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Moderating Effect of Workplace Inclusion in the Relationship between Employee Empowerment and Engagement among Employed Persons with Disability in Lipa City, Batangas

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Abstract

Aim: This study determined the moderating effect of workplace inclusion in the relationship between employee empowerment and engagement among employed persons with disability in Lipa City, Batangas.

Methodology: The quantitative study was conducted to determine if workplace inclusion moderated employee empowerment and engagement among employed persons with disability. Utilizing moderation analysis from the Menon empowerment scale, ISA engagement scale, and Workplace Inclusion scale, data were gathered from 110 employed persons with disability in Lipa City, Batangas, and were analyzed using regression analysis.

Results: It was revealed that employed persons with disability had a low level of employee empowerment, engagement, and workplace inclusion. It was also revealed that employee empowerment levels had no significant impact on employee engagement ($\beta = -0.099$, $p < .301$), r -square = .010 signifies that only 10% of the variability of Employee Engagement can be explained by Employee Empowerment. Furthermore, workplace inclusion level carried a significant moderating effect between employee empowerment level and employee engagement level variable ($\beta = -0.032$, $z = -2.29$, $p = 0.02$) and using a bootstrapping technique on 1000 bootstrap samples (-0.60 to 0.05)

Conclusion: Employed persons with disability had a low level of employee empowerment, engagement, and workplace inclusion. It was also revealed that employee empowerment levels had no significant impact on employee engagement. Furthermore, workplace inclusion level carried a significant moderating effect between employee empowerment level and employee engagement level. Workplace inclusion moderates the causal relationship between employee empowerment and employee engagement. Lastly, an action plan was also proposed to enhance workplace inclusion in an organization for the better interest of every employed person with Disability.

Keywords: employee empowerment, employee engagement, moderation effect, persons with disability (PWDs), workplace inclusion

INTRODUCTION

Persons with Disability (PWDs) in the Philippines continue to be one of the most marginalized groups, and lack of inclusivity is among their greatest obstacles. In January 2022, only 353,000 (16%) of the 1,187,563 Filipino PWDs registered with the National Council on Disability Affairs (NCDA) were employed. Despite the existence of government organizations and disability laws designed to facilitate the inclusion of persons with disabilities (PWDs) into the workforce, many still encounter obstacles stemming from social and environmental factors within their job environments. According to Bonaccio et al. (2019), even in the context of employment, persons with disabilities were more prone to experiencing underemployment, involuntary part-time or contingent labor arrangements, and receiving incomes that were below the average when compared to their counterparts without disabilities.

Moreover, when considering empowerment in the workplace, according to Manoharan et al. (2023), persons with disability were a segment of the workforce that experienced lower levels of employment opportunities. One of the primary reasons for the lower rate of employment opportunities among persons with disabilities was the prevalence of negative perceptions held by employers regarding the work-related capabilities of these individuals. Many organizations lack inclusive policies and practices that enable persons with disability to feel valued, respected, and supported, this can lead to a lack of engagement. According to Mellifont et. al., (2023), existing research on



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employee engagement has revealed that persons with disabilities often exhibit lower levels of satisfaction with their organization and its working environment. Additionally, they tend to perceive a limited number of options for career progression compared to their non-disabled counterparts.

Furthermore, according to Kulkarni et al., (2016), the inclusion of persons with disabilities (PWDs) in the workforce was a multifaceted matter, characterized by several obstacles. These barriers encompassed factors such as employers' awareness, employers' attitudes, and employers' concerns. An inclusive workplace provides equal opportunities for employed persons with disability to participate in many aspects of employment such as job duties and career advancement. The absence of workplace inclusion can have a significant effect on both the employed persons with disability and the organization such as a lower rate of engagement and empowerment within the organization.

This study used established theories and utilized their principles for a better understanding of the inclusivity perception of a person with a disability the following theories were used for this study. William Kahn's Theory of Employee Engagement posits that employee engagement involves the integration of an individual's physical, cognitive, and emotional selves into their work roles. Kahn identified three psychological factors influencing engagement: meaningfulness, safety, and availability. Employees can be engaged in one aspect while disengaged in another, with higher overall personal involvement leading to greater engagement across dimensions.

The empowerment construct draws from several theories: Kanter's theory emphasizes that access to resources and support enhances employees' perceived control; Conger and Kanungo highlight that increased self-efficacy stems from empowerment; and Burke's notion of empowering leadership focuses on employees' motivations to achieve goals aligned with organizational objectives. This framework is used to understand empowerment for individuals with disabilities (PWD) in the workplace.

The St. Olaf Diversity, Equity, and Inclusion (DEI) Theory defines diversity in terms of race, ethnicity, national origin, and religion. Equity pertains to employees' perceptions of fairness between their contributions and rewards, ensuring balanced incentives. Inclusion involves creating a respectful college-like environment where all employees feel a sense of belonging and are empowered to thrive. This theory evaluates inclusivity and diversity initiatives, promoting equitable access and opportunities for underrepresented individuals in the workforce.

This research explored how work inclusion moderated and delved more into the latter two concepts which were quite new to research in the industrial psychology field in our country. At the end of the study, it offered a comprehensive analysis of the observed growth in disability awareness. Promoting inclusivity and providing assistance to employees with disabilities fostered a workplace culture that emphasizes the belief in the potential for all individuals, regardless of their diverse backgrounds, sexual orientation, race, or disability, to excel professionally. The outcome of this study facilitates the creation of a program aimed at mitigating the existing gaps among employed persons with the disability community in the context of the workplace.

Based on the present research and previous literature on employee empowerment, employee engagement, and workplace inclusion this study aimed to fill the knowledge gap that hindered comprehension of how workplace inclusivity guided professional leaders to give priority to establishing a program for inclusivity within the organization, particularly in the Philippines context.

Conceptual Framework



Source: Hair, Hult, Ringle, & Sarstedt, 2022, Chap. 7; used with permission by Sage)



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Objectives

This study aimed to determine the significant impact of Employee Empowerment Levels on the Levels of Employee Engagement of employed persons with Disability (PWD) and to determine if workplace Inclusion Levels moderated the relationship between Employee Empowerment and Employee Engagement.

Specifically, it sought to answer the following research questions:

1. What is the level of employee empowerment among employed persons with disabilities (PWD) in terms of:
 - 1.1 Perceived Control,
 - 1.2 Perceived Competence; and
 - 1.3 Goal Internalization.
2. What is the level of employee engagement among employed persons with Disabilities (PWD) in terms of:
 - 2.1 Intellectual Engagement,
 - 2.1 Social Engagement; and
 - 2.3 Affective Engagement.
3. What is the level of workplace Inclusion among employed persons with disabilities(PWD)?
4. Does employee empowerment level among employed Persons with disability (PWD) significantly impact their level of employee engagement?
5. Does workplace inclusion level moderate the relationship between employee empowerment and engagement level?
6. What program may be proposed, based on the findings?

Hypothesis

Given the stated research problem, the following hypotheses were tested on a 0.05 level of significance:

Hypothesis 1: Employee empowerment among employed persons with disabilities does not significantly impact Employee Engagement.

Hypothesis 2: Workplace Inclusion does not significantly moderate the relationship between Employee Empowerment and Employee Engagement.

METHODS

Research Design

This study used descriptive statistics, specifically employing measures of descriptive statistics such as means, frequency tables, and percentages, to analyze the collected data and determine the levels of the respondents' responses to workplace inclusion, empowerment, and engagement. Moreover, in this study, regression analysis was used to assess whether the employee empowerment and engagement influenced one another and to determine if workplace inclusion influenced the relationship between employee empowerment and engagement.

Population and Sampling

This study was conducted on employed persons with disability in Lipa City, Batangas. The selection of respondents was based on the following criteria: (1) an individual with a disability (long-term physical, mental, intellectual, or sensory impairments) who, with reasonable accommodations, can perform the essential functions of the employment position that such individual holds or desires, and (2) the persons with a disability (PWDS) must be employed for at least three (3) months in an organization within the vicinity of Lipa City. The specific sample sizes were determined using G*power having a minimum sample of 110.

Instrument

The Adopted questionnaire was used to collect the necessary data for this study. Firstly, one often used tool for assessing employee empowerment in organizations is the Menon Empowerment Scale Menon. Secondly, the ISA Engagement Scale. Lastly, the Workplace Inclusion Scale (WIS).

Data Collection

The data were gathered, read, and analyzed following the objective of the study and in adherence to all protocols in the conduct of research. The researcher initiated the study by contacting the Municipality of Lipa to obtain the total number of employees with disabilities. Subsequently, a simple random sampling method was



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employed to select respondents who met specific criteria such as availability, willingness to participate, and accessibility at a designated time. Data collection commenced once the required number of respondents was secured.

To facilitate participation, data collection instruments were provided via Google Forms and paper-pencil format. Each instrument included an informed consent section outlining the study's purpose and ethical considerations. Following consent, respondents completed three sequential instruments: the Menon Empowerment Scale, the Workplace Inclusion Scale, and the ISA Engagement Scale. The outputs generated from these instruments included respondents' demographic profiles, overall levels of workplace inclusiveness, employee empowerment, and engagement.

Treatment of Data

Statistical Analysis was used to analyze the level of employee engagement, empowerment, and workplace inclusion among employed persons with disabilities, the relationship between employee empowerment and engagement among employed persons with disability, and the moderating effect of workplace inclusion in the relationship between employee empowerment and engagement among employed person with disability. Specifically, the three methodologies that were used in this study are (1) descriptive statistics, (2) regression analysis, and (3) the General Linear Model. To achieve the study's initial, secondary, and tertiary goals, the researcher used descriptive statistics—specifically means, frequency tables, and percentages—to analyze data related to participation, workplace inclusion, and empowerment. For the fourth and fifth objectives, linear regression was employed to explore the predictive relationships between multiple variables, assessing both individual and combined effects, as well as the potential influence of a moderator variable. Furthermore, the study utilized the General Linear Model, which allows for the construction of models incorporating multiple independent variables (Memon et al., 2019).

Ethical Considerations

The utilization of respondents necessitated the careful consideration of measures to safeguard their privacy and security. These challenges were anticipated in advance to preempt any potential complications that may develop throughout the investigation. During the discourse, the primary factors that were deliberated upon encompass confidentiality, privacy, anonymity, and proper acknowledgment of intellectual works. Following the provision of informed consent, which encompassed details regarding the study's significance, relevance, goals, and data collection procedures, respondents were subsequently informed about the voluntary nature of their involvement. anonymity. Furthermore, due recognition was given to the contributions made by other scholars and writers to this particular body of work. Furthermore, all data and information collected for the study were treated with utmost confidentiality. The researcher demonstrated an understanding of the potential risks associated with conducting this study during the ongoing epidemic while considering the risk-benefit analysis. In this context, the researcher took measures to ensure the well-being and protection of all participants who will be involved in the study. Throughout the designated timeframe, strict adherence to the health protocols mandated by the government was maintained. Furthermore, it was important to note that the participants in this research were employed persons with disability. The communication of results were prioritized to ensure transparency and responsibility. Participants were informed that their data would be used solely for research purposes and that any findings would be reported in aggregate form to protect their anonymity and confidentiality.



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RESULTS and DISCUSSION

Table 1.1 Employee Empowerment Level of Employed Persons with Disability in terms of Perceived Control

Indicative Statement	\bar{X}	SD	VI	Rankings on Indicators
1. I can influence the way work is done in my department	1.83	.95	SD	1
2. I can influence decisions taken in my department	1.82	.97	SD	2
3. I have the authority to make decisions at work	1.75	.89	SD	3
GENERAL ASSESSMENT	1.80	.64	SD	VERY LOW
<i>Legend: 1.00 – 1.82 Strongly Disagree (SD) (Very Low)</i>		<i>3.51 – 4.34 Mildly Agree (MIA) (Mildly High)</i>		
<i>1.83 – 2.66 Moderately Disagree (MOD) (Low)</i>		<i>4.35 – 5.18 Moderately Agree (MOA) (High)</i>		
<i>2.67 – 3.50 Mildly Disagree (MID) (Mildly Low)</i>		<i>5.19 – 6.00 Strongly Agree (SA) (Very High)</i>		

This finding suggests that most respondents do not strongly perceive a sense of control regarding the level of empowerment in their professional environment. The data provided indicates that employed persons with disabilities encounter challenges in exercising influence and authority within the workplace. The majority of employed persons with disabilities are working in the private sector, holding lower-level positions. A study conducted by a study by Mira et al. (2019) has showed that perceived control can be characterized as an engagement strategy that promoted decentralized decision-making by granting employees a degree of discretion and autonomy in carrying out their duties..

Table 1.2 Employee Empowerment Level of Employed Persons with Disability in terms of Perceived Competence

Indicative Statement	\bar{X}	SD	VI	Rankings on Indicators
1. I have the capabilities required to do my job well.	4.35	1.40	MOA	1
2. I have the skills and capabilities to do my job well.	4.34	1.69	MIA	2
3. I have the competence to work effectively,	3.67	1.60	MIA	3
GENERAL ASSESSMENT	4.12	.96	MIA	MILDLY HIGH
<i>Legend: 1.00 – 1.82 Strongly Disagree (SD) (Very Low)</i>		<i>3.51 – 4.34 Mildly Agree (MIA) (Mildly High)</i>		
<i>1.83 – 2.66 Moderately Disagree (MOD) (Low)</i>		<i>4.35 – 5.18 Moderately Agree (MOA) (High)</i>		
<i>2.67 – 3.50 Mildly Disagree (MID) (Mildly Low)</i>		<i>5.19 – 6.00 Strongly Agree (SA) (Very High)</i>		

Most respondents perceive a sense of competence regarding the level of empowerment in their professional environment. It indicates that even in situations where they feel a lack of influence and authority within the organization, employed persons with disabilities often think they are still capable of fulfilling their responsibilities.



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According to Shahri et al. (2015), employees who perceived themselves as having the requisite abilities and competence to fulfill their job responsibilities effectively exhibited greater empowerment.

Table 1.3 Employee Empowerment Level of Employed Persons with Disability in Terms of Goal Internalization

Indicative Statement	\bar{X}	SD	VI	Rankings on Indicators
1. I am inspired by what we are trying to achieve as an organization	1.73	1.12	SD	1
2. I am inspired by the goals of my organization.	1.58	.95	SD	2
3. I am enthusiastic about working toward the organization's objectives.	1.77	.83	SD	3
GENERAL ASSESSMENT	1.69	.82	SD	VERY LOW

Legend: 1.00 – 1.82 Strongly Disagree (SD) (Very Low)
1.83 – 2.66 Moderately Disagree (MOD) (Low)
2.67 – 3.50 Mildly Disagree (MID) (Mildly Low)

3.51 – 4.34 Mildly Agree (MLA) (Mildly High)
4.35 – 5.18 Moderately Agree (MOA) (High)
5.19 – 6.00 Strongly Agree (SA) (Very High)

Most respondents do not attain goal internalization regarding the level of empowerment in their professional environment. The result of lacking goal internalization may have a negative impact on employees' engagement in their professional environment. This demonstrates that most of the respondents in terms of perceived control, perceived competence, and goal internalization do not attain a certain level of empowerment, which could be related to their belief in their ability to influence the work environment, belief in one's sense of self-efficacy, and work goals that they perceive to be closely aligned with respected organizational objectives. In addition, the data presented above indicates that employed persons with disabilities feel undervalued and uninspired by the goals of the organization. Researchers noted that the majority of the respondents who are now working in rank-and-file positions frequently experience unequal chances for promotions and training, which frequently leads to feelings of disengagement at work. A study conducted by Li and Tsai (2020) stated that a low-level goal internalization could weaken employees' learning motivation and their desire to perform well thus lowering employee engagement.

The overall composite mean for all the items in the employee empowerment scale is 2.54 (N=110, SD = .52) which was verbally interpreted as Mildly low. Numerous factors can be taken into consideration in situations when employee empowerment is at a slightly lower level. For example, trust can be considered. For employee empowerment to occur, it is crucial that employees feel they can make mistakes without the risk of facing disciplinary action or termination. Another important factor to consider is the job role within the organization.



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workplace or willingly participate in additional duties or activities aimed at fostering teamwork. In addition, the limited social support and networking opportunities of the PWDs may further restrict their access to information, resources, and support systems, making it more difficult for them to interact with their colleagues and make contributions to the organization. The absence of social engagement might adversely affect employees' participation in their professional setting. As the study of Kiema-Junes et al. (2020) pointed out individuals who perceived a high level of support from their organization tend to exhibit greater dedication and active engagement in their work.

Table 2.3 Employee Engagement Level of Employed Persons with Disability in terms of Affective Engagement

Indicative Statement	\bar{X}	SD	VI	Rankings on Indicators
1. I feel positive about my work.	2.70	1.81	D	2
2. I feel energetic in my work.	2.68	1.28	D	3
3. I am enthusiastic in my work.	3.34	1.94	SHD	1
GENERAL ASSESSMENT	2.90	.95	SHD	SOMEWHAT LOW

Legend: 1.00 – 1.85 Strongly Disagree (SD) (Very Low) 3.58 – 4.43 Neutral (N)
 1.83 – 2.71 Disagree (D) (Low) 4.44 – 5.29 Somewhat Agree (SHA)
 2.72 – 3.57 Somewhat Disagree (SHD) (Somewhat Low) 5.30 – 6.15 Agree (A) (High)
 6.16 – 7.0 Strongly Agree (SA) (Very High)

Most respondents do not attain affective engagement regarding the level of engagement in their professional environment. The absence of affective engagement might adversely affect employees' participation in their professional setting. Numerous factors can be taken into consideration in situations when employee engagement is at a slightly lower level. For instance, the lack of job characteristics and perceived organizational support also could decrease productivity, resistance to change, and an increase in absenteeism. Saks (2019) supported this by finding that job characteristics and perceived organizational support significantly impact employee engagement.

This study suggested that organizations could enhance employee engagement through various means. These included emphasizing skill variety, offering social support, providing rewards and recognition, ensuring procedural and distributive fairness, and creating opportunities for learning and development. The overall composite mean for all the items in the employee engagement scale is 2.97 (N=110, SD = .63) which was verbally interpreted as somewhat low.



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Table 3 Workplace Inclusion Level among Employed Persons

Workplace Inclusion Level	\bar{X}	SD	VI	Rankings on Indicators
1. I know I can trust this organization	2.95	1.52	N	2
2. People are valued as individuals by this organization.	3.73	1.23	SWA	1
3. My opinions matter to the organization	1.80	1.27	SD	5
4. I have access to new opportunities.	1.72	1.08	SD	9
5. The organization distributes recognition evenly.	2.51	1.27	SWD	4
6. I think the organization recognizes diversity	1.80	.93	SD	6
7. I Feel respected by the organization.	2.57	1.36	SWD	3
8. I always feel like I'm part of a team at work	1.78	1.04	SD	8
GENERAL ASSESSMENT	2.36	.60	SWD	LOW

Legend: 1.00 – 1.79 Strongly Disagree (SD)(Very Low) 3.40 – 4.19 Somewhat Agree (SWA)(Somewhat High)
 1.80 – 2.59 Somewhat Disagree (SWD)(Low) 4.20 – 5.00 Strongly Agree (SA)(Very High)
 2.60 – 3.39 Neutral (N)

Most respondents do not experience workplace inclusion in their professional environment. The absence of intellectual engagement might adversely affect employees' participation in their professional setting. Moreover, despite being part of an organization, employed PWDs often feel excluded from team dynamics and decision-making processes. PWDs from the government sector, in particular, may feel that the team may not view them as equal members, often overlooking or ignoring their opinions and perspectives.

Moreover, employed persons with disability (PWD) from the private sector often experience a lack of recognition and inclusion, which can lead to feelings of isolation and marginalization, making it difficult for them to contribute fully to the organization. Furthermore, employed PWDs from the private and government sectors often have limited access to new opportunities, such as training and development programs, promotions, and networking events. The workplace may harbor unconscious biases and stereotypes, leading to a lack of accessibility and accommodations. Employed PWDs may experience a sense of stagnation, hindering their professional growth and career advancement.

This can lead to low employee empowerment and have a significant impact on their engagement in an organization. The findings could be due to other factors stated above. In addition, employee empowerment would be enhanced if organizations, take into consideration other factors related to workplace inclusion.

This was supported by a study conducted by Sharma and Garg (2017) stating that Low workplace inclusion was linked with diminished levels of engagement and decreased motivation, which undoubtedly impacted an employee's ability to effectively accomplish tasks and showcase their talents in the workplace.



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Table 4 Test of Influence of Employee Empowerment on Employee Engagement among Employed Persons with Disability

Model	Unstandardized B Coefficients	Standardized Beta Coefficients	p-value	R-square
1 (Constant)	2.780		<.001	
Employee Empowerment	-0.082	-0.099	<.301	0.10

Dependent Variable: Employee Engagement

Predictors (Constant): Employee Empowerment

Employee engagement ($\beta = -0.099$, $p < .301$) was unrelated to employee empowerment, which only signifies 1% ($r\text{-square} = .010$) of the variability of employee engagement can be explained by employee empowerment yielding only a -.082-point decrease in employee empowerment for every 1 unit increase in employee engagement.

The result was supported by the study conducted by Sergio and Rylova (2018) revealed that empowerment and engagement were identified as having no significant direct relationship with each other. If an employee perceives a lack of purpose in their work, as well as in the organization's attitude and regulations, this might be problematic. The growth and development of employee empowerment and employee engagement were hindered.

Moreover, the researcher noted that empowering employed persons with disability may increase their sense of control and autonomy, but it may not necessarily lead to increased engagement if they continue to face barriers and challenges in the workplace, such as lack of accessibility, career advancement, and training and development. Furthermore, employee empowerment may also create unrealistic expectations and added pressure, leading to feelings of burnout and disengagement among employed persons with disability who are already facing unique challenges in the workplace. As such, the researcher believes that organizations should focus on creating a culture of inclusivity and accessibility that supports the needs and well-being of employees with disabilities, rather than solely relying on empowerment as a means to increase engagement.

Table 5 Test of Moderation of Workplace Inclusion to Employee Empowerment and Employee Engagement among Employed Persons with Disability.

a. Moderation Estimates

	Estimate	SE	95% Confidence Interval		Z	p
			Lower	Upper		
ISAMEAN	-0.0125	0.0753	-0.160	0.1351	-0.166	0.868
WISMEAN	-0.1414	0.0789	-0.296	0.0132	-1.792	0.073
ISAMEAN * WISMEAN	-0.3211	0.1404	-0.596	-0.0460	-2.287	0.022



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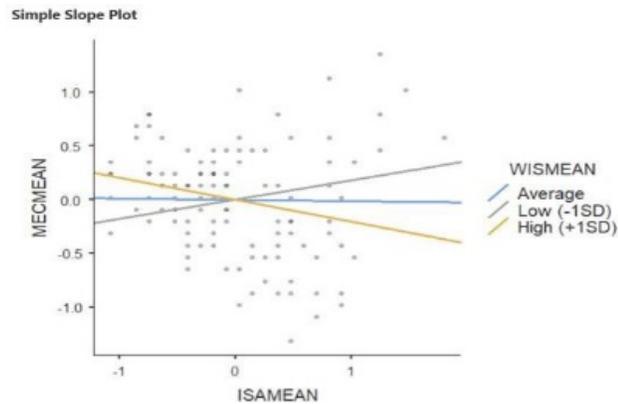


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b. Interaction Plot



Employee empowerment ($\beta\beta = -0.013$, $z = -0.166$, $pp = 0.87$) and workplace inclusion ($\beta\beta = -0.14$, $z = -1.79$, $pp = 0.073$) were not significant predictors of employee engagement. Based on the tabulated data with the Workplace inclusion as the moderating variable ($\beta\beta = -0.032$, $z = -2.29$, $pp = 0.02$) and using a bootstrapping technique on 1000 bootstrap samples (-0.60 to 0.05), workplace inclusion moderated the causal relationship between employee empowerment and employee engagement. Moreover, the influence of employee empowerment on employee engagement is strongest in those people who have a high level of workplace inclusion. Moderation analysis was performed to assess the interaction role of workplace inclusion on the linkage between employee empowerment and employee engagement.

Employed persons with disability who feel included and valued in an organization are more likely to feel confident and motivated to take on responsibilities and make decisions. As a result, they are more likely to be experiencing a sense of empowerment and confidence in their skills, which subsequently boosts their level of engagement. On the other hand, employed persons with disability who experience exclusion or marginalization may feel a decreased sense of empowerment and engagement. Inclusive workplaces, promote open communication, provide accessible facilities, and offer accommodations, that can help foster feelings of empowerment and increase engagement.

Moreover, inclusive workplaces offer employed persons with disabilities the chance to utilize their skills and experiences, resulting in heightened senses of purpose and fulfillment. Workplace inclusion serves as a moderator, enhancing the positive impact of employee empowerment on engagement among employed persons with disability, resulting in a more productive and dedicated workplace. This was supported by the study conducted by Li et al. (2022) showed that workplace inclusion had a positive impact on employees' empowerment, leading to an increased ability to address difficulties.

This, in turn, motivates employees to adopt problem-focused coping strategies and engage in collective coping behaviors. In addition, according to Karuiki and Murimi (2015), promoting workplace participation among employees was a crucial aspect of ensuring employee empowerment. Consequently, employees who are motivated by a company exhibit high performance. Enabled Employees who consistently demonstrate unwavering commitment to their work are perceived as being self-reliant and displaying a profound level of devotion.



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Table 6 Proposed Action Plan

Improving Workplace Inclusion among Employed Persons with Disability

KEY AREAS	OBJECTIVES	STRATEGIES/ ACTIVITIES	FREQUENCY	PERSONS INVOLVED	SOURCE OF FUND	SUCCESS INDICATORS
Interpersonal Communication	To equip Employed Persons with Disabilities (PWD) with the skills and confidence to effectively communicate with colleagues, supervisors, and clients in a work environment, promoting inclusive and supportive relationships.	<p>Communication Skills Assessment: Participants will complete a self-assessment questionnaire to identify their strengths, weaknesses, and areas for improvement in interpersonal communication.</p>	Semi-annually	Local Government Units and Employers from the Private sector	Local Government Units and Employers from the Private sector	95% improved rate on weakness areas through Post-test Results using the Communication Skills Assessment.
		<p>Workshop on Disability Awareness: Participants will learn about disability awareness, including the importance of accessibility, inclusion, and accommodation in the workplace.</p>				
Training and Development	Increase representation of PWD employees in leadership positions, advisory boards, or other decision-making bodies, promoting advocacy and influence within the organization. Offer regular training sessions on job skills, communication, leadership, and time management.	<p>Job Performance Evaluation: Conduct regular evaluations to identify areas for improvement in the workspace and ensure compliance with accessibility standards.</p>	Quarterly	Local Government Units and Employers from the Private sector	Local Government Units and Employers from the Private sector	95 % Improved job performance measured through performance evaluations, this indicator assesses the extent to which Employed PWD demonstrate improved skills, knowledge, and productivity.
		<p>Job Coaching: designed for PWD employees to enhance their stress management, mental health support, and physical wellness initiatives.</p>				



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<p>Career Advancement</p>	<p>To create a more inclusive and diverse work environment by providing opportunities for PWDs to grow professionally and advance their careers.</p> <p>To equip PWDs with the necessary skills and competencies to take on new challenges and responsibilities, thereby enhancing their employability and career prospects.</p>	<p>Career Development Planning: Provide individualized career development planning to help employees with disabilities identify their strengths, skills, and interests, and set goals for career advancement.</p> <p>Career Fair: Host a career fair where employed PWDs can connect with employers who are committed to hiring and retaining employees with disabilities and Internal Promotion that assesses qualified applicants.</p>	<p>Annually</p> <p>Local Government Units and Employers from the Private sector</p>	<p>95% of the employed PWD underwent the training program to develop new skills or enhance existing skills, as measured by skill assessments or performance evaluations.</p> <p>Local Government Units and Employers from the Private sector</p> <p>95% of the employed PWD who underwent the training received internal promotion or transition to new industries or sectors, demonstrating increased career mobility.</p>
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The action plan focused on interpersonal communication, training and development, and career advancement programs that aim to enhance workplace inclusion and empowerment, specifically its impact on each employee's engagement, is a topic of interest to the Persons with Disability (PWD) sector. Empowering people with disabilities (PWD) entails ensuring their independence and self-reliance by creating an inclusive working environment, which fosters their willingness to take responsibility for their progress and advancement in the workplace. The local government unit and private sector employers will carry out the plan, which includes a communication skills assessment, a workshop on disability awareness, job performance evaluation, job coaching, career development planning, and a career fair.

This aims to create a more inclusive and diverse work environment by providing opportunities for PWDs to grow professionally and advance their careers and to equip PWDs with the necessary skills and competencies to take on new challenges and responsibilities, thereby enhancing their employability and career prospects.

Conclusion

The study's findings highlight the significance of promoting employee empowerment and inclusion in the workplace, particularly for employed persons with disability. The research suggests that employed persons with disabilities experience low levels of employee engagement due to a lack of empowerment, unwelcomeness, and discomfort in the workplace. Moreover, the study found that workplace inclusion moderates the causal relationship between employee empowerment and engagement, emphasizing the importance of promoting inclusivity in the workplace.

Recommendations

The proposed action plan provides a framework for enhancing workplace inclusion and employee empowerment among employed persons with disabilities, recommending strategies such as communication skills assessment and workshops on disability awareness, job performance evaluations and coaching, and career development planning. Local government units, private organizations, and institutions should work together to develop action plans and services that support the empowerment and engagement of employed persons with disabilities.



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Furthermore, institutions should focus on promoting workplace inclusivity by conducting job performance evaluations and job coaching to equip employed persons with disabilities with the necessary skills and competencies. Public and private institutions should also promote internal promotions that assess qualified applicants with disabilities. Additionally, career fairs and counseling services should be provided to support human resource personnel in developing more effective programs that foster positive workplace empowerment and enhance worker engagement throughout their career path.

Creating a supportive atmosphere that encourages empowerment allows employed persons with disabilities to fully utilize their strengths and actively engage. Public and private institutions should work together to create a more inclusive and diverse work environment by providing opportunities for employed persons with disabilities to grow professionally and advance their careers.

Future researchers may consider gathering respondents from persons with disabilities in managerial positions, employing different statistical methods, and including additional related variables to further analyze the factors affecting employee engagement. Moreover, the sample size may be enhanced and diversified to accurately represent the range of responses in these areas.



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