



# Employees with Disabilities in Special Employment Centers Perceptions: Similarities and Differences Considering Educational Level



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## Abstract

It is usually considered that the worker with disability experiences job satisfaction just for having a job. In this context, we analyze the reality of people with disabilities in Special Employment Centers (SEC), given their important role as employers of this group during the years of economic crisis. The degree of satisfaction, motivation, commitment, and perception of employability, according to the educational level, of employees with disabilities is compared. Employees with or without university studies, feel motivated, committed and willing to continue in the SEC where they work, although the levels of satisfaction in relation to their work are moderate. Disabled employees with higher education have a greater perception of employability, either in general company or in another special employment center, contributing to the empowerment of the employees, giving them a perception of competence and self-efficacy.

**Keywords:** Motivation; Satisfaction; Commitment; Employability; Special Employment Centers; Employees with Higher Education Studies.

## Introduction

The main objective of the present research, elaborated on the framework of the University Chair of Barcelona-Fundación Adecco for the labor inclusion of people with disabilities, was to analyze the reality of people with disabilities in Special Employment Centers (SEC), given their important role as employers of this group during the years of economic crisis.

Different questionnaires evaluating job satisfaction, motivation and organizational commitment were used. All these questionnaires were part of the Human System Audit, developed by Quijano [1]. The questionnaire HSA-SAT was used to measure job satisfaction. This questionnaire analyzes the level of satisfaction with economic retribution, physical conditions in the work environment, job security and stability that the company offers, relationships and colleagues at work; support of superiors; recognition of work well done, and the possibility of learning and personal development at work. The questionnaire uses a 5-points Likert scale (1: very dissatisfied, 5: very satisfied) and has an internal consistency of 0.90 [2].

To measure motivation, the administered questionnaire was the HSA-MOT, that measures the level of general motivation (3 items) and its antecedent psychological processes (10 items). The psychological processes analyzed are self-efficacy (belief, on the part of the subjects, that they are capable of giving effective answers to the demands of the job), equity (perception of balance

between what the employee receives from the organization and what he or she contributes to it, compared to what others contribute and receive), awareness of results (knowledge of the results obtained from the work), responsibility for results (the employees are aware that the results of their work depend mainly on themselves, and not on chance or other external factors), and the perceived meaning (degree in which the employees conceive that their work is an important activity for the company, recognized by the members of the organization, and whose results have an impact on other people inside or outside the organization). The internal consistency of the general motivation scale measured by Cronbach's alpha is 0.68 [3]. Its criterion validity, proven through its correlation with the intrinsic work motivation scale [4] is 0.63 [3].

To measure organizational commitment, the validated Identification-Commitment Inventory (ICI) [5] was used. This inventory distinguishes four dimensions of commitment: values commitment (the most intense link between the employees and their organization, based on the congruence between the values of the individual and those of the organization), affective commitment (understood as an emotional link established between the employee and the organization), exchange commitment (link based on the perception of equity between the efforts of or costs for the employee with respect to the remuneration or benefits received), and need commitment (the employee's relationship is