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Engelli Bireylerin Çalışma Psikolojisi: Algısal ve Tutumsal
Farklılıkların Belirlenmesi

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**Work Psychology of Disabled Individuals: Determination of
Perceptual and Attitudinal Differences**

H. Tezcan UYSAL

Öğr. Gör.Dr. Bülent Ecevit Üniversitesi, Zonguldak Meslek Yüksekokulu

Lecturer, Bülent Ecevit University, Zonguldak Vocational College

h.tezcanuysal@hotmail.com

Orcid Id: 0000-0002-8962-7824

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Work Psychology of Disabled Individuals: Determination of Perceptual and Attitudinal Differences

Abstract

The purpose of this research is to describe the work psychology in the business life for the disabled employees from birth or in after life, to reveal the differences which appear in the work psychology by the disability classes in the same organization climate (physically-impaired, hearing-impaired, visually-impaired, speech-impaired, mentally-impaired), about whether the demographic properties such as age and gender affect the work psychology in the business life for the individuals with disability, to analyze the positive and negative changes in the work psychology belonging to the disabled employees for each of disabled classes, to evaluate the findings which are obtained as the disabled employees are interviewed and to make the organizational and administrative recommendations in order that the disabled employees can work in the much more optimal organization climate in the business life.

Keywords: Disabled Employees, Employment of the Disabled, Work Psychology, Organizational Climate

Engelli Bireylerin Çalışma Psikolojisi: Algısal ve Tutumsal Farklılıkların Belirlenmesi

Öz

Bu çalışmanın amacı; doğuştan veya sonradan engelli olan bireylerin iş hayatındaki çalışma psikolojilerini tanımlamak, aynı örgüt ikliminde engellilik sınıflarına göre (bedensel engelli, işitme engelli, görme engelli, konuşma engelli, zihinsel engelli) çalışma psikolojisinde gelişen farklılıkları ortaya çıkartmak, yaş ve cinsiyet gibi demografik özelliklerin engelli bireylerin iş yaşamında çalışma psikolojisini etkileyip etkilemediğini ortaya çıkartmak, engellilerin çalışma psikolojisindeki olumlu ve olumsuz değişimlerin nedenlerini her bir engelli sınıfı için analiz etmek, engelli çalışanlarla görüşmeler gerçekleştirerek elde edilen bulguları değerlendirmek ve engelli çalışanların iş hayatlarında daha optimal örgüt ikliminde ile çalışabilmesi için örgütsel ve yönetsel öneriler sunmaktır.

Anahtar Kelimeler: Engelli İşgücü, Engelli İstihdamı, Çalışma Psikolojisi, Örgüt İklimi



Introduction

Gökbay et al. (2011) has defined disability/handicap as the inability of an individual to perform the duties s/he needs to assume in the society based on age, gender, sexual, physical, social, and cultural factors while facing different occasions during his/her life. In Turkey's Social Services and Child Protection Act No. 2828, a disabled person is defined as "A person who is in need of protection, care, rehabilitation, counseling and support services and who is obligated not to comply with the requirements of normal life due to loss of their physical, mental, spiritual, emotional and social skills at various levels congenitally or after subsequent illness or accident". In the Law on Disabled individuals No. 5378, it is also defined as "the individuals who are affected by attitudes and environmental conditions that limit their full and effective participation to the society in the same conditions, together with other individuals, due to losses at various levels in their physical, mental, spiritual and sensory abilities". Therefore, as understood from the definitions, it is necessary for both the institutions and other individuals to care for the disabled individuals within the society. Given the fact that every person is a candidate for being a disabled person, this necessity must be perceived as a balance of life, not as a privilege. Therefore, it is necessary to increase the welfare of disabled individuals, both psychologically and materially, by reintroducing them to the society, adapting them to social life and providing their participation in business life.

There is a job for everyone, and disabled individuals can work and participate in production when they undergo suitable education and rehabilitation considering their qualities, even if they have a deterioration or lack of physical or mental functioning. Being employed and busy with something meaningful is as much a need for a person with a disability as well as a healthy person, in that disabled individuals have a greater need for dealing with any kind of work (Öztürk, 2011). In order to meet this need, disabled individuals must be employed independently of the competition in the labor market. Thus, with the employment of the disabled, both these individuals and their family members and the individuals in their vicinity benefit from the social, economic, psychological, and social qualities (Manav, 2006). However, the societies consider disabled individuals to be non-productive, and therefore dependent on the family or state, and are often approach them with a pitiful manner. Managers often do not prefer to hire disabled individuals unless they have a legal obligation or a specific reason. Because, according to them, the disabled individuals are inexperienced and not suitable for the work to be done in terms of career and vocational training (Meşhur, 2011). Furthermore, the fact that professional qualities of the disabled individuals do not match the market expectations of a worker and that some groups have negative thoughts about the disabled individuals



(Durmaz, 2017) is the biggest obstacle in socialization of the disabled individuals in being people without obstacles in terms of vital aspects. This social exclusion and discrimination that have been carried out have negative effects on the obstacles of the disabled individuals in having vocational education, work, and income. The disabled individuals that experience obstacles regarding inequality in education and business opportunities cannot sufficiently access the effective decision-making bodies influencing the life of the society and they cannot have enough say about the decisions affecting them (Mamatoğlu, 2015).

This research aims to determine the level of work psychology of the disabled individuals working in the same organizational climate and to put forth the differences in attitudes of these employees according to the disability classes. For this purpose, a research was carried out for the disabled individuals working in the only production center for the disabled individuals in Turkey. There are very few studies in the international literature and national literature where individuals with disabilities are examined as a sample and their attitudes within the organization are determined. Upon examining these researches; Uppal (2005) compared disabled and non-disabled employees in their research on job satisfaction in organizations and found that disabled employees had lower job satisfaction than other workers and that job characteristics influenced this. In his study, Meşhur (2011) examined the tele-working in the employment of the orthopedically-impaired and as a result of this study, stated that the participation of the disabled in both the business life and the social life will increase if the special working styles and layouts oriented to the disabled such as tele-working are designed. Tokoğlu et al. (2011) examined the organizational commitment and job satisfaction factors based on the physical impairment status in their research and determined, as a result of the research, that the organizational commitment and job satisfaction levels of the disabled employees and employees without disabilities did not show a significant difference. Kış et al. (2012) examined the working conditions and job satisfaction of teachers with disabilities in a research where disabled teachers were selected as a sample. As a result of this research, it was found that there were no regulations in the working environment for disabled teachers and therefore the job satisfaction of disabled teachers did not show a significant difference compared to non-disabled teachers. Hashim et al. (2015) examined the job embeddedness of disabled people in organizations and the organizational climate and as a result of the research, found that the improvement of the organizational climate had a significant influence on the willingness of disabled workers to be embedded with the job. Başpınar et al. (2015) investigated the effect of psychological empowerment on disabled employees and as a result, found that 94.1% of disabled employees thought that the job was meaningful and 99% had sufficient competency for the job they did. Accordingly, researchers stated that psychological empowerment towards the disabled employees in the organizations caused the positive



effects. Baumgärtner et al. (2015) examined the job satisfaction of disabled employees and, as a result of the research, found that disabled workers had less job satisfaction than non-disabled workers in the same organization. As a result of their research conducted on the disabled employees working in the accommodation establishments, Nasibov et al. (2017) stated that few disabled women were employed in these establishments and male disabled individuals were further preferred and that those with physical disabilities that did not offend the eye were selected and employed, therefore aiming the organizational performance. In their research that investigated the working motivation of disabled individuals, Kertesz et al. (2017) identified three key factors for increasing the motivation of disabled employees. The factors were stated as the skills of the disabled individual, the amount of time s/he spent as unemployed and the socioeconomic status of the family she grew in. As observed in the summarized researches there are not any similar studies in the literature that comprehensively examines the work psychology of the disabled individuals, researches their attitudes within the organization and both aim to increase the working welfare of the disabled individuals by managerial solutions and to optimize the organizational atmosphere. Therefore, the research conducted is of great importance in terms of expressing the behavioral psychology of the disabled individuals in the work environment, determining the perceptions and attitudes that differ according to the disability class, showing that disabled employees behave differently compared to other employees in the atmosphere of the organization, expressing how administrative behaviors towards disabled employees should be exhibited in within modern management concept and being a first example research in the literature.

Disabled individuals in Workplaces

Various methods have been developed to prevent the negative perceptions of disability from becoming chronic and social discrimination. This method is defined in Article 30 of the Labor Law No. 4857 as “Employers are obliged to employ disabled individuals by 3% in private sector enterprises where they employ fifty or more workers and disabled individuals by 4% and ex-convicts by 2% or those who fall under the Military Law No. 1111 dated 21.06.2017 or Law on Reserve Officers and Reserve Military Officials no. 1076 dated 16.06.1927 and those injured to the extent that cannot be deemed disabled due to the reasons and consequences of the terrorism incidents listed in Article 21 of the Anti-Terror Law while performing their military services in jobs suitable for their occupational, physical and mental states.” Thus, compulsory employment of disabled individuals was ensured in the labor market. However, it is understood that this regulation does not change the prejudices of employment for the disabled individuals. The most important proof of this is that employers agree to pay the penalty for “not hiring disabled individuals” rather than



employing disabled individuals. In general, employers think that employment of the disabled individuals can ruin work in the organization or cause job accidents. Furthermore, when disabled individuals are employed, employers must provide the necessary tools and equipment for their work, to make it easier for disabled individuals to work and to ensure that the work is suitable for the disabled individuals, to take the necessary precautions for their health, to have them worked in their profession or close to their profession and to develop their knowledge and skills about their work (Uğur, 2014). Employers avoid employing disabled people because they consider it a cost factor to fulfill these obligations. On the contrary, the prejudices cannot be avoided in the case of employing disabled people by complying with the legal regulation. These prejudices cause the disabled individuals in the business world to be perceived differently by human resource units, employers, and/or other workers. Being seen differently creates serious oppression on the disabled individuals. As a result of this oppression, it is observed that the disabled individuals tend to spend much more effort than the persons without disabilities to demonstrate that they can establish themselves, that they are productive and that they do not have any difficulties in communicating where they are working (Öz and Orhan, 2010). Therefore, the results reveal that the main objective is to have employment of disabled individuals in conscious manner than their employment in a mandatory manner. Conscious employment of the disabled individuals is the conversion of their negative psychology, which is caused by their disability, to a positive psychology in the interim processes or in the operations whose business design is completed in enterprises that sustain their economic interests with healthy individuals. Therefore, working life is crucial for the disabled individuals to participate in the social life, to become socially beneficial individuals, to establish a social environment for them by communicating with new individuals, and improving their sense of self-sufficiency (Genç and Çat, 2013). Working life offers opportunities to the disabled individuals such as gaining job and profession skills and making money, learning to work collaboratively, and developing social relationships. It also ensures that the person is self-confident and feels like a useful individual (Özbey ve Diken, 2010). However, for the working environment to have such a positive effect on the disabled individuals, it is necessary that the organizational climate in which they are employed is at an optimal level, that the work distribution is made according to the disability type, and that there are no workplace factors that will adversely affect work psychology. Therefore, a research has been carried out in the "Bizimköy Production Center for Disabled individuals", which employs the highest number of disabled employees in Turkey and has hearing-impaired workers, mental disabilities, physical disabilities, speech disabilities and visual disabilities. With this research, work psychology of disabled individuals was determined; the levels of workers affected by different disabilities were identified and the perceptual and attitudinal differences of the disabled individuals were specified. Thus, the



issue of employment of the disabled individuals as well as the problem of how disabled individuals should be employed in organizations and how the approach to the disabled individuals should be addressed is also highlighted.

Work Psychology

The work psychology is defined as “the application of psychological facts against the problems that arise from or concern the human activities in the work environment” by Blum and Naylor (1968) “a discipline that is interested in analyzing workers in organizations and organizations and developing business, increasing motivation and creating strategies for change” by Australian College of Organization Psychologists (Cable and Driscoll, 2010:12) and “application of psychology to the workers of the organization” by English Psychology Community (Lewis and Zibarras 2013:3). Organizational psychologists or consultants, who organize strategies for improvement, change, development, and motivation, and specialize in analyzing organizations and workers, examine the people in the working life (Cable and O'Driscoll, 2010). The main reason for this is that the individuals working within the organization are affected by the atmosphere of the organization that they inhale jointly. According to Mac Kenzie, the organizational atmosphere is “a very powerful environmental barrier that can increase or prevent workers' behavior” (Ergeneli, 2005:189), according to Kumar (2011), “the internal environment of people working to achieve their goals within the organization” and according to Karcioğlu (2011), “a psychological term that creates the personality of the organization, distinguishes the organization from other organizations, affect the behavior of the individuals within the organization whose internal environment is highly determined, unchanging and continuous; which is tangible but untouchable but which can be felt by the individuals within the organization, encompassing all these characteristics.” As observed in the definitions, the positive and negative attitudes of the workers in the organizations come together and form a common climate by integrating the attitude components of all the workers. In this process, “the workers send decisive psychic waves around them while penetrating in the organization climate. The perception that means taking, interpreting, selecting, and organizing the psychic waves around the individual has a big importance in the work psychology” (Uysal, 2015:1533). Therefore, a psychologist or consultant in this field deals with leadership, job satisfaction, worker motivation, organizational communication, conflict management, organizational change and group processes in the organization and develops implementations to measure workers' attitudes about the strengths and weaknesses in an organization (Aamodt, 2000).



Positive and negative psychological attitudes developed reactively by the workers exposed to the organizational atmosphere constitute the basic outputs of work psychology. These attitudes developed by workers sometimes show indications in a similar direction and intensity and sometimes only local changes in certain workers. In work psychology studies, which aim to increase prosperity and peace of mind in the working environment, it is necessary to determine the strategies for realizing determinative studies for the workers exposed to the atmosphere of the organization, identify the positive psychologies of the workers, and improve and develop the positive work psychology for the organizations to reach this goal. Positive psychology within the organization is defined as a scientific study of the characteristics of working life, positive organizations, positive subjective experiences, and practices to enhance the quality of life and effectiveness of organizations (Donaldson and Ko, 2010). Positive psychology is concerned with welfare, satisfaction, job satisfaction, hope, optimism, and happiness at the subjective level, and with positive individual characteristics such as the capacity of love and profession, courage, interpersonal skill, aesthetic sensitivity, perseverance, originality, long-sightedness, high skill, and wisdom at the individual level (Seligman and Csikszentmihalyi, 2000). In addition to these characteristics that can be developed, three basic positive attitudes are formed among the workers, namely organizational commitment, motivation, and job satisfaction. The active involvement of workers with these attitudes in organizations positively affects organization productivity, quality of goods or service production, competitive power, continuity, and profitability. Every individual enters the workplace in a neutral position. "However, these individuals cannot isolate themselves from the influences of the organizational climate and are subject to fluctuations in their psychological attitudes" (Uysal et al., 2015:982). These fluctuations may be positive; however, they are usually negative. In particular, in response to the adverse effects of the organizational climate, job stresses, burnout syndromes, and intentions to leave work occur for the workers. These constitute the negative outputs of work psychology.

Theoretical Framework and Hypotheses

A Scanning model has been used in the research. The dependent variable of the research is positive work psychology and the dependent variable is negative work psychology. The sub-independent variables of the research are job stress, burnout, and intention to leave (see Fig. 1).

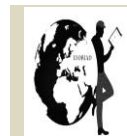
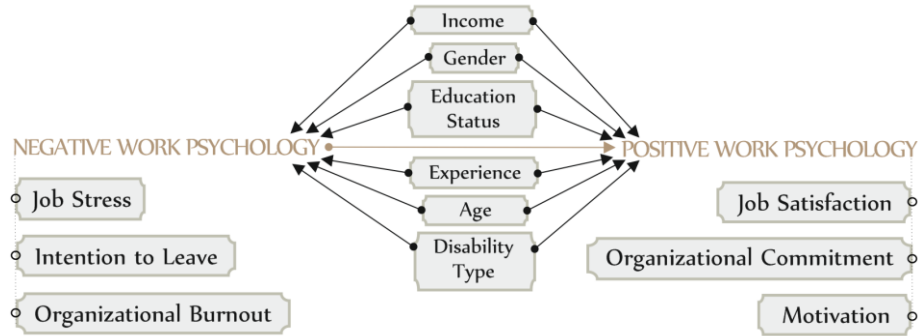


Figure 1. Theoretical Framework



The Hypotheses of This Research:

H_{1a}: There is a significant relationship between the work psychology dimensions of the disabled employees.

H_{1b}: The work psychology of the disabled employees being negative decreases their level of being positive.

H_{1c}: The work psychology dimensions of the disabled employees vary based on the disability class.

H_{1d}: The work psychology dimensions of the disabled employees vary based on the age distribution.

H_{1e}: The work psychology dimensions of the disabled employees vary based on the education level.

H_{1f}: The work psychology dimensions of the disabled employees vary based on the job experience.

H_{1g}: The work psychology dimensions of the disabled employees vary based on the gender.

H_{1h}: The work psychology dimensions of the disabled employees vary based on the monthly income.

H_{1k}: The feeling of alienation from work for the disabled employees varies based on the disability class.

H_{1m}: The feeling of success of the disabled employees varies based on the disability class.

H_{1n}: The feeling of frustration of the disabled employees varies based on the disability class.

H_{1r}: The new job impulses of the disabled employees varies based on the disability class.



Methods

This research has been conducted in Bizimköy Production Center for Disabled individuals, which operates in Kocaeli Province of Turkey and is the only establishment where the disabled individuals work with a density of 75%. The reason for choosing this center for the research is that workers in different disability classes come together for common purpose within the same organizational climate and form a production group. Thus, it has been possible to equally evaluate the atmosphere of the organization and the administrative attitudes from which disabled employees are influenced.

The Sampling Frame

The population of the research consists of the disabled employees in Turkey and the sample of the research consists of the disabled employees who participated in the research within Bizimköy Production Center for Disabled individuals. In order to obtain data at a level that can make statistical analysis and to be able to examine people with disabilities in the same organization climate according to the subject, a special production business has been selected for researching and providing the best ability to represent the universe by using sampling methods from non-probabilistic sampling methods. A survey of 90 disabled employees was conducted in this establishment, but it was possible to obtain data from only 64 disabled employees efficiently and willingly.

The Sampling Method and Data Collection

The data to be used in the research were obtained as a result of the face-to-face survey method applied to the disabled employees expressed in the sample of the work psychology questionnaire. The surveys were implemented after lunch, which the workers took for 30 minutes between 12.00 and 13.30 to avoid disruption to the production of disabled workers and to prevent accidents. The survey has been carried out in a natural environment in the cafeteria, where there is no oppression, designed in the production center has its own built-in post-meal socializing environment. Due to the level of disability, the content of the questionnaire for some disabled individuals who could not be communicated with and the questionnaire for them were expressed by other disabled employees.

Nominal and ordinal scales were used to establish the survey used in the research. Among the 5-point Likert-type baseline work psychology scales, Allen and Meyer's organizational commitment scale was used to measure the organizational commitment; Minnesota's job satisfaction scale was used to measure job satisfaction; Mottaz's organizational motivation scale was used to measure organizational motivation; Matteson's job stress scale was used to measure the job stress; Maslach Burnout Inventory was used to measure burnout and the scale for intention to leave used in the thesis of Süner (2014) was used to measure the intention to leave.



Data Analysis Methods

SPSS 20.0 (Statistical Package for Social Sciences) software was used to statistically analyze the findings obtained through the research. A reliability analysis has been conducted to determine the reliability of the research data. Correlation analysis was used to determine the direction and intensity of the relationship between variables, multiple regression analysis was used to examine the relationship between variables, Independent-Samples T Test and One-Way ANOVA Test was used to measure differences. In addition, Tamhane multiple comparison test was used to determine whether there was a significant difference between groups or groups.

Results and Discussion

Frequency values for the demographic information obtained from the research are shown in Table 1. According to this table, 62.5% of the disabled employees in the sample are male and 37.5% are female. From this perspective for the ratio, it can be stated that there is no gender dominance in the sample. Upon examining the age distributions of the sample, it is observed that 82.2% is in the age bracket of 21-40 years. This indicates that the sample consists mostly of young disabled employees. The educational status of disabled individuals indicates that 50% of them are primary school graduates, 46.9% are high school graduates and 3.1% are associate degree graduates. Considering the difficulties and inconveniences of individuals with disabilities, it is quite normal that the majority did not receive university education. However, the fact that there are no uneducated individuals with disabilities in the sample is satisfactory. This reinforces the assumption that disabled employees participating in the survey understand the research and the questions correctly.

The examination of income levels of the disabled individuals in the sample reveal that 92.2% of them receive a monthly fee of TRY 1000 to TRY 2000. The fact that disabled individuals have a regular income at this level and they have social security is reflected in the job motivations. Upon the examination of the job experience period of disabled employees, it is observed that 76.6% of them work in a production center for one year or more. This means that many people with disabilities who respond to the survey spent enough time at the production center to get to know the work environment and the environment. The data on the disability class, which is one of the basic criteria of the research, exhibits that the most populated mass in the sample is hearing-impaired persons with 43.8%. The disability classes with the least distribution are classes are visually impaired persons and speech-impaired persons with 4.7%.



Table 1. A Sample Demographic (N=64)

	Percent %	Frequency
Gender		
<i>Male</i>	62.5 %	40
<i>Female</i>	37.5 %	24
Age		
<i>Less than 21</i>	3.1 %	2
<i>21-30</i>	34.4 %	22
<i>31-40</i>	43.8 %	28
<i>41-50</i>	12.5 %	8
<i>51-60</i>	6.3 %	4
Education Status		
<i>Primary School</i>	50.0 %	32
<i>High School</i>	46.9 %	30
<i>Associate</i>	3.1 %	2
Income Level (Monthly)		
<i>Less than TRY 1000</i>	6.3 %	4
<i>Between TRY 1000 - 2000</i>	92.2 %	59
<i>Between TRY 2000 - 3000</i>	1.6 %	1
Job Experience		
<i>Less than 1 year</i>	23.4 %	15
<i>Between 1-2 years</i>	18.8 %	12
<i>Between 2-3 years</i>	17.2 %	11
<i>Between 3-4 years</i>	7.8 %	5
<i>4 years and above</i>	32.8 %	21
Disability Classification		
<i>Physically-Impaired</i>	21.9 %	14
<i>Hearing Impaired</i>	43.8 %	28
<i>Visually Impaired</i>	4.7 %	3
<i>Speech-Impaired</i>	4.7 %	3
<i>Mentally-Impaired</i>	18.8 %	12
<i>Other</i>	6.3 %	4

Table 2 shows the frequency distributions of the answers given to the selected questions that support the purpose of the research, as opposed to the answers given to the demographic questions by disabled employees in the sample. According to this, many disabled employees regards the production center as a family and themselves as a part of this family and is connected to the family emotionally. At the same time, disabled employees say that this family helps them express themselves and gives them respect in society. People with disabilities who are very satisfied with the management of the production center are also aware that they are important for the production center. According to this table, disabled individuals do not only develop feelings of belonging but also internalize the center of production and adopt organizational citizenship behavior. When self-efficacy for the work performed at the production center is questioned, it is observed that only a handful of disabled employees have a sense of having a greater workload than they can perform. The examination on the intention to leave



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indicated that most of disabled employees did not intend to leave this production facility specially developed for the disabled individuals. However, when a specific section finds a better job, they would leave this facility.

Table 2. Frequency Distributions of the Selected Questions

	I Definitely Do Not Agree + I Do Not Agree	Undecided	I Agree + I Definitely Agree
<i>I feel like a part of the family in my workplace.</i>	15.70 %	20.3 %	64.00 %
<i>I feel emotionally connected to this workplace.</i>	14.10 %	28.0 %	57.90 %
<i>My job allows me to be a reputable person in the society.</i>	9.40 %	39.1 %	51.50 %
<i>I am pleased with the management styles of managers.</i>	10.90 %	31.3 %	57.80 %
<i>I see myself as an important worker of the enterprise.</i>	10.90 %	23.4 %	65.70 %
<i>I act in an insensitive manner towards the problems in my workplace.</i>	49.90 %	31.3 %	18.80 %
<i>I have more work than what I can do in a normal day.</i>	43.80 %	28.1 %	28.10 %
<i>I will leave this institution as soon as I find a better job.</i>	59.30 %	18.8 %	21.90 %
<i>I often think of leaving my job in this institution.</i>	73.50 %	17.2 %	9.40 %

The skewness and kurtosis values of the data obtained in the research are detailed in Table 3. When these data are examined; it was determined that the skewness and kurtosis values of the data obtained through the scales used in the research were in the range of -2 to +2 and according to George and Mallery's (2003) classification, this data showed normal distribution. Therefore, parametric techniques were used in the research.

Table 3. Normality Tests of Variables - Descriptive Statistics

	Statistic	Std. Error
<i>Organizational Commitment</i>	<i>Skewness</i>	-0.376
	<i>Kurtosis</i>	0.299
<i>Job Satisfaction</i>	<i>Skewness</i>	-0.782
	<i>Kurtosis</i>	0.590
<i>Motivation</i>	<i>Skewness</i>	-0.413
	<i>Kurtosis</i>	0.299
	<i>Kurtosis</i>	-0.376
	<i>Kurtosis</i>	0.299
	<i>Kurtosis</i>	-0.929
	<i>Kurtosis</i>	0.590



<i>Job Stress</i>	<i>Skewness</i>	0.634	0.299
	<i>Kurtosis</i>	0.371	0.590
<i>Burnout</i>	<i>Skewness</i>	0.522	0.299
	<i>Kurtosis</i>	-0.322	0.590
<i>Intention to Leave</i>	<i>Skewness</i>	0.548	0.299
	<i>Kurtosis</i>	-0.955	0.590

Table 4 contains the alpha coefficients (Cronbach's Alpha) used to test the reliability of the scales used in the research. As a result of the reliability analysis, the lowest alpha coefficient was calculated as 0.876 and the highest alpha coefficient was calculated as 0.939. The reliability value of all scales is 0.826. This value indicates that the scale has high internal consistency.

Table 4. Reliability Analysis

	Cronbach's Alpha	N of Items
<i>All Scales</i>	0.826	47
<i>Organizational Commitment</i>	0.918	10
<i>Job Satisfaction</i>	0.875	7
<i>Motivation</i>	0.899	5
<i>Job Stress</i>	0.876	7
<i>Burnout</i>	0.939	10
<i>Intention to Leave</i>	0.923	8

Table 5 shows the results of correlation analysis between negative and positive work psychologists of disabled employees. According to this analysis, there was a moderate level ($r=-0.444$) and negative significant relationship between the dimensions of work psychology of the disabled employees.

Table 5. Correlation Analysis

		<i>Positive Work Psychology</i>
<i>Negative Work Psychology</i>	Pearson Correlation	-0.444
	Sig. (2-tailed)	0.000

ANOVA results of multiple regression analysis performed with stepwise method are indicate in Table 6. It is observed in this table that the statistical significance values of F are smaller than 0.05. It is also understood that the regression model to be established is also statistically significant.

Table 6. Regression Analysis - ANOVA

	Sum of Squares	Mean Square	F	Sig.
Regression	7367.025	3683.513	18.121	0.000
Residual	12399.412	203.269		
Total	19766.437			



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According to Table 7, 35.2% of the change in the positive work psychology of the disabled employees account for the change in the work stress of the negative work psychology and the intention to leave. According to Table 7, if the positive work psychology were a value, it would be calculated by Equation 1:

$$\text{“Positive Work Psychology} = 116.784 - (0.552 \times \text{Intention to Leave}) - (1.550 \times \text{Job Stress)”}$$

Table 7. A Regression Analysis – A Model Summary

	β	t	Sig.	R	R ²	Adjusted R ²
<i>Constant</i>	116.784	19.090	0.000			
<i>Job Stress</i>	-1.550	-5.204	0.000	0.610	0.373	0.352
<i>Intention to Leave</i>	-0.552	-2.715	0.009			

In Table 8, the relationship between the positive and negative working psychologies of disabled workers and the disability classes was examined. According to this table, as a result of the difference analysis performed, there was a statistically significant difference between the motivation and intention to leave dimensions of work psychology and the disability class of workers. Based on these analyzes, the motivation level of the workers with physical disabilities in the production center is the highest, while the motivation level of the visually-impaired workers is the lowest. Upon the examination of the intentions to leave, it is determined that the intentions of the speech-impaired workers to leave are at the highest level and the visually-impaired workers have the lowest intentions to leave.

Table 8. The Effect of Disabled Class on Work Psychology Dimensions

	Disabled Class	N	Mean	Std.	Std.	F	Sig.
Motivation Level	<i>Physically-Impaired</i>	14	22.0000	2.71746	0.72627	2.506	0.040
	<i>Other</i>	4	17.5000	2.08167	1.04083		
	<i>Visually Impaired</i>	3	15.0000	0.00000	0.00000		
	<i>Speech-Impaired</i>	3	16.0000	6.55744	3.78594		
	<i>Mentally-Impaired</i>	12	19.4167	5.58339	1.61179		
	<i>Hearing Impaired</i>	28	19.2143	3.85244	0.72804		
Intention to Leave	<i>Physically-Impaired</i>	14	13.3571	4.53376	1.21170	2.392	0.049
	<i>Other</i>	4	18.0000	5.88784	2.94392		
	<i>Visually Impaired</i>	3	8.6667	2.30940	1.33333		
	<i>Speech-Impaired</i>	3	12.3333	4.50925	2.60342		
	<i>Mentally-Impaired</i>	12	18.9167	10.50072	3.03130		
	<i>Hearing Impaired</i>	28	20.5714	9.53523	1.80199		



Table 8 shows that disabled employees' motivation and intention to leave indicates a significant difference based on the type of disability. The multiple comparison test conducted to examine in which disability classes this significant difference is observed is exhibited in Table 9. According to this table, the level of motivation of visually-impaired employees is less than that of physically-impaired and hearing-impaired employees, and hearing-impaired employees' intention to leave is higher than that of physically-impaired and visually-impaired employees.

Table 9. Disabled Class & Work Psychology Dimensions - Tamhane Test

Dependent Variable	(I) Disabled Class	(J) Disabled Class	Mean Difference (I-J)	Std. Error	Sig.
<i>Motivation</i>	Visually Impaired	Physically / Orthopedically-Impaired	-7.00000	0.72627	0000
		Hearing Impaired	-4.21429	0.72804	0.000
<i>Intention to Leave</i>	Hearing Impaired	Physically / Orthopedically-Impaired	7.21429	2.17149	0028
		Visually Impaired	11.90476	2.24164	0002

As a result of examining the relationship between work psychology dimensions and age distributions of disabled employees in the production center (see Table 10), it was found out that only the level of burnout showed a statistically significant difference according to the age distribution of work psychology dimensions. According to this, the highest burnout level is found among the workers in the production center between the ages of 21-30 and the lowest burnout level among the workers between the ages of 51-60.

Table 10. The Effect of Age on Work Psychology Dimensions

	Age	N	Mean	Std. Deviation	Std. Error	F	Sig.
Burnout Level	<i>Less than 21</i>	2	23.5000	4.94975	3.50000	3.369	0.015
	<i>21-30</i>	22	28.9545	10.31632	2.19945		
	<i>31-40</i>	28	20.8571	9.75900	1.84428		
	<i>41-50</i>	8	23.2500	12.24453	4.32910		
	<i>51-60</i>	4	12.2500	4.50000	2.25000		

Table 10 shows that the burnout level indicates a difference based on the age of the disabled. The multiple comparison test conducted to examine in which age groups this significant difference is observed is exhibited in Table 11. According to this table; it was determined that the burnout level of the disabled employees in the age range of 21-30 years was higher than the burnout level of the disabled employees in the 51-60 age range.



Table 11. Age & Work Psychology Dimensions - Tamhane Test

Dependent Variable	(I) Age Group	(J) Age Group	Mean		
			Difference (I-Std. Error	J)	Sig.
Burnout Level	51-60	21-30	-16.70455	3.14644	0.003

Table 12 exhibits the relationship between levels of education of disabled employees and work psychology dimensions. According to the table, it was determined that the education levels of the disabled employees were statistically significant only in terms of the intention to leave. According to the results of the analysis, the group with the highest intention to leave was determined as the group with associate degree and the group with the lowest degree as the primary school graduate disabled employees.

Table 12. The Effect of Age on Work Psychology Dimensions

Intention to Leave	Education Level	N	Mean	Std. Deviation	Std. Error	F	Sig.
High School	30	21.1667	8.24238	1.50485			
Associate	2	26.0000	12.72792	9.00000			

Table 12 shows that disabled employees' intention to leave indicates a significant difference based on the education level. The multiple comparison test conducted to examine in which educational levels this significant difference is observed is exhibited in Table 13. According to this table, it was determined that the high school graduate disabled employees' intention to leave is higher than that of primary school graduate disabled employees.

Table 13. Education Level & Work Psychology Dimensions - Tamhane Test

Dependent Variable	(I) Educational Status	(J) Educational Status	Mean		
			Difference (I-Std. Error	J)	Sig.
Intention to Leave	Primary School	High School	-7.47917	2.01689	0.001

Table 14 shows the relationship between job experience of disabled employees and work psychology dimensions. According to this table, it was determined that only the motivation and burnout levels of the disabled employees showed a statistically significant difference according to the job experience duration. According to this, it is determined that the motivation of disabled employees who have 3 years or more job experience is at the highest level. In addition, it has been determined that the burnout of disabled employees who have less than 1-year job experience is at the highest level.



Table 14. The Effect of Job Experience on Work Psychology Dimensions

	Job Experience	N	Mean	Std. Deviation	Std. Error	F	Sig.
Motivation Level	<i>Less than 1 year</i>	15	18.9333	4.71270	1.21681	3.962	0.006
	<i>Between 1-2 years</i>	12	17.3333	4.07505	1.17637		
	<i>Between 2-3 years</i>	11	17.0909	4.15823	1.25375		
	<i>Between 3-4 years</i>	5	22.0000	2.64575	1.18322		
	<i>4 years and above</i>	21	21.5238	3.20342	0.69904		
Burnout Level	<i>Less than 1 year</i>	15	30.6667	10.14655	2.61983	3.679	0.010
	<i>Between 1-2 years</i>	12	18.6667	9.39374	2.71174		
	<i>Between 2-3 years</i>	11	26.0909	8.83691	2.66443		
	<i>Between 3-4 years</i>	5	16.6000	6.06630	2.71293		
	<i>4 years and above</i>	21	21.3810	11.18247	2.44021		

Table 14 shows that disabled employees' motivation and burnout level indicate a significant difference based on the job experience. The multiple comparison test conducted to examine in which job experience levels this significant difference is observed is exhibited in Table 15. According to this table, it was determined that the motivation level of disabled employees who had less than one year of work experience was higher than the motivation level of those who had work experience between 1-2 years and 3-4 years. It was also determined that the burnout level of disabled employees with 4 years or more of work experience was higher than the burnout level of disabled employees with 1-2 years of work experience and 2-3 years of work experience.

Table 15. Job Experience & Work Psychology Dimensions - Tamhane Test

Dependent Variable	(I) Job Experience	(J) Job Experience	Mean Difference (I-J)	Std. Error	Sig.
Motivation Level	Less than 1 year	Between 1-2 years	12.00000	3.77055	0.039
		Between 3-4 years	14.06667	3.77140	0.029
Burnout Level	Between 1-2 years	4 years and above	-4.19048	1.36839	0.043
	Between 2-3 years	4 years and above	-4.43290	1.43547	0.047

Table 16 examines the relationship between the feeling of alienation from work and disability class. No statistically significant differences were determined as a result of the analysis conducted. Accordingly, hearing-impaired workers have the highest and visually-impaired and speech-impaired workers have the lowest the desire to be alienated from their jobs.



Table 16. The Effect of Disabled Class on Feeling of Alienation

	Disabled Class	N	Mean	Std. Deviation	Std. Error	F	Sig.
I would like to leave the workplace I work in and start over somewhere else.	<i>Physically-Impaired</i>	14	2.36	1.550	0.414	3.509	0.008
	<i>Other</i>	4	2.50	0.577	0.289		
	<i>Visually-Impaired</i>	3	1.00	0.000	0.000		
	<i>Speech-Impaired</i>	3	1.00	0.000	0.000		
	<i>Mentally-Impaired</i>	12	2.25	1.658	0.479		
	<i>Hearing-Impaired</i>	28	3.36	1.339	0.253		

In Table 16, it was determined that disabled individuals' feeling of alienation from work exhibited a significant difference based on the disability class. The multiple comparison test conducted to examine in which disability classes this significant difference is observed is exhibited in Table 17. According to this table, it was found that hearing-impaired employees' desire to be alienated from work is higher the visually-impaired and speech-impaired employees' desire to be alienated from work.

Table 17. Disabled Class & Feeling of Alienation - Tamhane Test

(I) Disabled Class	(J) Disabled Class	Mean Difference (I-J)	Std. Error	Sig.
Hearing-Impaired	Visually-Impaired	2.357	0.253	0.000
	Speech-Impaired	2.357	0.253	0.000

In Table 18, the relationship between the feeling of success of disabled workers and the disability class was examined and it was determined that the sense of success was statistically significant according to the disability class. Based on this, the workers with physical disabilities have the highest feeling of success while the workers with speech disabilities feel that they are the least successful.

Table 18. The Effect of Disabled Class on Feeling of Success

	Disabled Class	N	Mean	Std. Deviation	Std. Error	F	Sig.
I feel successful in my job.	<i>Physically-Impaired</i>	14	4.64	0.633	0.169	3.137	0.014
	<i>Other</i>	4	4.25	0.957	0.479		
	<i>Visually-Impaired</i>	3	4.00	0.000	0.000		
	<i>Speech-Impaired</i>	3	3.67	2.309	1.333		
	<i>Mentally-Impaired</i>	12	4.17	0.937	0.271		
	<i>Hearing-Impaired</i>	28	3.43	1.034	0.195		

In Table 18, it was determined that disabled individuals' feeling of alienation from work exhibited a significant difference based on the disability class.



The multiple comparison test conducted to examine in which disability classes this significant difference is observed is exhibited in Table 19. According to this table; it was determined physically-impaired employees' feeling of success is higher than that of the visually-impaired and hearing-impaired workers.

Table 19. Disabled Class & Feeling of Success - Tamhane Test

(I) Disabled Class	(J) Disabled Class	Mean Difference (I-J)	Std. Error	Sig.
Physically / Orthopedically-Impaired	Visually-Impaired	0.643	0.169	0.033
	Hearing-Impaired	1.214	0.258	0.001

The relationship between the feeling of frustration with work of the disabled employees at the production center and the disability class is shown in Table 20. According to the table, it is observed that the feeling of frustration of the disabled employees shows a statistically significant difference compared to the disability classes. Based on this, hearing-impaired persons were identified as the group of workers with the highest feeling of burnout among the other classes.

Table 20. The Effect of Disabled Class on Feeling of Frustration

	Disabled Class	N	Mean	Std. Deviation	Std. Error	F	Sig.
I feel frustrated in my job.	<i>Physically-Impaired</i>	14	1.93	1.385	0.370	2.527	0.039
	<i>Other</i>	4	1.00	0.000	0.000		
	<i>Visually-Impaired</i>	3	1.00	0.000	0.000		
	<i>Speech-Impaired</i>	3	2.00	0.000	0.000		
	<i>Mentally-Impaired</i>	12	2.42	1.379	0.398		
	<i>Hearing-Impaired</i>	28	2.75	1.295	0.245		

In Table 20, it was determined that disabled individuals' feeling of frustration at work exhibited significant difference based on the disability class. The multiple comparison test conducted to examine in which disability classes this significant difference is observed is exhibited in Table 21. According to this table; it was determined that the hearing-impaired employees' frustration was higher than that of the employees in other disability classes and visually-impaired employees.



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Table 21. Disabled Class & Feeling of Frustration - Tamhane Test

(I) Disabled Class	(J) Disabled Class	Mean Difference (I-J)	Std. Error	Sig.
Hearing-Impaired	Other	1.750	0.245	0.000
	Visually-Impaired	1.750	0.245	0.000

Table 22 exhibits the relationship between the new job impulses of the disabled employees and the disability class. Accordingly, it is observed that the workers' desire to get a new job indicates a statistically significant difference based on the disability class (Sig.= 0.043). The disability class with the highest desire to get a new job is the hearing-impaired workers, while the disability class with the lowest desire is the hearing-impaired workers.

Table 22. The Effect of Disabled Class on New Job Impulses

	Disabled Class	N	Mean	Std. Deviation	Std. Error	F	Sig.
I have been seriously thinking of looking for a job in a different industry over the last few months.	<i>Physically-Impaired</i>	14	1.57	0.756	0.202	2.471	0.043
	<i>Other</i>	4	1.75	0.957	0.479		
	<i>Visually-Impaired</i>	3	1.00	0.000	0.000		
	<i>Speech-Impaired</i>	3	1.33	0.577	0.333		
	<i>Mentally-Impaired</i>	12	2.00	1.279	0.369		
	<i>Hearing-Impaired</i>	28	2.64	1.446	0.273		

Table 22 states that the new job impulses of the disabled employees vary based on the disability class. The multiple comparison test conducted to examine in which disability classes this significant difference is observed is exhibited in Table 23. According to this table; it was determined physically-impaired employees' new job impulse is higher than that of the physically-impaired and visually-impaired employees.

Table 23. Disabled Class & New Job Impulses - Tamhane Test

(I) Disabled Class	(J) Disabled Class	Mean Difference (I-J)	Std. Error	Sig.
Hearing-Impaired	Physically / Orthopedically-Impaired	1.071	0.340	0.045
	Visually-Impaired	1.643	0.273	0000

In Table 24, significance values were determined above 0.05 in comparison with the test result at 95% confidence level. Accordingly, since significance values are greater than 0.05, positive and negative work psychology of disabled employees do not show a significant difference according to gender.



Table 24. The Effect of Disabled Class on Positive and Negative Work Psych.

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference
Positive Work Psychology	Equal variances assumed	0.249	0.619	1.399	62	0.167	6.35000	4.53915
	Equal variances not assumed			1.449	53.899	0.153	6.35000	4.38333
Negative Work Psychology	Equal variances assumed	1.536	0.220	-0.594	62	0.555	-2.98333	5.02584
	Equal variances not assumed			-0.627	56.792	0.533	-2.98333	4.75581

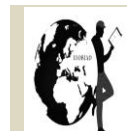
Table 25 shows the relationship between the positive and negative work psychology of disabled employees and monthly income levels. According to this table, it is observed that the workers did not show any statistically significant difference according to monthly income levels of positive and negative work psychology.

Table 25. The Effect of Monthly Income on Positive and Negative Work Psychology

		Monthly Income	N	Mean	Std. Deviation	Std. Error	F	Sig.
Positive Work Psychology	<i>Less than TRY 1000</i>		4	93.0000	3.16228	1.58114		
	<i>Between TRY 1000 - 2000</i>		59	80.9322	18.14963	2.36288	1.005	0.372
	<i>Between TRY 2000 - 3000</i>		1	91.0000	.	.		
Negative Work Psychology	<i>Less than TRY 1000</i>		4	69.2500	13.45053	6.72526		
	<i>Between TRY 1000 - 2000</i>		59	56.5593	19.68570	2.56286	0.802	0.453
	<i>Between TRY 2000 - 3000</i>		1	56.0000	.	.		

Conclusion: Summary of Findings

The research conducted examined the level of work psychology of disabled employees and the differences in attitudes that emerged among disability classes. Within the scope of the research, 12 hypotheses have been proposed and data has been obtained from 64 disabled employees to test these hypotheses. The obtained data has been processed with SPSS 20.0 program and as a result of analyses conducted, it has been found that there is a significant, moderate and negative relationship between negative work psychology and positive work psychology of disabled employees; that job stress and intention to leave dimensions of the negative work psychology resulted in a significant decrease in on the positive work psychology; that a



1-unit increase in job stress resulted in a decrease of 1.550 units in the positive work psychology of the disabled employees and a 1-unit increase in the intention to leave work resulted in a decrease of 0.552 units in the positive work psychology of the disabled employees. In addition, it has been determined that the motivation levels of individuals with disability and their intention to leave indicates a significant difference based on the type of disability, burnout levels based on age distributions, intention to leave based on education level, motivation and burnout levels based on job experience and the intention to work in another institution, level of frustration, the thought of looking for a job in another industry and feeling of success exhibit a significant difference based on the type of disability.

When the hypotheses are examined, it is observed that the 10 hypotheses proposed in the research are accepted and 2 hypotheses are rejected. Accordingly, it was determined that the influence level of the disabled employees from the organizational atmosphere and the level of the reaction developed due to the organizational structure were significantly different. Thus, it has been confirmed by this research that different approaches should be exhibited within the organizations according to the disability type.

Solutions and Recommendations

Findings that will be important in general for organizations and organizational managers when evaluated are;

- As other workers, disabled employees are also affected from the organizational climate.
- Disabled employees constitute positive and negative attitudes against the course of life of the organization.
- The workplace requirements of the disability type of the employed disabled individuals are an important necessity for both the individual and the organization.
- The working process created specifically for the disabled individuals allow them to be identified with the organization.
- Employed disabled individuals gain reputation through the incomes and profession.
- Suitable work design allows the disabled person to care for himself/herself in the enterprise.



- Organizational citizenship behavior develops in the disabled employees when the optimal organization climate is created.
- Organizational commitment of the disabled employees increases when they do not feel alienated within the organization and become identified within.
- They are motivated in that they could do different things based on the skill and confidence developed with work design.
- The factor with the highest influence on the positive work psychology of the disabled employees.
- Motivation of physically- and hearing-impaired employees is higher than visually-impaired employees.
- Hearing-impaired employees' intention to leave is higher compared to physically- and hearing-impaired employees.
- The burnout level of the disabled employees in the age range of 21-30 years is higher than the burnout level of the disabled employees in the 51-60 age range.
- High-school graduate disabled employees' intention to leave is higher than the primary-school graduate disabled employees.
- The burnout level of disabled employees with 4 years or more of work experience is higher than the burnout level of disabled employees with 1-2 years of work experience and 2-3 years of work experience.
- Hearing-impaired employees' desire to be alienated from work is higher compared to visually- and speech-impaired employees.
- Physically-impaired employees' feeling of success is higher compared to visually- and hearing-impaired employees.
- Hearing-impaired employees' feeling of frustration is higher compared to visually-impaired employees.
- Hearing-impaired employees' new job impulse is higher compared to physically- and visually-impaired employees.

As observed in the findings, the attitudes that the disabled employees have developed towards the organizational and intra-organizational regulations are similar to the attitudes developed by the non-disabled workers. Positive attitudes develop in disabled employees when the right job design, optimal organizational climate, positive leadership approach, individual job trail, in-house training, rehabilitation, social programs, and psychological support are provided, and productivity and performance may rise to an unexpected level. Bizimköy Production Center for Disabled individuals is one of the best examples of this situation. The center where people with disabilities make up 75% of worker capacity make productions in areas such as food



processing, apparel, mushroom production, greenhouse, and beekeeping fields. Producing 400.000 t-shirts, 110 tons of mushrooms, 10 tons of apples, 500 kg of walnuts, 3 tons of vegetables and 200 kg of honey per year, an annual income of only €5 million is obtained from t-shirts exported to Europe only. Achieving this level of income is a mere illusion, even for most businesses that do not employ disabled individuals. Therefore, it is observed that, when the right strategies are implemented, disabled people have extraordinary economic and social participation. However, it has been determined that many differences manifest with the classification of disabled individuals within this system. Even so, it has been found that even in this production facility specially prepared for the disabled and dedicated to the identification with the organization, visually-impaired and hearing-impaired persons could not adapt to the organization. Therefore, increasing the employment of people with disabilities is not a solution by itself in organizations. In addition to employment, the pre-employment workplace and work processes must be adapted to all disability classes, disabled employees should be regularly monitored for work psychology; psychological benchmarking should be applied, and individualized managerial solutions should be produced for disabled employees experiencing problems in organizational atmosphere due to different perceptions they have developed.

Limitations of The Study and Future Research Directions

The research includes the disabled employees in Bizimköy Production Center for Disabled individuals. This research does not include the non-disabled workers in the production facility in which the data is obtained and/or other disabled employees.

The research has been conducted based on the following assumptions;

- It has been assumed that the disabled employees that participated in the research correctly understood the questions directed to them.
- It has been assumed that the disabled employees that participated in the research responded the questions directed to them in a way that reflected the facts.
- It has been disabled employees that participated in the research were objective while evaluating the work psychology.
- In the work psychology evaluations of the disabled employees that participated in the research, it was assumed that the effect of individual and environmental factors outside the organizational climate was zero.

In the future research, detailed examination of the disability classes which cause difference in perception and attitude in organizations,



multidisciplinary researches, and the detailed determination of workplace regulations for each disability class and the determination of the study psychology which the disabled employees have before the implementation of these regulations and the work psychology levels after the application are recommended.

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