



Integrating Persons with Disabilities in the Workplace: The Perspectives of Employers in Massachusetts, USA

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Abstract

The study examined how employers of companies in Massachusetts perceive the integration of persons with disabilities in the workplace. These employers were asked questions specifically regarding the factors influencing their willingness to employ persons with disabilities, employers' perceptions of their performance, and the challenges associated with working with persons with disabilities. A quantitative approach using three companies as case studies was adopted. The study purposively selected thirty (30) key respondents, including managers and supervisors of the companies chosen. The main instrument for the primary data collection was a questionnaire with more closed-ended and a few open-ended questions. The study found that employers perceived persons with disabilities as hardworking with a low record of absenteeism. Additionally, inclusivity, the creation of opportunities, breaking employment barriers, and previous experience working with persons with disabilities were the major factors influencing employers' willingness to employ persons with disabilities. However, the study observed several challenges associated with working with persons with disabilities, including misunderstanding, physical accessibility, the requirement of continuous coaching, and the requirement of on-the-job training. The study recommends that companies increase the number of persons with disabilities that they employ, as the overall percentage was less than 30%.

Keywords: Disability Inclusion, Employer Perception, Workplace Integration, Employment Barriers and Massachusetts

Introduction

Globally, the statistics on the number of persons with disabilities (PWD) who are gainfully employed are significantly lower than those of persons without disabilities. In the United Kingdom (UK), it has been reported that the employment rate of PWDs was 54.2%, up from 52.7% in the previous year (Powell, 2024). This is significantly higher than the percentage the United States Census Bureau reported in 2020.

The United States (US) Census Bureau recorded in 2020 that persons with disabilities constitute about 40.6 million of the population, which makes it the third largest market segment (Wu *et al.*, 2023). In 2021, the US Bureau of Labor Statistics reported that 24.5 million non-institutionalized American adults with a disability did not form part of the labor force. This suggests that about tens of millions of Americans who have disabilities make up a sizable part of society (Kershner, 2022) ^[9].

The Kessler Foundation also reported in 2023 that the labor force participation rate for persons with disabilities is at 37.2%, which is low compared to 73.9% for persons without disabilities. These figures have increased to 38.3% for persons with disabilities and 74.9% for persons without disabilities as of May 2024 (Kessler Foundation, 2024) ^[10]. However, the increase is marginal.

Contrary to the statistics, several countries have enacted legislation to ensure that persons with disabilities legally have the right to be employed. Organizations such as the United Nations (UN) have come up with treaties (United Nations Convention on the Rights of Persons with Disabilities [UNCRPD or Convention]) advocating for the rights of persons with disabilities. Additionally, the European Union's (EU) European Disability Strategy 2010-2020 supports a barrier-free Europe and supports the actions of the EU to fight all types of discrimination, ensuring equality for all persons.

In the US, the Americans with Disabilities Act (ADA), which was enacted to combat and reduce discrimination against persons with disabilities in the workplace, states that all personnel actions must not be related to the existence or consequence of disability (European Commission, 2021).

Gaining employment forms an integral part of life for people of all ages. People with intellectual disabilities (IDs) and other disabilities who are given employment have access to additional positive benefits, such as opportunities to enjoy inclusion as well as improvement to their mental health and overall quality of life (Dean *et al.*, 2022)^[7]. Inclusion is one of the major factors needed to ensure employee satisfaction and performance in the workplace. It has been established that job satisfaction and innovation are significantly affected by inclusion. Inclusion ensures diversity in the workplace, thus giving all employees an equal opportunity to contribute (Wu *et al.*, 2023).

Despite the benefits of inclusion, Kershner (2022)^[9] states that the jobless rate for individuals with disabilities is twice as high as that of those without disabilities. He further posits that people with disabilities are less likely to be employed than those without disabilities. Despite the disproportionate share of disabled persons in the labor market, Kershner (2022)^[9] notes that millions of Americans living with disabilities are able and eager to work.

A study conducted by the US Department of Labor's Office of Disability Employment Policy revealed that only 19% of employers integrated persons with disabilities in the workplace. 14% indicated that they actively recruited persons with disabilities, whereas 72% of employers stated that their work was too challenging for persons with disabilities (Kershner, 2022)^[9]. Other studies have revealed that persons with disabilities are not employed because some organizations are unwilling to make reasonable accommodations for them (Ang, 2017; Dean *et al.*, 2022)^[7]. Studies on persons with disabilities have also revealed that some employers have negative perceptions towards hiring persons with disabilities (Yusoff *et al.*, 2021)^[18]. However, not many studies have been conducted on integrating persons with disabilities into the job market from the perspective of the employer. Based on this backdrop, this study seeks to assess the integration of individuals with intellectual disabilities and other disabilities in the US workplace in the from the perspectives of employers.

Research Questions

1. What are the factors influencing employers' willingness to employ persons with disabilities?
2. What are the employers' perceptions of the job performance of persons with disabilities?
3. What are the challenges associated with working with persons with disabilities?

Objectives of the Study

The general objective of the study is to assess the integration of individuals with intellectual disabilities and other disabilities in the workplace in the US from the employers' perspectives. The specific objectives of the study are:

1. To investigate the factors influencing employers' willingness to employ persons with disabilities.
2. To examine employers' perception of job performance of persons with disabilities.
3. To analyze the challenges associated with working with persons with disabilities.

Disability and its Types

A disability is defined as "a physical or mental impairment that substantially limits one or more major life activities" (Rosemond, 2018)^[12]. The Americans with Disability Act Amendment 2008 posits that major life activities include caring for oneself, doing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, concentrating, breathing, learning, reading, thinking, communicating, and working. However, substantial limits are not limited to these activities.

There are two major types of disabilities as identified by the medical community. These are i. physical and ii. developmental disability (Algozzine & Ysseldyke, 2006)^[11]. Physical disabilities may limit mobility, sensory input, energy levels, or fine motor skills. Physical disabilities may also result in extreme pain. Examples are spinal cord injury, missing limbs, muscular dystrophy, spina bifida, stroke, traumatic brain injury (TBI), post-polio syndrome, visually impaired or blind, deaf/hearing impaired, and chronic pain (Algozzine & Ysseldyke, 2006)^[11].

Developmental disabilities refer to different types of chronic conditions that are as a result of mental and or physical impairments. Examples are cerebral palsy, down syndrome, pervasive developmental disorder, autism spectrum disorder, childhood disintegrative disorder, fragile X syndrome, fetal alcohol spectrum disorders, attention deficit hyperactivity disorder (ADHD), and Tourette syndrome (Algozzine & Ysseldyke, 2006)^[11].

The Americans with Disabilities Act 1990

The ADA was signed into law on 26th July 1990 by President George H. Bush. This law at the time extended civil rights protection to about 54 million Americans with disabilities. The law considers illegal the discrimination against people based on their disabilities. These can be in the area of employment, public services, public accommodations, transportation, and telecommunications (Veterans, 2005)^[15]. The ADA does not permit persons with disabilities to be denied employment because they are disabled. The law applies to all persons with physical or mental impairments that limit one or more major life activities. These include walking, talking, hearing, seeing, breathing, learning, performing manual tasks, and caring for oneself. It is also applicable to persons who have a history of impairment and those who are suspected to have such impairments. The Act asserts that so long as a person with a disability can perform job functions and requirements with or without reasonable accommodation, the company or employer must not deny employment due to the person's disability (Veterans, 2005)^[15].

Lastly, the ADA Act requires the following from employers:

- Employers must provide reasonable accommodations for qualified applicants or employees with disabilities unless an undue hardship would result.
- Reasonable accommodations can include job restructuring, modified work schedules, acquisition or modification of equipment, provision of readers or interpreter and other accommodations.
- Applicants and employees with disabilities are not protected from personnel actions based on their illegal use of drugs.

- Religious organizations may give preference in employment to their own members as well as require applicants and employees to conform to their religious tenets (Paralyzed Veterans of America, 2005) ^[15].

Factors Influencing Employers' Willingness to Employ Persons with Disabilities

This section presents literature on the factors influencing employers' willingness to employ persons with intellectual disabilities. Ameri (2018) ^[2] reported the results of an experimental survey conducted by sending 6,000 fictitious job applications to possible employers. The cover letters of two-thirds of the applicants disclosed a disability. From the experiment, applications with a disability disclosure received 26% fewer expressions of employer interest. The results suggested that disability status influenced employer hiring intent.

A different study investigated the factors influencing employers' willingness to hire people with intellectual disabilities. The results of the study showed that three main factors influenced employers' willingness to hire people. These included their perception of work performance, corporate social responsibility, and previous experience with people with intellectual disabilities (Dean *et al.*, 2022) ^[7].

Similarly, Yusoff *et al.*, (2021) ^[18] studied employers' perceptions of hiring decisions regarding persons with disabilities. Their study sampled thirty-five out of seventy-two employers in four- and five-star hotels. The study found that the factors that influence employer perceptions of hiring persons with disabilities are gender, the type of disability, work performance concerns, and co-worker and guest concerns. However, the study discovered that employers tended to have more positive perceptions of hiring women with disabilities. They were also interested in hiring persons with disabilities who met the requirements of the job description in spite of their disability.

In addition, Rodriguez *et al.*, (2019) ^[11] researched factors that influence employers' disposition to hire and retain persons with disabilities. The study identified four main factors namely fears and concerns (generally of employers concerning their work relation with persons with disabilities), employers' resources for persons with disabilities, ADA competence, and knowledge of disability.

Employers' Perception of the Job Performance of Persons with Disabilities

Baker *et al.* (2018) ^[44] reported that one of the perceptions of employers of persons with intellectual disabilities was the fear of their inability to perform as efficiently and accurately as compared to a person without disability. According to the researchers, there seemed to be a gap between assumed responsibilities and the actual responsibilities of persons with disabilities.

A study on employers' perceptions of the work performance of persons with disabilities reported that most employers were concerned about the work performance of persons with disabilities (Yusoff *et al.*, 2021) ^[18]. The study also revealed that although employers were concerned about the work performance of PWDs, there was a general disagreement among employers that persons with disabilities had low work performance pertaining to consistency in tasks. In addition, employers who participated in the study believed that proper training could help people with disability to increase their job performance. Lastly, compared with persons without

disabilities, individuals with disabilities recorded less absenteeism (Yusoff *et al.*, 2021) ^[18].

Challenges Associated with Working with Persons with Disabilities

Several challenges are associated with working with persons with disabilities. It has been recorded that the most challenge faced is the lack of understanding of the needs of employees with disabilities. Most employers have been reported to be unfamiliar with the needs of employees with disabilities, thereby making the workplace unfriendly to persons with disabilities. Other challenges include miscommunication between persons with disabilities and work colleagues, as well as discrimination from some work colleagues (Narayanan *et al.*, 2018).

Additionally, Ang, (2017) ^[3] in their study on the challenges and benefits of employing disabled people revealed some challenges associated with working with them. Their study revealed that employers reported that the nature of their industry and work environment was not suitable for persons with disabilities. Others mentioned physical accessibility to their office building as a challenge due to the absence of elevators. This points to the unwillingness of employers to make reasonable accommodations for persons with disabilities in their companies. Also, an employer stated that although their job advertisements were open to all, they received fewer applications from persons with disabilities. However, the ones they received lacked the qualifications and skills required for the job.

Similarly, Teborg *et al.*, (2024) ^[14] explored the working conditions of persons with disabilities in a scoping review. Most of the studies used in this review were conducted in the US. The findings of the study showed that the challenges associated with working with PWDs could be grouped into two. One from the perspective of the PWDs and the other from the perspective of the employers. The challenges individuals with disabilities faced in the workplace included discrimination. They felt discriminated against in terms of professional advancement because individuals who had no disabilities were less qualified and less experienced and were promoted when opportunities arose at the workplace. Other challenges included adapting technology and equipment to accommodate the needs of PWDs.

Methodology

Research Setting

The research setting for this study is selected companies in Massachusetts because of its interest in ensuring persons with disabilities are included in the working force of the State. These companies are Springwell, Bitty & Beau, and CVS Pharmacy.

Springwell

Springwell is a non-profit private organization. It has a wide range of services and more than forty-five years of experience. The company was founded in 1977 as West Suburban Elder Services and focused on serving eight communities in Boston and MetroWest. The name was changed to Springwell in 2002 to show the company's commitment to serving people with diverse needs (Springwell, n.d.). It merged with BayPath Elder Services in July 2022 but maintained the name Springwell while increasing its capacity and services to fourteen other communities in the MetroWest. Due to the company's focus

on serving persons with diverse needs, it also employs persons with disabilities (physical and mental) as well as people of different races, religions, genders, and national origins (Springwell, n.d.).

Bitty & Beau

Bitty & Beau is a coffee shop that was opened in 2015 by parents who have two children with Down syndrome. The shop was named after their children, Bitty and Beau. The purpose of the shop was to mostly employ persons with intellectual and developmental disabilities. Currently, there are over seventeen branches across eleven states in the US, with over 400 employees, of which 80% are persons with disabilities (Bitty & Beau, n.d.).

CVS Pharmacy

CVS Pharmacy is a subsidiary of CVS Health. CVS Health is a well-known health solutions company in the United States of America. Founded in 1963 in Lowell, Massachusetts, as Consumer Value Stores, the company has grown and now has over 9,600 pharmacy locations in the United States. CVS Health, through its Abilities in Abundance program, is providing job coaching, employment opportunities, and skills development for persons with disabilities. It has been recognized as the best place to work for disability inclusion by the Disability Equality Index (DEI) for several consecutive years (CVS Health, n.d.).

Target Population

The target population for the study are employers who are working with persons with intellectual disabilities in selected companies in Massachusetts.

Inclusion Criteria

Individuals working with PWDs in the companies for at least a year were included in the data while those that are working less than a year were excluded.

Sources of Data and Analysis

The main source of data for this study was primary data. This data was collected from thirty employers from the three companies. These persons were working directly with PWDs. Data collected from the study was analyzed using the Statistical Package for Social Sciences, version 29. Data analyzed is presented using frequency tables and charts.

Ethical Considerations

Ethical considerations in research involve two major areas. They are primarily the values of the researcher and how the researcher treats people involved in the research (Walliman, 2011). The researcher followed ethical principles concerning the conduct of research by obtaining an introduction letter from the Heller School and presenting it to all respondents involved in the data collection. In addition, the researcher assured respondents of confidentiality and anonymity that the information provided would be used strictly for academic purposes. They were also assured of informed consent, right to privacy, and willingness to voluntarily participate in the data collection. The study would ensure data collected cannot be traced to any person.

Results

Demographic Background

The background data included the company each participant

worked at, the number of years they had worked there, the number of years the company had been employing persons with disabilities, and the estimated percentage of persons with disabilities that the companies employed.

Table 1: Which company do you work for?

	Frequency	Percent
Springwell	10	33.3
CVS	10	33.3
Bitty & Beau	10	33.3
Total	30	100.0

Source: Field Data, 2025

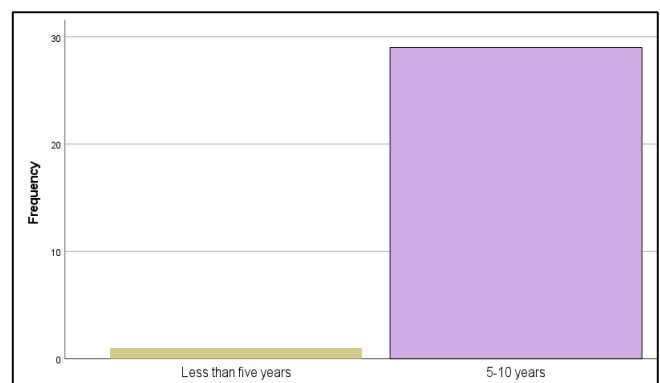
One of the questions asked was the company for which participants worked. From the data collected, ten (10) participants worked for Springwell, ten (10) participants worked for CVS, and ten (10) participants worked for Bitty & Beau, respectively.

Table 2: How long have you worked at your company?

	Frequency	Percent
1-5 years	24	80.0
5-10 years	6	20.0
Total	30	100.0

Source: Field Data, 2025

As part of the background information collected, participants were asked to state the number of years they had worked for their respective companies. From the data gathered, twenty-four participants, which gave a high percentage of 80, had worked for less than five years in their companies, while six participants, which was a percentage of 20, had worked between five to ten years at their company. Among the three companies, Bitty and Beau recorded the highest number of managers and supervisors employed for less than five years. As part of the background information collected, participants were asked to state the number of years they had worked for their respective companies. From the data gathered, twenty-four participants, which gave a high percentage of 80, had worked for less than five years in their companies, while six participants, which was a percentage of 20, had worked between five to ten years at their company. Among the three companies, Bitty and Beau recorded the highest number of managers and supervisors employed for less than five years.

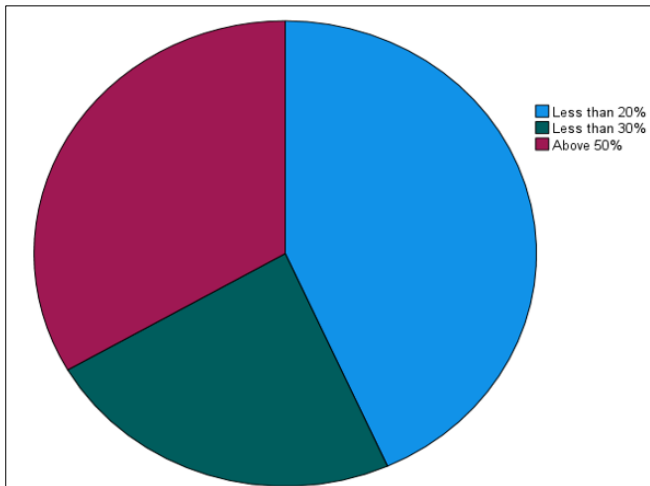


Source: Field Data, 2024

Fig 1: How long has your company employed persons with disabilities?

From the figure above, only one person stated that their company had been employing persons with disabilities for

less than five years. The remaining twenty-nine (29), which form a percentage of 96.7, stated that their company had employed persons with disabilities for at least 5-10 years.



Source: Field Data, 2025

Fig 2

The information gathered from Figure 4.2 showed that 43.3% of respondents indicated that less than 20% of their company's workforce were persons with disabilities, and others (33.3%) indicated that above 50% of their workforce were persons with disabilities. This showed that at least more

than 30% of the workforce in the companies were persons with disabilities.

Factors Influencing Employers' Willingness to Employ Persons with Disabilities

The first objective of the study was to find out the factors influencing employers' willingness to employ persons with disabilities. The following factors were identified with the highest and lowest percentages, respectively. These were the creation of opportunities (25%) and the type of disability (1%). The details of which factors influenced each company's willingness to employ PWDs are captured in Table 4.3.

Table 3: Factors influencing employers' willingness to employ PWDs

	Responses	
	N	Percent
Factors Influencing employer willingness to employ PWD	Creation of systems	4 3.8%
	Breaking employment barriers	14 13.5%
	Diversity	20 19.2%
	Creation of opportunities	26 25.0%
	Inclusivity	24 23.1%
	Previous experience from working with PWDs	15 14.4%
Type of disability	1 1.0%	
Total	104 100.0%	

Source: Field Data, 2025

Table 4: Traits of persons with disabilities

	Responses		Percent of Cases
	N	Percent	
Traits of Persons with disabilities	Hardworking	25 50.0%	83.3%
	Less absenteeism	25 50.0%	83.3%
Total	50	100.0%	166.7%

Source: Field Data, 2025

In addition to the factors influencing employers' willingness to employ persons with disabilities, the study also sought to ascertain the traits of persons with disabilities. Employers were presented with three traits, which were hardworking, less absenteeism, proactiveness and the last option of stating any other traits they had observed in PWDs. Participants were asked to select as many traits as applicable. From the data gathered, hardworking with a frequency of twenty-five (25) and less absenteeism, also with a frequency of twenty-five (25) were the most identified traits of persons with disabilities.

Employers' Perception of the Job Performance of Persons with Disabilities

The second objective of the study was to find out employers' perceptions of the job performance of persons with disabilities. They were asked to state their perceptions of the work performance of persons with disabilities as well as rate their overall job performance. The results are captured in Tables 4.5 and Figure 4.3.

Table 5: How do you perceive the job performance of persons with disabilities?

	Responses	
	N	Percent
Perception of job performance of PWDs	Low work performance	5 15.2%
	Less absenteeism	28 84.8%
Total	33	100.0%

Source: Field Data, 2025

From table 4.5 above, on employers' perceptions of the work performance of persons with disabilities, low absenteeism had the highest percentage (84.4%), indicating that most

persons with disabilities rarely absent themselves from work. The details are captured in Table 4.5 above.

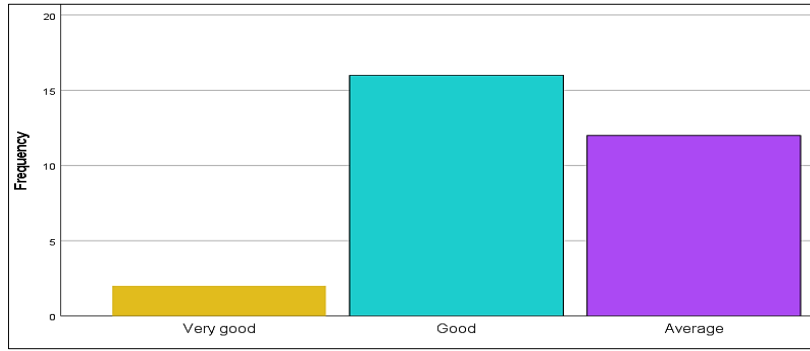
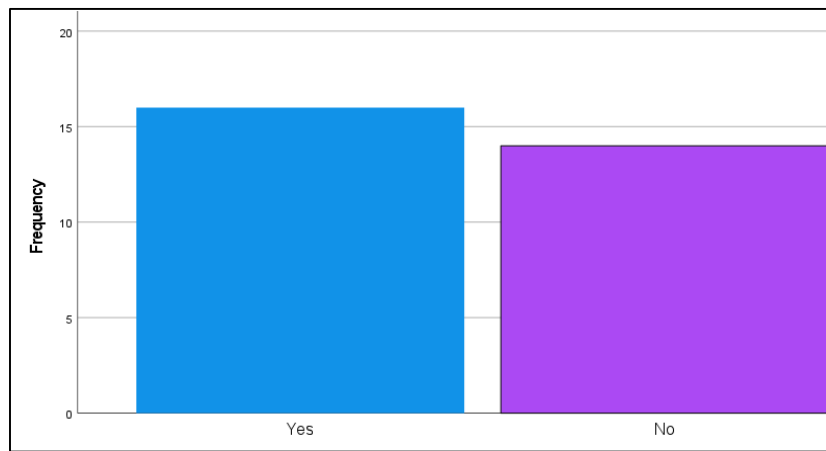


Fig 3: How will you rate the job performance of PWDs

Participants were asked to rate the job performance of persons with disabilities. Participants were given the options excellent, very good, good, average, and below average to

choose from. From the results above, 53.3% selected good, 40% chose average, and 6.7% responded very good.



Source: Field Data, 2025

Fig 4: Are there immediate plans to hire more PWDs

Lastly, participants were asked if there were any immediate plans to employ persons with disabilities. A majority (53.3%) indicated yes, and the rest (46.7%) stated no.

Challenges Associated with Working with Persons with Disabilities

The final objective of the study was to find out the challenges associated with working with persons with disabilities.

Table 6: Challenges associated with working with persons with disabilities

Challenges associated with working with PWDs		Responses	
		N	Percent
Challenges associated with working with PWDs	Misunderstanding	19	67.9%
	Physical accessibility	9	32.1%
Total		28	100.0%

Source: Field Data, 2025

Participants were asked to indicate the challenges associated with working with persons with disabilities. The options included misunderstanding, lack of appropriate qualification, physical accessibility and lastly others (please specify). The data gathered showed that the main challenge of working with persons with disabilities is misunderstanding (67.9%) and physical accessibility (32.1). The other options were not selected by any participant.

Table 7: Other challenges

Other Challenges		Responses	
		N	Percent
Other Challenges	They prefer repetitive tasks	3	9.4%
	Some struggle with change of tasks	2	6.3%
	Some have behaviour issues at work	3	9.4%
	Requires continuous coaching before they can work independently	7	21.9%
	Need step-by-step task analysis for guidance	4	12.5%
	Need to be accompanied by staff to work efficiently	3	9.4%
	Need consistent prompting to obey or follow instructions	2	6.3%
	Struggle with multitasking	2	6.3%
	Require continuous on-the-job coaching	2	6.3%
Training takes some time	4	12.5%	
Total		32	100.0%

Source: Field Data, 2025

Participants were asked to state other challenges associated with working with persons with disabilities. Table 4.7 shows some of the challenges participants wrote. These included a preference for repetitive tasks (9.4%), requiring continuous coaching before they can work independently (21.9%), and training takes some time and needs step-by-step guidance (12.5%). The rest of the details are captured in Table 4.7 above.

Discussion of Findings

The data from participants revealed that majority of the participants had worked with the companies for less than five years. The remaining 20% had worked in their companies for between five to ten years. Moreover, the findings revealed that the companies had been hiring persons with disabilities for at least five to ten years as was evident in the response of the majority (96.7%) of the respondents. Moreover, the findings of the study showed that few companies had over 50% of PWDs as employees. As observed from the findings, persons with disabilities were less than 30% and 20% of the companies' total workforce.

Under the first objective, one of the main factors influencing employers' willingness to employ persons with disabilities was the "creation of opportunities". This finding corroborates that of Dean *et al.*, (2022)^[7] who stated corporate social responsibility was one of the factors influencing employers' willingness to hire people. This was followed by "inclusivity" (23.1%), "diversity" (19.2%), "previous experience from working with PWDs" (14.4%), "breaking employment barriers (13.5%), creation of systems (3.8%) and lastly "type of disability" (1.0%). This finding is contrary to that of Ameri (2018)^[2], who reported that the disability status of PWDs influenced the hiring intent of potential employers. It can be concluded from the findings that the type of disability had little to do with employers' willingness to employ PWDs.

In this study, no participant indicated that "gender" influenced employers' willingness to hire people, contradicting Yusoff *et al.* (2021)^[18], who stated that employers had a positive response to hiring women with disabilities. Additionally, the findings of the study showed that the two major traits of persons with disabilities are "hardworking" and "less absenteeism".

The second objective assessed employers' perceptions of the work performance of PWDs. The findings showed that most employers recorded less absenteeism from persons with disabilities. Yusoff *et al.*, (2021)^[18] study also confirms this finding, as it was reported that PWDs have low absenteeism at work. However, others also had the perception that PWDs had low work performance. This finding is supported by Yusoff *et al.* (2022)^[18], who also observed that PWDs had low work performance. Additionally, the findings of the study showed that the majority of employers rated PWD employees as good workers, while a few rated them as average and very good workers. Lastly, concerning the employers' immediate plan to employ persons with disabilities, the majority of the respondents indicated yes, with the reason that so long as there is a vacancy, PWDs will be employed, however, others stated no, giving the reason that there is no vacancy available at the moment.

The final objective of the study was to find out the challenges associated with working with PWDs. These challenges mainly included misunderstanding and physical accessibility. However, participants stated other challenges. These were that persons with disabilities preferred repetitive tasks, struggled with a change of task, and had some behavioral issues at work. Contrary to these findings, Teborg *et al.*, (2024)^[14] reported that PWDs faced discrimination at their workplace. Others required continuous coaching before they could work independently, while others needed step-by-step task analysis for guidance. Moreover, some needed to be accompanied by staff to work efficiently, required prompting to obey or follow instructions, and struggled with multitasking. Lastly, others' training took some time and still

required on-the-job coaching.

Conclusion and Recommendations

The study assessed the integration of persons with disabilities in the workplace from the perspective of employers. Springfield, CVS Pharmacy, and Bitty & Beau were the research settings of the study. The results of the study showed that all the companies had been employing PWDs within the last ten years. Consequently, less than 30% of their workforce were PWDs. The major factors influencing their willingness to employ persons with disabilities included inclusivity, the creation of opportunities, breaking employment barriers, and previous experience with persons with disabilities.

From the study, it was observed that employers perceived persons with disabilities as hardworking and recorded low absenteeism. Most employers rated the work performance of persons with disabilities as good and average. Lastly, it was revealed that some of the challenges associated with working with persons with disabilities included misunderstanding, physical accessibility, the requirement of continuous coaching, and the requirement of on-the-job training. Based on the findings of the study, it is recommended that

- Companies increase the number of persons with disabilities that they employ as the overall percentage was less than 30%.
- It is also recommended that persons with disabilities be given tasks that are repetitive in nature at the workplace to help them cope at the workplace.
- Lastly, companies who have employed persons with disabilities should assign supervisors that will give them frequent on-the-job training if they are required to change the tasks required of them. This will help them to better cope with the struggle that comes with the change in tasks.

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