

Analytical Study on the Relationship between Organisational Barriers & Disability Inclusion in the Workplace

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Abstract

Despite legislation promoting workplace diversity, individuals with disabilities do not have equal access to professional opportunities as those without disabilities. Therefore, the current study looked into the relationship between organisational barriers and disability inclusion in the workplace in India by investigating the HR practices and policies to prevent persons with disabilities from avoiding the exclusion of individuals with disabilities from India's private sector.

This paper presents a perspective on integrating individuals with disabilities, one of the most discriminated groups of employees, which is still a rare business practice in most countries. It also provides recommendations to policymakers, business experts, HR heads, academics and stakeholders to ensure the workplace inclusion of individuals with disabilities for fruitful diversity.

The author has collected a sample of 250 people with disabilities and used the Pearson correlation coefficient to investigate the relationship between organisational barriers and disability inclusion in the workplace. Findings show strong negative associations between organisational barriers (independent variable) and disability inclusion in the workplace (dependent variable) and their respective indices.

Keywords: Disability inclusion, organisational barriers, India, Correlation coefficient, Individual with disabilities, Selection & Recruitment.

Introduction

One billion individuals, or fifteen per cent of the world's population, are disabled (WHO). In every country, disabled people have a more significant risk of poverty, whether measured by traditional economic indicators such as the Gross Domestic Product (GDP) or by non-monetary living stan-

standards such as education, health, and living conditions. Women with disabilities are likelier to be poorer than men with disabilities (Mitra et., 2011). Their poverty is closely tied to their limited education and skill-building opportunities. Most of the approximately 785 million disabled women and men of working age do not work. They earn less than people without disabilities when they work, but there are further gender disparities. Women who are disabled earn less than males who are disabled. According to an (ILO) pilot research, excluding persons with disabilities from the labour force leads in estimated GDP losses of between 3% and 7% in several low- and middle-income developing countries (Buckup 2009). Individuals with impairments commonly face barriers to education, vocational training, and employment. According to World Bank data, 51% of young boys with impairments finished primary education, compared to 61% of young boys without disabilities. While estimates vary, official figures indicate that around 21 million individuals in India had impairments at the turn of the new millennium. These individuals included those with vision, hearing, speech, locomotor or mental impairments, which accounted for around 2.21% of the population. According to other estimates, the scale is much greater, with at least 5% of the population suffering from some form of impairment and official figures accounting for just the most severe cases. Individuals with disabilities are further handicapped by the larger society's inequity and denial of basic rights. Disabled individuals without a voice are an integral component of India's rising number of marginalized, weaker, and vulnerable groups. While the Government of India's tasks and obligations are clearly defined in law, there is a need to examine the gap between law and reality. Organisations must provide equal chances and non-discriminatory settings for all workers and give the necessary facilities to enable and assist them in demonstrating their potential at work. The first step in preparing an organisation to recruit handicapped individuals is to educate all workers about the various types of disabilities and the proper method to engage with them (through communication channels) in order to prevent awkward situations when dealing with diverse personnel. Additionally, it safeguards them against marginalization by organisations or even co-workers. And if they are persecuted, the organisation must determine their alternate status in light of their disability and take appropriate action.

According to experts, even those with disabilities who find job encounter significant workplace obstacles. The majority of offices remain inaccessible and unusable by handicapped persons. Although significant advancements have been made in accessibility and auxiliary technology, as well as software and other technological solutions that make life simpler for individuals with disabilities. India has a comprehensive legislative frame-

work in the form of the 2016 Rights of Persons with Disabilities Act, which mandates the adoption and compliance with accessibility standards. Additionally, experts highlight that firms must overcome their mental barriers against handicapped individuals; it is a misconception that hiring disabled persons is too expensive. The majority of the aids are open source, according to Arman Ali, executive director of the (NCPEDP) . As a result, the majority of companies must rethink their approach to workplace inclusion. The Rights of Persons with Disabilities Act, 2016 adopted a multi-prone approach to the problem of work persons with disabilities. To promote work in the private sector, the act of mandating the government to formulate and implement a scheme to provide incentives to these companies whose workforce consists of 5% persons with disabilities (section 39). To promote entrepreneurship among people with disability, further action summoned the government to formulate and implement schemes for preferential land allotments at the level of concession for industrial and business purposes against persons with disabilities (section 43). In addition to these provisions, this law also prohibits the rejection of promotion with the basis of disability with the formation of the government and / or prohibits service dispensation or reduction in the rankings of each employee who obtains defects (section 47).

Review of Literature

According to Kwan, C. K. (2020), business firms play a crucial role in enhancing the employability of individuals with impairments. Rather than emphasizing the benefits to businesses participating in the CSR program. Organisations can supply four significant characteristics: work environment accommodations, business-oriented settings, a caring attitude, and job demands. Accommodations are usually thought of as what businesses may provide to assist PWDs in overcoming their restrictions. It would encourage PWDs to witness how their co-workers and supervisors treat them at work. It is unusual for PWDs to obtain assistance from carers and social workers. Aside from lodging, utilizing the benefits of commercial operations can contribute much more. The findings imply that working in businesses can assist PWDs by providing them with marketable employment skills. According to Miethlich, B., & Šlahor, L. (2018) The problems that PWDs encounter in the job market, as well as the inadequacy of state policies to promote PWDs employment, highlight the importance of corporations addressing the issue as a CSR effort. It is critical for PWDs employment to eliminate physical and emotional obstacles inside the organisation. However, sheer avowal in the context of a diversified corporate culture is insufficient to justify the employment of PWDs. Companies' CSR plans must state precisely how and in what manner this concern will be addressed. Only in this manner can a related CSR project be conducted

successfully. Simultaneously, it is critical to convey the commitment and to make its beneficial effects evident both within the organisation and to the outside world. Numerous methods are available to encourage and facilitate the hiring of people with disabilities in businesses. These actions can be taken separately or in conjunction with one another as part of a CSR project. The emphasis should be on reducing physical and emotional barriers through adaptation of the work environment, sensitization of employees and management, adaptation of application procedures, and creation of internal incentives. According to Murfitt, Kevin, et al. (2018), the employment of people with disabilities is significantly hindered by negative attitudes in discriminatory corporate cultures. These policies maintain the existing quo of exclusion, which has resulted in, at best, stagnation in the low employment rates of people with disabilities. M. Retief and R. Letosa, (2018) identified nine disability models that continue to influence how people perceive people with disabilities. While these are not the only models of disabilities that may be encountered in our day, they are the most prevalent. Over the last two centuries, the exclusion of disabled people from the labour force has been a significant factor. Nonetheless, advocating for the right of people with disabilities to live in a society on an equal footing with their non-disabled counterparts involves a challenge to mainstream interpretations of employment, welfare, and disability. Barnes, C., & Mercer, G. (2005)

According to Benshoff, L., Barrera, M., & Heymann, J. (2014) in an environment marked by inequities in healthcare, access, education, and earning capacity, the employment of persons with disabilities in India has a long way to go before fully implementing all the country's legislative initiatives. Employability in the private sector continues to be a moving objective, as India's economic growth is concentrated in a few areas, as the skills necessary evolve, and as stigma fades. According to Draper, W. R., Reid, C. A., & McMahon, B. T. (2011) employer implicit prejudice, or unconscious stereotyping, is as important as the conscious social-psychological stigma elements. However, discrimination against disabled individuals in the workplace is often based on a person's impression of their handicap. Maini, A., & Heera, S. (2019) stated that the dedication of senior management, an inclusive culture, a friendly workplace, and a disability-human resource management fit are the most important elements influencing the inclusion of handicapped people in the workplace. Furthermore, the most powerful effect on inclusion is exerted by an organisation's inclusive culture. According to Nelissen, Philippe TJH, et al. (2016) inclusive companies should bear in mind that hiring individuals with disabilities activates certain prejudices and ideas among their employees, which has an effect on how people with disabilities are treated at work. Attitudes regarding

disabled people's employment and perceived job pressure all contribute to the nature of this connection. Both are changeable via organisational interventions, and so inclusive firms' strategies must be tailored to their corporate social responsibility objectives. These techniques may be used on three levels: individual, team, and organisational.

Due to the high percentage of unemployment among people with impairments, Bonaccio, Silvia, et al. (2020) stated that they are underutilized as a labour pool. Companies will wish to recruit from this pool to overcome the labour deficit resulting from demographic shifts when baby boomers retire and are replaced by fewer workers. Nevertheless, despite gains in workplace diversity and inclusion efforts, there are still obstacles to entry and progress for people with disabilities. From the standpoint of impaired employees, managers' concerns regarding accommodations are on the availability of required support. Likewise, performance issues are closely tied to providing accurate and timely employee feedback. Employees may see managers' concerns with organisational integration as a gap between their views and actions. Moore, K., McDonald, P., and Bartlett, J. (2018) suggest reducing the amount of additional on-the-job assistance. Furthermore, due to the primary tasks assigned to people with intellectual disabilities, a consensus has emerged regarding the types of labour these individuals can do. However, as a result of developing vocations that only require less sophisticated tasks and activities to be completed. Once per day or less frequently, future career opportunities for people with intellectual disabilities have been limited. Furthermore, the decreasing availability of suitable vocations for people with an intellectual disability sometimes disqualifies them from employment opportunities. People with intellectual impairments are likely marginalized within broader corporate diversity policies if they are not explicitly included in diversity programs. Disability, including intellectual disability, is currently under-researched as a category within organisational diversity strategies. More research is required into the impact of including people with intellectual disabilities and, more broadly, people with disability within organisational diversity management plans.

Research Methodology, Data Analysis, and Discussion

The present research work mix in nature conducted with the help of both qualitative and quantitative research methods under three phases; Phase 1; In the first phase of the study, researcher has constructed one standardized questionnaire or tool to measure the perception, satisfaction, awareness and agreement level of persons with disabilities towards the disability inclusion during the selection and recruitment, discrimination in employment inclusion, job opportunities to include people with a disabilities, and

HR management practices to avoid exclusion of people with disabilities in India. Phase 2; under the second phase, the selected questionnaire or tool was administered on working persons with disabilities in various organisations in India. Furthermore, their responses were recorded over five point Likert. Phase 3 This is the third and last phase of the study where collected data with the help of constructed tool were analyzed. Major findings were drawn related to disability inclusion and the organisational barriers during the selection and recruitment, discrimination in employment inclusion, job opportunities to include people with disabilities, facing time real problem in the career development phase, especially in getting promotions and HR management practices to avoid exclusion of people with disabilities. On the basis of these research findings discussions were also made. Once findings were discussed thoroughly and critically, appropriate conclusions, implications and recommendations were made. Moreover, on the basis of limitations of the present research work, valuable suggestions were also suggested for the further researches and researchers.

Sample of 250 persons with disabilities has been collected their responses are recorded on "Nominal" and "five Point Likert Scale" in view of achieving and testing the following objective and hypothesis.

To investigate the relationship between organisational barriers and disability inclusion during selection and recruitment phase.

- **H₀1** There is negative relationship between organisational barriers and disability inclusion at the workplace during the selection and recruitment phase
- **H1** There is positive relationship between organisational barriers and disability inclusion at the workplace during the selection and recruitment phase

To measure the relationship between disability inclusion (dependent variable) and organisational barrier (independent variable) and also to achieve and test the proposed objective and hypothesis "*To investigate the relationship between organisational barriers and disability inclusion during selection and recruitment phase*", researcher has conducted Pearson correlation coefficient between disability inclusion (dependent variable) and organisational barriers (independent variable).

Moreover, dependent variable (disability inclusion) included following indicators or items; I am treated as an important member of my work team (Item:01). I am a member of my work group (Item: 02). I am linked to my workgroup (Item:03). My workgroup, I believe, is where I am supposed to be (Item:04). In my work group, I have the impression that people gen-

uinely care about me (Item:05). I can offer characteristics of myself to this workgroup that the other members do not share (Item:06). People in my work group listen to me even when my opinions differ (Item:07). I am comfortable expressing thoughts that differ from those of my colleagues at work (Item:08). I can provide a unique viewpoint to work difficulties that my colleagues do not (Item:09). When my group's perspective becomes too restricted, I can present a new perspective (Item:10).

Similarly following indicators or items collectively reflect organisational barriers; organisations hire people with disabilities with regards to the type of disabilities have, according to the interviews held with HR departments of lemon tree hotels and red fox (item-1), According to the Lemon tree hotels Rajasthan, 99% of organisations do not provide transportation to persons with disabilities (item-2), According to Mrs. Ex. commissioner disabilities of Rajasthan/ executive director of Disha organisation said most of the buildings do not have ramps for disabled persons (item-3), According to HR department of red fox hotel, persons with disabilities would not get promotions early and many of them left job due of COVID-19 pandemic (item-4), While interviewing with HR's , it was come to notice that there were no specific policies and guidelines for persons with disabilities (item-5), only few organisation provide customized and specific training to persons with disabilities, others are depend on training agencies and specific groups (item-6), HR's of most of the organisations were not 100% honest about discrimination issues, they were showing that persons with disabilities are not facing any discrimination but yes social stigma still exit (item- 7) and Not all the organisations are looking after the career development of persons with disabilities (item-8).

Table 1: Model Summary for organisational barrier (independent variable) and disability inclusion (Dependent variable) in the study area

Variable	R	R ²	% share of independent variable	Dispersion of Regression Line	p-value
Disability Inclusion (DV)	-0.917	0.840	84%	18.83	0.000**
Organisational Barrier (IV)					

** Significant at 0.01 level

Primary Data

Table 1 depicts the Pearson correlation coefficient “R” between the organisational barriers (independent variable) and disability inclusion (dependent variable) is -0.917. P-ratio is 0.000 ($0.000 < 0.01$) reported that there is significant negative relationship exist between organisational barriers (independent variable) and disability inclusion (dependent variable) at workplace, in private organisations in India.

Further, value of the coefficient of determination R^2 is 0.840 (Square of correlation coefficient R) which reflects the amount of variability and deviation in disability inclusion due to the different barriers in the organisations and share of independent variable (organisational barriers) is 84% that means organisational barriers share 84% in overall disability inclusion at the workplace in private organisations and remaining 16% share in disability inclusion could get correlated and determine with several other factors organisational policies, government interventions, qualifications of disabled candidates and job specifications etc.

Moreover, with the help of the table, it has been determined the existing share of independent variable (organisational barriers) and its associated indicators; organisations hire people with disabilities with regards to the type of disabilities they have, according to the interviews held with HR departments mentioned, fall under which range of correlation coefficient.

Table 2: Ranges of correlation coefficient

Coefficient of correlation	Correlation matric for disability inclusion
0.0 - \pm 0.2	Very low
\pm 0.2 - \pm 0.4	Low
\pm 0.4 - \pm 0.7	Moderate
\pm 0.7 - \pm 0.9	High
\pm 0.9 - \pm 1.0	Very high

From the Table 2, it has been clear that, there is a negative relationship exists between organisational barriers (independent variable) and its associated indicators and disability inclusion (dependent variable) and their correspondence indicators, as value of correlation coefficient (-0.917) lie under negative (\pm 0.9 - \pm 1.0) metric of correlation coefficient range. However, organisational barriers are the integral part of any organisation, as they increase; changes of disability inclusion decreases significantly with 84% and vice -versa. This is huge margin of errors, or would say, disabil-

ity inclusion is majorly dependent on organisational barriers.

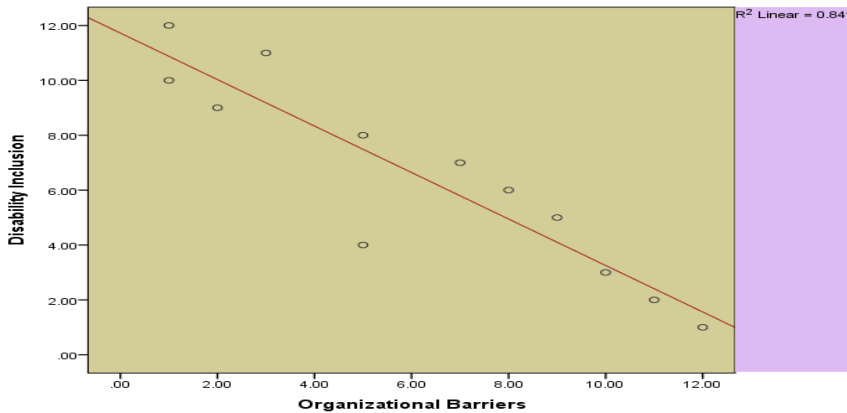


Figure 1: Relationship between disability inclusion and organisational barriers

Figure 1 also reflects the relationship between organisational barriers (independent variable) and its associated indicators and disability inclusion (dependent variable) and their correspondence indicators, which is negative in nature, thus working in opposite direction.

Therefore, proposed objective “*To investigate the relationship between organisational barriers and disability inclusion during recruitment and selection phase.*” has been **achieved** and its corresponding null hypothesis “ H_0 there is negative relationship between organisational barriers and disability inclusion at the workplace” is **accepted** and alternative hypothesis “ H_1 There is positive relationship between organisational barriers and disability inclusion at the workplace” is being **rejected** at 0.01 level of significance.

Conclusion and Recommendations

Findings show that is a negative relationship between organisational barriers (independent variable) and its associated indicators, as multiple organisational barriers are being faced by person with disabilities in Indian private sector. In view of disability inclusion in the workplace such discrimination, sense of superiority, feeling of incompetence, poor work profile, low salaries, unsustainable job and seeking as bad omen for the organisational growth and future.

Therefore, it is strongly recommended to all the owners, strategic managers and human resources across private organisations in India that they

must reserve a percentage of seats at least 5% (Indian Act 2016- Article 35) for persons with disabilities and must avoid any kind of discrimination with them on the basis of any attribute. In addition to this, local, state and central governments should also regulate their policies and keep cautious eyes on the implementation of such policies and guidelines for the effective and benefits of person with disabilities.

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