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Abstract

Purpose: Most organisations develop and implement human resource management practices that assume workers do not have disabilities, often creating a disconnect between their espoused policies and practices and their reality. Overt ill-treatments from management and co-workers have often led to poor employee adaptability and discouraged persons with disabilities keen and able opportunity to join the workforce. Hence, this study examined socially responsible human resource management practices and employee adaptability of public servants with disabilities in South-West Nigeria.

Materials and Methods: Survey research design was adopted for this study. The study's sample size of 422 public servants and leaders was determined using total enumeration sampling technique. A structured and validated questionnaire and semi-structured interview were used to obtain quantitative and qualitative data. Cronbach's alpha reliability coefficients for the constructs ranged between 0.69 and 0.84. The response rate was 95%. Data were analysed using descriptive and inferential (multiple linear regression and hierarchical regression) statistics.

Findings: The study found that SRHRM had a statistically significant effect on job satisfaction

($Adj.R^2 = 0.53$, $F(5, 410) = 92.07$, $p < 0.05$). The qualitative data findings support the quantitative findings, and the participants' views do not show significant variance from the quantitative findings. Instead, they complement the quantitative findings. The study concluded that socially responsible human resource management practices affect employee adaptability of public servants with disabilities in South-West Nigeria.

Implications to Theory, Practice and Policy: Therefore, the study recommends involvement of persons with disabilities in strategic or operational projects, initiatives or committees set up by ministries/departments or agencies in public service in South-West Nigeria specifically, and the nation at large. The findings of the study support the theory in which socially responsible human resource management was found to significantly affect the outcomes of public servants with disabilities in southwest Nigeria where the interaction of sub-variables was positive and mutually beneficial.

Keywords: *Employee Adaptability, Employee Voice, Employee Wellbeing Strategy, Inclusion, Organizational Support, Persons Disabilities, Socially Responsible Human Resource Management.*

1.0 INTRODUCTION

Persons with disabilities are widely regarded as the world's largest minority stakeholder group at just over one billion people, 15% of the world's population (World Health Organisation, 2020) with about 80% being of working age (ILO Report, 2019). In spite of the United Nations Sustainable Development Goals (UNSDGs) targets aimed at bridging these gaps by 2030, disability continues to lag far behind all other diversity and equity indicators such as ethnicity, gender, age and sexual orientation. Persons with disabilities continue to experience significant and perennial labour market entry barriers and are disproportionately excluded from the workforce (Ingusci et al, 2022; Bialik & Mhiri, 2022; Khan et al, 2018).

In the last decade, the United Nations and various international agencies have supported or directly facilitated financial inclusion initiatives focusing on women and more recently, persons with disabilities (International Finance Corporation, 2014; National Financial Inclusion Strategy, 2018). In spite of well-promoted events, the level of penetration remains low with scant sustainable interventions for persons with disabilities. The fragmented nature of representation and proliferation of disability advocacy groups jostling for relevance or supremacy, continues to erode the stance and voice of persons with disabilities in Nigeria. At a national level, the Association for the Comprehensive Empowerment of Nigerians with Disabilities (ASCEND) and the Joint National Association of Persons with Disabilities (JONAPWD) continue to vie for supremacy as the umbrella body for persons with disabilities in Nigeria (Lang & Upah, 2016).

In Nigeria's private and public sectors, persons with disabilities face significant challenges in adapting to the work environment, as many organisations are not structured to accommodate or support their unique needs (Eleweke & Ebenso, 2016; Iliya & Ononiwu, 2021; Soetan et al., 2019; Mbada et al, 2021). Some of these unique needs include taking time off work due to health-related conditions and the time it takes for them to return to work, the responsibilities they are expected to fulfil, and the limited degree of flexibility in their work methods (Prouska et al, 2021). In some unique cases, persons with disabilities have had to push themselves even further to be able to fit in and meet the requirements for tasks. Consequently, over time, they feel excluded and gradually disengaged from the workplace (Umeh et al., 2022).

The emergence of socially responsible human resource management (SRHRM) in the twenty-first century is not unrelated to growing global ethical consciousness, holding organisations to account across the value chain, particularly the wellbeing of employees in the workplace (Pham & Tran, 2020). The concept of "SRHRM" as described by Sobhani et al. (2021) represents the convergence or overlap between two distinct areas of focus within organizations: corporate social responsibility (CSR) and human resource management (HRM). This intersection suggests that organizations are recognizing the importance of integrating CSR principles and practices into their HRM strategies. In simpler terms, SRHRM implies that organizations are not only concerned with profit-making activities and managing their workforce efficiently (HRM), but also with fulfilling their social responsibilities (CSR). This could involve actions such as promoting employee well-being, diversity and inclusion initiatives, ethical business practices, environmental sustainability efforts, and community engagement. Other HRM approaches derived from this convergence include ethical HRM, green HRM, and sustainable HRM. In practice, SRHRM and sustainable HRM are often used interchangeably. However, although largely similar, differences exist, albeit subtle (Aust et al. 2018; Enhert, 2016). SRHRM spans those policies and practices that contribute to the improvement of employees' work and life quality, whilst sustainable HRM refers to the adoption of HRM strategies that enable the achievement of financial, social, and

ecological goals (Aust et al. 2018; Barrena-Martinez et al., 2019; López-Fernández et al, 2018; DuPoint et al. 2013). There are various models of SRHRM, each with accompanying drivers and barriers aligned to national contexts (Diaz-Carrion et al, 2019).

Research linking SRHRM variables (inclusion, organisational support, flexible work practices, well-being strategy and employee voice) and employee adaptability highlighted the impact of working conditions on employees with disabilities in Germany (Efimov et al., 2022). In South Africa's public service, the determinants of employee physical and mental health, and its role in career adaptability and workplace attachment were explored highlighting the challenges faced by persons with disabilities (Chinyamurindi & Shava, 2021). Predominantly, experiences of negative perception and poor treatment from managers, leaders and colleagues; poor working conditions and negative perceptions of their fellow employees (Mbada et al., 2021). In a study of hope, adaptability and job search intensity among individuals with serious mental illness showed a strong relationship between career adaptability amongst those employed than those that were not (Stevenson et al., 2021).

2.0 LITERATURE REVIEW

Employee Adaptability

Employee adaptability is a broad concept that describes workers' ability to modify their attitudes and behaviours in response to changing environments and circumstances (Urbanaviciute et al., 2019). Employee adaptability is the ability to learn from life's experiences and grow as a person to deal with changes and pressures with a healthy predisposition (van Dam & Meulders, 2021). Such an outlook also helps in the development of self-confidence and a positive self-image. Organisations can promote employee adaptability in several ways: by encouraging employees to develop a wide range of skills and abilities; providing with opportunities for training, and continuous learning and development; encouraging workers to take on distinct roles and responsibilities; and providing employees with more information about their organisation and how they operate (Lee et al., 2021).

Employee adaptability has many benefit. One benefit of employee adaptability in an organization is that it enables employees work more independently while still keeping their leaders and management teams abreast of key elements of their work. Another benefit of employee adaptability is that employees are able to save time and money for the organisation using creative approaches identified in the course of their work (Indriastuti & Fachrunnisa, 2021). A workplace that that promotes employee adaptability positions its employees to adjust new joiners and collaboration amongst existing employees (Sony & Mekoth, 2016). Being able to adapt to work demands can cut down on the time spent in meetings, make people more motivated, engaged, and lead to more breakthroughs. Through adaptability, they will be more likely to stay with their employers for longer periods (Chow, 2019). By promoting employee adaptability, organizations can increase productivity, and reduce turnover intention and related costs. In addition, more adaptable people tend to be more effective at performing their jobs.

Socially Responsible Human Resources Management

Socially responsible human resource management (SRHRM) involves the adoption of a variety of HRM and CSR practices that promote social responsibility and eliminate any potential for bias in the hiring, supervision, and management of personnel (Al-Amin et al., 2021). It is the combination of various HRM and CSR practices that result in a socially conscious HRM and CSR in organisations (Zhao & Zhou, 2021). SRHRM incorporated employees' needs into the needs of organizations, which leads to greater involvement and satisfaction, ultimately increasing HRM effectiveness (Heikkinen et al., 2021).

The incorporation of social responsibility into HRM and CSR is known as “socially responsible human resource management” (“SRHRM”). Socially responsible human resource management is based on the idea that HRM must be socially responsible (Liao et al., 2022).

A central characteristic of SRHRM practice in organizations is a focus on ethical behavior and values (Gao & He, 2017). This includes practices such as ethical recruitment and selection, fair treatment of employees, and promoting a positive organizational culture that values integrity and ethical conduct (Anlesinya & Amponsah-Tawiah, 2020; López-Fernández, 2018; Hussain & Endut, 2018). Another characteristic of SRHRM is the integration of social and environmental considerations into HR policies and practices. This involves initiatives such as implementing sustainable HR practices, supporting employee volunteerism and community engagement, and considering the impact of HR decisions on the environment (Aust et al. 2018; Enhert, 2016). A third characteristic of SRHRM is a commitment to diversity and inclusion. This spans efforts to promote diversity in the workforce, as well as initiatives to create a supportive and inclusive work environment for all employees. This study delves into various facets of socially responsible human resources management practices, namely inclusion, organizational support, flexible work practices, employee wellbeing strategy, employee voice as discussed below:

Inclusion

The inclusion of employees in an organisation’s processes and procedures is a basic principle of employment legislation. The employer must take affirmative action to ensure that all employees are aware of their rights and responsibilities at work, that they are treated fairly, regardless of age, gender, or other personal characteristics, that they can participate in decision-making processes at work and that they have opportunities for promotion (Yahaya, 2020). Employee inclusion is often achieved through training programmes for managers and supervisors on equal opportunity policies (Hoang et al., 2022). In some countries, there are legal requirements for employers to provide equal opportunities for training for all managers (Gupta & Gomathi, 2022). These laws usually require employers to provide such training at regular intervals (e.g., every two years). In some cases, these laws also require employers to provide such training immediately after a manager is promoted to a position where he or she will be supervising employees (Pal et al., 2022). The laws of some countries require employers to establish mechanisms for the resolution of complaints of discrimination, harassment, and bullying (Norman & Johnson, 2022). These mechanisms are usually administered through an ombudsman or the organisation’s human resources function.

Organisational Support

Organisational support is the extent to which an organisation provides for its members. This is sometimes called the “welfare” or “social” aspect of an organisation and is concerned with issues such as the provision of information, training and development, health and safety and grievance procedures (Andrade & Neves, 2022a). Organisational support can be seen as a fusion of organisational commitment and the psychological contract. It is the extent to which an organisation shows its concern for its employees by providing them with a sense of security and trust, enabling them to feel safe in their work environment (Bernarto et al., 2020). Most importantly, organisational support is about the degree of trust an individual has in the organisation they work for as influence by how they are treated by it.

The two main aspects of organizational support are informational support -the provision of information, and emotional support - the provision of help) (Rasool et al., 2022). Emotional support can be further divided into two sub-components: namely emotional labour and emotional investment (Chen et al., 2020). Emotional labour is the extent to which the organisation provides support to its members to

reduce their stress levels and to help them deal with problems (Piotrowski et al., 2021). This can be seen as a specific type of emotional support in which the organisation aids members by providing constant encouragement and support. Emotional investment is the extent to which an organisation shows concern for its members by providing them with a sense of security and trust, enabling them to feel safe in their work environment (Hossin et al., 2021).

Flexible Work Practices

Flexible working practices describe a type of work arrangement which gives a degree of flexibility on how long, where, when and at what times employees work (Anya et al., 2021). Flexible working arrangements can be adopted for the benefit of employees, employers, or both. Flexible working arrangements are different from flexible hours which allow employees to work during hours in the work day other than the standard full-time hours of 9 am – 5 pm (Gašić & Berber, 2021).

Typical characteristics of flexible work practices include part-time work; work where an employee is contracted to work for less than full-time hours available by law (Arquisola et al., 2022). Term-time working: a worker remains on a permanent contract but can take paid or unpaid leave during school holidays (Rahman et al., 2022). Job-sharing: a form of part-time working where two (or occasionally more) people share the responsibility for a job between them (Vyas, 2022). Flexi-time: allows employees to choose, within certain set limits, when to begin and end work. Compressed hours: compressed working weeks (or fortnights) do not necessarily involve a reduction in total hours or any extension in individual choice over which hours are worked. The central feature is a reallocation of work into fewer and longer blocks during the week (Yeaman, 2022). Annual hours: the total number of hours to be worked over the year is fixed but there is variation over the year in the length of the working day and week (Goswami, 2022).

Employee Well-Being Strategy

An employee well-being strategy is a considered plan of action that makes a company a happier and healthier place to work (Agarwal, 2020). A happy and healthy employee is more productive, less stressed, and more efficient (Ripp et al., 2020). It is a simple equation of investment in employee well-being ensuring that the employee is in the right frame of mind to make positive contributions to the organisation (Casucci et al., 2020). Teams and employees are more likely to adopt a well-being initiative that has a meaningful strategic approach, instead of a collection of benefits that do not align with a consistent goal (DiPietro et al., 2020).

The key components of an employee well-being strategy include a nurturing environment where people feel accepted and connected (Radic et al., 2020). It involves working together on a task or meeting with a client. It is much more than a comfortable sit-down with a therapist. It is an active, personalized process that involves talking with people about their problems, how they can improve their well-being, and how they can help each other (Binnewies et al., 2020). Engaging employees in a healthy way by creating a healthy work environment. The organisation must engage employees in a meaningful way. It is not enough to just ask them to sit down with a therapist or talk to a friend. To be effective, employees must be engaged meaningfully. This means talking about work as well as the issues in their personal lives that may affect their contributions at work. Asking employees about their problems, and helping them to find solutions, not just referring them to someone else (Rahman et al., 2020).

Employee Voice

Employee voice refers to the collective ideas, views, and thoughts of workers that may influence workplace choices. It is a means for workers to participate in the decision-making process and contribute to the dialogue (Mmamel et al., 2021). Voice of the employee is a vital component of a strong company culture and may lead to improved communication, higher morale, and more productivity. Surveys, focus groups, interviews, and feedback forms are just a few of the various ways that employees may provide input (Townsend et al., 2022). Employers may use these techniques to obtain insight into employee thoughts and ideas. This may help them make better-informed choices and foster an atmosphere where workers feel acknowledged and appreciated (Son, 2019). When employees feel that their views and opinions are being heard and acknowledged, they are more likely to be engaged and motivated, which can lead to higher levels of production, morale, and work satisfaction (Ge, 2020; Ruck et al., 2017).

There are a variety of techniques used to harness the potential of employee voice. First, organisations should ensure that they foster a culture in which workers feel safe to speak out and where their opinions are acknowledged and respected (Ellmer & Reichel, 2021). This requires the development of procedures that safeguard workers from employers for speaking out and providing feedback. Second, organisations should provide channels for employee voice (Belizón, 2019) which may include feedback forms, questionnaires, focus groups, and interviews. These tools may be used to obtain insight into the thoughts and ideas of workers and to find continuous improvement opportunities (Budd et al., 2010). Finally, organisations should develop enterprise-wide programmes to increase employee voice. These efforts may include events, seminars, and programmes aimed to increase employee participation. This may contribute to a more productive and collaborative workplace (Kwon & Farndale, 2020).

Empirical Review

There were limited studies on workplace adaptability of public servants or persons with disabilities. Therefore, this review of findings draws from a wide range of scholarly literature on related dimensions. Several studies have found that inclusion, organizational support, and flexible work practices are important for the work adaptability of employees with disabilities. In a study by Smith et al. (2017), inclusion and organizational support were positively related to the work adaptability of employees with disabilities, while Johnson et al. (2019) found flexible work practices to be positively related to the work adaptability of employees with disabilities. In addition to the above factors, several studies have also found that employee wellbeing and employee voice are important for the work adaptability of employees with disabilities. Brown et al. (2020) found that employee wellbeing was positively related to the work adaptability of employees with disabilities. Similarly, Thompson et al. (2022) found that employee voice was positively related to the work adaptability of employees with disabilities.

In a study of teacher assistants', adaptability predicted their workplace wellbeing, more than the effects of teaching focus, personal and demographic variables. The findings conclude that ability to adjust cognitively, emotionally, and behaviourally in uncertain and unpredictable situations influence the teacher's self-concept and motivation. A link was identified between disability types and teacher assistants' adaptability. There was an association between lower levels of teacher adaptability and students with hearing and visual impairments, specifically with regard to interaction. This finding is noteworthy considering that a vast majority of the public servants in South-West Nigeria involved in this study are teachers in special schools with responsibility for children with diverse disabilities.

In a two-year long study amongst the Swiss working population, the findings indicated that career adaptability may contribute to a sustainable job and life satisfaction over time. The researchers found a

negative relationship between career adaptability and perceived stress in life. The study also revealed that career adaptability may be beneficial for people who are starting their career and for mid-career individuals, enabling them to be better in control of their lives, eliminating stress and synergizing various aspects of their lives (Urbanaviciute et al., 2019). Furthermore, the role of families in employee adaptability was examined in a study of teleworkers and non-workers in the public sector. Teleworkers with lower-level responsibilities reported less family interference with work. Conversely, workers with higher level responsibilities reported higher family responsibilities. Also, where supervisors' control was evident, there was a negative effect on workers' adaptability to tasks and proactivity (Solis et al., 2017).

Villalobos et al. (2020) examined employee adaptability across cultures. From participating countries, they found adaptive and proactive workplace behaviours were influenced significantly by geographical differences, cultural norms, values and individual perceptions, rather than GDP. Brazil, Japan, Netherlands, and the Philippines reported the highest differences in workplace behaviours associated with adaptability. Respondents from these countries, including India and South Africa, showed the most significant differences in work performance behaviours relating to proactivity. There were small significant differences between the strong economy vs developing economy country groups. Employee adaptability was also influenced by the availability of workplace accommodations.

In the United Kingdom, Chandola and Rouxel (2021) found that caring responsibilities for household members with impairments or for dependent children, was the biggest predictor for getting workplace accommodation for men and women. Many workers with workplace accommodations did not have any impairments and were likely to be management level staff, have a degree level qualification, or work in the public sector. For women, poor general health was a major reason for accommodations. In most instances, their workplace adjustments were self-initiated and funded. The study did not examine gender-based adaptability. However, it concludes that workers with impairments and work accommodations remain in work and are more economically active than their peers without work accommodations. Ochrach et al. (2021) indicated that the organisation's approach to disability is reflected in its vision and mission, as set by its top leadership. This influences its HRM practices to provide work accommodations tailored to each individual's needs which influence recognition and job satisfaction, reflecting a culture of diversity inclusion in practice.

Therefore, based on the foregoing, the study thus hypothesized that:

H₀₁: Socially responsible human resource management practices have no significant effect on employee adaptability on public servants with disabilities in South-West Nigeria.

Research Conceptual Model

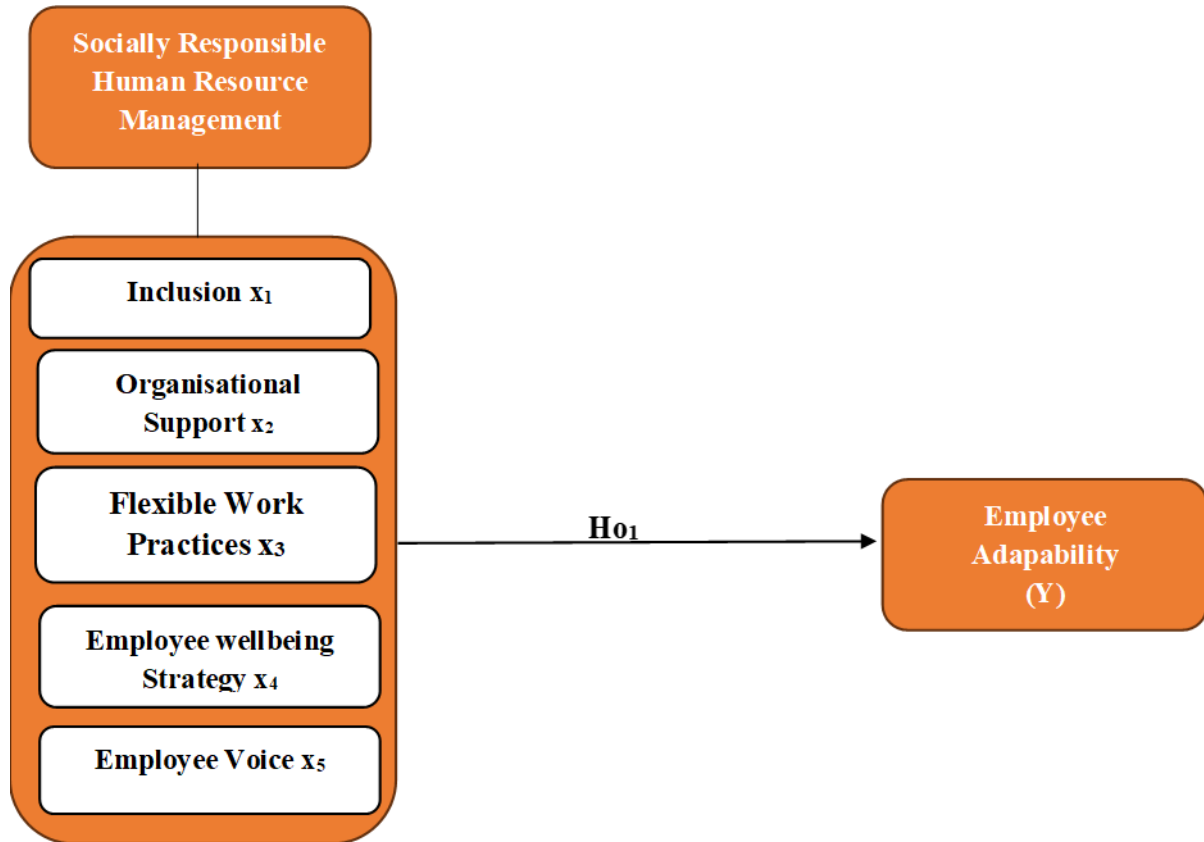


Figure 1: Conceptual Model (Socially Responsible Human Resource Management Practices and Employee Adaptability)

Source: Author's Research Model (2022)

The figure above presented the conceptual model based upon the review of literature and it showed the effect of socially responsible human resource management practices (inclusion, organizational support, flexible work practices, employee wellbeing strategy and employee voice) has no significant effect on the employee adaptability on public servants with disabilities in South-West Nigeria

Theoretical Review

Social Exchange Theory

George Homans (1958) developed the social exchange theory following his interest in studying small groups, and his assumption that every civilization, community, or group was best understood when viewed as a social system. The social exchange theory is a central to the field of sociology and is often used as a framework for understanding social interactions. Its concept of "costs and benefits" is widely adopted as a way of understanding why people engage in certain social behaviors (De Vries & Gershuny, 2017). One key aspect of the social exchange theory is the idea that people are motivated by self-interest and seek to maximize their personal benefits (Kim & Sandstrom, 2018). Consequently, individuals are likely to engage in social interactions and relationships that they perceive as being beneficial to them, while avoiding those that they perceive as being costly or detrimental to their personal interests.

Supporters of the social exchange theory (Kim & Sandstrom, 2018; Gabbay & le Roux, 2018) argue that social exchange theory provides a useful framework for understanding the motivations behind social interactions and the factors that influence the development and maintenance of social relationships. They note that the theory has been applied in a variety of fields, including psychology, economics, and management. In addition, Driscoll et al. (2019) argued that the theory provides a useful framework for understanding the factors that influence the formation, maintenance, and termination of social relationships, as well as the ways in which individuals balance the costs and benefits of these relationships. Similarly, Kaur et al. (2020) found that social exchange theory provided a useful framework for understanding the ways in which a sample of older people balanced the costs and benefits of their social relationships and the factors that influence the maintenance of these relationships over time. Overall, the studies demonstrate the continued support for the use of social exchange theory as a way of understanding social interactions and relationships.

The social exchange theory has been criticized for its assumptions about human behavior and its narrow focus on individualistic perspectives. One criticism of social exchange theory is that it assumes that all individuals are rational actors who make calculated decisions based on a cost-benefit analysis of their relationships. Research has shown, however, that emotions and other non-rational factors can play a significant role in shaping interpersonal interactions (Dolcos & Florian, 2017). Another criticism is that social exchange theory ignores the influence of social and cultural contexts on interpersonal relationships. The theory focuses on individualistic perspectives and does not take into account the role of group dynamics, power imbalances, and other social and cultural factors that can shape interpersonal interactions (Wang, 2017). Additionally, social exchange theory has been criticized for its narrow focus on dyadic relationships and its lack of attention to larger social systems and structures (Kraut, 2017). This can limit its ability to explain how social exchange processes operate within groups and organizations, and how they are influenced by larger social, political, and economic systems. Despite these criticisms, social exchange theory remains an important perspective in social psychology and has influenced a range of research on topics such as relationship formation and maintenance, social influence, and communication (Fossby, 2020).

Social exchange theory is relevant to this study as well as to understanding the job satisfaction, engagement, and organizational citizenship behavior (OCB) of employees with disabilities in an organization. According to social exchange theory, individuals form and maintain relationships with others when the rewards of the relationship outweigh the costs. In the workplace, this can involve an exchange of effort and performance for rewards such as pay, benefits, recognition, and opportunities for advancement. Employees with disabilities may experience unique challenges and costs in the workplace due to their disabilities, such as the need for accommodations or the potential for discrimination. However, if an organization provides employees with disabilities the necessary support and resources to succeed and recognizes their contributions, this can lead to increased job satisfaction, engagement, and OCB among employees with disabilities. On the other hand, if an organization does not provide them with the necessary support and resources or fails to recognize their contributions, this can lead to decreased job satisfaction, engagement, and OCB, as well as increased turnover intention. In this case, the costs of the relationship (e.g., lack of support and resources, discrimination) may outweigh the rewards, leading employees with disabilities to consider leaving the organization.

3.0 METHODOLOGY

The study's sample size of 422 public servants and leaders was determined using total enumeration sampling technique. A structured and validated questionnaire and semi-structured interview were used to obtain quantitative and qualitative data. Cronbach's alpha reliability coefficients for the constructs ranged between 0.69 and 0.84. The response rate was 95%. Data were analysed using descriptive and inferential (multiple linear regression and hierarchical regression) statistics. Qualitative data were subjected to thematic analysis. A Cronbach's alpha value of 0.7 or above indicates a high level of internal consistency, suggesting that the items on the instrument are measuring the same thing (Kumari et al., 2021). This is crucial for the reliability of the research instrument. In addition to Cronbach's alpha coefficients, composite values were generated from the pilot data collected.

Table 1: Internal Composite Reliability Result

S/N	Variables	Number of Items	Cronbach's Alpha	Composite Reliability (rho_c)
1	Inclusion	7(5)	0.832	0.871
2	Organizational support	7(4)	0.697	0.813
3	Flexible work practices	7	0.847	0.884
4	Employee wellbeing strategy	6 (5)	0.793	0.857
5	Employee voice	7	0.844	0.883
6	Employee adaptability	7(6)	0.828	0.876

Source: Pilot Study Results (2023).

Model Specification

$$Y = f(X)$$

Y = Dependent Variable

X = Independent Variable

Y = Employee Adaptability of Public Servants with Disabilities (OPSWD)

X = Socially Responsible Human Resource Management (SRHRM)

$$X = (x_1, x_2, x_3, x_4, x_5)$$

Where:

Y = Employee Adaptability (EA)

and

x_1 = Inclusion (INC)

x_2 = Organisational Support (OS)

x_3 = Flexible Work Practices (FWP)

x_4 = Employee Wellbeing Strategy (EWS)

x_5 = Employee Voice (EV).

Functional Relationships

$$Y = f(x_1, x_2, x_3, x_4, x_5) \dots \dots \dots \text{Equation 1}$$

Hypothesis One

$$EA = \alpha_0 + \beta_1 \text{INC} + \beta_2 \text{OS} + \beta_3 \text{FWP} + \beta_4 \text{EWS} + \beta_5 \text{EV} + \varepsilon_i \dots \dots \dots \text{Equation 1}$$

4.0 FINDINGS

A total number of 437 questionnaires were administered to full-time, permanent public servants with disabilities across five states in the South-West of Nigeria specifically Lagos, Ogun, Oyo, Ondo, and Ekiti States. A total of 416 useable questionnaires were completed accurately, representing a 94% usable for data analysis. Twenty-one questionnaires were incompletely filled and adjudged invalid for the analysis. The response rate was adequate for the research and this indicated that the analysis could be done using the study instrument.

Hypothesis Testing

H₀₁: Socially responsible human resource management (SRHRM) has no significant effect on employee adaptability.

Table 2: Summary of Multiple Regression Analysis for the Effect of SRHRM Components on Employee Adaptability of Public Servants with Disabilities in South-West Nigeria

N	Model	B	T	Sig.	ANOVA (Sig.)	R	Adjusted R ²	F (5, 410)
416	(Constant)	12.662	14.843	0.000	0.001 ^b	0.459 ^a	0.201	21.891
	Inclusion	0.134	2.372	0.018				
	Organisation Support	0.167	3.129	0.002				
	Flexible Work Practices	0.035	.969	0.333				
	Employee Wellbeing Strategy	-0.228	-5.614	0.000				
	Employee Voice	0.218	4.058	0.000				
	a. Dependent Variable: Employee Adaptability							
b. Predictors: (Constant), Employee Voice, Organisation Support and Inclusion								

Source: Researcher's Field Survey, 2024

Interpretation

Table 2 shows the multiple regression analysis results for the effect of SRHRM dimensions on employee adaptability of public servants with disabilities in South-West Nigeria. The results showed that employee voice ($\beta = 0.210, t = 4.058, p < 0.05$) and organisation support ($\beta = 0.167, t = 3.129, p < 0.05$) and inclusion ($\beta = 0.134, t = 2.372, p < 0.05$) have a significant positive effect on employee adaptability. Flexible work practices ($\beta = 0.035, t = 0.969, p > 0.05$) have a positive insignificant effect on employee adaptability, while employee wellbeing strategy ($\beta = -.228, t = -5.614, p > 0.05$) has a negative insignificant effect on

employee adaptability of public servants with disabilities in South-West Nigeria. The analysis of the results showed that three dimensions of socially responsible human resource management (employee voice, organisation support, and inclusion) have positive and significant effect on employee adaptability of public servants with disabilities in South-West, Nigeria. This suggests that employee voice, organisation support, and inclusion are important predictors of employee adaptability of public servants with disabilities in South-West Nigeria.

The correlation R value was 0.459. It indicated that SRHRM dimensions have a positive relationship with employee adaptability. The $Adj. R^2$ was 0.201 implying that 20.1% of the variance in employee adaptability of public servants with disabilities in South-West Nigeria was attributable to the socially responsible human resource management (inclusion, organisational support, flexible work practices, well-being strategy and employee voice) while 79.9% of changes that occur are accounted for by other variables not captured in the model. Socially responsible human resource management being the independent variable determines 20.1% of employee adaptability of public servants with disabilities in South-West Nigeria.

The predictive and prescriptive multiple regression models are thus expressed:

$$EA = 12.662 + .134INC + .167OS + .035FWP + -.228EWS + .218EV + U_i \text{-----Eqn (i) (Predictive Model)}$$

$$EA = 12.662 + .218EV + .167OS + .134INC + U_i \text{----Eqn (i) (Prescriptive Model)}$$

Where:

EA = Employee Adaptability

INC = Inclusion

OS = Organisational Support

FWP = Flexible Work Practices

EWS= Employees Wellbeing Strategy

EV = Employee Voice

The regression model indicated that if SRHRM dimensions were held constant at zero, employee adaptability of public servants with disabilities in South-West Nigeria was 12.662. This indicates that in the absence of SRHRM dimensions, organisational citizenship behaviour of public servants with disabilities in South-West Nigeria was 12.662, indicating a positive employee adaptability. From the predictive model, three dimensions of the SRHRM (employee voice, organisation support and inclusion) have significant positive effect on the employee adaptability while flexible work practices have an insignificant effect on organisational citizenship behaviour. However, employee wellbeing strategy has a negative significant effect on employee adaptability. These variables were not prescribed. From the prescriptive model, a unit change in employee voice, organisation support or inclusion would increase employee adaptability by .218, .167 and 0.134 units respectively. The results suggest that employee voice, organisation support and inclusion are significant predictors of employee adaptability among public servants with disabilities in South-West Nigeria. Thus, ministries, departments and agencies this region should focus on enhancing these dimensions of SRHRM to improve overall employee adaptability.

The F -statistics ($df = 5, 410$) = 21.891 at $p < 0.05$) indicated that the overall model is significant for predicting the effect of SRHRM on employee adaptability. This implies that the regression model is a good fit for predicting the effect of socially responsible human resource management on employee adaptability. Also, since the p -value is less than 0.05, this implies that the relationship between SRHRM and employee adaptability is significant. The results further showed that employee voice has the most significant effect on employee adaptability among public servants with disabilities in South-West, Nigeria followed by organisation support and inclusion. Based on these results, the null hypothesis four (H_{04}) which states that SRHRM dimensions have no significant effect on employee adaptability was rejected.

Discussion of Findings

The hypothesis investigated the effect of socially responsible human resource management's (SRHRM) components (inclusion, organisational support, flexibility work practices, employee wellbeing and employee voice) on employee adaptability of public servants with disabilities in South-West Nigeria. The results showed that three dimensions of socially responsible human resource management (employee voice, organisation support, and inclusion) have positive and significant effects on employee adaptability of public servants with disabilities in South-West, Nigeria. This suggests that inclusion, organisational support, flexibility work practices, employee wellbeing and employee voice are important predictors of employee adaptability of public servants with disabilities in South-West Nigeria. Numerically, 20.1% of the variance in employee adaptability of public servants with disabilities in South-West Nigeria was attributable to the socially responsible human resource management (inclusion, organisational support, flexible work practices, well-being strategy and employee voice) while 79.9% of changes that occur are accounted for by other variables not captured in the model. Consequently, SRHRM determines 20.1% of employee adaptability of public servants with disabilities in South-West Nigeria.

Empirically, there were limited studies on public servants or persons with disabilities. The discussion draws from a wide range of scholarly literature on related dimensions to juxtapose with the findings of this study. In a study of teacher assistants', adaptability predicted their workplace wellbeing, more than the effects of teaching focus, personal and demographic variables. The findings conclude that ability to adjust cognitively, emotionally, and behaviourally in uncertain and unpredictable situations influence the teacher's self-concept and motivation. A link was identified between disability types and teacher assistants' adaptability. There was an association between lower levels of teacher adaptability and students with hearing and visual impairments, specifically with regard to interaction. This finding is noteworthy considering that a vast majority of the public servants in South-West Nigeria involved in this study are teachers in special schools with responsibility for children with diverse disabilities.

Similarly, the current finding corroborates with the earlier finding of Urbanaviciute et al. (2019). Who found career adaptability contributes to a sustainable job and life satisfaction over time. The researchers found a negative relationship between career adaptability and perceived stress in life. The study also revealed that career adaptability may be beneficial for people who are starting their career and for mid-career individuals, enabling them to be better in control of their lives, eliminating stress and synergizing various aspects of their lives (Urbanaviciute et al., 2019). Also, the finding resonates with Chandola and Rouxel (2021) who found that caring responsibilities for household members with impairments or for dependent children, was the biggest predictor for getting workplace accommodation for men and women. Many workers with workplace accommodations did not have any impairments and were likely to be management level staff, have a degree level qualification, or work in the public sector. For women,

poor general health was a major reason for accommodations. This study's findings contradicted that outcome, as there was no reference beyond the public servant with disabilities in South-West Nigeria. In most instances, their workplace adjustments were self-initiated and funded. The study did not examine gender-based adaptability. The study concludes that workers with impairments and work accommodations remain in work and are more economically active than their peers without work accommodations. Ochrach et al. (2021) indicated that the organisation's approach to disability is reflected in its vision and mission, as set by its top leadership. This influences its HRM practices to provide work accommodations tailored to each individual's needs which influence recognition and job satisfaction, reflecting a culture of diversity inclusion in practice.

Contrary to this study's findings, professionals with invisible disabilities, mental health disabilities and those who work for smaller organizations are less likely to disclose to co-workers or management. Finally, lower perceived prejudice and the presence of co-workers with disabilities are associated with higher disclosure scores, but not for all groups (Hyseni et al., 2022).

5.0 CONCLUSION AND RECOMMENDATIONS

The study concluded that socially responsible human resource management practices affect employee adaptability of public servants with disabilities in South-West Nigeria. This implies that organisations that prioritize socially responsible HRM practices, particularly those that support and accommodate employees with disabilities, are likely to contribute to higher levels of adaptability among this group of workers.

Therefore, the study recommends involvement of persons with disabilities in strategic or operational projects, initiatives or committees set up by ministries/departments or agencies. This provides opportunities for public servants with disabilities to contribute to and proactively influence the realities around them, which can enhance a sense of inclusion and engagement. The findings of the study support the theory in which socially responsible human resource management was found to significantly affect the outcomes of public servants with disabilities in southwest Nigeria where the interaction of sub-variables was positive and mutually beneficial.

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