

Using IBM AMOS, we calculated the final structural model using a mean-centered variable approach, as shown in Figure 2.

The H1 direct effect was positive and significant. As workplace contact increases,

positive attitudes toward employees with disabilities also increase (beta coefficient  $\beta = .164$ ,  $t = 3.036$ ,  $p = 0.003$ ). Workplace contact had a significant positive effect on attitudes and predicted attitudes toward employees with disabilities, but its effect was small compared to other predictors in the study ( $F(1,211) = 9.21$ ,  $p = .003$ ,  $\text{Adj } R^2 = 3.8\%$ ). These results replicate previous studies from the literature. Thus, hypothesis H1 is supported.

**Table 3. Industry Distribution (N = 211)**

Industry	Frequency	Percent
Information	28	13.27%
Construction	22	10.43%
Other not listed	22	10.43%
Other Services (except Public Administration)	20	9.48%
Finance and Insurance	18	8.53%
Professional, Scientific and Technical Services	16	7.58%
Educational Services	14	6.64%
Healthcare and Social Assistance	12	5.69%
Retail Trade	12	5.69%
Manufacturing	11	5.21%
Arts, Entertainment and Recreation	10	4.74%
Transportation and Warehousing	7	3.32%
Real Estate and Rental and Leasing	5	2.37%
Wholesale Trade	5	2.37%
Accommodation and Food Services	4	1.90%
Utilities	3	1.42%
Administration, Business Support, and Waste Mgmt.	1	0.47%
Agriculture, Forestry, Fishing and Hunting	1	0.47%

**Table 4. Model Fit**

Fit Measures				
			RMSEA 90% CI	
CFI	SRMR	RMSEA	Lower	Upper
0.905	0.0766	0.0723	0.0781	0.0764

Our analysis shows a lack of support for the moderation effect in H2. The moderating effect of supported employment on the effect of workplace contact on attitude was not significant ( $\beta = .032, p = .18$ ).

Meanwhile, our analysis does support the H3 moderation effect. Employer openness moderates the relationship between

workplace contact and attitudes. This moderating effect of employer openness on how workplace contact affects attitude was positive and significant (beta coefficient  $\beta = .093, t = 3.022, p = .003$ ). The finding that H3 was positive indicates that workplace contact had a more substantial effect on attitude at higher levels of employer openness.

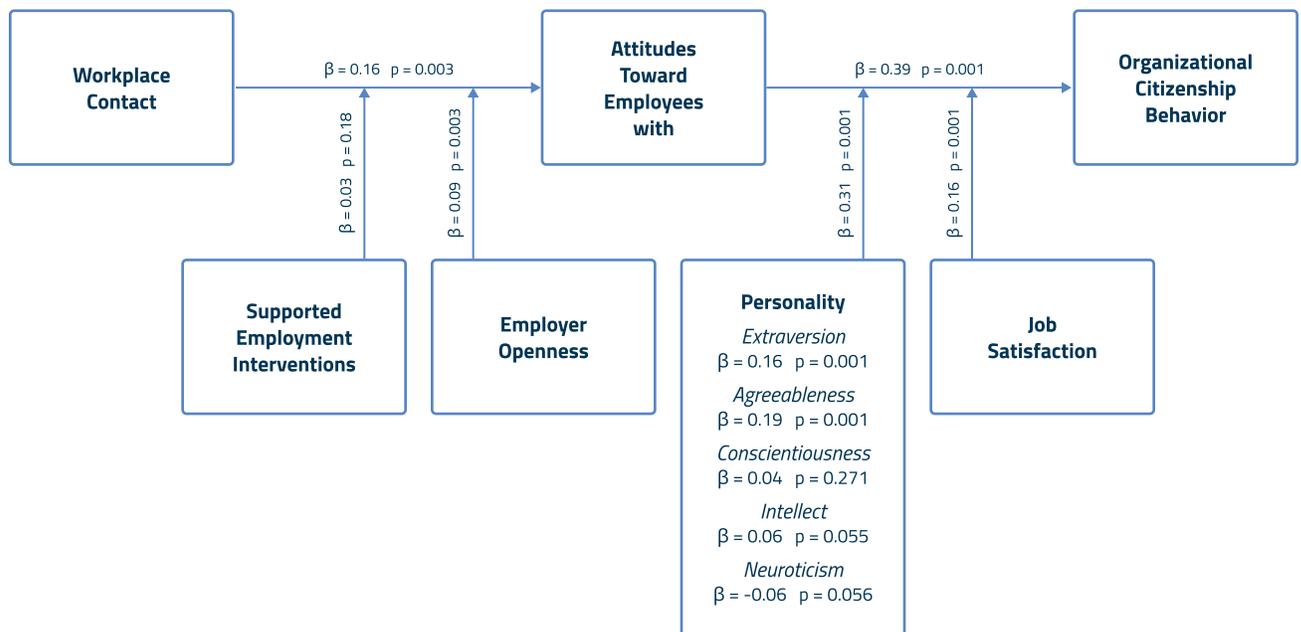
The direct effect hypothesized in H4 was positive and significant. Attitudes toward employees with disabilities have a positive direct effect on organizational citizenship behavior. The effect of attitudes on organizational citizenship behavior was statistically significant (beta coefficient  $\beta = .397, t = 3.266, p < .001$ ).

The hypothesized moderating effect in H5 was positive and significant. Employee personality moderates the relationship between attitudes and OCBs. The five-factor combined personality model showed that personality had a significant moderating effect on how attitudes affect OCB ( $\beta = .312, p < .001$ ). These results replicate previous studies showing that personality moderates this relationship. Our study breaks down each factor's effect: For the five dimensions of personality, extraversion ( $\beta = .155, p < .001$ ) and agreeableness ( $\beta = .193, p < .001$ ) had the greatest positive and significant moderating effect. Intellect ( $\beta = .063, p = .055$ ) was nearly significant and had a positive effect, while neuroticism ( $\beta = -.06, p = .056$ ) was also nearly significant but had a negative effect. This result suggests that at higher levels of neuroticism, attitudes have a weaker influence on OCB.

**Table 5. Regression Analysis**

Hypothesis	N	F	df	B	t	adj. r <sup>2</sup>	p
H1	211	9.21	1,209	0.16	3.03	3.80%	.003**
H2 (m)	191	4.65	2,188	0.03	1.34	3.70%	0.18
H3 (m)	211	9.35	2,208	0.09	3.02	7.40%	.003**
H4	211	10.66	1,209	0.39	3.26	4.40%	.001**
H5 (m)	211	21.34	2,208	0.31	5.52	16.20%	<.001***
H5a. Extraversion	211	29.21	2,208	0.16	6.74	21.20%	<.001***
H5b. Agreeableness	211	23.83	2,208	0.19	5.94	17.90%	<.001***
H5c. Conscientiousness	211	5.94	2,208	0.04	1.10	4.50%	0.271
H5d. Intellect	211	7.27	2,208	0.06	1.93	5.60%	0.055
H5e. Neuroticism	211	7.24	2,208	-0.06	-1.92	5.60%	0.056
H6 (m)	211	60.47	2,208	0.16	10.25	36.20%	<.001***

**Figure 2. AMOS Model**



Conscientiousness ( $\beta = .039, p = .271$ ) did not significantly moderate the effect of attitudes on OCB.

- H5a. Extraversion is supported
- H5b. Agreeableness is supported
- H5c. Conscientiousness is not supported
- H5d. Intellect is not supported
- H5e. Neuroticism is not supported

The moderating effect of job satisfaction, hypothesized in H6, was positive

and significant. Employee job satisfaction moderated the relationship between attitudes and OCB, and its effect was positive and significant (beta coefficient  $\beta = .156, t = 10.245, p < .001$ ). Thus, as discussed in our review of the literature, we found that attitudes have a more substantial effect on OCB at higher levels of job satisfaction. With this finding, our study successfully replicates the results of previous studies. Thus, job satisfaction has a relevant place in the research model as a moderator and a variable that has a behavioral impact. The summary of findings is in Table 6 below.

**Table 6. Summary of Findings**

Hypothesis	Results
H1: As the amount of workplace contact increases, positive attitudes toward employees with disabilities also will increase.	Supported
H2: Supported employment interventions moderate the relationship between workplace contact and attitudes.	Not Supported
H3: Employer openness moderates the relationship between workplace contact and attitudes.	Supported
H4: Attitudes toward employees with disabilities have a positive direct effect on OCB.	Supported
H5: Employee personality moderates the relationship between attitudes and OCB.	Supported
H5a. Extraversion	Supported
H5b. Agreeableness	Supported
H5c. Conscientiousness	Not Supported
H5d. Intellect	Not Supported
H5e. Neuroticism	Not Supported
H6: Employee job satisfaction moderates the relationship between attitudes and OCB.	Supported

## DISCUSSION

### Theoretical Implications

As previously discussed, ICT suggests that interaction between groups, under certain conditions, can reduce prejudice (Allport et al., 1954). Existing research corroborates the effect that contact has on attitudes toward people with disabilities (Yuker & Hurley, 1987), and our findings support this theory. ICT is the bedrock for our investigation into employer-facilitated interactions that can ameliorate prejudices against people with disabilities and, in doing so, can enrich OCB. Our results also extend ICT and contribute to the literature by offering insight into the moderating effect that employer openness and work contact have on attitudes toward people who have disabilities. This insight is relevant because intergroup contact shapes attitudes as individuals who are not usually around one another work together. In this case, the employer is a catalyst for shaping employee attitudes to society's benefit.

SET contends that individuals are likely to measure the benefits and risks involved in an exchange to produce optimal outcomes (Kelley & Thibaut, 1978). They are then likely to pursue the relationships that offer the most significant benefits. These quests for a beneficial exchange occur regularly in a business environment (Anderson, 2019). SET highlights the benefits that both employers and employees accrue in long-term relationships, and such benefits can effectively incentivize employers and their employees to sustain positive exchanges with individuals who have disabilities. The results of this study thus support SET by showing that employers and employees are rewarded for interacting with a person who has a disability; indeed, our findings establish a direct main effect of employees' attitudes toward people with disabilities and OCB. Although the benefit may not manifest initially as a result of the stigma to be overcome, forced and controlled exchanges create behaviors that benefit individuals and the organization in the long term. This finding is one of our study's key insights. We deem it crucial because employers can repudiate any negative assumptions about

hiring people with disabilities by enabling social interactions that demonstrate positive outcomes.

This change in perception offers employers benefits, as well. Therefore, our results should motivate employers to create structured exchanges and to share knowledge about disability and about erroneous presuppositions with their non-disabled employees. Finally, considering that positive attitudes toward people with disabilities produce positive behaviors (support of hypothesis H4), employers toned to appreciate the performance value creation that comes from hiring qualified people who happen to have a disability.

Both SET and ICT interact dynamically in our study, collectively offering a theoretical framework that deepens our understanding and provides actionable insights for employers.

### Practical Implications

Our research shows that supported employment is beneficial for individuals with disabilities and that it adds significant value to organizations by enhancing OCB. Proactively including individuals with disabilities transforms people's relationships, encouraging more positive attitudes and behaviors among non-disabled employees. The critical takeaway for practitioners is to focus on creating an inclusive work environment, beginning with employer openness to hiring individuals with disabilities. This openness catalyzes broader organizational and societal change, fostering a work atmosphere that welcomes and thrives on diversity. Supported employment agencies thus have a compelling reason to invest in building strong employer partnerships, in contributing to public education, and in engaging in community outreach.

This study spotlights the relevance of employment specialists through our examination of employers' open-mindedness toward hiring a person with disabilities and integrating a supported employee in the

environment. Before placing a person with a disability into a work environment, specialists should survey prospective employer partners, interview organizational leaders, and consider company reputations. Incorporating a person with a disability into a toxic work environment with unsympathetic leaders would clearly be counterproductive.

OCBs supplement an organization's overall value from a performance perspective (Podsakoff & MacKenzie, 1997). Employers can create an environment conducive to engendering OCB benefits by identifying ways to encourage such behaviors organically. Moreover, our findings also indicate that meeting with an employment specialist who represents a supported employment agency improves the likelihood of successful integration of employees who have a disability.

Another viable option is to encourage employers to conduct independent research to find studies on integrating these employees and to disseminate key findings to all their employees. In other words, strategies for "marketing" and raising awareness matter; indeed, employment specialists might spend more time and effort communicating with employers and shaping their viewpoints so that they appreciate the value of implementing supported employment. If marketing and promotional campaigns are undertaken to encourage employers to hire a person with disabilities, considerable thought must go into tactical execution to maximize their effects. Ideally, the findings in this study may lead to additional government grants and spur private fundraising efforts on behalf of employment specialists. These findings offer empirical support for value creation in hiring practices and supported employment for people with disabilities – findings that can be useful in marketing campaigns.

In addition, this study finds that job satisfaction and personality factors – in particular, agreeableness and extraversion – can strengthen the effect of attitudes on OCBs. Employers should investigate practical ways to measure and shape employee

satisfaction while improving employee attitudes toward people with disabilities. During the implementation phase, these two efforts are complementary.

### **Study Limitations and Implications for Future Research**

Although this study achieves a sample size sufficient to ensure reliability, it would have benefited from a larger sample size that captured a more diverse group of participants to allow for greater generalizability. Moreover, the researcher held a leadership position in the organization from which one group of participants was randomly selected; as a result, a supervisory bias might be embedded in the sample selection process. In addition, in the solicitation process for the sample, the director of a supported employment agency asked for participants from among the agency's partnership contacts. In theory, this self-selection bias may represent two limitations: First, the respondents might have felt obligated to join because of the nature of their relationship with the director, and second, the people invited to participate had actual experience working in their organization with a person who had a disability.

Concerning the model's complexity, a focused follow-up study or model simplification could help resolve challenges tied to rigorous scale development. Therefore, conducting an additional study would allow for a more thorough investigation of these issues. Researchers have looked closely at attitudes toward people with disabilities and related organizational behavior (Yuker & Hurley, 1987; Organ, 1988). In contrast,

in our study, attitudes toward people with disabilities serves as a mediator and subsequent independent variable that has the power to shape organizational performance through employee behaviors. Given our novel findings, future researchers might look for other performance variables that depend on or interact with attitudes toward people with disabilities.

In future empirical research, scholars should examine interventions that can help to integrate a person who has disabilities into a work environment. Several additional questions worth examining might question whether job satisfaction can be increased through supported employment interventions when employers hire a person with a disability. Also, how can interventions factor into personality assessments to ensure healthy working relationships?

Our study demonstrates that when attitudes and behaviors are positive, OCBs are more likely to emerge. Future research might conduct a longitudinal study to measure correlations between financial performance and a focus on hiring people with a disability. In other words, how do the collective behavioral changes that this study identifies affect a firm's financial performance? In addition, following the example of Gowdy et al. (2004), future research also might treat business owners and their executive team as the unit of analysis to determine how the executive team's behavior (openness) affects the hiring process for a person with disabilities.

## **CONCLUSION**

Organizational leaders interested in enhancing long-term performance should strongly consider hiring employees with disabilities and implementing structured, inclusive programs. These initiatives can improve attitudes toward people with disabilities among coworkers, elevate OCBs – a pivotal performance metric. Factors like job satisfaction and certain personality traits, such as agreeableness and extraversion, can augment such behaviors.

Both employers and employees stand to gain from inclusive hiring; it enhances the overall work experience and boosts beneficial OCBs. Our research reveals a compelling interplay among job satisfaction, personality traits, and employee attitudes toward people with disabilities, presenting a novel and intriguing avenue for further study. The intricate workplace dynamics our research reveals offer a clear imperative for further exploration. Continued research in this area can deepen our understanding of diverse organizational climates and inform more effective, inclusive practices in them.

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## SUPPORTING MATERIALS

### Appendix

#### Descriptive statistics of main study (N = 211)

Construct / $\alpha$	Item	Mean	SD
<i>1=never, 2=once or twice, 3=a few times, 4=often, 5=very often</i>			
Work Contact with Disabled Persons $\alpha = 0.894$	How often have you worked with a client, student or patient on the job who is disabled?	2.82	1.12
	How often have you worked with a coworker or supervisor on the job who is disabled?	2.59	1.20
	How often do you encounter new coworkers who are disabled?	2.30	0.98
	How often have you had conversation with a person who is disabled at work?	3.16	1.14
	How often have you eaten a meal with a person who has a disability at work?	2.47	1.18
<i>1=strongly agree, 2=agree, 3=neither agree nor disagree, 4=disagree, 5=strongly disagree</i>			
Attitudes Toward Employees with Disabilities $\alpha = 0.753$	I believe disabled persons are often less intelligent than non-disabled persons	4.31	0.84
	I believe it would be better for disabled persons to live and work in special communities.	4.31	0.88
	I believe it is very challenging for a disabled person to lead a normal life.	3.06	1.12
	I believe disabled persons struggle to have a normal social life.	2.87	1.10
<i>1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, 5=strongly agree</i>			
Employer Openness $\alpha = 0.888$	I believe my organization welcomes diversity: they are inclusive.	4.25	0.81
	I believe my organizations management style is more personal and flexible.	3.99	0.86
	I believe my organization expects and rewards diversity.	3.80	0.98
	I believe my organization is comfortable providing accommodations to all their employees.	4.22	0.80
	I believe my organization includes people with disabilities with all workers and treats them equally.	4.14	0.87
	I believe my organization can supervise a diverse workforce.	4.20	0.83
<i>1=no, 2=I don't know (missing), 3=yes</i>			
Supported Employment $\alpha = 0.939$	Does your organization have a supported employment program for people with disabilities?	1.94	1.00
	Does your organization work with an employment specialist for job carving to hire people with disabilities?	1.75	0.97
	Does your organization offer disability awareness training to help you work with a person who has disabilities?	1.92	1.00
	Does your organization inform employees about results of studies showing that the majority of people with disabilities are willing and able to work?	1.42	0.81
	Does your organization work with an on-site employment specialist or job coach who helps employees with disabilities in the work environment?	1.76	0.97
<i>1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, 5=strongly agree</i>			
Extraversion $\alpha = 0.861$	I am the life of the party.	2.47	1.06
	I talk to a lot of different people at parties.	3.09	1.25
	I keep in the background. (R)	2.94	1.20
	I don't talk a lot. (R)	3.03	1.22

Neuroticism $\alpha = 0.762$	I get upset easily.	2.22	1.00
	I seldom feel blue. (R)	2.69	1.17
	I have frequent mood swings.	2.09	0.97
	I am relaxed most of the time. (R)	2.43	1.05
Agreeableness $\alpha = 0.797$	I feel others' emotions.	3.85	0.88
	I am not really interested in others. (R)	3.95	0.91
	I sympathize with others' feelings.	4.13	0.82
	I am not interested in other people's problems. (R)	3.67	1.07
Intellect $\alpha = 0.749$	I am not interested in abstract ideas. (R)	3.64	1.08
	I have difficulty understanding abstract ideas. (R)	3.86	0.96
	I do not have a good imagination. (R)	3.93	1.07
	I have a vivid imagination.	3.71	1.01
Conscientiousness $\alpha = 0.736$	I like order.	4.08	0.79
	I make a mess of things. (R)	4.18	0.94
	I get chores done right away.	3.74	1.01
	I often forget to put things back in their proper place. (R)	3.94	1.07
Job Satisfaction $\alpha = 0.946$	I feel well satisfied with my present job.	5.69	1.43
	Most days I am enthusiastic about my work.	5.44	1.58
	Each day of work seems to fly by.	5.11	1.61
	I find real enjoyment in my work.	5.47	1.51
	I consider my job rather pleasant.	5.47	1.52
<i>1=never, 2=rarely, 3=occasionally, 4=sometimes, 5=frequently, 6=usually, 7=always</i>			
Organizational Citizenship Behavior $\alpha = 0.762$	Help others who have been absent.	5.23	1.45
	Willingly give your time to help others who have work-related problems.	5.47	1.42
	Adjust your work schedule to accommodate other employees' requests for time off.	4.88	1.65
	Go out of the way to make newer employees feel welcome in the work group.	5.46	1.58
	Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.	5.63	1.36
	Give up time to help others who have work or nonwork problems.	5.02	1.64
	Assist others with their duties.	5.35	1.32
	Defend the organization when other employees wrongly criticize it.	4.91	1.77
	Show pride when representing the organization in public.	5.33	1.88
	Express loyalty toward the organization.	5.50	1.77
	Take action to protect the organization from potential problems.	5.45	1.89
	Demonstrate concern about the image of the organization.	5.33	1.98

**Rotated Component Matrix**

	Component				
	1	2	3	4	5
<b>Job Satisfaction</b> - I find real enjoyment in my work	.920				
<b>Job Satisfaction</b> - I consider my job rather pleasant	.906				
<b>Job Satisfaction</b> - Most days I am enthusiastic about my work	.903				
<b>Job Satisfaction</b> - I feel fairly well satisfied with my present job	.893				
<b>Job Satisfaction</b> - Each day of work seems to fly by	.714				
<b>Supported Employment Interventions</b> - Does your organization work with an on-site employment specialist or job coach who helps employees with disabilities in the work environment?		.871			
<b>Supported Employment Interventions</b> - Does your organization have a supported employment program for people with disabilities?		.862			
<b>Supported Employment Interventions</b> - Does your organization offer disability awareness training to help you work with a person who has disabilities?		.858			
<b>Supported Employment Interventions</b> - Does your organization work with an employment specialist for job carving to hire people with disabilities?		.809			
<b>Supported Employment Interventions</b> - Does your organization inform employees about results of studies showing that the majority of people with disabilities are willing and able to work?		.784			
<b>Employer Openness</b> - I believe my organization welcomes diversity; They are inclusive.			.821		
<b>Employer Openness</b> - I believe my organization is comfortable providing accommodations to all their employees.			.780		
<b>Employer Openness</b> - I believe my organization includes people with disabilities with all workers and treats them equally.			.752		
<b>Employer Openness</b> - I believe my organization can supervise a diverse workforce.			.690		
<b>Employer Openness</b> - I believe my organizations management style is more personal and flexible.			.665		
<b>Employer Openness</b> - I believe my organization expects and rewards diversity.			.644		
<b>Work Contact with Disabled Persons</b> - How often do you encounter new co-workers who are disabled?				.771	
<b>Work Contact with Disabled Persons</b> - How often have you worked with a co-worker or supervisor on the job who is disabled?				.770	
<b>Work Contact with Disabled Persons</b> - How often have you had conversation with a person who is disabled at work?				.756	
<b>Work Contact with Disabled Persons</b> - How often have you worked with a client, student or patient on the job who is disabled?				.749	
<b>Work Contact with Disabled Persons</b> - How often have you eaten a meal with a person who has a disability at work?				.712	
<b>Attitudes toward Employees with Disabilities</b> - I believe disabled persons struggle to have a normal social life.					.770
<b>Attitudes toward Employees with Disabilities</b> - I believe it is very challenging for a disabled person to lead a normal life.					.765
<b>Attitudes toward Employees with Disabilities</b> - I believe it would be better for disabled persons to live and work in special communities.					.752
<b>Attitudes toward Employees with Disabilities</b> - I believe disabled persons are often less intelligent than non-disabled persons.					.721

Extraction Method: Principal Component Analysis.  
 Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in six iterations.

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.864
Bartlett's Test of Sphericity	Approx. Chi-Square	2105.955
	df	300
	Sig.	<.001

**Confirmatory Factor Analysis**

Factor Loadings								
Factor	Indicator	Estimate	SE	95% Confidence Intv		Z	p	Stand. Estimate
				Lower	Upper			
<b>Workplace Contact</b>	WC_1	0.8505	0.0671	0.7190	0.9821	12.67	<.001	0.7645
	WC_2	1.0015	0.0694	0.8655	1.1375	14.43	<.001	0.8355
	WC_3	0.7366	0.0593	0.6204	0.8527	12.43	<.001	0.7555
	WC_4	0.9337	0.0664	0.8036	1.0638	14.07	<.001	0.8226
	WC_5	0.9333	0.0702	0.7956	1.0710	13.29	<.001	0.7899
<b>Attitude</b>	A_1	0.4709	0.0626	0.3483	0.5936	7.52	<.001	0.5643
	A_2	0.4961	0.0657	0.3673	0.6249	7.55	<.001	0.5680
	A_3	0.9043	0.0790	0.7494	1.0592	11.44	<.001	0.8064
	A_4	0.7502	0.0751	0.6029	0.8974	9.99	<.001	0.6844
<b>Organizational Citizenship</b>	OCB_1	0.9191	0.0906	0.7415	1.0966	10.15	<.001	0.6371
	OCB_2	1.0135	0.0854	0.8461	1.1810	11.86	<.001	0.7179
	OCB_3	1.0591	0.1026	0.8581	1.2602	10.32	<.001	0.6451
	OCB_4	0.9928	0.0993	0.7982	1.1873	10.00	<.001	0.6309
	OCB_5	0.9929	0.0817	0.8327	1.1531	12.15	<.001	0.7292
	OCB_6	1.1340	0.1000	0.9379	1.3300	11.34	<.001	0.6930
	OCB_7	0.8962	0.0812	0.7370	1.0554	11.03	<.001	0.6807
	OCB_8	1.5627	0.0958	1.3750	1.7504	16.32	<.001	0.8835
	OCB_9	1.7489	0.0980	1.5567	1.9410	17.84	<.001	0.9309
	OCB_10	1.5867	0.0949	1.4008	1.7726	16.73	<.001	0.8980
	OCB_11	1.6786	0.1018	1.4791	1.8782	16.49	<.001	0.8890
	OCB_12	1.8583	0.1026	1.6572	2.0593	18.11	<.001	0.9388
<b>Supported Interventions</b>	S_1	0.8918	0.0598	0.7747	1.0090	14.92	<.001	0.9052
	S_2	0.8002	0.0640	0.6748	0.9256	12.51	<.001	0.8293
	S_3	0.8327	0.0627	0.7098	0.9556	13.28	<.001	0.8374
	S_4	0.4996	0.0624	0.3773	0.6220	8.00	<.001	0.6086
	S_5	0.8881	0.0573	0.7758	1.0003	15.50	<.001	0.9222

Factor Loadings								
				95% Confidence Intv				
Factor	Indicator	Estimate	SE	Lower	Upper	Z	p	Stand. Estimate
<b>Employer Openness</b>	E_1	0.6646	0.0475	0.5715	0.7578	13.98	<.001	0.8183
	E_2	0.6468	0.0520	0.5449	0.7486	12.45	<.001	0.7571
	E_3	0.7022	0.0607	0.5832	0.8211	11.57	<.001	0.7183
	E_4	0.6453	0.0473	0.5526	0.7381	13.64	<.001	0.8039
	E_5	0.6648	0.0524	0.5620	0.7675	12.68	<.001	0.7658
	E_6	0.5717	0.0518	0.4702	0.6732	11.04	<.001	0.6929
<b>Job Satisfaction</b>	JS_1	1.2695	0.0773	1.1181	1.4209	16.43	<.001	0.8879
	JS_2	1.4581	0.0826	1.2961	1.6201	17.64	<.001	0.9253
	JS_3	1.1851	0.0957	0.9976	1.3726	12.39	<.001	0.7372
	JS_4	1.4190	0.0778	1.2665	1.5716	18.23	<.001	0.9422
	JS_5	1.4205	0.0784	1.2668	1.5741	18.12	<.001	0.9392
<b>Personality</b>	P_1	0.5762	0.1000	0.3803	0.7722	5.76	<.001	0.5441
	P_2	0.5139	0.0751	0.3667	0.6611	6.84	<.001	0.6258
	P_3	0.3762	0.0847	0.2102	0.5422	4.44	<.001	0.3734
	P_4	-0.2446	0.0798	-0.4011	-0.0882	-3.07	0.002	-0.2517
	P_5	0.3231	0.0784	0.1694	0.4769	4.12	<.001	0.3213
	P_11	0.7374	0.1191	0.5039	0.9709	6.19	<.001	0.5903
	P_12	0.5590	0.0727	0.4166	0.7015	7.69	<.001	0.6397
	P_13	0.0722	0.0646	-0.0545	0.1988	1.12	0.264	0.0914
	P_14	-0.2688	0.0807	-0.4270	-0.1107	-3.33	<.001	-0.2704
	P_15	-0.2814	0.0755	-0.4294	-0.1335	-3.73	<.001	-0.2927

**Factor Estimates**

Factor Covariances								
				95% Confidence Intv				
		Estimate	SE	Lower	Upper	Z	p	Stand. Estimate
<b>Workplace Contact</b>	Workplace Contact	1.000						
	Attitude	0.247	0.0786	0.09249	0.401	3.14	0.002	0.247
	Organizational Citizenship	0.236	0.0703	0.09843	0.374	3.36	<.001	0.236
	Supported Interventions	0.540	0.0601	0.42242	0.658	8.99	<.001	0.540
	Employer Openness	0.464	0.0623	0.34150	0.586	7.44	<.001	0.464
	Job Satisfaction	0.146	0.0727	0.00315	0.288	2.00	0.045	0.146
	Personality	0.136	0.0836	-0.02757	0.300	1.63	0.103	0.136

Factor Covariances								
				95% Confidence Intv				
		Estimate	SE	Lower	Upper	Z	p	Stand. Estimate
<b>Attitude</b>	Attitude	1.000						
	Organizational Citizenship	0.256	0.0757	0.10729	0.404	3.38	<.001	0.256
	Supported Interventions	0.246	0.0815	0.08674	0.406	3.02	0.002	0.246
	Employer Openness	0.310	0.0760	0.16051	0.458	4.07	<.001	0.310
	Job Satisfaction	0.203	0.0767	0.05319	0.354	2.65	0.008	0.203
	Personality	0.230	0.0931	0.04731	0.412	2.47	0.014	0.230
<b>Organizational Citizenship</b>	Organizational Citizenship	1.000						
	Supported Interventions	0.403	0.0668	0.27251	0.534	6.04	<.001	0.403
	Employer Openness	0.397	0.0634	0.27241	0.521	6.26	<.001	0.397
	Job Satisfaction	0.691	0.0386	0.61494	0.766	17.87	<.001	0.691
	Personality	0.570	0.0658	0.44121	0.699	8.66	<.001	0.570
<b>Supported Interventions</b>	Supported Interventions	1.000						
	Employer Openness	0.459	0.0638	0.33391	0.584	7.20	<.001	0.459
	Job Satisfaction	0.297	0.0703	0.15946	0.435	4.23	<.001	0.297
	Personality	0.191	0.0881	0.01829	0.363	2.17	0.030	0.191
<b>Employer Openness</b>	Employer Openness	1.000						
	Job Satisfaction	0.460	0.0600	0.34260	0.578	7.67	<.001	0.460
	Personality	0.251	0.0817	0.09137	0.411	3.08	0.002	0.251
<b>Job Satisfaction</b>	Job Satisfaction	1.000						
	Personality	0.440	0.0703	0.30226	0.578	6.26	<.001	0.440
<b>Personality</b>	Personality	1.000						

\* fixed parameter

## ABOUT THE AUTHORS



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