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**THE ATTITUDES TOWARD DISABILITY AND WORK PERFORMANCE: THE
MEDIATING ROLE OF JOB SELF-EFFICACY**

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KEYWORDS	ABSTRACT
Disability Inclusion, Attitudes Toward Disability, Job Self-Efficacy, Work Performance, Manufacturing Sector	This study examines the impact of attitudes toward disability on job self-efficacy & work performance within key manufacturing sectors of Pakistan, including textile, surgical, sports, leather garments, sugar & glass industries. The data were gathered from 695 employees across the industrial hubs of Sialkot, Lahore, Gujranwala, Faisalabad, and Gujrat. The findings indicate that positive attitudes toward the disability enhance both job self-efficacy and work performance, while job self-efficacy itself serves as the critical driver of improved performance. Moreover, job self-efficacy mediates the relationship between attitudes towards disability and work performance, highlighting its crucial role in translating inclusive attitudes into tangible workplace outcomes. Contextual factors like disability gains, experiences of the discrimination, inclusive prospects, and social challenges were also found to shape attitudes towards disability in the particular situations and context. In this connection, the present study underscores the importance of fostering inclusive practices and building self-efficacy to enhance work outcomes, offering practical implications for managers and policymakers in strengthening disability-inclusive workplaces particularly in Pakistan's industrial sector.
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INTRODUCTION

The issue of people with disabilities being included in the workforce has in the past been an issue of significant concerns to the scholars, policymakers, and practitioners across the world. The debate on disability has been slowly changing charity and medical approach to social and rights approach in that persons with disabilities are perceived as active participants and not as passive subjects. The change in paradigm has brought governments and industries to the point of reviewing structural

and attitudinal bottlenecks that in instances deny disabled full opportunity to engage in economic processes. In developing world, though, the discourse and practice changes are still unequaled and the integration in workplace is affected by cultural perceptions, institutional constraints and socio-economic realities ([Awad, 2025](#)). In Pakistan, manufacturing industry takes a very significant place in national economy, as it provides employment opportunities to millions of people and significant contribution to exports. However, level of involvement of people with disabilities in this industry is limited, much so due to the fact that disability is viewed through prism of incapacity or dependence by most of the society.

It is in this background that the acquisition of insights into influence of disability attitudes on work performance outcomes including job self-efficacy and job performance is not only an academic endeavor but an urgent socio-economic concern ([Olinasor, 2024](#)). In Pakistan, industrial centers have become known in world markets with their products in textile industries, surgical apparatuses, sports equipment, sugar, leather goods, and glass products. These sectors are labor intensive, based on human resources, capacity building and long-term productivity, but they are also symbols of the social structures and value systems within the greater community within which they are integrated. Such communities tend to stigmatize the disability, and many employees in these communities have implicit or explicit prejudices that translate to restricted opportunities of the disabled employees. Although there are policies that require quotas and protection of workers with the disabilities, the real-life application has not been in line with the policies, where inclusion is more of a far-fetched idea rather than a reality ([Slobodian, 2025](#)). As a result, the function of attitudes gains the center stage: when colleagues, supervisors, and managers are positive oriented in disabilities, they create conducive environments that further affirm competence, promote, and improve self-belief among disabled employees.

Negative attitudes on the other hand sustain exclusion, destroy confidence, and stifle performance potential. It is against this paradoxical backdrop of official dedication to inclusivity and ongoing social bigotry that current research is placed, exploring the relationship between disability-based attitudes on job self-efficacy and the resultant work performance ([Chiumento, 2024](#)). Job self-efficacy is a part of the social cognitive theory proposed by Bandura which means a person believes that they can effectively complete a certain task at work. It is a psychological tool that encourages hard work, perseverance, and endurance towards challenges. In the field of organizational research, self-efficacy is largely associated with higher performance, flexibility, and active behaviour. In the case of employees with disabilities, self-efficacy development is oftentimes dependent on external social stimuli such as peer and supervisor acceptance, support, and validation. The positive attitude towards disability is facilitator of process as it validates individuals & makes them confident in fact that their input is appreciated ([Heard & Bartleet, 2025](#)). In contrast, discriminatory experiences and exclusionary behavior undermine self-efficacy by supporting the messages of incompetence. Thus, attitudes are inhibitory and facilitating factors that determine self-perception that defines performance outcomes.

Physical, cognitive and interpersonal competencies are related to productivity in manufacturing industries and since job self-efficacy is present or absent it may have a direct impact not only on the

performance of individual but on performance of an organization (Kumar, Prasad & Kesari, 2021). The work performance, multidimensional construct that involves task performance, task influence and adaption capacity, is widely considered the final criterion variable in study of organizational behavior research. High performance helps to increase competitiveness, growth, and sustainability of organizations, whereas underperformance can be a threat to efficiency and reputation. Once the workplace environment is inclusive and affirming of its attitude, employees with disabilities have a better chance of the being competent, persistent, and innovative, hence performing better (Parente, 2025). Significantly, the job self-efficacy plays the role of a psychological mediator in the given process: it transforms the attitudes of the inclusion into confidence and, further, into tangible work practices. This mediating position shows that positive attitudes can be a mere symbol without self-efficacy that will not create behavioral results to facilitate the performance improvement (Naz, Li, Zaman & Rafiq, 2020).

The theoretical basis of research is mainly based on theory of social cognitive theory as proposed by Bandura, which focuses on triadic reciprocity of individual, behavioral and environmental impacts on human functioning. Job self-efficacy has emerged as major personal variable in this theory that is influenced by the social environment such as workplace attitudes and is a determinant of actions including performance outcomes. The combination of these structures can allow emerging delicate understanding of how inclusion or exclusionary climate may interact with the personal set of beliefs to influence workplace behaviour (Eshete & Birbirssa, 2024). Organizational positive attitudes are environmental conditions that lead to minimization of barriers & maximization of chances, whereas job self-efficacy is personal resource that makes employees take advantage of opportunities. The dynamic nature of these variables in interaction highlights process which inclusion is transformed into actual performance results (Kwilinski, Lyulyov & Pimonenko, 2023). Although the concept of disability inclusion has been acknowledged as human rights requirement & its role in international development agendas has been on the rise, considerable gaps in the literature exist in identifying psychological and organizational processes by which people with disabilities attitudes influence work life outcomes.

As such, results of such studies could not be sufficient to reflect dynamics of developing economies, in which culture perceives disability differently, resource accessibility limits inclusion policies, and inclusion policymaking is branded by vast disparities (Wu, 2024). Empirical studies on disability in the organizational context in Pakistan are few and are usually bounded to policy studies or simply descriptive reports on discrimination. The psychological aspects and especially the influence of job self-efficacy as mediating variable is underrepresented. In addition, although the research on self-efficacy and performance is abundant, it rarely puts these factors into the particular situation of disability inclusion, not considering particular challenges and prospects that disabled employees experience when working in a stigmatized setting (Miyauchi, 2020). The mentioned research gap causes a sense of urgency in addressing the context-specific studies, and they must consider socio-cultural and industrial specifics of the manufacturing industry in Pakistan. The research problem that will be used in this research thus focuses on the effect of the attitude towards disability on job self-efficacy and consequently on the work performance within industries that are considered to be

crucial to growth of Pakistani economy but are at the same time marked by traditional workplace culture and low inclusivity.

The study targets employees working in textile, surgical, sports, leather garments, sugar, and glass sectors which gives study a diversified manufacturing context besides establishing investigation in the hubs which are of utmost importance to the export-oriented manufacturing (Hossain, Strakova, Sultana, Alam, Rabbani, Howard, & Gangi, 2024). The results can give practitioners and policy-makers practical information on how organizations can establish inclusive cultures that enhance the wellbeing of the employees and productivity of the organization. This bi-fold focus on attitudes and self-efficacy is used to ensure that disability inclusion is not seen as a disturbing but a symbolic or a compliance-driven act but as an effort to boost performance of the industry. All this increases the resiliency of the industrial sector, its innovation, and its competitiveness. In this regard, the study not only fills in a crunch gap in scholarly literature, but tends in larger national and international goals of inclusive growth, social justice and economic sustainability. In this connection, the study connects the idea of disability inclusion with organizational performance, which makes argument that the disability inclusion is not only the moral or legal requirement but industrial performance and national building.

LITERATURE REVIEW

The conceptual basis of study of the connection between the attitudes to disability, job self-efficacy, and work performance rests in convergence of social cognitive theory by Bandura and the social model of disability. The social cognitive theory focuses upon the dynamic interaction of personal, behavioral and environmental aspects in determining the human functioning and self-efficacy has been put as the core determinant of motivation and performance. Under this model, beliefs that people have in their ability to perform actions determine the readiness to take risks, determination and effort that people will put in effort to exploit challenges (Herceg, Kuč, Mijušković & Herceg, 2020). Self-efficacy in the context of workplace allows the psychological process by which social cues, managerial practices, peer attitudes are internalized to performance outcomes to foreshadow social barriers and exclusionary attitudes as the real cause of disablement. In this regard, combining these views would provide an opportunity to theorize that attitudes in the workplace, inclusive and discriminatory, are some of the environmental diverse factors that directly affect the self-efficacy of disabled employees, which would in turn influence their work practices and performances (Wan & Thompson, 2025).

The research work in the field of organizational psychology and disability studies has continuously proven the importance of attitudes in shaping workplace outcomes among the disabled employees. The employer and co-worker positive attitudes is found to increase job satisfaction, organization commitment and job performance in disabled employees. On other hand, such negative attitudes continue to create stigma and exclusion, reduce confidence and restrict the ability to participate meaningfully. In the Western setting, research findings indicate that inclusive workplace settings contribute to better performance amid disabled individuals in workplaces and generate innovation and resilience among organizations, in general (Owadara, 2025). As per social cognitive theory, the conducive environments lead to increased self-efficacy that also helps the employees to be more

confident and persistent in their work. In the case of workers with disabilities, the dynamic takes on special significance, since the self-efficacy of the latter is not only conditioned by personal mastery experiences but also by vicarious learning, verbal persuasion and social validation- the influence of which on the attitudes in workplace is strong (Tierney & Farmer, 2002). Recent empirical research findings have supported the mediating role of self-efficacy in the correlation of social contexts and performance consequences.

According to a study conducted by inclusive work environments have a strong positive effect on employee self-efficacy, in turn stimulates employees to perform tasks and engage in the citizenship. Emphasized the role of positive organizational practices such as reasonable accommodations and supportive supervisor behavior in the formation of self-efficacy in the disabled employees and, thus, facilitating their ability to perform optimally in the context of disability. In the same line, research on the Asian situation indicates that cultural perceptions of disability have a decisive role in the workplace experiences (Suresh & Dyaram, 2020). As an illustration, a study carried out in India and Bangladesh has reported that social stigma and negative attitudes have lowered confidence of disabled employees, which resulted in low productivity and lack of career advancements. These results support the arguments of the necessity to contextualize research on disability in the cultural and industrial context because different societies may display the dynamics of attitude, self-efficacy, and performance in different ways (Shafik, 2025). In the manufacturing industry, there is a critical relationship between self-efficacy and performance. The work in manufacturing is usually hard both physically and mentally, team-oriented, and constantly adjusted to meet the production demands and outcomes.

The investigations on industrial psychology always determine that better performance, increased flexibility and reduced turnover intentions are better exhibited by employees who are more self-efficacy. In the case of the employees with disabilities, it is level of inclusiveness at the workplace that determines whether they will view themselves as able contributors or not. It has been proven that employees with positive relationships with peers and encouraged by their managers have a larger probability of reporting a strong self-efficacy and improved job performance (Alkhayyal & Bajaba, 2023). On the other hand, exclusionary practices or discriminating attitudes can not only reduce self-efficacy, but also increase stress and burnout, which further impairs performance. The theoretical argument that the workplace attitudes serve as antecedent conditions to influence the psychological resources required to perform optimally is therefore supported by the empirical literature (Yu, Xu & Ashton, 2023). In Pakistan, there is somehow little research study in disability and workplace outcome, and the research that has been conducted is majorly concerned with the policy formulation, legal frameworks or general issues encountered by the persons with disabilities. There is very little empirical research into the psychological construct like job self-efficacy in the disability situation.

Nevertheless, the larger studies on self-efficacy have been conducted in Pakistan with emphasis on positive correlation with performance in diverse fields, such as education, healthcare, and business. In same manner, research on organizational behavior has reported supportive work environments to

increase employee motivation and productivity (Al-Behadili et al., 2025). What has not been studied is the specifics of these dynamics as applied to employees with disabilities in the Pakistani manufacturing sectors where, due to conservative hierarchies, limited resources, and socio-cultural attitudes towards disability, and opportunities. This knowledge gap highlights conducting some empirical researches to investigate mediating role of job self-efficacy in the translation of inclusive attitudes to performance gains in these settings (Hendy et al., 2025). Some other studies, not based in Pakistan, support ways attitudes affect performance over self-efficacy. Indicatively established that organizational diversity climate perceptions were positively correlated with job satisfaction and performance, and self-efficacy mediated the relationship. Similarly established that not only did the self-efficacy beliefs predict individual performance but also mediated the impacts of the organizational support.

In the contexts of disability, a study found that the higher the self-efficacy in disabled employees, the higher the employment outcomes, indicative of the performance, career satisfaction, and job retention (Fry et al., 2020). These papers all serve to bring out the core issue of self-efficacy in the mediations of the relationship between social attitudes and work-related behavior, which gives a good empirical foundation in postulating similar relationships in the industrial industry in Pakistan. Another aspect of contextual factors, that the literature identifies as influencing attitudes towards disability, is the experience of discrimination, the sense of inclusion and the challenges the society faces. As an illustration, research indicates that the past experiences of employers with disabled workers have strong influence on their attitudes, and positive experiences contribute to inclusivity and negative experiences to stereotyping. These perceptions may greatly influence employment decisions, job placement and ability ratings in manufacture environment where the performance indicators tend to be fixed and efficiency-related (Brandthav & Elzaki Adam, 2025). Further, in Pakistan there are compound complications; the intersection of the socio-economic restraint and cultural mind frames.

Among the compounded issues that are forced to be dealt with by the disabled people are poverty and the inaccessibility of education and the low level of labor protection which not only influence how they are perceived at work but also the way they view themselves. Those realities also support the importance of examining the way the positive attitude can minimize structural disadvantages through facilitating the development of psychological resources like self-efficacy that would have a direct relationship with the performance (Pellerin & Raufaste, 2020). Overall, the theoretical and empirical literature indicates that the attitude towards disability, job self-efficacy and work performance are closely interconnected. The positive attitudes generate enabling environments, which indicate competence and inclusion, and this increases job self-efficacy. The mediating role of self-efficacy is therefore essential, because it summarizes the psychological mechanisms by which the attitudes in the society are internalized and applied into work diverse behaviors. Although such relations have been reported in other settings, the empirical studies in the manufacturing sector of Pakistan are scarce and consequently is a lot in terms of the potential gaps in both theoretical and practical knowledge.

RESEARCH METHODOLOGY

In the manufacturing industry, there is critical relationship between self-efficacy and performance. The work in manufacturing is usually hard physically and mentally, team-oriented, and constantly adjusted to meet production demands. Investigations on industrial psychology always determine that better performance, increased flexibility and reduced turnover intentions are better exhibited by the employees who are more self-efficacy (Judge et al., 2007). In the case of the employees with disabilities, it is the level of inclusiveness at the workplace that determines whether they will view themselves as able contributors or not. It is proven that employees with positive relationships with peers and fortified by managers have a larger probability of reporting a self-efficacy and improved job performance (Graham et al., 2016). The exclusionary practices or discriminating attitudes can not only reduce self-efficacy, but increase stress and burnout, which further impairs performance (Chan et al., 2010). The theoretical quarrel that workplace attitudes serve as antecedent conditions to impact the psychological resources required to perform optimally is therefore supported by the empirical literature.

In Pakistan, there is somehow little research study in disability and workplace outcome, and the research that has been conducted is majorly concerned with policy formulation, legal frameworks or general issues encountered by persons with disabilities (Malik & Courtney, 2011). There is very little empirical research into psychological construct like job self-efficacy in disability situation. Nevertheless, the larger studies on self-efficacy have been conducted in Pakistan with emphasis on positive correlation with performance in diverse fields, such as education, healthcare, and business (Saeed et al., 2018). In same manner, research on organizational behavior has reported supportive work environments to increase employee motivation and productivity (Khilji, 2003). What has not been studied is the specifics of these dynamics as applied to the employees with disabilities in the Pakistani manufacturing sectors where, due to conservative hierarchies, the limited resources, and socio-cultural attitudes towards the disability, there are certain challenges and opportunities. This knowledge gap highlights the importance of conducting some empirical researches to investigate the mediating role of job self-efficacy in the translation of inclusive attitudes to performance gains in these settings.

Some other studies, not based in Pakistan, also support ways attitudes affect performance through self-efficacy. Indicatively, McKay et al. (2007) established that organizational diversity climate perceptions were positively correlated with the job satisfaction and performance, and self-efficacy mediated the relationship. Similarly, Chen et al. (2001) established that not only did the self-efficacy beliefs predict individual performance but also mediated the impacts of organizational support. In the contexts of disability, the study by Ju et al. (2014) found that the higher the self-efficacy in disabled employees, the higher the employment outcomes, indicative of performance, career satisfaction, and job retention. These papers all serve to bring out the core issue of the self-efficacy in the mediations of the relationship between social attitudes and work-related behavior, which gives a good empirical foundation in postulating similar relationships in the industrial industry in Pakistan. Another aspect of contextual factors, that literature identifies as influencing

attitudes towards disability, is experience of discrimination, the sense of inclusion and challenges the society faces.

As an illustration, research by [Lindsay et al. \(2019\)](#) indicates that the past experiences of employers with disabled workers have strong influence on their attitudes, and positive experiences contribute to inclusivity and negative experiences to stereotyping ([Haq et al., 2021](#)). The same realities help to strengthen the importance of examining the way through which the positive attitude can alleviate structural disadvantages by facilitating psychological resources like self-efficacy which directly correlate with the performance. All in all, the theoretical and empirical literature shows that the attitude towards disability, job self-efficacy and work performance are interconnected closely. The mediating role of self-efficacy is therefore essential, as it summarizes psychological mechanisms by which the attitudes in the society are internalized and applied into work behaviors. Although such relations have been reported in other settings, empirical studies in the manufacturing sector of the Pakistan are scarce and there is a lot in terms of the potential gaps in both theoretical as well as the practical knowledge.

RESULTS OF STUDY

Table 1 Reliability Analysis

	CA	RHO A	CR	AVE
Attitudes Toward Disability	0.7299	0.75135	0.8285	0.70829
Disability Gains	0.71986	0.73685	0.79449	0.50266
Discrimination	0.72685	0.72788	0.8082	0.51642
Inclusive Prospects	0.73208	0.76119	0.83452	0.56383
Job Self-Efficacy	0.83024	0.88185	0.87423	0.53893
Social Challenges	0.71675	0.72711	0.78897	0.50607
Work Performance	0.80339	0.81778	0.86529	0.56598

The results indicated that job self-efficacy is a huge factor in the correlation between the attitudes towards disability and work performance ($b = 0.38$, $t = 4.99$, $p < 0.001$), which demonstrates that the positive attitudes lead to the improvement of the performance not only directly but indirectly due to the emergence of the stronger self-belief in employees. This means that in the scenario where work places are conducive and accommodative towards disability, the employees get a stronger confidence in their capabilities hence confidence is passed over to improved work outcomes. This huge indirect effect demonstrates that job self-efficacy is a significant psychological process where the attitudes of inclusion are converted into quantifiable performance benefits and consequently the worth of achieving cultural acceptance and individual and confidence of creating sustainable inclusion and productivity.

Table 2 Validity Analysis

	[1]	[2]	[3]	[4]	[5]	[6]
Attitudes Toward Disability [1]						
Disability Gains [2]	0.53679					

Discrimination [3]	0.74028	0.39929				
Inclusive Prospects [4]	0.65116	0.29684	0.50947			
Job Self-Efficacy [5]	0.63713	0.41907	0.30904	0.36395		
Social Challenges [6]	0.62125	0.48542	0.34645	0.34476	0.55207	
Work Performance [7]	0.70857	0.60572	0.28697	0.32051	0.74512	0.75783

The correlation matrix indicates the constructs of study have strong and significant relationships among them, manifested in theoretical relationships. Job self-efficacy ($r = 0.64$) & job performance ($r = 0.71$) have significant correlation with disposition to disability that shows positive relationships between attitude towards disability and both psychological empowerment and physical work performance. Job self-efficacy ($r = 0.75$) and social challenges ($r = 0.76$) are highly correlated with work performance, and it is possible to note that the level of confidence and capacity to overcome contextual barriers are primary factors of productivity. The attitudes to disability are moderately to strongly linked with contextual antecedents (disability gains, discrimination, inclusive prospects, social challenges 0.54 to 0.74), indicates that personal and social experiences play a significant role in forming inclusivity perceptions. The positive relationships between disability gains ($r = 0.61$) and social challenges ($r = 0.76$) with work performance underline those wider social processes not only affect attitudes but directly impact on performance. All these interrelations confirm the integrated model, where attitudes are formed by context, attitudes improve self-efficacy, and self-efficacy is decisive factor of performance, make concept of disability inclusion in workplace rather systemic and multifaceted.

Figure 1 Reliability Analysis

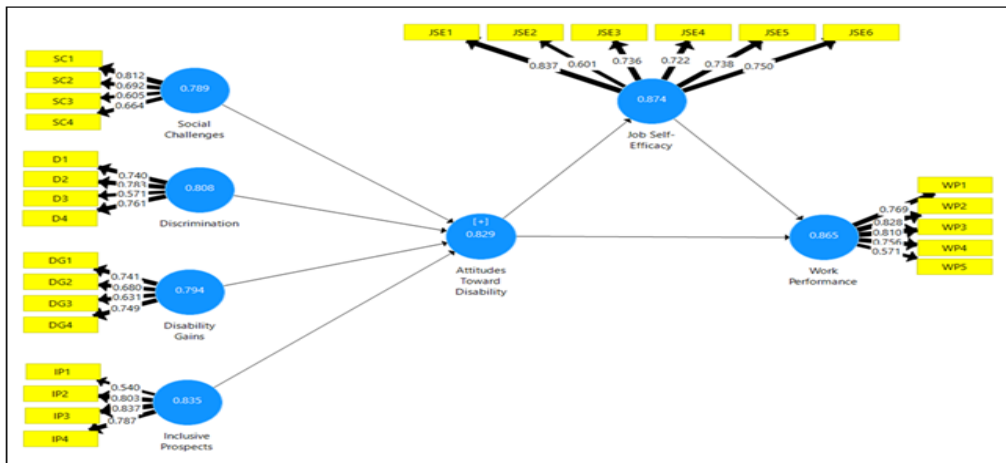


Table 3 Direct Effect

	OS	SM	SD	TS	PV
Attitudes Toward Disability -> Job Self-Efficacy	0.85441	0.85822	0.02352	36.32209	0
Attitudes Toward Disability -> Work Performance	0.51104	0.50713	0.07251	7.04794	0.00004
Job Self-Efficacy -> Work Performance	0.44217	0.44896	0.07608	5.81202	0.00017
Disability Gains -> Attitudes Toward Disability	0.12884	0.1268	0.02902	4.43995	0.00125

Discrimination -> Attitudes Toward Disability	0.21626	0.20775	0.04041	5.35101	0.00032
Inclusive Prospects -> Attitudes Toward Disability	0.32385	0.33036	0.03595	9.00968	0
Social Challenges -> Attitudes Toward Disability	0.2844	0.28893	0.02154	13.20074	0

The findings of the structural equation modelling have given excellent empirical evidence on the relationship posited as the results show that attitudes towards disability have significant positive influence on job self-efficacy ($b = 0.85, p < 0.001$) and direct positive impact on work performance ($b = 0.51, p < 0.001$), which in turn supports the hypothesized relationships between the attitudes and job self-efficacy and attitudes and work performance. The contextual influences significantly contribute to disability attitudes: inclusive prospects ($b = 0.32, p < 0.001$), social challenges ($b = 0.28, p < 0.001$), discrimination ($b = 0.22, p < 0.001$), and disability gains ($b = 0.13, p < 0.01$) were found to be significant predictors, which validates the role of the multi-faceted nature of influences on thinking about disability in the workplace. Taken together, these results emphasize the fact that even though inclusive attitudes are the central elements to promote self-efficacy and performance, they are in turn influenced by more systemic social and organizational forces, which outlines the importance of providing inclusive approach to inclusion to be applied on a cultural, structural, and experiential level.

Figure 2 Mediating Effect

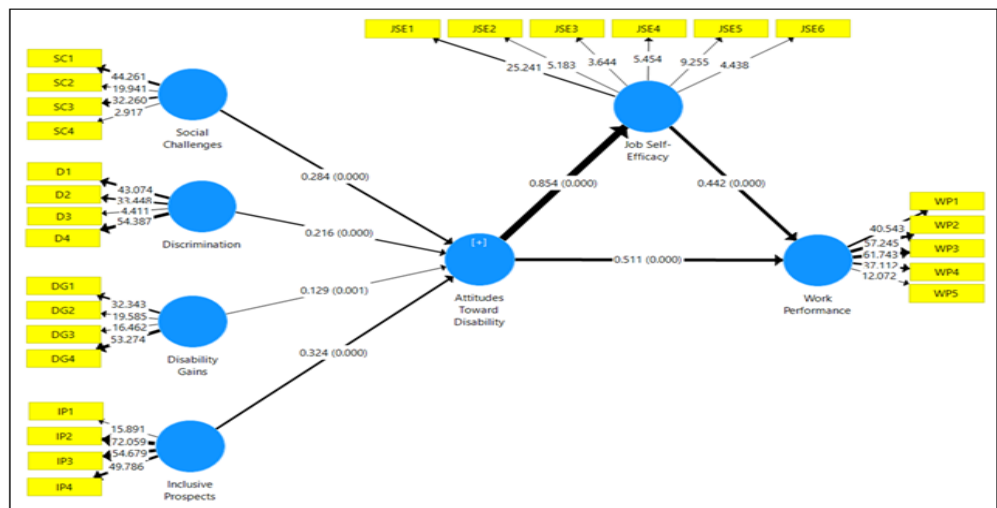


Table 4 Mediating Effect

	OS	SM	SD	TS	PV
Attitudes Toward Disability -> Job Self-Efficacy	0.3778	0.38701	0.07569	4.99132	0.00054
-> Work Performance					

Depending on the results, job self-efficacy relates largely to the relationship between the attitudes towards disability and performance in work ($b = 0.38, t = 4.99, p < 0.001$), which indicates that the positive attitude is also effective in relationship with the performance in the work not only directly but also indirectly through establishment of greater self-belief in the employees. This means that in

the scenario where work places encourage enabling and supportive attitudes towards disability, workers become more confident on their abilities hence confidence is passed on to improved work outcomes. The enormous indirect effect shows, job self-efficacy is significant psychological process in which inclusion attitudes are converted into quantifiable performance gains and thus the worth of creating cultural acceptance and personal conviction in making them lead to sustained inclusion and productivity.

DISCUSSION

The research conclusions substantiate the solid argument regarding the importance of attitudes to disability in the shaping of employment relationship in the manufacturing industry in Pakistan. The results affirm the fact that the inclusive attitudes are relevant in improvement of job self-efficacy that indirectly influences work performance, but attitudes have a direct impact on performance. It is this two-way road that justifies the fact why workplace cultures that are built on the postulates of acceptance and inclusion are not merely ethical imperatives but also effective ways of enhancing production. The fact that the attitudes to job self-efficacy are highly predictable implies that the confidence of workers with disabilities in capacity to perform job-related tasks grows dramatically in case workers are provided with favorable and respectful environment. Also, direct relationship between attitudes and performance proves that inclusivity has direct impact on reality, meaning behavioral results, without the mediating factors (psychology) because inclusivity has an ethical appeal on its own.

This picture is further improved by mediating role of job self-efficacy which shows psychological process by which the attitudes can be transformed into better performance outcomes. The disabled employees who observe affirmative attitudes by co-workers and supervisors internalize messages and interpret them as sense of their competence, in turn spills over to persistence, adaptability and elevated performance. This result is congruent with that of Bandura concerning the social cognitive theory, which supports the idea that the self-belief is the core of human functioning and that the environments, are supportive of development of such belief, are important. The high mediation further implies that, policies that can be used to promote inclusion should not just focus on attitudes, but they need to provide the reinforcement of the attitude with chances of mastery, recognition and validation so that employees are empowered to gain confidence that would enable them to fulfill their full potential.

The responses of the contextual forces of the disability gains, discrimination, inclusive prospects, and the social challenges to disability depict that even the workplace perceptions are created within the complicated social background. Positive attitudes towards inclusion and appreciation of gains of disability were found to develop a positive experience, though discrimination and social issues were also very influential. These results demonstrate that the attitudes are not fixed and absolute but are the product of the bigger processes in the society and the organization. Using the example of the attitudes, they are more positive when the organizations grant the employees the opportunity to observe the reward of integrating such variables as enhanced group work, heightened creativity, or loyalty. Conversely, any discrimination, in its overt and inadvertent manifestations, although not

observed, is used to harm perceptions of inclusiveness and destroy the efforts to make the workplace cultures conducive.

The fact that the awareness is largely affected by social issues suggests that structural and cultural problems such as stigmatization, inaccessibility, and low awareness should be dealt with as they are not limited to the scope of working place and impact a significant effect to workplace perceptions. Reliability and the validity tests revealed that constructs used in study such as attitudes, job self-efficacy, work performance and contextual antecedents, were measured using strong and accurate scale and the correlation test displayed the interdependence of the variables. Of particular interest is an intimate relationship that exists amid job self-efficacy and work performance which portrays that individual cannot do without confidence in one self to affect outcomes in an industrial context. The correlations also demonstrated a systemic property of disability inclusion since the contextual factors, attitudes, and personal psychology, all influence performance. This favors the importance of an overall approach to inclusion, should be directed to individual, organizational and societal levels in a united action.

CONCLUSION

Taking into account such results, one can draw a few conclusions. Firstly, it is not only the aspect of compliance or corporate social responsibility, but it is also directly linked with the performance and efficiency of the organization, which is to include disability in the work place. Second, job self-efficacy is a key mechanism of transforming the attitudes of inclusiveness to productivity, therefore, indicating psychological determinants that inclusiveness is reality in workplace. Third, disability attitudes are contextualized which means that a sustainable change should be interdisciplinary not only culturally but structurally. Taken together, these results show that inclusion is a social justice imperative, but a business imperative as well, particularly in the type of economy like the one found in Pakistan in which manufacturing sectors form the growth and global competitive factor. The research, basing on such conclusions, proposes several steps to be undertaken by organizations and policymakers. At the organizational level, managers should aim at building positive attitudes over diversity training, creation of awareness and programs that show contribution of employees with disabilities.

The skills and knowledge are supposed to be imparted to supervisors and their colleagues in order to support disabled colleagues, which leads to the reinforcement of the norms of inclusion and to increased self-efficacy. The organizations will also be required to organize the roles and tasks in a way that will give the employees with disabilities a sense of mastery and achievement, which will instill confidence and performance in them as well. Tougher implementation of disability quotas, anti-discrimination policies and provision of incentives to include practice should be employed at the policy level. Considerable campaigns by the society that break stigmatizing and highlight the positive aspects of disability can also play a crucial role in formation of the social perception since it percolates to workplace perceptions. These results are significant in reaching desired conclusions. Moreover, to ensure the development of inclusive ecosystems that are not exclusive to particular organizations, government, industry associations, and civil society organization should collaborate to establish them.

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