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KEYWORDS	ABSTRACT
Workplace Social Support, Work Performance, Employees with Disabilities, Job Self-Efficacy	<p>This study examined the impact of workplace social support on the work performance of employees with disabilities, with job self-efficacy acting as mediating variable. Workplace social support was conceptualized through two dimensions: supervisor support and coworker support. Drawing on social support theory and self-efficacy theory, study investigated how supportive workplace relationships influenced employees' confidence in their abilities and, ultimately, their job performance. A quantitative research design was employed, and data were collected from 798 employees with the disabilities working in private manufacturing firms across Punjab, Pakistan. A stratified sampling technique was used to ensure representation from major industrial hubs. The data were gathered using structured questionnaires and analyzed through SEM. The findings revealed that WSS had significant positive effect on job self-efficacy & work performance. The job self-efficacy significantly mediated the relationship between workplace social support and the work performance. The mediation was partial, indicating that workplace social support influenced performance both directly & indirectly through job self-efficacy. The study contributed to literature by highlighting the importance of supportive work environments in enhancing performance of employees with disabilities.</p> <p> 2026 Journal of Social Sciences Development</p>
ARTICLE HISTORY	
<p>Date of Submission: 15-02-2026 Date of Acceptance: 20-03-2026 Date of Publication: 23-03-2026</p>	
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Email:	adnanmalik9337@gmail.com
DOI	https://doi.org/10.53664/JSSD/05-01-2026-09-111-123

INTRODUCTION

The growing worldwide focus on inclusive work has introduced a new academic and policy focus on the workplace experiences of disabled workers, especially in the developing economies where the structural and organizational discrimination are still widely observed (Adnan & Khalid, 2025). In other settings like manufacturing industry in Pakistan, disabled persons usually face obstacles in

terms of the accessibility, social stigma and organizational support, which negatively impact their working performance and general integration into workforce. In spite of legislative attempts and the increased activism of equal employment opportunities, the interpretation of inclusive policies into positive work experiences is uneven (Sweeting, 2023). It is in this scenery that workplace social support has come out as essential resource in organizations that can alleviate workplace pressures and create a more accommodating environment in which employees with disabilities can work. Having a positive relationship with supervisors and colleagues, social support can positively affect psychological health of employees, lower work-related stress & enabling more work commitment toward job tasks, which leads to better performance outcomes (Yang, Obrenovic, Kamotho, Godinic & Ostic, 2024).

As an extension of this assumption, job self-efficacy is conceptual framework that offers a valuable psychological prism in which the effectiveness of social support at the workplace can be viewed through. Job self-efficacy is based on social cognitive theory, which is the belief of a person in their ability to effectively complete the tasks of the job and cope with the difficulties in the workplace (Heard & Bartleet, 2025). Such beliefs are especially important to employees with disabilities as they are more likely to experience more physical, social and organizational barriers at work. In this linking, the positive self-perceptions can be reinforced by supportive relationships with supervisors and colleagues as well as offer the needed guidance, a sense of belonging, which is also involved in strengthening self-efficacy beliefs (Galchik, 2024). As a result, increased job self-efficacy levels can be linked to increased persistence, motivation, and adaptability, which eventually translate to improved performance at work. In this way, relationship between social support in the workplace and job self-efficacy is a valuable construct of understanding how the organizational environment can influence the employees' outcomes, especially to marginalized populations (Chen, Song, Wang & Wang, 2025).

The conceptualization of social support in workplace in this study is the degree to which employees believe that they are supported by their supervisors and colleagues, in terms of the emotional, informational and instrumental support (Usman, Cheng, Ghani, Gul & Shah, 2023). Supervisor support shows the extent to which leaders are seen to be supportive, encouraging, and recognizing and coworker support indicates the level of collaboration and interpersonal support of the fellow employees (Kyambade, Kaliisa, Birungi & Tushabe, 2024). Job self-efficacy is characterized as the belief of employees on the ability to perform their job duties well and cope with work demands and work performance is the degree to which employees perform their job roles well and help the organization to achieve its objectives along with the limited access to professional development opportunities. Theoretically, the association between these constructs rests on social support theory, which assumes that supportive social interactions are important resources, increasing capacity of individuals to cope and improve wellness, and self-efficacy theory, which highlights importance of belief systems in determining the outcome of behavior and performance on the employees (Jolly, Kong & Kim, 2021).

In this combined model, social support in workplace has direct impact on work performance and an indirect impact upon performance through boosting of job self-efficacy; thus, creating a mediating process that clarifies the manner and reason support to performance (Sürücü, Maslakçi & Sesen,

2022). Despite the recognition of the role of social support and self-efficacy in employee outcomes by previous studies, there are still gaps in literature. The current literature has largely been focused on general populations of employees whereas little has been done on employees with disabilities especially in a developing country setting like Pakistan. Moreover, past research has frequently studied the direct effect of social support at workplace on performance but has not considered the underlying psychological mechanisms that be behind this relationship (Usman, Cheng, Ghani, Gul & Shah, 2023). The mediating value of job self-efficacy, mainly in terms of disability and inclusive employment, has not been explored fully. The research in the manufacturing industry has limited empirical data, although this is a key economic factor and presents special challenges to employees with the disabilities.

These gaps showcase the necessity of more sophisticated and context-based study that incorporates organizational and psychological approach (Verma, Sekar & Mukhopadhyay, 2025). To overcome these shortcomings, the current study will aim to investigate the relationship between the social support in workplace and work performance of employees with disabilities, and in this relationship, that how job self-efficacy will mediate this relationship. The research problem revolves around the knowledge of how supportive working conditions could be used to improve performance outcomes of a vulnerable and poorly represented segment of the workforce. In demonstrating these links, the research will be able to offer further understanding of the dynamics of support, self-belief and performance in inclusive organizational contexts through empirical testing of these relationships (Kyambade, Kaliisa, Birungi & Tushabe, 2024). This study is important because it has theoretical, empirical and practical implications. In theory, it can be used to expand the scope of social support theory and self-efficacy theory to apply it to the employee with a disability population, providing a comprehensive framework that can be used to explain both direct and indirect influences on the work performance.

It is empirically based, and consequently, it offers evidence in a developing country setting, thus contributing to the limited literature in this field and providing a more varied perspective on the workplace inclusion (Sürücü, Maslakçı & Sesen, 2022). In practice, results are likely to influence organizational policies and management practices by highlighting necessity to develop supportive relationships and increase the level of self-efficacy in employees to boost performance outcomes (Islam & Islam, 2025). The workplace social support refers to the emotional, informational, and practical assistance employees receive from supervisors, colleagues, and the organization itself. This support includes encouragement, fair treatment, cooperation, control, availability accommodation and inclusive workplace practices that in turn positively influences their work performance at the workplace. Consequently, to policymakers, research highlights the importance of going beyond formal inclusion policies to the establishment of conducive workplace cultures that can help the employees with disabilities achieve their full potential and make sure significant contributions to organizational success.

LITERATURE REVIEW

The theoretical basis of study is based on the combination of social support theory and self-efficacy theory which jointly give a solid explanation of how interpersonal workplace relationships are

transformed into individual performance outcomes. The social support theory assumes that people turn upon their social surrounding to access emotional, informational and instrumental resources that assist them in dealing with stressors and functioning better. In the organizational setting, this support is usually provided by supervisors and other colleagues who help in accomplishing tasks, give feedback and make one feel like a part of them. Social support in workplace is an important facilitator of inclusion and effectiveness particularly in employees with disabilities who usually have to contend with other structural and attitudinal barriers (Jamin, 2025). In line with this view, self-efficacy theory as it has stated puts forward that beliefs held by people about their abilities to perform tasks play a major role in the motivation, persistence and performance of individuals. Job self-efficacy, especially, is an indicator of confidence of employees in coping with job-related task and work challenges.

Notably, social interactions and conducive environments are the most important sources of efficacy beliefs and the means of acquiring efficacy beliefs include verbal persuasion, mastery experiences, and vicarious learning (Yang, 2025). Thus, a combination of these theories implies that workplace social support has positive effects on job self-efficacy, afterward lead to better work performance, which offers consistent model to discuss direct and indirect impacts. Available empirical evidence has given significant proof of beneficial nature of workplace social support in improving employee outcomes, such as performance, well-being, and job satisfaction. The empirical research in various organizational contexts has always shown that the support of supervisors and colleagues have a profound effect upon the capability of employees to cope with work demands and achieve success (Eisenberger et al., 2002; Chiaburu & Harrison, 2008). When applied to the case of the employees with disabilities, studies have shown that supportive relationships in the workplace lessen the sense of isolation, positively affect workplace adaptation, and increase overall job outcomes (Kulkarni & Lengnick-Hall, 2014).

The recent studies also highlighted the importance of the inclusive and supportive organizational climates in enabling people with the disabilities to use their capabilities and skills to their benefit (Lysaght et al., 2018). Indicatively, it has been found out that coworker support helps collaboration and sharing of knowledge, whereas supervisor support makes the required accommodations and direction, which are essential towards the enhancement of performance consequences (Chiaburu & Harrison, 2008). Furthermore, studies performed in the developing economies emphasize that workplace social support is even stronger when it comes to the situations when institutional support mechanisms are not as developed, thus confirming value of this informal but significant resource. Simultaneously, there has been a large volume of literature that has investigated how the job self-efficacy is a primary predictor of work performance. The empirical research has also consistently indicated that highly self-efficacious individuals exhibit higher motivational, resilience as well as persistence of task, that translate into optimal job performance (Stajkovic & Luthans, 1998; Judge & Bono, 2001).

Job self-efficacy is especially essential in the case of employees with disabilities, which affects their capacity to manage a work-related situation and prove their own competence in a workplace that might not be entirely accommodative (Schur et al., 2009). Recent empirical data have indicated

that self-efficacy does not only have direct effect on performance but also mediate the connection between workplace conditions and employee performance. As an example, research has revealed that supportive leadership and positive relationships with coworkers increase the self-efficacy of employees, subsequently results in better performance and engagement and contribute positively to workplace productivity and effectiveness (Newman et al., 2014). In addition, studies on the topic of disability employment have revealed that self-efficacy is a key factor influencing the manner in which persons perceive and react to support in workplace, thus, serving as a psychological process which converts external support into internal confidence and behavioral reaction (Malmström & Öqvist, 2025). In spite of these developments, a number of gaps in literature have been known that should be investigated.

To begin with, most of current literature has concentrated on general employees with a relatively little emphasis being paid on employees with disabilities, especially in the developing world like Pakistan. Second, unlike previous research that has determined direct effects of workplace social support on performance, there is a lack of research on the underlying mechanisms that describe this relationship, especially the mediating effect of job self-efficacy (Musenze et al., 2021). Third, the current studies tend to separately look at supervisor support or coworker support instead of looking at their joint effect as multidimensional factors of social support at work. Furthermore, there is limited empirical data in manufacturing industry, although it is important employer and presents special difficulties to persons with disabilities. These gaps reveal the necessity of a more in-depth and context-specific research that combines both organizational and psychological lenses to gain a deeper insight into dynamics of workplace inclusion and performance (Georgiadou et al., 2024). Based on the theoretical underpinnings and the empirical evidence, this research paper advances a series of hypotheses to test the connections between workplace social support, job self-efficacy, and work performance.

Considering the similar evidence that positive work environments improve employee performance, it is hypothesized that workplace social support positively influences work performance. Moreover, with references to self-efficacy theory, it is assumed that workplace social support has a positive impact on job self-efficacy by enabling employees to obtain the resources, encouragement, and feedback that would allow them to develop confidence in their skills (Malmström & Öqvist, 2025). Also, in accordance with the previous studies is closely related to performance, it is assumed that job self-efficacy has a strong positive impact on work performance. Ultimately, by combining all these relationships, it is hypothesized that job self-efficacy mediates the connection between social support in performance at work in sense that supportive workplaces improve performance, directly and indirectly, via keen self-efficacy (Andriyani et al., 2025). With a combination of the above hypotheses, there is attempt to give holistic picture of role & rationale of workplace social support on employee performance with disabilities and contribute to theory and practice in the area of inclusive employment.

RESEARCH METHODOLOGY

The current research takes a quantitative research design to empirically investigate connections between social support at workplace, job self-efficacy, and work performance of employees with

disabilities. It is a suitable design because it enables measurement of variables systematically and testing of hypothesized relationships with statistical methods (Hussain et al., 2025; Liaqat et al., 2025; Riaz et al., 2025). The research is based on positivist research philosophy, presupposes that reality is objective and can be assessed with help of observable and quantifiable data (Jawad & Sohail, 2022; Raza et al., 2024). This philosophical approach is consistent with applied structured instruments and statistical modeling to test hypotheses of theory-driven hypotheses with assurance of objectivity, reliability, and externalization of results. There is a single cross-sectional time horizon in which study manages to gather data at one point in time, helps the study to capture perceptions of the social support at work, self-efficacy as well as performance as they are present in the present organizational context.

The study population includes employees with disabilities employed in the organizations of the private sector in Pakistan & especially in manufacturing industries because of its high contribution to employment and economic activity. This population is deemed relevant as disabled employees in these industries usually have some special issues in workplace and it is necessary to study how social support, psychological resources be used to improve their work. A total of 798 respondents is used, and it is regarded as sufficient to model the structural equations and make the analysis more powerful. The research uses proportional stratified sampling method to be sure that major industrial regions and sub-sectors in the manufacturing industry are represented. This is done by stratifying the population into homogeneous groups as per geographical, industrial levels and then sampling respondents in proportion to each stratum hence enhancing generalizability & representativeness of the results. Structured survey questionnaire is used to collect data and it is made on the basis of previous measurement scales that have already been proved to be valid to maintain the content validity and reliability.

The questionnaire will include several parts that assess social support at work (supervisor support, coworker support), job self-efficacy, and performance at work, using a Likert scale, which will be strongly disagree, strongly agree, and so on. A pilot study is run before full-scale data collection to determine the clarity, reliability and suitability of instrument to make any necessary refinements. The survey is conducted by both physical distribution and online where possible to make it more accessible to respondents with various forms of disabilities. The anonymity and confidentiality are guaranteed to respondents, encouraging them to give truthful and unbiased answers and reducing the impact of social desirability bias and improving the quality of data obtained. To analyze the data, the research will use Partial Least Squares (PLS-SEM), which is most appropriate when dealing with complex models with a lot of constructs and mediation effects. The reason to select PLS-SEM is that it is able to deal with non-normal data distributions, it can be used to analyses predictively, and it is a useful tool in analyzing models with latent constructs measured by multiple indicators (Sohail et al., 2023).

This is carried out in two phases: the measurement model and structural model tests. Measurement model is evaluated based on the indicators which include factor loadings, composite reliability, average variance extracted (AVE), and discriminant validity (Khan et al., 2025). The structural model is then tested using path coefficients, t-values, p-values and coefficient of determination

(R2) to test the relationships hypothesized. All respondents are given informed consent before data collection and participation in the study is purely voluntary. They are made fully aware of the study and the nature of their participation and that they have the right to pull out of the study at any point without repercussions. Anonymity and confidentiality will be kept at all times, with no personally identifiable information being gathered or given. Also, the research follows the ethical standards of research because it will be used in the academic process and will not be fabricated or manipulated to report the data. Thus, particular focus is made on sensitivity when working with employees with disabilities so that the data collection process would be inclusive, respectful, and devoid of any discrimination or bias of any kind, which would maintain the integrity and ethical rigor of the research.

RESULTS OF STUDY

Table 1 Reliability & Convergent Validity

Constructs	Items	Factor Loadings	CA	CR	AVE
Supervisor Support (SS)	SS1-SS5	0.71-0.86	0.88	0.91	0.66
Coworker Support (CS)	CS1-CS5	0.70-0.84	0.87	0.90	0.64
Job Self-Efficacy (JSE)	JSE1-JSE6	0.72-0.88	0.91	0.93	0.68
Work Performance (WP)	WP1-WP5	0.73-0.87	0.89	0.92	0.69

The results of reliability and convergent validity suggest that all the constructs in the model have high measurement properties. All the factor loadings are between 0.70 and 0.88 which is higher than the recommended value of 0.70 which serves as a confirmation that the indicators cover the latent constructs of the indicators. Moreover, Supervisor Support (0.88), Coworker Support (0.87), Job Self-Efficacy (0.91) and Work Performance (0.89) have Cronbach Alpha of 0.70 and above, which shows high internal consistency reliability. On the same note, Composite Reliability (CR) scores of between 0.90 and 0.93 also confirm the consistency and reliability of the constructs. The values of the Average Variance Extracted (AVE) of all constructs are between 0.64 and 0.69 and this is above the minimum of 0.50, which means that a significant percentage of the variance in the indicators is accounted by their respective constructs. Altogether, these findings indicate that the measurement model is reliable and valid, which forms a strong ground to further structural model analysis in study.

Table 2 Discriminant Validity

Constructs	SS	CS	JSE	WP
SS	—			
CS	0.72	—		
JSE	0.68	0.70	—	
WP	0.65	0.69	0.74	—

The heterotrait-monomethod ratio (HTMT) is used to determine discriminant validity of constructs and the results show that all the variables are considered empirically different. The range of HTMT values is 0.65-0.74, all fall short of desired value of 0.85, supporting sufficient discriminant validity.

In particular, the correlation between supervisor support and coworker support (0.72) indicates that the two are moderately but acceptably correlated, whereas the values between Job Self-Efficacy and the other constructs (0.68 to 0.70) show that the two constructs are correlated, but they are not conceptually and statistically identical. Equally, Work Performance shows that the values of HTMT are between 0.65 and 0.74 with other variables, which is another indication that it is unique in the model. On the whole these findings show that every construct measures a distinct concept, and thus there is no serious overlap in measurement model and it is adequate to be subjected to additional structural analysis.

Table 3 Collinearity Statistics

Constructs	JSE (VIF)	WP (VIF)
Supervisor Support (SS)	2.31	2.45
Coworker Support (CS)	2.28	2.39
Job Self-Efficacy (JSE)	—	2.62

The Variance Inflation Factor (VIF) values used to measure the collinearity show that the predictor constructs in the model have no multicollinearity issues. Supervisor Support has a VIF between 2.31 (Job Self-*efficacy*) and 2.45 (Work Performance), and Coworker Support has VIF of 2.28 and 2.39, respectively. Also, Job Self-Efficacy has a VIF value of 2.62 when predicting Work Performance. The reported values are all significantly less than the typically agreed-upon level of 5.0 (and even the more conservative level of 3.3), indicating that the independent variables lack problematic levels of collinearity.

Table 4 Model Fit Indices

Fit Index	Value	Threshold
SRMR	0.052	< 0.08
NFI	0.91	> 0.90
RMS Theta	0.041	< 0.12

The model fit indices show that the proposed PLS-SEM model has a decent and good fit to the data. The Standardized Root Mean Square Residual (SRMR) value of 0.052 falls short of the acceptable limit of 0.08 meaning that there is a high degree of model fits with minimal residual differences between the observed and predicted correlations. On the same note Normed Fit Index (NFI) value of 0.91 is more than the acceptable cutoff of 0.90 and this shows that the model offers a significant improvement to the null model. Moreover, the value of RMS Theta is 0.041, which is substantially lower than 0.12 which proves that the model is highly reliable and that the error in measurement is small. All these indices give a good indication that total model is well-specialized and represents the underlying data structure well, which thus indicates the validity of the following structural model interpretations.

Table 5 Structural Model Results (Direct Effect)

	OS	SM	SD	TS	PV
Job Self-Efficacy -> WP of Disable Employees	0.267647	0.269232	0.034515	7.754597	0.000

WSS -> Coworker Social Support	0.792159	0.791125	0.021638	36.60939	0.000
WSS -> Job Self-Efficacy	0.312303	0.30813	0.06412	4.870604	0.006
WSS -> Supervisor Social Support	0.815737	0.815809	0.018844	43.28826	0.000
WSS -> Work Performance of Disable Employee	0.343796	0.343401	0.044846	7.666177	0.000

The output of the structural equation model attests to the fact that all the hypothesized paths are positive and significant. Job Self-Efficacy has a significant positive effect on Work Performance of Disabled Employees ($\beta = 0.268, t = 7.75, p < 0.001$), indicating that higher confidence in one's abilities improves performance outcomes. Workplace Social Support strongly influences Coworker Social Support ($\beta = 0.792, t = 36.61, p < 0.001$) and Supervisor Social Support ($\beta = 0.816, t = 43.29, p < 0.001$), showing that organizational support systems effectively strengthen both peer and supervisory relationships. It also has a significant positive impact upon Job Self-Efficacy ($\beta = 0.312, t = 4.87, p = 0.006$), suggesting that the supportive working environments enhance employees' belief in their capabilities. Also, Workplace Social Support positively influences Work Performance of Disabled Employees ($\beta = 0.344, t = 7.67, p < 0.001$), demonstrating its dual effect on psychological resources and performance outcomes. Thus, the overall results of the findings indicate that workplace social support is one of the major factors in the self-efficacy, social relationships and performance of the disabled employees.

Figure 1 Structural Equational Model

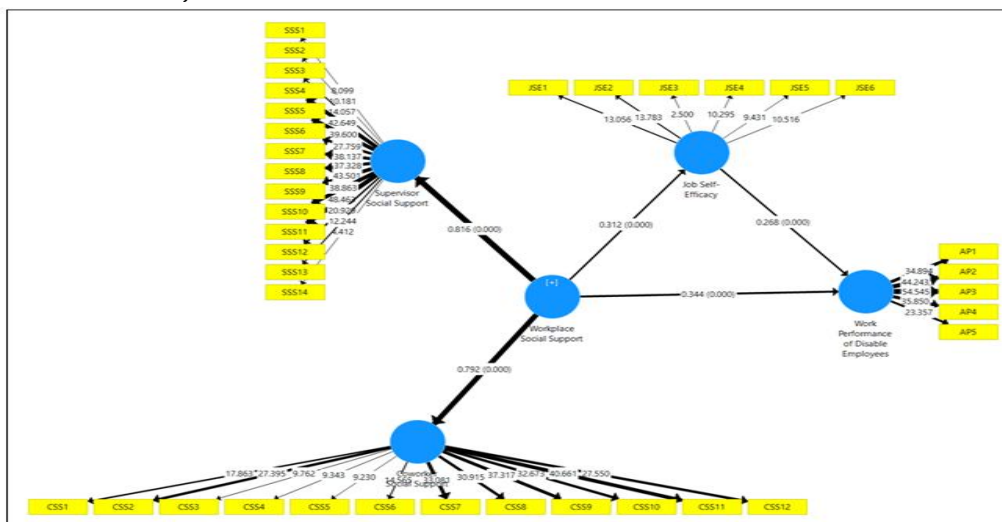


Table 6 Mediation Effect

	OS	SM	SD	TS	PV
WSS -> Job Self-Efficacy -> Work Performance of Disable Employees	0.083587	0.083242	0.021506	3.886643	0.000115

According to the results of the mediation, the Job Self-Efficacy plays an important role in the connection between Workplace Social Support and Work Performance of Disabled Employees. The indirect effect is positive and statistically significant ($\beta = 0.084, t = 3.89, p < 0.001$), confirming

that the Workplace Social Support enhances employees' performance not only directly but also indirectly by strengthening their self-efficacy. This implies that employees view greater support at workplace, more they are confident in carrying out job tasks, this consequently brings about better work performance.

DISCUSSION

The results of this research affirm robust empirical data that the workplace social support is a key factor in improving work performance of employees with disabilities, directly or indirectly through job self-efficacy. The findings show that supervisor and coworker support have a significant effect on employee performance and this means that organization environment where support is provided is critical towards enhancing productivity and effectiveness. The results are in line with the social support theory, indicates that person who experiences emotional, informational, and instrumental support provided by the social environment is more likely to be able to cope with the workplace needs and achieve successful performance (Hussain et al., 2026). The support is even more essential in the context of employees with disabilities because it can alleviate structural and psychological barriers that can otherwise be detrimental to performance. Significant positive relationships in this study support notion that inclusive and supportive workplace relationships are not only desirable, but also necessary to allow employees with disabilities to be able to contribute positively towards organizational objectives.

The findings also indicate that social support at the workplace is a key factor in boosting the level of job self-efficacy that, in turn, is a vital mediating factor in performance at work. When employees have a greater sense of supervisor and colleague support, they tend to have more confidence in their capacity to accomplish job tasks. This result is in line with self-efficacy theory by Bandura, which highlights the importance of social persuasion and positive feedback as the major contributors of efficacy beliefs. Workers feel more assured of their potentials, resulting in increased motivation, determination, improved performance results when they are encouraged, guided, and recognized (Siddiqui, Sultana, Yousufzai & Sohail, 2024). The powerful and substantial impact of job self-efficacy on work performance underscores its pivotal role as a psychological process by which the social support in the workplace is converted into better job performance. This mediating effect highlights the significance of not just offering support but also making sure that such support not only helps in enhancing confidence and self-belief of the employees but also makes sure that the support is effective.

This study concurs with earlier empirical studies, which have continuously indicated that positive working environments positively influence performance & psychological well-being of employees (Liaqat et al., 2024). This study however expands on the current literature by specifically adopting employees with disabilities in context of developing country where organizational support systems have not been formally structured. Overall, workplace social support significantly influences the work performance of employees with disabilities, and this relationship is strengthened through the mediating role of job self-efficacy. The findings indicate that informal support by supervisors and colleagues is the essential resource of employees in this type of environment. The study of these relationships highlights importance of inclusive organizational practices that empower employees

with disabilities and create environments where all employees can achieve their full potential. Besides, the partial mediation effect of job self-efficacy indicates that, although workplace social support has direct impact on performance, a significant percentage is mediated by a psychological required empowerment.

This implies that structural (support systems) and psychological (self-efficacy) should be taken into consideration at the same time in order to have complete knowledge of the employee performance outcomes in inclusive workplaces. Resting on these findings, number of practical recommendations can be given. Companies must also take an active role in promoting positive working conditions by ensuring supervisors offer endless guidance, positive feedback, rewards to workers with disabilities. Moreover, team-based work organization and integrative organizational culture programs should encourage coworker collaboration. There should also be the implementation of training programs to raise awareness on the need to include disabled individuals in workplace and the need to reduce stigma in workplace so as to enhance interpersonal support systems. Leaders and managers thus play vital role in fostering inclusive cultures, reducing discrimination, and implementing policies that strengthen social support and employee confidence. Moreover, the interventions should be designed by organizations to increase self-efficacy of employees (e.g., skills development program, mentorship, positive reinforcement systems, etc.), which can also help to increase level of confidence as well as performance.

CONCLUSION

The study confirms that social support at work is critical precursor of work performance among people with disabilities and its efficiency is greatly promoted through building of job self-efficacy. The results support the claim that the support of a supervisor and coworker play a significant role in enhancing results of employees, and job self-efficacy is powerful predictor in their connection. The unified model offers a holistic view of the interplay between social and psychological variables to affect performance in inclusive work situations. It also adds to the body of literature on disability and inclusion by offering empirical evidence in a developing country setting, where research on this topic is scarce. This study has important implications in terms of theory and practice. In theory, the research expands on the social support theory and self-efficacy theory by combining them into one explanatory model that brings into focus the direct and indirect impacts on performance in employees with disabilities. In practice, findings are resourceful in providing valuable information to organizational leaders and policymakers with their focus on need to create inclusive, supportive work environments and make them psychologically empowering. Organizations can not only boost the performance of employees with disabilities, but enhance equity, inclusion, and productivity among the workforce, by not only focusing on existence of social support structures but also on self-efficacy enhancement.

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