



STRENGTHENING POSITIVE WORK ATTITUDES OF PERSONS WITH DISABILITIES THROUGH ORGANIZATIONAL JUSTICE, CULTURAL SENSITIVITY, AND INFORMATION TRANSPARENCY IN THE CONTEXT OF STIGMA PERCEPTION

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Abstract

This study examines how organizational justice, cultural sensitivity, and information transparency influence the positive work attitudes of persons with disabilities, with stigma perception incorporated as a moderating variable. The research aims to deepen the understanding of how organizational and social dynamics interact in shaping inclusive employment practices. Using quantitative explanatory design, the study employs covariance-based Structural Equation Modeling (SEM). Data were obtained from 100 respondents with physical disabilities working in micro, small, and medium enterprises (MSMEs), private companies, social service organizations, government institutions, and educational settings across Medan, Binjai, and Langkat. A five-point Likert scale questionnaire was administered, and the data were analyzed in R Studio using the lavaan, semPlot, and psych packages. Instrument validity and reliability were assessed through CFA, AVE, CR, and HTMT, while model fit was evaluated using CFI, TLI, RMSEA, and SRMR. The findings reveal that organizational justice ($\beta = 0.62, p < 0.01$), cultural sensitivity ($\beta = 0.48, p < 0.05$), and information transparency ($\beta = 0.55, p < 0.01$) each have a significant positive effect on positive work attitudes. The moderation analysis shows that stigma perception weakens the influence of organizational justice and cultural sensitivity yet strengthens the effect of information transparency. Descriptive results further indicate that although stigma remains a substantial barrier, respondents still demonstrate generally high levels of positive work attitudes.

Keywords: Organizational Justice, Cultural Sensitivity, Stigma Perception, Persons with Disabilities.

INTRODUCTION

Inclusive employment has increasingly emerged as a central global agenda, particularly in the pursuit of achieving the Sustainable Development Goals (SDGs). Two goals are particularly relevant: Goal 8, which promotes inclusive and sustainable economic growth and decent work for all, and Goal 10, which seeks to reduce inequalities. The International Labour Organization (ILO) highlights that ensuring equal access to employment for persons with disabilities is not only a fundamental human right but also an important driver of national productivity. In Indonesia, this urgency becomes even more critical considering the substantial population of persons with disabilities and their persistent underrepresentation in the formal labor market.

According to the Decent Work Indicators released by the Central Bureau of Statistics (BPS) in 2023, there were 763,925 employed persons with disabilities in Indonesia, comprising 452,322 men and 311,603 women. However, the data indicate a serious structural disparity: 35.94% of persons with disabilities work in the informal sector, while only 18.27% are employed in the formal sector. This imbalance underscores the unresolved challenges in providing equal access to stable, safe, and decent employment. Limited opportunities in the formal sector also signify that organizational systems and public policies

have not fully succeeded in removing barriers that hinder persons with disabilities from participating optimally in the workforce.

Barriers faced by persons with disabilities extend beyond physical limitations or accessibility issues. They are often rooted in structural, cultural, and organizational factors that implicitly or explicitly exclude persons with disabilities from equal opportunities. Many organizations still employ a deficit-based perspective, perceiving disability primarily as a limitation rather than recognizing the diverse potential and contributions these individuals can offer. As a result, discrimination in recruitment, restricted career advancement pathways, insufficient accessibility, and lack of inclusive training or development programs continue to perpetuate inequalities in the workplace. These systemic obstacles further push persons with disabilities into informal employment, which generally lacks legal protection, income stability, and opportunities for professional growth.

Within the organizational context, fostering positive work attitudes among employees with disabilities is crucial for ensuring successful workplace integration. Positive work attitudes encompass enthusiasm toward work, a strong sense of responsibility, intrinsic motivation, self-confidence, and readiness to contribute to organizational objectives. Human resource management literature highlights several organizational factors that can strengthen these attitudes, notably organizational justice, cultural sensitivity, and information transparency. Organizational justice ensures fair and equitable treatment, cultural sensitivity promotes appreciation of diversity including disability, and information transparency strengthens open, accurate communication. These three elements work collectively to create an environment where employees with disabilities feel valued and empowered.

However, the interplay between these organizational factors and the lived experiences of persons with disabilities cannot be separated from the persistent issue of stigma. Stigma manifests through negative stereotypes, prejudiced attitudes, and discriminatory practices, often leading to perceptions that persons with disabilities are less capable, unproductive, or burdensome to organizations. These social and psychological pressures can erode self-esteem, weaken motivation, and hinder the development of positive work attitudes. In many cases, stigma diminishes the positive impact that organizational justice and cultural sensitivity may have. When individuals consistently encounter prejudice or negative social labeling, their sense of fairness and inclusion may be compromised despite the organization's efforts to implement supportive policies.

Conversely, information transparency can act as a buffer against stigma. Clear, open, and accurate communication helps persons with disabilities understand their roles, rights, and expectations within the organization. Transparent information flow enhances feelings of certainty, fairness, and empowerment—factors that may allow individuals to maintain positive work attitudes even in environments where stigma continues to persist. In this context, transparency becomes an essential tool for ensuring that employees with disabilities are not left vulnerable to misinformation, marginalization, or unequal access to opportunities.

Given this complex set of challenges, research examining the influence of organizational justice, cultural sensitivity, and information transparency on positive work attitudes—while integrating stigma perception as a moderating variable—is both relevant and timely. Theoretically, this study contributes to the growing body of literature on inclusive human resource management by developing a more comprehensive framework for understanding how organizational and social dynamics interact to shape employee attitudes. This research also extends existing knowledge by highlighting the moderating role of stigma, thereby acknowledging the importance of psychological and social factors that often remain overlooked in organizational analyses.

From a practical perspective, this study provides actionable insights for policymakers, employers, and practitioners seeking to build more inclusive and equitable work environments. Government agencies, private companies, and micro, small, and medium enterprises (MSMEs) can utilize the findings to design more effective employment policies for persons with disabilities. Strengthening organizational justice systems, developing cultural sensitivity training, improving communication practices, and addressing stigma through awareness programs are essential steps toward fostering a more inclusive workforce. Ultimately, this research aims not only to advance academic discourse but also to support broader social transformation toward a labor market that recognizes, respects, and empowers persons with disabilities.

LITERATURE REVIEW

Organizational Justice

Organizational justice is one of the essential aspects in creating a healthy and inclusive work environment. According to Hashish (2020), perceptions of justice are directly related to workplace deviance among nurses, where injustice within organizations may increase deviant behaviors. This is reinforced by Wang (2021), who found that organizational justice is significantly associated with burnout and turnover intentions among social workers in China. Similarly, Jang (2021) emphasized that organizational justice plays an important role in building employee commitment in the public sector. Furthermore, Alterman et al. (2021) explained that the lack of transparency in salary communication can increase employee turnover, while fair communication reduces these negative effects. SimanTov-Nachlieli and Bamberger (2021) also highlighted that transparency in fair compensation processes can prevent the emergence of counterproductive workplace behaviors. Thus, organizational justice is not merely an administrative factor but also a foundation for shaping positive work attitudes.

Cultural Sensitivity

Beyond justice, cultural sensitivity is also a crucial variable in building inclusive organizations. Viken (2021) underscored how cultural sensitivity can enhance engagement in the tourism sector, implying that organizations attentive to diversity are better able to create supportive work climates. Gradellini (2021), through a literature review on nursing

education, demonstrated that cultural sensitivity training at the university level plays a critical role in shaping a workforce that is more tolerant and adaptive to differences. In the context of sustainable consumption, Kumar (2021) found that collectivist cultural orientations are associated with sustainable product purchase intentions, illustrating the importance of cultural sensitivity in shaping individual behavior.

Information Transparency

Meanwhile, information transparency serves as a communication instrument that strengthens trust and reduces conflict within organizations. Schnackenberg (2021) asserted that transparency consists of three main dimensions: openness, clarity, and accuracy. Research by Lee and Li (2021) during the COVID-19 pandemic showed that organizational communication transparency was closely related to increased public trust and compliance with social policies. This demonstrates that organizations capable of building information transparency are more successful in fostering positive work attitudes among employees, including persons with disabilities.

Perception of Stigma

However, the positive role of these three variables is often constrained by the perception of stigma. Maurino (2020) found that patients with multiple sclerosis experienced a decline in quality of life due to stigma encountered in the workplace. Arscott (2020), in his study on HIV stigma and racism, also revealed how social stigma exacerbates risk perceptions and shapes individual behavior. In the context of migration and health, Lin (2022) showed that stigma caused immigrant groups in Canada to experience heightened concerns regarding healthcare access during the pandemic. These studies illustrate that stigma can serve as a significant disruptive variable in shaping positive work attitudes, including among persons with disabilities in the workplace.

Positive Work Attitude

Positive work attitude itself is defined as the views and behaviors of individuals that reflect motivation, responsibility, self-confidence, willingness to learn, and readiness to contribute to the organization. Sakti et al. (2023) emphasized that effective human resource management can foster workplace harmony and innovation. Findings by Octaviani et al. (2023) also indicated that factors such as training, wages, and incentives influence productivity, which in turn underscores the importance of positive work attitudes in enhancing performance. Wang et al. (2020) added that abusive supervision diminishes employee engagement, whereas organizational support strengthens more positive work behaviors.

In sum, the literature review demonstrates that organizational justice, cultural sensitivity, and information transparency play crucial roles in shaping positive work attitudes. However, perceived stigma remains a critical factor that can weaken or even nullify their positive effects. Therefore, this study offers novelty by integrating these three

organizational factors into a single analytical framework and testing the moderating role of stigma to provide a more comprehensive understanding of the dynamics underlying the formation of positive work attitudes among persons with disabilities.

METHOD

This study employed a quantitative explanatory approach with the primary objective of examining the causal relationships among the variables under investigation, namely organizational justice, cultural sensitivity, information transparency, and the positive work attitudes of persons with disabilities, with stigma perception serving as a moderating variable. This design was chosen because it allows for the simultaneous examination of relationships among latent variables, including both direct effects and moderating interactions, thereby providing a more comprehensive understanding of the dynamics shaping positive work attitudes among persons with disabilities.

The analytical model applied was covariance-based Structural Equation Modeling (SEM), utilizing R Studio and analysis packages such as lavaan, semPlot, and psych. SEM was deemed appropriate as it facilitates the testing of construct validity while also assessing the overall model fit through various goodness-of-fit indicators.

The study population consisted of persons with physical disabilities employed across diverse sectors, including micro, small, and medium enterprises (MSMEs), formal private companies, social service organizations, government agencies and state-owned enterprises, as well as educational institutions in the regions of Medan, Binjai, and Langkat. Given the absence of precise population data, the sample size was determined using the Lemeshow formula, with a 95 percent confidence level, a population proportion of 0.5, and an 8 percent margin of error. Based on this calculation, a sample of 100 respondents was obtained, considered sufficient to represent variations in the positive work attitudes of persons with disabilities across different employment sectors.

Data were collected using a five-point Likert scale questionnaire, ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The research instrument was developed based on relevant theories and prior empirical findings. Organizational justice was measured through distributive, procedural, and interactional justice indicators. Cultural sensitivity encompassed acceptance of diversity and respect for differences. Information transparency was assessed through clarity, openness, and accuracy of organizational communication. Positive work attitude was measured through indicators of motivation, responsibility, self-confidence, willingness to learn, and commitment to contributing at work. Stigma perception included experiences of negative stereotyping, discrimination, and feelings of social exclusion reported by persons with disabilities.

Data analysis was conducted in several stages. First, construct validity and reliability were tested using Confirmatory Factor Analysis (CFA). Convergent validity was assessed using a minimum factor loading of 0.70 and an Average Variance Extracted (AVE) of at least 0.50, while discriminant validity was examined through the Fornell–Larcker Criterion and the Heterotrait–Monotrait Ratio (HTMT). Construct reliability was ensured by a

Composite Reliability (CR) value of at least 0.70. Once the measurement model was confirmed to be valid and reliable, the structural model was tested to evaluate direct relationships among variables and to examine the moderating effect of stigma perception.

Model fit was evaluated using several goodness-of-fit indicators, including a Comparative Fit Index (CFI) and Tucker–Lewis Index (TLI) with minimum values of 0.90, a Root Mean Square Error of Approximation (RMSEA) not exceeding 0.08, and a Standardized Root Mean Square Residual (SRMR) not exceeding 0.08. To further ensure the robustness of the results, statistical assumption testing was conducted, which included tests of multivariate normality through skewness and kurtosis, assessment of multicollinearity among variables, and detection of outliers using Mahalanobis Distance.

All stages of the study were carried out in accordance with ethical research principles. The confidentiality of respondents' identities was strictly maintained, participation was voluntary, and each respondent was provided with adequate information about the purpose of the study through informed consent. Accordingly, this study sought not only to contribute theoretically but also to uphold academic integrity and safeguard the rights of persons with disabilities as a vulnerable group.

RESULTS AND DISCUSSION

Validity and Reliability Testing

The results of the Confirmatory Factor Analysis (CFA) indicate that all indicators across the constructs have factor loadings ranging from 0.72 to 0.88. The Average Variance Extracted (AVE) values for each construct range from 0.52 to 0.64, thereby meeting the criteria for convergent validity. Discriminant validity was also confirmed, as shown by the square root of AVE values exceeding the inter-construct correlations, and the Heterotrait-Monotrait Ratio (HTMT) remaining below 0.85. In addition, construct reliability was established, with Composite Reliability (CR) values ranging between 0.79 and 0.89, surpassing the minimum threshold of 0.70. These findings confirm that the research instrument is both valid and reliable for measuring the variables under study.

Model Fit (Goodness-of-Fit)

The evaluation of model fit produced satisfactory results. The Comparative Fit Index (CFI) was 0.94 and the Tucker–Lewis Index (TLI) was 0.92, both exceeding the minimum threshold of 0.90. Meanwhile, the Root Mean Square Error of Approximation (RMSEA) value was 0.06 and the Standardized Root Mean Square Residual (SRMR) value was 0.04, both within the acceptable range (≤ 0.08). Based on these results, the research model is deemed fit for hypothesis testing.

Hypothesis Testing Results

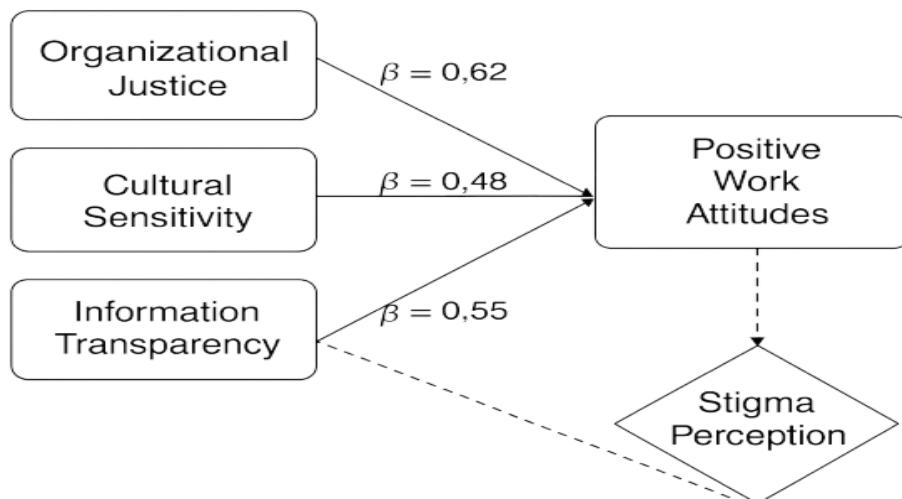


Figure 1. Structural Model with Standardized Path Coefficients

The results of the hypothesis testing demonstrate that organizational justice has a positive and significant effect on the positive work attitudes of persons with disabilities, with a coefficient of $\beta = 0.62$ and $p < 0.01$. This finding suggests that higher levels of perceived organizational justice correspond to stronger positive work attitudes. Cultural sensitivity was also found to have a significant effect on positive work attitudes, with a coefficient of $\beta = 0.48$ and $p < 0.05$, indicating that greater organizational acceptance and appreciation of diversity fosters stronger positive work attitudes. Similarly, information transparency significantly influenced positive work attitudes, with a coefficient of $\beta = 0.55$ and $p < 0.01$, highlighting that clear and transparent communication enhances motivation and commitment among employees with disabilities.

Moderation Analysis

The moderation analysis reveals that stigma perception plays a critical role in shaping the relationships among variables. For the relationship between organizational justice and positive work attitudes, stigma perception weakened the effect, with a coefficient of $\beta = -0.21$ and $p < 0.05$. A similar pattern was observed in the relationship between cultural sensitivity and positive work attitudes, where stigma perception reduced the effect ($\beta = -0.19$, $p < 0.05$). Conversely, stigma perception strengthened the relationship between information transparency and positive work attitudes, as indicated by a coefficient of $\beta = 0.24$ and $p < 0.01$. This suggests that under conditions of strong social prejudice, information transparency serves as a protective factor that sustains positive work attitudes among persons with disabilities.

Descriptive Findings

Descriptive analysis shows that the average score for organizational justice was 3.92 (on a 1–5 scale), cultural sensitivity was 3.85, and information transparency was 4.01. These

results indicate that respondents generally perceive organizations as making efforts toward inclusivity, albeit not fully optimal. Meanwhile, the average score for stigma perception was 3.21, suggesting that discrimination and stereotypes are still substantially experienced by some persons with disabilities. The average score for positive work attitudes was 4.08, reflecting that work enthusiasm, responsibility, and motivation remain relatively high despite the persistence of social barriers.

CONCLUSION

This study aimed to analyze the influence of organizational justice, cultural sensitivity, and information transparency on the positive work attitudes of persons with disabilities, with stigma perception as a moderating variable. The findings demonstrate that all three independent variables have a positive and significant effect on positive work attitudes. Organizational justice emerged as the dominant factor, strengthening responsibility, motivation, and work commitment among persons with disabilities. Cultural sensitivity also plays a vital role in fostering an inclusive work climate that values diversity, while information transparency promotes clear and open communication, thereby enhancing self-confidence and the willingness to contribute.

Nevertheless, the moderation analysis revealed that stigma perception remains an obstacle, weakening the effects of organizational justice and cultural sensitivity on positive work attitudes. Conversely, stigma strengthened the relationship between information transparency and positive work attitudes, suggesting that transparent communication can function as a protective factor in socially prejudiced environments. Descriptive results further indicated that, although stigma is still considerably experienced, the majority of respondents exhibited high levels of positive work attitudes.

Theoretically, this study contributes to the development of inclusive human resource management literature by integrating three key organizational factors and the moderating role of stigma within a single analytical framework. Practically, the findings provide an important basis for organizational and governmental policy-making to build more inclusive, equitable, and empowering work environments for persons with disabilities.

Based on the findings of this study, several recommendations can be proposed. First, organizations need to strengthen the implementation of organizational justice across distributive, procedural, and interactional dimensions, ensuring that persons with disabilities feel equally treated and valued. Second, cultural sensitivity training and awareness programs should be developed and institutionalized to emphasize the importance of diversity in the workplace, thereby fostering a more inclusive and supportive organizational climate. Third, organizations must ensure information transparency through clear, accurate, and open communication, particularly regarding rights, responsibilities, and opportunities for professional development for employees with disabilities.

To mitigate the negative impact of stigma, organizations are encouraged to design anti-stigma strategies, including internal campaigns, non-discrimination policies, and effective monitoring mechanisms to prevent discriminatory practices. At the governmental level,

stronger regulations and incentives should be introduced to encourage organizations to adopt inclusive employment practices. Finally, future research could expand the sample size and scope, while incorporating additional variables such as social support or inclusive leadership, to provide deeper insights into the factors that foster positive work attitudes among persons with disabilities.

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