

Organizations' Recruitment Practice and Persons with Disability

(Study Conducted in Addis Ababa)

Tolera Asfaw Deressa

Thesis Submitted to

The Department of Management

Presented in Partial Fulfillment of the Degree of Masters of

Business Administration in Management

Addis Ababa University

Addis Ababa, Ethiopia

June, 2012

DECLARATION

I declare that this research thesis is my own work. It is submitted in partial fulfillment of the requirements of the degree of Masters of Business Administration in Management for the college of Business and Economics, Addis Ababa University. It has not been submitted before for any degree or examination in any university.

Tolera Asfaw

Date

Addis Ababa University

School of Graduate Studies

This is to certify that the thesis prepared by Tolera Asfaw, entitled: Organizations' Recruitment Practice and Persons with Disability (Study Conducted in Addis Ababa) and submitted in partial fulfillment of the requirements for the Degree of Master of Business Administration in Management complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

Signed by the examining committee:

Examiner

Signature

Date

Examiner

Signature

Date

Advisor

Signature

Date

Chair of Department or Graduate Program Coordinator

Abstract

The study is designed to investigate the practice of recruiting persons with disabilities in organizations. On the other hand, it tried to address how organizations are open for Persons with Disability. Though Organizations know diversity, it is less likely that they understood in terms of hiring and retaining PwDs. This in turn affects the employment opportunity of PwDs. Given these conditions, no research attempted to analyze the recruitment practice of Person with Disability from Organizations side. For this particular research quantitative method was employed. Primary data was collected through questionnaire and interview. The sources for data were organizations recruitment committee, HR manager or HRD worker, qualified person with disability and DPOs. As a source of secondary data proclamations on the right to employment of PwDs, convention on the rights of disability, abstracts and books were used. In conducting the study, both governmental and private organizations were randomly selected in Addis Ababa city to see their recruitment practice especially for PwDs. The other target groups are qualified persons with some form of disability in which structured interview was conducted to collect data from. In addition to this well structured questionnaire was also produced and distributed to both recruitment committees of organizations or human resource department workers and disability people organizations or activists. The descriptive analysis method was employed using percentages, mean and modes. In addition to this, correlation analysis has been used to see the relationship between the variables.

The result of the study shows that even though there is recruitment policy in most of organizations the practice aspect needs to be emphasized. The recruitment strategies used by most of organizations are not diversified to attract sufficient pool of applicants, especially PwDs. To reduce problems of recruiting and hiring PwDs; Government, Employers, and DPO's primarily shoulder the responsibilities.

Key words; Disability, Recruitment Practice

Acknowledgement

First of all, I would like to thank Almighty God for all his help!

I would like to extend my sincere gratitude to my supervisor, Tilahun Teklu (PHD) for his support and constructive criticism. Without your guidance, encouragement and professionalism I would not have completed this study. I will forever be indebted.

I am thankful to all my family and specially my mother Ume Aga for your continuous and unwavering support over the desperate times.

I am also grateful to all my friends of MBA; Habtamu N., Melkamu T., Salem S., Surafel Y., for their support in every aspect of the study. My special thanks go to Mr. Selamsew Yohannis who helped me in bringing this study into reality. Finally, I would like to thank the Federation of Ethiopian National Association of Person with Disability for feeding me with necessary data.

Table of Contents

List of tables	
List of figures	
Acronym	
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	4
1.3 Objectives of the Study.....	8
1.4 Significance of the Study.....	9
1.5 Scope and Limitation of the Study.....	9
1.6 Organization of the Paper.....	10
CHAPTER TWO: REVIEW OF RELATED LITERATURE.....	12
2.1 Definitions of Disability and Recruitment.....	12
2.2 Benefits of Employing PwDs.....	13
2.3 Recruiting Staff with Disability.....	14
2.4 Employment Policy and Disability in Ethiopia.....	16
2.5 Employment Practice of Disabilities in Ethiopia.....	17
2.6 Emperical Studies.....	20
2.7 Recruitment Barriers of Person with Disability.....	24
2.8 Operational Definitions.....	29
CHAPTER THREE: RESEARCH METHODOLOGY.....	30
3.1 Research Design.....	30
3.2 Data Source and Description.....	30
3.3 Population.....	32
3.4 Samples and Sampling Methods.....	32

3.5 Data Analysis	34
CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS	35
4.1 Descriptive Analysis of Response from HRD Workers.....	35
4.1.1 Descriptive Statistics of Respondents	35
4.1.2 Recruitment Strategies Used in the Organization	36
4.1.3 Barriers to Effective Recruitment of PwDs.....	37
4.1.3.1. Recruitment Policy of the Organizations	38
4.1.3.2 Advertisement of Posts.....	41
4.1.3.3. Facilities and Materials Used by the Organizations.....	45
4.1.3.4. Organizations' Commitment	48
4.1.3.5 Attitude Towards Person with Disability	50
4.1.3.6 Affirmative Action	51
4.2 Response to General Question	55
4.3 Descriptive Analysis of Response from DPO's.	56
4.4 Correlation Analysis of variables and Hypotheses Testing	63
4.5 Interview Analysis on Response from Person with Disability.....	66
4.5.1 Recruitment Strategies Used by Organizations.....	66
4.5.2 Barriers PwDs Faces During Applying for the Job.....	67
4.5.3 Government and Organizations Role	70
CHAPTER FIVE: SUMMARY, CONCLUSIONS and RECOMMENDATIONS	72
5.1 Summary	72
5.2 Conclusions	72
5.3 Recommendations	75
Reference	
Appendix	

List of Tables

Table 1. Respondent Statistics	36
Table 2. Recruitment Strategies Used in the Organizations	37
Table 3. Knowledge of the Right to Employment of PwDs 568/2008	38
Table 4. Reasons Why They Do Not Know the Right to Employment of PwDs 568/2008....	39
Table 5. Respondents View on Policy	41
Table 6. Respondents View on Contents of Advertisement	43
Table 7. Accessibility of Advertisement to Different Type of Disability.....	44
Table 8. Organizations' Commitment.....	49
Table 9. Percentage of PwDs in Organizations	50
Table 10. HRD Workers Attitude Towards Capabilities of PwDs	51
Table 11. Knowledge and Existence of Affirmative Action in Organizations	52
Table 12. Types of Affirmative Action Practiced in Organizations	53
Table 13 Does the Advertisement Include the Note that 'Person with Disability is Encouraged' ?	54
Table 14: General Recruitment Practice of Organizations for PwDs	55
Table 15. Opinions of Respondents on Discrimination Against PwDs	57
Table 16: Accessibility of Organization Advertisement.....	58
Table 17: Advertisement and Disability Types	59
Table 18: Work Environment and PwDs	60
Table 19. Opinion of Respondents on the Importance of Affirmative Action Program.....	61
Table 20. Current Policy and Government Role in Alleviating Discrimination Against PwDs	62

Table 21. Factors Contributing to Less Recruitment of PwDs	63
Table 22 Correlation Analysis of Variables Related with Recruitment of PwDs.....	64

List of Figures

Figure 1. Conceptual Framework	28
Figure 2. Availability of Working Equipment in the Organization.....	45
Figure 3. Availability of Comfortable Seating for PwDs	46
Figure 4. Accessibility of Toilet for PwDs	47
Figure 5. Accessibility of Building for PwDs.....	48

Acronyms

ADA	American Disability Act
CRPD	Convention on the Rights of Persons with Disabilities
DPO	Disability People Organization
DISTAT	United Nations Disability Statistics
EC	Ethiopian Calendar
EEA	Employment Equity Act
EEOC	Equal Employment Opportunity Commission
ENDAN	Ethiopian National Disability Action Network
HIV	Human Immune virus
HR	Human Resource
MoLSA	Ministry of Labor and Social Affairs
ILO	International Labor Organization
KSA	Knowledge Skill and Ability
PASDEP	National Plan for Accelerated and Sustained Development to End Poverty
PwDs	Persons with Disability
SART	Sub-Saharan Africa Research and Training Center
UN	United Nations
WHO	World Health Organization

CHAPTER ONE: INTRODUCTION

This chapter presented a background of the study which begins with a broad overview of the topic, followed by the statement of the problem which will lead to the objectives of the research and the research questions that are used to support the objectives, significance and limitation of the study, and organization of the paper.

1.1 Background of the Study

For many years, diversity has been a major topic in management publications, training workshops and boardrooms discussions. There have been many legitimate attempts to integrate people with disabilities and other underrepresented populations into organizations (Mary, 1996). Thus recruitment practice of organizations plays a great role in attracting and contributing to the diversification at work place. Workplace diversity is the main focus in this study which is about understanding, valuing, and effective management of the ethnic, socioeconomic, disabilities and gender variety or diversity within an organization's workforce and among its customers (Finkelstein, 2001). Moreover, the study specifically considered the untapped pool of talented PwDs which are significant in number and contributes to the development career of the economy of countries, including Ethiopia.

Many companies have recognized the importance of addressing the issue of diversity and are moving forward to establish and develop successful diversity initiatives (Finkelstein, 2001). (Wolf 1998), (Smith 1998), (Cox 1993) cited in Steger and Erwee (2001), argued that business case for diversity include higher productivity, better creativity and innovation, better understanding of customers, improved recruitment opportunities, lower

costs, more positive morale, and higher employee retention. Diverse work force being a broad range of perspectives and experiences into work place and help improve communications, team work, and employee utilization which lead to higher productivity. Diversity awareness allows for a better understanding of global customers' needs, and provides access to greater labor pools. Access to wider employment pools allow for recruitment of sufficient human resources, and it can also minimize related recruitment and training costs (Steger and Erwee, 2001).

Employment levels of PwDs remain far below those of non-disabled people (Schur and Kruse, 2003) and these low employment rates contribute to high rates of poverty (Ball et al, 2005). On the other end there is an argument that majority of non-employed people with disabilities would prefer to be working (Interactive, 2000). So bringing these two considerable ideas is very essential because disregarding this part of the society where they prefer to work is a mistake which in turn results in high rates of poverty.

There are evidences that show adoption of laws, policies, strategies, programs as well as issuance of directives and circulars by the Federal government of Ethiopia, and to some extent by the Addis Ababa City Administration, in producing a range of opportunities and facilities for this segment of the society (ENDAN, 2010).

“...by recognizing the negative perception of persons' disablement in the society, which have a direct effect on the right to employment of PwDs; government of Ethiopia proclaimed 'The Right to Employment of Persons with Disability Proclamation No. 568/2008'” (Negarit Gazeta 14th year No. 20).

However, like in other parts of the developing world, still available opportunities and services for PwDs in Ethiopia are limited, which is one of the manifestations for poor practice on disability issues (Wakene, 2011).

As per World Health Organization estimates, cited in ENDAN 2010, 10 percent of the developing country's population has some type of disability. Given that the CSA 2007 reported that total population figure of Ethiopia is estimated to be 73,750,932 and the number of PwDs that live in the country based on WHO's 10 percent estimate will be more than 7.37 million. Furthermore in Addis Ababa, the number of PwDs living in the city is about 273,955 that are 10 per cent of the city's estimated 2,739,551 populations (CSA 2007). This estimation only considered the general estimation; however, there might be a possibility of exceeding the amount. This figure clearly shows that there is significant number of PwDs in the city even though small in proportion, when compared to that of person-without disability, who are qualified for particular job.

Moreover, the issuance of directive by Ministry of Education on the placement of students in Government Higher Institution in 2001 E.C is the sign for improvement in the number of qualified person with disability (Ethiopian Ministry of Education Website). But one can understand that there were a lot of qualified person with disability before even the issuance of the directives. This shows, on the other hand, the potential to be explored by organizations will be high. So not attracting this part of the society can be considered as ignoring pool of potential that otherwise be productive.

Recruitment is the process of searching a candidate for employment. It stimulates prospective employees to apply for jobs. The basic purpose of it is to create a talented

pool of candidates so that the selection of best candidates to fill the vacant position in the organization is possible.

To meet this objective organization should see whether their recruitment strategy is diversified enough, whether inclusive recruitment policy and practice is there that is capable of attracting sufficient pool of talented workers including qualified PwDs and make sure that barriers to employment of PwDs are reduced to the minimum.

1.2 Statement of the Problem

Diversity in organizations is the source of talented pool and competent employees. As organizations attract sufficient number of applicants to the work, the possibility of getting competent and qualified worker will be high. In fact it is not common for companies to consider the diversification in terms of hiring and retaining disabled employees within the organization. The main problem observed in hiring of PwDs is the discrimination acts by employing organizations because of their disabilities. A consistent finding of reports on the issue of employees with disabilities is that, relative to other equality and diversity issues, there is very little research conducted on the issues of diversity in terms of recruiting and hiring PwDs worldwide (Alban-Metcalf, 2004a).

Major factor that affects the availability of competent employees is discriminating some part of the potential applicants; especially PwDs. Discrimination of PwDs prevailed in many organizations in the time where they apply for a particular job. Though the essence of attracting large number of people to job is to get qualified and competent employees, many competent PwDs are discriminated as a result of their disabilities. Some of the discrimination in recruitment occurs during communicating the job vacancy where PwDs

are not accessible. In this sense, the discriminations are specific to disability type. For instance it is difficult for Visually Impaired person to read vacancy announcement from news papers and challenging to sit for written exams by him or herself as a result it requires assistance. The same is true for a Deaf to follow advertisement on radio and television. This implies that the organization is losing pool of talents (ENDAN, 2010).

The other factor that contributes to discrimination is job specification and job description. Organizations' job designs are less attractive for PwDs. They include non-value adding activities as key job to be performed that in turn affects the opportunity of PwDs to be part of the organization. Work environment can be also the areas where discrimination is observed especially the building, chairs, toilets etc. Finally, failure to provide available working equipments likes Computers, Braille's, and software for instance Jaws, can be considered as discrimination. These and the likes make PwDs not to intensively follow up the vacancy announcement and become employee of organizations, though they are qualified enough for that particular post.

Affirmative action can provide an effective tool to increase employment, and reduce dependence, of qualified people with disabilities. As explained by Silverstein et al. (2010), affirmative action should be considered as civil rights remedy intended to improve the representation and access of economically marginalized or underrepresented groups, in the areas of employment. It includes much more than nondiscrimination on the basis of disability by an employer. Affirmative action includes instituting a system of proactive measures and positive steps that provide qualified people with disabilities meaningful and effective opportunity with respect to all employment activities (e.g.,

recruitment, selection, hiring, placement, promotion, transfer, layoff, termination, compensation, and training) at all levels of employment (including the executive level). For instance arrangement of flexible work time can motivate PwDs to apply for a post (Ibid).

Productive employment Provide people with a livelihood, social contact, self-esteem and status in the community additionally the opportunity to develop new skills. But people with disabilities are as unlikely to find work as non-disable ones Alban-Metcalfe (2004). However, access to employment opportunities in principle should be equally made available to all; but in practice, it is usually non-disable people who face least recruitment problems (Ibid).

In spite of the increased attention and concern in the inclusion of PwDs in work, little research in general; Stone (1996), Alban-Metcalfe, (2004a), and to the best of my knowledge no research in Ethiopia have been conducted in human resource management, especially in recruitment that focused on disability related issues, from the side of organizations' practices. In addition to this, the existing studies have been discussed addressed different issue from that of recruitment. Such studies assessed in this study include; Bruyere et al. (2004) studied work place condition of PwDs but failed to address the external aspect; Hannon (2006) conducted a literature review study about the negative attitudes towards PwDs in the absence of attitudes during recruiting; Stone et al. (1996) studied how PwDs are treated at work place in United states; Schur et al. (2003) conducted a telephone survey to study political efficacy in relation to disability; Kweka

(2010) conducted a survey research to assess the number of PwDs who are employed not why organizations do not attract sufficient pool of qualified PwDs.

In Ethiopia studies conducted by wakene (2011) on the Role of disability rights Movement in Ethiopia Developmental Agenda; comparative study conducten in Ethiopia and Rwanda on Education for PwDs by Lewis (2009) and Studies conducted on PwDs living with HIV by SART (2011) are some of the recent studies conducted that are reviewed in this study. However these studies paid little attention to the policies and practices of organizations during hiring PwDs and some others even are conducted in different context.

On the other hand, these researches do not specifically consider how open organizations are for PwDs. Moreover, they do not included barriers that hinder PwDs to be hired in organizations from the point view of employing organizations. Furthermore, many researches in Ethiopia address the issues of diversity in terms of gender, race, and cultural issues but do not pay a good attention to the issues of diversity in terms of hiring PwDs in organizations.

Therefore the main aim of this research is to see whether organizations have inclusive policies and its practice in recruiting person with disabilities by answering the following research questions:

There are two general questions:

- 1. Do organizations have policy and its practice that is inclusive to recruit PwDs?**
- 2. Is there any relation between number of PwDs employed in organizations; and recruitment policy, Advertisement, Affirmative action, and Attitudes of HRD workers towards PwDs?**

The specific questions include:

- What recruitment strategies are currently practiced in organizations found in Addis Ababa?
- Do organizations have a policy that includes the recruitment of person with disabilities? What seems the practice?
- What are the major barriers to recruitment of qualified person with disability?
- How fair is the treatment while recruiting Person with some form of Disability?
- What is the government role in enforcing the employment policy for person with disabilities?

1.3 Objectives of the Study

General Objective

The general objective of this study is to investigate how the recruitment practice looks like in addressing PwDs.

Specific Objectives

The specific objectives of the study are:

- To identify the recruitment strategies used by organizations in Addis Ababa.
- To identify the major barriers of recruiting Person with Disability.
- To identify whether or not people with disabilities face discrimination in the effort of getting job.
- To see the role of the government in supporting employment opportunity of persons with disability.

1.4 Significance of the Study

This study shades some light on the recruitment practices of organizations and consideration of PwDs as sources of qualified candidates for their work. Besides, it will widen the knowledge about the situation of persons with disability in Ethiopia, specifically in Addis Ababa. Moreover, Policy makers, NGOs and Academicians can also use the findings of the research to influence policy changes and to answer some academic questions and/or to use them as a reference for further study.

1.5 Scope and Limitation of the Study

It is obvious that researches have some limitations within the scope of the study. The scope and the limitation of the study are presented below.

1.5.1 Scope of the Study

The scope of the study was limited only to assessment of the organizations' policy and practice in recruiting Persons with Disabilities in Addis Ababa City. The study was conducted in both government and private organizations which are administered by

Labor law of the country to see the practice of recruiting persons with disabilities. Furthermore, the study considered the three major types of disability in which more number of qualified people can be found. These are the Visually Impaired, Deaf and Physically Handicap.

1.5.2 Limitation of the Study

Adequate and accurate information on situation of PwDs in Addis Ababa is indispensable. However, absence of qualified person with disability data results in limited explanation on the issues. Moreover, absence of previous researches on the topic and lack of well organized catalogue for both private and government organization found in Addis Ababa makes the study challenging.

1.6 Organization of the Paper

Chapter 1: Provides a general introduction to the study. It includes the introduction and background and motivation for the study, the problem statement, and therefore by implication the objectives of the study, as well as the significance, limitation and sequence of the study.

Chapter 2: Provides a more extensive background for the following chapters and reviews the range of core literatures necessary to understand and evaluate recruitment practices and disabilities.

Chapter 3: Provides for the methodology to the study. The data collection procedure and method, population covered by the study, sampling method and analysis method used are reviewed.

Chapter 4: Presents the analysis and interpretation of the results of the study.

Chapter 5: Provides a synthesis of the study and a factual evaluation on recruitment practices and regarding attracting qualified person with disability. Conclusions are drawn, based on the findings of the study and possible recommendations are made for possible future researchers.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

In this part the literatures which are related with study are reviewed. Definitions of disability and recruitment, benefits of employing PwDs, recruiting staff with disability, employment policy and disability in Ethiopia, employment practice of disabilities in Ethiopia, empirical studies are presented and major barriers of recruiting persons with disability.

2.1 Definitions of Disability and Recruitment

Ivancevich (1992) define “recruitment” as “the set of activities an organization uses to attract job candidates who have the abilities and attitudes needed to help the organization achieve its objectives”. On the other hand Cloete (1997) defines recruitment as about making sure that qualified people are available to meet the employment needs of government. Ineffective recruitment protects any chance for effective candidate selection because when recruitment falls short, selection must proceed with a pool of poorly qualified candidates. The task of recruitment is to generate a sufficient pool of applicants to ensure that there are people available with the necessary skills and requirements to fill positions as they arise (Ibid).

Different reports, ENDAN (2010) and ILO (2009), shows that data from different countries, and even from different programs in one country, are difficult to compare because the sources for collection of such data are very different and, so are the definition of disability. The inconsistent and varying definitions of disability impact on the development, implementation and interaction of most legislation, policies and programs

for PwDs. However, as per Right to Employment of Persons with Disability “Proclamation No. 568/2008” of Ethiopia, person with disability is defined as:

“*Person with disability*” means an individual whose equal employment opportunity is reduced as a result of his physical, mental or sensory impairments in relation with social, economic and cultural discrimination”

2.2 Benefits of Employing PwDs

The business case for attracting and hiring PwDs is as a result of using untapped skills. Different researches show the benefits of hiring PwDs in the organizations. Organizations employed PwDs get advantage of exploring untouched skills and where PwDs are productive.

A research conducted in Australia, Swinburne University revealed that person with disability is equally productive and even in some cases better than person without disability (Australia State Service Commission, 2002). Other researches show that PwDs usually have a good work attendance than their peer without disability (Hall, 2002; Stone, 1996). This is consistent with the result of interview that a PwDs shows his commitment with the statement *‘No friendly Environment for us more than work environment.’* He explained that he will stay for a long time in the office and even come and enjoy working on week-ends.

Moreover, the reason of making appropriate accessible work environment will have benefit for all staff in bringing suitable and safer environment. Organizations that

demonstrate suitable working environment have the opportunity to attract others untouched and hidden skills of qualified PwDs (Hall, 2002).

On the other side, the fact that PwDs are raised in a difficult environment it will add value to their problem solving abilities. Stone (1996) explained this idea as “...*disabled individuals are particularly adept at problem solving or overcoming organizational obstacles because of their experiences*”. He further showed that individuals with disability show lower turnover rates and better safety records when compared with person without disability.

2.3 Recruiting Staff with Disability

Shafritz (2004) defines a practice as ‘a customary way of operation or behavior’. “Practice” may also be used to refer to certain profession-based businesses (e.g. law practice, medical practice). In the context of this study a recruitment practice is a set of principles and standards that guide organizations when undertaking recruitment. In addition it involves the way in which the major recruitment process is undertaken in organizations.

The recruitment of people with disabilities relies on the ability of the organization to regularly reach people with disabilities in the community. This means that a policy should be introduced and monitored which states that vacant posts are advertised widely in line with best practice in accessibility. Given that people with disabilities tend to have had less opportunity than non-disabled candidates to demonstrate their capability through a clear job history, it seems that such an approach to recruitment and selection, as well as

benefiting the organization as a whole, would increase the chances of recruiting people with disabilities, and thus enabling them to harness their capabilities in a meaningful way (Alban-Metcalf, 2004a).

In addition to the fact that many workplaces are not accessible to disabled people, employers often fail to understand that a physical impairment does not necessarily involve intellectual impairment, or that people with almost any form or severity of impairment can perform useful work. In addition, fellow-workers may be opposed to the employment of disabled people because of ignorance, prejudice or embarrassment. Ignorance and prejudice are undoubtedly the greatest obstacles to disabled people trying to gain employment, and the opportunity to engage in useful work is often vital to self-esteem and the enjoyment of other aspects of social participation. Disabled people require higher incomes than non-disabled people to maintain the same living standard, yet most have lower incomes. These expenses do not diminish when disabled people are in employment. The combination of disproportionately low wages and the added costs of disability forces a great many disabled people out of the labor market altogether (Barnes, 1991).

The Equal Employment Opportunity Commission (EEOC) has taken the position that an employer should treat an employee who applies for a new job just like an outside applicant for the job. This means that the employer cannot ask disability-related questions or require a medical exam before making a conditional offer of the new position. A current supervisor who has medical information about the employee should not disclose that information to the person conducting interviews for the new job or to the new

supervisor. (Source: *Employee Medical Exams and Disability-Related Inquiries under the ADA: Guidance for Employers Regarding Current Employees*)

Evidence on attitudes toward people with disabilities from employer surveys shows clear problem to employ PwDs. In 2003, a Rutgers University survey of private businesses (with five or more employees) found that one in five employers (20 percent) reported the greatest barrier to people with disabilities finding employment is discrimination, prejudice, or employer reluctance to hire them (Dixon et al, 2003).

2.4 Employment Policy and Disability in Ethiopia

In Ethiopia major change of inclusion of PwDs in terms of the right to employment has come through the proclamation No. 568 /2008. This law abandoned any kind of discrimination based on disability in the area of employment. The law provides that any person with disabilities has the right to compete and be selected for any vacancy and training unless the nature of the work demands otherwise; selection criteria shall not be based on the disability of the candidate; the law states that there will reservation of certain jobs for persons with disabilities; persons with disabilities have the right to get the salary and benefits pertinent to the job they are doing; persons with disabilities have the right to get the necessary materials and equipment to perform the job; a person with disability having the necessary qualification and scored more to that of other candidates shall have the right without any discrimination: to occupy a vacant post in any office or undertaking through recruitment, promotion, placement or transfer procedures; (Negarit Gazeta, 14th year No. 20). Therefore, this is an indication of shift in the government attention towards reconsideration of the policy.

According to ILO (2004) report government policies and program concerned with the employment of disabled persons are both mainstream and disability-specific. Ethiopia formulated a Developmental Social Welfare Policy which reflects the needs of people with disabilities in 1997 and a National Program of Action for Rehabilitation of Persons with Disabilities in 1999.

2.5 Employment Practice of Disabilities in Ethiopia

There are an estimated 7 million people living with some kind of disability in Ethiopia, 10% of the total population. Visual impairment accounted about 42.2% of all disabilities while hearing impairment and disability from leprosy contributes 7.8% and 6.5% respectively. People with disabilities (PwDs) are among the most socially and economically disadvantaged segment of the population. Besides their physical suffering from pain and immobility, these individuals are socially distressed from various forms of stigma and discrimination, mental anxiety, dependency and rejection (UN Disability Report, 2010).

Different evidences show that persons with disabilities account for 80% of the world's unemployed and poorest population where one from five persons with disabilities in developing countries like Ethiopia live under extreme poverty (WHO, 2009).

There are indications that persons with disabilities face discrimination both in the formal and informal sectors. National employment Policy and strategy of Ethiopia (2009) recognized that given the special physical conditions, persons with disabilities are

believed to face special challenges in getting employed in the modern private sector. These constraints limit labor market participation of persons with disabilities, and thereby, their income earning opportunities. As a result, unemployment is widespread among persons with disabilities and their chance to come out of poverty has been impaired by such constraining factors. The government needs to enforce institutional protection and equal employment opportunities to persons with disabilities to promote their participation in labor markets to the extent that their conditions allow. Improved access to education and employment should also be among the major government interventions aimed at empowering persons with disabilities.

One major factor that contributes to the problems of PwDs to be employed is lack of skills necessary to compete in the labor market. The conditions of persons with disabilities may hinder them from acquiring the necessary skills to join the formal job sector competitively, accessing information on employment opportunities, and winning competitions for employment. As such, strategies towards protecting persons with disabilities may need to address issues starting from skill development to employment service provision (National Employment policy and strategy 2009). From this one can understand that there is a need to develop strategies for promoting employment opportunities for persons with disabilities.

The other problem is information intended to the general public is not disseminated to PwDs in accessible formats appropriate to different types of disabilities. Other than the main means of communication, i.e. Television and Radio, In Ethiopia the use of sign language, Braille, augmentative and alternative communications in promoting

opportunities and services is not familiar. Though the importance of Television and Radio cannot be denied, those who do not have access to Television or Radio, or those who cannot make use them due to their disability type and so remain excluded from the information (ENDAN, 2010).

Increasingly more and more organizations in the city are launching websites and are promoting services through the internet. However encouraging such moves might be, the added value the internet brings in informing PwDs seems very marginal. This is so because the level of internet users in the country is small. And the number of PwDs considered to have access to computers is even smaller. This is the existing situation in the city as far as PwDs access to information on available opportunities and services other than TV and Radio, including the internet. When considering, knowledge of the PwDs, this situation should be kept in mind (ENDAN, 2010).

The third problem is the social barrier. As per Finkelstein (1980), once social barriers to the re-integration of people with physical impairments are removed, the disability itself is eliminated. The requirements are for changes to society, material changes to the environment, changes in environmental control systems, changes in social roles, and changes in attitudes by people in the community as a whole. The focus is decisively shifted on to the source of the problem – the society in which disability is created (Finkelstein, 1980). In addition to this, the problem arises from non- disable to the PwDs, the negative response, is based mainly on ignorance: they assume that disablement is a catastrophe, and they fear it; fear creates awkwardness, avoidance, and prejudice (Coleridge, 1993).

2.6 Empirical Studies

The issue of employing person with disability starts from understanding the term disability and the related legislation as well as necessary accommodation. Kwekw (2011) put the fact that employers are often not clear with what disability is and have little awareness about the capabilities of PwDs to work. Different studies have been conducted in disability areas in worldwide and also in Ethiopia. The following are some of the studies conducted and are reviewed for the study purpose.

Study conducted in United States and United Kingdom by Bruyere et al. (2004) shows that human resource professionals are responsible for recruitment, pre-employment screening, and other work place practices that affect the hiring and retention of workers with disabilities. This should be accompanied by legislation that plays the critical role in minimizing work place discrimination for people with disabilities. Further they investigated that people with disabilities are under employed and unemployed compared with their non-disabled person. Moreover Wehman (1998) reveals that the unemployment rate of PwDs did not improve concurrently and in many countries it continues to be disproportionate to that of total population.

Hannon (2006) conducted a literature review study in Ireland on the attitudes of others on person with disability; the study result put that the existence of negative attitude is no denied, however, attitudes to disabilities are improving in both the Ireland and worldwide. There still a need to change or review education and employment policies to avoid obstacles person with disabilities face during employment. Furthermore,

organizations that have previously hired person with disabilities seen to have more understanding towards the capabilities and employability of PwDs.

Stone et.al, (1996) have conducted study on how PwDs are treated in the work place in organizational settings. In this study they developed a model that was designed to provide framework for understanding the situation of PwDs at work. The study revealed that a complex set of personal, environmental and organizational factors are thought to influence reaction to PwDs. They argues that person with disabilities can be considered as the sources of talents for organizations as they have numerous talents that is underutilized. They further showed that a more thorough understanding of the treatment of individuals with disabilities requires future research.

In their study of political efficacy in light of PwDs, Schur et al. (2003) presented important issues in United States. The study is conducted through telephone survey of 700 people with disabilities. The participation of PwDs in politics is linked to disability gaps in employment, income, education and group attendance. After analyzing these factors the study suggested that policies that increase the participation of PwDs in education and employment has to be prepared as it creates significant political effects.

Other research conducted in the areas of PwDs is the one that was conducted between June and September 2010 in Dar es Salaam, Tanzania. The study was conducted to assess the number of person with disability who are employed in companies in the city and the category of jobs that person with disabilities are engaged in. The survey found that the employment rate amongst persons with disabilities was as low as 0.7 per cent of the total number of employees of the companies surveyed. Majority, 54 % of the companies had

not employed any person with a disability. As per Management responses one of the factors leading to this low rate of employment is lack of knowledge on where to recruit qualified persons with disabilities. The other is negative attitudes towards persons with disabilities in that employer tended to think that persons with disabilities would not be able to work in such environments unless they made major structural adjustments to the workplace (Kweka, 2010).

In Ethiopia, a study by Wakene (2011) on the Role of disability Rights Movements in Ethiopian Development Agenda is one of the recent study conducted on PwDs. In his study, the role, involvement and impact of PwDs and disabilities right Movement in ensuring the inclusion of disability issues in the country's development agenda, with specific focus on Poverty reduction strategy Papers have been investigated. Qualitative research paradigm was used in which data was collected through key informant interview and focus group discussions. The result of the study presented the disability movement in Ethiopia has not been strong enough in making PwDs participate in the country's development endeavor. Furthermore, the government role in bringing the practical recognition to disability is low.

Research entitled Education for Disabled People in Ethiopia and Rwanda by Lewis (2009) reviewed the educational policies and plans in relation to disability. The review result shows that both countries are moving forward with a mixture of segregated and inclusive education for person with disabilities. However, the study showed that the education policies are weak in relation to disability, special needs education and inclusive education. Neither of Ethiopia nor Rwanda have education policies that build on the

culture and context of their country. The result reveals that developing policies and disability policies in a more culturally appropriate way might make them easier to understand, accept and implement.

Research conducted on person with disabilities living with HIV in Addis Ababa by SART (2011) revealed that though people with disabilities have the necessary knowledge and skill as well as interest and curiosity to be self-reliant and engage themselves in different productive activities, they lack adequate information about work opportunities. Further this study asserted that PwDs believe that they have the necessary potential, capacity and capability to run effective and productive business despite the society's discrimination. Even though PwDs acquire necessary education and training in limited opportunities, they also face difficult to find and get a job as a result of accessibility to information and prejudice.

The above discussed empirical studies do not address the issues of employment of disabilities especially the barriers in recruiting PwDs to the organizations, recruitment policy and the relation between the barriers and number of PwDs employed in the organizations. In addition to this the studies in Ethiopia so far conducted, to my knowledge, are on sociology aspects of PwDs. However, no researches in Ethiopia have been conducted on the topics that associate recruitment and person with disability and the related variables. Therefore, this study is unique in that it addresses the issues of disability from the point view of employing organizations.

2.7 Recruitment Barriers of Person with Disability

There are many barriers in recruiting persons with disability some of them are; Top Management Leadership, Negative Attitudes towards Person with Disabilities, Cost, Organizations commitment, Job Analysis and Person Specification, Media, and Work environment.

Top Management Leadership (Organizations' Commitment)

Research consistently finds that the most important indicator of the culture of an organization is the leadership style of the most senior person in the organization and his or her team (Schein 1990). Furthermore, whether they intend to or not, senior organizational members act as powerful role models, through their behavior, for what is and what is not acceptable behavior within the organization (Bass, 1998; Bass and Avolio, 1993).

Thus, it is not surprising that research suggests that crucial success factors in the recruitment and retention of staff with disabilities are the interest and commitment of the Chief Executive, their senior team and others at the top of the organization (Conroy and Fanagan, 2001; Henderson, 1994). This is in contrast to the common finding that organizations believe that equality and diversity can be led from the HR department. Rather, it is strongly suggested that issues like this have a far greater impact if they become the responsibility of the entire Board of Directors (Lorbiecki, 2001).

Another reason why joint, high level responsibility is so crucial is that increasing the recruitment and retention of staff with disabilities will often require a shift in culture and

leadership style throughout the organization. Research has found that a serious impediment to the success of culture change attempts in organizations is often the attitudes and behaviors of the most senior managers who do not believe that they themselves have leadership development needs Alimo-Metcalfe (2001) highlighting the crucial need for this group to be engaged with the initiative.

Caga (2001) said that one of the negative factors impacting on job seekers with different disabilities is that often supervisors think that people with visual disabilities cannot do anything. This further indicated that people with disabilities have to always prove themselves and often they are not treated the same as other job seekers.

Negative Attitudes towards Person with Disabilities

Bert Massie, Chair of the United Kingdom Disability Rights Commission (DRC) argues that: “probably the most damaging, consistent response to disability is simply the low expectations that we have of disabled people and for them” (Speech to the National Disability Authority’s 5th Annual Disability Research Conference, November 2006). In organizations and in the public in general, there seems to be a great lack of awareness of the capabilities of people with disabilities in and out of the workplace (Hinton, 2006; Jackson et al, 2000).

In the Irish Civil Service, Murphy et al (2002) found that both civil servants with and without disabilities felt that staff with disabilities are subject to a negative attitude towards their capability, and that this low expectation is felt to be the biggest barrier in the way of their career progression.

What would be effective, however, is the creation within the organization's culture of increased understanding of the realities of employing people with disabilities, and the valuing of this kind of diversity.

Cost

As Alban Metcalfe (2004a), quoted from Colella, 1996 and Kitchin et al, 1998, many other research studies have found that employers are afraid that staffs with disabilities are expensive to employ, due to the necessary accommodations and reduced productivity that they believe would be inevitable.

Organizations' Commitment

Recruitment of employees always begins with an individual becoming aware of the organization and a vacancy, and their decision to apply for a job on the basis that they perceive it to be a good opportunity and place to work. The recruitment of people with disabilities, then, relies on not only the ability of the organization to reach people with disabilities in the community, but also on making themselves attractive as an employer.

While special competitions can be useful in attracting large numbers of people with disabilities to an organization at a given time, in order to successfully increase representation of disability in a public body, there needs to be a culture where it is regarded as the norm and good practice to make job advertising clear and accessible to an audience with disabilities. This means that a policy should be that all vacant posts are advertised widely (including to disability organizations and Government liaison officers

such as in job canters) in line with best practice in accessibility, and that the policy is adhered to and monitored across all departments of the organization.

According to Cole (2006), organizations in the US such as Citigroup, Eastman Kodak and Merrill Lynch are active in the recruitment of people with disabilities and have publicized that they partner with disability organizations at a local and national level to access potential staff with disabilities (Cole, 2006).

As cited in Alban Metcalfe (2006), Bert Massie, in a speech to the Confederation of British Industry (CBI) Diversity Conference in 2005 pointed out that:

“Many disabled people possess creative skills and innovative approaches to problem solving so far untapped by many employers”

Media

Caga (2001) identified lack of suitable and accessible media to people with disabilities as a barrier for seeking employment. Furthermore cited that there is very few printed media in Braille in South Africa and person with disability have to rely on friends and family to read the job adverts for them. However, the advertisements should be accessible to people with disabilities and, where reasonable and practical, should be circulated to organizations that represent the interests of people with disabilities.

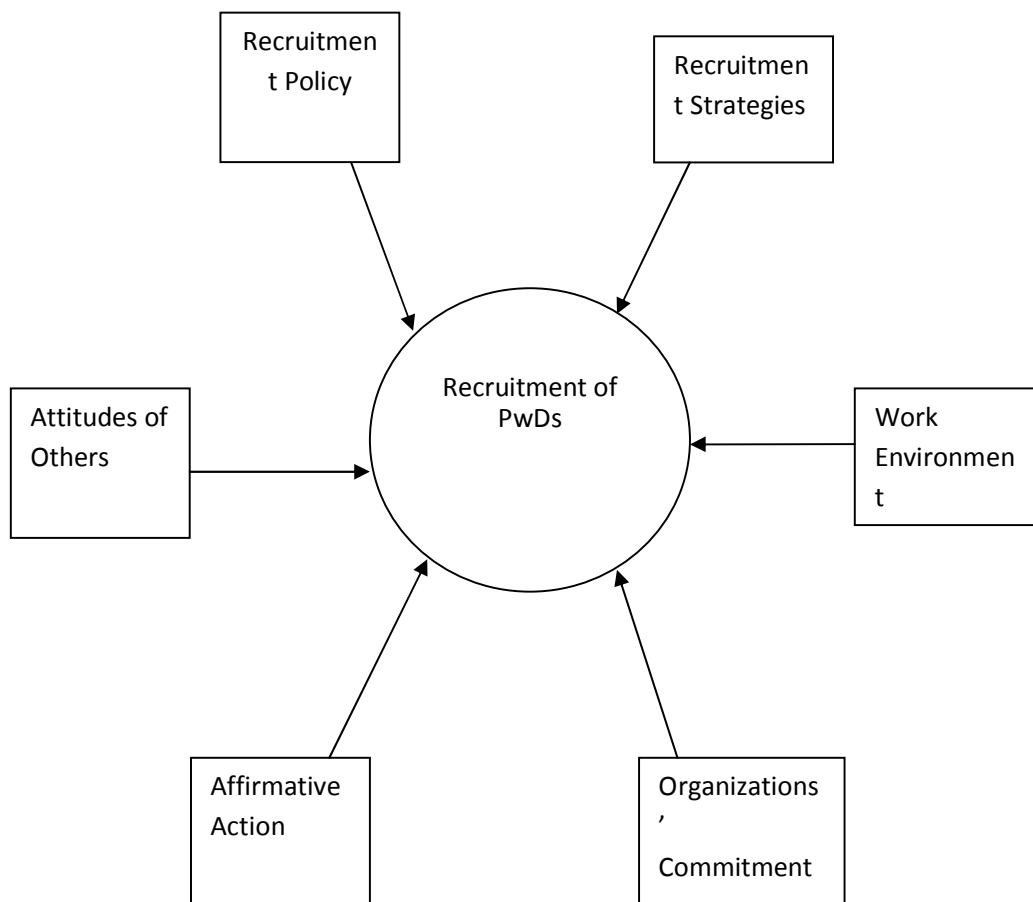
Work Environment

People with different types of disabilities face different constraints and obstacles, ranging from the reactions of others to inaccessible buildings or communication technologies

(Schur 2003). It is likely that these various types of constraints have impacts on employment opportunity of person with disabilities.

Conceptual Framework

Based on the literatures reviewed the following conceptual framework have been established. It shows different recruitment barriers of recruiting PwDs. These includes; recruitment policy, recruitment strategy, attitudes of others, work environment, affirmative action an organizations' commitment.



Source: Literature Review

Figure 1: Conceptual Framework

2.8 Operational Definitions

People with disability: - an individual whose equal employment opportunity is reduced as a result of his physical, mental or sensory impairments in relation with social, economic and cultural discrimination. (Negarit Gazeta, 14th year No. 20)

Qualified PwDs: - An individual who, with or without reasonable accommodation, can perform the essential functions of the position that the individual holds or has applied for. (Negarit Gazeta, 14th year No. 20)

Discrimination: - means to accord different treatment in employment opportunity as a result of disability; provided, however, that any inherent requirement of the job or measures of affirmative action may not be considered as discrimination. (Negarit Gazeta, 14th year No. 20)

Affirmative Action: - Refers to programs that require firms to make special efforts to recruit, hire, and promote Persons with Disabilities. (Silverstein et al., 2010)

Reasonable Accommodation: - means an adjustment or accommodation with respect to equipment at the work place, requirement of the job, working hours, structure of the business and working environment with a view to accommodate persons with disabilities to employment. (Negarit Gazeta, 14th year No. 20)

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter deals with the methodologies that are used in this research; Research design, data Source and description, population, samples and sampling methods, and data analysis.

3.1 Research Design

Descriptive research method is employed to study the recruitment practices related to PwDs in organizations. This can be ensured through bringing the organizations recruitment policy and practices together. The study used a quantitative research design, which is a procedure for collecting, analyzing both primary and secondary data to understand a research problem more completely. The rationale for this design is that quantitative data and results provide a general picture of the research problem, i.e., what is currently practiced in recruiting PwDs in organizations. Interviews are also used to make an in-depth analysis of the results from the quantitative survey.

3.2 Data Source and Description

For this research both primary and secondary data are used. Primary data were collected through questionnaire and interview; secondary data are collected from different sources like government publications, articles, books etc.

3.2.1 Primary Data

Regarding primary data, well structured questionnaires was produced and distributed to human resource workers and recruitment committee of different organizations in Addis

Ababa City. With this tool data related to whether clear policy is available to support employers in light of recruiting PwDs, experience during recruitment, recruitment practice, etc. were collected.

In addition to this closed and open ended questionnaires was also distributed to DPOs (Disability People Organizations) and Activists to collect data related to their experience during supporting PwDs get job and the assessment of policy developed by different organization in bringing the real opportunity as per the employment policy of PwDs, barriers of recruiting PwDs and their suggestion in improving the employment of person with disability.

Structured interview was also conducted with person with disabilities who are qualified for a particular job in Addis Ababa City. From this source data related to experience, expectation, opinion as well as recommendations were collected and analyzed to support the in-depth analysis of the results from the quantitative survey.

Validating the Instrument

The opinion of the advisor and others two distinguished expert in human resource management were seek for content validity of the instruments. The experts were a senior lecturer from Addis Ababa University and human resource officers of government organizations in Addis Ababa. The input from these experts was used to improve the instrument.

3.2.2 Secondary Data

Sources of secondary data are both published and unpublished research resources, government publications, text books and related websites.

3.3 Population

Three population areas were considered; the first is both government and private organizations located in Addis Ababa City. Government and private organizations, which are governed by Ethiopian Labor Law, were selected as the employment proclamation for PWDs (proclamation 568/2008) works only for organizations governed by Ethiopian Labor Law. Therefore, this is designed to avoid the problems of mixing other organizations which are not governed by this law. The second is qualified person with disabilities who are living in Addis Ababa. And the third is organizations for people with disabilities (DPOs) and other disability issues activists found in Addis Ababa City.

3.4 Samples and Sampling Methods

This part provides the samples from both government and private organizations. The selection of the samples was based on the types of organizations for the purpose of making sure that the data are representative.

3.4.1 Government and Private Organizations

Stratified random sampling method was designed and used. The stratum were based on the type of organizations. The stratification is used to assure representativeness of both government and private organizations that are used in the study. Based on the list of

organizations presented on directory of development organizations 2011 volume I, 46 government organizations and 22 private organizations totaled 68 organizations were considered. From this population size, using Taro Yamane formula, 39 government organizations and 19 private organizations were randomly selected, using simple random sampling method. Taro Yamane (1967) formula is used as it provide simplified formula to calculate sample size. So that two human resource department workers, in which one of them is the human resource manager, were taken from each organization. The reason why two samples were taken from each organization is that they can provide sufficient data for the study and to balance between organizations with the less organized HRD whose number of HRD workers are less with that of more organized ones where they have large number of HRD workers. In this way a total of 116 respondents were reached.

Taro Yamane formula:

$$n = \frac{N}{1+N(e)^2}, \quad \text{where, } N = \text{Total Population } (N1+N2)$$

n=Total sample size

e= significance level

N1= Population 1(Government Organizations)

N2= Population 2(Private Organizations)

$$n1 = \frac{nN1}{N} \qquad n2 = \frac{nN2}{N}$$

3.4.2 Person with Disability

Knowing the number of PWDs is unresolved problem until the recent time not only in Ethiopia but Worldwide. In addition to this, the report by ENDAN shows that the figures

of PWDs by CSA of Ethiopia and United Nations are quite different from time to time. (ENDAN 2010) However, to avoid such a problem in which it is difficult to get nearly estimated number of PWDs, the researcher designed and collected data through semi-structured interview from 6 qualified persons with different disability types in Addis Ababa City.

3.4.3 Disability People organizations/Activists

Well structured questionnaire were distributed to 8 representatives and consultant of PwDs based in Addis Ababa, however, 6 questionnaires were collected and analyzed.

3.5 Data Analysis

The descriptive analysis was used to understand the recruitment strategies, recruitment practices and also seen from point view of PwDs in selected organizations. The interview responses from PwDs were used to substantiate the analysis result so that triangulated from point view of PwDs. In this study frequency, percentages, means, modes and correlation analysis were used to present practice of recruitment activity and its gap in Addis Ababa City. The collected data were coded and filled into Statistical Package for Social Science version 16 so that the outputs are produced. Interview results were also used to supplement the response from the Organizations' HRD workers and DPO's.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

In this part the data that are gathered through structured interview are presented and analyzed. Descriptive Analysis of Response from HRD Workers (i.e. Descriptive Statistics of Respondents and Recruitment Strategies Used in the Organization), Barriers to Effective Recruitment of PwDs, Response to General Question, Descriptive Analysis of Response from DPO's, Correlation analysis of variables, and Interview Analysis on Response from Person with Disability are presented.

4.1 Descriptive Analysis of Response from HRD Workers

Questionnaires are distributed to both private and government organizations. The collected data from this source is analyzed here under.

4.1.1 Descriptive Statistics of Respondents

The table below shows the statistics of respondents from human resource department of both private and government organizations. From the totally 116 questionnaires distributed to respondents 113 questionnaires are collected in which they are used in the analysis.

Table 1. Respondent statistics

	Total No. of questionnaires distributed	Valid Percent	Cumulative Percent	Total No. of questionnaire collected	Percent Collected
Government	78	67.2	67.2	75	66.4
Private	38	32.8	100.0	38	33.6
Total	116	100.0		113	100

Source: compiled by the researcher

4.1.2 Recruitment Strategies Used by the Organization

HRD workers were asked a series of questions about their recruitment and hiring practices. Table 2 shows that large number of respondents said that they normally advertise job vacancies using Local News Paper. The next frequently used strategy by organizations is the internal job posting. In the third place government employment service is mostly used. Employee referrals and Internet take the next place in their usage rate by organizations. The print media seems to be the most favorable advertising channels for these organizations. Employment Agencies and Targeted Minority Recruiting are not widely used for recruitment purposes.

From this result one can understand that the recruitment strategies used by different organizations are not diversified. Most of the organizations are limited to Local News Papers which will in turn limit the source of talented pool of applicants. In addition to this, Internal Job Posting is seen to be widely used strategy that is used by most of the organizations. Such strategy will not be useful to attract external applicants to job though

it is a method frequently used by most of organizations. From this we can say that organizations have to design diversified method for a single job advertisement that helps them to hire qualified workers to bring high productivity.

Table 2. Recruitment strategies used in the organizations

	Valid	Mean	*Mode
Internet	113	1.61	1
Local News Papers	113	2.61	3
TV or Radio	112	1.49	1
Employment Agencies	113	1.26	1
Government Employment Service	113	1.65	1
College Recruiting	113	1.54	1
Targeted Minority Recruiting	113	1.26	1
Partnership with Community Organizations	113	1.24	1
Employee Referrals	113	1.63	1
Company's Website	113	1.30	1
Internal Job Posting	113	2.09	3
Walk-ins, unsolicited resumes	113	1.32	1

*Note 1= Not used 2= moderately used 3= Mostly used

Source: Compiled by the researcher, Addis Ababa, 2012

4.1.3 Barriers to Effective Recruitment of PwDs

There are barriers that affect employment of PwDs in organizations in different countries. However, they may be hardly applied in our country. To prevent this preliminary interview was conducted to identify the major barriers in Ethiopian context, specifically Addis Ababa.

4.1.3.1. Recruitment Policy of the Organizations

Table 3 illustrates the knowledge of human resource department towards the recent policy on the right to employment of person with disability 568/2008. The table depicts that large percentage of the respondents, more than 67%, knows the proclamation, while less than 33% do not. It can thus be deduced that most of the Human Resource workers are aware of the proclamation concerning the right to employment of PwDs. This is positive result. However, only awareness of the policy will not bring necessary change, there should be practice.

Table 3. Knowledge of the Right to Employment of PwDs 568/2008

Do you know The Right to Employment of PwDs proclamation 568/2008?		Frequency	Percent
	Yes	76	67.3
	No	36	31.9
	Total	112	99.1

Source: Compiled by the researcher, Addis Ababa, 2012

Table 4 represents the opinion of respondents on the reason why 33% of the human Resource workers have no knowledge of the proclamation. Accordingly out of 34 respondents, 64.7% agree on the fact that the organizations are less committed to provide training on new proclamations, 14.7% answer employee reluctance as a reason, 11.8% and 8.8 % shows Top Management reluctance and Poor government enforcement

respectively. Therefore, this result puts the companies' commitment in hiring PwDs into question.

Table 4. Reasons why they do not know the right to employment of PwDs 568/2008

		Frequency	Percent
Why you do not know the proclamation?	The absence of training	22	19.5
	Employee reluctance to know	5	4.4
	Poor government enforcement	3	2.7
	Top management reluctance	4	3.5
	Total	34	30.1

Source: Compiled by the researcher, Addis Ababa, 2012

Table 5 below explains the respondents' response on the existence of clear internal recruitment policy or not. Large percentage of respondents, more than 85% agree that there are clear internal policies and procedures that help them to conduct recruitment activity.

Table 5 further shows the respondents view on the diversity concern of the policy. Accordingly, the respondents are asked about whether the recruitment policy of the organizations value diversity. The result is positive in which more than 67% agree on the recruitment policy give attention to diversity. This shows that the policy is well designed by including the issue of diversity. Less than 33% do not agree with this idea.

In addition to this the table presents the views of respondents on whether the recruitment policy includes the issue of recruiting person with disability. Accordingly more than 65%

agreed that the policy includes the recruitment of PwDs and about 35% disagree with this idea. But only the existence will not guarantee the real practice in which this is seen in the next paragraph puts the recruitment policy-practice gap.

Finally table 5 illustrates opinions of respondents on whether there is no gap between the written recruitment policy and practice. The above statements indicated the majority of respondents agree with the existence of clear internal recruitment policy and procedures, and the policy includes the issue of recruiting person with disability. However these results are not effective enough unless they are practiced. As per table 4.9 majority of respondents, 76.4, disagree with the statement that there is no gap between the recruitment policy and its practice. The other, 23.6 agree that there is no gap. These results confirm the view by Robbins and Decenzo (2001:184) that adherence to policies, practices and procedures are critical in ensuring that institutions recruit and select competent and qualified candidates. Thus, failure to adhere to such policies as indicated by results means that the most qualified employees are not in the right positions. This fact would negatively affect the organizations performance. It would in turn, have an adverse effect on service delivery because incompetent people are in the critical positions of authority and yet they cannot perform. In addition to this the existence of written recruitment policy concerning the recruitment of person with disability is senseless unless it is practiced.

Table 5. Respondents view on policy

No.			Frequency	Percentage
1.	The HRD has clear internal policies and Procedures	Strongly Disagree	2	1.8
		Disagree	6	5.4
		Uncertain	8	7.2
		Agree	45	40.5
		Strongly Agree	50	45.0
		Total	111	100.0
2.	The Recruitment Policy Value Diversity	Strongly Disagree	7	6.3
		Disagree	13	11.7
		Uncertain	17	15.3
		Agree	52	46.8
		Strongly Agree	22	19.8
		Total	111	100.0
3.	Does the policy include the recruitment of PwDs?	Strongly Disagree	5	4.5
		Disagree	19	17.0
		Uncertain	15	13.4
		Agree	43	38.4
		Strongly Agree	30	26.8
		Total	112	100.0
4.	There is no gap between the written policy and the practice	Strongly Disagree	12	10.9
		Disagree	55	50.0
		Uncertain	17	15.5
		Agree	22	20.0
		Strongly Agree	4	3.6
		Total	110	100.0

Source: Compiled by the researcher, Addis Ababa, 2012

4.1.3.2 Advertisement of Posts

Figure 6 represents views of respondents on advertising methods in the organizations that whether job advertisements should specify inherent requirements of the job, job title and criteria to be used for selection. The results show that 85.5% of respondents agree that advertisements specify inherent requirements of the post while 14.5% disagree; 73.6% agreed that the advertisement of the post includes the job title but 36.4% disagree; 59.1

agree that the advertisement includes the criteria to be used for selection while 40.9 disagree. These are supported by Erasmus *et al* (2005) who claims that a job description and job specification should be the point of departure for all recruitment activities, and it is thus essential that the job description should provide an accurate reflection of job activities. The job description will enable the public service recruiter to determine the exact nature of the vacant job (i.e. the purpose, duties, responsibilities and position of the relevant job in the institutional structure).

The job specification helps the recruiter to profile the required job holder, according to the necessary experience, qualifications, and motivation and communication skills. Problems arise when a job description and a job specification have not been compiled and when job content has not been updated. The writing of a job description and specification is often a cumbersome process which is often neglected in organizations. The recruiter should however, ensure that the correct job information is obtained. This is a positive result for the most of the organizations (Erasmus *et al*, 2005).

Table 6. Respondents view on contents of advertisement

No.			Frequency	Percentage
1.	Inherent requirement of the job	Strongly Disagree	4	3.6
		Disagree	12	10.6
		Agree	43	38.7
		Strongly Agree	52	46.8
		Total	111	100
2.	Job title	Strongly Disagree	1	0.9
		Disagree	28	25.5
		Agree	34	30.9
		Strongly Agree	47	42.7
		Total	110	100
3.	Criteria to be used for selection	Strongly Disagree	10	9.1
		Disagree	35	31.8
		Agree	37	33.6
		Strongly Agree	28	25.5
		Total	110	100

Source: Compiled by the researcher, Addis Ababa, 2012

Table 7 presents the views of respondents on whether the advertisement run reaches Person with Disability, Blind. It is evident that 72.1% disagree that the advertisement reaches qualified pool of talents, the blind, while 27.9% disagree with the idea. The results indicate those blind people are discriminated highly from opportunity to apply for a particular job. In addition to this most of the organizations use local newspaper to reach applicants, which will be other evidence for the existence of information gap for Person with Disability, Blind.

Consistent with the above statement is that it is true also for Deaf. The respondents are asked concerning whether the advertisement reaches Deaf. The result shows more than half, 68.5% do not agree with the fact that advertisement reach talent pool of deaf. Only

31.5% agree with the argument that organizations reach deaf people through advertisement. The result shows that deaf are not given opportunity of applying for a vacant position. From this one can observe that blocking of information or creating information gap is clearly discrimination.

Table 7 further indicates the percentages of respondents on whether advertisement reach qualified physically handicap. The results illustrates that more percent, 70.5%, of respondents agree that advertisement run by organizations reach physically handicap, while 29.5% disagree. It shows that the majority of respondents support the notion that companies reach physically handicap. However, this result cannot be the final one as accessibility of road and physical location of the advertisements especially for wheel chair users is factors additionally to be considered.

Table 7. Accessibility of Advertisement to Different Type of Disability

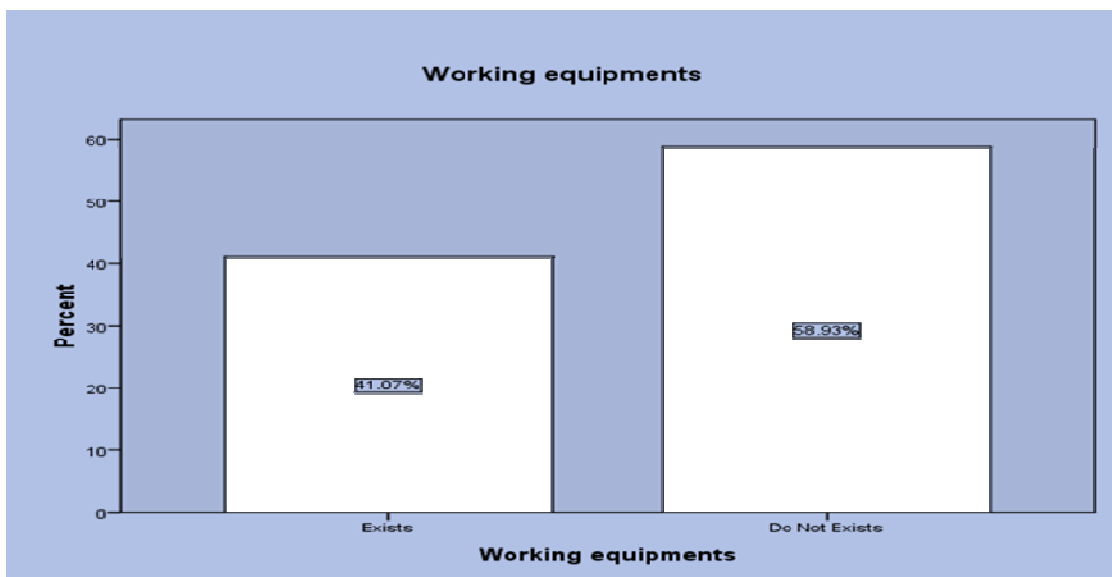
No.	Item	Frequency	Percentage	
1.	Advertisement run reaches the blind	Strongly Disagree	32	28.8
		Disagree	48	43.2
		Agree	24	21.6
		Strongly Agree	7	6.3
		Total	111	100.0
2.	Advertisement run reaches Deaf	Strongly Disagree	24	21.6
		Disagree	52	46.8
		Agree	24	21.6
		Strongly Agree	11	9.9
		Total	111	100.0
3.	Advertisement run reaches physically handicap	Strongly Disagree	14	12.5
		Disagree	19	17.0
		Agree	48	42.9
		Strongly Agree	31	27.7
		Total	112	100.0

Source: Compiled by the researcher, Addis Ababa, 2012

4.1.3.3. Facilities and Materials used in the organizations

According to Figure 1 respondents provided negative response for the question of availability of working equipments that may attract person with disability. The result is shows that 58.9% argued there are no working equipments that exist within the organizations to support person with different disabilities, while 41.1% insists in the existence. This shows that the readiness of the organizations is less to hire person with disability. In addition to this currently employed person with some form of disability are facing problems as can be indicated by this result.

Figure 2. Availability of working equipment in the organization

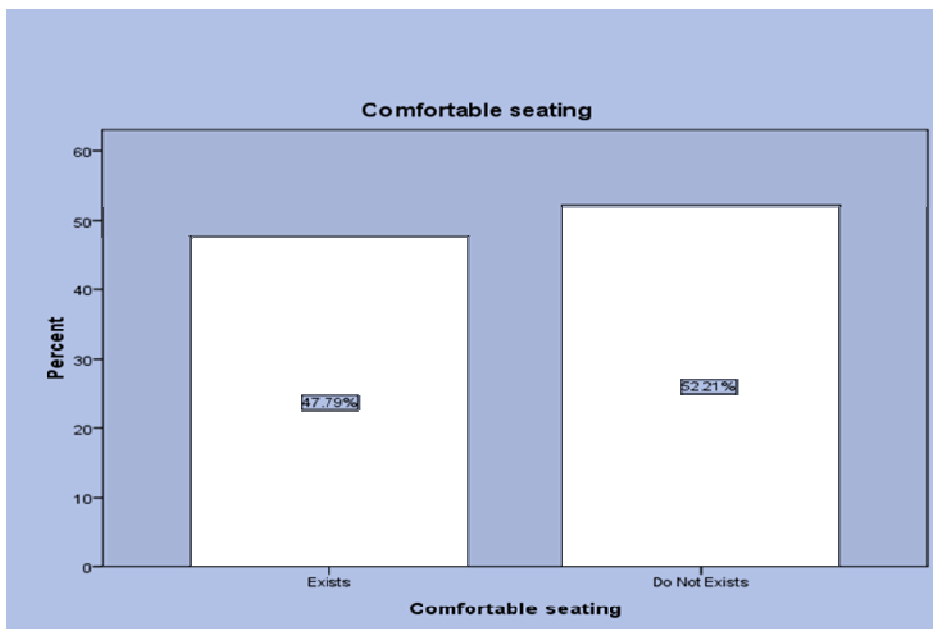


Source: Compiled by the Researcher, Addis Ababa, 2012

One can see from figure 2 that 52.21% of the respondents' answer that there is no comfortable seating in the organizations suitable for PwDs. 47.79% argued that there is

comfortable seating for person with disability. The availability of such material with in organizations will not only affect the preference of the organizations by PwDs but also the performance of currently employed PwDs. From this we can understand that organizations better review their resource distribution that directly affects their performances.

Figure 3. Availability of comfortable seating for PwDs

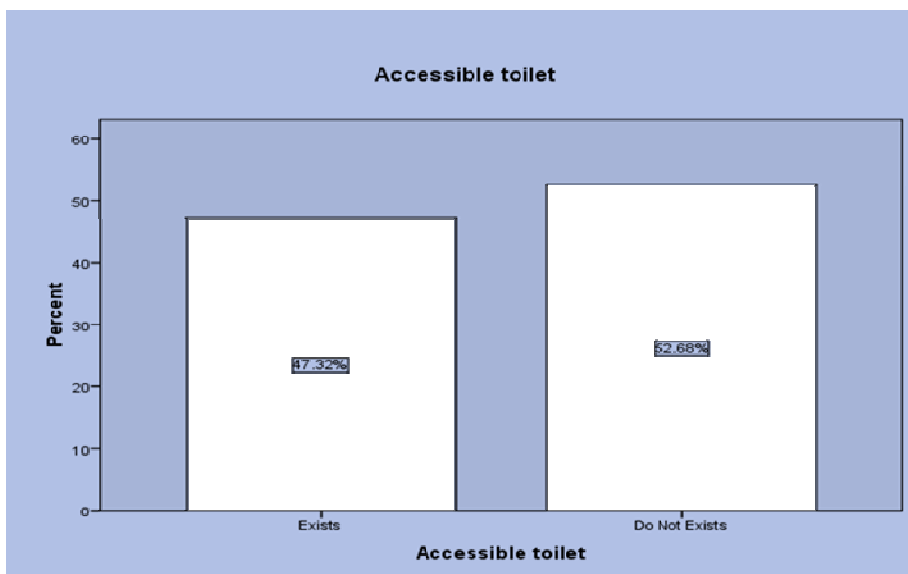


Source: Compiled by the researcher, Addis Ababa, 2012

Figure 3 depicts the response of respondents on whether accessible toilet is available in organizations. Greater percent answered negatively. That is 52.7% says there is no accessible toilet for person with disabilities. The others, 47.3% argued that there is accessible toilet. From this result we can easily understand that organizations are less concerned about this issue. Un availability of such facilities will have a greater impact on

the employment of PwDs especially for physically handicap and blind. In this case organizations better arrange flexible working time where they can spend some time at home.

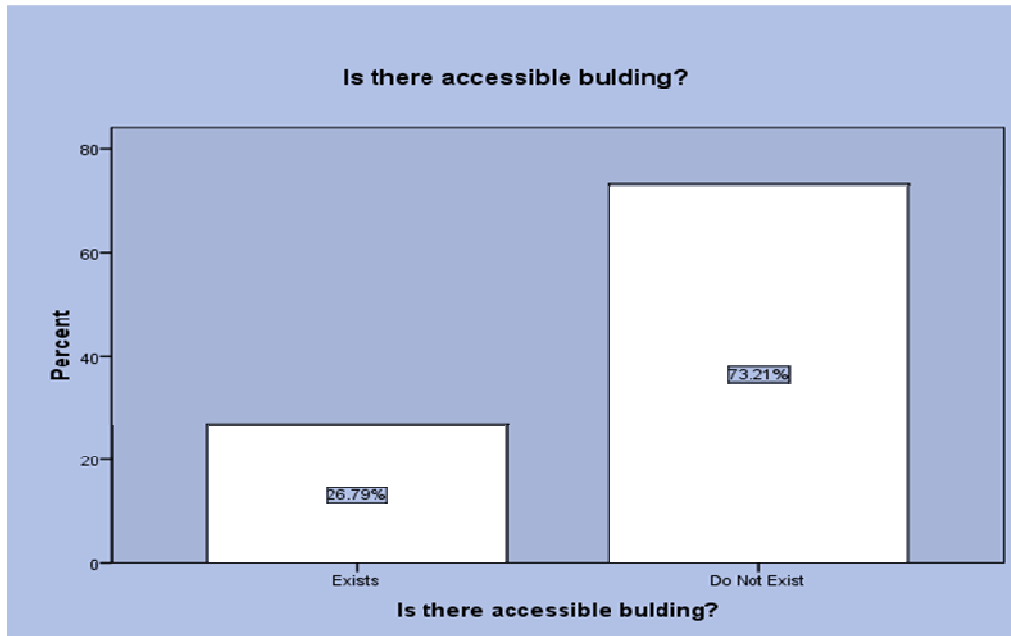
Figure 4. Accessibility of toilet for PwDs



Source: Compiled by the researcher, Addis Ababa, 2012

As can be seen from figure 4 below, respondents were asked to answer for the question whether organizations have accessible building. Very large percentage, 73.2%, of the respondent reveals that there is no accessible building especially for both visually impaired and physically impaired. In contrary only 26.8% of the respondents said that there is accessible building for PwDs. To equally treat all applicants and currently employed employee organizations better consider the availability of Lifts and Ramps. However the result shows that there are small numbers of organizations who are having accessible building.

Figure 5. Accessibility of building for PwDs



Source: Compiled by the researcher, Addis Ababa, 2012

4.1.3.4. Organizations' Commitment

As presented in Table 8 respondents are asked to see the commitment of organizations in case qualified person with disability needs support to perform his/her job. 57.1% of the respondents answered the organization is not committed to hire someone in case they need support, where as less percent, 42.9% responded that the organization is committed. According to The Right to employment of PwDs 568/2008, it is stated that organizations are obligated to recruit someone who may support PwDs in case they need support. From this one can understand that the organizations /top management/ commitment is paramount important in bringing the written policy into practice.

Further the table presents the percentage of respondents on whether PwDs are given adequate representation. 60.9 % of the respondents answered that PwDs are not adequately represented in the organizations. While 39.1% do not support that PwDs have no adequate representation in the organizations. This result shows that organizations are less committed to attract person with disability.

Table 8. Organizations' Commitment

No.	Item	Frequency	Percentage	
1.	Is there sense of commitment to hire someone who helps PwDs in case they need support?	Exists	48	42.9
		Do Not Exist	64	57.1
		Total	112	100.0
2.	Do you think PwDs have been given adequate representation in your organization?	Exists	43	39.1
		Do Not Exist	67	60.9
		Total	110	100.0

Source: Compiled by the researcher, Addis Ababa, 2012

To confirm the commitment of organization in hiring PwDs, respondents are further asked to give percentages of PwDs available in their organizations. Accordingly table 9 shows large percentage, 79.1% replied that there are less than 0.5% of PwDs in their organizations, where as 6.4% said between 0.5and 1.5%, 13.6% said between 1.5and 3%, only 0.9% answered PwDs represent more than 3% of total population in the organizations. This result makes it easy to understand that very small percentages of

person with disabilities are found in the organizations. Which in turn results in the argument organizations are not well committed in attracting/ recruiting/ PwDs.

Table 9. Percentage of PwDs in organizations

Percentage of PwDs found in your organization	<0.5%	87	79.1
	0.5-1.5%	7	6.4
	1.5-3%	15	13.6
	>3%	1	0.9
	Total	110	100.0

Source: Compiled by the researcher, Addis Ababa, 2012

4.1.3.5 Attitude towards Person with Disability

Table 10 presents the respondents idea on whether positive attitude exists within the organization. Most of respondents, 80.2% supports the idea that there is positive attitude towards person with disability in the organizations. Whereas only 19.8% said that such positive attitude do not exist in organizations. This result is positive for the organizations in that it contributes to employment of person with disabilities. In addition to this the fact that large number of HRD workers knowledge towards the Right to employment of Person with Disability 568/2008 (see table 3) and the response in the second question of table 10 shows more than half of the respondents replied concerning PwDs can perform a

job in their organizations. These all together can show the existence of good attitude towards the capability of PwDs.

Table 10. HRD Workers Attitude towards Capabilities of PwDs

		Frequency	Percentage
1. Does positive attitude towards PwDs exist in your organization?	Exists	89	80.2
	Does Not Exist	22	19.8
	Total	111	100.0
2. Do you think PwDs can perform a job in your organization?	Yes	101	89.4
	No	12	10.6
	Total	113	100.0

Source: Compiled by the researcher, Addis Ababa, 2012

4.1.3.6 Affirmative Action

Table 11 presents the respondents response on whether they know the affirmative action for person disability. 87.5% of response shows that the human resource workers know affirmative action, while 12.2 said they do not know even what affirmative action. This result shows that large percentage of HRD knows the affirmative action to be made for person with some form of disability. Even though this is positive result for organizations, not practicing it will be the failure.

According to table 11 for those who know affirmative action they are also asked whether there is affirmative action program of recruiting person with disability in the

organizations. 51.6%, more than half responded that there is no such a program in the organization, where as 48.4% said there is affirmative action program for recruiting person with disability. Here the result shows that affirmative action program do not exist in large number of the organizations. Here two arguments are there, first large part of the respondents know affirmative action , second small percentage of them argue that there is affirmative action program for recruiting person with disability. If the program is known why organizations are reluctant to design and practice it in the organization is the question must be answered. This puts the attitudes of employers towards person with disability in to question.

Table 11. Knowledge and existence of Affirmative Action in Organizations

No.	Item		Frequency	Percentage
1.	Do you know Affirmative action for PwDs?	Yes	98	87.5
		No	14	12.5
		Total	112	100.0
2.	Is there Affirmative action program in your organization?	Yes	46	48.4
		No	49	51.6
		Total	95	100.0

Source: Compiled by the researcher, Addis Ababa, 2012

Table 12 illustrates the response of respondents, who argue that there is affirmative action program in the organization, on what are/is affirmative action program they observed. From the total respondent of 43 who argued that there is affirmative action in the

organizations, 29 (67.4%) said that the affirmative action they observed is differential selection system for the person with disability, while 27.9% observed flexibility of working location; low percentage, 4.7% said opportunity to work from home and no respondent for the alternative flexibility of working time.

Consistent with the tables 11 is Table 12 which shows negative result for the organizations in that only 43(38.1%) respondent out of the total 113 argued that they observed affirmative action in the organizations. This result shows that there is low practice of affirmative action for employing person with disability. In addition to this out of total respondents, 25.6% shows that organizations are using differential selection system while 10.6% of the total shows flexibility of working location and others are insignificant in terms of practice. The above situation in general results in low level of the knowledge towards the affirmative action by HRD and insufficient practice in organizations.

Table 12. Types of Affirmative Action practiced in organizations

		Frequency	Percent	Valid Percent
What are the Affirmatives you observed in your organization?	Flexibility of working time	0	0.0	0.0
	Flexibility of working location	12	10.6	27.9
	Opportunity to work from home	2	1.8	4.7
	Differential selection system	29	25.7	67.4
	Total	43	38.1	100.0
	System	70	61.9	
	Total	113	100.0	

Source: Compiled by the researcher, Addis Ababa, 2012

The other way to see whether the organizations are committed to affirmative action is to ask whether they include the note that ‘Persons with Disabilities are encouraged’ in their advertisement. The Table 13 presents the respondents response towards this. Accordingly 80.9% disagree that organizations are using it to encourage recruitment of person with disability that is, 40% said strongly disagree and 40.9% answered disagree. Small percent of respondents, 19.1%, agree with the statement that organizations are putting the foot note ‘Persons with Disabilities are encouraged’ during attracting qualified workers to a job. This result reveals that organizations are giving less attention towards the employment aspect of person with disability.

Table 13 Does the Advertisement include the note that ‘Person with Disability is encouraged’?

	Frequency	Percent	Valid Percent	mulative Percent
Strongly Disagree	44	38.9	40.0	40.0
Disagree	45	39.8	40.9	80.9
Agree	13	11.5	11.8	92.7
Strongly Agree	8	7.1	7.3	100.0
Total	110	97.3	100.0	

Source: Compiled by the researcher, Addis Ababa, 2012

4.2 Response to General Question

Finally respondents are asked to answer general questions on how they rate the total recruitment practice of the organization for PwDs. Table 14 presented that 55% of them said that the recruitment practice of organizations for person with disability is poor, while 40.5% said good and only 3.6% argued excellent. From this result we can deduce the total recruitment practice of most of organization is poor because less than half of the respondents answered 'good'. This in turn implies that organizations better revise their recruitment activities to attract qualified person with disability.

Table 14: General recruitment practice of organizations for PwDs

	Frequency	Percent	Valid Percent	Cumulative Percent
Poor	61	54.0	55.0	55.0
Good	45	39.8	40.5	95.5
Excellent	4	3.5	3.6	99.1
Total	111	98.2	100.0	

Source: Compiled by the researcher, Addis Ababa, 2012

4.3 Descriptive Analysis of Response from DPO's.

Table 15 represents the respondents' response on whether they have information concerning the existence of discrimination against PwDs during recruitment. All of the respondents, 100%, replied that there is discrimination, while no respondent is observed that argued against this statement. This result shows that, from point view of Disability People Organization, organizations commit act of discrimination in one way or another. This emanated from the limited awareness that most of organizations' workers have in light with what discrimination is. In addition to this, respondents are asked why they said that there is discrimination in most of the organizations. They are given options to choose, 83% respondents answered that most organizations consider believe that PwDs are not capable to perform job. The same amount of respondents, 83%, argued that organizations focus on their disability rather than their Knowledge, Skill and Ability (KSA). 67% said that the reason of discrimination by most of organizations is problems of organization to fulfill required resources for person with disability that help them to perform the job. No respondents replied concerning the problems of PwDs as a reason for discrimination. But there is a point by one of the respondent that some PwDs are generalized that they are already stigmatized so that they retreat from applying for a vacant position. From this one can easily understand that attitude of organizations, lack of resource and PwDs are can be factors for discrimination.

Table 15. Opinions of Respondents on discrimination against PwDs

No.	Item		Frequency	Percentage
1.	Do you think Organizations Discriminate PwDs during Employment?	Yes	6	100
		No	0	00
		Total	6	100.0
2.	Why do you think organizations discriminate PwDs during recruitment?	Organizations consider PwDs are incapable	5	83
		Organizations focus on their disability than KSA	5	83
		Lack of resource by organizations	4	67
		Problems of PwDs	0	51.6
		Total	6	100.0
3.	Which area do you think discriminate PwDs during applying for a job?	Addvertisement	4	67
		Job Requisition	1	17
		Job specification	1	17
		Work environment	6	100.0
		Recruitment policy	4	67
		Total	6	100.0

Source: Compiled by the researcher, Addis Ababa, 2012

As can be seen in the table 15 number 3 respondents are asked which of the areas put in the list most discriminate PwDs during recruitment. All respondents, 100%, said that the work environment is not conducive enough so that difficult for PwDs to work, move, sit equally with non-disabled person. During advertising vacant post organizations do not reach large percent of PwDs that's why 67% of respondents select advertisement as the factor. 67% said that recruitment policy of organization is not inclusive that result in discrimination. Less percent of respondents said that, 17%, job description and job specification is the area where organizations commit discrimination. This result shows

that organizations better see their work environment, revise their recruitment policy and advertisement.

Table 16 represents the respondent idea on whether advertisement can reach qualified person with disability. 100% of the respondents said that advertisement that is currently used do not reach QPwDs. No respondent that argued that the advertisement does reach qualified person with disability. This result shows that the inaccessibility of the advertisement will have an impact on the recruiting of qualified person which in turn affects the productivity of the organization. Therefore organizations better devise the way to reach large pool of talents especially qualified person with disability.

Table 16: Accessibility of organization Advertisement

		Frequency	Percent
Does the Advertisement of vacant position reach QPwDs?	Yes	0	0
	No	6	100
	Total	6	

Source: Compiled by the researcher, Addis Ababa, 2012

In consistent with Table 16 respondents are asked which types of disabilities are mostly unreachable by the advertisement. Table 17 presents 83% of respondents answered that blind and deaf are not reached, while 67% said that physically handicaps are not reached in the current advertisement. This shows that different disability types need different way of advertisement to be reached. So organizations should diversify their recruitment method that can reach qualified person with different types of disability.

Table 17: Advertisement and Disability Types

		Frequency	Percent
Which disability types are mostly unreachable?	Blind	5	83
	Deaf	5	83
	Physical Handicap	4	67
	Others	0	0
	Total	6	100

Source: Compiled by the researcher, Addis Ababa, 2012

Table 18 shows the response of respondents on whether organizations have conducive work environment for person with disability. 100% of the respondents claim that there is no suitable working environment for person with disability, while no respondent replied with the claim that organizations arranged suitable working environment. This shows that organizations have given less attention to employment of person with disability because not arranging conducive working environment can be considered as discrimination.

Disability People Organizations are also asked the reason why organizations do not make good working environmental preparation. They are given option to choose among different alternatives. Accordingly Table 18 number 2 shows that 100% of the respondents said that organizations' lack of commitment, 83% said that awareness problem, 83% again said that less government enforcement, 67% replied organizations reluctance to bring PwDs to work, 67% again claim that there is policy gap that enforce the organizations and only 50% claim that organizations' negative attitude. From this one

can understand that organizations lack commitment in large to consider the PwDs in work environment. In addition to this the result shows that government lack of follow up and enforcement that will have direct contribution to the practice aspect. It is again the responsibility of Government and Top Managers to create awareness.

Table 18: Work Environment and PwDs

NO.	Item		Frequency	Percentage
1.	Do you think that most organization have conducive work environment for PwDs?	Yes	0	00
		No	6	00
		Total	6	100.0
2.	Why do you think organizations do not have suitable working environment for PwDs?	Organization reluctance	4	67
		Awareness problem	5	83
		Policy gap	4	67
		Less government enforcement	5	83
		Lack of commitment by organization	6	100.0
		Negative attitude for PwDs	3	50
		Total	6	

Source: Compiled by the researcher, Addis Ababa, 2012

Table 19 represents the respondents answer on whether Affirmative action program is necessary. Most of the respondents, 83%, claim that affirmative action is necessary for PwDs, while only 17% do not want affirmative action be in action. The respondents who support Affirmative action think that it will not help PwDs more than performing their job. The other small percent claim that the Affirmative action discourages the PwDs so that they will be less competent. From this we can deduce further that the organizations should recognize the areas where affirmative action is necessary and perform according to the requirement of the proclamation and policy of organization. Generally one should

recognize that all individuals, including those with disabilities, must have the opportunity to obtain suitable employment, pursue a career, and actively engage in the economic market place. This will be come true though affirmative action program for PwDs.

According to Table 19 number 2; respondents claim that organizations do not recognize the importance of Affirmative action. 100% of the respondents agree on the fact that organizations do not recognize the importance. No respondent was seen arguing that organizations well understand the importance of Affirmative action. There the result recalled that affirmative action is disregarded in most of the organization.

Table 19. Opinion of respondents on the importance of affirmative action program.

NO.	Item		Frequency	Percentage
1.	Do you think Affirmative action is necessary for QPwDs?	Yes	5	83
		No	1	17
		Total	6	100.0
2.	Do you think organizations understand the importance of Affirmative Action?	Yes	0	00.00
		No	6	100.0
		Total	6	100.00

Source: Compiled by the researcher, Addis Ababa, 2012

Table 20 (1) represents the respondent opinion on whether the existing recruitment policy of organizations supports the recruitment of PwDs. More than half, 67%, said the existing policy in the organization supports the employment of PwDs. Only small percent, 33%, said that the policy do not support the employment opportunity. The respondents strongly argue that the practice aspect should be considered that most of the organizations do not observed practicing the policy. This result is consistent with that of organizations HRD workers. Therefore due attention should be given to changing the written policy to work.

Table 20 (2) shows the opinions of respondents in rating the current government role in alleviating discrimination during employment of PwDs. Large number of the respondent, 67%, replied that the role being played by the government is low, while 33% of the respondents rated as Medium and no respondent rated the role of government in alleviating discrimination of PwDs during employment as High. This result shows that government is not playing the expected role in enforcing the rule even in the government organizations. MoLSA is responsible making sure that the proclamation is put to practice by both private and government organizations. This is the reason why government role in alleviating discrimination rated as Low by most of the respondents.

Table 20. Current Policy and Government Role in alleviating Discrimination Against PwDs

		Frequency	Percent
1. Does the policy currently existing support the recruitment of PwDs?	Yes	4	67
	No	2	33
	Total	6	100
2. How do you rate the government role in alleviating discrimination in recruitment activity?	High	0	0
	Medium	2	33
	Low	4	67
	Total	6	100

Source: Compiled by the researcher, Addis Ababa, 2012

Table 21 presents the respondents opinion on the factors contributing to less recruitment of PwDs. 100% of the respondents said that social barrier is the major among the factors; information gap and lack of enforcement of law are answered by 83% of the respondents. While only 33% of respondents select lack of skill by PwDs as the factor contributing to

the less employment. From this one can easily understand that social barrier, information gap and enforcement of law are the major factors. Identifying the factors will be important to manipulate them so that they will be changed to bring solution in the future.

Table 21. Factors contributing to less recruitment of PwDs

In your opinion what are the factors that are contributing to less recruitment of PwDs?		Frequency	Percent
	Lack of skill by PwDs	2	33
	Information Gap	5	83
	Social Barrier	6	100
	Law enforcement	5	83
	Total	6	100

Source: Compiled by the researcher, Addis Ababa, 2012

4.4 Correlation analysis of variables

In order to see whether there is relationship between variables, correlation analysis of the dependent and independent variables was run, that is, the relationship that exists between the recruitment of person with disability and the policy, advertisement, affirmative action, and other HRD workers' attitude towards the skill of PwDs. In order to measure the recruitment opportunity of PwDs, the researcher used percentage of PwDs hired in organizations.

Table 22 Correlation analysis of variables related with recruitment of PwDs

Spearman's rho Correlations						
		Percentage of PwDs	Inclusive policy	Accessibility of Advertisement	Affirmative action	Other's Attitude
Percentage of PwDs	Corr. Coeff	1				
	Sig.	.				
Inclusive policy	Corr. Coeff	0.140	1			
	Sig.	0.072*	.			
Accessibility of Advertisement	Corr. Coeff	0.068	0.089	1		
	Sig.	0.249	0.188	.		
Affirmative action	Corr. Coeff	0.234	0.062	-0.114	1	
	Sig.	0.012***	0.278	0.151	.	
Other's Attitude	Corr.Coeffi	-0.202	0.232	0.023	-0.011	1
	Sig.	0.017**	0.007	0.409	0.458	
	N	113	113	113	113	113
***. Correlation is significant at the 0.10 level **. Correlation is significant at the 0.05 level *. Correlation is significant at the 0.10 level						

Source: Compiled by the researcher, Addis Ababa, 2012

As per the above table 22 the policy on recruitment of person with disability, availability of affirmative action to the PwDs, and others attitude towards the skill of PwDs have a significant correlation with the availability of PwDs in the organization. In addition to this, the recruitment policy of person with disability, accessibility of advertisement to PwDs, and availability of affirmative action to the PwDs are positively correlated.

The inclusion of recruitment of PwDs in policy of the organization and the number of person with disability in the organization has a positive correlation coefficient of 0.140 and significant at 10 percent level of significance. Which is consistent with the result of Robbins and Decenzo (2001) that is, failure to adhere to policies results in that most

qualified employee will not be in the right positions and this would adversely affect the organization's performance. This in turn implies that as organizations include the recruitment issue of PwDs in their policy; this allows the HRD workers to incorporate PwDs in their recruitment activities. This finally increases the number of person with disability employed in the organization.

Accessibility of advertisement has a positive relationship with number of PwDs in organizations with a correlation coefficient of 0.68 however; they do not have significant relationship. A positive correlation coefficient shows that; as organizations advertise posts in a way that it can reach different disability types there is high possibility of attracting qualified person with disability. Therefore, the result is consistent with the finding of Roberson et al (2005). They argued that recruitment advertisements positively influence applicant quantity and quality.

Affirmative action taken during recruitment activity and number of person with disability has a positive correlation with coefficient of 0.234 and is significant at 1 percent significance level. This indicates that as affirmative action is there for recruiting PwDs in organizations; there is significant number of PwDs that are attracted to the organization and this increase the number of PwDs employed in organizations.

Others Attitude, HRD workers, towards the capabilities of PwDs negatively correlated with the opportunity of PwDs at recruitment time. This result is similar with the findings Murphy et al (2002), in which he argues that a negative attitude towards PwDs by other non disability staff is the biggest barrier in the way of their career progression. The relationship between these variables is also significant at 5 percent significance level.

4.5 Interview Analysis on Response from Person with Disability

This is the part in which data collected from qualified person with some form of disability will be analyzed. Previously data obtained through questionnaires were analyzed using quantitative approach as two parts namely data from organizations' HRD workers and from DPO's. This section therefore will present the opinions, views and ideas related to the recruitment strategies used by organizations, hindrances to the employment of person with disability, and government role and organizations role.

4.5.1 Recruitment Strategies Used by Organizations

There are different recruitment methods used by organizations in which they will have their own impact in attracting the qualified personnel. Failure to reach all of the sources can limit the pool of talented person and even can be considered as discrimination. This fact is true in most of the time if we take reaching PwDs which are qualified. This can be seen in terms of disability type. According to one of the respondent, the strategies used by organizations exclude some part of the applicant especially PwDs:

“In our country particularly in Addis Ababa especially when I take the advertisement of notice boards of the main squares; they are not accessible they are put at higher height which are not accessible for wheelchair users. When I take the newspapers and other magazines they are not accessible for person with visually impairment; when we see the radio and television they are not accessible for person with hearing impairment; when we see the current modern type, the online application, they are not accessible for person with visual impairment because we have to use the

suspicious device (jaws) to reach the website which is rarely available in internet offices.”

The other respondent added on this issue saying, *“The employers are not sensitive to employ the PwDs.”* He put the reason that *“organizations use common notice boards”* for all implies clearly discrimination as other part of the society cannot be reached.

In addition to this, one of the respondents argues that the job advertisement should reach large part of the population including PwDs. The fact that companies lack competent personnel in their companies is because they fail to reach large pool of applicants. Companies have to recognize that there are qualified and competent PwDs that are capable of contributing to the development of organizations. So that they will start to think on the strategies that will help them to attract there group of the society.

“They have to check for the announcement whether it reaches person with disability before it is to be released”, said one of the respondents.

4.5.2 Barriers PwDs of recruiting PwDs

Sometimes organizations are requiring applicants that are not capable or skilled but the one who physically fit for the job even though the job may not require.

“We cannot apply in advertisements because some advertisement says who are physically fit”, further has taken example that some jobs are intentionally excluding PwDs from applying :

“For instance to be a manager you are not expected to lift up something heavy but some advertisements says who is 100% physically fit this is the main problem for us to participate”.

The other barrier the person with disabilities rose to be considered is that intentionally overlapping two or more types of job in one position by employing organizations where PwDs can be easily ignored because they cannot perform all of the jobs. One of the respondents said:

“For example visually impaired person can teach history but he is also asked to teach additionally geography, where it requires calculations in teaching map reading. If he/she is not able to teach both, he/she may not be needed longer in the organization.

Further on this issue the attitude and commitment of the officials who manage the organization is raised as another barrier towards recruitment of person with disability. As a manager of one organization is responsible for the entire activities; they have to show commitments on hiring PwDs, however sometimes the reverse is true.

“...the attitudes of officials towards PwDs; because they consider PwDs are incapable...attitudes of the officials or others should be changed,” said one of key respondent.

Fulfilling the required infrastructure for all workers is responsibility of organizations, so that the workers will be motivated to be productive. The main problem of organizations is that they will not be capable of providing infrastructures and other resources equally for

all workers especially person with disabilities as some part of the society are seen to be disadvantaged. For instance; providing equally accessible building, working equipments like Jaws for blind, accessible toilets, developing sign languages for the deaf is necessary for PwDs. That's why one of the key informants said:

“Organizations should fulfill necessary infrastructure for person with disabilities because they are also a person. If he/she can't hear he/she will see; if he/she can't see jaws should be provided on his/her computer.”

Most of organizations do not fulfill the necessary equipment that helps PwDs to work, even including the organizations working in the disability issues. The informant put the reasons are, first the technologies are new to access. Second the attitude of government in under estimating the number of PwDs. This in turn results in the understanding that fulfilling these infrastructures and equipments is wastage as they are small in number. In addition to this one of the informant said:

“Organizations may fear the costs related to employing PwDs might be higher. Especially when making some accommodations and disability adjustments. For instance someone who may think to employ person with visual impairment in the organization is expected to install speech assisting device on his/her computer. But in close contact with organizations working with disabilities most of the costs may be come to the lowest or the minimum.”

4.5.3 Government and Organizations Role

Government can play a crucial role in alleviating problems related to employment of person with disability. This is true because it has the power to influence different body working under including executives, judiciaries etc. Some of the key respondents support the government role in setting the right to employment of person with disability proclamation 568/2008 in considering the disability issue. That's why one of informant said:

“This proclamation shows the government’s commitment for the issues of person with disability and is astonishing start”

This proclamation (568/2008) has been announced before about four year, however, the implementation of it has not been shown much progress. There are human resource workers, in both government and private organizations that do not know even the proclamation. Even though they may know it there is less commitment by organizations to recruit person with disability.

“The employment problems of PwDs might get solutions gradually...is a good beginning that government prepared good proclamations and should also give special attention on the implementation of it.”

Some other respondent shows that the commitment of the government is necessary but employing organizations also have to show their own support as it will be no use if they ignore the implementation of the proclamation. Government should work towards changing the minds of the executives who run the organization. In line with this:

“Enforcing for the implementation of the proclamation government has the role of giving awareness training ... but as an organization it depends up on the commitment of managers” said one of the respondents.

Furthermore the other explained the role of employing organization as:

“If the managers are committed to employ person with disability they can enforce the human resource workers or personnel under it and he/she can take the initiative of employing person with disability and even show others the benefit of hiring. So it is the willing of the managers and employees in addition to the government that is necessary.”

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The study stressed that even though the government of Ethiopia ratified UNCRPD before two years and proclaim the right to employment of person with disability 568/2008, there are still some gaps that need to be filled in the recruitment practice of person with disability. The data presented in this study shows that in spite of movement by the government in introducing proclamations and policies in problems of hiring person with disability, there seem to be some missing elements from the side of government and employing organizations. This study provides an authentic response on why government shows reluctance in enforcing the implementation of recruitment practices in organization, barriers that affects the recruitment of PwDs in organization, for instance; the work environment in terms of available facilities and materials for PwDs to work, policies, Organizations and managers commitment, attitudes towards PwDs, affirmative action etc,. Furthermore, it shows the communication gaps that create problem as a result of limited diversified recruitment strategies in reaching qualified person with disability.

5.2 Conclusion

Based on the data that are presented and analyzed in the previous chapter the following conclusions are drawn.

The recruitment strategies used by most of the organizations are not diversified. The use of Local News Paper and internal job posting are the most common methods used by large number of the organizations in Addis Ababa. This will limit the source of talented applicants especially person with disability.

As it has been seen in the research findings the organizations are losing one of the big sources of talented person. This reveals that there are certain barriers. These barriers make person with disability to refrain from applying for the post. The main barriers that affect the recruitment of PwDs in both the public and private organizations that are identified in this study are:

1. The findings revealed that the organizations have well drafted policies in recruitment of person with disability. However, the implementation thereof is not consistent with policies of the organizations. That is there is huge difference between the written policy and the practice. Some of the human resource department workers have understanding gap of the Right to Employment of Person with Disability.
2. One of the recruitment strategies that are mostly used by most of the organizations is Advertisement. The findings shows that advertisements run by most of the organizations specify inherent requirements of the job and job title. However, the advertisement run is not capable of reaching person with disability especially person with visually impaired in case of written media, deaf in case of television and radio and physically handicap. From this we can conclude that there is communication gap that is disability specific.

3. The other barrier is the work environment. This includes the facilities in the organizations and the material that is available for person with disability to work. The finding shows that most of the organizations' buildings are not accessible for person with disability, the working equipments like Jaws and Braille are not presented, and there are no comfortable chairs particularly for physically handicap and blind. Furthermore the study reveals that there is no accessible toilet for blind and physically handicap.
4. Commitment of the organizations and managers is vital for the whole activities of the organization. But less commitment of organizations and managers is observed by the study result. This is shown in the study by means the percentage representative of the PwDs in the organizations which clearly reveals very low.
5. Attitude towards person with disability is another factor that affects the recruitment of PwDs. The study reveals that the data from HRD shows that there is positive attitude towards PwDs. However, the fact that the managers are reluctant in implementing the policy questions their attitude for PwDs.
6. Providing affirmative action for person with disability is essential to bring about equality with those non disabled. The New York State Disability and Employment Status Report of 2009 shows that people with disabilities who are qualified to work are being excluded from employment, imposing unnecessary costs on themselves, their families, governments, and taxpayers. This sustained inequity is the basis for disability affirmative action. The study result shows that even though large percent of human resource department

workers knows the affirmative action there is less observed that organizations provide it to PwDs.

7. The policy on recruitment of person with disability, availability of affirmative action to the PwDs, and others attitude towards the skill of PwDs has a significant correlation with the availability of PwDs in the organization.
8. The recruitment policy of person with disability, accessibility of advertisement to PwDs, and availability of affirmative action to the PwDs are positively correlated with the availability of PwDs in the organization.
9. Others attitude towards the skill of PwDs are negatively correlated with the availability of PwDs in the organization.

Government has got a huge role in enforcing the policies for their implementation. The Right to Employment of Person with Disability and the ratification of UNCRPD by the government of Ethiopia can be considered as the astonishing start. However, the implementation of the proclamation and policies is not well enforced by the government.

5.3 Recommendation

Both the employers and employees should be sensitized on disability through training and seminars and also have in place national training and employment policies. As a result of training, employers will be knowledgeable on the accommodations and adjustments required in order to be able to facilitate access for persons with disabilities. They also need to be made aware of the benefits of employing persons with disabilities, and that they are equal to persons without disabilities. Managers better develop attitudes that

persons with disabilities can be at least as productive as persons without a disability when matched to an appropriate job and working environment.

Organizations better introduce policies that allow a flexible working environment that help minimize difficulties with physical access to the workplace, i.e. getting to and from work. There should also be adequate adjustments and adaptations to workplace equipment as well as flexible working hours. Furthermore, organizations should establish relationship with NGO's working on disability issues by which they can get necessary working materials with less cost that PwDs need them to work. In addition to this organizations should recognize the disability types that require different accommodation. For example the availability of accessible building for physical disability and blind (Lifts and Ramps), Braille's, accessible toilet, and other services that make PwDs equally work with others. In terms of attracting sufficient pool of talents organizations better introduce diversified recruitment strategies that are capable of reaching different disability types. Finally, Employers need to adhere to the requirements of the Right to employment of Persons with Disability Proclamation 568/2008.

In order to minimize discrimination, the government should insist that employers include non-discrimination clauses or clauses that welcome diversity while recruiting, for example "Person with Disabilities is encouraged".

It is also advisable to establish recruitment agencies for person with disabilities so that the employers will be informed. The agency will be an easy access for employers that in turn will minimize the time and resources wasted by employing organizations. Future researchers better consider this issue in terms of its effectiveness.

There is a need for further research in this area. Research should not be limited to Addis Ababa based organizations but it should be extended countrywide by considering additional variables. Another area for future research in this area would be employment condition of PwDs in small and micro organizations which will help them to be free totally from the recruitment problem.

References

- Alimo-Metcalfe, B., and Alban-Metcalfe, J. (2006). More (good) leaders for the public sector, *International Journal of Public Sector Management*, **19**, 4, 293-315.
- Alban-Metcalfe, J. (2004a). *Prospects: Diversity and the Career Progression of Managers in Local Government*, London: Improvement and Development Agency.
- Alimo-Metcalfe B., Alban-Metcalfe R.J. (2001). The development of a new transformational leadership questionnaire, *Journal of Occupational and Organizational Psychology*.
- Ball, P., Morris, Hartnett, J., and Blanck, Peter. (2005). "Breaking the Cycle of Poverty: Asset Accumulation by People with Disabilities," *Disability Studies Quarterly*, Part 2; 25, available at http://www.dsq-sds.org/articles_html/2005/fall
- Barnes, Cohn. (1991). *Disabled People in Britain and Discrimination: A Case for Anti-Discrimination Legislation*, Hurst, London
- Bass, B. M. (1998). *Transformational Leadership: Industrial, Military, and Educational Impact*, Mahwah, NJ: Lawrence Erlbaum Associates
- Bass, B. M. and Avolio, B. J. (1993). *Transformational leadership and organizational culture*, *Public Administration Quarterly*
- Bruyère , S., Erickson, W., & VanLooy, S. (2004). Comparative study of workplace policy and practices contributing to disability nondiscrimination. *Rehabilitation Psychology*, 49(1), 28-38
- Bureau for Employers' Activities and Skills and Employability Department, Geneva Switzerland

- Canada, Public Service Commission. (2011). Equity and Diversity Directorate, Policy Branch, Retrieved from: www.psc-cfp.gc.ca on November 02/2011
- Cherrington, DJ. (1995). *The management of human resource*, New Jersey: Prentice Hall.
- Cloete, J.J.N. (1984). *Introduction to public administration*, Second Edition, Pretoria: J.L. van Schaik
- Cloete, JJN. (1997). *Personnel administration and management*. Pretoria: Van Schaik.
- Cole, Y. (2006). *The Best 4 Ways to Recruit Employees with Disabilities*, *Diversity Inc Magazine*, October
- Colella, A.(1996). *Organizational socialization of newcomers with disabilities: A framework for future research*. In G. Ferris (ed) *Research in Personnel and Human Resource Management* (Vol.14, pp. 351-417)
- Coleridge. (1993). *Disability, Liberation and Development*: Oxfam Publications, Oxford
- Conroy, P. and Fanagan, S. (2001). *Research Project on the Effective Recruitment of People with Disabilities into the Public Service*, 2000, the Equality Authority and the Department of Justice, Equality and Law Reform
- Cox, T. (1993). *Cultural Diversity in Organisations: Theory, Research and Practice*, Berrett-Koehler Publishers, San Francisco.
- CSA. (2007). Central Statistical Agency, Population and Housing Census, Ethiopia
- Dagnachew, B., Wakenè. (2011). *The Role of Disability Rights Movements in the Ethiopian Development Agenda*, Stellenbosch University

- De Cenzo, D.A. & Robbins, S.P.(1994). *Human Resource Management: Concepts and Practices*. New York: John Wiley
- Dianna, L. Stone and Adrienne, Colella. (1996). Model of Factors Affecting the Treatment of Disabled Individuals in Organizations Author(s): The Academy of Management Review, Vol. 21, No. 2, pp. 352-401
- Dixon, Karen, Douglas Kruse, and Carl Van Horn. (2003). *Restricted Access: A Survey of Employers about People with Disabilities and Lowering Barriers to Work*. New York.
- ENDAN. (2010). Study on: Opportunities and Services for Persons with Disabilities in Addis Ababa, Addis Ababa.
- Erasmus B., Swanepoel B., Schenk, H, Van der Westhuizen, E & Wessels JS. (2005). *South African human resource management for the public sector*, Cape Town: Juta.
- Foster, C. (2002). Actions speak louder than words at Yorkshire Electricity. *Equal Opportunities Review*, 106, 11-7.
- Frances, Hannon. (2006). Literature review on Attitudes towards disability, Ireland
- Gerber, PD, Nel S & Van Dyk, PS. (1992). *Human resource management*, Halfway House: Southern Books.
- Gladden, E.N. (1964). *Essentials of public administration*, London: Staples Press.
- Hall, H. (2002). Why it is good to employ people with disabilities. *Spinal Network News*, 5(4), 6-7.
- Hanekom, S.X. and Thornhill C. (1986). *The functions of the public administrator*, Durban: Butterworths.

- Henderson, G. (1994). *Cultural Diversity in the Workplace: Issues and Strategies*,
London: Quorum Books
- ILO .(2010). Disability in the Workplace: Company Practices Working Paper No 3
- ILO. (1992). New Technologies and the Employment of Disabled Persons: Switzerland.
- ILO. (2002). *Managing disability in the workplace*. Geneva, International Labour
Office.
- ILO. (2004). Ethiopia country profile, Employment of people with disabilities: The
impact of legislation (East Africa), p. 3.
- ILO. (2009). Inclusion of People with Disabilities in Ethiopia: Country Profile,
Ethiopia, Fact Sheet.
- Ingrid, Lewis. (2009). Education for Disabled people in Ethiopia and Rwanda:
Background paper prepared for the Education for All Global Monitoring Report
2010.
- Ivancevich, JM. (1992). *Human resource management: foundations of personnel*, 5th
edition. London: Irwin.
- Jackson, C.J., Furnham, A. and Willen, K. (2000). Employer willingness to comply
with the Disability Discrimination Act regarding staff selection in the UK,
Journal of Occupational and Organisational Psychology, **73**, 119-129
- Jacqueline, Kweka. (2010). Employment of Persons with Disabilities in Dares Salaam,
Tanzania: An Assessment of the Proportion of Persons with Disabilities in the
Workplace
- Kitchin, R., Shirlow, P., and Shuttleworth, I. (1998). On the Margins: disabled people's
experience in Donegal, West Ireland, *Disability and Society*

- Klinger, Mary. (1996). *Employer-sponsored Tuition Assistance Programs Serving People with Disabilities*, Unpublished doctoral dissertation, Cincinnati, OH: The Union Institute.
- Kruse, Douglas, and Lisa Schur. (2003). *Employment of People with Disabilities Following the ADA*: *Industrial Relations*, 42, 31–66.
- Linley, P.A., Harrington, S. and Hill, J.R.W. (2005). Selection and Development: A new perspective on some old problems, *Selection and Development Review*
- Lisa Schur, Todd Shields and Kay Schriener. (2003). *Can I Make a Difference?* Efficacy, Employment, and Disability, *Political Psychology*, Vol. 24, No. 1 pp. 119-149
Published by: International Society of Political Psychology)
- Lorbiecki, A. (2001). *Openings and Burdens for Women and Minority Ethnicity* Being Diversity Vanguard in Britain, paper presented at the Rethinking Gender, Work and Organization Conference, 27-29th June 2001, Keele University
- Nagler, M. (1990). *Perspectives on Disability*: Canada.
- National Employment Policy and Strategy. (November 2009). Addis Ababa, Ethiopia
- New York Makes Work Pay. (2009). New York State Disability and Employment Status Report: (at //www.ilr.cornell.edu/nyimakay/m-resources.cfm.)
- Pfiffener, J M. (1960). *Administrative organization*, New Jersey: Prentice-Hall
- Quinetta M. Roberson, Christopher J. Collins and Shaul Oreg. (2005). *The Effects of Recruitment Message Specificity on Applicant Attraction to Organizations*, *Journal of Business and Psychology*, Vol. 19, No. 3 (Spring, 2005), pp. 319-339
Published by: Springer.

- Report on Progress towards Implementation of the UN Declaration of Commitment on HIV/AIDS. (March 2010). Federal Democratic Republic of Ethiopia, Federal HIV/AIDS Prevention and Control Office, Addis Ababa
- Robert L. Metts. (2000). Disability issues, trends and recommendations for the World Bank.
- Robert Silverstein, J.D. Powers, Pyles, Sutter, & Verville. (2010). Affirmative Action for People with Disabilities and Disabled Veterans, Washington, DC
- SART Consult. (2011). Psychosocial Needs Assessment of Persons with Disabilities Living with HIV in Addis Ababa, Ethiopia
- Schein, E. H. (1990). Organizational climate, *American Psychologist*
- Shafritz, JM. (2004). *The dictionary of public policy and administration*. Colorado: Westview
- Smith, D. (1998). Business case for diversity: *Monash Mt Eliza Business Review*, November, pp.72-79.
- Stapleton, David C., and Richard Burkhauser. (2003). *The Decline in the Employment of People with Disabilities: A Policy Puzzle*. Kalamazoo, MI: W.E. Upjohn Institute for Employment Research.
- State Services Commission. (2002). *Moving Forward: EEO for people with disabilities in the public service: A practical guide*. Wellington, State Services Commission.
- Steger and Erwee. (2001). *Managing Diversity in the public sector*: International Journal of Organizational Behavior, Volume 4, No. 1.
- Swanepoel B., Erasmus B., Van Wyk. M & Schenk, H. (2003). *South African human resource management: theory and practice*. Cape Town: Juta.

- Tabisa, Caga. (2011). *Factors Affecting People with Disabilities in the Employment Sector*, Nelson Mandela metropolitan university, South Africa
- Tirussew Tefera. (1993). *Problems and Prospects of Persons with Disabilities in Ethiopia*: Ethiopian Journal of development Research, vol.15, No. 1.
- Van der Westhuizen, EJ. (2005). *Managing people in the twenty-first century: integrative public human resources in Sub-Saharan Africa*. *Politeia* 24(2):118–120.
- Vic Finkelstein. (2001). *Diversity and the ADA: Attitudes and Disabled People*, Cornell University, London.
- Vic, Finkelstein. (1980). Attitudes and Disabled People, London: Disability and the Characteristics of Employment, Monthly Labor Review, May, 20-31.
- Wehman, P. (1998). Work, unemployment and disability: Meeting the challenges. . *Journal of Vocational Rehabilitation*, 11, 1-3.
- Wolf, J. (1998). A Case Study in Diversity: Mobil Oil Australia, *Monash Mt Eliza Business Review*, November, pp.80-81.
- Yamane, Taro. (1967). *Statistics, An Introductory Analysis*, 2nd Ed., New York: Harper and Row.
- Yeo, R. (2001). *Chronic Poverty and Disability*, Chronic Poverty Research Centre, Institute for Development Policy and Management, Manchester, p 4

Appendixes

Appendix A: Questionnaire distributed to HRD workers

Addis Ababa University

School of Business and Public Administration

Graduate Program (MBA in Management)

Organizations are looking for qualified and competent employees who can contribute better to the success. Though this is true, different Organizations show different level of effort towards attracting pool of talented individuals. In addition to this the issue of diversity is given less attention, especially recruiting of Persons with Disability. There are many hindrances that contribute to less employment opportunity of person with disability. **Therefore this questionnaire is prepared to collect information about recruitment practice of organizations and person with disability.** More specifically, to gather data about the problems person with disability faces while applying for a job. These include discrimination during recruitment activities, affirmative action needed, policy issues etc.

The questionnaire contains different items of which some are open-ended and others are close-ended. You are requested to reply according to the items presented. There is *NO RIGHT OR WRONG ANSWER*, simply answer the questions based on your current knowledge and/or experience. You are kindly requested to give your honest opinion on each one of the items. The information from respondents will be kept confidential and will not affect any body in any way.

So, please answer all the questions frankly and honestly.

Your frank and sincere responses will be highly appreciated and are the guarantee for the research quality.

Thank you in advance!

Name of the researcher: Tolera Asfaw

E-mail: toliinaa@yahoo.com

Mobile Phone No. 09 21 19 89 72

Questionnaire Prepared for Human Resource Workers Involving in Recruitment Activities

1. Identification

1.1 Type of Organization Government Non-government
/private/

4.2.	Professional conferences			
5. Internal Resources				
5.1.	Employee referrals			
5.2.	Company's web site			
5.3.	Internal job postings			
5.4.	Walk-ins, unsolicited resumes			
6. Other				

4 Recruitment policies

3.1. Do you know the right to employment of person with disability proclamation No. 568/2008? Yes No

3.3. If your answer is **No**, why?

- The absence of training
- Employee reluctance to know
- Poor government enforcement
- Top management reluctance

If any other please specify,

3.4. If your answer is **Yes** for question no 3.1, how do you evaluate the policy?

- Difficult to practice
- Lack major issues
- Needs Modification
- Is excellent policy

If any other, specify

3.5. Please indicate by circling the extent to which you agree or disagree with the following statements. Do you (1) strongly disagree; (2) disagree; (3) uncertain; (4) agree; or (5) strongly agree?

- a. Human resource department has enough capacity to discharge recruitment activity.

1	2	3	4	5
---	---	---	---	---

- b. The human resource department has clear internal policies and procedures on recruitment.

1	2	3	4	5
---	---	---	---	---
- c. The department adheres to policies and Procedures.

1	2	3	4	5
---	---	---	---	---
- d. The recruitment policy value diversity

1	2	3	4	5
---	---	---	---	---
- e. The policy includes the recruitment of Person With Disability.

1	2	3	4	5
---	---	---	---	---
- f. The recruitment process is monitored to ensure fairness and transparency.

1	2	3	4	5
---	---	---	---	---
- g. There is no gap between the practice and the policy

1	2	3	4	5
---	---	---	---	---

5 Recruitment Practice

4.1. Do you think qualified Persons with Disability can perform a job in your organization? Yes No

4.2. If your answer is No, Why?

- They are not competent
 They are not physically capable
 Job design does not permit
 Policy is not inclusive

If any other, specify _____

4.4. In your opinion, is your organization capable of attracting qualified Person with Disability? Yes No

4.5. Do you think person with disabilities have been given adequate representation in your organization? Yes No

4.6. What percentage person with disability represent in your organization?

- Less than 0.5% 0.5 to 1.5%
 1.5 to 3% more than 3%

If you can put exact percentage

4.7. Show the existence of the following in your organization for person with disability?

Working equipments (E.g. computers with software)	<input type="checkbox"/> Exists	<input type="checkbox"/> Do not exists
Comfortable seating (chairs and tables)	<input type="checkbox"/> Exists	<input type="checkbox"/> Do not exists
Commitment to hire someone who help them in case they need support?	<input type="checkbox"/> Exists	<input type="checkbox"/> Do not exists
Good toilet is available	<input type="checkbox"/> Exists	<input type="checkbox"/> Do not exists
Positive attitude towards person With disability	<input type="checkbox"/> Exists	<input type="checkbox"/> Do not exists
Accessible building	<input type="checkbox"/> Exists	<input type="checkbox"/> Do not Exist
If any other, specify _____		

6 Problems during recruitment of person with disability

6.2 Have you observed any activity that discriminate Persons with Disability during recruitment process?

Yes No

5.2. If your answer is 'Yes', which areas most discriminate PwDs from application? (You can tick more than one)

- | | |
|---|--|
| <input type="checkbox"/> Advertisement of job | <input type="checkbox"/> Job specification |
| <input type="checkbox"/> Job requisition | |
| <input type="checkbox"/> Work environment | |
| <input type="checkbox"/> Recruitment polic | |

7 Advertisement

a. Do you think advertisement your organization reach the entire pool of applicants especially qualified Person with some form of Disabilities?

Yes No

b. Does the advertisement for a post specify the following? Use SA=Strongly Agree, A=agree, DA=disagree, SD=strongly disagree.

SA	A	DA	SD

The inherent requirements of Job title Criteria to be used for the job selection

c. Does advertisement involve the following in your organization?

No.	SA	A	DA	SD
1. Advertisement identify the key activities				
2. Advertisement address the skill and knowledge required				
3. Advertisement is accessible to PwDs				
4. Advertisement includes the note that motivates Person with disability "Person with disabilities are encouraged"				

d. Does the advertisement run by your organization reach people with the following disability type?

No.	SA	A	DA	SD
1. Blind				
2. Deaf				
3. Deaf-blind				
4. Physical Handicap				

8 Affirmative Action

a. Do you know what affirmative action is?

Yes No

b. If your answer is 'Yes', for the above question, do you think there is affirmative action program for recruitment of Persons with Disability in your organization?

Yes No

c. If your answer for the question **above, 'a'**, is 'No' why? (**You can tick more than once.**)

Less government enforcement to know

No policy for affirmative action for person with disability in the organization

Top manager's reluctance in briefing

Less commitment by organization to disability issues

If any other, specify _____

d. If your answer for the question **above is, 'b'**, 'Yes'. What are the affirmative actions you observed?

Flexibility of working time

Flexibility of working location

Opportunity to work from home

Differential selection criteria

If any other

9 General questions

a. How do you rate the total recruitment practice of your organization towards person with disability?

Poor

Good

Excellent

b. In your opinion, what are the factors that contribute to less recruitment opportunity of person with disability? (**you can answer more than one**)

Lack of skill by person with disability

Failure to disseminate information in accessible format

Social barrier

I cannot do idea of person with disability although they have required skill

If any other, specify

c. Is there any other problems your organization encounters during recruitment practice? _____

d. What are additional problems you observed during recruiting Person with Disability other than above discussed?

e. Give your general suggestion to solve the problems in the recruitment activity of your organization.

Thank you for participating in the research!

Appendix B: Questionnaire distributed to DPO's

Addis Ababa University

School of Business and Public Administration

MBA Program

To be filled by People Disability organization (DPOs) /Activists/ Representatives.

Organizations are looking for qualified and competent employees who can contribute better to their success. Though this is true, different Organizations show different level of effort towards attracting pool of talented individuals. On the other hand the issue of diversity gave less attention to especially recruiting of Persons with Disability. There are many hindrances that contribute to less employment opportunity of person with disability. **Therefore this questionnaire is prepared to collect information about recruitment practice of organizations and person with disability.** More specifically, to gather data about the problems person with disability faces while applying for a job.

These include discrimination during recruitment activities, affirmative action needed, policy issues etc.

The questionnaire contains different items of which some are open-ended and others are close-ended. You are requested to reply according to the items presented. There is *NO RIGHT OR WRONG ANSWER*, simply answer the questions based on your current knowledge and/or experience. You are kindly requested to give your honest opinion on each one of the items. The information from respondents will be kept confidential and will not affect any body in any way.

So, please answer all the questions frankly and honestly.

Your frank and sincere responses will be highly appreciated and are the guarantee for the research quality.

Thank you in advance!

Name of the researcher: Tolera Asfaw

E-mail: toliinaa@yahoo.com

Mobile Phone No. 09 21 19 89 72

1. Identification

1.1. Type of organization Government Non-government

1.2. Department _____

1.3. Position _____

2. Recruitment problem

2.1. Do you think disability affects the employment opportunity of person with disability? Yes No

2.2. Do you think organizations discriminate person with disability during employment?
 Yes No

2.3. If your answer for the question above is yes, what are the reasons? (you can give **more than one answer**)

Organizations do not consider that they are capable

They focus on their disability than skill and knowledge

Problems of the organizations to fulfill resource required for person with disabilities to work.

Person with disabilities are not competent

If any other

2.4. If your answer for the question is **No**, why? How?

2.5. Which area do you think mostly discriminate person with disability while applying for a job?

- Advertisement
- Job requisition
- Job specification
- Work environment
- Recruitment policy of organizations

3. Promotion activity (Advertisement of posts)

3.1. Do you think organizations use advertisement that reach person with different disability type?

- Yes No

3.2. If your answer is **No** which disability types are mostly unreachable?

- Blind
- Deaf
- Deaf Blind
- Physical Handicap
- Other

3.3. If your answer is **Yes** how they reach?

4. Work environment

4.1. Do you think most organizations have the required work environment that gives opportunity for person with disability to be hired?

- Yes No

4.2. If your answer for the question is **No** why? (you can tick more than one)

- Organizations reluctance
- Awareness problem
- Policy gap
- Less Government follow-up
- Lack of commitment

If any other _____

4.3. If your answer for the above question is again **No** what resources and infrastructures are not available in most of the organizations? (**you can tick more than one**)

- Accessible building
- Accessible road
- Comfortable chairs and Tables
- Good toilet
- Transportation service
- Computers with software
- If any other

5. Affirmative action

5.1. Do you think affirmative action is necessary to attract pool of talented person with disability?

- Yes No

5.2. If your answer is **No** why?

5.3. Do you think organizations understand the importance of affirmative action in attracting talented pool of person with disabilities?

- Yes No

5.4. If your answer is No how they perceived affirmative action?

5.5. In your opinion what is the role of affirmative action in attracting qualified pool of person with disability?

6. General questions

6.1. Is the policy and procedures currently existing support the recruitment of person with some form of disability?

Yes No

6.2. How do you rate the current role of government in alleviating discrimination in recruitment activity?

High

Medium

Low

If there is anything you want to add

6.3. In your opinion, what are the factors that contribute to less recruitment opportunity of person with disability? **(you can answer more than one)**

Lack of skill by person with disability

Failure to disseminate information in accessible format

Social barrier

If any other, specify

6.4. Is your organization find job for qualified person with disability?

Yes

No

6.5. If your answer is No, why?

6.6. Is there any other problems related to the recruitment (attracting talented person with disability) activity of person with disability other than above seen?

6.7. What is your suggestion to improve recruitment practice of organizations so that they will be able to attract pool of talents especially person with disability.

Thank you for participating in the study!

Appendix C: Interview guide for PwDs

1. Address

Name _____ Tel. No _____

E-mail _____ Qualification _____

2. Do you know the right to employment of person with disability proclamation No. 568/2008?
 - Do you think that it is enough for employment of person with disability?
 - Do organizations are operating according to the proclamation?
 - What has to be done on the policy to strengthen the practice of recruiting person with disability?
3. How do you understand the recruitment strategies used by organization? Is it accessible to person with disability? How do you understand promotion of post in terms of accessibility to different kinds of disability?
4. How do you see the recruitment practice of most of organizations?
5. Are there hindrances the qualified person with disability faces during applying for a job? If yes what are the hindrances qualified person with disability?
 - Do you think that there are discriminatory act by organization during recruitment activity? What are these discriminatory acts? Would you explain?
 - In your opinion, is the work site / place barrier - free and disabled - friendly?
 - Do you think that organizations provide necessary infrastructure and work equipments to person with disability?
 - How do you evaluate most organization's job description and job specification?
 - What hindrances, in your case, you faced in getting the job?
6. Do you think that affirmative action is needed to recruit person with disability? Have you observe any affirmative action programs by organizations? What kinds of affirmative action programs you expect organizations should have?

7. How do you rate the current organizations status in employing person with disability?
8. What is the government role in employment of person with disability?
9. What is the organizations role in employment of person with disability?
10. Give your general comment and recommendation in attracting qualified person with disability to job?

Thank you for participating in the study!