

Assessing Organizational Culture and Support on Justice Perceptions Among Disabled Employees

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Abstract: Organizational culture and organizational support are important for employees' perceptions of organizational justice. However, the existing literature has largely neglected the perceptions of disabled employees while analyzing the relationships between these variables. The effects of organizational support and culture on organizational justice among employees with disabilities were examined in this study. The study included 203 disabled employees in different business lines in Kazakhstan. Data were obtained using organizational culture, organizational support, and organizational justice scales. The research data were analyzed using descriptive analysis, correlation analysis, and structural equation model analysis. The descriptive analysis's findings indicated that employees' perceptions of organizational culture, organizational justice, and organizational support were at a moderate level. The structural equation model results indicated that disabled employees' perceptions of organizational justice increased in parallel with their perceptions of organizational support and culture.

Keywords: disabled employees, employment of disabled, social employment, organizational culture, organizational support, organizational justice

The inclusion of people with disabilities within social policies begins in the last quarter of the 19th century. Following the First World War, they received occupational and health rehabilitation. Thus, programs were established to help disabled individuals become more resilient and learn to live with their disabilities. Following World War II, many countries put laws into effect to allow disabled individuals to participate in work and social life (Altan, 2006). The states' social policies began to take shape in the middle of the 20th century, and as a result, discussions on employing disabled individuals began to take place. The number of disabled individuals increased, which caused more discussions about how much state budgets should be allocated to disabled policies and practices. The mid-20th century also witnessed major changes in terms of state policies. The shifts that this need and demands brought about impacted academic literature, and as a result, many studies on the employment of disabled individuals have been carried out (Conrad, 2020; Waite, 2021).

The UN defines disabled people as those who, due to an inherited or acquired deficit in their physical or mental abilities, are unable to fulfill the tasks that a normal person should be

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able to do on their own in their personal or social life (Agama et al., 2023; Hazer & Gül, 2008). However, disabled people are not a homogeneous group. Their characteristics may vary depending on the type and severity of their health conditions (Batanero et al., 2018; Steventon & Sanchez, 2008).

Disability appears as an element of social and occupational isolation. Those with disabilities are excluded from social interactions, basic services, cultural and recreational events, professional jobs, and the economy. For this reason, social inclusion and social employment are of great importance for their integration into society. Social inclusion is the elimination of factors that may prevent individuals or groups subjected to social exclusion from taking part in socio-economic life and ensuring their integration into society by bringing their living standards to an acceptable level in society. Social inclusion is a change in attitude and behavior and meeting in a common identity (Genç, 2012; Hansen, 2020; Lorenzo, 2024).

Vocational Employment of People with Disabilities

Fifteen percent of the world's population is estimated to be disabled (World Health Organization [WHO], 2011). Although the majority of the 785 million disabled people are of working age, they are unable to find a job, leading to 3% to 7% GDP losses when individuals with disabilities are excluded from the labor force (Buckup, 2009). In a WHO (2011) study covering 51 countries, the employment rate for disabled men was 52.8% and 19.6% for disabled women. According to the OECD study conducted in 27 countries, the employment rate of disabled people is 44%. Disability-related inactivity rises to 49% for disabled people. In the Netherlands, part-time work is 61% of the disabled's income. However, the wages and employment rights of such jobs are lower (Eurostat, 2016).

The UN emphasized the rights of persons with disabilities in terms of education, employment, income, family life, culture, recreation, and religion. Employment of people with disabilities enables society to use its labor force more effectively. It provides psychological benefits to the individual. Having a job is at the center of people's well-being. In addition to providing income, employment strengthens individuals, their families, and communities socially and economically (International Labour Office [ILO], 2018). It contributes to better health outcomes. It reduces the need for social assistance and increases the tax base (Altan, 2007). It contributes positively to the image of the employer. People with disabilities spend 700 billion USD annually on technology, and American adults with disabilities now spend 17.3 billion USD annually on travel alone (United Nations [UN], International Labour Office [ILO], 2018).

Working is probably the most important thing a disabled person can do to live independently and participate in social life. Today, legal regulations regarding the education, employment, and participation of disabled citizens in society are gradually increasing. In developed societies, physical environments in workplaces are made suitable to increase the employment of disabled people. The law determines the jobs where various disability groups can be employed. Measures are taken to ensure that disabled people, who are among the groups that need to develop special policies in working life, do not have occupational accidents and work in physically suitable environments (Güler, 2015; McKinney & Swartz, 2021). However, despite all the regulations, employment rates of disabled people are low in developed and developing countries.

Recent developments highlight how many disabled people can participate in the labor market on both a social and economic level. Labor market participation is also seen as one of the best solutions for disabled people in terms of the obvious relationship between employment and economic security and the relationship between employment and the self-confidence and well-being of disabled people (Cohen et al., 2008). Young disabled people face certain

difficulties when they reach adulthood, and they want to move from school to further education or business life (Knapp et al., 2008). When this does not happen in the appropriate environment, disabled people become less confident and feel useless.

Another development that necessitates the employment of disabled people is the changes in the state and social structure (Blanck, 2020; Moore et al., 2020). Today, almost all countries have a system based on a mixed economy, that is, a free market economy with social interventions of the state. In today's states with mixed economic systems, the social state creates policies with the aim of providing social rights and social justice. Such a state understanding makes the employment of disabled people compulsory in the context of disability rights.

Many reasons prevent the employment of persons with disabilities. Some disabled citizens do not have a demand to "start a career," and their families have an overprotective attitude that reduces their participation in professional life. Other barriers that reduce the employability of persons with disabilities are access to health and education, overprotective attitudes, wrong attitudes, prejudice and discrimination against persons with disabilities, and being employed in jobs below or above their qualifications (Colella & Bruyère, 2011; Lengnick-Hall et al., 2008).

Human resources practices such as working life, working environment, and working relations are areas full of difficulties for the employed disabled labor force. In terms of working and earning income by working, disabled people face challenges that are harder to overcome in many ways compared to non-disabled people. It is also very difficult for the disabled labor force to accept its existence in working life. People with disabilities may find it challenging to find employment if their legal rights and obligations are not enforced. Their existence in professional life can be maintained by protecting the disabled labor force. If people with disabilities do not exist in working life, they could lose their self-confidence and remain dependent on others, and the national economy is negatively affected.

The appropriate steps should be taken before employing disabled people to prevent negative outcomes and guarantee their successful participation in the labor force (Kayacı, 2007; Meltzer et al., 2020). When it comes to the participation of disabled people in the workforce, organizational structure and functioning play a major role. Therefore, taking appropriate steps in organizational support, organizational culture, and organizational justice for disabled employees increases employee satisfaction and work efficiency (Lengnick-Hall et al., 2008; Schur et al., 2005). Improvements in these areas will create a better working environment not only for disabled employees but also for all employees.

Disabled Workers and Organizational Support

Due to the physical and psycho-social characteristics of disabled people, it is necessary to create suitable environments for them to act independently in their immediate environment and professional settings, communicate with other individuals healthily, and create professional, socio-cultural, and organizational support to ensure their self-assurance (Alcover et al., 2018; Bibi et al., 2019). Additionally, disabled employees need to have positive organizational work and organizational support.

Organizational support is the degree to which an organization values its employees (Natunann et al., 1995). An employee also attaches importance to the extent to which the organization values them. An employee's positive perception of the organization's value given to them enables them to act more enthusiastically in line with an organization's goals and have a greater sense of belonging to the organization (Armeli et al., 1998). Organizational support that an employee perceives is an organization's recognition of the employee's contribution to the organization, the organization's concern for the physical and moral well-being of an employee, and the feeling of this support by an employee (Hellman et al., 2006). As the

perceived organizational support increases, there will be a decrease in the behaviors and actions of employees, such as tardiness, absenteeism, disrupting work, and quitting the job (Rhoades & Eisenberger, 2002).

In this context, the ability of disabled employees to perceive an organization's continuous existence and sense of safety within their workplace will facilitate their increased attachment to and retention in their jobs (Eisenberger et al., 1986). Therefore, the level of organizational support perceived by employees with disabilities directly or indirectly affects how employees will act within the organization. The perception of a high level of organizational support by disabled individuals reduces their negative behavior toward their jobs and, thus, toward the people for whom they produce services (Rhoades & Eisenberger, 2002).

Research shows that organizational support positively affects job performance (Findler et al., 2007; Schur et al., 2005). Support like this is especially important for people with disabilities. People with disabilities who have strong organizational support are more motivated and dedicated to their work. Furthermore, organizational support reduces the tendency of individuals with disabilities to quit their jobs, thus ensuring workforce continuity. Supported individuals with disabilities are more satisfied with their jobs, which has a positive impact on their job performance (Baldrige & Veiga, 2001; Schur et al., 2005).

Disabled Employees and Organizational Justice

Employees compare themselves with others in their organizations. They expect the rules to be applied equally to everyone, equal pay for equal work, equal rights to leave, and equal access to certain social opportunities. However, the focus of the perception of justice is not only on outputs but also on the comparison of these outputs. Perceptions of justice also focus on the rules within the organization, how these rules are implemented, and how people interact with one another (Barling & Michelle, 1993; Goodloe & Ardley, 2021).

Social scientists have long accepted that organizational justice is a prerequisite for the well-being of workers and the efficient operation of the company and that injustice itself is a root cause of organizational issues (Greenberg, 1996). Many studies show that organizational justice significantly affects both the organization and the employees. Undoubtedly, justice is an important motivational tool for employees. When employees' perception of justice is low, morale decreases, and employees are more likely to leave the organization and may even engage in some activities against the organization (Parker & Kohlmeyer, 2005). The loss of meaning and value related to the justice perceived by the employees towards the organization causes negativity in their emotional reactions. The perception of injustice in organizations may also cause aggressive behaviors among employees. Employees may show negative behaviors to the business owner, colleagues, and family to transform the perceived injustices in their favor (Goodloe & Ardley, 2021). Whether there is justice or injustice in an organization does not matter; what matters is how the employee views the situation, as this will be apparent in their behavior and attitude. Studies reveal that personal differences have a major impact on how organizational justice is perceived. Feelings of injustice could lead to a lack of motivation to stay in the working partnership as a result of poor management and a breakdown in trust.

Disabled Employees and Organizational Culture

Organizational culture is a system of shared events, values, and beliefs within the organization comprising the entirety of the internal factors that influence employees' behavior in a variety of ways (Meier, 2019). Organizational culture represents the social and spiritual space of the company, the shaped material and immaterial, visible and hidden, conscious and unconscious processes and phenomena, material and immaterial, visible and hidden, conscious

and unconscious, which determine the congruence of philosophy, ideology, values, approaches to problem-solving and behavioral patterns of the company's staff; and they can guide the organization towards success (Bogdan et al., 2017).

An organizational culture directs the behavior of members (Schermerhorn et al., 2000). It is understood that all organization members behave in a way that complies with the norms of the current culture. Organizational culture fosters employee commitment and plays a key role in shaping organizational identity. Employees must contribute their unique qualities to the company during this process.

Organizational culture is perceptual because different people perceive different aspects of an organization. Positive perceptions of an individual can arise from the management of differences. If we consider that the starting point of diversity management or, in other words, the perspective is on the axis of equality and fairness, the effect on an individual will be positive. A positive organizational culture in the workplace makes employees with disabilities feel accepted, valued, and supported. Their motivation rises as a result, which improves their output at work. Managing diversity in a way that contributes to the strategic goals of the organization will be based on equality and equity (Almerri, 2023; Inegbedion et al., 2020).

Organizational culture is an intrinsic element of organizational behavior because it guides the way people behave within an organization, identifying and determining the assumptions, values, norms, and attitudes by which members of the organization guide themselves in daily actions in the organization (Janićijević, 2017; Vasyakin et al., 2016). A company's ability to maintain a balance between its employees' attitudes, values, and behaviors in the workplace and its organizational culture is important. When the behaviors and attitudes that employees bring to work life contradict the order of functioning and human relations in the organization, in other words, when employee behaviors that disrupt the organizational culture emerge, there is a noticeable decrease in the performance of the business. For this reason, in recent years, many organizations have tended to select employees who fit their cultural characteristics (Chukwu et al., 2017).

Strong organizational cultures greatly influence the behavior of organizational members (Martins et al., 2004). In other words, a strong culture is a powerful factor in directing behavior (Manetje, 2009). Creating a positive organizational culture and support system that provides appropriate conditions for employees with disabilities not only increases employee happiness and job performance but also enables the company to fulfill its social responsibility. For these reasons, organizational culture and organizational support are important role factors for disabled employees.

Studies show a strong positive relationship between perceived organizational support and organizational justice (Jehanzeb & Mohanty, 2020; Rhoades & Eisenberger, 2002; Siswadi et al., 2023). Accordingly, an organization should provide support to its employees, show that its employees are valuable through its policies and procedures, and make employees feel that their efforts within the organization will not go unrewarded so that employees know that the more effort they put into the organization, the more they will be rewarded. The assumption is that the support that an organization shows to its employees is effective on procedural and distributive justice perceptions (Zagenczyk, 2001). Likewise, the level of perceived organizational support has a positive regulatory effect on interactional justice (Naumann et al., 1998).

In organizations, individuals gather around common goals, behaviors and values and act together to achieve them. In order for organizations to increase organizational effectiveness and efficiency and to achieve sustainable success instead of daily success, it is essential to have a strong culture and managerial support within this framework. In organizations with strong culture and institutional support, the relationship between individuals is expected to be positive (Al Halbusi et al., 2020; Le et al., 2021; Patnaik et al., 2023). The reason behind the rise in

work performance and productivity among disabled individuals can be attributed to their positive perception of the organization they work for and the high degree of support they receive from it. People who perceive high levels of organizational support and a positive organizational culture will know that their organizations will assist them in dealing with challenges. Thus, thanks to this positive bond established between the organization and the individual, disabled employees will continue their work with a higher motivation (de Carvalho-Freitas et al., 2024; Engelbrecht et al., 2023; Hyseni et al., 2023).

Organizational justice, organizational support, and organizational culture influence working people's attitudes and behavior. Research on the subject reveals the relationship between organizational justice and organizational variables such as performance, organizational culture, organizational support, organizational commitment, organizational citizenship, organizational trust, and job satisfaction (Cohen-Charash & Spector, 2001; DeConinck, 2010; Lam et al., 2002; Siers, 2007). Researchers who investigated the effect of culture on the perception of organizational justice emphasized that organizational culture affects this perception (Brockner et al., 2001; Greenberg, 2001; Lee et al., 2000; Yamaguchi, 2009; Yang et al., 2007).

In organizations where diversity management, especially disability management, is ensured, employees know that others accept all the characteristics they have and are respected, and therefore show respect. They accept the people around them as they are. At the same time, diversity management in organizations will enable employees to understand and get to know people other than themselves. Individuals who understand other people will have positive feelings toward those around them (Gould et al., 2021; Jammaers & Zanoni, 2021).

This situation will be reflected in the organizational culture as a positive value. This study is significant because it addresses the organizational support and organizational culture dimensions simultaneously, which are effective in shaping organizational justice perceptions of disabled people. It is of great importance in terms of increasing the work performance of individuals with disabilities within the perception of organizational justice, providing a positive organizational culture and organizational support, and developing an understanding of inclusion and equality in the workplace. Various factors and how they interact should be considered to better understand this relationship. Therefore, this study aims to examine the relationship between organizational justice and perceptions of organizational support of disabled employees and organizational culture in Kazakhstan. For this purpose, the following research question was addressed, and two hypotheses were tested. What is the level of organizational justice, organizational support, and organizational culture perceptions of disabled employees in Kazakhstan?

Hypotheses

H₁: Organizational culture has a significant effect on organizational justice.

H₂: Organizational support has a significant effect on organizational justice.

Method

This study used the relational survey methodology to investigate the relationship between organizational support, organizational culture, and organizational justice among employees with disabilities. A relational survey aims to determine the direction or degree of change between two or more variables (Krause, 2018).

The Instrument

The questionnaire form used in the research comprised four sections. The first section covered the participants' demographic characteristics. This section contains questions to determine the participant's age, gender, type of disability, and industry, among others. The second section consists of questions that measure organizational culture, the third part measures organizational support, and the fourth part measures organizational justice. The responses to statements in the organizational culture, organizational support, and organizational justice scales were measured on a 5-point Likert scale, which is used to determine the extent to which the participant approves or disapproves of the statements related to the research, ranging from 1 (*never/strongly disagree*) to 5 (*always/strongly agree*). The necessary approvals from the ethics committee were obtained, and the scale applications in this study were made in compliance with the research ethics principles. Participant employees with disabilities were given the informed consent form once the ethics committee provided permission.

Organizational Culture Scale

The researchers adapted the Organizational Culture Scale that Denison and Mishra (1995) created in Kazakh to determine the perceptions of disabled employees working in different businesses in Kazakhstan regarding organizational culture. Because this scale was to be applied to disabled employees, it was revised and used with the ethics committee's permission. Three experts in the field of special education as well as two linguists who speak both Kazakh and English fluently translated the scale from English into Kazakh. Following translations, two field experts reexamined them, and a Kazakh language field expert's opinion was finally sought regarding the items' comprehensibility and the appropriateness of the sentence structures. A form designed by experts was created to assess the form's authenticity in terms of language and culture. Ten Special Education department faculty members, one Measurement and Evaluation expert, one Psychology department faculty member, one expert in English linguistics, and one Kazakh language expert were given the form, and they were asked to rate it on a scale of 1 to 5 for linguistic and cultural appropriateness. The fact that the scale was created in a language and culture other than the mother tongue presents one of the biggest challenges in adapting scales. Translating items only is insufficient. Some concepts in the original scale may have different meanings or no semantic equivalent in the target language (Masuwai et al., 2024). In translation, the measured construct should be culturally assessed in addition to being translated for each item. Biases resulting from the construct can be minimized in this way (Hall et al., 2003). The items were designed to convey the same meaning in both languages, and the form that was translated into Kazakh was back-translated into English in the same manner. These procedures were also performed for the other scales used in the study (Organizational Support Scale and Organizational Justice Scale).

A 5-point Likert-type scale was used to answer the statements. The scale comprised two factors: participation (items 1-9) and consistency (items 10-18). There are 9 items in each dimension of the scale, which consists of 18 items in total. The following items were included in the organizational culture scale. See Table 1.

Table 1*Organizational Culture Scale*

Factor	Statement
Participation	Put in each statement 1. Most employees integrate with their work. 2. When there is sufficient information sharing among employees, everyone can access the desired information when needed. 3. When making business plans, all employees are involved to some extent in the decision-making process. 4. There is collaboration between different departments. 5. Teamwork is essential in all business activities. 6. All employees understand the relationship between their duties and the objectives of the organization. 7. Employees are empowered to plan their own work. 8. Work-capacities of employees are constantly growing. 9. Every effort is being made to enhance employees' working skills.
Consistency	10. Managers carry out what they say. 11. We have a clear and consistent system of values that guides our ways of doing business. 12. There are no moral values that guide our behavior and distinguish between right and wrong in the conduct of business. 13. When a dispute arises in business activities, each employee works hard to find a satisfactory solution. 14. This organization has a strong business culture. 15. Agreement is easily achieved even on controversial issues. 16. Our employees can share a common perspective in terms of business activities, even if they are in other departments of the organization. 17. Projects carried out by other departments of the business are easily coordinated. 18. Working with someone from another department is like working with someone from another business.

Organizational Support Scale

The researchers adapted the items of the scale that Eisenberger et al. (1986) created in Kazakh to measure the organizational support perceptions of disabled employees (11 items). Because this scale was applied to disabled employees, it was revised and used in this study with the ethics committee's permission. A 5-point Likert-type scale was used to answer the statements. Participants were asked to code one of the answers between "1- Strongly disagree... 5- Strongly agree" in their responses to the statements. The following items were included in the organizational support scale. See Table 2.

Table 2*Organizational Support Scale*

Statement
1. My organization values my goals.
2. My organization will not ignore a request from me.
3. I get the necessary help from my organization when I have a problem.
4. My organization cares about and supports my overall satisfaction/satisfaction in my job.
5. My organization values my opinion.
6. My organization provides the necessary support for my professional development.
7. My organization values my work.
8. My organization rewards my efforts as much as possible. My organization cares about and supports my success.

9. My job security is valued and supported by my organisation.
 10. My organization supports the provision of the tools and equipment I will need.
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Organizational Justice Scale

The researchers adapted the items of the scale that Niehoff and Moorman (1993) created into Kazakh to measure the organizational justice perceptions of disabled employees (10 items). Because this scale was applied to disabled employees, it was revised and used in this study with the ethics committee's permission. A 5-point Likert-type scale was used to answer the statements. Participants were asked to choose one of the answers between "1- Strongly disagree... 5- Strongly agree" in their responses to the statements. The following items were included in the organizational justice perception scale. See Table 3.

Table 3
Organizational Justice Scale

Statement
1. My work schedule in my organization is fair.
2. I find my workload in my organization fair.
3. I find the employee rewards in my organization fair.
4. In my organisation, decisions are made in an unbiased and equitable way.
5. In my organization, information is given to the staff in a fair manner.
6. There is consistency in the implementation of decisions for employees in my organization.
7. In my organization, employees have the right to appeal and a fair appeal mechanism is in place.
8. Managers in my organization treat me with understanding when making decisions about my work.
9. My organization respects the personal rights of all employees.
10. The managers of our organisation are very transparent in their explanation of all the decisions they make regarding the organisation.

The Population and Sample

Convenience sampling was used to select the research population. People with disabilities who work for Kazakhstan's public and private sectors were the participants of this study. The inclusion criteria for participation were being between the ages of 18 and 65, working in the business world, having a mental, orthopedic, hearing, or vision impairment, and agreeing to volunteer for the study. Speech impairment was specified as the exclusion criterion. The second author administered the surveys face-to-face in the working environments of the individuals at their workplaces, in an environment independent from other employees and managers.

Two hundred and twenty participants from public and private sector enterprises were included in the research sample to apply the questionnaire face-to-face. Of these, 203 disabled employees voluntarily answered all items, leading to a response rate of about 92%.

Ethical Considerations

The study was based on the Declaration of Helsinki. Before the study, all participants signed an informed consent form. This form advised them of the study's purposes, that their contribution would be anonymous, and that they had the right to withdraw from the study at any time.

Results

Demographic Information

The gender distribution of the research's disabled employees showed a close distribution between the 89 female employees (43.85%) and the 114 male employees (56.15%). Regarding the participant distribution by type of disability, there were 42 individuals with "visual disability," 105 individuals with "physical disability," 23 individuals with "mental disability," and 53 individuals in the category of "multiple disabilities or other."

Normality

Cook distance values were calculated to determine the presence of outliers, and the results found no outliers in the data set (Maximum Cook distance value = 0.17). Because skewness and kurtosis coefficients were within the range of ± 1 indicated that the data followed a distribution close to normal (Tabachnick & Fidell, 2007). The calculated skewness ($-0.39 \leq \text{skewness} \leq 0.36$) and kurtosis ($-0.31 \leq \text{kurtosis} \leq 0.87$) coefficients confirmed that the data had a normal distribution. Variance Inflation Factor (VIF) values below 3 indicated that there was no collinearity problem (Yurt, 2023). The highest VIF value was 1.98, which indicated that there was no multicollinearity problem among the variables.

Confirmatory Factor Analysis

Confirmatory factor analysis was used to test the two-factor structure of the organizational culture scale. The fit values obtained ($\chi^2 = 434.09$; $Sd = 117$; $\chi^2/sd = 3.71$; $p < 0.001$; $RMSEA = 0.08$; $SRMR = 0.04$; $CFI = 0.95$; $TLI = 0.94$) indicated that the two-factor structure of the scale showed an acceptable level of fit with the research data (Hair et al., 2010). The alpha coefficient for the first factor of the scale was 0.85, and the alpha coefficient for the second factor was 0.80. The alpha coefficient for the overall scale was 0.86.

Confirmatory factor analysis was performed to test the one-factor structure of the organizational support scale. The fit values obtained ($\chi^2 = 91.74$; $Sd = 40$; $\chi^2/sd = 2.29$; $p < 0.001$; $RMSEA = 0.08$; $SRMR = 0.04$; $CFI = 0.95$; $TLI = 0.93$) indicated that the one-factor structure of the scale showed a good fit with the research data (Hair et al., 2010). Reliability based on internal consistency for the scale was high (Cronbach's $\alpha = 0.85$).

Confirmatory factor analysis was applied to test the one-factor structure of the Kazakh organizational justice scale. The fit values obtained ($\chi^2 = 52.74$; $Sd = 31$; $\chi^2/sd = 1.70$; $p < 0.01$; $RMSEA = 0.06$; $SRMR = 0.05$; $CFI = 0.99$; $TLI = 0.99$) indicated that the one-factor structure of the scale showed a good fit with the research data (Hair et al., 2010). Reliability based on internal consistency for the scale was high (Cronbach's $\alpha = 0.96$).

Descriptive Statistics of the Scales

Table 4 shows the descriptive findings of the disabled employees' scores in organizational culture, organizational support, and organizational justice scales. It is seen that the item averages were generally higher than 3.0 but lower than 3.40. Considering that the middle level corresponds to 3 in 5-point Likert-type measurement tools, it can be argued that the disabled employees' perceptions of organizational culture, organizational support, and organizational justice were moderate.

Table 4

Descriptive Statistics on Disabled Employees' Perceptions of Organizational Culture, Organizational Support, and Organizational Justice (N=203)

	Minimum	Maximum	Mean	Std. Deviation
Factor I	1.40	5.00	3.11	0.59
Factor II	1.23	5.00	3.47	0.48
Organizational culture	1.57	5.00	3.29	0.48
Organizational support	1.00	5.00	3.55	0.59
Organizational justice	1.00	5.00	3.25	0.87

Correlation Coefficients

Pearson correlation coefficients were calculated to examine the relationships between organizational culture, organizational support, and organizational justice. This technique requires the assumption that variances are homogeneous and distributions are normal (Zhou et al., 2016).

Correlation Analysis Results

Pearson correlation coefficients were calculated to examine the bilateral relationships between organizational culture, organizational support, and organizational justice. Mean and standard deviation values of organizational culture, organizational support, and organizational justice scores were also calculated.

Table 5 shows that there were low and moderate positive relationships between organizational justice and organizational culture ($r=0,399$; $p<0,01$) and organizational support ($r=0,271$; $p<0,01$). Similarly, there was a positive relationship between organizational support and organizational culture ($r=0,263$; $p<0,01$). According to the descriptive analysis results, the participants' perceptions of organizational culture ($M=3.13$; $SD=0.61$) and organizational justice ($M=3.25$; $SD=0.87$) were at a moderate level, while their perceptions of organizational support ($M=3.55$; $SD=0.59$) were high.

Table 5

Pearson Correlation Coefficients for the Relationships between Organizational Culture, Organizational Support and Organizational Justice Scores

Variables	M	SD	1.	2.	3.	4.	5.
1. Factor 1 (Oc)	2.99	0.68	1				
2. Factor 2 (Oc)	3.27	0.65	.668**	1			
3. Organizational culture (Oc)	3.13	0.61	.918**	.909**	1		
4. Organizational support	3.55	0.59	.163*	.322**	.263**	1	
5. Organizational justice	3.25	0.87	.385**	.343**	.399**	.271**	1

** $p<0.01$; * $p<0.05$; N=203

Results of Structural Equation Model Analysis

Structural equation model analysis was applied to test the predictive effect of organizational culture and organizational support on organizational justice. Various indices including χ^2/df (< 5), Root Mean Square Error of Approximation (RMSEA) (< 0.10), Root

Mean Square of Standardized Residual Means (SRMR) (< 0.10), Comparative Fit Index (CFI) (≥ 0.90), and Tucker-Lewis Index (TLI) (≥ 0.90) were used to verify model-data fit (Hair et al., 2010). The analysis of the obtained data was performed using IBM SPSS 25.0 and AMOS 24.0 statistical package programs.

The structural model shown in Figure 1 was developed and tested to test the hypotheses of the study. In this model, organizational culture and organizational support are independent variables, and organizational justice is the dependent variable. The model was tested using the maximum likelihood method. The calculated goodness of fit values ($\chi^2= 1733.40$; $Sd= 680$; $\chi^2/sd=2.55$; $p<0.001$; $RMSEA=0.08$; $SRMR= 0.07$; $CFI=0.94$; $TLI= 0.93$) revealed that the model showed an acceptable fit with the data (Hair et al., 2010; Yurt, 2023).

Figure 1
Structural Equation Model

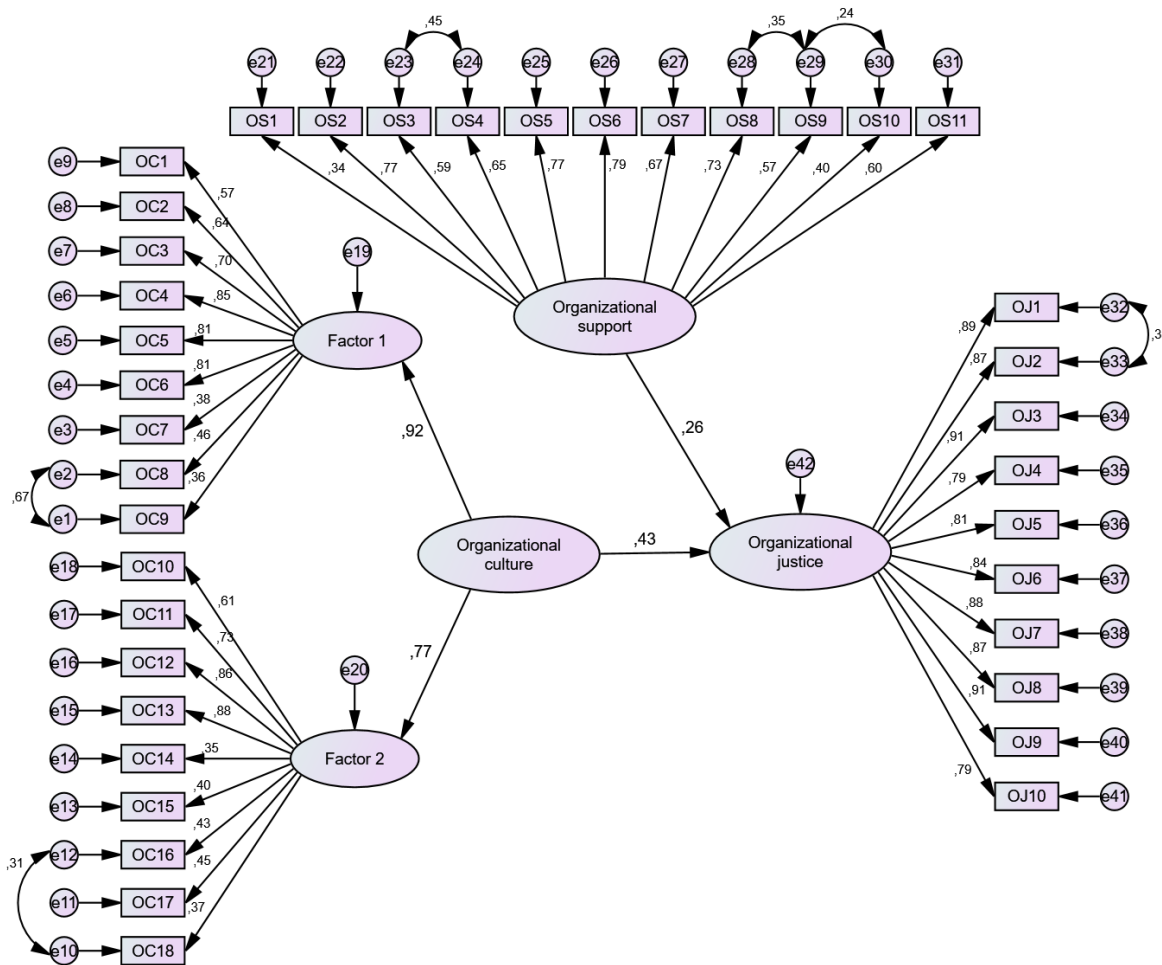


Table 6 presents the path coefficients, standard error values, significance levels, and confidence intervals are presented. The table shows that the predictive power of organizational culture for organizational justice was 0.43 (SE= 0.27; $t=4.64$; $p<0.001$). As the perception of organizational culture increased, the perception of organizational justice also increased. Based on this result, hypothesis H1 is accepted. The predictive power of organizational support for organizational justice was 0.26 (SE= 0.23; $t=2.98$; $p<0.01$). As the perception of organizational support increased, the perception of organizational justice also increased. Based on this result, hypothesis H2 is accepted. Organizational culture and organizational support explained 35% of the change in organizational justice. Considering the standardized beta coefficients, it was

found that organizational culture was more effective in organizational justice than organizational support.

Table 6
Standardized Path Coefficients and Significance Levels

Hypothesis	Paths	β	SE	T	%95 GA	p	Result
H1	Organizational culture ---> Organizational justice	0.43	0.27	4.64	[0.31; 0.55]	***	Accepted
H2	Organizational support ---> Organizational justice	0.26	0.23	2.98	[0.09; 0.42]	**	Accepted

***p<0.001; **p<0.01; CI= Confidence interval

Discussion

In this study, organizational culture, organizational support, and organizational justice perceptions of disabled individuals working in different professions in Kazakhstan were investigated. The results indicated that the perceptions of the organizational culture, organizational support, and organizational justice of disabled individuals were moderate. Significantly, the disabled individuals in the research sample had similar mean scores from organizational culture, organizational support, and organizational justice perception scales.

Cropanzano et al. (2007) stated that organizational justice encompasses all behaviors, procedures, and settings in which workers uphold justice as an essential principle of the organization. These actions require the fulfillment of many factors, such as a healthy working environment, fair treatment, basic pay plans, and receiving necessary support in the organization. The findings indicate that the perceptions of organizational justice among disabled employees in Kazakhstan were not high, which is consistent with previous findings in the literature. According to Foster and Wass (2013) and Molyneux (2021), the experiences of disabled employees in the workplace and the challenges they face vary widely. They are perceived as high-level problems for them. Negative experiences that individual and work-related factors negatively affect their perception of organizational justice (Bakalar, 2018).

While the increasing difficulty of competition conditions in business life strengthens the expectation of organizational justice, it is thought that the perception of organizational injustice will decrease, especially in conditions where organizational support and organizational culture are high and positive. In the study, organizational culture and organizational support perceptions of disabled employees were not as high as expected.

The organizational culture perception of disabled employees is critical for understanding their individual experiences and the general atmosphere in the workplace. This issue is also of great importance in terms of increasing diversity and inclusion in the workplace. According to Shein (2010), the organizational culture perception of employees with disabilities is also essential for understanding their individual experiences and the overall managerial support and atmosphere at the workplace. This issue is also of great value in terms of increasing diversity and inclusion in the workplace.

The literature review found that the level of organizational support was high or very high in the studies conducted on employees without any disabilities (Akın, 2008; Rhoades & Eisenberger, 2002). In contrast, the perceptions of organizational support were at a low level in studies conducted on disabled employee samples (Baldridge & Veiga, 2001; Shur et al., 2009). According to Schur et al. (2009), organizational support includes resources, assistance, and support mechanisms offered by the organization to increase the well-being and job satisfaction of disabled employees. This support can be material (e.g., physical arrangements for disabled

access) or spiritual (e.g., moral support and empathy). However, many organizations have problems in using and implementing material and spiritual support elements for disabled employees within their operations.

Another important finding of this study is the relationship between organizational culture, organizational support, and organizational justice perceptions of disabled employees. Correlation analyses revealed significant positive relationships between the perceptions of organizational justice, organizational culture, and organizational support among disabled individuals working in Kazakhstan.

According to the analyses using the structural equation model, organizational justice perceptions were significantly predicted by organizational support and organizational culture variables, both alone and together. The findings of Brockner et al. (2001), Lee et al. (2000), Nayır (2012), Rhoades and Eisenberger (2002), and Schilpzand et al. (2013) corroborate the findings of this study. Organizational support and justice are strongly correlated, according to Rhoades and Eisenberger's (2002) meta-analysis research. Similar studies have found that perceived organizational support predicts organizational justice perception (Cugueró-Escofet et al., 2019; Dai & Qin, 2016; Dobrin et al., 2021; Nayır, 2012). Kim et al. (2017), Lee et al. (2000), Riyanto (2020), and others state that employees' perceptions of organizational justice are influenced by the organizational culture and cultural values they represent, while other researchers argue that employees' perceptions of justice are influenced by organizational culture. Brockner et al. (2001) and Schilpzand et al. (2013) found that organizational culture affects the perception of organizational justice in a multidimensional way. The literature also supports the view that job performance and the perception of organizational justice are significantly impacted by organizational culture and support (Mohammed & Bardai, 2012; Panuwatwanich et al., 2008; Tipu et al., 2012). It is obvious that when employees' opinions of organizational support and culture increase, so does their perception of organizational justice.

When it comes to creating a sense of inclusion and equality in the workplace, the relationship between organizational culture, organizational support, and organizational justice in the job performance of people with disabilities is crucial. In this regard, the study's findings significantly improved our understanding of this relationship by shedding light on several variables and how they interact.

Based on the results of the study and the literature, the effect of independent variables (organizational support and organizational culture) on the perceptions of organizational justice was significant according to the multiple mediation model based on the relationship between organizational culture, organizational support, and perception of organizational justice among disabled employees. In other words, as the organizational culture becomes positive and organizational support increases for disabled employees, the perception of organizational justice increases.

Limitations

While the findings are in line with earlier research, it is important to acknowledge the limitations of this investigation when interpreting the findings. The sample group's size was a primary limitation. Because some items received no responses at all, out of the 225 participants in the study, only 203 responses were considered for analysis. Many disabled employees could not be reached in the sample in which the research was conducted, which may have affected the generalizability of the study. Another research limitation is that the study included disabled people with varying demographic features. The perceptions of disabled individuals may differ in terms of age, education, gender, type of organization, and percentage of disability, and they may differ in their perceptions of their organizations and the attitudes of the organization towards disabled employees. Differences in attitudes may also occur according to the policies

of the organization, the size of the organization, and the type of profession. In this regard, it may be more enlightening to focus on a specific occupational group. In Kazakhstan, the number of people with disabilities working in each institution is small. Therefore, in this study, occupation, and type of disability were kept broad. The last limitation that should be emphasized is the lack of qualitative analysis and results in the study. Qualitative analyses would be valuable in terms of examining the responses to each statement in more detail and focusing on the reasons behind that response.

Recommendations for Future Studies

Future studies could use qualitative and mixed-model research to address the inadequacies of businesses that employ disabled people to provide organizational support elements. Also, comparative analyses can be conducted to explain better the differences between employees with disabilities and employees without any disability working in the same workplace. In the study, all disability groups were addressed. Therefore, future studies focusing on a single type of disability would be beneficial in terms of controlling the study and may affect the results of the study. In addition, it may be beneficial for future researchers to focus on the private or the public sectors to provide clearer results and reveal the difference between the two sectors.

Conclusion

This study contributes to the literature by examining a different sample aimed at a disadvantaged group of disabled individuals. For disabled citizens to adapt to business life, the relevant institutions need to conduct studies on organizational culture and organizational support and develop alternatives to solve problems. By giving disabled people the opportunity to participate in production, regulations promoting their continued involvement in the workforce will be beneficial.

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