HOW DOES MANAGING DISABILITY ACCOMMODATION AFFECT SUPERVISORS' JOB STRAIN AND MOTIVATION?

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DEDICATION

I dedicate the research work to the almighty **Allah**, who created me and blessed the opportunity to walk through the path of knowledge and collect the most beautiful pearls of wisdom. I also dedicate the work to my mother **Ferdousi Begum**, who taught me how to dream big & face the hardest challenges to make the dream comes true, and my supervisor **Dr. Kelly Williams-Whitt**, whose unceasing inspiration and support resulted in the achievement.

ABSTRACT

In our study, we investigated how job demands of disability accommodation influence supervisors' job strain and motivation. We also investigated the factors that make disability accommodation complex. We collected data from 335 supervisors using an online survey questionnaire through Prolific Academic UK. We analyzed our data using a thematic approach in NVivo, and confirmatory factor analysis, hierarchical regression analysis and process macro model 4 in SPSS. We found that job demands of disability accommodation are positively associated with accommodation-related supervisors' job strain. Disability accommodation complexity is positively associated with accommodation-related job demands and job strain. However, job control, reward and social support are negatively associated with supervisors' job strain during disability accommodation. The study identifies several factors that contribute to increasing disability accommodation complexity, such as the extent of physical environmental changes needed, required social support and resources, and availability of position alternatives.

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CHAPTER 1: INTRODUCTION

Workplace disability is a growing concern for business management because of its profound impact on the employees, employers, and society (Chénier, 2013; Williams-Whitt, Kristman, Shaw, Soklaridis, & Reguly, 2016). The International Labour Organization (ILO) defines workplace disability as the substantial reduction of employees' prospect of securing, returning to, and advancing in suitable employment because of recognized physical, sensory, intellectual or mental impairment (Retournard & Evans-Klock, 2010). Statistics Canada reports that more than one million Canadian employees face some type of disability at the workplace (Till, Leonard, Yeung, & Nicholls, 2012). Furthermore, according to the National Institute of Disability Management and Research (NIDMAR), any employee with an annual income of $50,000 who can no longer work because of a health condition will lose about $400,000 before his/her retirement, even when receiving 60% of their salaries through long-term disability coverage. The Canadian Medical Association (CMA) suggests that although it is difficult to measure, prolonged absence from work is detrimental to the physical, mental and social health of employees (Chénier, 2013; Loeppke, 2008; Thorpe & Chénier, 2013).

When employees are absent because of physical or mental disabilities, employers face significant costs. They must cover the costs associated with the benefits for the employee, replacement workers, managing benefits administration and lost employee engagement during the absence of the employees. In 2011-2013, it is estimated that the Canadian economy lost approximately $16.6 billion because of workplace absenteeism caused by the mental and physical illness of employees (Chénier, 2013). Additionally, Canadian employers lost productivity worth approximately $380,000 per 1000

employees due to disability-related absenteeism (Chénier, 2013). Work disability can also cause significant social problems. In Canada, when the insurance coverage for employees with disabilities runs out, they are often forced to rely on social assistance, which is a considerable cost for society, reduces tax revenues, and challenges the viability of the social safety net (Chénier, 2013).

Accommodation of disability is also important for organizations since it is a legal obligation for employers to accommodate affected employees (Williams-Whitt et al., 2016). Disability accommodation means the employer makes necessary modifications to the worksite, and/or adjustments to the employees' duties and responsibilities so that the employee can maintain employment (Retournard & Evans-Klock, 2010). Disability is a protected ground under human rights legislation in Canada, and discrimination against employees with disabilities is considered a human rights violation. If an employee has a documented disability or appears to have a disability, it is the legal obligation of the employer to accommodate the employee up to the point where it causes the employer undue hardship (Williams-Whitt & Taras, 2010). Employers are obliged to do everything they can to accommodate an employee with a disability. This may include physical or structural changes, as well as social or organizational accommodations (Lynch, 2009). It may include changes to rules, standards, policies, and workplace cultures. Disability accommodation is also significant for organizations to maintain a positive corporate image since it is considered an ethical as well as a legal obligation (Williams-Whitt et al., 2016).

Effective disability accommodation at work is crucial for employers since it influences organizational performance by minimizing direct and indirect costs related to

disability and maintaining desired productivity (Chénier, 2013). When disabilities are effectively accommodated, it accelerates the return-to-work (RTW) of affected employees, which reduces insurance premiums and other unproductive costs, while maintaining participation at work (Gensby, Labriola, Irvin, Amick, & Lund, 2014; Ian & Philip, 2000; Whitaker, 2001). Although it is often perceived that staying off work accelerates employees' recovery from illness and helps their RTW with full productivity, studies indicate that the opposite is true. Lindenberg (2012) reported that if an employee is absent from the workplace because of sickness for six months, his/her probability of returning drops by 50% irrespective of the organization and industry. Similarly, Chénier (2013) presented findings from a high-profile US firm showing that if employees stay off work for 12 weeks, it reduces their RTW by 50%.

Although there are many stakeholders in the disability accommodation process, research suggests that the supervisor is one of the most important stakeholders (Klimoski & Donahue, 1997; Paetzold et al., 2008; Williams-Whitt et al., 2016; Zachary, 2010). They play a crucial role in the success or failure of accommodation because they are key decision-makers and because they often have the most direct contact with the returning employee (Kristman et al., 2017). For example, Shaw, Robertson, Pransky, and McLellan (2003) found that meaningful, non-punitive job modifications, personal guidance, and support from supervisors promote disability accommodation success, and increase the RTW rate for employees with disabilities. Krause, Dasinger, Deegan, Rudolph, and Brand (2001) found that if supervisors' support during accommodation is low, the RTW rate is 18% lower for workers with low back pain (LBP). Supervisors' supports and efficiencies in disability handling can also reduce disability management costs (Shaw,

Robertson, McLellan, Verma, & Pransky, 2006). Shaw, Robertson, et al. (2006) also indicate that disability accommodation training for supervisors can increase supportive behavior which improves accommodation success. As key stakeholders, the improvement of supervisors' abilities to manage accommodation successfully are important to the overall success of disability accommodation management process (Baril, Clarke, Friesen, Stock, & Cole, 2003; Florey & Harrison, 2000; Nicholas, 2002; Pransky, Gatchel, Linton, & Loisel, 2005; Shaw, Pransky, & McLellan, 2006; Shaw, Robertson, et al., 2006; Shaw, Pransky, & Winters, 2009).

Although previous research acknowledges the critical role of supervisors in the disability accommodation process, little research has focused on how the responsibility for disability accommodation influences supervisors. It seems clear that if it is important for supervisors to effectively manage and support the accommodation process, we need to understand how they approach this responsibility and how it affects them.

Very few studies address how supervisors think about disability accommodation and how they react to disability accommodation responsibilities (Habeck, Leahy, Hunt, Chan, & Welch, 1991; Linton, 1991; Stochkendahl, Myburgh, Young, & Hartvigsen, 2015; Williams-Whitt et al., 2016). In one qualitative study, Williams-Whitt et al. (2016) suggest that complex accommodation cases may create unique demands on supervisors that in turn impacts their ability to make good decisions. The study also suggests that complicated accommodations may increase stress (or strain) for supervisors which may have a ripple effect on supervisors' health, mind, and performance of regular responsibilities at work. Williams-Whitt et al. (2016) indicated that accommodation may be particularly stressful for supervisors because it is atypical. Many supervisors have

little training or experience with accommodation. They are fearful of causing harm and concerned about coworkers who perceive accommodations as unfair (Williams-Whitt et al., 2016). Previous theories support the view that supervisors can experience negative psychological, physical and professional outcomes when strain levels are high (Bickford, 2005; Karasek, 1979; Schaufeli & Bakker, 2004). But no quantitative study has yet verified the impact of accommodation responsibilities on supervisors' job strain.

Since supervisors are key decision-makers in disability accommodation, it is important to understand how the responsibility for accommodation impacts them. It is also important to understand how to support supervisors who are asked to be accommodation decision-makers. Therefore, the primary objective of our study is to investigate the relationship between supervisors' job demands, associated strain and motivation, when disability accommodation responsibility is added to their pre-existing job demands. We also investigate the factors that are expected to moderate the effects of additional disability accommodation responsibility, including job control, social support, and reward.

In the following chapters, we developed the theoretical framework and research model, evaluated the empirical studies to develop hypotheses, explained the research methodology, analyzed data, and discussed the research findings, their implications, and limitations.

CHAPTER 2: THEORETICAL FRAMEWORK

Our study investigated the relationship between increased job demands and associated job strain of supervisors while performing disability accommodation responsibilities. To ground the research hypotheses, we relied on Karasek's Job Strain Model (1979) and Bakker & Demerouti's Job Demands Resources Model (2007) explaining the relationship between job demands and strain.

In this chapter we first define stressor, stress and strain. We then discuss the core components of the Karasek model and then explain how it is extended in the Job Demand Resources Model (Bakker and Demerouti, 2007).

Stressor, Stress and Strain

Generally, job stress is a psychological response that is triggered by stressors at the workplace whereas strain is the outcome of stress response (Hargrove, Hargrove, & Becker, 2016). Stressor refers to any antecedent at the workplace that triggers a stress response, such as workplace, workload, job complexity, role ambiguity, role conflict and job insecurity (Beehr & Franz, 1987; Hargrove et al., 2016). Job strain can be referred to the immediate effect of job stress within individual employees (Jimenez & Dunkl, 2017). The major outcomes associated with job strain are exhaustion, depression, and job and life dissatisfaction (Karasek, 1979; Luo, 1999; Xie, 1996). Concepts of stress and strain are difficult to distinguish from each other because of their psychological nature (Cooper, Dewe, & O'Driscoll, 2001; Hurrell, Nelson, & Simmons, 1998; Jackson, 1992; Jimenez & Dunkl, 2017). In the long tradition of stress literature, the terms "stress" and "strain" are used interchangeably (Jimenez & Dunkl, 2017; Shantz, Arevshatian, Alfes, & Bailey, 2016). For example, Michie (2002a) defined stress as the strain within individuals

whereas Shantz et al. (2016) reported "stress" and "strain" as similar terms. Thus, we used the term "stress" and "strain" interchangeably in this document.

Job Demand-Control Model of Job Strain (JDC)

Generally, a high job strain condition predicts the reduced productive behavior of employees in the workplace (Ekienabor, 2016; Kotteeswari & Sharief, 2014). Over the past century, various models have been developed to better understand the mechanisms, factors, and facets of job strain. Karasek (1979) stated that most probably, F.W. Taylor started the journey in his principles of job design by acknowledging job strain as a crucial factor in a workplace environment and predicting that job strain can be mitigated by paying more compensation and taking tight control over decision-making. However, Karasek (1979) opposed that view, suggesting that tightening controls can lead to more job strain and dissatisfaction. He developed a basic job strain model described below (see Figure 1), which hypothesizes that job strain is a function of job demands and decision latitude.

Job Demands: Karasek (1979) defined job demands as the psychological stressors associated with workload, unexpected tasks, and job-related personal conflict. Job demands are measured based on factors including the pace of work, hardness of work, amount of work, time pressure, excessiveness of work, flexibility to finish assignments, and job demand conflict. Job demands are considered high when employees need to work fast and hard, perform a great deal of work, finish work within a tight schedule, perform excessive work, deal with insufficient time to work and manage conflicting demands.

Job Control: Job control is alternatively referred to as decision latitude and has two basic dimensions: decision authority and skill discretion. Decision authority refers to employees' control over their tasks and the process of performing their tasks. The factors involved in decision authority are decision-making freedom, involvement in decision-making, and assistance in one's decisions. On the other hand, skill discretion refers to the breadth of employees' skills usable in their jobs. Factors involved in skill discretion are high skill requirements, new skill requirements, repetitiveness of work, and need for creativity. Low control represents a condition of de-skilled labor and reduced decision-making autonomy where employees are not given the desired level of freedom to make decisions and have no opportunity to learn new skills to improve their performance and solve problems at work.

Core Concept: The model predicts different levels of strain, which are derived from four interactions of job demand and decision latitude or control. In the *high strain condition,* employees have high job demand and low job control that lead to the highest level of job strain. Major characteristics of high strain conditions are rigid and inflexible work environments, policies that cannot be controlled by employees to cope with strain, and high frequency of employees' illness. In the *active condition,* although job demands are high, employees enjoy high level of job control that helps to cope with the strain derives from their high job demands. Karasek et al. (1998) suggest that this situation leads to less strain and highly productive behavior because it creates a challenging environment for employees with greater flexibility and latitude. Employees enjoy opportunities to learn new skills and improve problem-solving abilities. In the *low strain condition,* employees experience few psychological demands but a high level of control.

In this situation, employees enjoy more than average health and happiness. Finally, in the *passive condition,* both the job demands and decision latitude are low. This is an unsatisfactory condition for employees as it includes unchanging and unskilled work that leads to apathy and boredom. The model predicts that this job situation will be correlated with high levels of mental and physical illness among employees (Karasek, 1979; Xie, 1996).

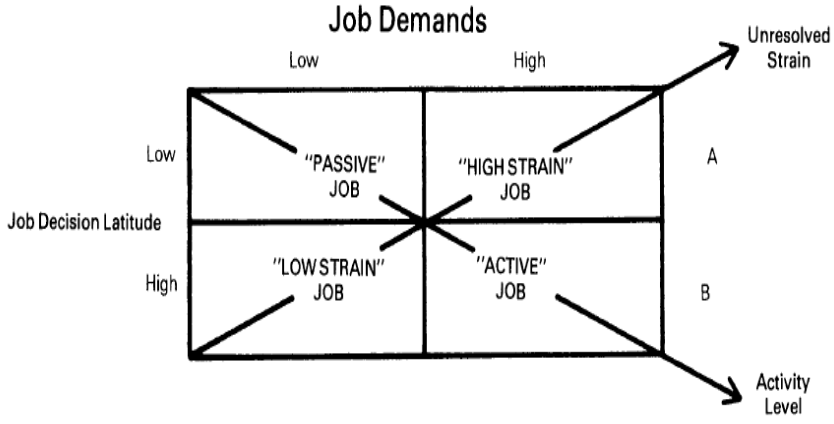


Figure 1- JDC Model

Source: Karasek (1979)

Although the JDC model is criticised for overlooking important social factors, it has remained a dominant model in stress management research since 1979. In a review of 63 high-quality studies conducted based on the JDC model from 1979 to 1998, Van der Doef and Maes (1999) found 56 studies that supported the core assumption of the JDC model where high job demands coupled with low control increases job stress. The model was strongly supported in another systematic review of 83 studies conducted from 1998 to 2007 by Häusser, Mojzisch, Niesel, and Schulz-Hardt (2010). The systematic review revealed that 31% of the studies fully supported the JDC model, and 49% tests partially

supported the model. Bond, Flaxman, and Loivette (2006) conducted several meta-analyses to understand the ability of job demands to predict job stress. They found that the results consistently supported the assumption of the JDC model that high job demand coupled with sufficient job control does not predict high job strain, while high job demand coupled with low job control significantly increases job strain.

Job Demands-Resources Model (JD-R)

Like the core assumptions of the JDC model, JD-R also acknowledges the negative relationship between job demands and strain. However, the JD-R model also extends the assumptions of the JDC, by introducing job motivation as a new outcome of job demands and strain. The core assumption of the JD-R model is that every occupation has unique risk factors that are associated with job strain, and the factors are classified into two general categories: job demands and resources. These categories make an overarching model, which has implications for various occupational settings. Job demands refer to the physical, psychological, social or organizational aspects of a job that require sustained physical, cognitive and emotional efforts. On the other hand, job resources are defined as the physical, psychological, social or organizational aspects of the job that are either functional in achieving work goals, reducing job demands, or stimulating personal growth, learning, and development. Job resources include:

- skill variety, task identity, autonomy, feedback and task significance at the task level;
- pay, career opportunities and job security at the organizational level;
- supervisor and coworker support, and team climate at the interpersonal and social relationship levels;

- and role clarity and participation in decision making at the work level (Bakker & Demerouti, 2007).

The JD-R model outlines two basic psychological processes responsible for developing job strain and motivation. First, the health impairment process that is caused by the poorly designed jobs or chronic job demands including work overload and emotional demands that exhaust mental and physical resources of employees and finally cause resource depletion, stress, strain (burnout) and health problems (Demerouti, Bakker, Nachreiner, & Schaufeli, 2000; Demerouti, Bakker, de Jonge, Janssen, & Schaufeli, 2001; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Leiter, 1993). The second process is a motivational process that assumes that job resources work as the source of motivation, which leads to high work engagement, low cynicism, and excellent performance. Additionally, job resources can produce motivation that is either intrinsic or extrinsic, foster growth, learning, and development of employees, and are related to achieving work goals (Bakker & Demerouti, 2007). In summary, the JD-R model assumes that high job demands can lead to stress, strain (burnout) and health problems of employees. On the other hand, enough job resources can buffer these negative outcomes of high job demands.

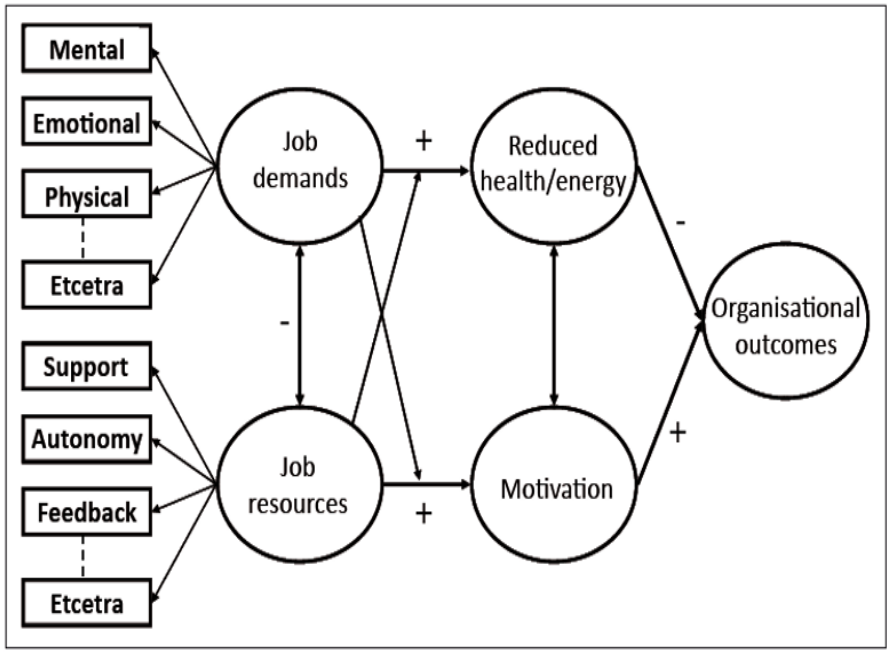


Figure 2- JD-R Model

Source: Bakker and Demerouti (2007)

CHAPTER 3: HYPOTHESIS DEVELOPMENT

In this chapter, we develop hypotheses based on the theoretical relationships between research variables. Firstly, we discussed the impact of disability accommodation complexity on supervisors' job demands and strain. After that, we explain the expected relationship between job demands and supervisors' strain during disability accommodation, along with the moderating roles of job control, social support, and rewards. Finally, we look at the relationship between supervisor's strain and motivation while performing disability accommodation responsibilities. An overview of the research model is provided in Figure 3.

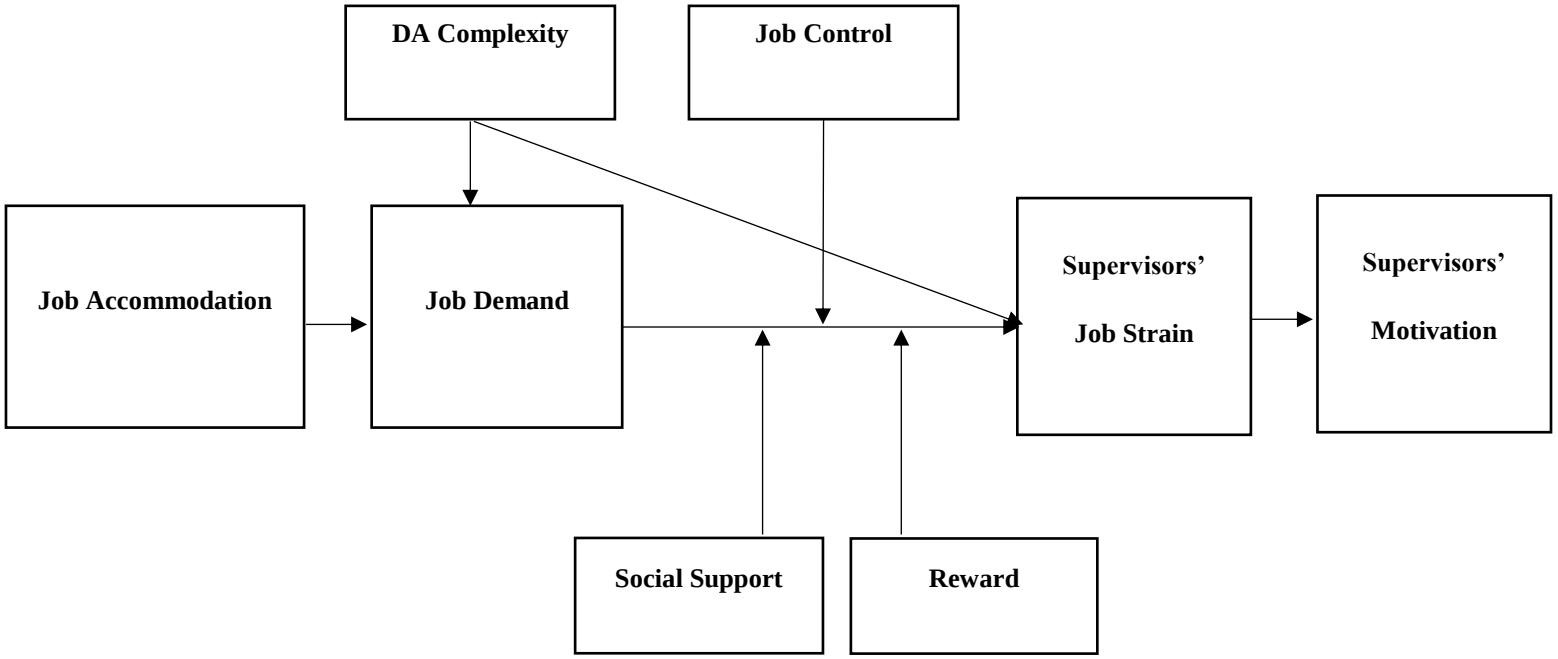


Figure 3- Research Model

Job (D-A) Complexity, Job Demand and Job Strain

The Demand-Ability Fit Model (D-A Fit) extends the JD-R model described in Chapter 2 (Edwards, Caplan, & Harrison, 1989). The demand-Ability (D-A) Fit model suggests that job demands exceeding individual employee's skills and abilities causes D-A misfit that negatively influences employee well-being (e.g. causes stress, dissatisfaction, anxiety, dysphoria or the complaints of insomnia or restlessness) (Park, Beehr, Han, & Grebner, 2012). Job complexity is considered a major driver of D-A misfit that triggers stressors and contributes to increasing job strain (Edwards, 1996; Edwards et al., 1989; Guan, Deng, Bond, Chen, & Chan, 2010; Livingstone, Nelson, & Barr, 1997; Park et al., 2012). Edwards (1996) suggests that employees experience high strain when their ability is insufficient to perform complex job demands in the workplace. An empirical study of 948 employed men and women found that job complexity has a significant influence on employee well-being in the workplace (Adelmann, 1987). A longitudinal study of 153 firefighters and 150 police officers suggested that psychological and task-related complexity is positively associated with the symptoms of cardiovascular illness (Schaubroeck, Ganster, & Kemmerer, 1994). Park et al. (2012) found in a study of 289 South Korean employees that job complexity works as a stressor and leads to psychological strain among employees when it reaches to the level of D-A misfit. In summary, job complexity works as a significant predictor of complex job demands and strain when it exceeds the level of employees' existing skills and abilities.

Job accommodation complexity and strain: Theory and empirical evidence suggest that supervisors' responsibilities for complex disability accommodation management can involve complex job demands that may exceed their existing skills and

abilities. As a result, supervisors may experience D-A misfit and increased strain while dealing with complex disability accommodation. In contrast, supervisors' responsibilities for uncomplicated disability accommodation management can produce less complex job demands that may not predict D-A misfit. Williams-Whitt et al. (2016) interviewed supervisors who accommodated workers and found that complex disability accommodations have certain characteristics that may include many medical restrictions, uncertainties about the medical conditions, longer accommodation time, difficult task modifications, involvement of other departments, application of complex cognitive processes, and investment of more resources. As a result, compared to uncomplicated disability accommodation cases, where previous experience may be applied as the rule of thumb, supervisors experience higher job demands while dealing with complex disability accommodations (Williams-Whitt et al., 2016). Thus, higher job demands are likely to stimulate stressors and increase associated job strain for supervisors. Based on the theoretical and empirical evidence, we propose that:

Hypothesis-1: Disability accommodation complexity is positively associated with accommodation-related job demands of supervisors.

Hypothesis-2: Disability accommodation complexity is positively associated with accommodation-related job strain of supervisors.

Job demands and Job Strain

Schaufeli and Bakker (2004) defined job demands as the physical, psychological, social or organizational aspects of a job that require physical and/or psychological (cognitive or emotional) efforts. Since job demands are both physically and

psychologically demanding, they are associated with certain physical and psychological costs (e.g. strain).

The relationship between job demands and strain is intensively studied and well supported in job demand and stress management literature. For example, a laboratory experiment among 125 subjects working in mail sorting jobs with either high or moderate job demands suggested that job demands are significantly associated with anxiety, a major stress dimension (Perrewé & Ganster, 1989). Studies also found that job demands are significantly associated with employees' emotional exhaustion (Janssen, Schaufelioe, & Houkes, 1999; Tummers, Janssen, Landeweerd, & Houkes, 2001). In a Canadian of 1179 nurses and 745 teachers, Trépanier, Fernet, Austin, Forest, and Vallerand (2014) found that job demands lead to energy depletion and compensatory costs for employees by producing feelings of pressure and obligation. On the other hand, energy depletion and compensatory costs lead employees to burnout and disengagement, which are the outcomes of long-term job stress.

The basic components of high job demands are excessive workload, increased hardness of work, increased time pressure, enhanced resource deficits, and reduced flexibility that significantly increase employees' stress and strain level levels. Several studies suggest that high job demands lead to excessive workload that results in high physical and psychological costs and different negative responses including stress, depression, anxiety and, eventually strain (Brotheridge & Grandey, 2002; Broughton, 2010; Kompier & Marcelissen, 1990; MacDonald, 2003; Perrewé & Ganster, 1989; Schaufeli & Bakker, 2004). Moreover, high job demands increase the hardness of work, thus, increases employees' strain level (Bashir & Ramay, 2010; Kompier & Marcelissen,

1990; Michie, 2002b; Rizzo, House, & Lirtzman, 1970). Time pressure is a significant factor in predicting stress and strain (Lee & Ashforth, 1996). Studies suggests that high job demands increase time pressure on employees and contribute to increasing their strain levels (Costa, Sartori, & Åkerstedt, 2006; Demerouti, Bakker, & Bulters, 2004; Grunberg, Moore, Greenberg, & Anderson-Connolly, 1999). Several studies also indicate that high job demands may cause resource deficits and reduce flexibility, which contribute to increasing job strain (Bashir & Ramay, 2010; Costa et al., 2006; Janssen et al., 1999; Maslach, 2003; Mikkelsen, Saksvik, & Landsbergis, 2000; Russell, O'Connell, & McGinnity, 2009; Trépanier et al., 2014).

Job accommodation, supervisors' job demands, and job strain: Studies suggest that supervisors face increased job demands when they perform disability accommodation since accommodation tasks require high physical and mental attention to be successful (Akabas & Gates, 1991; Elfering, Semmer, Schade, Grund, & Boos, 2002). During accommodation, supervisors require facilitating access to health care resources, monitoring employee function, increasing communication, coordinating with other stakeholders, and managing much of the return-to-work process. Extended job demands of disability accommodation are likely to increase associated job strain of supervisors during disability accommodation management (Akabas & Gates, 1991; Gates, 1993; Shaw, Pransky, et al., 2006).

Prior research also suggests that disability accommodation may contribute to an excessive workload for supervisors when disability accommodation is an additional duty above and beyond their regular duties (Williams-Whitt et al., 2016). Disability accommodation may also be a complex job since it requires high-quality information,

specific skills and experiences, extended decision authority, and ongoing support to be managed well (Linton, 1991; Stochkendahl et al., 2015; Williams-Whitt et al., 2016). Disability accommodation may also be perceived as a risky and unpredictable process since mistakes can exacerbate an employee's health condition (Williams-Whitt et al., 2016). Disability accommodation may also be a time and resource consuming task, particularly when it is protracted and complex in nature. Sometimes, disability accommodation management becomes more demanding when the initial efforts fail, and supervisors need to start the process over, and invest time and resources again. Such a disability accommodation may lead to budget deficits and create extensive time pressure on supervisors (Habeck et al., 1991; Linton, 1991; Shaw, Robertson, et al., 2006; Williams-Whitt et al., 2016). Furthermore, disability accommodation is a required process where there is a limited opportunity for supervisors to be flexible in performing the responsibility along with their regular duties (Williams-Whitt et al., 2016). Therefore, we expect that disability accommodation as an additional responsibility contributes to increasing associated strain of supervisors by intensifying their workload, task complexity, time pressure, budget deficits and inflexibility in the workplace.

The research described above, and the principles of the JDC model suggest that the increased job demands associated with disability accommodation are likely to increase the associated job strain of supervisors during disability accommodation. Therefore, we propose that:

> **Hypothesis-3:** Job demands of disability accommodation are positively associated with accommodation-related strain of supervisors.

Job Control and Job Strain:

Job control is the ability of employees to make work-related decisions and devise coping strategies that can buffer the effects of strain (Halpern, 2005). Previous studies suggested that job control plays a significant moderating role in the positive relationship between job demands and strain of employees. The interaction between high job demand and low job control increases job stress whereas the interaction between high job demand and job control reduces job strain (Karasek & Theorell, 1990; Noblet, Rodwell, & McWilliams, 2001; Rodriguez, Bravo, Peiro, & Schaufeli, 2001; Thomas & Ganster, 1995). Ganster, Fox, and Dwyer (2001) found that employees experience adverse health consequences (coronary heart disease and mortality) when facing high demands with little personal control. Similarly, Vegchel, Jonge, and Landsbergis (2005) explained that when employees experience high strain because of their high job demands, offering high job control can be beneficial since high job control allows employees to adapt their work situation e.g. having more breaks.

Fox, Dwyer, and Ganster (1993) and Karasek and Theorell (1990) found that the level of imbalance between job demand and control determines the level of strain employees experience in the workplace. Similarly, a meta-analysis by Doef and Maes (1999) suggested that high job demands generally increase strain and high job control buffers the outcomes. This finding was also supported in a systematic review by Lange, Taris, Kompier, Houtman, and Bongers (2003).

Job control and strain of supervisors during job accommodation: Williams-Whitt et al. (2016) suggest that job control (autonomy) is an important resource in disability accommodation management because supervisors are required to access information and

resources, coordinate activities, and design work modifications. If supervisors cannot make necessary decisions or bring necessary changes to the workplace, a disability accommodation process becomes more complex and that enhances supervisor stress. Williams-Whitt (2007a) also found that supervisors face significant difficulties initiating a successful accommodation effort if the disability accommodation is requested and influenced by external bodies. Such difficulty may contribute to increase supervisors' anxiety and strain levels (Michie, 2002b).

The JDC model predicts that sufficient job control can moderate the relationship between increased job demands and strain. We expected that this should play out in a disability accommodation scenario as well. High job control can reduce the strain of supervisors by mitigating the negative effect of increased job demand associated with additional disability accommodation responsibilities. In contrast, low job control can increase supervisors' job strain by enhancing the negative effect of increased job demands during disability accommodation. Therefore, we proposed the hypothesis below:

> **Hypothesis-4:** Job control moderates the relationship between increased job demands and associated strain of supervisors during disability accommodation, such that high job control weakens the relationship whereas low job control strengthens the relationship.

Social Support and Job Strain

Social support is defined by Leavy (1983, p. 5) as "the availability of helping relationships and the quality of those relationships". Johnson and Hall (1988) conducted research on 13,779 Swedish male and female workers to understand the relationship

between the physical work environment and cardiovascular disease prevalence. They found that although the level of employee job control was high, the prevalence of cardiovascular diseases in a high job demand conditions is higher if employees have low social support. A meta-analysis of 68 studies by Viswesvaran, Sanchez, and Fisher (1999) found that most empirical studies indicate that social support significantly moderates the relationship between job demand and strain in the workplace

Several cross-sectional studies also acknowledge the moderating effect of social support in the relationship between high job demand and various stress-related outcomes, e.g., job strain (e.g. Cole, Ibrahim, and Shannon (2005). A Japanese study of 2,535 employees found that higher support from supervisors and coworkers in highly demanding job situations reduces employee absenteeism (Saijo et al., 2017). A Taiwanese study of 373 nurses suggested that high job demands stimulate turnover, but is buffered by social support at the workplace (Chiu, Chung, Wu, & Ho, 2009). Another study of 1,063 nurses found that high job demands and long working hours produce depressive symptoms and higher turnover. The intention to leave is moderated by support from supervisors and coworkers. The finding is also supported in a Nigerian study by Doorn, Ruysseveldt, Dam, Mistiaen, and Nikolova (2016).

Social support and supervisors' strain during job accommodation: Williams-Whitt et al. (2016) suggest that the lack of necessary organizational supports enhances the disability accommodation complexity that increases supervisors' strain during disability accommodation. Organizational supports included concrete accommodation policies and processes, as well as collegial support from management and coworkers. Their study suggests that social support can reduce the cognitive workload of supervisors and

improve their accommodation decisions while dealing with a complex job accommodation situation. Colleagues who volunteer to help out during the disability accommodation process may also reduce the cognitive workload associated with the supervisors' other responsibilities. Therefore, it is logical to propose that social support can reduce the effect of high job demands on the associated strain of supervisors by reducing their cognitive workloads during disability accommodation.

Evidence suggests that social supports in the workplace can moderate the negative relationship between increased job demands and associated strain of supervisors during disability accommodation. Therefore, we proposed that:

> **Hypothesis-5:** Social support moderates the relationship between increased job demands and associated strain of supervisors during disability accommodation such that high social support weakens the relationship whereas low social support strengthens the relationship.

Job Rewards and Job Strain

Siegrist (1996) suggested that occupational rewards (e.g. monetary reward, esteem reward, and status control) moderate the relationship between high job demands and strain. This occurs because high job demands coupled with low rewards produce physical and mental strain that increase their susceptibility to different diseases. A study of 4,135 British employees found that employees with high job demand and low reward jobs are 12 times more likely to report higher stress than those with low job demand and high reward jobs (Calnan, Wadsworth, May, Smith, & Wainwright, 2004). Several other cross-sectional studies support the moderating effect of reward in the relationship between job

demands and strain (Bosma, Peter, Siegrist, & Marmot, 1998; Jongea, Bosmab, Peterc, & Siegrist, 2000; Koch, Schablon, Latza, & Nienhaus, 2014; Lee, Lee, Gillen, & Krause, 2014; Myhre et al., 2013; Schreuder, Roelen, Koopmans, Moen, & Groothoff, 2010; Tzeng, Chung, Lin, & Yang, 2012; Vegchel, Jonge, Meijer, & Hamers, 2000; Wang et al., 2012). We also found two longitudinal studies (Ostry, Hershler, Chen, & Hertzman, 2004; Sembajwe et al., 2012) and one meta-analysis (Vegchel et al., 2005) that support this effect.

Rewards and strain of supervisors during job accommodation: We are not aware of any study that assessed how reward impacts supervisors during job accommodation. However, studies suggested that rewards can moderate the negative relationship between increased job demands and associated strain of supervisors during disability accommodation management. The results was extensively supported by the empirical evidence presented above. Therefore, we proposed that:

> **Hypothesis-6:** Reward moderates the relationship between increased job demands and associated strain of supervisors during disability accommodation such that high reward weakens the relationship whereas low reward strengthens the relationship.

Job Strain and Motivation

For any organization, employee motivation is a crucial factor since it significantly influences employees' effectiveness and productivity in the organization (Franco, Bennett, Kanfer, & Stubblebine, 2004). Motivation is the degree of willingness of employees to produce and maintain expected efforts for achieving organizational goals

(Franco et al., 2004). Alternatively, motivation is the psychological process that enables employees' intention to allocate their personal resources for achieving organizational goals. Therefore, motivation increases the effectiveness and productivity of employees (Franco et al., 2004). The major factors influencing employee motivation are job content (e.g. challenge associated with work, training opportunity, tools necessary to use skills), the work environment (e.g. workplace relationship, physical conditions and role clarity), individual differences (e.g. personality and background), and extrinsic benefits (e.g. benefits, income, advancement opportunity, work-life balance) (Peters, Chakraborty, Mahapatra, & Steinhardt, 2010).

The JD-R theory suggests that high job demand is a major driver of job strain, which negatively affects employee motivation (Bakker, Demerouti, & Verbeke, 2004). Several empirical studies support the theoretical position (e.g., Allen, Hitt, & Greer, 1982; Gilboa, Shirom, Fried, & Cooper, 2008; Jamal, 1985). Several cross-sectional studies also supported that in the high job strain condition, employees experience reduced motivation (e.g., Barney & Elias, 2010; Khalatbari, Ghorbanshiroudi, & Firouzbakhsh, 2013).

Job strain and motivation of supervisors during job accommodation: We are not aware of any study that attempted to measure supervisors' motivation during disability accommodation management. However, in the light of the theoretical and empirical evidence discussed, we expected that job stain negatively influences supervisors' motivation while performing disability accommodation responsibilities in addition to their regular duties. Therefore, we hypothesized that:

Hypothesis-7: Job strain associated with disability accommodation responsibilities is negatively associated with supervisors' motivation.

CHAPTER 4: RESEARCH METHOD

This chapter describes the research design used to test the hypothesized model in Figure 3. We begin with an overview of the approach and pilot study. This is followed by a description of the population and sample, the measures used to assess the constructs and the statistical techniques used to analyze the data.

Research Design

The research was conducted in a cross-sectional research design. We collected both qualitative and quantitative data using an online survey questionnaire containing both open-ended and close-ended questions. In the survey, we collected qualitative data about the disability accommodation experiences of supervisors, and the factors that made their disability accommodation easy or complex. We also collected quantitative data for measuring our research variables (disability accommodation complexity, job demands, job control, social support, reward, strain, and motivation).

The survey was administered through Prolific Academic UK, a platform that enables researchers to access appropriate participants. We initially decided to collect data through Amazon's Mechanical Turk. Prolific Academic UK was added to reach a broader group of supervisors with recent disability accommodation management experience. We expected that the disability experience of supervisors would be similar since all of the countries where we collected data have similar legal requirements for disability accommodation. Before launching the final survey (using Qualtrics), we conducted an online pilot study of 40 supervisors to ensure that the survey was working properly, the questionnaire items were being interpreted as intended, and the survey platforms were reliable.

In the pilot study, we surveyed 20 American and 20 British supervisors, who had at least one disability accommodation experience within the last 12 months, through Amazon's Mechanical Turk and Prolific Academic UK, respectively. After analyzing the pilot data, we found that the quality of data collected through Mechanical Turk were very poor. Therefore, we relied solely on Prolific Academic UK to collect final study data.

We were collecting data about supervisors' past disability accommodation experiences, thus, expected a potential time effect in our data. Time effect is the potential difference in participants' response to an event caused by the time distance between the event and the time of response. While collecting participants' responses regarding a past event, sufficient measures to mitigate the time effect should be taken since it can harm the accuracy of their response. Therefore, we used several checks in our survey questionnaire to mitigate the potential time effect. At the beginning of the survey, respondents were asked to answer 7 closed-ended and 2 open-ended questions regarding their most recent experience of disability accommodation. This was done to trigger their time-specific memory of a past disability accommodation experience. For example, participants are asked "How well do you feel you are able to recall the details of the most recent disability accommodation you made for an employee with a disability?", and "Can you please briefly describe the most recent disability accommodation you made for an employee with a disability?" In our survey questionnaire, we also measured respondents' momentary social desirability, positive emotional and negative emotion affect to understand the effect of these factors in the relationship between research variables.

Finally, we collected data from British, American, Canadian, Dutch, German and Australian supervisors with at least one disability accommodation experience in last 12 months through Prolific Academic UK.

Population and Sample

Determining the right sample size is very crucial to have reliable research outcomes since the sample size of a research determines its statistical power (1-β) that measures the probability of type-2 error that refers to a situation where there is an effect of the intervention, but research finding does not indicate the effect. Theory suggests that higher statistical power reduces the chances of type-2 errors, whereas lower statistical power increases the chances of such errors that make research outcomes questionable (Ellis, 2010; Wilson, Voorhis, & Morgan, 2007).

Different rules of thumb have been proposed to determine the right sample size of research. Some suggest that an appropriate sample size ranges from 30 to 200 observations, and includes 5 to 10 observations per parameter or 50 observations per variable (not less than 100 observations) (Muthén & Muthén, 2002). A widely used formula to determine research sample size is given by Green (1991) where $N>50+M$ per variable where N is the number of observations and M is the number of independent variables. In this study, we use structural equation modeling (SEM) to measure the construct validity of our scales. Tabachnick and Fidell (1996) suggested that 300 respondents is good for a factor analysis to have sufficient statistical power. Additionally, Sideridis, Simos, Papanicolaou, and Fletcher (2014) claimed that 50 to 70 respondents per variable is enough to maintain desired statistical power in SEM.

For this research, the sample size is determined based on the formula by Green (1991). Therefore, we preferred a sample of more than 357 [7× (50+1) = 357] supervisors since our research had 7 variables (disability accommodation complexity, job demand, supervisors' strain, job control, reward, social support, and motivation).

We therefore determined the desired sample size to be 400 supervisors. We used a purposive or judgemental sampling method to select potential respondents through Prolific Academic since we knew that Prolific Academic had 5,200 listed British, American, Canadian, Dutch, German and Australian supervisors. We expected that the disability experience of supervisors from six different countries would be very similar since all of the countries have similar standards for disability accommodation. We invited 400 supervisors, who had the highest rating as responsible participants. However, a significant number of supervisors were screened out since they had no disability accommodation experience in the last 12 months. Therefore, we continued to send the survey request to other supervisors available. After surveying 618 supervisors, we received 360 filled survey questionnaires, which was adequate according to the rule of thumb (357). Our final sample was 335 since we had to exclude 25 filled questionnaires because they were containing poor data quality. Poor quality data was determined based on characteristics such as excessive missing data, no variance, and abnormally low completion time.

Instruments and Measures

We collected data via a self-reported survey that included 150 questions and was expected to require15 minutes on average to answer. We prepared the survey questionnaire based on well-accepted scales and modified them slightly to fit the context

of disability accommodation. All scale items are available in Appendix 1 and are summarized below.

Demographics-Control Variable: We considered age, gender, and profession as the control variables since previous studies indicated that job strain is significantly influenced age, gender and profession of employees (Aida, Ibrahim, & Ohtsuka, 2012; Archer, Lim, Teh, Chang, & Chen, 2015; Kania, 2014). We measure age with an interval scale of 7 points (Under 18 Years, 19 to 25 Years, 26 to 35 Years, 36 to 45 Years, 46 to 55 Years, 56 to 65 Years, and 65 or older), gender with a categorical scale of 4 points (Male, Female, LGBTQ2 and Prefer Not to Answer), and profession with an open-ended question. We recoded the professional data in a categorical scale of 11 points after the survey as: accounting/finance/banking (1), HRM (2), IT (3), marketing (4), healthcare/nursing/social work (5), law (6), education (7), public administration/civil servant (8), manager/administrator/executive (9), engineering/science (10), and other (11).

Respondents' Mood Assessment: As we collect data with self-reported measures, we suspected that respondents' emotions may increase the chances for common method bias. Therefore, we assessed the positive and negative emotional affect of respondents (to understand the effects of these emotions in our data) using the Positive and Negative Affect Schedule (PANAS) scale by Watson, Clark, and Tellegen (1988) (Thompson, 2007). We used a 10-item PANAS scale measuring 5 positive (Upset, Hostile, Ashamed, Nervous and Afraid) and 5 negative (Alert, Inspired, Determined, Attentive and Active) emotion. Participants' responses were recorded on a 6-point Likert scale, ranging from never to always (Watson et al., 1988).

Social Desirability Assessment: We also assessed participants' social desirability bias using a shorter version of the Marlowe-Crowne Social Desirability Scale by Reynolds (1982). The scale has 13 items (e.g. "It is sometimes hard for me to go on with my work if I am not encouraged") with acceptable reliability (α=.76) (Ballard, 1992). We measure respondents' social desirability bias on a 7-point Likert scale, ranging from strongly disagree to strongly agree.

Disability Accommodation Complexity: To measure disability accommodation complexity, we used twelve items of the Work Design Questionnaire (WDQ) by Morgeson and Humphrey (2006). We adapted the items for a disability accommodation context. For example, the item "The job requires that I only do one task or activity at a time" was changed to "Accommodating the employee required that I only do one task or activity at a time". The scale had a strong Cronbach's Alpha (α=.87) and was converted into a 6-point Likert scale, ranging from completely agree to completely disagree.

Job demand: Job demand was the independent variable of our research. We used the Job Demand-Resources (JD-R) French Questionnaire by Lequeurre, Gillet, Ragot, and Evelyne (2014) to measure the job demands of supervisors during disability accommodation. The scale has 20 items with high reliability (α= 0.83) (Lequeurre et al., 2014). We adapted the items for the disability accommodation context. For example, the item "Does your work demand a lot from you emotionally?" was converted into "The disability accommodation demanded a lot from me emotionally". To measure job demands, we used a 5-point Likert scale, ranging from strongly disagree to strongly agree.

Job control: Job control was the moderating variable in the relationship between supervisors' job demands and associated strain during disability accommodation. To measure job control of supervisors during disability accommodation, we used the control scale of the Job Control Questionnaire (JCQ) by Karasek (1979) since the scale is more suitable for measuring job control in a disability accommodation context. The scale has 13 items with acceptable reliability (α= .70). We adapted the items for the disability accommodation scenario. For example, the item "The job allows me to make a lot of decisions on my work" was converted into "I was allowed to make a lot of decisions about the accommodation". To measure job control, we used a 5-point Likert scale, ranging from completely agree to completely disagree.

Reward: Reward was a moderator in the relationship between job demands and associated strain of supervisors during disability accommodation. We used 11 reward items from the ERI scale by Siegrist et al. (2004) to measure supervisors' reward in our research. We adapted the items for the disability accommodation context. For example, the item "I receive the respect I deserve from my supervisors" was converted into "I received the respect I deserved from my supervisor, for accommodating the employee". We selected the reward items of the ERI scale since they have the highest reliability (α=.80) among the available reward measurement scales. To measure reward, we collected data on a 7-point Likert scale, ranging from always to never.

Social support: Social support was a moderator in the relationship between supervisors' job demands and associated strain during disability accommodation. We used 8 social support items of the JD-R French Questionnaire by Lequeurre et al. (2014). We adapted the items to fit a disability accommodation scenario. For example, the item

"Can you count on your colleagues when you encounter difficulties in your work?" was transformed into "I could count on my colleagues when I encountered difficulties accommodating the employee". We used this scale in our research since it has high reliability (α=.90) and suitability to measure social support in the disability accommodation context. To measure social support, we collected data on a 7-point Likert scale, ranging from completely true to mostly untrue.

Strain: Strain was a dependent variable for job demands and an independent variable for motivation in our research model. We used the 22 items of the Maslach Burnout Inventory-Human Services Survey (HSS) by Maslach and Jackson (1981) to measure supervisors' strain during disability accommodation. We adapted the items for the disability accommodation scenario. For example, the item "I feel emotionally drained from my work" was converted into "I felt emotionally drained from accommodating the employee". We selected the MBI scale to measure supervisors' strain in our research since it is a widely accepted scale for measuring job strain (Koeske & Koeske, 1993; Loera, Converso, & Viotti, 2014; Um & Harrison, 1998), and has better fit to measure strain in the disability accommodation management context. Additionally, we found that the scale is widely used and has high reliability (α=0.80) (Maslach & Jackson, 1981). We collected data regarding supervisors' strain on a 5-point Likert scale, ranging from strongly agree to strongly disagree.

Motivation: Motivation was a dependent variable in our research. To measure supervisors' motivation during job accommodation, we use the 19-item Multidimensional Work Motivation Scale by Gagné et al. (2015). We adapted the items to fit in the disability accommodation scenario. For example, the item "I didn't put in any effort,

because I really felt that I was wasting my time" was transformed as "I didn't put effort into accommodating this worker, because I really felt that I was wasting my time". We used the scale to measure supervisors' motivation since it has a better fit to the disability accommodation management context along with a high scale reliability (α=.80). We collected data regarding supervisors' motivation on a 5-point Likert scale, ranging from not at all to completely.

Data Analysis

Qualitative Analysis: We collected qualitative data about supervisors' disability accommodation experiences and the factors that made their disability accommodations easy or complex by using two open-ended questions. The qualitative data was analyzed using a thematic approach. In stage 1, we coded the data using qualitative data analysis software NVivo 12. In stage 2, we transferred the data in separate word files where we modified and summarised codes and categories. Finally, we analyzed the data for developing themes.

Quantitative Analysis: At the beginning, we analyzed the participants' demographics and disability accommodation experiences using descriptive statistics. After that, we analyzed the construct validity of our scales using confirmatory factor analysis (CFA). In the third stage, we tested the research hypotheses using hierarchical regression modeling. Finally, we conduct a post hoc analysis using SPSS Process macro.

We performed CFAs to measure the model fit of our scales. For measuring the model fit of every scale, we tested two CFA models- (1) A model with the factors suggested by theories, and (2) a single factor model. We used the Chi-Square, GFI, CFI,

IFI, and RMSEA values of the two models to evaluate the model fit of the scales. Additionally, we performed Harman's single factor tests to measure the potential common method variance present in our measurement scales. In Harman's single factor tests, we performed an un-rotated principle component analysis (PCA) for all scale items. We also performed partial correlation analyses to understand the effect of respondents' social desirability, positive emotion and negative emotion in the relationship between research variables. In the partial correlation analyses, we measured zero-order correlations and partial correlations (by partialing out respondents' social desirability, positive emotion and negative emotion) between research variables. After that, we compare the results of zero-order correlation analyses with the results of partial correlation analyses to understand the effect of respondents' social desirability, positive emotion and negative emotion in the relationships between research variables.

We performed different hierarchical multiple regression analyses to test our hypotheses. We regressed disability accommodation complexity on job demand, strain on job demand, and motivation on strain. We also analysed the moderating effects of job control, reward and social support in the relationship between supervisors' job demand and strain. We controlled participants' age, gender, and profession while performing the regression analyses.

In the Post Hoc analysis, we tested the mediation effect of job demands in the relationship between disability accommodation complexity and associated strain of supervisors using SPSS Process Macro 4. We also tested the mediation effect of associated strain of supervisors in the relationship between job demands and motivation during disability accommodation.

Measures for Common Method Bias

Given that we collected data solely relying on a self-reported survey questionnaire, thus, there is a possibility that our data could be affected by common method bias. To mitigate the potential common method bias in our data, we took the following measures suggested by Podsakoff, MacKenzie, Lee, and Podsakoff (2003) while designing survey questionnaire and data collection process.

1. The chances for common method bias can be mitigated by using different types of questions in a questionnaire. Therefore, we used two types of questions in our questionnaire (e.g. open-ended and closed-ended questions) as an effort to mitigate common method bias.
2. Allowing respondents to answer anonymously reduces the chances for common method bias in their response. Following the suggestion, we collected data anonymously to mitigate the common method bias in participants' responses.
3. Common method bias can be reduced by explaining to respondents that there is no right or wrong answer for any question and that they should answer as honestly as possible. In our questionnaire, we included a study information section that clearly stated that respondents were free to answer as they wanted. In this section, we also encouraged respondents to produce answers as honestly as possible.
4. We also used different scales and counterbalanced the order of the scales to mitigate common method bias. For example, we used different Likert scales to measure different research variables, such as, five-point scale, six-point scale

and seven-point scale. Moreover, we differentiated scale orders by starting some of the scales from positive orders (e.g. strongly agree) and starting others from negative orders (e.g. strongly disagree). We also avoided the bipolar numerical scale values (-3 to 3) and provided verbal descriptions for all the scale points to reduce the chances for common method bias.

5. We avoided ambiguous or unfamiliar terms, vague concepts, complex questions, double-barreled questions, and complicated syntax in our questionnaire to reduce the chances for common method bias. We also measured respondents' social desirability, and positive and negative emotions to understand the extent to which our data was affected by these psychological variables.

We perform following two statistical tests suggested by Podsakoff et al. (2003) to measure the extent to which our scales and data were contaminated by common method variance.

1. Harman's single factor test is a widely used measure for assessing common method variance present in a scale used to collect self-reported data (Podsakoff et al., 2003). In our study, we also performed a Harman's single factor test to assess potential common method variance present in the scales and data.
2. Partial correlation is another statistical test to measure common method variance in self-reported data (Podsakoff et al., 2003). In our study, we performed partial correlation analysis to understand to what extent

participants' social desirability, positive emotions and negative emotions influenced the relations between major research variables.

CHAPTER 5: DATA ANALYSIS AND RESULTS

This chapter provides the results of the quantitative and qualitative data analysis. It begins with descriptive statistics that provide an overview of the participants. This is followed by validation of constructs and assessment of scale reliability. We then address issues of common method variance. This is followed by the qualitative analysis, results of our hypothesis tests and post-hoc analysis.

Descriptive Statistics

Out of 335 supervisors in our final sample, most of them were female (51.9%), in the age range between 26 and 35 years (43.4%), and Caucasian (87%). Although 64.6% of the participants were British, we also received data from Canadian, American, Australian, Dutch and German supervisors. The results also indicated that 16.7% of these supervisors had a health condition that required accommodations in the past or could require accommodations in the future. The demographic data are presented in Table 1 below:

Table 1- Participants

Variable	Number	Percentage	Variable	Number	Frequency
Gender			**Cultural Identity**		
Male	158	47.2	Aboriginal	3	.9
Female	174	51.9	Arab/West Asian	1	.3
LGBTQ2	1	.3	Black	8	2.4
Others	2	.6	Caucasian	288	87
Age (Years)			Chinese	2	.6
18-25	34	10.2	Latin-American	8	2.4
26-35	144	43.4	South-Asian	8	2.4

36-45	82	24.7	South-East Asian	3	.9
46-55	62	18.7	Other	10	3
56 or 56+	10	3	**Educational Qualification**		
Nationality			Doctorate	7	2.1
Canadian	12	3.6	Masters	69	20.7
American	86	25.8	Bachelor	171	51.4
British	215	64.6	Technical or trade school diploma	34	10.2
Australian	5	1.5	High School graduate	48	14.4
German	5	1.5	Other	4	1.2
Netherlanders	4	1.2	**Accommodation Needed**		
Others.	6	1.8	Yes	56	16.7
			No	269	80.3
			Others	10	3

Among the supervisors surveyed, 50% accommodated female employees and 48% accommodated male employees. All of them handled at least one disability accommodation within the last 12 months and their most recently accommodated disabilities were physical (69%) and psychological (20.9%). We also found that 88.7% of the supervisors accommodated one to five employees in their careers (see Table 2).

Table 2- Accommodation Experience

Variable	Frequency	Percentage	Variable	Frequency	Percentage
No. of Disability Accommodated			**Nature of Disability accommodated**		
1-5	297	88.7	Physical disability	231	69
6-10	34	10.1	Psychological disability	70	20.9
11-15	3	.9	Both physical & psychological	32	9.6
16 or more	1	.3	Didn't know	2	.6

Most Recent Disability Accommodation			**Complexity of Disability accommodated**		
Within less than 3 or 3 months	118	35.2	Very Easy	32	9.6
Between 3 to 6 months	95	28.4	Easy	125	37.3
Between 6-12 months	122	36.4	Moderate	142	42.4
12 months or more	0	0	Complex	30	9.0
Recalling accommodation experience			Very Complex	6	1.8
Not at all	3	.9	**People Communicated to Accommodate**		
Somewhat	44	13.2	Human resource management	207	61.8
Fairly Well	122	36.5	Coworkers	67	20
Well	90	26.9	OHS management	32	9.6
Very Well	75	22.5	Doctors	4	1.2
Gender of Accommodated Employees			RTW coordinator	2	.6
Male	167	50.1	Union representative	1	.3
Female	160	47.8	Compensation case worker	1	.3
LGBTQ2	2	.6	Others	21	6.2
Prefer Not to Answer	6	1.5	**Accommodation Success**		
Age (Years) of Accommodated Employees			Unsuccessful	5	1.5
18-25	34	10.2	Somewhat Successful	12	3.6
26-35	145	43.4	Fairly Successful	43	12.8
36-45	83	24.7	Successful	145	43.3
46-55	63	18.7	Very Successful	130	38.8

56 or 56+	10	3

Construct Validity and Scale Reliability

Complexity Measurement Scale

The Work Design Questionnaire (WDQ) by Morgeson and Humphrey (2006) was used to measure accommodation complexity in our study and found to be highly reliable, (α=.90). We tested two CFA models to understand the model fit of the complexity scale- (1) a theoretically suggested three-factor model and (2) a single-factor model. In the three-factor model, the "complexity" factor loaded the items 1 to 4 with acceptable scale reliability, (α=.78); the "information processing" factor loaded items 5 to 8 with high scale reliability, (α=.89); and the "problem solving" factor loaded the items 9 to 12 with acceptable scale reliability, (α=.80). As expected, the three-factor model had a stronger model fit than the single factor model, per Table 3 below and Appendix 2.

Theory suggests that if the dimensions of a multidimensional scale are highly correlated, we can use the scale as a unidimensional scale (Furr, 2011). We found that the dimensions of WDQ scale were highly correlated- complexity and information processing dimensions ($r = .53$, $p < .01$), complexity and problem solving dimensions ($r = .47$, $p < .01$), and information processing and problem solving dimensions ($r = .66$, $p < .01$). Thus, we used WDQ scale as a unidimensional scale in our research while testing hypothesis.

Job Demand Measurement Scale

The Job Demand-Resources (JD-R) French Questionnaire by Lequeurre et al. (2014) had high scale highly reliable (α=.90) in our research. In the final data analysis, we

used the shorter 12 item version of the, which scale was also highly reliable in our research, (α=.88). The 20-item job demand scale has five dimensions- pace and amount of work, mental workload, changes in the task, emotional demand and ambiguity about work. We used only three dimensions of the scale in our analysis since they have the greatest applicability in a disability accommodation context. The retained dimensions were mental workload, emotional demand, and ambiguity. The dimensions of pace/amount of work and changes in tasks were eliminated because we ask them to think about the accommodation of only one employee, which may not substantially alter the number and types that the supervisor is engaged in on a daily basis. Rather, we anticipate that it would primarily impact what they have to think about, the frequency and intensity of emotional interactions, and the degree of ambiguity associated with the decisions they are required to make.

We tested two CFA models to validate the model fit of the three-factor model (see Table 3 & Appendix 3). In the three-factor model, the "mental workload" factor is measured by the items 5 to 8 and has high scale reliability (α=.85). The "emotional demand" factor is measured by the items 13 to 16 and has adequate scale reliability (α=.78). The "ambiguity about work" factor is measured by the items 17 to 20 and has adequate scale reliability, (α=.77). We found that the three-factor model has a stronger model fit than single factor model.

In our research, we used the job demand scale as a unidimensional scale while testing hypotheses since the dimensions of the job demand scale were significantly correlated- mental workload and emotional demand ($r = .47$, $p < .01$), mental workload and ambiguity about work ($r = .44$, $p < .01$), and emotional demand and ambiguity about work

(r= .47, p<.01) (Furr, 2011). Additionally, theory and previous studies also supported the use of job demand scale as a unidimensional scale (e.g., Carlla, John, Susan, & Robert, 1997; Sale & Kerr, 2002)

Job Control Measurement Scale

We measured supervisors' job control during disability accommodation using the 13 job control items of Karasek's Job Control Questionnaire (JCQ) by Karasek (1979). The scale was highly reliable in our research, (α=.77). Two items were eliminated from the scale for theoretical reasons. Item 2 " My previous experience helped me to perform the disability accommodation" was eliminated because we only required that participants have experience accommodating one employee withing last 12 months. Therefore, this item did not apply to many participants. Item 13 "The union significantly influenced my activities when accommodating employee" was also excluded from the scale since only one out of 335 supervisors dealt with union representatives during the last disability accommodation.

We tested two CFA models to evaluate the construct validity of the job control scale. In the first model, two job control factors suggested by the theory loaded 11 job control items. We found that "skill discretion" loaded items 1, 3, 4, 5, 6, 7 and 8 with scale reliability of α=.82, while "decision latitude" loaded items 9, 10, 11 and 12 with scale reliability of α=.82. In the second model, one factor loaded 11 job control items. Per Table 3 & Appendix 4, the result indicates that the two-factor model has stronger model fit than the single-factor model.

Although job control has two dimensions, empirical studies supported the use of job control scale as a unidimensional scale (Carlla et al., 1997; Sale & Kerr, 2002). Thus, we used the scale as a unidimensional scale while testing hypothesis in our research.

Social Support Measurement Scale

We used 8 social support items of Job Demand-Resources (JD-R) scale by Lequeurre et al. (2014) to measure the social support of supervisors during disability accommodation. The scale was highly reliable in our research, (α=.93). We performed two CFA models to measure the construct validity of the social support scale (see Table 3 & Appendix 5). In the first model, 8 social support items were loaded on the two factors suggested by the theory. The first factor "supervisors' support" loaded items 1, 2 3 and 4 with scale reliability of α=.92, and the second-factor "coworkers' support" loaded the items 5, 6, 7 and 8 with scale reliability of α=.91. In the second model, 8 social support items were loaded in one factor. We found that the two-factor model has stronger model fit than the single factor model (see Table 3).

We found that the supervisors' support and coworkers' support dimensions of the social support scale were highly correlated, ($r = .65$, $p < .01$). Theory suggests using a multidimensional scale as a unidimensional scale when its dimensions are highly correlated (Furr, 2011). Thus, we used the scale as a unidimensional scale while testing research hypotheses.

Reward Measurement Scale

We used the 11 reward items of the ERI scale by Siegrist et al. (2004) to measure the rewards supervisors received during disability accommodation. The scale was found

reliable in our research, (α=.84). We performed two CFA analyses. In the first model, we tested a two-factor model suggested by the theory. We found that the "positive reward dimension" loaded items 1, 2, 3, 4, 7, 10 and 11 with sufficient scale reliability, (α=.85), and the "negative reward dimension" loaded items 5, 6, 8 and 9 with sufficient scale reliability, (α=.84). The second model was a single-factor model that loaded 11 reward items in one factor. As Table 3 & Appendix 6 show, the two-factor has stronger model fit than the single-factor model. Different empirical studies suggested using the reward scale as a unidimnesional scale although we found two different dimesions of the scale in our research (e.g., Gamage, De Alwis Seneviratne, & Hanna, 2016; Siegrist et al., 2004). Complying with the previous studies, we used the scale as an unidimensional scale in our research.

Strain Measurement Scale

We measured supervisors' strain during disability accommodation using 22 items of MBI-HSS scale by Maslach and Jackson (1981). We found that the scale was highly reliable in our research, (α=.92). We tested two CFA models to measure the construct validity of strain scale (see Table 3 and Appendix 7). The first CFA model has three factors that loaded 22 strain items. The first factor "emotional exhaustion" loaded the items 1, 2, 3, 4, 5, 10, 11, 12 and 18 with high reliability, (α=.94), the second factor "Depersonalization" loaded the items 6, 7, 8, 13, 14, 19, 20 and 21 with acceptable scale reliability, (α=.78), and the third factor "Personal fulfillment" loaded items 9, 15, 16, 17 and 22 with good scale reliability, (α=.81). In the second CFA model, one factor loaded 22 strain items. We found that the three factor model has stronger model fit than the signle factor model. Previous studies supported the use of MBI scale (e.g.,

Brenninkmeijer & VanYperen, 2003; Poghosyan, Aiken, & Sloane, 2009) as a unidimnesional scale, thus, we used the scale as an unidimensional scale in our research.

Motivation Measurement Scale

To measure supervisors' motivation during disability accommodation, we used 19 items of the Multidimensional Work Motivation Scale by Gagné et al. (2015). We found the scale reliable in our research, (α=.83). We tested two CFA models to measure the construct validity of motivation scale (see Table 3 & Appendix 8). In the first model, we included five factors that loaded 19 motivation items. In the analysis, we found that:

- "*amotivation*" loaded items 1 to 3 with α=.83,
- "*extrinsic regulation*' loaded items 4 to 9 with α=.87,
- "*introjected regulation*" loaded items 10 to 13 with α=.79,
- "*identified regulation*" loaded items 14 to 16 with α=.85, and
- "*intrinsic motivation*" loaded items 17 to 19 with α=.89.

In the second CFA model, we included one factor that loaded 19 motivation items. We found that the three-factor model had a stronger model fit than the single factor model. However, the dimensions of the motivation scale are highly correlated (e.g., *Amotivation and extrinsic regulation*; r= .52, p<.01), thus, we used the scale as a unidimensional scale in our research.

CFA Models

We further analyzed the construct validity of the 7 measurement scales by performing four CFA models: (a) 20-factor model, (b) 7-factor model (c) 4-factor model and a (d) single factor model. In the 20-factor model, we included three factors of the

complexity scale, three factors of the job demand scale, three factors of the strain scale, five factors of the motivation scale, two factors of job control, two factors of social support, and two factors of reward.

Since the 20 factors have 98 items, it was not possible to include all the items of each factor in the CFA model. Therefore, we used the item parceling method where we selected 2 items (one with highest and one with the lowest factor loadings) from each of the 20 factors. Theory suggests that the item parceling method not only facilitates CFA analysis for a large number of factors and their items, but also improves model estimation and fit (Meade & M Kroustalis, 2005). In the second CFA model, we included seven research variables (DA complexity, job demand, strain, motivation, job control, social support and reward) as the seven factors, and used the same items used in 20-factor model. In the third CFA model, we included one factor presenting the independent variable, one factor presenting all the moderators, one factor presenting all the mediators, and one factor for the dependent variable. To test the four-factor CFA model, we included the same items used in 20-factor model. Finally, we performed the single factor model where we loaded all the items used in the 20-factor model in one factor. We found that the 20-factor model has the strongest model fit among the three CFA models (see Table 3 and Appendix 9, 10, 11 &12).

Table 3- Measures and Construct Validity

Measurement Model	**Fit Indices**						
	χ^2	$\Delta\chi^2$(df)	*p<.001*	*GFI*	*CFI*	*IFI*	*RMSEA*
DA Complexity							

3-Factor Model	169.32		.000	.92	.95	.94	.07
1-Factor Model	621.11	451.80(54)	.000	.74	.75	.75	.18
Job Demand							
3-Factor Model	217.23		.000	.90	.91	.91	.10
1-Factor Model	651.31	434.10(54)	.000	.71	.70	.70	.18
Job Control							
2-Factor Model	177.01		.000	.92	.90	.90	.10
1-Factor Model	753.47	576.46(44)	.000	.69	.49	.49	.22
Social Support							
2-Factor Model	83.45		.000	.94	.97	.97	.10
1-Factor Model	545.85	462.40(20)	.000	.61	.76	.76	.28
Reward							
2-Factor Model	147.75		.000	.92	.94	.94	.09
1-Factor Model	579.97	432.22(44)	.000	.70	.67	.67	.19
Strain							
3-Factor Model	598.42		.000	.85	.90	.90	.08
1-Factor Model	1126.26	527.84(209)	.000	.70	.75	.75	.12
Motivation							
5-Factor Model	357.15		.000	.89	.93	.93	.08
1-Factor Model	2274.58	1917.43(119)	.000	.49	.36	.36	.23
20-Factor Model	697.53		.000	.90	.86	.89	.03
7-Factor Model	1341.54	644.01 (168)	.000	.80	.35	.39	.05
4-Factor Model	1326.04	-15.5(60)	.000	.79	.29	.32	.06
1-Factor Model	1586.47	260.42 (81)	.000	.76	.12	.16	.06

Evidence against Common Method Variance

We measured the potential common method variance present in our scales through Harman's single-factor analysis and partial correlation analysis.

Harman's Single-Factor Analysis Results

To perform Harman's single-factor test, we used unrotated principal component analysis (PCA) and eigenvalue extraction. The basic assumption of Harman's single-factor analysis is that a measure is affected by a substantial amount of common method variance if (a) a single factor emerges from the factor analysis or (b) one general factor accounts for the majority of the variance (more than 50%) in the scale (Podsakoff et al., 2003). We performed a Harman's single-factor analysis to assess the potential common method variance present in our scales. We found that Harman's single-factor analysis generated 20 factors that explained total 69.68% variance. Additionally, we found that none of the factors contributed more than 50% of the total variance, (e.g., the strongest factor explained 21.70% variance). Therefore, Harman's single-factor test suggests that our scales were not contaminated by a substantial amount of common method variance.

Partial Correlation Analysis

Researchers suggest that two variables are commonly responsible for common method variance: social desirability and emotional/affective states (Podsakoff et al., 2003). As a result, researchers are advised to partial their effects out of the predictor and criterion variables to measure the potential common method variance present (Podsakoff et al., 2003). We measured momentary social desirability using the 13-item social desirability scale by Reynolds (1982). We also measured momentary emotional affect using the 10-item PANAS scale by Watson et al. (1988) (Thompson, 2007). Results indicated that the social desirability scale has sufficient scale reliability (α=.78). We also found that the positive affect items (α=.85) and the negative affect items (α=.79) of PANAS scale had enough scale reliability in our research.

We partialed the social desirability, and positive emotional and negative emotional affects out (separately and collectively) to understand whether the relations between the variables remain significant after controlling for these effects. In the results interpretation, we mainly focused on the following relationships that represented our research hypotheses.

- the relationship between job demand and strain
- the relationship between DA complexity and job demand
- the relationship between strain and motivation
- the relationship between moderating variables (job control, social support, and reward) and strain

We performed zero-order correlation analyses between research variables including respondents' social desirability, positive emotion and negation emotion, and partial correlation analyses excluding respondents' social desirability, positive emotion and negation emotion. We found that the correlations between the variables in zero-order correlation analyses did not change significantly in the partial correlation analyses (See Appendix-13, 14, 15 & 16). Therefore, we conclude that our scales were not affected by a substantial amount of common method variance.

Qualitative Analysis: Disability Accommodation Experience

To understand supervisors' disability accommodation experiences and identify the factors that made their disability accommodation complex or easy, we asked two open-ended questions- "Can you please briefly describe the most recent job accommodation you made for an employee with a disability?" and "What made your most recent

disability-related job accommodation easy or complex to manage?" We excluded 7 responses from the final data set since they contained very little information about the supervisors' disability accommodation experience. Thus, we had 328 usable answers for the qualitative analysis.

In NVivo, we first identified three main nodes: "Disability Accommodation Types", "Accommodation Measures" and "Disability Accommodation Complexity". Sub-nodes emerged as analysis progressed (see Figure 4). Findings under the nodes and sub-nodes were then summarised and analyzed.

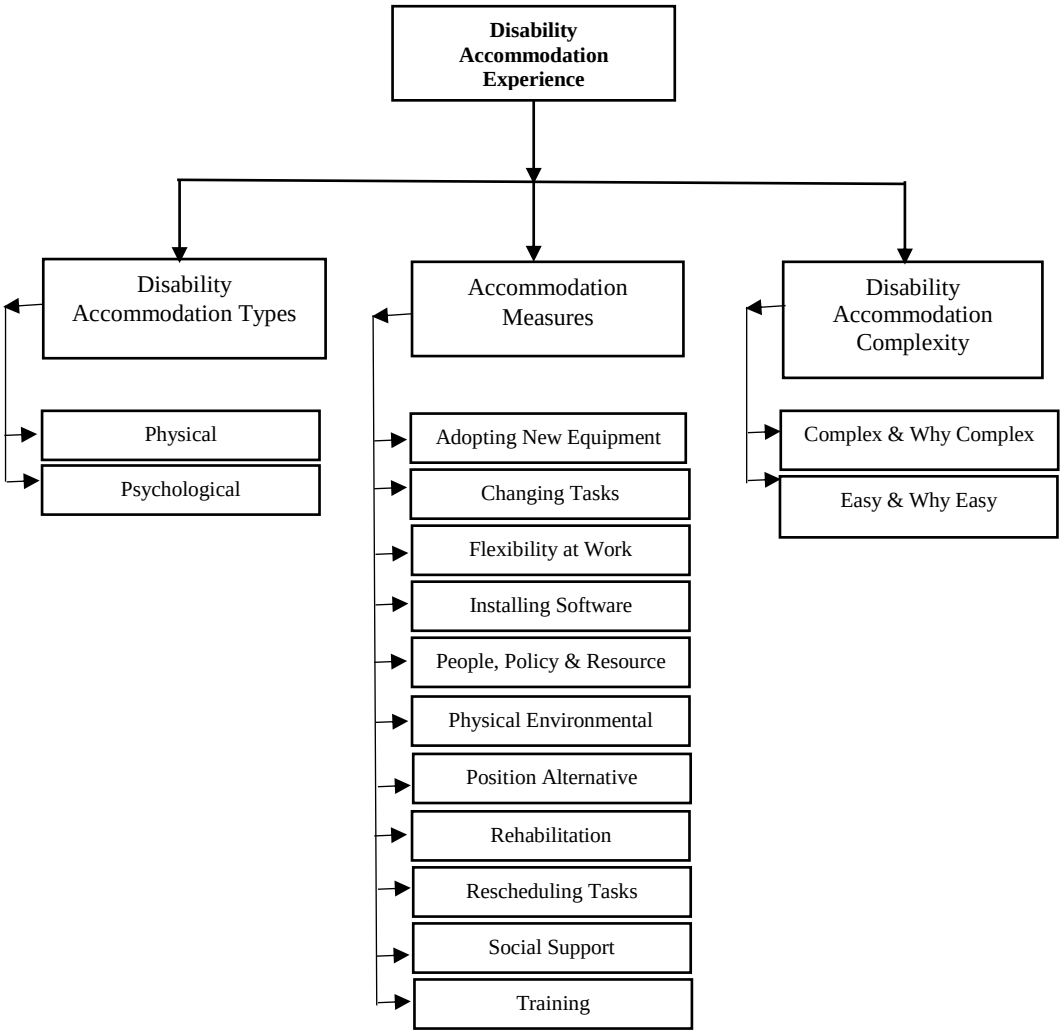


Figure 4- Nodes and Sub-Nodes

Disability Accommodation Experience

Among the 328 disability accommodation cases, we found that 243 cases were associated with physical disabilities and 56 cases were associated with psychological disabilities. The remaining cases had insufficient information to categorize them.

Physical Disabilities: Most of the physical disabilities were associated with reduced mobility. For example, "*I had an employee who has a disability in the lower limbs and had then undergone an operation*". Other common physical disabilities supervisors dealt with were associated with reduced physical ability, hearing impairment, poor eyesight, deafness and back injury (See Table 4).

Table 4- Physical Disability

No	List of Disabilities	Frequency	Percent
1	Limb loss or injury	98	40.33
2	Reduced physical ability	35	14.40
3	Hearing impairment	28	11.52
4	Eyesight loss	18	7.25
5	Back & spine problem	17	7.00
6	Chronic physical illness	7	2.73
7	Stroke damage and heart problem	5	2.06
8	Down syndrome	4	1.64
9	Irritable bowel syndrome	3	1.35
10	Arthritis	3	1.35
11	Multiple sclerosis	3	1.35
12	Recovering Cancer	2	0.82
13	Fibromyalgia	2	0.82
14	Hip injury	2	0.82
15	Chronic obstructive pulmonary disease	2	0.82
16	Epilepsy	2	0.82
17	Bone disease	2	0.82
18	Meniere's	1	0.41
19	Fused digits	1	0.41
20	Paralysis	1	0.41

21	Multiple sclerosis.	1	0.41
22	du Quervain's syndrome	1	0.41
23	Myalgic encephalomyelitis	1	0.41
24	Voice issues	1	0.41
25	Cystic fibrosis	1	0.41
26	Parkinson's	1	0.41
27	Cerebral palsy	1	0.41
Total		**243**	**100**

Psychological Disability: Psychological disabilities included mental health conditions as well as cognitive disorders. For example, *"Employee had autism, we had to assess areas of the job which could trigger issues and work with his caseworker to determine how to make his day to day easier".* Other common psychological disability cases investigated were dyslexia, depression and post-traumatic stress disorder (See Table 5).

Table 5- Psychological Disability

No	List of Disabilities	Frequency	Percentage
1	Poor mental health	30	44.77
2	Dyslexia (Learning disability)	9	13.43
3	Depression	6	8.91
4	Post-traumatic stress disorder	5	7.46
5	Panic attacks	4	5.97
6	Asperger's syndrome	4	5.97
7	Avoidant personality disorder	2	2.99
8	Obsessive compulsive disorder	1	1.50
9	Bipolar disorder	1	1.50
10	Dementia	1	1.50
11	Fatigue syndrome	1	1.50
12	Schizophrenia	1	1.50
13	Attention deficit hyperactivity disorder	1	1.50
14	Stress	1	1.50
Total		**67**	**100**

Accommodation Measures

We were able to identify 11 categories of measures supervisors took to accommodate the employees (See Table 6). Each category is described below.

Table 6- Accommodation Measures

No	Measures	Frequency	Percentage
1	Physical environmental change	124	29.00
2	Adopting new equipment	81	18.93
3	Providing flexibility at workplace	56	13.08
4	Providing social support	46	10.75
5	Changing in task	37	8.64
6	Using people, policy, and resources	33	7.70
7	Rescheduling task	20	4.67
8	Installing software	12	2.80
9	Managing position alternative	9	2.10
10	Providing training	9	2.10
11	Sending to the rehabilitation	1	.23
Total		428	100

Environmental Change: We found that supervisors most frequently changed the physical environment in the workplace to accommodate disabilities since the impacted employees required adjusted workspace and facilities that fit their conditions. For example, *"Since he was in a wheelchair because of a mobility problem, it was necessary to make the office more wheelchair friendly including putting ramps so they could get around".* The common environmental changes supervisors made during disability accommodations were rearranging office space, making everything more accessible, making office space more wheelchair friendly, putting in ramps and extending side access gate, moving workstations, providing better outdoor lights, installing lift, lowering shelves, rearranging everyday items, setting up a special room, creating partitions,

providing suitable chair and desk, eliminating background noise, providing personal car parking space, modifying staircases, making washroom disability friendly, and removing potential obstacles.

Adopting New Equipment: We found that supervisors installed different/new equipment as a part of the disability accommodation process, such as, special phone, motorised wheelchair, ergonomic chair, screen magnifier, amplified headset, telephone amplifiers, braille enabled computer, large monitor, induction loop (a specially designed sound system that is used to support people with hearing aids), specially adapted mouse and keyboard, telephone text equipment, fire alarm pager, footrest device, virtual operating system, special reading light, special glass, and noise eliminator.

Providing Flexibility: Some employees required flexibility at work to be accommodated. For example, *"I let a lady take time off and do work at a slower pace due to her recovering from cancer".* The common flexibilities offered by the supervisors were allowing day offs, slower work pace, flexible attendance, late arrival, frequent breaks, home-based remote working, changes in work hours, special meal allowances, and access to special resources.

Social Support: We found that social support was another frequently used measure used by supervisors in disability accommodation management. The supervisor and other people at the workplace lent support to affected employees for recovering and continuing regular duties in the workplace. The common forms of social support provided to the employees with disabilities were helping in difficult situations, providing assistance for completing tasks, increasing communication, covering unattended shifts,

sharing responsibilities, enhancing social interaction, continuous monitoring, and managing conflicts.

Changing & Rescheduling Tasks: Since employees were not able to perform their regular tasks because of their disability condition, supervisors modified their tasks as a part of their accommodation process. For example, *"I changed the job role so that he felt more able to complete his tasks set of him"*. Supervisors sometimes changed tasks and shifts to accommodate the worker with disability. For example, *"we offered him a job of early morning cleaning duties in the office, which meant he didn't have to encounter any other people".* Major changes made during disability accommodation included changing job roles, offering light office duties and more relaxed jobs, altering work patterns, lightening the workload, offering selected duties, sparing of heavy duties, reducing contact with customers, and offering them a part-time role.

People, Policy, and Resources: We found that supervisors sometimes used organizational policies and resources and took assistance from organizational systems. For example, *"I work for a large organization with very good policies in terms of making arrangements for people with disabilities and supporting them"*. Supervisors frequently used organizational disability accommodation policies, occupational health facilities, and pre-installed disability accommodation facilities e.g. ramps. They also had assistance from an occupational physician and human resources departments.

Installing Software: We found that supervisors were sometimes required to purchase and install new software. For example, *"Paying for special software that could read emails to him using headphones and printing things on pale yellow paper instead of*

white". The software mostly used by the supervisors in disability accommodation were the dictation software to produce documents without typing, software to enable people with poor eyesight, email reading and spelling software, and the special screen-reading software.

Managing Position Alternative: Sometimes supervisors were required to place an employee in another job or another department or the same job in another branch if the existing job or workplace becomes unsuited for their conditions. For example, *"We decided that we should transfer him to an office branch that had elevators"*.

Providing Training: As a part of the accommodation process, supervisors sometimes trained employees to manage their disabilities and continuing regular duties. For example, *"Trained to make left-hand primary"*. In our research, supervisors provided employee training to make limbs active, use specific computer package and equipment, ensure safety, perform job roles, and counsel disruptive behavior.

Determinants of Disability Accommodation Complexity

In this section, we analyzed the factors that determine the level of disability accommodation complexity. Table 7 summarizes how the accommodations are portrayed by the participants. This is followed by a discussion of the complexity level within each accommodation category described above.

Table 7- Factors Determine DA Complexity

No		Evaluation
1	Required substantial and/or costly physical environmental changes in the workplace.	Complex
2	Necessary resources & processes were readily available.	Easy

3	Other employees were cooperative in DA management.	Easy
4	Employees with disability had sufficient knowledge about his/her condition.	Easy
5	Employees with disability cooperated in DA management.	Easy
6	Required a substantial amount of flexibilities.	Complex
7	Required substantial role modification.	Complex
8	Organization/management supported DA management.	Easy
9	Supervisor was able to understand disability condition and accommodation needs.	Easy
10	Supervisor had a positive perception of the employees with disability.	Easy
11	Required substantial modification in communication style.	Complex
12	Organization had supportive DA management policies.	Easy
13	Organizational OHS authority supported DA management.	Easy
14	DA created a labour shortage.	Complex
15	Required position alternative was readily available.	Easy
16	Disability condition reduced employee's job performance.	Complex
17	DA severely affected other's performance.	Complex
18	Employee was suffering from a psychological disability.	Complex
19	Disability condition was unpredictable & progressive in nature and required continuous changes in accommodation measures.	Complex
20	Employee had multiple disability conditions and required separate accommodation consideration for each condition.	Complex
21	One disability condition led to another disability condition.	Complex

Physical Environmental Change: We found 43 disability accommodation cases where supervisors had to make physical environmental changes to accommodate the employees. We found that disability accommodation became easy when it required minor physical environmental changes. But disability accommodation became complex when it

required substantial physical environment changes. We found 39 supervisors cited that their most recent disability accommodations were easy since they required minor physical environmental changes. We also identified four cases where disability accommodations became complex since they required substantial physical environmental changes. Additionally, some supervisors indicated that no matter what amount of physical environmental changes were needed, a disability accommodation becomes complex if the supervisor assigned to manage it has trouble making the required physical environmental changes needed.

Resource and Process: Resources and processes required to manage disability accommodation significantly influence the level of disability accommodation complexity. We found 48 supervisors cited that their most recent disability accommodations were easy since the required resources and processes were readily available at the workplace or less costly to purchase from outside. In contrast, we identified 14 cases where disability accommodation management was complex since the required resources and processes were not readily available or difficult to purchase. Some supervisors also identified that their disability accommodation became complex when the fund required to purchase the resources was not easily manageable.

Social Support: We found that social support from other employees at the workplace plays a critical role in making disability accommodation easier. In our study, we found 51 supervisors who cited that their most recent disability accommodations were easy to manage because other employees cooperated in the disability accommodation management and supported the affected employees. On the other hand, six supervisors cited that their most recent disability accommodations were complex to manage since

other employees did not cooperate in the disability accommodation management.

Employees' Knowledge and Cooperation: Disability accommodation also becomes easier when the employee with the disability is ready to cooperate and has sufficient knowledge about the resources and facilities necessary to manage their health conditions. We found 18 supervisors who stated that their most recent disability accommodations were easy to manage because employees were cooperative and had sufficient knowledge of their disabilities. Additionally, the employees' knowledge of the resources necessary to accommodate their disabilities also facilitated their disability accommodation process. On the other hand, we identified two disability accommodation cases that were difficult to manage since the affected employees were not cooperative, concealed their conditions, and did not assist in identifying the resources necessary to accommodate their disabilities.

Flexibility: The amount of flexibility required to manage disability accommodation also influences the level of disability accommodation complexity. We found 22 supervisors who said that their most recent disability accommodations were easy to manage since employees required minor and manageable flexibilities in the workplace. In contrast, 16 supervisors cited that their most recent disability accommodations were complex to manage since employees required a lot of flexibility to be accommodated. Additionally, the supervisors experienced a high level of difficulty in managing the extensive flexibility required.

Role Modification: The extent to which supervisors needed to modify the roles of the employees with disabilities influences the level of disability accommodation

complexity. We found 11 cases where disability accommodations were easy to manage since they required minor job role modifications in the workplace. In contrast, we found one disability accommodation case where disability accommodation became complex since it required extensive job role modification that was difficult to manage.

Organizational Support/Management: In our study, nine supervisors cited that their last disability accommodations were easy since they received sufficient support from their organization/management. In contrast, three supervisors indicated that their last disability accommodations were complex since their organization/management did not provide necessary supports to accommodate employees with disability.

Supervisors' Ability, Experience, and Perception: Complexity of disability accommodation is influenced by supervisors' ability to understand the disability conditions and assess the accommodation needs, their previous experience to manage certain disability accommodations, and their perception of the affected employees. We found 8 supervisors who stated that their most recent disability accommodations were easy to manage since they were able to understand the disability conditions very well and assess what exactly needed to accommodate the disabilities. In contrast, seven supervisors said that their last disability accommodation was complex to manage because they didn't understand the disability conditions and had difficulty assessing what exactly necessary to accommodate the employees.

We found 6 supervisors cited that their last disability accommodations were easy to manage since their previous experience significantly helped in their recent disability accommodation management process. However, three supervisors claimed that their

recent disability accommodations were complex since they had no previous experience of managing accommodations. On the other hand, five supervisors cited that their most recent disability accommodations were easy to manage since they had previous experience of similar disabilities.

Three supervisors reported that their recent disability accommodation cases were easy to manage because they had a positive attitude towards the employee. In contrast, we identified one disability accommodation case that was hard to manage because the supervisor admitted to have a negative attitude towards the employee.

Communication Style: Some participants in our study reported that the affected employees were not able cope with the supervisor's existing communication style because of their disability conditions. As a result, supervisors had to modify their communication styles to accommodate them. However, this change in communication style can create difficulty for others in the workplace. Seven supervisors cited that disability becomes easy to manage if the modification of communication style is easy to manage and other employees can easily adapt to the changed communication style. In contrast, we found one disability accommodation case where the modification of communication style made the disability accommodation complex since the change in communication style created a communication problem for other employees in the workplace. For example, a supervisor cited that "it was difficult to communicate her because she could not speak. However, she was able to type out responses or write down responses that were more complex without issue".

Disability Accommodation Policies, and Occupational Health & Safety Authority:

In our study, we found that organizational disability accommodation policy was also a significant factor that could make the disability accommodation process easier. We found seven supervisors who stated that their recent disability accommodations were easy to manage because the organization had supportive disability accommodation management policies. Additionally, disability accommodations become easier to manage if organizations have occupational health and safety experts who support supervisors during disability accommodation management. We found three cases that were easy to manage since supervisors received enough support from the occupational health and safety management authorities during disability accommodation.

Labour Shortage and Position Alternative: Sometimes employees may not be able to perform their regular duties temporarily or permanently. When an employees cannot perform their regular duties temporarily or must be off work for a certain period of time, supervisors must find ways to cover the employees' duties. In this situation, organizations may experience a labor shortage that can lead to disruptions in the workplace and make disability accommodation difficult. We found seven cases, where disability accommodations were complex because supervisors could not manage necessary substitutes for the affected employees, and the lack of substitution created disruptions for other employees. We also found six cases where disability accommodations were complex since they created labor shortages and disruption. We found three cases where supervisors cited that their disability accommodations were easy since their organizations had a workforces large enough to find someone to cover the tasks of employees with disabilities without causing labor shortages and disruptions.

Sometimes, employees experience sustained disabilities and become permanently

ineligible to perform their existing job duties. To accommodate such disabilities, supervisors must find or create alternative positions that can be carried out by the affected employees. We found six supervisors who stated that their last disability accommodations were easy to manage because suitable position alternatives were readily available.

Reduced Job Performance and High Time Consumption: Sometimes, employees with health conditions can continue their regular duties during disability accommodation. But, their disability conditions significantly reduce their performance and create disruptions for other employees. In these situations, supervisors experienced significant challenges. We found six cases where disability accommodations became complex because the employees' regular performance was severely affected. In contrast, we found five cases where disability accommodations became easy since employees' performance was not severely affected by their disability. Additionally, a disability accommodation becomes complex when it requires a substantial amount of time to be managed. We found seven supervisors cited that their last disability accommodations were complex since they were very time-consuming to be managed.

Nature of Disability: Nature of disability is one of the most important factors influencing disability accommodation complexity. We found that the accommodation of psychological disabilities tended to be more complex than the accommodation of physical disabilities. Nine supervisors indicated that the psychological nature of disabilities made their last disability accommodation complex. Additionally, accommodations can be complex if the disability conditions are highly unpredictable and progressive in nature. Four supervisors said that their last disability accommodations were complex because the employees' conditions were very unpredictable and progressive in nature. We also found

two cases where disability accommodations became complex because employees' conditions were continuously changing and required continuous modification of accommodation measures.

Disability accommodation can be complex if an employee has multiple disability conditions and each condition requires separate consideration. Such a disability accommodation becomes more complex when the employee requires different disability accommodation measures for multiple disability conditions and the measures conflict with each other. We found three supervisors who said that their last disability accommodations were complex since employees had multiple disability conditions and each required separate consideration. Four supervisors said that employees had multiple disabilities that required separate solutions which were conflicting with each other. Moreover, we identified two cases where disability accommodations became complex when the employees' one disability condition led to another disability condition.

Other Determinants: Finally, we found some unique complexity determinants that did not fit in the larger categories. Factors that make a disability accommodation easiery include: a) the affected employee can easily adapt with the accommodation measures taken, b) HR is involved in the accommodation process, c) the right people are employed to manage the accommodation, d) the accommodation is not physically demanding, e) the employee is valuable to the organization, and/or f) the employee has necessary family supports.

Analysis of Disability Complexity Measures

In our study, disability accommodation complexity was an important variable and measured both qualitatively and quantitatively using one open-ended and close-ended questions.

In the introduction of our survey questionnaire, we used a close-ended question to understand how supervisors measure the disability accommodation complexity from an overall perspective (See Table 8). We also included an open-ended question in this section to explore the factors making supervisors disability accommodation easy or complex. Both the close-ended and open-ended questions worked as the checks that helped supervisors to recall their disability accommodation experience before starting the main survey.

In our theoretical model, disability accommodation complexity is an independent variable. To measure the variable, we used 12 questions developed from the 12 items of work design questionnaire (See Table 8). We measure the variable to test the relationship between disability accommodation complexity and other variables in our theoretical model.

The qualitative findings from the open-ended question measuring disability accommodation complexity reflect many of the issues highlighted in the 12 work design questionnaire items used to measure disability accommodation complexity in the main survey. However, the qualitative data analysis highlights factors that are very specific to disability accommodation context, as opposed to more general complexity measures. The

qualitative findings provide context, deeper explanations and extensions of the 12 work design questionnaire items (See Table 8).

Table 8- Comparative Analysis of Complexity Measures

Work Design Questionnaire Items	Qualitative Evidence
Task Complexity	
1. Accommodating the employee required that I only do one task or activity at a time (reverse score).	This did not arise as a key complexity issue in the qualitative analysis, though it may be a requirement associated with accommodation.
2. Accommodating the employee was simple and uncomplicated (reverse score).	This captures the general concept of complexity, but lacks the specific factors identified in the qualitative analysis.
3. Accommodating the employee was comprised of relatively uncomplicated tasks (reverse score).	Disability accommodation tasks became easy or complex based on certain conditions, such as the disability nature or cost and magnitude of required changes.
4. Accommodating the employee involved performing relatively simple tasks (reverse score).	As noted above.
Information Processing	
1. Accommodating the employee required me to monitor a great deal of information.	Disability accommodation requires accurate information about disability conditions to accommodate. Complexity increases when this is not available.
2. Accommodating the employee required that I engage in a large amount of thinking.	Psychological conditions, multiple and conflicting needs required more creativity to resolve.
3. Accommodating the employee required me to keep track of more than one thing at a time.	Though it may be relevant, this did not arise as a substantial complexity issue in the qualitative analysis.
4. Accommodating the employee required me to analyze a lot of information.	Disability accommodation requires analyzing a lot of information, e.g. disability conditions, potential measures, and required resources.
Problem Solving	
1. Accommodating the employee involved solving problems that had no obvious correct answer.	In complex disability accommodation, no obvious solution could be determined, e.g. progressive disability conditions.
2. Accommodating the employee required me to be creative.	Experience and rules of thumb did not work in complex disability accommodation management.

3. Accommodating the employee involved in dealing with problems that I had not met before.	A significant number of supervisors reported that they did not have the experience to manage certain disabilities.
4. Accommodating the employee required unique ideas or solutions to problems.	Some supervisors required unique solutions to accommodate specific disability conditions.

Quantitative Analysis: Hypothesis Testing

Table 9 shows the correlation matrix for the variables included in the multiple regression analyses that are used to test the research hypotheses. There are large and statistically significant correlations among most key variables, except motivation, which has significant correlations only with job control and reward.

Table 9- Correlation Matrix

Mean, Standard Deviation and Correlation								
	Mean	SD	1	2	3	4	5	6
1. DA Complexity	3.70	.95						
2. Job Demand	3.53	.72	.69**					
3. Job Control	2.73	.60	.47**	.38**				
4. Social Support	2.17	1.03	-.19**	-.40**	.19*			
5. Reward	2.63	.88	-.23**	-.43**	.15**	.74**		
6. Strain	3.96	.56	.32**	.56**	.01	-.56**	-.62**	
7. Motivation	3.54	.56	-.05	.07	.23**	.10†	.12**	-.11†

N=335, Significance Level: †p < .10; *p < .05; **p < .01

Hypothesis 1

In hypothesis 1, we expected that disability accommodation complexity would increase with supervisors' job demands. After controlling for age, gender, profession, affect and social desirability, the results of multiple regression are below in Table 10 and

suggest that disability accommodation complexity is positively and significantly associated with an increase in supervisors' job demands during disability accommodation management (β = .66, p < .01). Therefore, the results support hypothesis 1.

Table 10- DA Complexity and Job Demand

DV: Job Demand
IV: DA Complexity
CVs: Age, Gender, Profession, Positive Affect, Negative Affect and Social Desirability

	R	R^2	ΔR^2	B	SE	β	T
Model 1	.32	.10**					
Age				.04	.05	.05	.74
Gender				-.10	.10	-.05	-1.00
Profession				.01	.02	.04	.68
Positive Affect				-.02	.01	-.11†	-1.97
Negative Affect				-.04	.01	-.22**	-3.59
Social Desirability				-.16	.07	-.14*	-2.16
Model 2	.72	.52**	.42**				
Age				.03	.04	.03	.83
Gender				.03	.08	.02	.45
Profession				.01	.01	.02	.46
Positive Affect				-.01	.01	-.05	-1.30
Negative Affect				-.03	.01	-.14**	-2.97
Social Desirability				-.14	.05	-.12*	-2.50
DA Complexity				.65	.04	.66**	16.45

N=335, Note. Significance Level: †p < .10; *p < .05; **p < .01

Hypothesis 2

In hypothesis 2, we predicted that complex disability accommodation is positively associated with the strain of supervisors while performing disability accommodation responsibilities. The results are below in Table 11 and suggest that the disability accommodation complexity is positively associated with the strain of supervisors during disability accommodation, (β =.31, p < .01), although the magnitude of the relationship is smaller than the relationship found in hypothesis 1. The results support hypothesis 2.

Table 11- DA Complexity and Job Strain

DV: Supervisors' Strain
IV: DA Complexity
CVs: Age, Gender, Profession, Positive Affect, Negative Affect and Social Desirability

	R	R^2	ΔR^2	B	SE	β	T
Model 1	.42	.17**					
Age				.07	.03	.13*	2.38
Gender				.03	.06	.03	.54
Profession				.00	.01	.00	-.04
Positive Affect				.01	.01	.09	1.56
Negative Affect				-.02	.01	-.21**	-3.56
Social Desirability				-.13	.04	-.19**	-3.16
Model 2	.51	.26**	.09**				
Age				.07	.03	.12*	2.45
Gender				.06	.05	.06	1.22
Profession				.00	.01	-.01	-.21
Positive Affect				.01	.01	.12	2.22
Negative Affect				-.02	.01	-.17	-3.03
Social Desirability				-.12	.04	-.19**	-3.16
DA Complexity				.17	.03	.31**	6.09

N=335, Note. Significance Level: †p < .10; *p < .05; **p < .01

Hypothesis 3

In hypothesis 3, we predicted that job demands arising from disability accommodation responsibilities would be positively associated with the strain of supervisors. In a multiple regression analysis (see Table 12), we found a statistically significant and sizable positive association between the increased job demands and associated strain of supervisors during disability accommodation management (β= .51, p<.01). Therefore, we accept the hypothesis 3.

Table 12- Job Demand and Job Strain

DV: Supervisors' Strain
IV: Job Demand

CVs: Age, Gender, Profession, Positive Affect, Negative Affect and Social Desirability

	R	R^2	ΔR^2	B	SE	β	T
Model 1	.42	.17**					
Age				.07	.03	.13*	2.37
Gender				.03	.06	.03	.54
Profession				.00	01	.00	-.04
Positive Affect				.01	.01	.09	1.56
Negative Affect				-.02	.01	-.21**	-3.58
Social Desirability				-.13	.04	-.19	-3.16
Model 2	.64	.40**	.23**				
Age				.06	.03	.11*	2.33
Gender				.06	.05	.06	1.23
Profession				.00	.01	-.02	-.47
Positive Affect				.02	.01	.14**	3.04
Negative Affect				-.01	.01	-.10†	-1.92
Social Desirability				-.08	.04	-.12*	-2.35
Job Demand				.29	.03	.51**	10.88

N=335, Note. Significance Levels: †p < .10; *p < .05; **p < .01

Hypothesis 4

In hypothesis 4, we predicted that job control would moderate the relationship between increased job demands and associated strain of supervisors during disability accommodation. The analysis testing this hypothesis is in Table 13 and Figure 5. We found that job control is negatively associated with strain of supervisors during disability accommodation (β= -.16, p< .01). However, we found that the interaction between job demands and job control has a marginal impact on the associated strain of supervisors during disability accommodation management (β= .09, p<.10). As a result, we reject hypothesis 4.

Table 13- Job Demand, Job Strain and Job Control

DV: Supervisors' Strain
IVs: Job Demand, Job Control and Job demand × Job Control
CVs: Age, Gender, Profession, Positive Affect, Negative Affect and Social Desirability

	R	R^2	ΔR^2	B	SE	β	T
Model 1	.42	.17**					
Age				.07	.03	.13*	2.38
Gender				.03	.06	.03	.54
Profession				.00	.01	.00	-.04
Positive Affect				.01	.01	.09	1.56
Negative Affect				-.02	.01	-.21**	-3.56
Social Desirability				-.13	.04	-.19	-3.16
Model 2	.64	.40**	.23**				
Age				.06	.03	.11*	2.33
Gender				.06	.05	.06	1.23
Profession				.00	.01	-.02	-.47
Positive Affect				.02	.01	.14**	3.04
Negative Affect				-.01	.01	-.10†	-1.92
Social Desirability				-.08	.04	-.12	-2.35
Job Demand				.29	.03	.51**	10.88
Model 3	.65	.42**	.02**				
Age				.05	.02	.10*	2.16
Gender				.06	.05	.06	1.36
Profession				.00	.01	-.02	-.55
Positive Affect				.01	.01	.12*	2.61
Negative Affect				-,01	.01	-.10†	-1.91
Social Desirability				-.07	.03	-.10*	-1.99
Job Demand				.32	.03	.57**	13.02
Job Control				-.09	.03	-.16**	-3.34
Model 4	.66	.42*	.01*				
Age				.05	.02	.09*	2.06
Gender				.06	.05	.06	1.35
Profession				.00	.01	-.02	-.51
Positive Affect				.01	.01	.12*	2.48
Negative Affect				-.01	.01	-.10	-1.97
Social Desirability				-.07	.03	-.11*	-2.15
Job Demand (1)				.32	.03	.57**	11.48
Job Control (2)				-.10	.03	-.17**	-3.59
(1) × (2)				.05	.03	.09†	2.05

N=335, Note. Significance Level: †p < .10; *p < .05; **p < .01

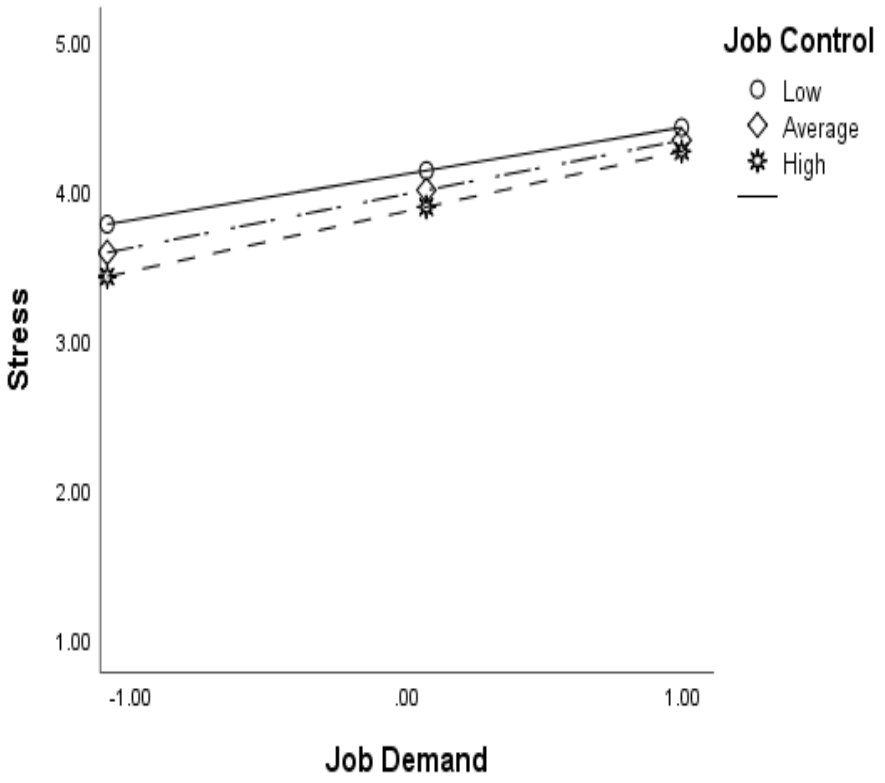


Figure 5- Job Demand × Job Control

Hypothesis 5

In hypothesis 5, we predicted that social support moderates the relationship between increased job demands and associated strain of supervisors while performing disability accommodation responsibilities. Hierarchical regression examining both the direct and interaction effect of social support shows a strong direct negative relationship between job control and the associated strain of supervisors during disability accommodation ($\beta = -.32$, $p < .01$). However, we found no significant interaction effect of social support in the relationship between job demands and associated strain of supervisors during disability accommodation ($\beta = -.03$, $p > .10$) (See Table 14 & Figure 6). Therefore, we reject hypothesis 5.

Table 14- Job Demand, Job Strain and Social Support

DV: Supervisors' Strain
IVs: Job Demand, Social Support and Job demand × Social Support
CVs: Age, Gender, Profession, Positive Affect, Negative Affect and Social Desirability

	R	R^2	ΔR^2	B	SE	β	T
Model 1	.42	.17**					
Age				.07	.03	.13*	2.38
Gender				.03	.06	.03	.54
Profession				.00	.01	.00	.04
Positive Affect				.01	.01	.09	1.56
Negative Affect				-.02	.01	-.21	-3.56
Social Desirability				-.13	.04	-.19	-3.16
Model 2	.64	.40**	.23**				
Age				.06	.03	.11*	2.33
Gender				.06	.05	.06	1.22
Profession				.00	.01	-.02	-.47
Positive Affect				.02	.01	.14**	3.04
Negative Affect				-.01	.05	-.10	-1.92
Social Desirability				-.08	.04	-.12	-2.35
Job Demand				.29	.03	.51**	10.88
Model 3	.69	.48**	.8**				
Age				.05	.02	.09*	2.07
Gender				.07	.04	.07	1.64
Profession				-.01	.01	-.03	-.82
Positive Affect				.01	.01	.09†	1.90
Negative Affect				-.01	.01	-.07	-1.50
Social Desirability				-.06	.03	-.08†	-1.69
Job Demand				.22	.03	.39**	8.34
Social Support				-.18	.03	-.32**	-6.72
Model 4	.69	.48	.00				
Age				.05	.02	.09*	2.09
Gender				.07	.04	.07	1.65
Profession				-.01	.01	-.04	-.84
Positive Affect				.01	.01	.09†	1.90
Negative Affect				-.01	.01	-.08	-1.53

Social Desirability	-.05	.03	-.08	-1.59
Job Demand (1)	.22	.03	. 39**	8.33
Social Support (2)	-.19	.03	-.34**	-6.50
(1) × (2)	-.01	.02	-.03	-.68

N=335, Note. Significance Level: †p < .10; *p < .05; **p < .01

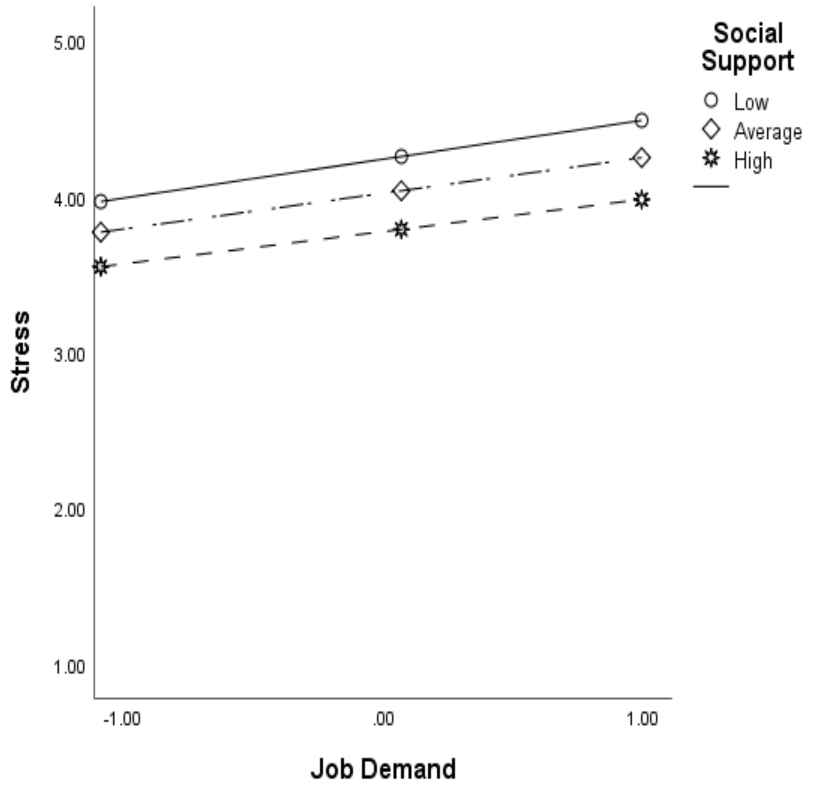


Figure 6- Job Demand × Social Support

Hypothesis 6

In hypothesis 6, we predicted that reward moderate the relationship between job demands and associated strain of supervisors while performing disability accommodation responsibilities. The results of the direct and interaction effect of reward are in Table 15 & Figure 7. We find that reward can significantly reduce the associated strain of supervisors during disability accommodation (β= -.41, p< .01). However, we found no

significant interaction effect of reward in the relationship between job demands and associated strain of supervisors during disability accommodation (β= .05, p>10). Therefore, we reject hypothesis 6.

Table 15- Job Demand, Job Strain, and Reward

DV: Supervisors' Strain
IVs: Job Demand, Reward and Job demand × Reward
CVs: Age, Gender, Profession, Positive Affect, Negative Affect and Social Desirability

	R	R^2	ΔR^2	B	SE	β	T
Model 1	.42	.17**					
Age				.07	.03	.13*	2.38
Gender				.03	.06	.03	.54
Profession				.00	.01	.00	.04
Positive Affect				.01	.01	.09	1.56
Negative Affect				-.02	.01	-.21	-3.56
Social Desirability				-.13	.04	-.19	-3.16
Model 2	.64	.40**	.23**				
Age				.06	.03	.11*	2.33
Gender				.06	.05	.06	1.22
Profession				.00	.01	-.02	-.47
Positive Affect				.02	.01	.14**	3.04
Negative Affect				-.01	.05	-.10†	-1.92
Social Desirability				-.08	.04	-.12	-2.35
Job Demand				.29	.03	.51**	10.88
Model 3	.72	.52**	.12**				
Age				.03	.02	.06	1.46
Gender				.09	.04	.08*	2.01
Profession				.00	.01	-.02	-.61
Positive Affect				.01	.01	.06	1.34
Negative Affect				.01	.01	-.07	-1.42
Social Desirability				-.06	.03	.09	-1.79
Job Demand				.20	.03	.35**	7.53
Reward				-.23	.03	-.41**	-8.52

Model 4	.72	.52	.00				
Age				.03	.02	.06	1.46
Gender				.08	.04	.08†	1.96
Profession				.00	.01	-.02	-.57
Positive Affect				.01	.01	.06	1.40
Negative Affect				-.01	.01	-.06	-1.24
Social Desirability				-.06	.03	-.09	-1.91
Job Demand (1)				.20	.03	.34**	7.38
Reward (2)				-.23	.03	-.40**	-8.26
(1) × (2)				.02	.02	.05	1.22

N=335, Note. Significance Level, †p < .10; *p < .05; **p < .01

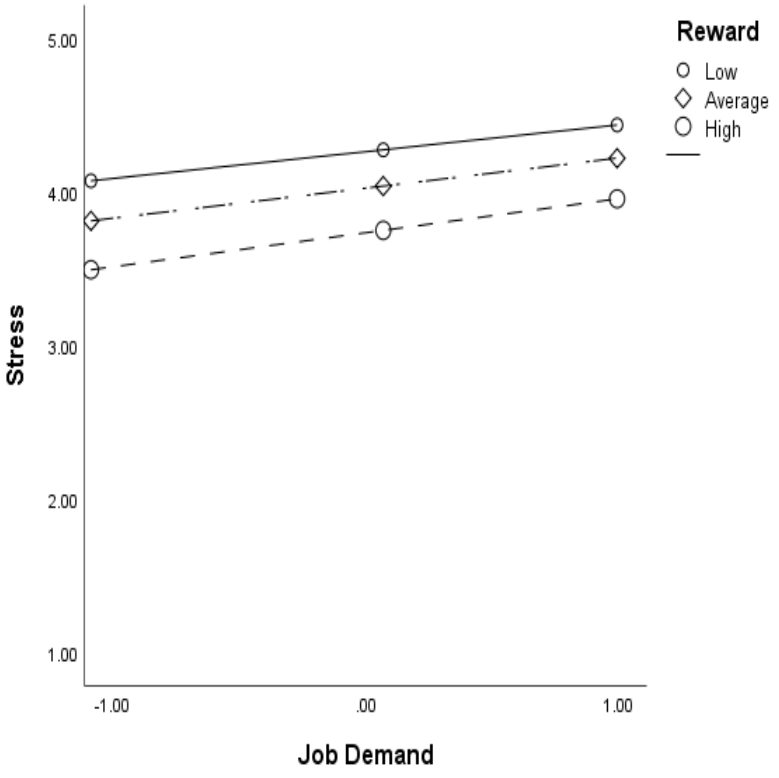


Figure 7- Job Demand × Reward

Hypothesis 7

In hypothesis 7, we predicted that job strain associated with disability accommodation is negatively related to supervisors' motivation. Table 16 shows that

supervisors' strain during disability accommodation is associated with a reduction in their motivation (β= -.16, p<.05). Therefore, we accept hypothesis 7.

Table 16- Job Strain and Motivation

DV: Supervisors' Motivation
IV: Supervisors' Strain
CVs: Age, Gender and Profession, Positive Affect, Negative Affect and Social Desirability

	R	R^2	ΔR^2	B	SE	β	T
Model 1	.32	.10**					
Age				.07	.03	.14*	2.47
Gender				.09	.06	.09	1.68
Profession				.01	01	.03	.59
Positive Affect				-.04	.01	-.31	-5.38
Negative Affect				-.01	.01	-.06	-1.02
Social Desirability				-.02	.04	-.03	-.40
Model 2	.19	.04**	.03**				
Age				.08	.03	.16*	2.83
Gender				.10	.06	.10†	1.75
Profession				.01	.01	.03	.59
Positive Affect				-.03	.01	-.30**	-5.18
Negative Affect				-.01	.01	-.10	-1.53
Social Desirability				-.04	.04	-.06	-.86
Supervisors' Strain				-.15	.06	-.16**	-2.68

N=335, Note. Significance Level: †p < .10; *p < .05; **p < .01

In our theoretical model, we also predicted that supervisors experience the lowest associated strain while performing disability accommodation if they enjoy sufficient job control, social support and reward. We performed a multiple regression analysis to validate the prediction (Table 17). Results indicate that there is no significant multiplicative effect of job demand, job control, social support and reward on supervisors' strain during disability accommodation (β= -.01, p>.10). Figure 8 summarizes the results of the hypothesized model. Figure 9 shows a revised model based

on the direct effects found in the analyses, rather than the interaction effects that were predicted.

Table 17- Job Demand, Job Control, Social Support, Reward and Job Strain

DV: Supervisors' Strain
IVs: Job Demand, Job Control, Social Support, Reward, Job Demand × Job Control, Job demand × Social Support, and Job Demand × Reward.
CVs: Age, Gender and Profession, Positive Affect, Negative Affect and Social Desirability

	R	R^2	ΔR^2	B	SE	β	T
Model 1	.42	.17**					
Age				.07	.03	.13*	2.38
Gender				.03	.06	.03	.54
Profession				.00	.01	.00	.04
Positive Affect				.01	.01	.09	1.56
Negative Affect				-.02	.01	-.21	-3.56
Social Desirability				-.13	.04	-.19	-3.16
Model 2	.64	.40**	.23**				
Age				.06	.03	.11*	2.33
Gender				.06	.05	.06	1.23
Profession				.00	.01	-.02	-.47
Positive Affect				.02	.01	.14**	3.04
Negative Affect				-.01	.01	-.10†	-1.92
Social Desirability				-.08	.04	-.12*	-2.35
Job Demand				.29	.03	.51**	10.88
Model 2	.73	.53**	.13**				
Age				.03	.02	.06	1.49
Gender				.09	.04	.08*	2.05
Profession				-.01	.01	-.03	-.74
Positive Affect				.01	.01	.05	1.15
Negative Affect				-.01	.01	-.06	-1.36
Social Desirability				-.05	.03	-.07	-1.52
Job Demand				.20	.03	.36**	6.89
Job Control				-.03	.03	-.05	-1.14
Social Support				-.07	.03	-.12*	-2.02
Reward				-.18	.04	-.31**	-5.09
Model 3	.73	.53	.00				
Age				.03	.02	.06	1.51
Gender				.08	.04	.08†	1.96
Profession				-.01	.01	-.03	-.69
Positive Affect				.01	.01	.05	1.25

Negative Affect	-.01	.01	-.06	-1.18
Social Desirability	-.05	.03	-.08	-1.56
Job Demand (1)	.20	.03	.36**	6.77
Job Control (2)	-.04	.03	-.06	-1.36
Social Support (3)	-.08	.04	-11*	-2.06
Reward (4)	-.18	.04	-.31**	-5.06
1×2×3×4	.00	.01	.01	.21

N=335, Note. Significance Level: †p < .10; *p < .05; **p < .01

HYPOTHESIZED MODEL

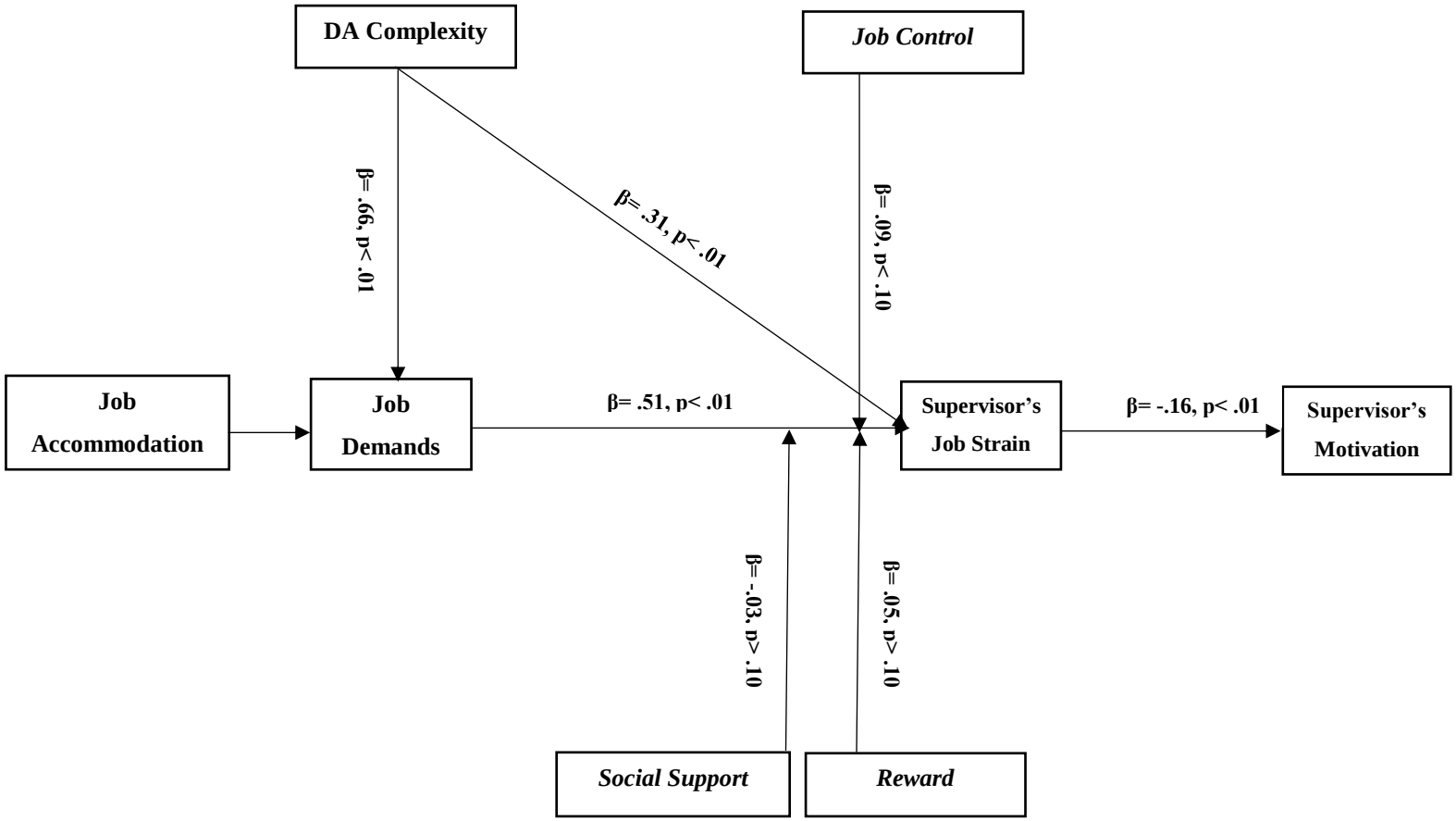


Figure 8- Original Model

THEORETICAL MODEL- REDEFINED

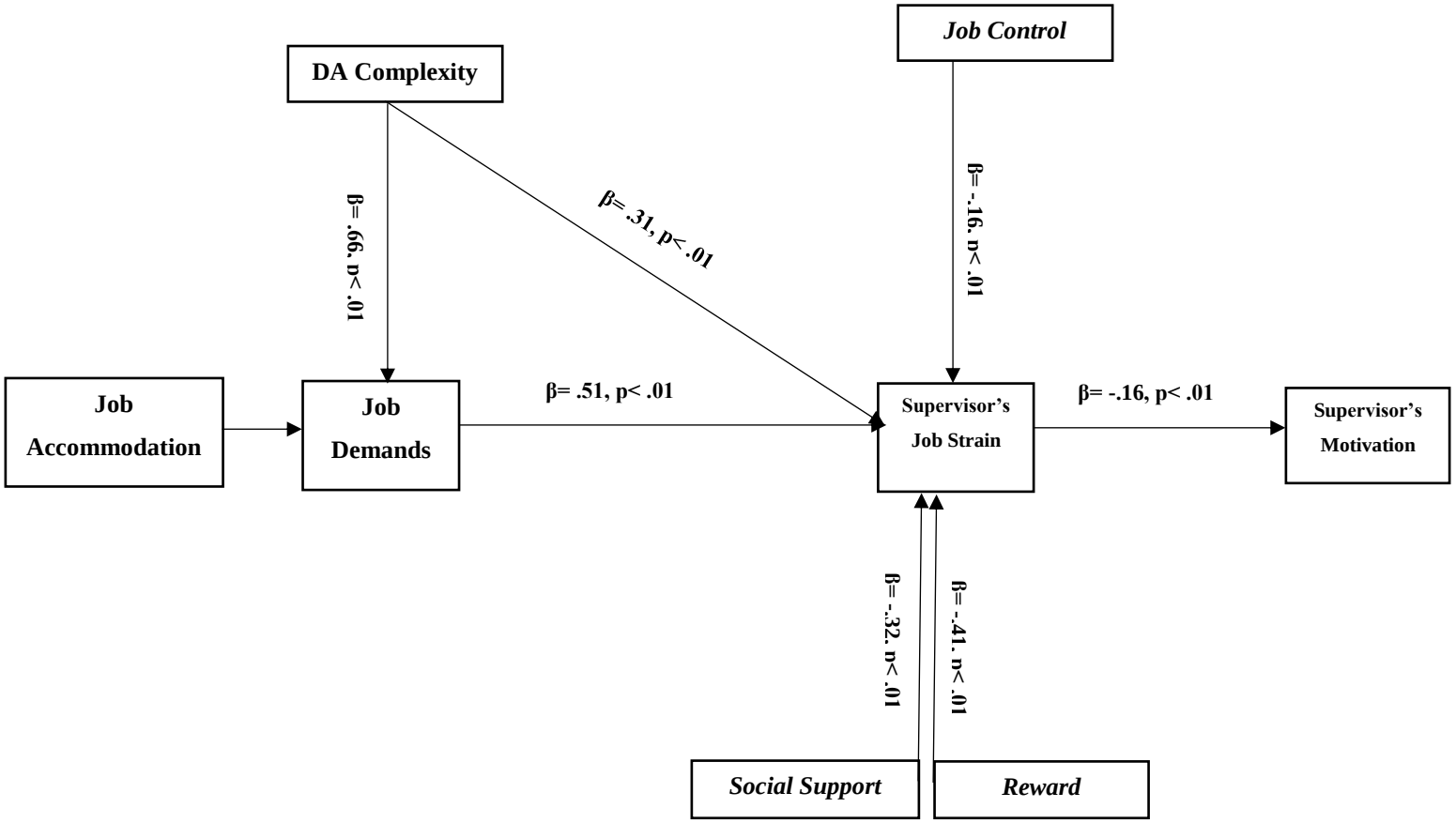


Figure 9- Redefined Model

Post Hoc Analysis

We conducted a post hot analysis, measuring the mediation effect of job demand in the relationship between DA complexity and associated strain of supervisors as well as the mediation effect of the associated strain of supervisors in the relationship between their job demand and motivation during disability accommodation. In a mediation model, an independent variable influences the dependent variable through a third variable that is considered a mediator. In a moderation model, the direction and strength of the relationship between independent and dependent variables are affected by a third variable that is considered a moderator (Fairchild & MacKinnon, 2009).

In hypotheses one and two, we found that disability accommodation complexity is positively associated with supervisor job demands that were positively associated with their strain level during disability accommodation management. We also found in hypothesis three that disability accommodation complexity is positively associated with strain of supervisors during disability accommodation. Theory suggests that supervisors experience higher job demands while dealing with complex disability accommodation (Williams-Whitt et al., 2016). Additionally, the higher job demands are likely to create higher job strain for supervisors (Bakker & Demerouti, 2007; Edwards et al., 1989; Johnson & Hall, 1988; Karasek, 1979; Siegrist, 1996). Therefore, we suspected that job demands could mediate the relationship between disability accommodation complexity and supervisors' strain.

In hypothesis two, we found that increased job demands are positively associated with supervisors' job strain during disability accommodation. On the other hand, hypothesis seven suggested that increased job strain of supervisors is negatively

associated with their motivation. This is in line with the theory that suggests that increased job demands increase supervisors' strain (Bakker & Demerouti, 2007; Edwards et al., 1989; Johnson & Hall, 1988; Karasek, 1979; Siegrist, 1996) which negatively influences their motivation (Bakker et al., 2004). Therefore, we suspected that there could be a mediation effect of the associated strain of supervisors in the relationship between their job demands and motivation during disability accommodation.

To measure the mediation effect of job demand and associated strain of supervisors, we performed two mediation analyses in SPSS process macro model 4 using the bootstrapping method (See Table 18 & 19). Hayes (2009) suggests that researchers should not use a test that requires a sample to be normally distributed when an alternative test is available that does not make the assumption of normality and known to be more powerful. Therefore, we used the bootstrapping method in our mediation analysis since it is more powerful than a Sobel test, and measures the indirect effect in mediation analysis by not requiring the sample to be normally distributed.

Mediation Effect –Job Demand

In the post hoc analysis, we found that disability accommodation complexity is positively associated with strain of supervisors through job demands during disability accommodation (*ab*=.20, Cl= .14 to .26). However, the positive association between disability accommodation complexity and supervisors' strain becomes insignificant when job demands are entered in the mediation model, (c'= -.03, Cl= -.10 to .04). Therefore, we conclude that job demands fully mediate the relationship between disability accommodation complexity and associated strain of supervisors.

Table 18-Mediation Effect of Job Demand

IV: DA Complexity
Mediator: Job Demand
DV: Supervisors' Strain
CVs: Age, Gender and Profession

		Mediation Analysis Outcomes		
		M: Job Demand	Y: Job Strain	
	Path	β	Path	β
X: DA Complexity	a_1	.65**	C_1'	-.03
C1: Age	a_2	.03	C_2'	.06*
C2: Gender	a_3	.03	C_3'	.05
C3: Profession	a_4	.01	C_4'	.00
C4: Positive Affect	a_5	-.01	C_5'	.02**
C4: Negative Affect	a_6	-.03*	C_6'	-.01†
C5: Social Desirability	a_7	-.14**	C_7'	-.08*
M: Job Demand				.31**
	R^2	.52**		.40**
	ΔR^2			-.14**
		Mediation Index	95% Bootstrap CI[a]	
X to Y through M	ab	.20	.14 to .26	
X to Y	c'	-.03	-.10 to .04	

N=335, Note. Significance Level: †p < .10; *p < .05; **p < .01

Mediation Effect - Job Strain

In post hoc analysis, we also found that job demands are positively associated with supervisors' motivation through associated strain during disability accommodation (β =.07. p< .01). The association between job demands and supervisors' motivation is significantly reduced through strain, (ab = -.06, Cl= -.11 to -.02). However, the direct association between job demands and supervisors' motivation becomes insignificant after performing the mediation model (See Table 19). Therefore, we conclude that strain fully mediates the relationship between supervisors' job demand and motivation during disability accommodation.

Table 19-Mediation Effect of Job Strain

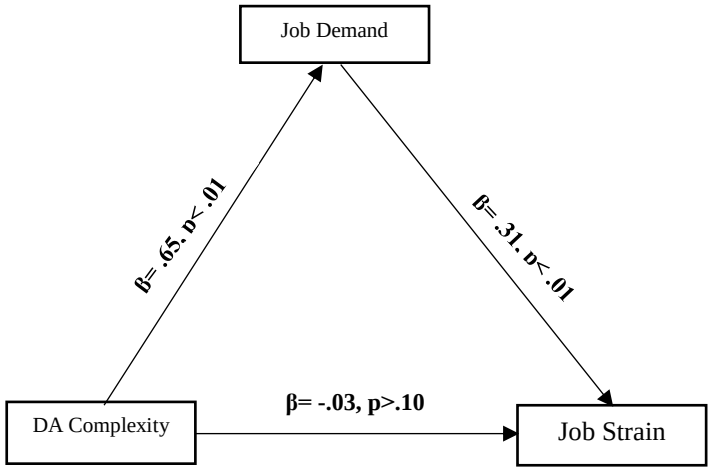
IV: Job Demand
Mediator: Job Strain
DV: Motivation
CVs: Age, Gender and Profession

		Mediation Analysis Outcomes		
		M: Job Strain	Y: Motivation	
	Path	β	Path	β
X: Job Demand	a_1	.29**	C_1'	.07*
C1: Age	a_2	.06*	C_2'	.08**
C2: Gender	a_3	.06	C_3'	.11†
C3: Profession	a_4	.00	C_4'	.00
C4: Positive Affect	a_5	.02**	C_5'	-.03**
C5: Negative Affect	a_6	-.01†	C_6'	-.01
C6: Social Desirability	a_7	-.08	C_7'	-.03
M: Job Strain				-.22**
	R^2	.40**		.13**
	ΔR^2			-.27**
		Partial Mediation Index	95% Bootstrap CI[a]	
X to Y through M	ab	-.06	-.11 to -.02	
X to Y	c'	.07	-.001 to .14	

N=335, Note. Significance Level: †p < .10; *p < .05; **p < .01

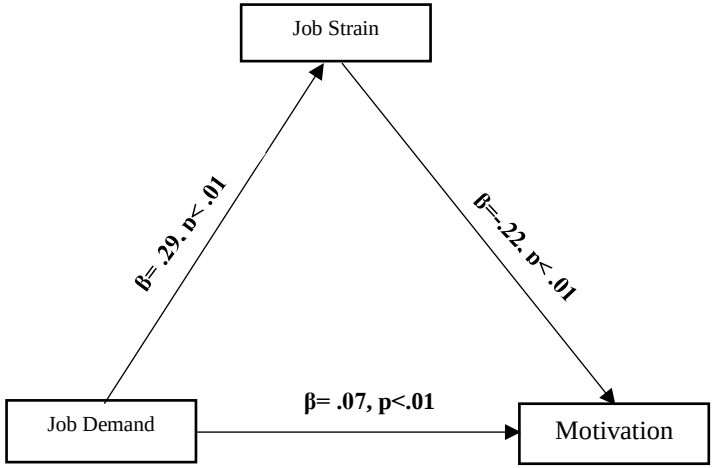
MEDIATION EFFECT OF JOB DEMAND AND JOB STRAIN

Mediation Effect of Job Demand



DA complexity on strain through job demand: β=.20, p<.01

Mediation Effect of Job Strain



Job demand on motivation through strain: β= -.06, p<.01

Figure 10- Mediation Models

Statistical Result Summary

H-1: We expected in hypothesis 1 that disability accommodation complexity would be positively associated with accommodation-related job demands of supervisors. Our results support the hypothesis. Therefore, we accept hypothesis 1.

H-2: We expected in hypothesis 2 that disability accommodation complexity would be positively associated with accommodation-related job strain of supervisors. Results from the data analysis support the hypothesis. Therefore, we also accept hypothesis 2.

H-3: We expected in hypothesis 3 that job demands of disability accommodation would be positively associated with accommodation-related strain of supervisors. Therefore, we accept hypothesis 3.

H-4: We expected in hypothesis 4 that job control would moderate the relationship between increased job demands and associated strain of supervisors during disability accommodation, such that high job control would weaken the relationship whereas low job control would strengthen the relationship. We find that although the job control is negatively associated with supervisors' strain, it does not moderate the relationship between increased job demand and associated strain of supervisors during disability accommodation. Therefore, we reject hypothesis 4.

H-5: We expected in hypothesis 5 that social support would moderate the relationship between increased job demands and associated strain of supervisors during disability accommodation such that high social support would weaken the relationship whereas low social support would strengthen the relationship. However, we find that

social support is negatively associated with supervisors' strain during disability accommodation. Therefore, we reject hypothesis 5.

H-6: We expected in hypothesis 6 that reward would moderate the relationship between increased job demands and associated strain of supervisors during disability accommodation such that high reward would weaken the relationship whereas low reward would strengthen the relationship. We find that reward doesn't moderate the relationship between increased job demands and associated strain of supervisors during disability accommodation. However, we find that reward is negatively associated with supervisors' strain during disability accommodation. Therefore, we reject the hypothesis 6.

H-7: We expected in hypothesis 7 that job strain associated with disability accommodation responsibilities would be negatively associated with supervisors' motivation. The hypothesis was supported in our data analysis. Therefore, we accept the hypothesis 7.

Post Hoc: In our post hoc analyses, we found that job demands completely mediated the relationship between job demands and associated strain of supervisors during disability accommodation. We also found that the associated strain of supervisors fully mediated the relationship between job demands and motivation during disability accommodation.

CHAPTER 6- DISCUSSION

Qualitative Discussion

Workplace Disabilities

In our research, we investigated supervisors who managed at least one disability accommodation within the last 12 months. We found that the most common disabilities the supervisors accommodated in the workplace were physical in nature (e.g. limb loss, limb injury, reduced physical ability, hearing impairment, eyesight loss, and back and spine problems). The supervisors also handled psychological disabilities such as poor mental health conditions and depression, dyslexia, post-traumatic stress disorder, panic attacks, and Asperger's syndrome.

DA Measures

We identified the measures supervisors have taken to accommodate disabilities in the workplace. The study reveals that supervisors most frequently change the physical environment to accommodate employees. They also adopted new equipment, installed new software, provided necessary flexibility and social support, changed tasks, rescheduled tasks, used organizational policies and resources, managed position alternatives, and provided training. In line with the findings, a review of 109 studies by Tompa et al. (2015) revealed that the most frequently used accommodation measures are installing new devices, restructuring the work environment, providing social support and restructuring jobs. Another study by Shaw et al. (2014) also supported these findings.

Determinants of DA Complexity

In our qualitative study, we mainly investigated the factors determining disability accommodation complexity. Results reveal several factors that are responsible for determining the level of disability accommodation complexity in the workplace. We are not aware of any other study that attempts to understand what features of disability accommodation create complexity for those involved in managing the accommodations. The findings of our study, summarized below, form the foundation for development of a scale to measure complexity, and also provide information to employers who may be able to increase resources to address factors that increase complexity.

Physical Environmental Change: Supervisors most frequently change the physical environment to accommodate disabilities. Generally, disability accommodation becomes easy to manage if it requires minor physical environmental changes. On the other hand, disability accommodation becomes hard to manage if it requires substantial physical environmental changes. We also found that even if a disability accommodation requires minor physical environmental changes, supervisors can face high level of complexity if they do not have the opportunity or resources to make the changes. Contrarily, a disability accommodation requiring substantial physical environmental changes can be easily managed by supervisors if the necessary resources, processes, funds, and supports are readily available or can be easily obtained. This finding aligns with other research that indicate supervisors' autonomy is important for a successful job accommodation (Kristman et al., 2017; Shaw et al., 2014; Williams-Whitt et al., 2016).

Availability of Resource and Process: Supervisors require different resources and processes to manage disability accommodation in the workplace. We found that the availability of the resources and processes in the workplace influences disability accommodation complexity significantly. Disability accommodation becomes complex to manage to the extent that the required resources and processes are not readily available; the supervisor may need to secure additional funds to purchase the resources externally. A qualitative study indicated that the lack of necessary resources and concrete organizational policies can increase the complexity of disability accommodation decisions (Williams-Whitt et al., 2016). In the study, Williams-Whitt et al. (2016) defined resources as the information, RTW experience, autonomy and organizational supports. But, the definition did not covered the disability accommodation specific resources, e.g., necessary equipment, favorable workplace settings and accommodation budget. Our study contributed to identify the disability accommodation specific resources and revealed that the lack of these disability accommodation specific resources can increase disability accommodation complexity.

Social Support: Cooperation and support from other employees in the workplace play a significant role in successful disability accommodation management. We found that the disability accommodation management process becomes easy when other employees cooperate in disability accommodation process and support the affected employee. In contrast, a disability accommodation becomes complex when other employees do not cooperate in the disability accommodation process and support the disability employee. However, existing studies identified the co-worker support as an important factor in accommodation success (Kristman et al., 2016; Shaw et al., 2016;

Williams-Whitt et al., 2016) , but has not recognized as a factor increasing complexity for supervisors.

Affected Employees' Cooperation and Knowledge: The cooperation and knowledge of the employee with the health condition facilitates their disability accommodation. We found that disability accommodation management becomes easy if the employee has sufficient understanding of his/her condition and knows what is required to manage the condition. We also found that a disability accommodation becomes easy to manage if the employee cooperates in the disability accommodation process. However, supervisors experience a high level of complexity managing accommodations, if the employee is non-cooperative and has a limited understanding of his/her condition and accommodation needs. Literature suggests that the cooperation of affected employee reduces the accommodation complexity (Shuey & Jovic, 2013; von Schrader, Malzer, & Bruyère, 2014). However, we found no study that identified the knowledge of the affected employee as an important factor that influences accommodation complexity.

Flexibility: Supervisors frequently require offering flexible work arrangements to accommodate the employees. Different types of disabilities require different levels of flexibility that can influence the level of disability accommodation complexity. Accommodation complexity varies by the number and amount of flexibility required to meet the employees' needs. Several studies discussed offering flexibilities as a common practice in disability accommodation management (e.g., McMullin & Shuey, 2006; Williams-Whitt et al., 2016; Wilton, 2004). But, none of the studies indicated that the

imbalance between the flexibility needed and the flexibility available can make a disability accommodation complex.

Role Modification: Employees with disabilities may not be able to perform their regular job roles temporarily or permanently. To accommodate them, supervisors may modify employees' job roles. We found that the level and number of modifications required to accommodate significantly influence disability accommodation complexity. Although several studies supported the findings (e.g., McMullin & Shuey, 2006; von Schrader et al., 2014; Williams-Whitt et al., 2016; Wilton, 2004), we found no research indicated that the imbalance between the level and number of role modification needed, and the level and number of role modification manageable can increase disability accommodation complexity.

Organizational/Managerial Support: In successful disability accommodation management, supervisors receive organizational/managerial support. The lack of availability of this type of support during disability accommodation significantly influences the complexity of the disability accommodation. The existence of disability accommodation policies also facilitate the disability accommodations in the workplace. Thus, a disability accommodation becomes easy to manage when the organization has effective disability accommodation policies. The significance of organizational/managerial support on disability accommodation success has been widely acknowledged in literature (Huang, Pransky, Shaw, Benjamin, & Savageau, 2006; Tompa et al., 2015; von Schrader et al., 2014; Williams-Whitt, 2007b). Particularly, Williams-Whitt et al. (2016) indicated that organizational support decreases disability accommodation complexity.

Supervisor's Ability, Experience, and Perception: Supervisors are the key stakeholders who manage entire disability accommodation management process. As a result, the skills and abilities of supervisors significantly influence disability accommodation complexity. We found that a disability accommodation can be complex when supervisors fail to understand the disability condition, can not assess accommodation needs properly, and/or possess no or insufficient previous experience to accommodate disabilities in the workplace. Additionally, supervisors' positive perception towards the employee can make disability accommodation easy whereas their negative perception can make disability accommodation complex. The findings align with other studies indicating that supervisors' experience decreases disability accommodation complexity (e.g., Williams-Whitt, 2007b; Williams-Whitt et al., 2016). We also found the evidence that disability accommodation becomes easier to manage if supervisors experienced the same kind of disability in the past. But, we found no study indicated that supervisors' experience of similar disability condition can reduce disability accommodation complexity.

Change in Communication Style: We found that disability accommodation sometimes requires changes in communication style since affected employees may no longer cope with conventional communication styles used in the workplace. In such a situation, disability accommodation becomes complex if the required changes in communication style are difficult to manage and/or the changes in communication style create a problem for other employees in the workplace. Although studies suggested that effective communication among stakeholders is important for disability accommodation (Tompa et al., 2015; Williams-Whitt et al., 2016), we found no study that indicated

changes in communication style to accommodate affected employee can create difficulties for supervisors and co-workers, thus, contribute to making disability accommodation complex.

Position Alternative: A disability accommodation becomes complex if supervisors fail to manage the necessary substitutes for employees who are off work recovering from an illness or injury. Finding ways to cover their duties without causing labor shortage and disruption in the workplace may reduce disability accommodation complexity. For employees no longer capable of performing their existing job roles in the workplace, supervisors must manage position alternatives for them. In such a situation, disability accommodation becomes complex if supervisors cannot find or create suitable position alternatives. We also found that required position alternatives or substitutes can easily be managed when the size of an organization and its workforce is large enough. Other studies discussed the position alternative as a common practice in disability accommodation management (Blanck, Andersen, Wallach, & Tenney, 1994; Williams-Whitt, 2007a; Williams-Whitt & Taras, 2010). However, we found no study that indicated the lack of suitable position alternatives can make disability accommodation management complex, particularly, for supervisors.

Performance: Employees' performance during disability accommodation significantly influences disability accommodation complexity. We found that a disability accommodation becomes complex to manage when employee's regular performance is severely affected by his/her disability condition. We also found that disability accommodation can also be complex if it is highly time-consuming. The finding aligns with other research that indicated disability accommodation becomes complex when

coworkers perceive that the increased job-difficulty and workload resulted in because of the affected employee's low performance and start reacting negatively to the employee (Scherbaum, Scherbaum, & Popovich, 2005; Vornholt et al., 2018; Wilson & Scior, 2015).

Nature of Disability: Our study revealed that the nature and characteristics of a disability condition significantly influence disability accommodation complexity. We found that the psychological disabilities are more complex than the physical disabilities to accommodate. We also found that disability accommodation becomes complex when an employee has an unpredictable or progressive disability condition. Our study further revealed that a disability accommodation becomes complex when an employee has multiple disabilities and each disability condition requires separate considerations that are conflicting to each other. Additionally, a disability accommodation process can be more complex if one condition leads to another. We are not aware of any study that indicated disability accommodation complexity is influenced by the type and nature of disability conditions.

Quantitative Discussion

Although supervisors play a critical role in disability accommodation success (Habeck et al., 1991; Linton, 1991; Stochkendahl et al., 2015; Williams-Whitt et al., 2016), very few studies attempt to understand how this additional responsibility influences supervisors' job demands, job strain and motivation to do a good job with the accommodation. One qualitative study suggested that complex accommodations can be protracted and demanding responsibilities that may add to supervisors' strain by making their work more complex and creating a resource deficit (e.g. time, money, skill, authority

and information) (Williams-Whitt et al., 2016). However, no theoretically derived quantitative research examined the relationship between increased job demands and associated strain of supervisors during disability accommodation. Additionally, no research attempted to identify the resources necessary to weaken the relationship between increased job demands and associated strain of supervisors during disability accommodation. In our study, we examined the relationship between job demands and associated strain of supervisors while managing disability accommodation responsibilities. We also identified essential resources that can mitigate the challenges of complex disability accommodations, and promote more successful RTW.

DA Complexity and Job Strain

D-A fit model suggested that if the disability accommodation complexity exceeds supervisors' existing knowledge and skills, it may create high D-A misfit, thus, generating high job demands and associated strain for the supervisors (Edwards, 1996; Edwards et al., 1989; Guan et al., 2010; Livingstone et al., 1997; Park et al., 2012).

In our study, we found that the complexity of disability accommodation is positively associated with supervisors' job demands and associated strain. Supervisors require enough knowledge and skills to acquire and process incomplete information, deal with emotional issues and solve critical problems to perform a complex disability accommodation (Williams-Whitt et al., 2016). If supervisors' available skills fail to meet the knowledge and skill demand, they experience a D-A misfit that increases their associated strain (Edwards, 1996; Edwards et al., 1989; Guan et al., 2010; Livingstone et al., 1997; Park et al., 2012). In contrast, if the disability accommodation is relatively easy

and can be managed with available skills, supervisors experience fewer job demands and relatedly lower associated strain during disability accommodation.

Job Demand and Job Strain

JDC model suggest that disability accommodation is an additional responsibility that can significantly heighten the associated strain of supervisors by increasing their job demands (Bakker & Demerouti, 2007; Edwards et al., 1989; Johnson & Hall, 1988; Karasek, 1979; Siegrist, 1996). We found that job demands of additional disability accommodation responsibility significantly increase the associated strain of supervisors by adding to their mental workload, intensifying emotional demands and fostering role ambiguity.

Moderation Effect of Job Control

Theory also suggests that sufficient job control (e.g. decision authority and skill latitude) can moderate the relationship between increased job demand and associated strain of supervisors during disability accommodation management (Bakker & Demerouti, 2007; Edwards et al., 1989; Johnson & Hall, 1988; Karasek, 1979; Siegrist, 1996). We found no such moderation effect of job control in the relationship between increased job demand and associated strain of supervisors during disability accommodation. However, the high job control has a significant direct effect on reducing associated strain of supervisors during disability accommodation management. A meta-analysis of 106 studies by Luchman and Gonzalez-Morales (2013) explained the discrepancy between the theoretical and empirical findings. They proposed that while measuring the impact of job control on occupational strain and well-being, it should be

treated as an independent variable, not a latent variable of job demand since it contributes to predicting occupational strain and well-being in its own way. Bond and Bunce (2001) also supported the direct effect of job control on psychological outcomes in workplace e.g. job strain.

Moderation Effect of Social Support

Studies suggested that sufficient social support (e.g. supervisors' and coworkers' supports) can moderate the relationship between increased job demand and associated strain of supervisors during disability accommodation (Bakker & Demerouti, 2007; Edwards et al., 1989; Johnson & Hall, 1988; Karasek, 1979; Siegrist, 1996). We found that although social support directly reduces associated strain of supervisors, it does not moderate the relationship between their increased job demand and associated strain during disability accommodation. This inconsistency is explained by Luchman and Gonzalez-Morales (2013). They explained that like job control, social support should also be treated as an independent variable while predicting job strain since it can independently influence people's strain with no interaction with their job demand.

Moderation Effect of Reward

Studies also suggested that sufficient rewards can moderate the relationship between increased job demands and associated strain of supervisors during disability accommodation (Bakker & Demerouti, 2007; Edwards et al., 1989; Johnson & Hall, 1988; Karasek, 1979; Siegrist, 1996). We found that although reward has a significant direct negative impact on associated strain of supervisors, it has no moderation effect in the relationship between increased job demand and associated strain of supervisors during

disability accommodation. This result may be explained by the neurobiological mechanism of strain relief in our brain such that sufficient reward directly activates the autoregulatory and endogenous strain relief process in our brains and mitigates our strain reactions to a certain phenomena (Esch & Stefano, 2010).

Job Strain and Motivation

Studies predicted that high job demand is one of the major drivers of job strain, which negatively affect employee motivation (Bakker et al., 2004). Corresponding to the previous studies, we found that increased strain reduces supervisors' motivation during disability accommodation management. Several empirical studies also supported this finding (e.g., Barney & Elias, 2010; Khalatbari et al., 2013)

Mediation Effect of Job Demand and Job Strain

In post hoc analysis, we found that the increased job demand fully mediates the relationship between disability accommodation complexity and associated strain of supervisors during disability accommodation. Theoretical and empirical studies also support these finding (Bakker & Demerouti, 2007; Edwards et al., 1989; Johnson & Hall, 1988; Karasek, 1979; Siegrist, 1996; Williams-Whitt et al., 2016). We also found in the post hoc analysis that associated strain of supervisors fully mediates the relationship between increased job demand and motivation during disability accommodation. Several studies also supported the mediation effect of supervisors' strain (Bakker & Demerouti, 2007; Bakker et al., 2004; Edwards et al., 1989; Johnson & Hall, 1988; Karasek, 1979; Siegrist, 1996)

CHAPTER 7- THEORETICAL CONTRIBUTIONS

Our qualitative study extends the disability accommodation literature by identifying accommodation activities and factors that supervisors believe increase accommodation complexity. We found that although physical disabilities are the common types of workplace disabilities, supervisors experience higher difficulty in managing psychological disabilities because of their invisible and often unpredictable nature. Our study also supports existing literature that identifies measures that supervisors frequently take to accommodate disabilities; such as changing physical environment, adopting new equipment and software, providing necessary flexibilities, encouraging social support, modifying tasks, utilizing organizational policies and resources, and managing position alternative.

The most important contribution of our qualitative study is the identification of the factors influencing disability accommodation complexity. Complexity can be higher because of the number or magnitude of physical environmental change needed, conflicting requirement, availability of resources, available cooperation of other employees, and the ability and experience of supervisors to manage disability accommodations.

Most of the disability accommodation research has focused on the experience of the affected employees. Limited attention has been given to understand the experiences of supervisors who manage disability accommodation as an additional responsibility, although this can substantially influence a disability accommodation success. Our study sheds light on the disability accommodation experience of supervisors by investigating

how disability accommodation influences them at work, and contributes to bridging the gap in disability accommodation management literature.

Our quantitative study extends the disability accommodation literature by investigating the effect of increased job demands on associated strain and motivation of supervisors when they perform disability accommodation responsibilities. We also identified that job control (e.g. sufficient autonomy to modify works and authority to access the physical resources), social support (e.g. cooperation from other employees to facilitate the disability accommodation process) and rewards (e.g. recognition, respect, flexibility and future job prospect for the contribution to the disability accommodation process) are the critical resources necessary to deal with the increased strain experienced by supervisors during disability accommodation management. Providing these resources may significantly improve disability accommodation success and RTW by reducing associated strain and increasing motivation of supervisors.

Several job demand and stress models have been proposed in last four decades. Interestingly, no studies have integrated the assumptions of these models to understand how well they explain the job demand and strain relationship in a single model. As far as we are aware, we are the first to propose a combined job demand and strain model and test it in disability accommodation management context.

In our post hoc analysis, we redefined the paths of the moderating variables in the existing job demand and strain models. Our study rejected the assumptions that job control, social support and reward moderate the relationship between job demand and strain. Rather, our model suggests that job control, social support and reward should be

considered independent variables since their direct effect on strain can make their interaction effect with job demand on strain insignificant.

In our integrated model, we added job complexity, reward and motivation as separate constructs to the formal job demand and strain models. Interestingly, we found that job demand is no longer an exogenous variable, a variable that is not affected by other variables, in a formal job demand and strain model since it completely mediates the relationship between job complexity and strain. As a result, we introduced job complexity as the new exogenous variable in the formal job demand and strain model. We also added that job strain partially mediates the relationship between job demand and motivation, which is the ultimate endogenous variable, a variable that is affected by other variables, in our integrated job demand and strain model.

CHAPTER 8: PRACTICAL IMPLICATIONS

Disability accommodation is a growing phenomenon and has significant social and organizational costs. If disability accommodation is not properly managed in the workplace both the organization and the person with the disability experience considerable financial loss. Furthermore, organizations are legally and ethically obliged to support employees with disabilities. Therefore, effective disability accommodation is a financial, ethical and legal obligation for organizational management.

Supervisors are the key stakeholders responsible for managing disability accommodations in the workplace. A disability accommodation success is highly dependent on their performance. Our study reveals that disability accommodation responsibility increases supervisors' overall job demands that increases their strain levels. The increase in associated strain of supervisors negatively influences their motivation during disability accommodation. Therefore, organizations should offer supervisors sufficient resources; such as concrete policies and processes, physical resources, authority to make real-time decisions, cooperation from coworkers, and recognition to mitigate the strain so that they can manage disability accommodation responsibility effectively while upholding their regular performance.

If supervisors do not have the ability (knowledge and skill) to handle disability accommodation complexity, they experience higher job demands and associated strain that reduces their disability accommodation performance. As a result, organizations should ensure that supervisors assigned to manage disability accommodation have enough knowledge and skill to handle the complexity associated with the responsibility. If a

supervisor does not have enough knowledge and skill to manage the level of disability accommodation complexity, organizations should provide necessary resources (e.g. training, education, and mentorship) so that the supervisor can acquire required knowledge and skill to handle the disability accommodation complexity effectively.

An organization can effectively mitigate the increased strain supervisors experience during disability accommodation by providing enough job control, social support and reward. For example, supervisors require sufficient autonomy to access necessary information (e.g. information about the employee's medical condition), and authority to design work modifications (e.g. re-bundling tasks, changing schedules and paying for additional resources) without the need to consult with others to facilitate the disability accommodation process. Our results are in line with other research indicating that lack of supervisors' autonomy can affect RTW and make disability accommodation complex (McGuire et al., 2015). Similarly, social supports such as the presence of the concrete organizational policies for disability accommodation, and sufficient cooperation from the management and colleagues significantly reduces the complexity of disability accommodation process (Williams-Whitt et al., 2016). These resources can also enhance motivational level of supervisors while performing disability accommodations. Therefore, organizations should provide enough job control, social support and reward to the supervisors while managing disability accommodation to promote the disability accommodation success and RTW. Additionally, these resources will support supervisors to uphold their regular performance at the workplace along with the disability accommodation performance.

CHAPTER 9- LIMITATIONS AND FUTURE RESEARCH

Our study is not without potential limitations. Below, we outline five of these. Firstly, we expected potential common method bias in our data since we use self-reported measures. To reduce potential common method bias in data, we used different measures suggested by Podsakoff et al. (2003). To minimize potential scale-related common method bias, we used different Likert scale formats and reverse coded items while collecting data. In our survey questionnaire, we tried to clarify vague concepts, avoid unfamiliar jargon and complex syntax, and keep questions simple, specific and concise. We also avoid double-barreled questions and counterbalanced the order of predictor and criterion to reduce potential common method bias in the survey questionnaire. We measured the mood and social desirability of respondents to understand the extent to which these emotional and behavioural factors influenced our data quality and the relationship among research variables. Partial correlation results indicated that there is no significant common method variance in the relationship between the research variables. Additionally, we performed Harman's single factor test and partial correlation analyses to understand the presence of common method variance in our measurement scales. The result of Harman's single factor test indicated that our measurement scales were not contaminated by a significant amount of common method variance (Podsakoff et al., 2003).

Secondly, we acknowledge that our research results may be influenced by unavoidable time-effects to some extent since most of the supervisors surveyed in the research engaged in disability accommodation management in the recent past. To keep the time-effect to a minimum level, we used different checks in our questionnaire to

trigger their past disability accommodation management experience to the best possible level. For example, we asked two open-ended questions about the details of participants' recent disability accommodation experience at the beginning of the survey to help with recall. We expected that after answering the questions, they would be able to respond to the survey questions more effectively. However, we could not measure the extent to which the checks reminded them of their disability accommodation experiences.

Thirdly, we measured psychological constructs (e.g., job demand, complexity, job control, social support, reward, and strain) in the disability accommodation context. It is difficult to measure someone's exact psychological reactions regarding a past event since there is a high probability that people's ongoing psychological status can contaminate their judgment regarding a specific past event. Therefore, we suspect that our data may be contaminated by the present psychological status of respondents to some extent. However, we measured momentary social desirability, positive emotions and negative emotions of the participants, and tested their effects in the relationships between research variables using partial correlation analyses. We found that the correlations between research variables were not affected significantly by these psychological factors.

Fourthly, we collected data using an online survey questionnaire. Online surveys have certain limitations, e.g., unlike face to face survey and email survey, we don't know who is participating and producing data in online surveys. However, it has been supported that research relying on crowdsourcing platforms like Prolific Academic are valid and reliable (Goodman & Paolacci, 2017). Nonetheless, we acknowledge that the quality of our data and research outcomes may be affected by the limitations of online surveys.

Finally, we also acknowledge that the common item wording of measurement scales can inflate the relationships between the variables in our research model. For example, some of the scale items used to measure social support and reward variables were commonly worded, (e.g., the reward item 1 "I received the respect I deserved from my supervisor, for accommodating the employee" was similarly worded as the social support item 1 "I got along well with my supervisor when I was accommodating the employee"). Thus, a high correlation between the social support and reward variables was evident in the correlation matrix (See Table 9: $r = .74$, $p < .01$). The high correlation between the scales may contaminate the individual findings related to the reward and social support variables. This may in part be due to the use of disability accommodation language in most items. This was done to ensure we were measuring only effects that were related to disability accommodation, but this may also have contributed to high item correlations.

Our study also points toward some future research opportunities. First, we provide initial data to begin development of an accommodation complexity tool that could be used by researchers and employers to identify the most relevant supports in different disability accommodations. Secondly, our study did not investigate the degree of job control, social support, and reward necessary to reduce job demand and strain of supervisors who are managing disability accommodations. Future research should investigate the provision of these resources more thoroughly to provide better guidance to the employers who wish to improve accommodation outcomes and reduce supervisors' job strain. Also, since our research is conducted using online survey data mostly collected from British respondents, future studies should validate our findings using data collected

from different sources and different countries applying more direct field survey techniques.

CHAPTER 10- CONCLUSION

Disability accommodation management has been an important issue for organizations since it contributes to reducing the financial, social and legal costs associated with the disabilities at work. Supervisors are important stakeholders in disability accommodation management processes and contribute significantly to make the process successful. However, disability accommodation as an additional duty of supervisors increases their job demands and associated strain which decreases their motivation and can have a negative effect on accommodation outcomes.

Disability accommodation complexity substantially influences the level of strain supervisors experience during disability accommodation management. When supervisors deal with complex disability, they experience relatively higher job demands and associated strain that contribute to reducing their motivation. However, disability accommodation complexity is controlled by different factors such as the amount of physical environmental change an accommodation requires, the availability of the resources required to accommodate, availability of necessary cooperation from other employees, and the ability and experience of supervisors managing the accommodations.

While performing disability accommodation as an additional duty, supervisors experience relatively lower strain, if they have enough job control, receive necessary social support and enjoy sufficient rewards. Therefore, organizations should ensure enough job control, social support and reward for supervisors so that they can accommodate their employees effectively.

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APPENDIX

Appendix 1: Survey Questionnaire

STUDY INFORMATION

Study Description: This survey includes a series of questions about you as well as your experiences managing job accommodations for employees with disabilities. We will use the results of this survey to gain a better understanding of how responsibilities and duties associated with managing job accommodations for employees with disabilities affect their supervisors.

Participation Requirements: In order to participate, you must be currently employed as manager/supervisor in an organization located in the United Kingdom, United States of America, Canada, Germany, Australia and Netherlands. You must have experience managing job accommodation for an employee with a disability within last 12 months to participate in the study.

Compensation for Participation: This study should take about 15 minutes to complete. In appreciation for your choice to participate in this survey, you will receive £1.50. You will only be compensated if you meet the participation requirements. There will be a survey code provided near the end of the survey. This will be a word, written in capital letters, identified as "survey code". Enter this into the survey code box on Prolific Academic to receive your payment.

Your risk as participant: There is no anticipated risk from participating in the study. You will be asked about your opinions and experiences as a supervisor accommodating an employee with a disability. You may choose to skip any question you prefer not to answer. The research is being conducted to meet the academic requirement of the master's thesis in my graduate program. Your responses to the survey will be aggregated and presented in a report to my research committee. The aggregated findings may also be presented in scholarly presentations and publications. Your personal responses will never be revealed, and your identity is not linked to your responses in any way.

Since the survey itself collects no identifying data about you or your organization, confidentiality and anonymity are completely protected. However, Prolific Academic is a British company. Therefore, the data is stored by Prolific Academic and subject to their privacy policies and the United Kingdom Data Protection Act of 1998. The data collected in the research will be kept in a password-protected computer. Access will be restricted to the researcher and research committee. The anonymous aggregated data summary and results will be presented in report form and may be accessed by the publisher for future publication.

Your Rights as Participant: Your participation in the survey is completely voluntary. Before submitting your responses, you can withdraw your participation from the research at any time without penalty. However, after submission of your response, it is not possible to identify you. Consequently, any responses provided before withdrawal will still be used.

For more information on this study or for the summary of findings, you may contact the researcher: Mohammad Shahin Alam, and Email: mohammadshahin.alam@uleth.ca

If you have any question about your rights as a participant in the research, you can contact at the Office of Research Ethics, University of Lethbridge (Phone: 403-329-2747 or Email: research.services@uleth.ca). This research study is reviewed for ethical acceptability and approved by the University of Lethbridge Human Subject Research Committee. You must be 18 years or older to participate in this survey.

INFORMED CONSENT

By completing and submitting this online survey, I indicate that I have read my rights as a participant, I have read the study description on the previous page and understand the nature of the study. I agree to participate in this study and I agree to have my data included in the results of this study.

If you agree to participate, please click the ">>" button below.

Have you been the supervisor of an employee with a disability who required some type of job accommodation in last six months?

☐ Yes [Qualify the respondents and continue to take responses]

☐ No [Disqualify the respondent and stop to take response]

SECTION-1: DISABILITY ACCOMMODATION EXPERIENCE

Question-1: How many employees with disabilities have you provided job accommodations for in your career? *(Answered on a five-point interval scale with points- none, 1-5, 6-10, 11-15 and 16 or more).*

Question-2: How long ago was your most recent job accommodation for an employee with a disability? *(Answered on a five-point interval scale with points- 3 months or less than 3 months, in between 3 to 6 months, in between 6 to 9 months, in between 9 to 12 months, and more than 12 months).*

Question-3: How well do you feel you are able to recall the details of the most recent job accommodation you made for an employee with a disability? *(Answered on a five-point Likert scale from not at all to very well).*

Question-4: Can you please briefly describe the most recent job accommodation you made for an employee with a disability? (*Answered as an open-ended question).*

Question-5: How would you characterize the primary nature of the disability you most recently accommodated? *(Answered on a four-point categorical scale with points- physical disability, psychological disability, both physical & psychological, and don't know*).

Question-7: How would you characterize the complexity of the most recent disability-related job accommodation? *(Answered on a five-point Likert scale from very easy to very complex).*

Question-8: What made your most recent disability-related job accommodation easy or complex to manage? (*Answered as an open-ended question).*

Question-9: Who was involved in your most recent disability accommodation? *(Answered on a seven-point categorical scale with points- human resource management, workers' compensation case worker, OHS authority, union representative, co-worker, doctor and other*).

Question-10: How successful do you think your most recent disability-related job accommodation was? *(Answered on a five-point Likert scale from unsuccessful to very successful).*

SECTION-2: COMPLEXITY OF DISABILITY ACCOMODATION

(Answered on a six-point Likert scale from completely agree to completely disagree).

Question-1: Accommodating the employee required that I only do one task or activity at a time.
Question-2: Accommodating the employee was simple and uncomplicated.
Question-3: Accommodating the employee was comprised of relatively uncomplicated tasks.
Question-4: Accommodating the employee involved performing relatively simple tasks.
Question-5: Accommodating the employee required me to monitor a great deal of information.
Question-6: Accommodating the employee required that I engage in a large amount of thinking.
Question-7: Accommodating the employee required me to keep track of more than one thing at a time.
Question-8: Accommodating the employee required me to analyze a lot of information.
Question-9: Accommodating the employee involved solving problems that had no obvious correct answer.
Question-10: Accommodating the employee required me to be creative.
Question-11: Accommodating the employee involved dealing with problems that I had not met before.
Question-12: Accommodating the employee required unique ideas or solutions to problems.

SECTION-3: JOB DEMAND MEASUREMENT

(Answered on a five-point Likert scale from Strongly Disagree to Strongly Agree).

Question-1: I had to hurry to put the accommodation in place.

Question-2: I would prefer a calmer work pace.

Question-3: I had to do too much work to accommodate the employee.

Question-4: I had to work extra hard to accommodate the employee.

Question-5: The disability accommodation demanded intense concentration.

Question-6: The disability accommodation required continual thinking.

Question-7: I had to give continuous attention to the disability accommodation process.

Question-8: The disability accommodation required a great deal of carefulness.

Question-9: The changes in my tasks related to the disability accommodation were introduced well.

Question-10: I found it difficult to adapt to the changes required to accommodate the employee.

Question-11: The changes in my tasks related to the disability accommodation caused me problems.

Question-12: The changes in my tasks related to the disability accommodation had negative consequences for me.

Question-13: I had to convince others to support the disability accommodation.

Question-14: The disability accommodation demanded a lot from me emotionally.

Question-15: I had to confront things that affect me personally while accommodating the employee.

Question-16: I faced emotionally upsetting situations while accommodating the employee.

Question-17: I felt challenged to understand the expectations of other people when I was implementing the disability accommodation.

Question-18: I had difficulty to knowing what I was responsible for and what areas were not my responsibility in the disability accommodation.

Question-19: My tasks for the disability accommodation were very clear to me.

Question-16: I knew exactly what to expect from other people in my department in the disability accommodation?

SECTION-4: JOB CONTROL MEASUREMENT

(Answered on a seven-point Likert scale from completely agree to completely disagree)

Question-1: I learned a lot of new things when I was accommodating the employee.

Question-2: My previous experiences helped me to perform the disability accommodation.

Question-3: The disability accommodation required creativity.

Question-4: The disability accommodation required a high level of skill to manage.

Question-5: There were a variety of tasks to perform to accommodate the employee.

Question-6: The disability accommodation required developing my own abilities.

Question-7: I required specialized education/training to accommodate the employee.

Question-8: I was allowed the opportunity to develop special abilities when I accommodated the employee.

Question-9: I had a lot to say about what happened with the disability accommodation.

Question-10: I had a lot of freedom to decide how to accommodate the employee.

Question-11: I was allowed to make a lot of decisions about the accommodation.

Question-12: I had the opportunity to participate in decision making regarding the disability accommodation.

Question-13: The union significantly influenced my activities when accommodating employee.

SECTION-5: REWARD

(Answered on a seven-point Likert scale from always to never).

Question-1: I received the respect I deserved from my supervisor, for accommodating the employee.

Question-2: I received the respect I deserved from my colleagues for accommodating the employee.

Question-3: Considering all my efforts and achievements, I received the respect and prestige I deserved for accommodating the employee.

Question-4: I experienced adequate support when I accommodated the employee.

Question-5: I felt unfairly treated when I accommodated the employee.

Question-6: Accommodating the employee negatively affected my job promotion prospects.

Question-7: Considering all my efforts and achievements in the disability accommodation, my job promotion prospects are adequate.

Question-8: I experienced, or expect to experience, undesirable changes in my work situation because of the disability accommodation.

Question-9: My employment security is poor as a result of the disability accommodation.

Question-10: My role in the accommodation adequately reflects my education and training.

Question-11: Considering all my efforts and achievements managing job accommodation, my salary/income is adequate.

SECTION-6: SOCIAL SUPPORT MEASUREMENT

(Answered on a seven-point Likert scale from completely true and mostly untrue)

Question-1: I got along well with my supervisor when I was accommodating the employee.

Question-2: I felt appreciated by my supervisor when I was accommodating the employee.

Question-3: I could count on my supervisors when I encountered difficulty with the accommodation.

Question-4: There was a good atmosphere between me and my supervisors when I was accommodating the employee.

Question-5: I got along well with my colleagues when I was accommodating the employee.

Question-6: I felt appreciated by my colleagues when I was accommodating the employee.

Question-7: I could count on my colleagues when I encountered difficulties accommodating the employee.

Question-8: There was a good atmosphere between me and my colleagues when I was accommodating the employee.

SECTION-7: JOB STRAIN MEASUREMENT

(Answered on a five-point Likert scale from strongly agree to strongly disagree).

Question-1: I felt emotionally drained from accommodating the employee.

Question-2: I felt used up at the end of the work day when I was accommodating the employee.

Question-3: I felt fatigued when I got up in the morning and had to face another day dealing with the accommodation.

Question-4: I felt frustrated because I had to accommodate the employee.

Question-5: Working with people directly for disability accommodation puts too much stress on me.

Question-6: I felt very energetic when I was accommodating the employee.

Question-7: I easily created a relaxed atmosphere when accommodating the employee.

Question-8: I accomplished many worthwhile things when accommodating the employee.

Question-9: I worried that accommodating the employee would harden me emotionally.

Question-10: I found working with people all day was really a strain for me when I was accommodating the employee.

Question-11: I felt I was working too hard when I was accommodating the employee.

Question-12: I felt like I was at the end of my rope when I was accommodating the employee.

Question-13: I felt like I was positively influencing another person's life when I was accommodating the employee.

Question-14: I dealt with emotional problems very calmly when I was accommodating the employee.

Question-15: I treated some people as if they were impersonal objects when I was accommodating the employee.

Question-16: I have become more callous towards people since I accommodated the employee.

Question-17: I don't really care what happens to the employee I accommodated.

Question-18: I felt burned out from accommodating the employee.

Question-19: I could easily understand how others felt about things when I was accommodating the employee.

Question-20: I dealt very effectively with the problems of others when I was accommodating the employee.

Question-21: I felt exhilarated after working closely with the employee I was accommodating.

Question-22: I felt the accommodated employee blamed me for some of his/her problems.

SECTION-8: MOTIVATION MEASUREMENT

(Answered on a five-point Likert scale from not at all to completely).
(Why did you put effort into accommodating this worker?-)

Question-1: I didn't, because I really felt that I was wasting my time.

Question-2: I did little because I didn't think it was worth putting effort into.

Question-3: I didn't know why I was accommodating the employee, it was pointless work.

Question-4: To get approval of others (e.g. subordinates, management, superiors and colleagues).

Question-5: Because I felt others would respect me more (e.g. subordinates, management, superiors and colleagues).

Question-6: To avoid being criticized by others (e.g. subordinates, management, superiors and colleagues).

Question-7: Because others will reward me financially only if I put enough effort into accommodating the employee.

Question-8: Because others offer me greater job security if I put enough effort into accommodating this employee.

Question-9: Because I would risk losing my job if I did not put enough effort into accommodating this employee.

Question-10: Because I had to prove to myself that I could.

Question-11: Because it made me feel proud of myself.

Question-12: Because otherwise I would feel ashamed of myself.

Question-13: Because otherwise I would feel bad about myself.

Question-14: Because I personally considered it important to put effort into accommodating this employee.

Question-15: Because putting effort into accommodating this employee aligns with my personal values.

Question-16: Because putting effort into accommodating this employee has personal significance to me.

Question-17: Because I had fun accommodating this employee.

Question-18: Because what I did in accommodating this employee was exciting.

Question-19: Because the disability accommodation was interesting.

SECTION-9: MOOD AND SOCIAL DESIRABILITY TEST

Question-1: Thinking about yourself and how you normally feel, to what extent do you generally feel: Upset, hostile, alert, ashamed, inspired, nervous, determined, attentive, afraid and active. *(Answered on a Seven-point Likert Scale from Never to Always).*

Question-2: Can you please indicate how do you feel about the following statements? (*Answered on a Seven-point Likert Scale from Strongly Disagree to Strongly Agree).*

Question-2A: It is sometimes hard for me to go on with my work if I am not encouraged.

Question-2B: I sometimes feel resentful when I don't get my own way.

Question-2C: On few occasions, I have given up doing something because I thought too little of my ability.

Question-2D: There have been times when I felt like rebelling against in the people in authority even though I knew they were right.

Question-2E: No matter who I am talking to, I am always a good listener.

Question-2F: have been occasions when I took advantage of someone.

Question-2G: I am always willing to admit it when I make a mistake.

Question-2H: I sometimes try to get even, rather than forgive and forgot.

Question-2I: I am always courteous, even to people who are disagreeable.

Question-2J: I have never been irked when people expressed ideas very different from my own.

Question-2K: There have been times when I was quite jealous of the goods fortune of others.

Question-2L: I am sometimes irritated by people who ask favours of me.

Question-2M: I have never deliberately said something that hurt someone's feelings.

SECTION-10: DEMOGRAPHICS

Question-1: Which of the following options best describes your gender? *(Answered on a four-point categorical scale with points- male, female, LGBTQ2 and prefer not to answer).*

Question-2: Which of the following options best describe your age range? *(Answered on a seven-point interval scale with points- under 18 years, 19 to 25 years, 26 to 35 years, 36 to 45 years, 46 to 55 years, 56 to 65 years, and 65 or older).*

Question-3: What is your nationality? *(Answered on a four-point categorical scale with points -Canadian, American, British and other).*

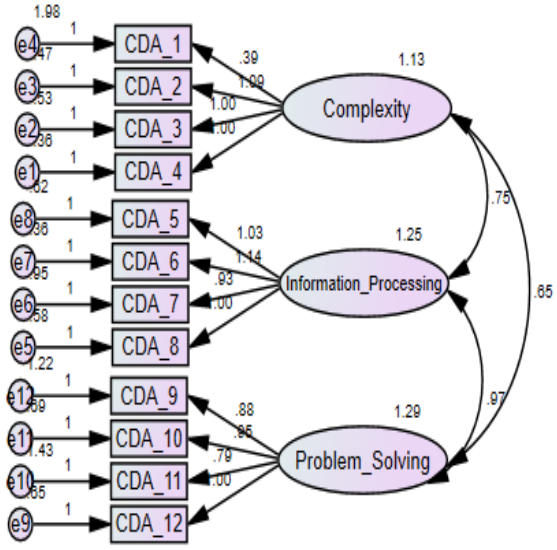
Question-4: Which of the following best describes your cultural identity, regardless of birthplace? *(Answered on a 12-point categorical scale with points- Aboriginal, Arab/West Asian, Black, Caucasian, Chinese, Filipino, Japanese, Korean, Latin-American, South-Asian, South-East Asian, and other).*

Question-5: What is your profession? (*Answered as an open-ended question).*

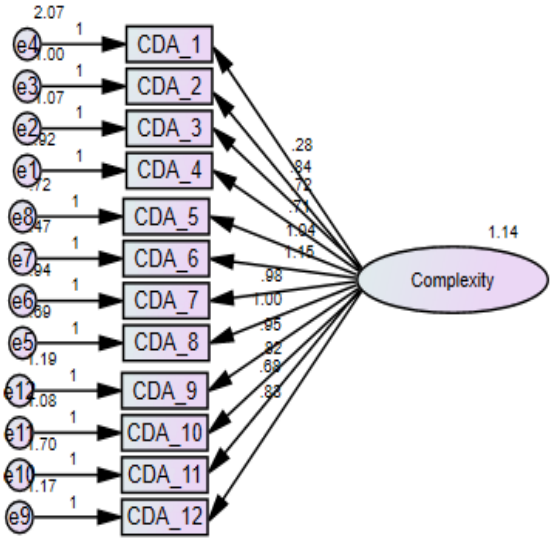
Question-6: Which of following options best describes your educational qualification? *(Answered on a six-point categorical scale with points- doctorate, masters, bachelor, technical or trade school diploma, high school, and 0ther).*

Appendix 2- CFA Models for Complexity Scale

Three Factor Model

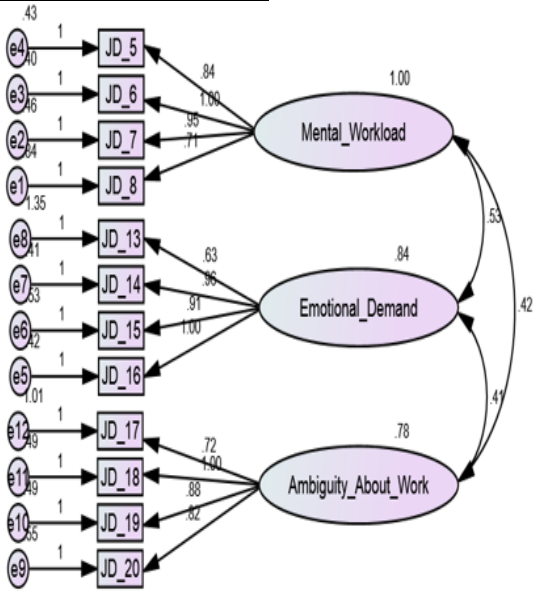


Single Factor Model

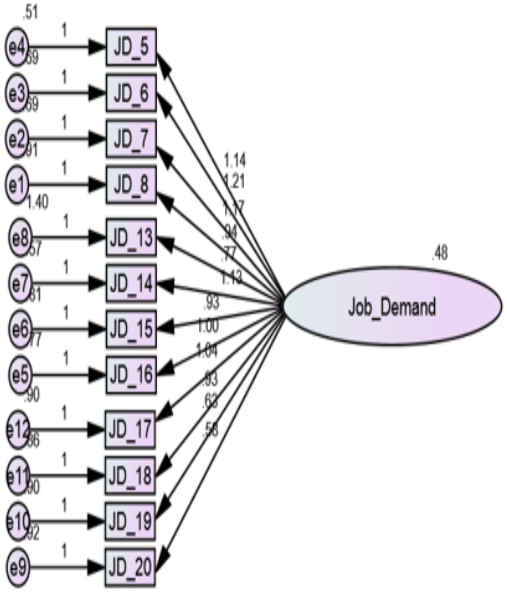


Appendix 3- CFA Models for Job Demand Scale

Three Factor Model

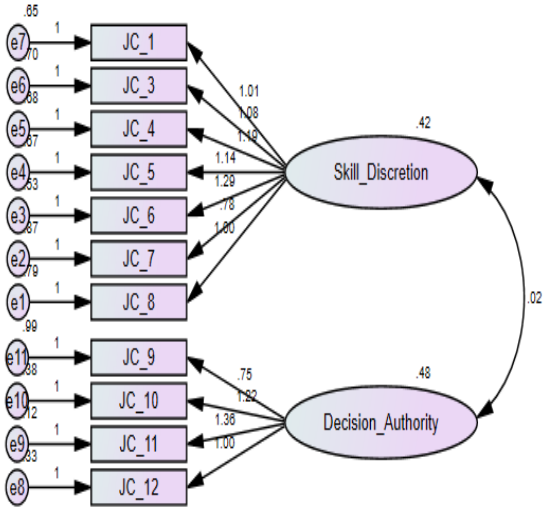


Single Factor Model

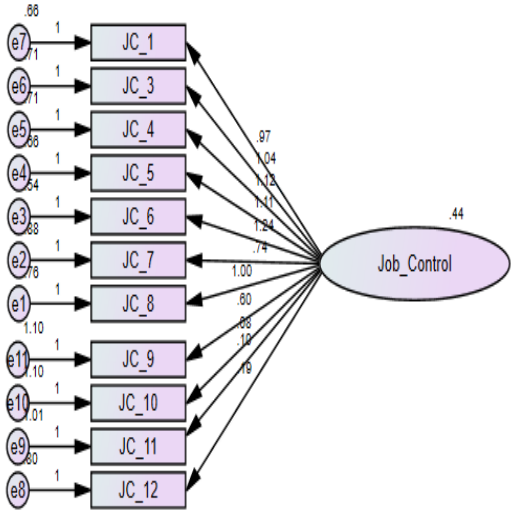


Appendix 4- CFA Models for Job Control Scale

Two Factor Model

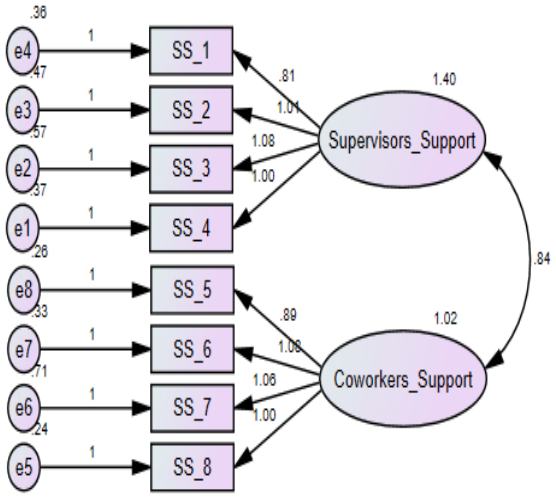


Single Factor Model

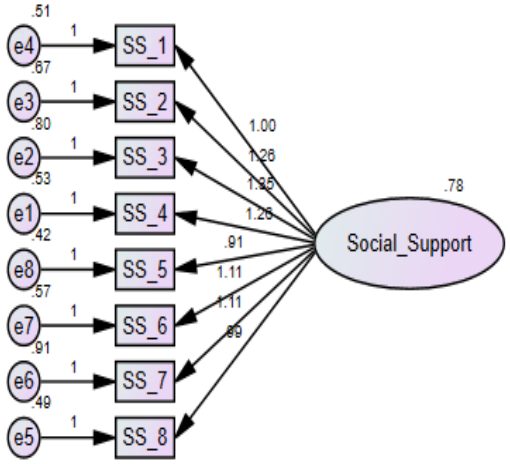


Appendix 5- CFA Models for Social Support Scale

Two Factor Model

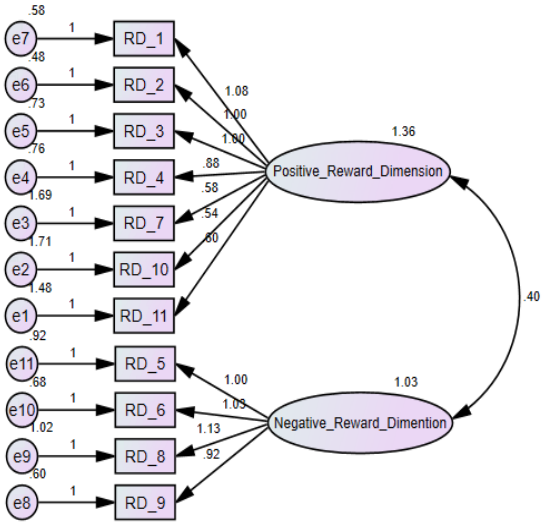


Single Factor Model

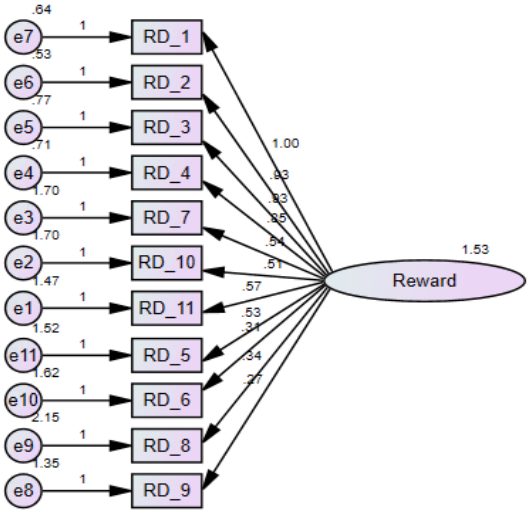


Appendix 6- CFA Models for Reward Scale

Two Factor Model

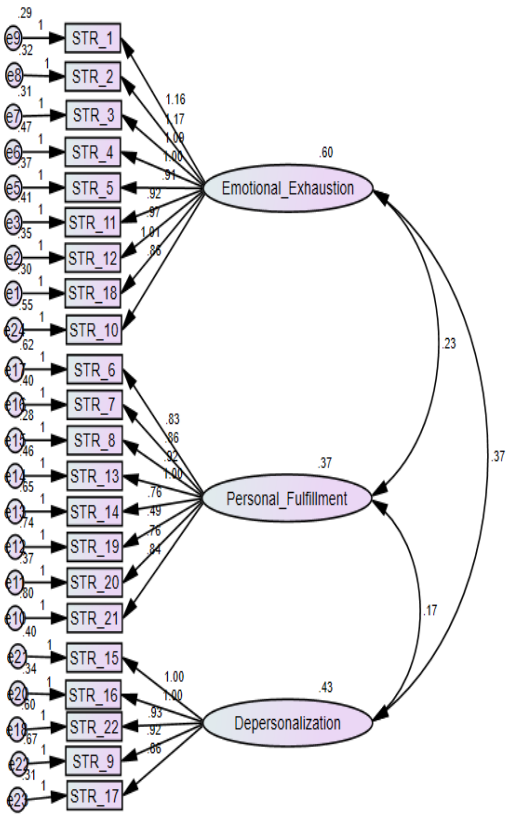


Single Factor Model

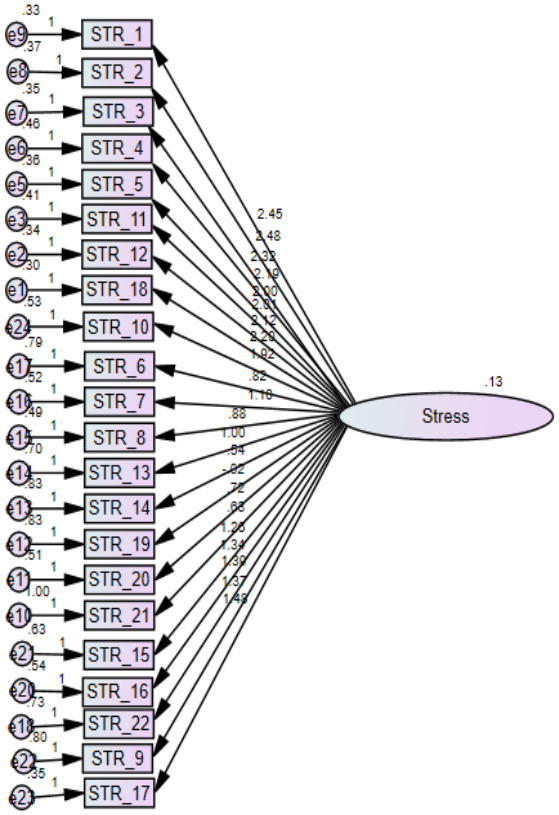


Appendix-7: CFA Models for Strain Scale

Three Factor Model

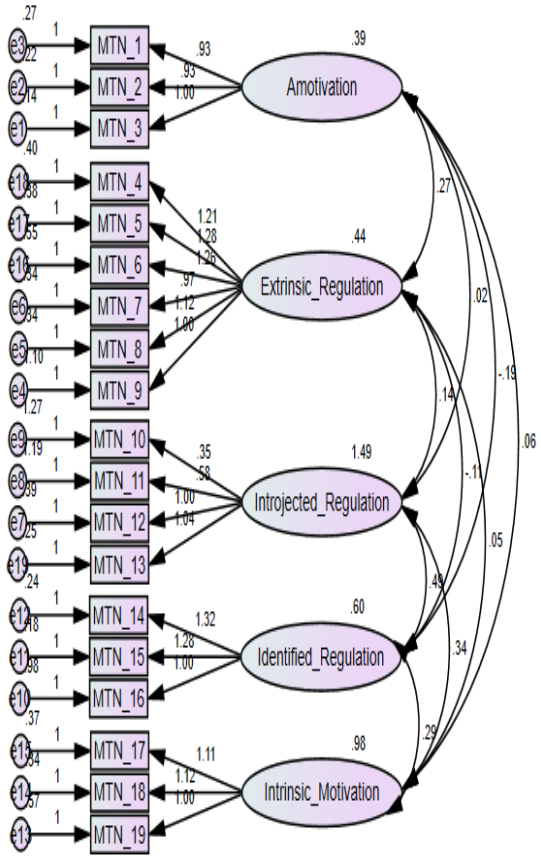


Signle Dactor Model

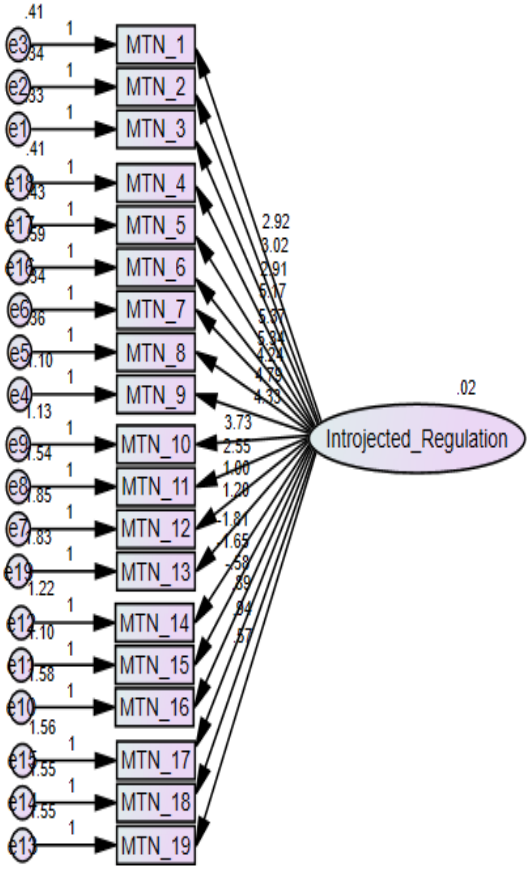


Appendix-8: CFA Models for Motivation Scale

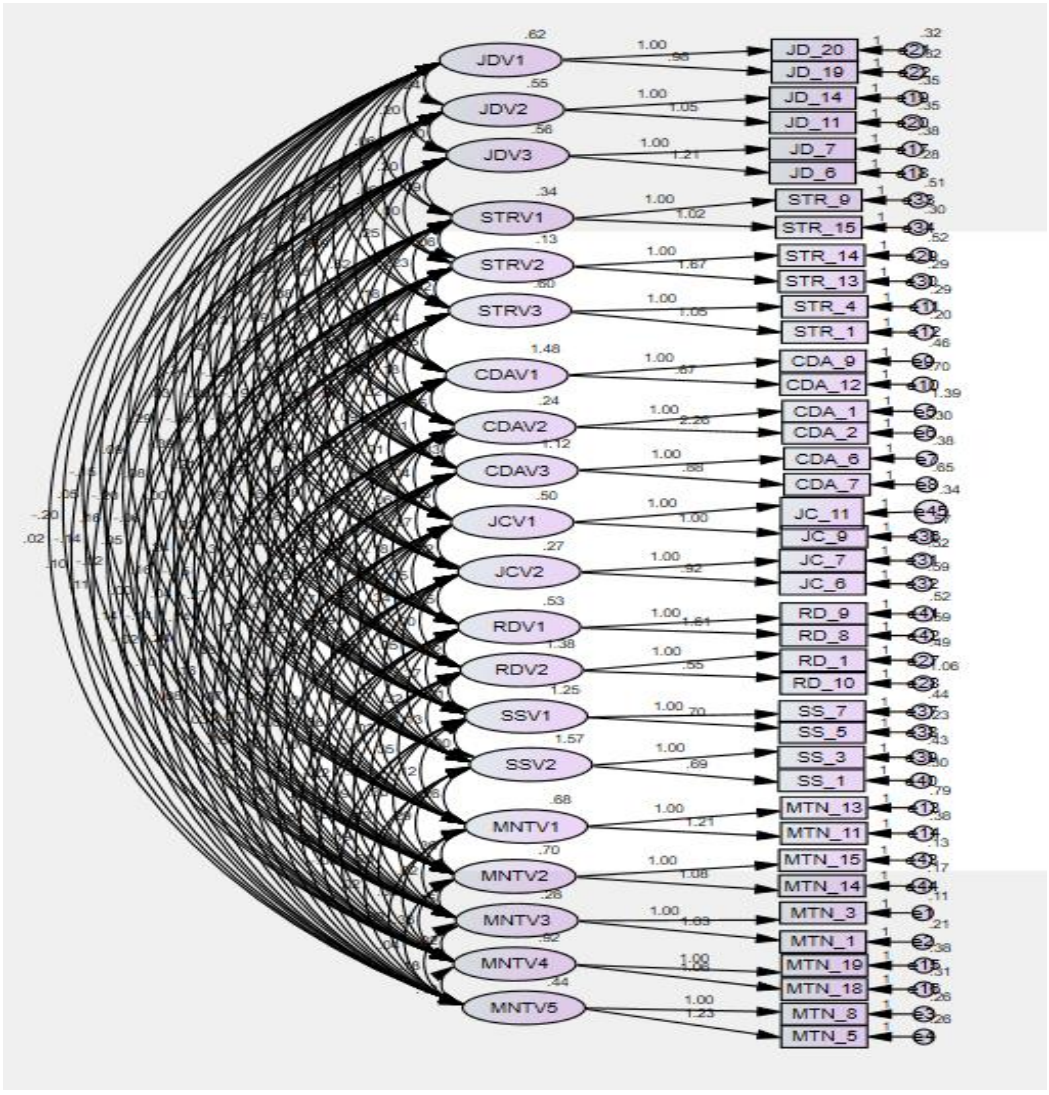
Five Factor Model



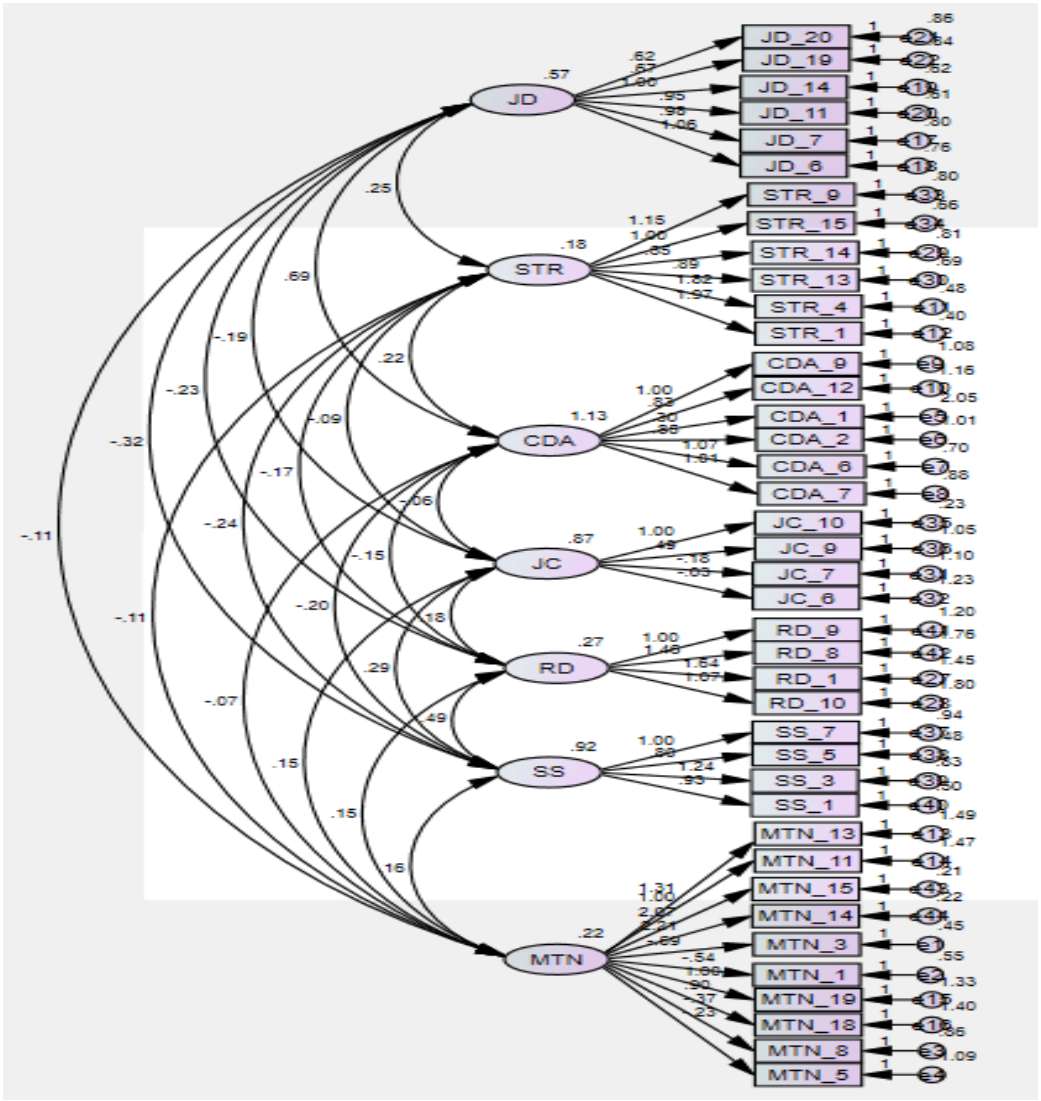
Signle Factor Model



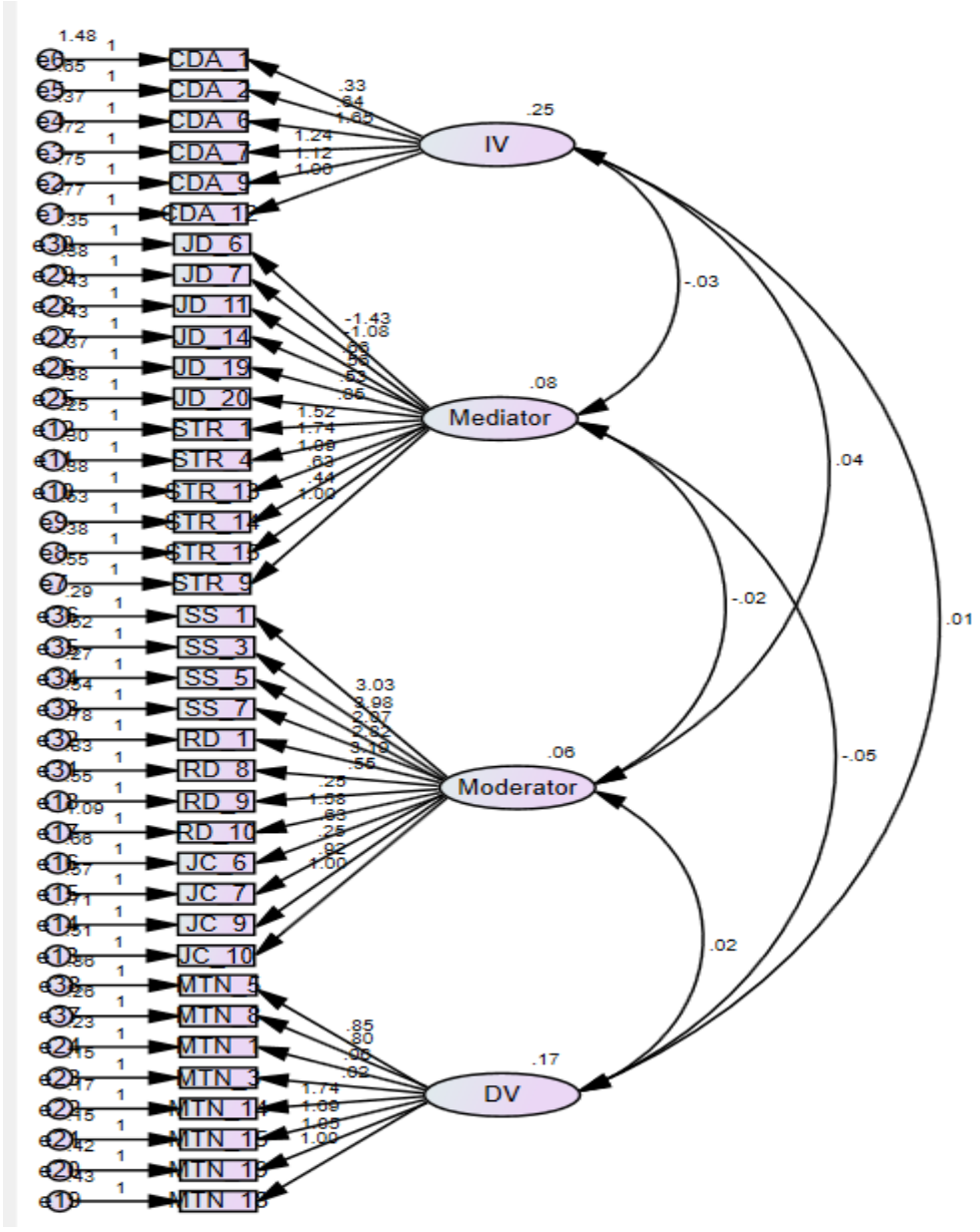
Appendix 9: 20 Factor Model



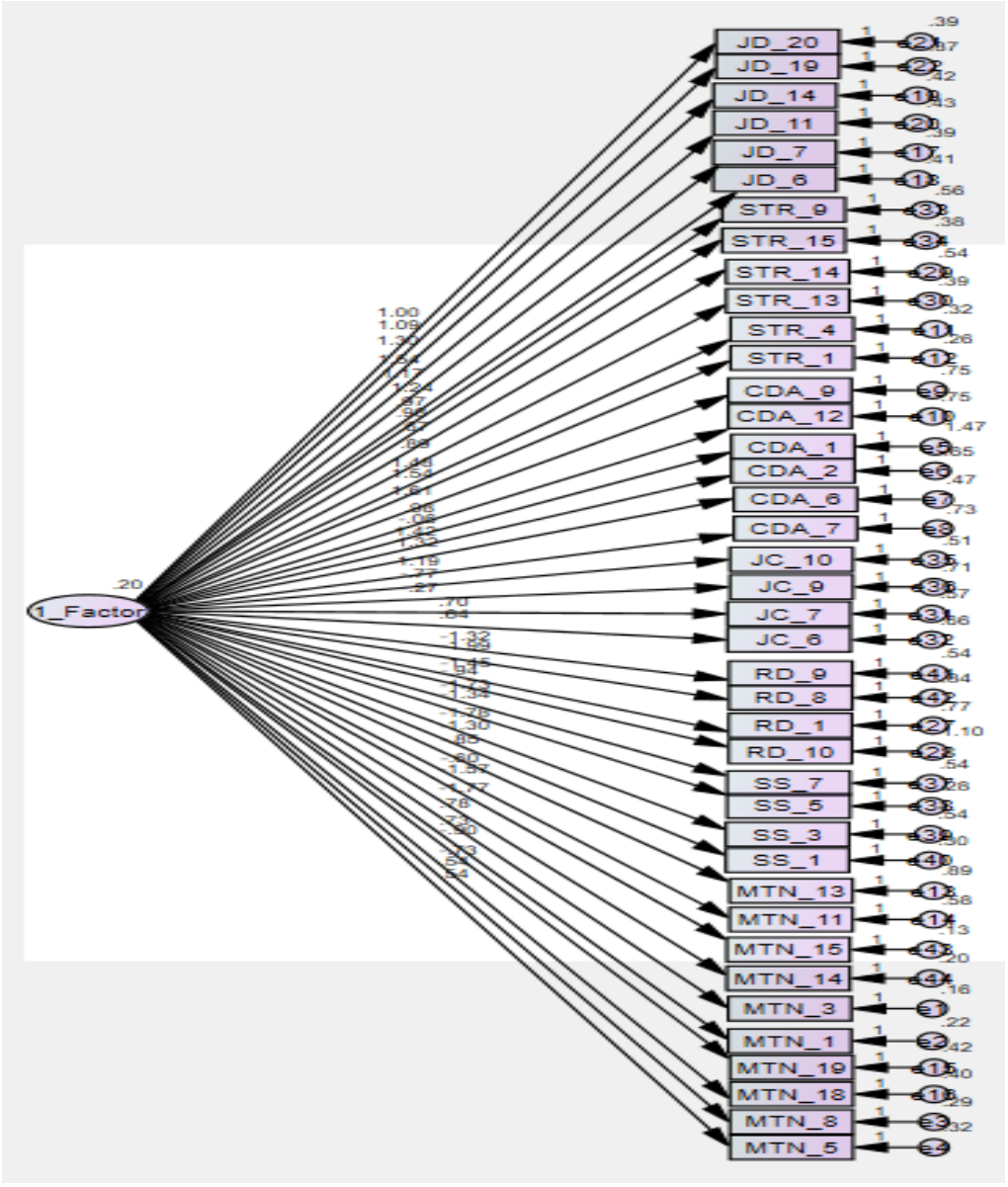
Appendix 10: 7-Factor Model



Appendix 11: 4-Factor Model



Appendix 12: Single Factor Model



Appendix-13: Zero-Order and Partial Correlations for Social Disability

Zero-Order and Partial Correlation For Social Disability
Control Variable: Social Desirability

	M	SD	1	2	3	4	5	6
Zero-Order Correlation								
DA Complexity	3.70	.95						
2. Job Demand	3.53	.72	.69**					
3. Job Control	2.73	.60	.47**	.38**				
4. Social Support	2.17	1.03	-.19**	-.40**	.14**			
5. Reward	2.63	.88	-.23**	-.43**	.15**	.74**		
6. Motivation	3.54	.56	-.05	.07	.231**	.10†	.12*	
7. Strain	3.98	.56	.31**	.55**	.02	-.55**	-.62**	-.09†
Partial Correlation								
1. DA Complexity	3.70	.95						
2. Job Demand	3.53	.72	.70**					
3. Job Control	2.73	.60	.48**	.41**				
4. Social Support	2.17	1.03	-.18**	-.35**	.12*			
5. Reward	2.63	.88	-.22**	-.39**	.13*	.71**		
6. Motivation	3.54	.56	-.04	.08	.23**	.10†	.12**	
7. Strain	3.98	.56	.31**	.52**	.05	-.50**	-.57**	-.09†

N=335, Significance Level, p†<.10, p*<.05 and p**<.01

Appendix-14: Zero-Order and Partial Correlations for Positive Emotional Affect

Zero-Order and Partial Correlation For Positive Emotional Affect
Control Variable: Positive Emotional Affect

	M	SD	1	2	3	4	5	6
Zero-Order Correlation								
DA Complexity	3.70	.95						
2. Job Demand	3.53	.72	.69**					
3. Job Control	2.73	.60	.47**	.38**				
4. Social Support	2.17	1.03	-.19**	-.40**	.14**			
5. Reward	2.63	.88	-.23**	-.43**	.15**	.74**		
6. Motivation	3.54	.56	-.05	.07	.231**	.10†	.12*	
7. Strain	3.98	.56	.31**	.55**	.02	-.55**	-.62**	-.09†
Partial Correlation								
1. DA Complexity	3.70	.95						
2. Job Demand	3.53	.72	.69**					
3. Job Control	2.73	.60	.47**	.38**				
4. Social Support	2.17	1.03	-.21**	-.42**	.09†			
5. Reward	2.63	.88	-.26**	-.46**	.10†	.72**		
6. Motivation	3.54	.56	-.07	.07	.18**	.03	.05	
7. Strain	3.98	.56	.33**	.57**	.06	-.60**	-.57**	-.04

N=335, Significance Level, p†<.10, p*<.05 and p**<.01

Appendix-15: Zero-Order and Partial Correlations for Negative Emotional Affect

Zero-Order and Partial Correlation for Negative Emotional Affect
Control Variable: Negative Emotional Affect

	M	SD	1	2	3	4	5	6
Zero-Order Correlation								

DA Complexity	3.70	.95						
2. Job Demand	3.53	.72	.69**					
3. Job Control	2.73	.60	.47**	.38**				
4. Social Support	2.17	1.03	-.19**	-.40**	.14**			
5. Reward	2.63	.88	-.23**	-.43**	.15**	.74**		
6. Motivation	3.54	.56	-.05	.07	.231**	.10†	.12*	
7. Strain	3.98	.56	.31**	.55**	.02	-.55**	-.62**	-.09†
Partial Correlation								
1. DA Complexity	3.70	.95						
2. Job Demand	3.53	.72	.69**					
3. Job Control	2.73	.60	.48**	.39**				
4. Social Support	2.17	1.03	-.16**	-.35**	.15**			
5. Reward	2.63	.88	-.20**	-.39**	.16**	.72**		
6. Motivation	3.54	.56	-.05	.07	.23**	.11*	.13*	
7. Strain	3.98	.56	.29**	.52**	.02	-.58**	-.57**	-.10†

N=335, Significance Level, p†<.10, p*<.05 and p**<.01

Appendix-16: Zero-Order and Partial Correlations For Social Desirability, Positive Emotional Affect And Negative Emotional Affect

Zero-Order and Partial Correlations For social desirability, positive emotional Affect and negative emotional Affect

Control Variables: Social Desirability, Negative Emotional Affect, Negative Emotional Affect

Zero-Order Correlation								
	M	SD	1	2	3	4	5	6
DA Complexity	3.70	.95						

2. Job Demand	3.53	.72	.69**					
3. Job Control	2.73	.60	.47**	.38**				
4. Social Support	2.17	1.03	-.19**	-.40**	.14**			
5. Reward	2.63	.88	-.23**	-.43**	.15**	.74**		
6. Motivation	3.54	.56	-.05	.07	.231**	.10†	.12*	
7. Strain	3.98	.56	.31**	.55**	.02	-.55**	-.62**	-.09†

Controlled Correlation

1. DA Complexity	3.70	.95						
2. Job Demand	3.53	.72	.69**					
3. Job Control	2.73	.60	.47**	.40**				
4. Social Support	2.17	1.03	-.18**	-.36**	.10*			
5. Reward	2.63	.88	-.23**	-.41**	.11*	.69**		
6. Motivation	3.54	.56	-.09	.04	.18**	.07	.08	
7. Strain	3.98	.56	.31**	.53**	.06	-.48**	-.56**	-.07†

N=335, Significance Level, p†<.10, p*<.05 and p**<.01