

Correlating Quality of Work Life and Job Satisfaction Among Deaf Employees in Private Sector Industries in Bacolod City, Philippines

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ABSTRACT

While global frameworks like the United Nations Sustainable Development Goal (SDG) Target 8.5 mandate equitable employment, Deaf individuals face systemic workplace barriers, communication gaps, and discriminatory practices. Guided by Herzberg's Two-Factor Theory, Dinner Table Syndrome, and Social Cognitive Theory, this study examined the relationship between Quality of Work Life (QWL) and Job Satisfaction among Deaf employees in private sector industries in Bacolod City, Philippines. A descriptive-correlational design was used with 30 purposefully sampled Deaf employees. Utilizing standardized instruments, the WRQoL Questionnaire and Job Satisfaction Survey, translated into Filipino Sign Language gloss, data were analyzed via descriptive statistics and Spearman correlation. Findings revealed that Deaf employees experienced high QWL and job satisfaction $M_{QWL} = 3.96$; $M_{JSS} = 4.71$; $r_s = 0.80$, $p < 0.001$), showing a strong positive, highly significant relationship where inclusive workplaces maximize fulfillment. The study emphasizes the importance of accessible communication, inclusive policies, and equitable practices in promoting well-being and retention among Deaf workers.

Keywords: Deaf employees, quality of Work Life, job satisfaction, correlation, Bacolod City.

ARTICLE INFORMATION

Received: 25 June 2026

Accepted: 11 July 2026

Published: 03 August 2026

Cite this article as:

Revyrose M. Flores, Dominic Bryan S. San Jose, EdD. Correlating Quality of Work Life and Job Satisfaction Among Deaf Employees in Private Sector Industries in Bacolod City, Philippines. *International Journal of Innovative Studies in Humanities and Social Studies*, 2026: 2(4); 37-47.

<https://doi.org/10.71123/3067-7319.020404>

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Introduction

The United Nations (2025) reports that while millions of lives have improved over the last decade, the current pace of change is insufficient to meet the Sustainable Development Goals (SDGs), specifically emphasizing that Target 8.5 mandates equitable employment and equal pay for work of equal value for all, including persons with disabilities. As the World Health Organization (WHO, 2026) defines Deaf individuals by their specific linguistic needs, providing a high Quality of Work Life (QWL) through communicative access is essential for their professional integration. Research indicates that workplace factors such as work-life balance and supportive environments are the strongest predictors of employee retention (Herawaty et al., 2024), directly influencing overall job satisfaction. While inclusive

trends are emerging (Murphy & Thomas, 2024), Deaf individuals continue to face communication barriers, inadequate training, and discrimination that limit their employment opportunities, particularly in developing countries (Green et al., 2026). Fostering an inclusive environment is a prerequisite for organizational stability, as feeling truly valued is the deciding factor in whether a Deaf employee remains satisfied and productive (Chelius et al., 2022).

Across Asia, the Asian Productivity Organization (APO) identifies persons with disabilities as a vital but untapped resource, noting that individuals in countries such as the Philippines and Cambodia are still frequently excluded from the workforce (Katsui et al., 2025). To bridge this gap, integrating sign language into private industries is seen as both an ethical choice and a smart business

strategy that improves service quality and reduces misunderstandings for deaf employees (Lailiyah et al., 2021). However, these professionals still face significant barriers in cultures affected by “phonocentrism” and “audism,” which prioritize speech over other forms of expression (Noonari & Hyder, 2023). These biases highlight the need for resilient support networks and accessible communication to ensure deaf employees can participate fully in daily workplace interactions (Sridhar et al., 2023). By removing these communication barriers, private companies can increase productivity and make their staff feel valued. Moving toward an inclusive Asian labor market helps businesses turn social responsibility into a real advantage.

In the Philippine context, approximately 1.5 million persons with disabilities are registered, many of whom face significant barriers to equitable employment due to poverty, persistent discrimination, job mismatch, and limited access to inclusive workplace opportunities (Mirasol, 2024). Because specialized schools and job opportunities are concentrated in urban centers, Deaf individuals often migrate to cities, yet even those with higher education degrees find that their qualifications do not guarantee meaningful employment aligned with their skills (Dawat, 2025). To bridge these gaps, Republic Act No. 10524 mandates that private corporations with more than 100 employees reserve at least 1% of positions for persons with disabilities, while further legal protections prohibit discrimination in hiring and workplace treatment (Pagsolingan, 2021). This framework requires employers to provide reasonable accommodations and offers incentives, such as tax deductions, to encourage private sector participation in hiring PWDs (Tan et al., 2026). Furthermore, the Magna Carta for Disabled Persons (RA 7277) and the Filipino Sign Language Act (RA 11106) establish the right to equal opportunity by setting Filipino Sign Language as the standard for workplace interaction (Abes et al., 2024). However, despite these laws, a persistent lack of support often results in job stress and a mismatch between a worker’s actual capabilities and their daily tasks, which continues to hinder long-term job retention in private industries (Ocampo et al., 2022).

In Bacolod City, the BPO industry is a key employer for the Deaf community, with research involving 23 local companies showing that firms often use merit-based hiring to treat Deaf staff as “regular” employees (Molina, 2022). Despite the city’s status as a highly urbanized center of trade and industry, Councilor Caesar Distrito noted that compliance with disability laws remains low nationwide, leaving many qualified individuals

including the Deaf underemployed or excluded from decent jobs (Pedrosa, 2025). According to Bacolod City Government (2024) to support the city’s 13,000 registered PWDs, Bacolod City Ordinance No. 519 (2010) established the Office of Persons with Disability Affairs (OPDA) also known as the Persons with Disability Affairs Office (PDAO) to manage community needs and specific funding. However, a lack of workplace social inclusion often limits communication to basic gestures, which lowers job satisfaction and creates a mismatch between a worker’s skills and their daily tasks. Records from the Philippine Statistics Authority (PSA) and local PDAO files confirm a high number of residents with hearing impairments, highlighting a desperate need for better communication access (Samillano, 2026). This persistent gap between policy and the actual daily experiences of workers has propelled the researcher to study the correlation between Quality of Work Life and Job Satisfaction among Deaf employees in the private sector of Bacolod City.

While many studies look at the careers of Deaf people, success truly comes from matching their skills to the right tasks and having supportive coworkers (Choo et al., 2021). Even though laws protect fair hiring and career growth (Nurhayati, 2021), there is limited research specifically exploring how these factors interact within Bacolod City’s private sector. Many Deaf workers still feel left out and undervalued because they struggle to communicate and build connections with their team (Svinndal et al., 2020). Research shows that using more sign language and making offices accessible helps Deaf employees feel more satisfied with their work and life (Nugroho et al., 2022). This study aims to fill that research gap by examining the correlation between Quality of Work Life and Job Satisfaction Among Deaf Employees in Private Sector Industries in Bacolod City.

Therefore, this descriptive-correlational study aims to determine the correlation between Quality of Work Life and Job Satisfaction as experienced by Deaf workers in Bacolod City. The researcher wants to see if better workplace support, such as sign language use and helpful coworkers, improves how employees feel about their roles. This evaluation is important because when Deaf staff feel included, they are more likely to stay in their jobs and perform well. By showing how these factors are rated, the study helps local businesses understand that a better work environment is beneficial for everyone. These findings can lead to new rules that help Deaf professionals reach their full potential and feel like they truly belong.

Theoretical Framework of the Study

This study assumes that for Deaf employees in Bacolod City's private sector, a high Quality of Work Life is the foundation for high Job Satisfaction. It is assumed that when companies provide the right environment, specifically through accessible communication and professional trust, Deaf workers will feel more valued and stay motivated in their roles. This is supported by Herzberg's Two-Factor Theory (Herzberg, 1959), which suggests that job satisfaction is influenced by two factors: motivators and hygiene factors. This theory explains that workplace factors like salary and office conditions are necessary to prevent unhappiness, but true satisfaction comes from motivators such as recognition and growth. To address the social barriers found in private industries, the study also uses Dinner Table Syndrome (Meek, 2020), which describes the isolation and lower satisfaction felt when Deaf workers are left out of casual office conversations. Additionally, Social Cognitive Theory (Bandura, 1977) shows that when private sector supervisors trust the abilities of their Deaf staff, it increases the workers' self-confidence and lowers their stress. Together, these theories show that a supportive work environment, professional trust, and social inclusion are key to the success of Deaf employees in the local industry.

Methodology

Research Design

This research follows a quantitative design that uses a descriptive-correlational method to examine the connection between Quality of Work Life (QWL) and Job Satisfaction. It is descriptive because it determines the level of the respondents' quality of life and their job satisfaction. It is correlational because it tests if a higher Quality of Work Life actually relates to higher Job Satisfaction without changing any part of the environment. According to Clarete et al. (2023), this approach is best for finding how different parts of a situation depend on each other. By using this design, the study provides a clear, numerical look at how workplace support relates to the professional happiness of Deaf employees.

Respondents

The study utilized a purposive sampling technique to select 30 respondents from six (6) identified private sector industries (Healthcare & Wellness Services, Food & Hospitality Industry, Manufacturing Industry, BPO & Corporate Services, Construction/ Facilities Services, and Private Education). These individuals were selected

because they were working in the private sector within Bacolod City and met the following inclusion criteria: (1) they have deafness or hearing loss; (2) they are of legal age; (3) they possess basic literacy skills, specifically the ability to read and write; and (4) they communicate through sign language.

Research Instruments

The researchers used established standardized questionnaires to gather data. The instrument captured the demographic profile of the respondents, followed by two validated tools to assess the key variables: the Work-Related Quality of Life Questionnaire (WRQoL) and the Job Satisfaction Questionnaire. The complete instrument consists of 72 items, with the first 36 items assessing Quality of Work Life and the remaining 36 items assessing Job Satisfaction.

For the first variable, conferring to Ruotolo et al. (2024), the WRQoL measures six key areas including job and career satisfaction, general well-being, control at work, stress at work, working conditions, and the home-work interface using a five-point Likert scale ranging from Strongly Disagree to Strongly Agree. To maintain study integrity, the researcher provides established validation and reliability results, and the gathered data are analyzed using the interval formula $w = \frac{(x_{mas} - x_{min})}{n}$ to determine the mean range for interpretation. By applying this formula, specifically $w = \frac{5-1}{5} = 0.80$, an interval width of 0.80 was derived and added to the lowest score of 1.00 to establish the specific ranges used in the table of interpretation to categorize work-life quality levels. Table shows the interpretation scale for the WRQoL.

For the second variable, the Job Satisfaction Survey (JSS) by Spector (2022) evaluates nine dimensions including pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication using a six-point Likert scale to provide a nuanced assessment without a neutral midpoint. Similar to the first instrument, it includes validated reliability scores to maintain study integrity, with the interval width calculated as $w = \frac{6-1}{3}$ to ensure a forced-choice and precise evaluation. Based on this calculated interval of 0.83, the following mean ranges were established to systematically determine the overall job satisfaction levels of the respondents. Table 2 below shows the interpretation scale for the Job Satisfaction score.

Table 1. *Interpretation Scale for the Work-Related Quality of Life (WRQoL) Scores*

Mean Range	Descriptive Rating	Interpretation	Description of Interpretation
4.21 – 5.00	Strongly Agree	Very High Quality	The working environment is exceptionally supportive, providing excellent balance, well-being, and professional growth.
3.41 – 4.20	Agree	High Quality	The employee generally feels satisfied with their working conditions, career prospects, and work-life balance.
2.61 – 3.40	Neutral	Moderate Quality	The quality of work life is adequate but inconsistent; some areas meet expectations while others require improvement.
1.81 – 2.60	Disagree	Low Quality	The work environment is perceived as stressful or unsupportive, often lacking adequate conditions for professional satisfaction.
1.00 – 1.80	Strongly Disagree	Very Low Quality	The working environment is highly detrimental to well-being, with significant gaps in safety, balance, and job security.

Table 2. *Interpretation Scale for the Job Satisfaction Scores*

Mean Range	Descriptive Rating	Interpretation	Description of Interpretation
5.18 – 6.00	Strongly Agree	Very High Satisfaction	The employee is extremely satisfied with all job facets, including pay, rewards, and the nature of the work.
4.35 – 5.17	Agree	High Satisfaction	The employee feels a strong sense of fulfillment and is satisfied with the majority of their job dimensions.
3.51 – 4.34	Slightly Agree	Moderate Satisfaction	The employee is more satisfied than not, though certain aspects of the job may still leave room for improvement.
2.68 – 3.50	Slightly Disagree	Moderate Dissatisfaction	The employee is more dissatisfied than satisfied, indicating specific frustrations with job facets like benefits or supervision.
1.84 – 2.67	Disagree	High Dissatisfaction	The employee feels a clear lack of fulfillment and is generally unhappy with the rewards and conditions of their role.
1.00 – 1.83	Strongly Disagree	Very High Dissatisfaction	The employee experiences total dissatisfaction across almost all evaluated areas of their employment.

Data Collection Procedure

The data collection process began by securing formal permission from the participating companies before distributing the consent forms and questionnaires. During the gathering stage, the researchers explained the study's purpose and procedures using sign language to ensure clear communication. Respondents were informed of their rights, the voluntary nature of their participation, and any minimal risks, such as potential discomfort in disclosing personal or work-related information. To ensure maximum accessibility and linguistic inclusivity, the survey items were translated into Filipino Sign Language (FSL) gloss, a written, English-based representation of a sign language phrase usually written in ALL CAPS to indicate that they represented signs rather than direct English sentences, ensuring that Deaf participants fully comprehended the specific meaning of each question. The questionnaire was administered through a Google Form link, providing respondents the flexibility to complete the survey with sufficient time and minimal work disruption. These methodological adjustments, including the presence of FSL interpreters

and the use of validated translation tools, ensured the reliability of the data while respecting the unique communication needs of the Deaf community.

Data Analysis

The data gathered from the survey questionnaires were reviewed, tallied, and encoded in Excel before being processed in SPSS. Descriptive statistics such as frequency, percentage, and weighted mean were used to present the demographic profile of Deaf employees and to measure their perceived quality of work life and job satisfaction facets. To establish the correlation between these two variables, Spearman's rank correlation analysis was used, with results interpreted in relation to the research problems and existing literature. This descriptive-correlational approach was intended to identify the link between quality of work life and job satisfaction among the respondents. Ultimately, the findings provided the basis for designing an action plan to further enhance employment opportunities and inclusivity for Deaf employees in private sector industries in Bacolod City.

Ethical Consideration

Ethical considerations in the conduct of this study are important to ensure respectful and culturally sensitive practices. Firstly, informed consent was given by the respondents. This meant providing information in accessible formats such as Filipino Sign Language, written simple English, or FSL gloss, and allowing enough time for questions and understanding before participation. Additionally, cultural sensitivity is to be observed by recognizing the unique norms, values, and language of the Deaf community. Consulting Deaf individuals, leaders, or researchers was done to ensure that the research design and methods matched their culture and preferences. Confidentiality and privacy were strictly protected, especially regarding sensitive workplace topics, and strong data protection and anonymity measures were applied to prevent any accidental sharing of information. Lastly, respondents were provided with accommodations such as sign language interpreters, captioning services, video instructions with sign language, and easy-to-read materials to ensure full and equal participation in the study.

Results and Discussions

Level of Quality of Work Life

Table 3 shows that deaf employees in private sector industries in Bacolod City reported a high level of quality of work life (M = 3.96, SD = 0.99). This high mean score suggests that the participants generally perceive their professional environment, organizational climate, and social integration favorably. According to Walton’s (1973) framework of quality of work life, employees are more likely to demonstrate positive attitudes and productivity when organizations provide fair treatment, safe working conditions, and opportunities for growth and social integration. However, the standard deviation

Table 3. Level of Quality of Work Life of Deaf Employees

Variable	M	SD	Interpretation
Quality of Work Life	3.96	0.99	High Quality

Job Satisfaction Level

The study also examined the level of job satisfaction among deaf employees in private sector industries in Bacolod City. As shown in Table 4, the deaf employees reported a high level of job satisfaction (M = 4.71, SD = 0.93). This high mean score suggests that the participants generally perceive their job responsibilities, organizational benefits, and workplace relationships favorably. According to the research instrument’s verbal interpretation, this result reflects a high level of

(SD = 0.99) indicates a notable degree of variability, suggesting that individual experiences regarding workplace support and inclusion may differ across the sample.

These findings may be attributed to the implementation of inclusive human resource practices and accessible communication strategies within the organizations. This outcome is consistent with established literature emphasizing that when organizations prioritize accessibility, equity, and meaningful participation, employees with disabilities report significantly higher levels of psychological well-being and job satisfaction (Tuan et al., 2021). Furthermore, the data support the premise that supportive work–life balance policies enhance organizational commitment and employee productivity (Yadav et al., 2022).

The findings confirm that Deaf employees value workplaces that enable them to use their skills, provide adequate resources, and ensure safety, leading to positive job satisfaction. However, quality of work life is multifaceted, involving not only employee competencies but also organizational provisions such as fair compensation, benefits, and inclusive opportunities. The fact that the results did not reach the maximum potential value suggests that certain institutional barriers and communication challenges persist. If organizations fail to address these core dimensions, it can trigger resentment and attrition among the workforce (Miah & Hasan, 2022). To sustain these high levels of satisfaction, organizations must focus on strengthening inclusive policies and ensuring equitable career advancement pathways. Such efforts are essential because supportive workplace relationships and interpersonal social integration are fundamental to maintaining a high quality of work life (Wydyanto, 2022).

satisfaction, suggesting that the respondents experience a positive work environment where they feel valued. However, the standard deviation (SD = 0.93) indicates a degree of variability, suggesting that individual experiences regarding workplace contentment may differ across the group.

The finding of high job satisfaction is multifaceted and may be attributed to the implementation of supportive workplace practices and accessible communication systems. This outcome is consistent

with established literature emphasizing that inclusive work environments, equitable treatment, and strong organizational support significantly enhance job satisfaction among employees with disabilities (Emidy et al., 2024). Furthermore, supportive supervisors and positive coworker relationships are strong predictors of employee engagement and well-being (van der Meulen Rodgers et al., 2025).

However, the fact that the results did not reach the maximum potential value suggests that certain institutional barriers persist. This is particularly evident in areas concerning supervisory fairness and workplace harmony, where lower ratings were observed. Factors such as job promotion, salary, benefits, family dynamics, social status, and physical work conditions also remain critical influences on overall job satisfaction (Hameli et al., 2024). If organizations fail to address these interpersonal dynamics and management inconsistencies, it can lead to increased dissatisfaction and higher turnover intentions (Kim & Park, 2022).

Furthermore, the availability of job resources, including social support and autonomy, plays a central role in

Table 4. *Level of Job Satisfaction of Deaf Employees*

Variable	M	SD	Interpretation
Job Satisfaction	4.71	0.93	High Satisfaction

This high correlation can be attributed to the successful implementation of accessible workplace policies, effective communication, and equitable treatment within these Bacolod-based industries. When private sector organizations in the city prioritize these factors – such as providing sign language support, visual communication aids, or inclusive safety protocols – they create an environment where deaf employees feel valued and empowered. Notably, the high satisfaction scores suggest that environmental and social support systems carry significant weight; even though most respondents belong to a lower income bracket, their job satisfaction remains high because their functional and inclusivity needs are being met. However, the correlation did not reach perfect unity likely due to lingering workplace challenges. Respondents indicated that while they generally agree with their quality of work life, emotional wellness and the ability to remain stress-free were areas with lower agreement. Additionally, while general supervision was rated well, specific perceptions regarding the consistency of supervisory fairness and workload balance showed some variation, indicating that management practices may not be perceived as equally inclusive by all individuals.

The strong correlation also suggests that improving

influencing an employee’s decision to stay or leave (De Vries et al., 2023). To sustain these high levels of satisfaction, organizations must prioritize strengthening inclusive leadership and ensuring equitable workload distribution to maintain a productive and sustainable work environment for deaf employees in the local private sector.

Correlation Between Quality of Work Life and Job Satisfaction

The findings of this study revealed a strong positive correlation between the quality of work life and job satisfaction among deaf employees in private sector industries in Bacolod City ($r_s = 0.80, p < 0.001$). As shown in Table 5, this correlation is interpreted as highly significant, indicating that as the quality of work life increases, job satisfaction also tends to increase proportionately. The statistical analysis confirms that the results are not due to chance, suggesting that for deaf employees within the local private sector, a workplace environment perceived as supportive, inclusive, and accommodating is a fundamental driver of their overall professional fulfillment.

the quality of work life may serve as an important strategy for enhancing job satisfaction among deaf employees. Organizations that provide accessibility to accommodations, foster inclusive communication, and promote positive working relationships can contribute to improved employee morale, motivation, and organizational commitment. Research has shown that employees with disabilities who experience supportive workplace cultures are more likely to demonstrate higher engagement, productivity, and retention (Aksnes & Ulstein, 2024). Furthermore, workplace inclusion and employee well-being are closely linked to positive organizational outcomes, including improved performance and stronger commitment to the organization (Randel, 2025).

These results align with the findings that deaf employees choose to remain in their positions because their work is meaningful, they are satisfied with the salary and working environment, receive fair treatment, and are able to communicate effectively while maintaining good relationships with colleagues and superiors (Rahman et al., 2021). The high rating for the meaningfulness of work in this study further supports the idea that finding value in one’s specific tasks is a primary contributor to retention. The findings imply that improving the quality

of work life through inclusive, accessible, and supportive workplace practices can directly enhance job satisfaction among deaf employees. Therefore, organizations should prioritize strengthening workplace inclusion and support systems as a key strategy to promote employee well-being and retention.

Table 5. *Correlation Between Quality of Work Life and Job Satisfaction*

Paired Variables	r_s - value	p-value	Interpretation
Quality of Work Life and Job Satisfaction	0.80	< 0.001*	Highly Significant

Note: r_s - Spearman rank correlation; * - p-value was highly significant

Synthesis

The study shows that deaf employees in Bacolod City are generally very happy with their jobs because their workplaces are helpful and inclusive. High scores in both work quality and satisfaction prove that when companies provide good communication tools and a friendly atmosphere, employees feel more valued. While the overall treatment is positive, there are still small areas to improve, such as making sure workloads are balanced and reducing daily stress. By focusing on better leadership and fair promotions, businesses can make sure these employees stay motivated and successful in the long term.

The study theorized that a high Quality of Work Life, built on accessible communication and professional trust, is the essential foundation for high Job Satisfaction among deaf employees. The findings validate Herzberg’s Two-Factor Theory, as results showed that standard “hygiene” benefits were met, while true satisfaction was driven by “motivators” such as meaningful work and job enjoyment. Social Cognitive Theory is likewise confirmed by the strong ratings for supervisor care and clear instructions, which correlate with the high self-confidence and effective task management observed in the respondents. However, the relatively lower scores regarding emotional stress and workplace social dynamics provide a nuanced validation of Dinner Table Syndrome, indicating that informal social isolation and communication gaps may still exist despite formal employment success. Thus, the strong positive correlation between Quality of Work Life and Job Satisfaction confirms that the overall theoretical framework is a valid predictor of deaf employees’ success in Bacolod City’s private sector.

Conclusion

The study shows that deaf employees in private sector industries in Bacolod City do well when their workplace provides support and clear ways to communicate. The findings suggest that when a company focuses on safety, independence, and fair treatment, the common challenges faced by people with hearing disabilities are reduced. While the research found high levels of

quality of work life and job satisfaction, the results also show that some communication barriers still exist. This research shows that a good work environment is the main reason deaf employees feel happy and stay loyal to their jobs. The strong link between work conditions and happiness proves that inclusion works best when it is a natural part of the office culture. By focusing on well-being and support, a workplace becomes a fair environment where a person’s skills matter more than their disability. These insights highlight that when deaf employees feel valued, they are able to reach their full potential. This study contributes the knowledge that a supportive environment is the most important factor in creating a sense of true belonging.

Limitation of the Findings

This study employed a quantitative, descriptive-correlational design to examine the quality of work life and job satisfaction among deaf employees. The respondents were limited to workers from six specific private sector industries in Bacolod City. Data were gathered using standardized instruments: The Quality of Work Life Scale and the Job Satisfaction Survey. Although these tools are established and used for general populations, they may not fully capture the unique communication needs or cultural factors specific to the deaf workers studied. Furthermore, the study did not account for other potentially influential variables such as the degree of hearing loss, sign language skills, access to interpreters, or the impact of post-pandemic workplace changes, which could affect the levels and interplay of work quality and satisfaction.

Practical Value of the Paper

The practical applications of this study benefit a wide range of stakeholders by providing a roadmap for inclusive socio-economic growth in Bacolod City. Human resource managers and business owners gain a strategic framework to enhance organizational performance by cultivating a supportive environment that prioritizes clear communication and fair treatment, directly leading to increased loyalty and productivity among Deaf staff. City officials and policymakers can utilize these findings as a localized evidence base to draft

more effective ordinances and inclusive employment mandates that protect the rights and professional dignity of the PWD community. Furthermore, vocational teachers and career counselors are guided to refine their training programs, ensuring that Deaf students acquire the specific technical and social competencies required to thrive in the local job market. For future researchers, this study highlights the need to further examine workplace inclusion practices, measure their long-term effectiveness, and explore how different support systems influence the career development, job satisfaction, and well-being of Deaf employees in various employment settings.

Directions for Future Research

Future studies may use mixed-methods or qualitative approaches, such as interviews or focus groups, to better understand the experiences of Deaf employees at work. Expanding the study to include respondents from other regions or conducting nationwide research, including those working in government offices, would help make the results more general. Future research may also include respondents from government workplaces, along with private companies, to gain a more complete understanding of Deaf employees' experiences. Other factors such as degree of hearing loss, sign language skills, access to interpreters, workplace communication, and post-pandemic work conditions may also be included to better understand job satisfaction and quality of work life. It is also important for future studies to evaluate workplace inclusion policies and programs and check if they are effective over time. Long-term studies that follow Deaf employees' job satisfaction, career growth, and well-being can give deeper information. Policy studies may also help identify problems and solutions in the workplace. These future efforts can help create better and more supportive work environments for Deaf employees in both private companies and government offices.

Declaration of Conflict of Interest

The researcher declares no conflict of interest in the conduct of this study

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