

# Job Satisfaction among Employees Who Take a Role as Caregivers of People with Disability and the Impact to Human Resource Development

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## Abstract

Employees who take a role as caregivers of people with disabilities have a different life than employees without people with disabilities. There is a great deal of pressure and burden in meeting the needs of people with disabilities. Common issues faced by these employees are financial problems, inappropriate caregivers preparedness, and mental health problems. As a result, these employees will respond negatively to their work, such as by coming late to work, absenteeism, decreased productivity, and finally, some of them will have to make the decision to quit. The response to their work shows how they feel about their work as it affected the level of job satisfaction. This is an emphasis on determining what factors influence job satisfaction. Addressing the level of job satisfaction is an important way for organizations to be aware of what their employees have faced, as we generally know that employees are an asset to the organization. Employees are key to the success and growth of the organization. When such a situation happens, as an efficient organization, aggressive steps need to be taken to avoid this, which will further worsen the threat to the stability of the organization. This concept paper is designed to investigate the issues regarding job satisfaction among employees as caregivers of people with disabilities in the workplace and the impact on the human resource development field.

**Keywords:** Job Satisfaction, Caregiver, Employees, People with Disability, Human Resource Development.

**Introduction**

Employees who assume a role as caregivers of people with disability can be defined as people who care for people with a psychological or physical disability that requires them to depend on their caregivers. Those with long-term physical, mental, intellectual, or emotional disabilities who, when interacting with various obstacles, can prevent their full and effective participation in society (OKU.Act, 2008). Caring people with disability requires a high degree of patience and requires guardians to spend quite a lot of money to fulfil their needs. In addition, caregivers also need to spend time to send them to therapy or doctor's appointments. This is confirmed by some researchers who identified that caregivers also experienced negative emotions, such as depression and anger, as a result of raising people with disabilities, as confirmed in research by (Heiman, 2002; Jones, 2004; King, 1992) . As a result, some employees will experience issues with being late for work, having to leave the office early, taking unpaid time off, and even having to resign their jobs. Nearly all participants repeatedly discussed that they could not keep up with the demands of caring for their child with special needs in addition to their other duties as a parent, such as working full time and managing a household (Redquest et al., 2015). Because of the responsibility of caring for people with disabilities, employees face work pressure while also being under pressure to fully commit to achieving the organization's goals.

Lu et al (2012) defined job satisfaction as not only how an individual feels about their job but also the nature of the job and the individuals' expectation of what their job should provide. The issues at the workplaces that these employees faced show that job satisfaction among them is affected. Human Resource Development (HRD) intends to create and unleash human expertise through employees' capabilities (Swanson & Holton, 2008). It is the duty of each organization to ensure that employees are constantly satisfied with their work. This is based on the fact that happy employees have an elevated level of employment satisfaction. As indicated by Kooij (2010), human resource development (HRD) is a significant determinant of occupation satisfaction. The HRD function need to take cognizant that employees as a caregiver to people with disabilities have equally bright potential and future as other employees and can influence organizational developments.

**Issues in Caring for People with Disability and Workplace Challenges**

Living with people with disabilities requires these employees to live a different life than those who live with normal people. Several studies have shown that parents who care for children with chronic illness experience greater emotional and psychological distress than parents of healthy children (Cheng & So-Kum Tang, 1995; Silver et al., 1998; Pelchat et al., 1999; Isaacs & Sewell, 2003). The few studies that have tackled this area of family life have shown that, for parents who are working, the stressors involved in caring for a child with chronic illness are exacerbated (Cuskelly et al., 1998; Thyen et al., 1999; Einam & Cuskelly, 2002). Sixty-one percent of the adults caring for elderly and disabled family members` and fifty three percent of parents of children with special needs are employed. Yet studies examining the experiences of employed caregivers of children with special needs or elderly or disabled adult family members have not examined the impact on earnings or the workplace policies that might help reduce the conflicts between work and caregiving (Earle & Heymann, 2012). The limitations and disabilities that these people have, such as mental and physical development delays and prolonged health problems, force them to depend on their caregiver for the rest of their lives. Finding an appropriate caregiver sounds impossible to them, because there is a lack of people who are willing to take on the great responsibility of caring for a special needs

child. Although parents of healthy children also need to deal with issues of child-care quality and cost, parents of children with chronic conditions face additional constraints, such as limited availability of child care due to the inability or unwillingness of child-care providers to accept children with chronic conditions, especially those requiring constant supervision (Berk & Berk, 1982; Chang & Teramoto, 1987). These employees also face a lack of social and psychological support from their family and community that fail to understand their life living with people with disabilities. Caregivers of people with disabilities also often feel anxiety and depression related to the future of people with disabilities and how they will survive if caregivers are no longer around in this world. Research from Canada found that caregivers of children with cerebral palsy reported greater emotional distress as well as problems such as a variety of physical problems like back problems, migraine headaches, ulcers, and other chronic physical conditions as compared to parents of healthy children (Brehaut et al., 2004). All these issues have come about as a result of employees' dealing with mental illness or mental health problems. A wealth of research has shown that family members who provide care to children or adults with special health care needs are at a higher risk of experiencing physical and mental health problems (National Alliance for Caregiving & American Association of Retired People, 2009). These employees also encounter financial hardship because the cost of living for special-needs children is very high. Caring for a child with a special health care need affects parents in multiple ways. They experience greater financial hardship (Kuhlthau et al., 2005). The high costs involved, such as purchasing special equipment, diapers, physiotherapy services, surgery costs, and appointments with medical specialists, have affected the employees' financial situation greatly. These issues become worse when these employees are often faced with limited financial resources as their spouses are not working and there are limited sources of financial assistance for bare-living with people with disability. Parents of children with chronic health conditions experience greater financial hardship, reduced employment, poorer mental health, and increased stress compared to parents without such children (Perrin, et al., 2007).

The need to attend doctor's appointments, physiotherapy, and therapeutic activities has forced employees to lose their working hours. Children with special health care needs have more scheduled and unscheduled medical visits (Newacheck & Kim, 2005; Perrin, 2002) and have almost three times as many school absences as other children (Newacheck et al., 1998). As a result, their parents face an increased need to miss work (Chung et al., 2007; Einam & Cuskelly, 2002; Kuhlthau & Perrin, 2001). In addition, there are some cases of sudden absence to the workplace when their child has to be hospitalized for an emergency case. Employees often come late to work in cases where their children are facing prolonged health problems and it's a must to fulfill their needs before they come to work. Employee absenteeism, ability to focus at work, stress-related health problems, marital and parental satisfaction (Galinsky, 1992), and even basic well-being (Noor, 2003) are all affected by child care difficulties. Unfortunately, there are employers who dismiss employees as a result of not understanding the situation the employees are facing because they feel that they are no longer performing well in the workplace. The pressures they face with people with disabilities lead to poor quality of life and work. They are unable to give full attention to work in the event of any emergency involving the lives of people with disabilities under their care. In addition, employees often feel there is no support given by their employers in facing this challenge, and most of these employees will eventually make the decision to quit their job. Studies have also found evidence that a significant minority of parents that have a child with special health care needs have had to reduce work hours (Kuhlthau et al., 2005; Kuhlthau & Perrin, 2001;

Looman et al., 2009; Thyen et al., 1999). Overall, 23.7% of the parents of children with special health care needs reported work loss as a result of their child's health care needs (Okumura et al., 2009). Mothers of children with disabilities frequently report quitting their jobs or changing jobs to accommodate care demands (Brennan & Brannan, 2005; Freedman et al., 1995; Porterfield, 2002; Rosenzweig et al., 2002; Rosenzweig & Huffstutter, 2004).

From a number of past studies, there are two main factors that cause employees to continue to face the challenges in the workplace; these are a lack of organizational support and when the employer fails to understand the employees' issues and only focuses on the work outcome. This involves the whole organization, from the top management to the co-workers. Because of a lack of community-based supports, including those available in child care, education, and the workplace, parents caring for children with serious mental health concerns face significant stress when juggling work and family responsibilities (Abidin, 1990; Anastopoulos et al., 1993; Friesen & Koroloff, 1990; Lechner & Ceedon, 1994; Roberts & Magrab, 1991; Rosenzweig et al., 2002). Another challenge is work inflexibility. This happens when there is no appropriate work schedule provided to the employees to help them manage the work and the people with disability needs, and there is no freedom given to the employees to voice these matters. These two factors have caused the challenges that they faced at work to deteriorate over time and often interfere with the progress of work. Matthews et al (2011) found that many parents relied on informal supervisory support to make flexible work arrangements, rather than relying on formal policies in the organization.

### **The Impact on Job Satisfaction**

Overall, the life issues and work challenges faced by the employees raise the question of what is being affected. Employees' responses to their work explain how they feel about their work, and this shows how the issues and challenges that have been discussed are related to work satisfaction, and also the two factors mentioned, lack of organizational support and work inflexibility, have led us to investigate what are the factors influencing work satisfaction. Job satisfaction has been defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1300) or, more simply, the extent to which people enjoy their jobs (Fritzsche & Parrish, 2005).

**The Model of Work Satisfaction** by Lent and Brown (2006) is a model that explains well how some variables affect job satisfaction. The new model has implications for forging an understanding of satisfaction that bridges the often-disparate perspectives of organizational and vocational psychology (Lent & Brown, 2006). Based on the model, it can be concluded that there are five variables that can influence the level of work satisfaction. The variables are (1) personality and affective traits, (2) goals and goal-directed activity, (3) self-efficacy, (4) work conditions and outcomes, and (5) goal-relevant environmental supports, resources, and obstacles. These variables have been studied as variables that affected or influenced job satisfaction in many studies, such as (Foley & Lytle, 2015; Soresi et al., 2015; Barnett & Bradley, 2007).

Although caregivers are frequently subjected to negative stigma in the workplace, where they are viewed as problem workers due to the people with disabilities in their lives, they do not easily abandon their assigned tasks, and they do so because they require the income to meet the needs of the people with disabilities under their care. Parents may decide to reveal their situation in order to get access to much-needed workplace modifications and to improve organizational and interpersonal support, but doing so may be risky and may increase

stigmatization and job instability (Ellison et al., 2003; Huffstutter et al., 2007; Rosenzweig & Huffstutter, 2004). Caregivers have high self-efficacy with the tasks assigned as they have to take care of their careers in order to continue to be able to support people with disabilities despite often facing challenges in the workplace. Financial issues are the most dreaded threat for caregivers when raising people with disabilities. Caring for a child with a specific health care need has a number of effects on parents. They encounter major financial challenges (Kuhlthau et al., 2005). Peterson and Byron (2008) discovered that employees who had more optimism in a corporate context had superior work performance and improved problem-solving quality when dealing with job-related problems. In addition, the researcher believes that the pressure faced by caregivers can highly affect self-efficacy among them, which ultimately affects job satisfaction. Bandura (1977) defines self-efficacy beliefs as an individual's conviction about his or her capabilities to accomplish a task when faced with a challenge. In addition, they should also have high confidence in the results of the work given to them. Having a positive outcome expectancy helps caregivers to stay afloat in the organization. Employees with higher expectations, according to empirical data from one study, exhibit more productivity at work, higher retention rates, and are more satisfied with their jobs (Luthans & Jensen, 2002). By having this high outcome expectancy, caregivers will augment job satisfaction.

Caregivers of people with disabilities often have the perception that their employers do not understand their situation in caring for people with disabilities. Therefore, issues in their workplace are often recurring, and to some extent affect the level of job satisfaction among them. According to Matthews et al (2011), many parents reported that their employers provided no formal support to assist them in meeting the demands of parenting a child with a disability. Stavrou and Ierodiakonou (2016) indicated that the availability of work–life practices increased managers' view that firms had an ethical commitment to assist workers' work–life needs. This viewpoint is reinforced by the disability literature, which demonstrates that HR policies increase the possibility of exposing a "hidden" identity to managers and coworkers (Santuzzi & Waltz, 2016). In addition, the organization's negative perception of them and their experience in the workplace has affected the personalities of caregivers whether they are positive or negative, which in turn affects job satisfaction. From the instrumental perspective, employees high on negative affectivity react negatively towards the work environment, which then creates negative responses from employers, colleagues, and customers. This significantly contributes to lower job satisfaction (Afsar et al., 2011). Employees with this temperament are more emotionally receptive to negative workplace events (McCrae & Costa, 1991). The study by Brown and Clark (2017) agrees that the burden of employees with special-needs children has influenced work life where a psychologically negative response to work has influenced the stability of work and personal life among these employees.

Caregivers of people with disabilities have challenges in the workplace when there is no flexibility in working hours in balancing the tasks at work and their duties as caregivers. The term "flexibility" has been conceptualized as "a puzzle of many pieces that comes mainly from the parent's immediate environment of work, family, and childcare" (Emlen, 2010, p. 40). Collins et al (2016) stated that employees with special needs children were compelled to leave their jobs to care for their children, while others switched to voluntary or informal employment that allowed for more flexible working hours. This matter is also seen to have an effect on job satisfaction. Caregivers also often feel they do not have the opportunity to take any training or courses to improve their skills and knowledge. As a result, they often face the

negative feeling of not being able to improve themselves with work skills and knowledge because they did not get support from their employer. Shearn and Todd (2000) discovered in interviews that the majority of 18 Welsh mothers of children with disabilities had their capacity to have a job significantly impacted. The majority of them desired to work for financial reasons. Furthermore, most have been frustrated by their failure to utilize their capacities, particularly in light of the fact that their job gave them a feeling of personality. The researcher believes that if caregivers are given the same opportunities as other employees in an effort to enhance their knowledge and abilities, they are also able to provide good work output, and it will certainly delight caregivers to continue serving in the organization.

### **The Impact of Job Satisfaction on Human Resource Development**

Human Resource Development (HRD) is a field of management that aims to improve skills and knowledge that aim to advance the organization and achieve the objectives that have been set. HRD, according to Werner and DeSimone (2011), is defined as a collection of systematic and planned activities undertaken by a company to provide its workers with the chance to learn vital skills to meet current and future work needs and is a key influence on job satisfaction (Kooij, 2010). Through organizational development, HRD attempts to build and unlock human expertise (Swanson & Holton, 2008). Job satisfaction is the employee's response to his work, where employees who are happy with their work are seen as having a high level of job satisfaction. There are many factors that influence employees' levels of job satisfaction. Job satisfaction refers to employees' feelings about the many aspects of their jobs. Robbins (2012) observed that job satisfaction may be a general behavior that occurs as a consequence of several workplace occurrences; it can be a supervisor's behavior, a peer's connection, or the work environment. According to Spector (1997), employee needs and wants, social interactions, job design, income, growth prospects, and aspects of work-life balance are all regarded as essential variables in job satisfaction. The amount of satisfaction and discontent with these characteristics influences employee job satisfaction.

Employees with a significant degree of job satisfaction reportedly can shoulder the responsibilities given and are willing to sacrifice for the organization in which they work. As a result, HRD ensures that people are productive and that they provide significant benefits to both themselves and their employers (Swanson & Holton, 2008). According to Robbins (2012), a contented staff may improve organizational productivity by reducing distractions caused by absenteeism or turnover, reducing instances of disruptive behavior, and lowering medical expenditures. Job satisfaction is not only an essential measure of employees' well-being, but it is also critical for understanding the employee turnover process. For example, job satisfaction has been found to explain the variance in withdrawal cognitions, turnover intentions, and actual turnovers independently of organizational commitment. Job satisfaction is an important notion in human resource development literature that represents the interests of employees (Guest, 1999). In addition, employees with a significant degree of job satisfaction can reportedly shoulder the responsibilities given and are willing to sacrifice for the organization in which they work. As a result, HRD ensures that people are productive and that they provide significant benefits to both themselves and their employers (Swanson & Holton, 2008).

Therefore, from the discussion that has been held, it is clear that the level of job satisfaction among caregivers of people with disabilities is disturbed to the point where it can lower job satisfaction among them. From the discussion above, it is also explained that job satisfaction among employees greatly affects organizational development. Through HRD theory by

Swanson (2008), it is stated that organizational progress is based on human resource efficiency, and therefore, it is very important to take care of their well-being by meeting the needs of employees. Swanson (2008), also stated organizations are human-made entities that rely on human expertise in order to establish and achieve their goals. Therefore it is very important for employers or organizations to play a role in ensuring that their employees have a good level of job satisfaction. It is the duty of each organization to ensure that employees are constantly satisfied with their work; it is based on the fact that happy employees have an elevated level of employment satisfaction. Numerous studies have demonstrated that employee satisfaction can increase while actual production decreases or remains the same due to organizations' policy decisions in pursuing changes and strategic approaches. For example, with process reengineering in the pursuit of change, the majority of instances end up in losses in performance instead of gains (Micklethwait & Wooldridge, 1996). Employers and organizations need to take action to ensure this is curbed because it will affect employee productivity, which will affect the stability of organization development.

### **Suggestions for Sustainability of Human Resource Development**

From the discussion above, it is clear show how job satisfaction affects human resource development. To ensure that employees continue to have a good level of job satisfaction, organizations or companies can help these employees maintain their level of job satisfaction. There are various

There are several programs that organizations or companies can develop to support these employees to stay motivated at work. The program to be developed is based on the issues faced by these employees, such as inflexibility of work and lack of organizational support. To address these concerns, organizations may develop programs or provide appropriate support, such as:

#### **Provide Work Flexibility**

The organization or employer can provide a schedule that is appropriate to the activities and needs of the caregivers. Adjustable work schedules will facilitate these employees' performing their tasks safely by providing good work output while at the same time keeping the welfare of people with disabilities protected. Working from home, shortening work hours and having an appropriate shift work schedule are among the suggestions that can help this employee.

#### **Organization Support**

Employers or organizations can provide them with financial assistance by providing caregivers of people with disabilities with special funds to support their living expenses. Furthermore, create a positive environment by enlisting the help of top management and coworkers who will always provide moral support to employees. Organizations should be aware of the pressures and burdens faced by employees and should show their concern for them. Visiting the people with disabilities at the hospital, taking over the caregivers' tasks when they have an emergency case regarding their people with disabilities under their care, giving gifts on their children's birthdays, and constantly listening to the emotional outpouring of these employees can help them in psychology.

### Motivation and Training

Organization or employers can provide a special program for caregivers of people with disabilities or give these employees opportunities to participate in motivational courses to increase their motivation to continue working. Besides that, the organization or employer can provide training to caregivers to increase their skills and knowledge.

### Conclusion

Life issues and challenges in the workplace may probably affect the level of job satisfaction among caregivers of people with disabilities. Caregivers who also hold the role of employees should also play their role as employees who perform their duties well in the workplace. Caregivers need to strike a balance between ensuring their productivity is maintained and maintaining organizational stability. Caregivers need organizational or employer support to enable them to continue to maintain the quality of work and, at the same time, maintain their duties in the workplace. It is very important for organizations or employers to maintain the level of job satisfaction among caregivers of people with disabilities so that they can perform their duties and provide satisfactory work output. Collaboration between caregivers and organizations by providing solutions to issues faced by caregivers in balancing their careers and lives with people with disabilities.

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