



An Application of the Theory of Planned Behavior in Describing top Manager's Intention to Employ People with Disabilities in Indonesia

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ABSTRACT

This study aimed to investigate the top manager's intention to employ people with disabilities, by applying the Theory of Planned Behavior (TPB). Survey was conducted in Indonesia and data was collected and analyzed from 148 top managers of the large companies which employ more than 100 workers. Using the multiple regression analysis, results of the study concluded that first, partially attitudes, subjective norms, and perceived behavior control (PBC) significantly have positive influence to top manager's intention to employ people with disabilities. Second, simultaneously attitudes, subjective norms, and perceived behavioral control have a positive and significant influence to the top manager's intention to employ people with disabilities.

Keywords : Theory of planned behavior, Attitude, Subjective norm, Perceived behavioral control, Intention, Top managers, Employee with disabilities.

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Introduction

Study on employment of people with disabilities have not been got enough attention in Indonesia. People with disabilities should get an equal opportunity as we have seen in developed country. According to Indonesian Law, Number 4 of 1997, disability is a condition of the physical or mental abnormalities, which may interfere with or constitute obstacles and barriers for a person to perform activities. People with disabilities usually have a disruption in their body's functions and structure, also limited in their daily activities, and limitations in many aspects of life. So disability includes not only the limitations of physical functions, but also includes social function in daily life in their environment. The phenomena in most societies in Indonesia shows that people in productive age with disability are much more difficult to get job than those without disabilities. In Indonesia, the number of people with disabilities experienced significant increase since year 2006.

Based on the results of the National Socioeconomic Survey (*Susenas*) in 2012 by Central Bureau of Statistics (*BPS: Badan Pusat Statistik*) shows the number of people with disabilities in Indonesia amounted to 6,008,640 people or 2.45 percent of Indonesia's population which was 244,919,000 people. By the year 2013, according data from Center of Data and Information of Ministry of Labor (*Pusdatinaker, 2014*), disabilities people of productive age was 2,959 people consists of 2,118 male and 841 female (<http://pusdatinaker.balitfo.depnakertrans.go.id/>).

Several laws and regulations in Indonesia have set the rights of people with disabilities, including the right to the opportunity of employment.

Even Act 1945 section 27 subsection number 1 states that "Every citizen has the right to work and a decent living for humanity". This means that every citizen of Indonesia has equal right to obtain decent work. In Article 14 of Law Number 4 of 1997 concerning Disabled People, government obliges every government and private companies to give opportunities and equal treatment for people with disabilities, to employ people with disabilities in accordance with the degree and type of their disability, as well as the education and capabilities. In the explanation mentioned that the state company include the State Owned Enterprises (*BUMN*) and the Regional Owned Enterprises (*BUMD*) and private companies including cooperatives, must employ at least 1% people with disabilities who meet the requirements and job qualifications related, for every 100 employees, and companies that use high technology must employ at least one person with disabilities who meet the requirements and qualifications of work, although the number of employees is less than 100 people. Although in these regulations has been clearly set penalties for companies that violate such as revocation of a license for criminal sanctions and administrative sanctions, but in fact the implementation of these regulations is still far from expectation. According data from Department of Labor, by year 2015, among 155 large companies, found only 32 companies already employed people with disabilities.

Based on above data, this study aimed to investigate antecedents that influence top managers to employ people with disabilities. Top Managers are expected to represent companies, because they are the main decisions maker related companies, including employment of people with disabilities.

On this study, researchers used theory of planned behavior (TPB) model to examine the top manager's intention to employ people with disabilities. TPB is a further development of Theory of Reasoned Action (TRA) which is a conceptual framework that is most popular at the moment to explain the determinants of certain behaviors. TPB has been used in various studies to provide a better understanding of the diverse behaviors, not only in the field of social psychology but has expanded also in other fields. TPB assumes that attitudes do not determine behavior directly, but through a combination with subjective norms and perceived behavioral control, attitudes will influence behavior intention. According to TPB, the intention is the main trigger of behavior, which is determined by a combination of three components, are (1) attitude, which stated level of positive or negative evaluation of an individual to perform a specific behavior, (2) the subjective norms, which is an individual's perception of what other people or referent (others that are importantly considered to the people) think about what behaviors should be done by the individual, and (3) PBC which is the perception of an individual's belief associated with how able to perform a specific behavior (Ajzen, 1991; 2005; 2006, Dharmmesta, 1998). Previous studies related to TPB application in many fields are empirically supported by several researches, such as Dharmmesta and Khasanah (1999), Ajzen (2001), Tjahjono & Ardi (2008), Tjahjono *et al.*, (2015).

Based on above, the problem revealed in this study is whether the intention of top manager to employ people with disabilities can be explained through TPB. The aim of this study was examined, analyzed and supported the influence of attitudes,

subjective norms, and PBC to the top manager's intention to employ people with disabilities. The benefits of this research were divided into three: first, the theory benefit, provide an additional contribution of information to research in the field of human resources, especially related to employment opportunities for people with disabilities and Theory of Planned Behavior. Second, the benefit of socialization and motivation, socialize to the top managers regarding government regulations that regulate company's obligation to employ people with disabilities and to motivate companies to give employment opportunities for people with disabilities. Third, policy benefits can be used as a basis for planning the placement and expansion program of employment opportunities for people with disabilities.

The Relationship Between Attitudes, Subjective Norms and Perceived Behavioral Control to Intention

Based on TPB, Ajzen (1991), an individual's behavior is influenced by the individual's intentions (behavioral intention). While the intention to behave is influenced by attitude, subjective norms, and perceived behavioral control (PBC). Attitude is defined as a feeling of support (favorableness) or feeling of not support (unfavorableness) of an object. This feeling arises from the conviction of the individual evaluation results obtained from the particular behavior.

Based on this theory, attitude of individuals acquired of belief in the consequences caused by such behavior, termed behavioral beliefs. Belief in behavior is linking behavior with a particular outcome, or some other attributes such as costs or losses that occur when performing a

behavior. In other words, someone who believes that a behavior can produce a positive outcome, then he will have a positive attitude and vice versa.

Based on TPB, someone who believes that performs certain behavior will lead to a positive result will have a favorable attitude to perform of behavior, whereas those who believe that perform a particular behavior will lead to negative results, then they will have an unfavorable attitude.

In this study, the attitude of top manager on employment of people with disabilities obtained convictions against people with disabilities and behavioral to employ people with disabilities. Belief in the behavior to employ with disabilities connect the behavior to a particular outcome, or some other attributes such as cost, effort or losses that occur when employing people with disabilities. In other words, if a top manager believes that people with disabilities are able to work well and employ people with disabilities can produce positive outcomes, then he will have a positive attitude and intention, and vice versa.

Based on the above ideas and concepts, the researchers construct a hypothesis as follows:

H1: Attitude positively influences the top manager's intention to employ people with disabilities.

The second variable of TPB is the subjective norms. It is defined as the influence of referent around (Ajzen, 1985; 1991). Subjective norms refer to the individual's perception of whether a particular individual or a particular group agree or disagree on behavior and motivation given by them to the individual to perform a certain behavior. Referent such as family, friends, and leaders.

Subjective norms are not only determined by referent, but also determined by

motivation to comply. In general, individual who believe that most referent would agree, he would show certain behaviors, and motivated to follow certain behaviors, will feel the social pressure to do so. Conversely, individual who believe that most referents would not agree if they performs certain behaviors, and lack of motivation to follow a certain behavior, then this will cause him to have subjective norms that put pressure on him to avoid doing the behavior (Ajzen, 2005).

In TPB, subjective norms also identified by two, belief of a person on the reaction or the opinions of others or other groups about whether the individual need, should, or should not perform a behavior, and motivate individual to follow the opinion of others or other group (Ajzen, 1991; 2005; 2006, Dharmmesta, 1998). Top Managers who have belief that an individual or a particular group, in this case the government, NGOs, community, consumers, and business partners will accept and give a positive response if they employ people with disabilities, then they will obey and form the expected behavior by referent, ie government, NGOs, community, consumers, and business partners, in this case employing people with disabilities, because they are stake holders regarding employment of people with disabilities.

Based on above ideas and concepts, the researchers construct a hypothesis as follows:

H2: Subjective norms positively influences the top manager's intention to employ people with disabilities.

The third variable of TPB is PBC. In the model of TPB, PBC refers to the person's perception of whether it's difficult or not to perform the desired behavior, related to the conviction, source and

opportunities would be available or not to perform certain behavior (Ajzen,1991).

Ajzen (1991) explained that a person's behavior is not only controlled by him self, but also requires control, for example in the form of availability of resources and opportunities even specific skills. PBC represents a person's belief about how easy individual performs a behavior. When an individual believes that he lacks the resources or do not have a chance to perform a behavior (low behavioral control) he will not have a strong intention to perform such behavior (Engel, Blackwell, and Miniard, 1995).

In some situations, one or two factors can be used to explain the intention, and most of these three factors, each has a role in explaining the intention. In addition, each individual has different weight of three factors which most influence the individual in behavior (Ajzen, 2005). So the conclusion, someone will perform a specific behavior if he evaluates the behavior in a positive way , plus the individual gained from social pressure to perform the behavior, as well as the individual can believe and have the opportunity to perform the behavior (Ajzen, 2005).

PBC can be measured using two scales :

a. The scale measures the belief control subjects (Indirect PBC) is about an individual's ability to control the behavior to the individual's external factors that inhibit or support individuals to perform behavior that comes from outside the individual.

b. The scale measures the perceived power (Direct PBC) is about an individual's ability to control the behavior to the factors of the individual that inhibit or support individuals to perform behavior that comes from within the individual.

In this case, when top manager believes that he lack the resources, capability, facility or do not have the opportunity to employ people with disabilities (low behavioral control), he will not have a strong intention to employ people with disabilities. Conversely, if the top manager believes that the company has sufficient resources, capacity, facilities and the opportunity to employ people with disabilities, the top manager will have a strong intention to employ people with disabilities.

Based on the above ideas and concepts, the researchers construct a hypothesis as follows :

H3 : PBC positively influences top manager's intention to employ people with disabilities.

According to the data that previously mentioned, there's only a few companies already employed people with disabilities in Indonesia, so this study only focused on influence of attitudes, subjective norms, and PBC to the top manager's intention to employ people with disabilities. Nevertheless, Fishbein, Ajzen and many researchers stated that intention is a strong predictor of how people behave in certain situations. It can be concluded that intention is a powerful predictor of behavior that shows how hard someone has a desire to try, how much their efforts to plan, and performing a behavior. Bandura (1986), stated that intention is a determination to perform a certain activity or generate a specific situation in the future. Intention is a vital part of self regulation of individu that backgrounded by someone's motivation to act. Summarizing the above opinion, can be assumed that intentions is assumed can explain the factors of motivation and a strong impact on behavior. This indicates how hard a person tries, and how much effort is done so that the desired behavior can be performed.

Method

Population of this study was 391 large companies that employ more than 100 workers, and samples used were 155 large companies. The sample was drawn using convenience technique (Tjahjono, 2015). Data were collected by questionnaires, distributed to respondents who are CEOs, Directors, Head of Office, Branch Manager, HR Manager, General manager and Operational Manager of the 148 large companies. After being examined for their data completion, 148 questionnaire forms were admitted out of 155 forms (95.48% response rate), which met the sample adequacy requirement (Ghozali, 2005).

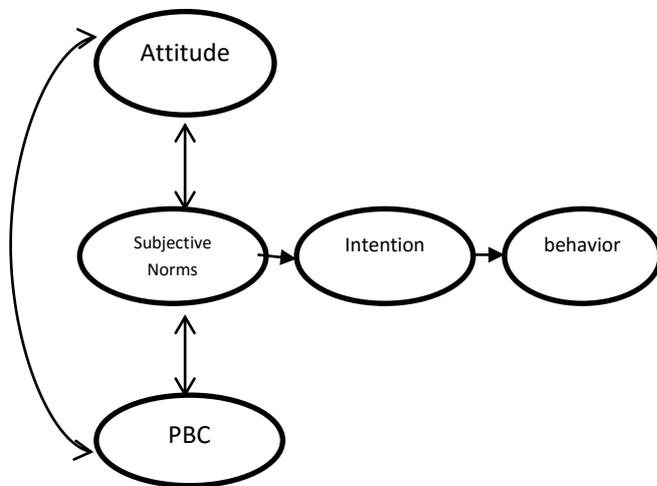


Figure 1 Theory of Planned Behavior

Source :Ajzen (1991)

Data Analysis and Results

Demography of respondents of this study consisted of males 39.9 % and females 60.1 %. In terms of age, 20-30 years 40.5 %, 30-40 years 29.7 %, 40-50 years 19.6 %, above 50 years of 10.1 %. Based on educational level, high school / vocational 14.2 %, Diploma 9.5 %, Bachelor 68.9 %, Postgraduate 7.4 %.

The reasearch considered that all of the instruments were valid because the value of the Confirmatory Factor Analysis (CFA) was above 0.50. The Cronbach’s alpha analysis was exercised by SPSS 17.0, the result showed that most variables were reliable, indicated by Cronbach’s alpha score > 0.6 (Ghozali, 2008).

The result obtained, as shown in Table 1, revealed that H1,H2,H3 were found to be significant in the prediction model. The result provide support for hypthotheses H1, H2, H3, that relationship between attitude and top manager’s intention to employ people with disabilities is $\beta = 0.200$ and $p = 0.030$, subjective norms on top manager’s intention to employ people with disabilities is $\beta=0.398$ and $p = 0.000$, and PBC on top manager’s intention to employ people with disabilities is $\beta = 0.163$ and $p = 0.020$. Then it can be concluded that attitude, subjective norms and PBC have significant positive influence to the top manager’s intention to employ people with disabilities ($Sig < 0.05$).

Table 1 Regression Result

| Model | Standardized Coefficients Beta | T | Sig |
|------------------|--------------------------------|-------|------|
| Attitude | .200 | 2.199 | .030 |
| Subjective Norms | .398 | 4.465 | .000 |
| PBC | .163 | 2.354 | .020 |

Dependent Variable: Top manager’s intention to employ people with disabilities

Resource : data processed 2015

Table 2 F Test

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|--------|------|
| Regression | 484.454 | 3 | 161.485 | 30.940 | .000 |
| Residual | 751.566 | 144 | 5.219 | | |
| Total | 1236.020 | 147 | | | |

Predictors: (Constant), Perceived Behavior Control, Subjective Norms, Attitudes

Dependent Variable: Top manager's intention to employ people with disabilities

Resource : Data processed 2015

Simultaneous test results can be viewed in above table, variables attitudes, subjective norms and PBC have a significant effect on top manager's intention to employ people with disabilities, level of tolerance (significancy level) $\alpha = 0.05$. Adjusted R^2 0.392, it means variance of independent variables in this model can explain variance of dependent variable. The results in the table below shows the results of ANOVA Sig 0,000, which means that variables attitude, subjective norms and PBC simultaneously have positive significant effect on top manager's intention to employ people with disabilities.

Conclusion

This study was the first to investigate the top manager's intention to employ people with disabilities. This research was also the first to implement of TPB model on the study of disabled people's employment, and found that attitude, subjective norms, and PBC have strong influences on top manager's intention to employ people with disabilities. It is important for related parties such as

government and NGOs to keep socializing and motivating the top managers to improve attitude, subjective norms and PBC to employ people with disabilities, because descriptive data showed that more 80% respondents considered government and NGOs as referent. The influence of social pressures affect the top manager's intention to employ people with disabilities. Social pressure, such as the government regulation of the rights of people with disabilities, the sanctions for companies that do not comply with these regulations, the encouragement of certain parties (NGO, government), the assessment of the public, service users / consumers and business partners. If the social pressures faced by top manager to employ people with disabilities is higher, top manager's intention to employ persons with disabilities also getting higher.

Another factor that important is the level of PBC of top manager's to employ people with disabilities, which consists of level of capability (self-efficacy) and the level of control of the intention to employ people with disabilities. Self efficacy related to the top manager's ability to employ people with disabilities, such as the ability to provide accessibility for people with disabilities and the ease of hiring people with disabilities. Control level related to internal reasons of the top manager to be able or disable to employ people with disabilities. The role of social pressure (subjective norms) are influential in increasing the company's intention to employ people with disabilities can be optimized, such as by emphasizing on socialization and campaign to employ people with disabilities, award and particular facilities to companies that already employ people with disabilities properly, given by government, and involving the relevant parties, ie NGOs and

companies that already employ people with disabilities ,are expected can motivate companies to employ people with disabilities. Furthermore it is necessary to give training and equipping to people with disabilities in order to be ready to enter the working world and compete with the other workers. Future studies need to be conducted on top managers of companies that already employ people with disabilities , to provide an overview of the capabilities of people with disabilities to perform the work, including the benefits and difficulties of the company when employing people with disabilities.

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