

Obstacles to Job Satisfaction Among Workers Living with War Caused Disabilities in Changara District in Mozambique

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Abstract—Job satisfaction of all categories of workers is one of the key antecedents that ensure increased competitiveness of organizations. The need to establish factors that impede job satisfaction among people living with war caused disabilities was the main aim of this study. Furthermore, effects of war that adversely affect the attitude of workers with war caused disabilities toward their work were a major driver of this paper. The study employed a qualitative research approach where data were collected using face-to-face interview from 49 (Male- 27; Female- 22) participants and analyzed using the thematic data analysis method. Participants were selected using snowballing sampling technique. The study's findings revealed that job satisfaction was extremely low among employees living with war caused disabilities. People with different disabilities experience a host of work and home-related challenges which significantly affect their job satisfaction levels. The results of the study also showed that the obstacles that hinder job satisfaction among people living with war caused disabilities mainly centered around discrimination, ergonomics, lack of relevant assistive technology, stigmatization, inappropriate physical infrastructure, lack of physical and emotional protection from workmates and supervisors. The study on the impediments of job satisfaction on workers with war caused disabilities would further advance theory of job satisfaction and provide managerial implications that are helpful for an improved organizational performance. The study recommended that organizations should re-organize their work stations so as to accommodate the needs of people with disability.

Keywords—Job Satisfaction, Disability, Armed conflict, Motivation.

I. INTRODUCTION

Organizations that keep the job satisfaction levels of their employees high are bound to increase their competitiveness and performance. The work environment throughout the world is characterized with diverse group of employees; including the aged, people from different cultural backgrounds, and those living with disabilities. The human resource management system of any organization should always ensure that all the categories of workers are appropriately motivated and satisfied for them to contribute significantly to the overall performance and growth of an organization. Studies by Zafar et al., 2014, Sharma and Manani 2012; Mohammd and Raed 2019 have persistently shown that job satisfaction plays a pivotal role in propelling individual and organizational performance. People living with disability constitute a significant percentage of workers in various industries and organizations across the globe; hence, there is a need for organizations to put in place work conditions that promote employees job satisfaction.

Civil wars across the globe significantly cause various forms of disabilities in employees and the general public (Akela, 2012). Civil wars inflate and increase the number of workers living with war caused disabilities as a result of the beatings, gun shots and torture of civilians by armed forces (Nyanga et al., 2018). War makes people suffer mental, emotional, physical and cognitive disabilities. According to Alberto (2008) some of the victims of civil wars suffer from a combination of disabilities such as mental and physical deformities, speech and hearing impairment and others.

People living with disabilities are exposed to various restrictions in the socio-economic and physiological spheres. The magnitude of the effects of the restrictions hinges on several factors. The factors that affect the magnitude are the intensity of the disability and injury and the attitude of society. Most employees living with disabilities require specialized equipment and physical infrastructure for them to effectively perform their duties. Like their counterparts with non-impairment, people living with disabilities also require

a work environment that propels their job satisfaction. Many studies such as Barnova and Krasna, 2018, Bauer, 2004, Nyanga et al., 2012, Mohammmd et al., 2019, and Nyanga et al., 2018, have been done to investigate the usefulness of job satisfaction among workers in various sectors of the economy such as construction, education, health, banking, and manufacturing in armed conflict and peaceful societies. Despite the sharp surge of the number of studies on job satisfaction, a very little if any was done to establish strategies of increasing job satisfaction for workers living with war caused injuries or disabilities. It is equally essential for organizations to ensure that mechanisms that raise job satisfaction for employees with disabilities are put in place. Studies by Franco et al., 2006, Domingues and Barre 2013 have shown that there are a significant number of employees living with disabilities in various organizations in post war societies. The increase in the number of people living with war caused disabilities in workplaces also meant an increase in the number of problems they face at workplaces. The problem that ignited this study is that people living with war caused disabilities experience a lot of job satisfaction challenges, which have gone for years without being addressed. A study by Nyanga and Sibanda (2019) further expressed the need to carry out a study on job satisfaction problems faced by workers living with war caused disabilities when they established that there is low job satisfaction among workers living with disabilities in armed and post armed conflict societies. This study is therefore a follow-up to the observations made by Nyanga and Sibanda (2019). The main purpose of the study is to establish and address the job satisfaction challenges faced by people living with war caused disabilities. The study further aims at examining factors that impede job satisfaction of workers living with war caused disabilities. The study is significant in that it provides government, organizations and employees with ways and means of improving job satisfaction for employees living with war caused physical, mental, emotional and psychological deformities. Improving employees with disabilities' level of satisfaction ensures that organizations get optimal contributions from all their groups of employees.

II. LITERATURE REVIEW

This study is guided by Herzberg's Two Factor theory which states that there are certain aspects at the workstation that propel job satisfaction while a discrete set of factors cause dissatisfaction, all of which act independently of each other. According to the theory, there are several facets of a job that aide job satisfaction among workers. Job satisfaction is the extent to which an employee likes or dislikes his/her work (Nyanga et al., 2012). It is an attitude an employee develops of his/her job after making an assessment of its characteristics, behavior of co-workers and supervisors and the value attached to it by society. Studies (Nyanga et al., 2018, Barnova and Krasna, 2018, Ganiyat and Adesina, 2017, Papavasili et al., 2019) have shown that job satisfaction is one of the key production and performance factors, which if handled professionally and properly will give an organization

a competitive advantage. Job satisfaction motivates workers to increase production, increase loyalty and commitment to the organization.

Worker diversity throughout the globe is fast becoming one of the major characteristics of all organizations irrespective of their sizes and the type of business they are doing (Roberson, 2019, Martin, 2014). Worker diversity is even more pronounced in organizations operating in war torn and post war torn societies since workers are drawn from different social, political, economic and ethnic orientations. Non-governmental, quasi-governmental and governmental organizations in war torn societies draw their workers from different ethnic groups, nationalities, people of different abilities and people of different sexual orientations; a situation which has changed the face of their workforce to a more diverse and dynamic one. Worker diversity demands that employers apply various approaches of propelling job satisfaction so as to ensure that all categories of workers are adequately satisfied to expend their energy toward the realization of organizational goals. People living with disability are one such group that requires well thought out approaches to increase their job satisfaction levels. The significant number of workers living with disabilities in various workplaces as shown by preceding studies demands and compels organizations to develop systems that heighten the job satisfaction levels of people living with war caused disabilities.

Disability which is viewed by Bickenbach (1993) as involving a deficiency, dysfunction, anomaly and medical condition that are located in a person, which is directly or indirectly caused by disease, psychological disorders such as trauma or stress, accidents, wars and other various circumstances. War is one of the major precipitators of disability among people. A war situation also causes trauma and stress and physical disabilities. People become stressed by the fighting, killing, and torturing of people. People also get injured during the fighting between armed forces, for instance, some people experience the following problems; spinal cord injury, cerebral palsy, deafness, high blood pressure, and amputation. The war causes mental and physical impairment on people directly or indirectly involved in war. The disability experienced by people result in activity limitation and participation due to the physical, cognitive, mental, sensory, emotional, developmental malfunction of the disabled (Paley, 2002). The individual body is a complex biochemical machine which if disturbed will cease to function in a normal way. It implies that once the malfunction component in the person's body is not fixed, the body will not function in a normal way (Weitz, 2013).

Workers in armed conflict societies were not spared of the diverse effects of the war that caused pain, injury, disability and death of other civilians. War in Mozambique caused disability of workers, civilians in general and children (Nyanga and Sibanda, 2019). The war left some workers with anatomical functions or structures loss, psychological disorders such as schizophrenia. Employees who were affected by the war were left with many restriction or lack of ability resulting from impairment to perform some activities

which is considered normal for a human being. A study by Melanie (2010) showed that armed conflicts directly and indirectly affect workers working for various organizations in war torn countries. The study revealed that during the armed conflict period patients, medical personnel are assaulted and the infrastructure for transport and other facilities are destroyed. For instance armed conflicts in Iraq, Somalia, Democratic Republic of Congo and Rwanda left most workers disliking their work.

According to Nyanga (2018) people living with war caused disabilities are a large minority group, which is deprived of services and mostly overlooked by society. Workers with disability live and work in seclusion, segregation and poverty due to the unequal conditions they are exposed to. Nyanga (2018) listed the following disabilities as some of the forms of the war caused disabilities; blindness, low vision, hearing impairment, emotional instability, and mental retardation. The above mentioned disabilities are caused by gun shots, torture, beatings of civilians by armed forces. War situations can also cause workers to develop illnesses such as asthma, hypertension and depression, mental disorders, psychiatric illness which Germov (2009) argued as a form of impairment. Chronic illness is a condition that is prolonged and is seldom cured permanently. In armed conflicts, all the vulnerable groups of people in society such as women (Muhammadamin and Baban, 2020) and those with disability (Nyanga et al., 2018) need to be protected.

A study by Aclone (2018) established that for an organization to meet its targets all its employees should be appropriately satisfied by their work, which in turn make them develop the zeal and enthusiasm to meet set targets and objectives. It is therefore the role of all organizations to ensure that they put in place a work environment that make workers develop a positive attitude toward their work. People with a positive attitude are generally prepared to expend their energy and do everything within their power and ability to meet set departmental or organizational goals. Studies have established that there is a close relationship between job satisfaction and organizational performance (Alamdard et al., 2012; Zafar et al 2014; Sogh and Zarei, 2016; Sharma and Manani, 2012, Bauer, 2004)), self-efficacy, self-confidence, loyalty and commitment (Nyanga et al., 2018) which therefore imply that boosting employees' job satisfaction increases chances of meeting set targets. People with low job satisfaction underperform while those with high job satisfaction perform beyond expectation

Several researchers including (Khan et al., 2012, Nyanga et al., 2018) established that facets such as pay, promotion, job safety, and security are the main factors that influence job satisfaction and organizational performance. Mohamd et al. (2019) also reiterated that workers care most about salaries and wages they get, therefore organizations should consider giving them salaries that are commensurate with their needs. If the factors that propel job satisfaction are not properly managed, organizations are likely to experience low productivity due to bad work ethics and manners. Literature has also shown that due to globalization and inclusive laws and policies most organizations in post armed conflict have

diverse groups of employees. The staff composition for several organizations comprise men and women, people from different cultural backgrounds and political dispositions and people living with disabilities and those without disabilities. Employee diversity has become the in thing in employee resourcing throughout the world; hence organizations should put in place systems and policies that support job satisfaction for various groups of people. The number of employees with different disabilities has increased significantly over the years in armed conflict societies or post armed conflict societies (Nyanga and Ajagun, 2011). Despite the increase in the number of people with disability there is little if any literature that addresses how job satisfaction for people living with war caused disabilities can be propelled.

The study contributes to the body of knowledge in that it addresses an area which has not been addressed by preceding researchers who carried out studies on job satisfaction and armed conflict. The study addresses the question; why people living with war caused disability register low job satisfaction; what are the obstacles of job satisfaction in armed conflict societies and how the low job satisfaction they experience can be addressed; an area which has not been covered by other researchers especially in the developing world. Several studies that have been done on job satisfaction and armed conflicts, focused on the causes, effects and strategies of dealing with the challenges associated with the two constructs and none of the studies addressed job satisfaction issues of workers in armed conflict societies. This study therefore contributes to the body of science by providing information regarding to the obstacles of job satisfaction of workers in war torn countries and strategies of curbing the obstacles.

III. MATERIALS AND METHODS

The study utilized a qualitative research methodology and used semi-structured interview as its sole data soliciting tool. The qualitative approach was preferred because the researchers intended to get the finer details of the job satisfaction problems and challenges which workers living with war caused disabilities face. The use of the qualitative approach is consistent with Gephart (2004)'s observation that the qualitative approach utilizes an interpretive and naturalist approach to research; which required for the current study. The researcher also based his decision to utilize the qualitative approach on Polit and Beck (2010)'s view that qualitative research provides and generate data based on the participants' feelings, perceptions, and experiences.

A. Participants and settings

The population of the study was approximately 207. The population of the study comprised workers living with war caused disabilities in Changara district in Mozambique. The population was spread across all the areas in the district. Workers living with war caused disabilities worked for various organizations in the farming, mining, manufacturing and trading industries. Participants were a snowballing technique chosen sample of 49 (27 male; 22 female) participants from Changara district in Mozambique.

Snowballing sampling technique was the most preferred method because it made it easy for the researcher to identify workers living with war caused disabilities. The decision on selecting the sampling technique was based on Cohen and Ariel (2011) observation that snowballing sampling technique was the most appropriate technique to use to select participants in conflict or post-conflict environments. The researchers started by identifying three people living with disabilities in Mazoe town and invited them to become participants within the study. The identified participants were then asked to recommend other contacts who fit in the participants' recruitment criteria. Parker et al. (2019) argues that in selecting participants using snowballing, researchers should ensure that only those people who fit in the criteria should be selected. All the selected participants were literate and fully understood what job satisfaction entails. The age range of the participants was 37–73 years.

B. Procedure and data collection

A largely semi-structured interview was used to solicit data from participants. Participants were interviewed individually at their work places, but there were however some exceptional cases where participants would prefer to be interviewed outside their workplaces. Interviews covered the level of job satisfaction of people living with war caused disabilities; impediments of job satisfaction of people living with war caused disabilities and strategies of increasing the job satisfaction of workers living with disabilities. All the participants gave individual consent.

C. Data analysis

Data were analyzed using the thematic data analysis method. Thematic data analysis technique was preferred because it is simple and easy to interpret and comprehend. Furthermore, the chosen data analysis approach was opted for because of its ability to allow the researcher to organize and interpret data in a systematic and manageable fashion. Themes and sub-themes can also be adjusted in light of emerging themes. Themes and sub-themes were identified as the researcher was recording the participants' responses. Consistent with Leedy and Ormrod, (2001)'s views, data were grouped and coded according to themes and sub-themes. Some selected verbatim quotations from participants were also presented.

IV. RESULTS AND DISCUSSION

The study revealed that job satisfaction is extremely low among workers living with war caused disabilities. Low job satisfaction was observed among almost all groups of workers living with disabilities, irrespective of age, intensity of disability, position at work, organizations and industries they were working for. Most people living with war caused disabilities have a negative attitude toward their workmates, supervisors, managers, workplace procedures and almost everything that is associated with their organizations. The performance of workers living with war caused disability has significantly dropped because of the negative attitude

workers have toward their work. In view of these findings, participant 48 remarked, *"My workplace is boring, intimidating and unfriendly to people with disability. The boring and intimidating work environment has ignited low job satisfaction among workers living with disability at my organization."* Participant 41 said, *"If I had an option I would quit my job and start my own business or join another organization because my job is no longer interesting and I no longer like it."* The remarks show that workers living with disabilities caused by armed conflicts have a negative attitude toward their work. The findings confirm Nyanga and Sibanda (2019)'s observation that workers living with war caused disabilities experience extremely low job satisfaction, which in turn retard their performance at work.

On the obstacles that impede job satisfaction, the study revealed that discrimination is one of the major causes of low job satisfaction among people living with war caused disabilities. People living with war caused disabilities are discriminated and sidelined during promotion, performance measurement, and training and development exercises of workers. Workers with war caused disabilities do not enjoy the same employee resourcing benefits that are enjoyed by their counterparts living without disability. The perceived discrimination adversely affect their attitude toward their work. Below are some of the remarks which were made by participants; Participant 3, *"My employer does not grant me the same employment opportunities as my non-impairment workmates. My employer views me as a useless man who cannot effectively and efficiently perform leadership roles; hence he does not appoint me to higher positions in the organization. Leadership is not much about the person's physical disability but a learnt skill and being able to make important decisions."* Participant 9, *"I am given light duties and denied taking challenging responsibilities such as leadership positions."* Participant 1, *"Some employees also have a perception that employees living with disabilities cannot do similar work that is done by people living without disabilities."* The wrong perceptions some employees and supervisors have about people living with war caused disabilities ignite, promote and propel low job satisfaction. The discrimination of people living with disabilities make them feel unwanted and unworthy, which consequently reduce their job satisfaction levels. The findings are consistent with Nyanga and Ajagun (2011) who observed that ill-treatment and discrimination of workers adversely affect their job satisfaction. Furthermore, the job satisfaction of people living with disability is adversely affected due to the fact that their physical conditions deprive them of accessing other extra income generating ventures opportunities, which their counterparts living without disability can access. Non-impaired people can engage in other income generation projects and work overtime to augment their salaries yet on the other hand people living with disabilities are denied the same because of the discriminatory philosophy society has about them. Jamel et al. (2020) also argues that workers expect organizational justice and organizational commitment to be demonstrated by organizations. Workers expect employers to treat them fairly and with respect and dignity.

Stigmatization of workers living with war caused disabilities is one of the obstacles of job satisfaction. Stigmatization is a system where the public recognizes the diversities and separates the labeled persons into distinct groups. The public refuses to interact with the stigmatized persons, which in turn causes a lot of misunderstanding and construction of stereotypes. Stigmatization implants a permanent image on people with disability which causes loss of opportunities and equal chances to employment, promotion, performance, and training and development. Workers living with war caused disabilities face various forms of stigmatization from their workmates, supervisors, and the community. In line with the issue of stigmatization, the following participants had this to say; Participant 23 said, *"I am always a center of attraction and attention from my workmates and strangers when I walk around the workplace campus. Furthermore, some customers ask me weird questions such as 'how do you manage to live under such conditions, how were you injured, you should have not joined the war'. I end up thinking that I am useless and unworthy."* Participant 6 said, *"When I walk around I am frequently warned of perceived dangers as if I cannot make correct judgments of what to and how to do it. Such derogative remarks from workmates make me develop a negative attitude toward my work."* Participant 38 remarked, *"People at my workplace view me as a useless person who is not capable of producing good and expected results."* Some people regard people living with disabilities as people who were affected by family or ancestral spirits hence they treat them as second citizens and call them names. Derogative terms are used to refer to them for instance "chirema" (disabled), which consequently disturb the emotional and psychological stability of people living with disabilities. To make matters worse, most organizations do not provide adequate physical and emotional protection for employees living with disabilities. Stigmatization adversely affects job satisfaction because people living with disabilities feel unwanted and unworthy hence they develop a negative attitude toward their work. Consistent with the findings of the study is Nyanga et al. (2012)'s observation that emotional and psychosocial status of an employee significantly affects his/her job satisfaction. The findings are also consistent with the Hong Kong PHAB Association (2013) which says that stigmatization result in people with disabilities to have smaller social network and being misunderstood by their associates or intended associates. For instance, the sign language used by people with language defects or hearing challenges is not commonly known by the generality of employees. Furthermore, people with mental retardation may have difficulties in expressing themselves, which consequently make them prone to ridicule.

Self-stigmatization also obstructs the promotion of job satisfaction among workers living with war caused disabilities. Self-stigmatization is very difficult to correct because it is not pronounced and can only be identified when people with disability become shy to take leadership positions and also apply for job openings in the organization. Self-stigmatization is common among people experiencing impairment in mental and physical conditions such as

physical deformity and/chronic illness. The findings are consistent with (Aclone, 2018, Nyanga et al., 2012) who argued that self-stigmatization affects the performance of an employee because the employee develops a feeling of inadequacy and embarrassment due to an awkward condition or appearance, or restricted mobility. Such a position make a worker dislike reporting for duty and developing a negative attitude toward his/her work. One of the participants remarked, *"I live with epilepsy I feel ashamed and embarrassed because during relapse, I exhibit urinary incontinence, muscle convulsion, drooling. To prevent this embarrassment, I avoid taking part in several work activities. I have developed a lower self-esteem and hence further deepening the sense of social isolation"*. Participant 43 said, *"I have lost confidence because of being called names by my workmates and relatives. I now feel that I am a useless person and I no longer enjoy my work."* People living with war caused disabilities experience internalized humiliation and mortification which includes among others feelings of being set apart from others who are able bodied and blaming oneself for the disability. People with disabilities also experience social seclusion hence they feel lonely, inequality with others, inadequate and aloof.

An organization's physical infrastructure that is not easy to access is another factor that reduces job satisfaction for people living with war caused disabilities. People living with disabilities require specialized physical infrastructure for them to get easy access to their work stations and other on-site services. The required physical infrastructure suitable for people living with disabilities includes among others wide office doors which can fit in a wheel chair, workshops with rumps and lifts. However, what is obtaining in most organizations is that their physical infrastructure does not cater for the needs of workers living with disabilities which in turn frustrates workers living with disabilities and deter their job satisfaction. Most organizations have failed to construct user friendly physical infrastructure because the construction of specialized infrastructure suitable for people living with disabilities is very expensive; hence, it directly and indirectly increases labor costs. The findings are consistent with Nyanga et al. (2018) who observed that fixing specialized material usually increases construction costs by at least 5%. The cost is so significant to the extent that some employers choose to avoid it by not installing specialized equipment needed by people with disability. Failure to provide specialized physical infrastructure needed by people with disability directly and/or indirectly discriminate employees with disability. One of the respondents whose right leg was amputated because of the gun short had this to say, *"Most organizations' buildings and other infrastructure are inaccessible by people living with disabilities because they do not have ramps and other facilities. I ended up deciding to quit my job because I had some difficulties in accessing my office because the door of the office was smaller than my wheel chair and there was no ramp. I developed a negative attitude toward my work and ended up quitting it."* Workplaces whose physical infrastructure and furniture are not inclusive reduce the job satisfaction of employees living with war caused disabilities.

Apart from workplace infrastructure, public transport such as buses, commuter taxis also adversely affect job satisfaction among people living with disability. Just like buildings public transport is equally inaccessible or difficult to access. The inaccessibility of transport leads employees to report late for work which consequently adversely affect performance and job satisfaction. The other challenge is the lack of respect for people living with disabilities by bus drivers and conductors. For instance local authorities can install audio projected robots to serve the needs of people with eye sight challenges. Furthermore, there is a serious lack of relevant assistive, adaptive and rehabilitative devices and technology to be used by employees living with war caused disabilities. Employees with disability feel neglected by their employers yet they have a general feeling that they should be treated well since they got injured when they were on national duty. Such conditions make employees living with disabilities develop a negative attitude toward their work. The study also revealed that failure by organizations to implement government policy on promotion of inclusivity of people with disabilities is one of the major factors that reduce job satisfaction of employees living with war caused disabilities. Most organizations in post war torn countries deliberately or ignorantly fail to implement government policy on the rights of employees living with disabilities, which in turn expose people living with disabilities to various forms of abuses by their employers and workmates.

The study established that employees' self-efficacy and confidence is significantly reduced by the war. Low self-efficacy and self-confidence constructs significantly affects job satisfaction of workers living with war caused disabilities. Employees living with disabilities caused by the war develop low self-esteem and low self-confidence because of the situations that led to their disabilities. Some blamed themselves for participating in the war or their behavior which resulted in them being attacked by armed forces leading to their disability. Respondent 17 said, "*War caused disability that I suffered made me to develop low self-esteem, and low self-confidence which consequently led me to develop a negative attitude toward my work.*" The findings coincide with Taylor et al. (2012) who established that there is a strong relationship between self-esteem and job satisfaction. A reduction in employee self-esteem and self-confidence directly lowers their job satisfaction. The situation people living with disabilities are exposed to create a sense of dissonance between past and present identities (Germov, 2009). To add more, armed conflict induces physical, emotional and mental disabilities which leave a long-lasting impression on the life of a person. Disability can make people react in an abnormal manner such as getting angry quickly extreme depression and anxiety. Employees living with disabilities are susceptible to various forms of social prejudices and assaults than their non-disabled counterparts. This is ascribed to the fact that physically and mentally challenged people can be effortlessly manipulated due to their incapacity to resist.

Furthermore, the other impediment to job satisfaction of workers living with disabilities is their failure to have easy

access to information because of their small social network. Employees living with disabilities are deprived of essential information about job openings, salary increments, promotion and training workshops opportunities because of a small social network. One of the respondents remarked, "*People living with disabilities have very few friends in and outside the work environment. People shun interacting and associating with us because of various reasons.*" People with small social network do not get important information on time and at times they never get. Respondent 15 said, "*Information is one of the key factors that affect job satisfaction hence failure to get it reduces worker satisfaction.*" Small social network deprives employees with disabilities from getting information from colleagues and other members of society. Limited social network reduce employee satisfaction and keep people living with disability in a closed network with a few people. Studies have consistently shown that social networking is one of the key factors that affect the professional growth of employees; hence, lack of it makes workers develop a negative attitude toward their work.

V. CONCLUSION

The study concluded that employees living with war caused disabilities are painless targets for mockery, discrimination, scorn and ridicule. The unpleasant encounters experienced by people living with war caused disability in and outside the work environment significantly reduces their level of job satisfaction. People who are disabled dislike their work and in some instances behave in an abnormal way because of various factors. The study further concluded that stigmatization and discrimination are some of the major impediments to job satisfaction of workers living with war caused disabilities. Due to stigmatization and discrimination, people living with disabilities have developed an extremely low self-efficacy and self-confidence which has consequently led to low job satisfaction. The discrimination of people with disabilities during the recruitment and selection, performance appraisal, promotion and other employee resourcing activities also make them dislike their work. The study also concluded that unfavorable and user unfriendly physical infrastructure at work stations impede job satisfaction among people living with war caused disabilities. Most organizations do not provide the physical infrastructure that can be accessed easily by people who are disabled. Most offices and workshops do not have ramps for wheel chairs, wide doors that can fit wheel chairs, toilet seats that are favorable to people with disabilities and furniture that can be easily accessed by people with disabilities. People with war caused disabilities' job satisfaction are low because of the unfavorable work, social, economic and physical conditions they operate under. The study further concluded that user unfriendly public services such as public transport obstruct employee satisfaction. Organizations that provide public service do not provide people with disabilities with appropriate services that meet their conditions. By the time people living with disabilities get to work, they will be emotionally unstable which in turn lowers their job satisfaction levels. To worsen the situation, most organizations do not provide adequate physical

and emotional protection and support to people living with war caused disabilities. Such conditions frustrate employees who are disabled and make them develop a negative attitude toward their work.

VI. RECOMMENDATIONS

The following recommendations were proffered:

- The government should enforce the implementation of legislation that protects people living with disabilities at workplaces. Heavy sanctions should be imposed on all organizations whose work conditions promote the discrimination and stigmatization of people living with disabilities.
- Organizations should reorganize and improve their work stations by making the physical infrastructure, equipment and furniture user friendly to people living with war caused disabilities.
- There is also need for organizations to provide on-site counseling services to people living with disabilities so that they boost their morale and do not suffer from self-stigmatization.

VII. SUGGESTIONS FOR FUTURE RESEARCH

Future studies should examine whether there is a relationship between gender and disability for employees living with disability in war torn countries and job satisfaction. Future studies can also focus on examining the effectiveness of strategies used to propel job satisfaction among employees living with disability.

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