



**Addis Ababa University**

**College of Education and Behavioural Studies**

**Department of Special Needs Education**

**Employers' Hiring Attitude, Hiring Practice and Post-Employment Experiences  
Regarding Persons with Disabilities in Addis Ababa: Government and Private  
Sectors in Focus.**

**A Doctoral Dissertation**

**By**

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**June, 2016**

**Addis Ababa**

Employers' Hiring Attitude, Hiring Practice and Post Employment Experiences  
Regarding Persons with Disabilities in Addis Ababa: Government and Private Sectors in Focus.

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A dissertation submitted to the School of Graduate Studies, Addis Ababa University, in Partial  
Fulfillment of the Requirements for Degree of  
Doctor of Philosophy in Special Needs Education

Department of Special Needs Education  
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June, 2016

## Declaration

I, Gezahegne Beyene, hereby declare that the dissertation entitled: *'Employers' Hiring Attitude, Hiring Practice and Post Employment Experiences Regarding Persons with Disabilities in Addis Ababa: Government and Private Sectors in Focus* is the output of the original research work that I have carried out towards a partial fulfilment of the requirement of the degree of Doctor of Philosophy in Special Needs Education. I further declare that all the materials used to complete this work have been duly acknowledged.

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This is to certify that the dissertation prepared by Gezahegne Beyene, entitled: Employers' hiring attitude, hiring practice and post employment experiences regarding persons with disabilities: government and private sectors in focus and submitted in partial fulfillment of the requirements for the Degree of Doctor of Philosophy (Special Needs Education) complies with regulation of the university and meets the accepted standards with to originality and quality.

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**Addis Ababa, Ethiopia**

**June, 2016**

# **Employers' Hiring Attitude, Hiring Practice and Post-Employment Experiences Regarding**

## **Persons with Disabilities: Government and Private Sectors in Focus.**

**Gezahegne Beyene**

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### *Abstract*

*This study is undertaken to study employers' hiring attitude, hiring practice and experiences regarding persons with disabilities (PWDs). The study utilized a mixed methods research approach to gather information. Hence, the study used a cross-sectional structured survey research design and a case study approach to expand the breadth and range of the study. A sample of 183 government and private sector employers were given a questionnaire on the attitude and hiring practice of PWDs. The attitude expressed by employers about employing PWDs and their hiring practice were measured by the instruments adopted and modified for this study, 'employers' attitude and hiring practice scale'. In analyzing the quantitative data frequencies, percentages, mean, t-test, ANOVA, correlation and multiple regressions were as appropriate. The qualitative descriptive research approach aimed to explore the employers post-employment experiences of PWDs, interview was conducted with five employers selected purposefully. This qualitative data was transcribed and analyzed thematically as part of an in-depth data analysis process. The results of the study revealed a favorable attitude towards employing PWDs among many employers. It was, however, in total contrast to actual hiring practice by employers in positions vacant in their respective organizations. Paradoxically, positive employers' attitude did not result in higher employment practice ascertaining employers did not transfer their positive attitude to their actual hiring practice. Findings from the qualitative data also revealed that employers experienced both positive and negative experiences and the nature of these experiences influenced the employers in particular ways. Employers dominantly expressed their experiences working with PWDs as a positive and enriching; PWDs were described as committed, punctual, hard working and concentrating on tasks. Although many employers had expressed positive experiences, post employment barriers of PWDs in the work place didn't seem to be minimal. These barriers include: lack of reasonable accommodations, inaccessibility of work places, gaps between state policy and practices, and lack of disability sensitive organizational policy. Over all, the educative finding of this research is that problems employers have regarding PWDs is not attitudinal rather practicability problems. Recommendations are also made for future actions and researches.*

## **ACRONYM**

AACA	Addis Ababa City Administration
ADA	Americans with Disability Act
BOLSA	Bureau of Labor and Social Affairs
CAB	Cognitive, Affective Behavioral Tendency
CVI	Content Validity Index
EFPD	Ethiopian Federation of Persons with Disabilities
EWDs	Employee with Disabilities
HR	Human Resource
HRO	Human Resource Office
MoE	Ministry of Education
MoJ	Ministry of Justice

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# CHAPTER ONE

## 1. Introduction

### 1.1 Background

An enlightened society is one in which an obvious effort is made in order to get people with diverse backgrounds in the labor market toward the society's goals. Although this is a difficult task, some societies have made and continue to make conscious efforts aimed at attain this purpose from changing the existing adverse attitude to endorsing of laws prohibiting discrimination (ILO, 2004).

In the past, however, persons with disabilities (PWDs) have been among the most economically poor, politically marginalized, and invisible members of their societies worldwide while this group represents approximately 10% of the world's population, or more than 650 million people, of whom 470 million are at working age (ILO, 2007).

Dependable data on the employment rate of PWDs worldwide is not easy to come by; available data indicate PWDs have poorer employment rate outcomes than people without disabilities (IDRM, as cited in Gottlib, Myhill & Blanck, 2011). In developing countries, 80 - 90% of PWDs of working age are unemployed. In industrialized countries, the situation is slightly better (Zarocostas. 2005). The same source indicates that individuals of working age with disabilities are still unemployed at a rate between 50% and 70%, at least twice the rate of those without disabilities.

According to the Ethiopian Census CSA (1998), there were 1.8% PWDs in Ethiopia. However, it was acknowledged that this figure underestimates the total number of PWDs. For instance, Tirussew, Savolainen, Agedew, and Daniel (1995) baseline survey, 2.95%; UNICEF (2006) review of studies, 7 - 10 % and JICA (2002) Survey, 7.6%; WHO, 10% were all cited in the same review of UNICEF (2006). In the studies, locomotors disabilities account for the most common form of disability.

A survey on disability in Ethiopia, Tirussew et al. (1995) also depicted that 60% of PWDs in Ethiopia were unemployed of whom two-thirds were self-employed in rural areas in occupations such as agriculture, animal husbandry or forest activities. None of the PWDs surveyed were reported to be employed in administration or management positions. The urban unemployment rate was 22% and that the unemployment rate highest was in Addis Ababa City Administration 31.2% (CSA, 1998). Generally, persons with disabilities are prevalent in both developed and developing countries. And it is generally accepted in the disability statistics that PWDs are much less likely to be employed than the rest of the population because of lack of education, vocational skills, and stereotypical attitudes which seriously undermine their employability.

The employment and employability of PWDs remains an important factor in the lives of many individuals with disability and it could be argued that the barriers faced in accessing employment are a reflection of society's attitude towards PWDs as equal citizens (Unger, 2002). For example, Barnes (2000) point out that public misunderstanding about the capacity of PWDs and negative attitude toward them presents major barriers to access employment opportunities even when they are skillful and are capable of performing the jobs assigned.

In his research, Kassahun (2000) supported the idea that low employment of PWDs in Ethiopia centers in the discouraging attitude of the society. He suggested that Ethiopians are known for their sympathy for PWDs, which has never proved to bring about an overall independence of for the PWDs rather caused undesirable dependency and helplessness. So, the most important challenge recognized by people with disability in the process of getting employment in Ethiopia is the embracing reluctance of the employers to hire a candidate with disability. Accordingly, it is not unusual to be disqualified when an employing agency or organization discover that the applicant has a certain disability regardless of the eligibility for the job (Tirussew, 2005).

Several researchers, like Blanck (1998), King (1993) and Smith (1992) have identified employers of PWDs as a significant factor in determining unemployment rate of persons with disabilities. Employers are hesitant to take on employees with disabilities because they believe that PWDs create problems in the work place. They are frequently not considered as potential members of the workforce. In reality, however, most of the negative perceptions regarding persons with disabilities are unfounded as they are not the result of real experiences. Research has shown that persons with disabilities possess and display talent, vigor, and determination to succeed in any activity despite all the difficulties faced, and if they are given the opportunity, they can be valuable contributors to work productivity (Sharma, Singh & Kutty; Barnes, Faridah; Mottl, 2001 as cited in Ta, Wah & Leng, 2011).

Perception, fear, myth, prejudice and discrimination however, continue to limit understanding and acceptance of disability in work places everywhere (Ramakrishnan, 2006). PWDs suffer high unemployment rates, confronted with prejudice regarding their productivity and are often

excluded from the labor market. In her study, Etenesh (2002) for example, elucidate how adverse attitudinal environment makes the life of PWD difficult, especially when the attitudinal problems are somewhat linked with decisive persons like managers, employers, recruiters and directors. Hence, the real obstacle lies with employers' attitude and these people remain to play a critical role in taking in hand the high unemployment rate experienced by persons with disability.

Ramakrishnan (2006) said, to offset biases against PWDs, employers should look at the potential employees' skills rather than their disabilities and their real experience rather than their conjectures, as it was clear from many findings that experiences with PWDs undoubtedly in many cases had shaped employer attitudes and hiring practices. Furthermore, from a critical disability rights perspective, such efforts (seen skills, capacities and experiences rather than disabilities) require fundamental shifts in thinking, in the adoption of a social model of disability and in challenging the concept of disability as a burden, which reinforces notions of dependency rather than citizenship (Oliver, 1990).

To tackle problems associated with PWDs, attempts have been made at defining the rights of persons with disabilities in relation to employment of PWDs (Mindahun, 2006). These attempts culminated in the passage of national laws and policies of PWDs which aims to protect and promote the rights of persons with disabilities to appropriate training, employment opportunities and to prevent any workplace discrimination. For example, the latest "Right to Employment of Persons with Disability" FDRE (2008) in Ethiopia sets out to tackle society's deeply rooted negative perceptions about PWDs. It seeks to make sure equal opportunities in employment,



recruitment and participation in training programs, implying that there were certain jobs that people with disability could manage. It also requires employers to make reasonable accommodation by providing appropriate working and training conditions and materials for persons with disability.

Despite improved employment laws and policies designed to address employment discrimination and provide for workplace accommodations for qualified workers with disabilities, the employment rate of PWDs have not shown a significant decrease, as examination of the employment statistics for PWDs show across time (ILO, 2004). Thus, people with disabilities continue to experience common patterns of discriminating practices. They suffer high unemployment rates, are confronted with prejudices regarding their productivity and are often excluded from the labor market. They continue to face discrimination at the recruitment and hiring stages (Mindahun, 2006). For example, a survey earned out shows that less than two percent of those having mentioned their disability in their CV were called for an interview (ILO, 2006). That is why concern has been continued to be expressed by organizations of and for PWDs that legislation alone has not yet had a significant impact on improving the unemployment rate of persons with disabilities. In a nut shell, many of the difficulties of PWDs were often traced to the negative attitudes and poor hiring practices of employers toward PWDs, lack of experiences of employers, Lack of knowledge by employers about disability issues, reluctant to responsibility to accommodate PWDs in the workplaces, inability to set up a structured recruitment program and make resources available to PWDs (Kregel Unger, 1993 & Ramakrishnan, 2006).

Gilbride et al. (2003) particularly conducted a qualitative research to spot employers experiences of working with employee with disabilities (EWDs), where he found that employers who had worked with people with disabilities in the past were more open to hiring and integrating PWDs into the workforce. These employers, who participated in focus group discussion, argue their positive experiences regarding contribution of EWDs to the workplace and discuss the challenges EWDs brought to the work places.

A further important influence on employment of PWDs is a lack of general awareness to the contribution of work diversity by the employers in the work force. Respecting difference in disabled and non-disabled is an aspect of managing diversity that has been adopted by business that promotes equal opportunity, availability of competent employees (Smith, 2002). It is a proactive approach to avoid discrimination enhancing at the same time organizational performance and competence. Valuing diversity has also been considered attractive strategy in promoting non-discriminatory practice in organizations and move towards reasonable recruitment and integration of PWDs in die workforce (Smith, 2002). Thus recruitment and hiring practices of employers should play an overarching role in attracting and contributing to the diversification at work place (Goldstone & Meager, 2002). Moreover to be competitive and effective, employers need to ensure they recruit the best person for the job and then retain and possibility to develop them. If people are excluded from the job market for reasons that do not relate to their ability to do the job, workplaces will inevitably fail to benefit from skills, talent and energy (EEO Trust, 2005).

In general, people with disabilities suffer from high unemployment rates, are confronted with prejudices, lack of knowledge, lack of experience, and discerning practices regarding their productivity and are often excluded from the labor market despite the fact that they are significant as anybody else (Smith, 2002 & Gilbride et al. 2003).

On the other side of the coin, however, researches like Loo (2004) are coming out to witness the situation of employment has significantly been changing in favor of PWDs. Global political, economical, social and technological conditions led countries to address employment issues of disability (EEO Trust, 2005). In line with the policy developments that have taken place internationally, training and employment opportunities for PWDs have changed at national level in recent years reflecting a strong, growing movement towards promoting the inclusion of disabled persons in all sectors of society where the right to employment proclamation taken as a case in point (Kassahun, 2000).

Some positive behaviors have also begun to be reflected among employers, in terms of attitudes and hiring practices. Deal (2006) found in his doctoral research that attitude of employers fell within the positive threshold of the scale, reflecting a positive attitude towards disability. Specifically, behavioral intent to hire has been improved as a result of experience and exposure to employee with disabilities. For illustration, the research from Unger (2002) showed that employers who had previous experience working with employee with disabilities were more willing to hire PWDs and had better recruiting practices. Still many were enthusiastic and relayed that the benefits had outweighed the challenges.

In any case, this study remains important to observe the reality on the ground in Ethiopian context whether there are hiring attitudinal and practice problems regarding PWDs or positive changes geared toward PWDs.

## **1.2 Statement of the Problem**

Examination of literature in Ethiopia on disability employment related issues including Mindahun (2006), Shimels (2011), Tolera (2012) and Etensh (2002) showed that research on employers' attitude, hiring practice and experiences were largely absent. For the most part, including the above studies, disability employment issues have been studied from PWDs perspective. A number of research in Ethiopia, like Etensh (2002) and Shimels (2011) were trying to study problems of PWDs from the perspective of the disabled themselves, which exhibits limitation of perspective i.e. from the supply side only. These raise an important subject that employment of PWDs should also be investigated from the employers' standpoint (demand side) of the equation, which is currently impacting PWDs unemployment rate in the country resulting from negative attitude and poor hiring practices.

Majority of the studies referenced in this paper related to employers' hiring attitudes, hiring practices and experience of PWDs were conducted in the western world where the influence towards PWDs is less momentous, but in a country like Ethiopia challenged by unfavorable societal attitude, adverse working environment, less accommodative recruitment practices, high rate of unemployment and poverty (ILO, 2004) make the intended study more urgent and relevant as there are only few or no scientific studies in the realm. Even the available western literature that includes Blank (1998), King (1993), Hernandez et al. (2000), and Ramarkrishan

(2006) showed noticeable inconsistencies in results of their research indicating the intended study should go to ratification of the situation in Ethiopian context. For example, majority studies like Geist and Calzaretta (1982) claims negative attitude of employers while others like Hernandez et al. (2000) declare positive employers attitudes. Still, some researchers like Ozawa et al. (2006) and Smith (2002) say that employers' stated intentions towards hiring persons with disability did not match their hiring practices while others say there is complement between the two.

One area that remains steady among all data sources, when looking at employers' employment was that prior contacts, familiarities and previous experiences with PWDs influence positively the willingness to employ PWDs. It is also unclear in many studies to what extent employers' attitudes and practices stem from their personal experience with EWDs in the work places. So it is also of critically important that experience of employers regarding EWDs is researched in depth.

Disability mostly goes hand in hand with discrimination and denial of equal opportunities in employment (Mindahun, 2006). Because of simple reasons like: lack of access to building or transportation, or inability to communicate the job vacancy in accessible format, inclusion of non- value adding activities in job description and job specification often excluded PWDs from participating in the workforce (ILO, 1998). These treatments that PWDs receive have direct relation with employers' attitude and hiring practice which is another reason calls for further inquiry on the area. Moreover, the same source explained that many employers don't realize that people with disabilities represent a diverse untapped labor pool with a wide range of

backgrounds and experience, capable of meeting or exceeding performance standards. Yet again, various researches in Ethiopia address the issues of diversity in terms of gender, ethnicity, minority and culture but do not duplicate the issues of diversity to disability (Mindahun, 2006). This raises the need to study the issue in the current research.

Given the above mentioned scenario and the stated lack of local scientific literature and research, the researcher deems it necessary to undertake this study and document it in order to put on knowledge and understanding in the area. Hence, the study aims at exploring of the hiring attitude towards PWDs, hiring practice and experiences of employers of PWDs and identifying characteristics and variables that might affect employers hiring attitude and practice.

### **1.3 Research Questions**

An important initial step in any research is the careful construction of the research questions (Best and Kahn 2006). Both quantitative and qualitative questions were asked to investigate employers' attitude, hiring practice and experiences of PWDs. Hence, the following are research questions for each category in this dissertation.

#### **Strand I: Quantitative Research Questions**

The following research questions are the focus of this empirical study comprises two major dependent variables, explicitly employers' attitude and hiring practice of PWDs. There were six research questions that directed the instrument construction and data analysis:

- (1) What are employers' attitudes towards employing PWDs?
- (2) What are the current employers' hiring practices of PWDs?
- (3) What is the relationship between selected demographic variables and employers' attitude; and hiring practices regarding PWDs?
- (4) Is there a correlation between employers' attitude and hiring practice regarding PWDs?
- (5) Are there correlations among employers' cognitive, affective and behavioral components of attitude?
- (6) What are the predictors of attitude and hiring practice regarding PWDs?

## **Strand II: Qualitative Research Questions**

The study also consisted of interviewing key employers who are supposed to have experiences regarding EWDs in the work places. This qualitative study calls for independent inquiry of employers' experiences regarding EWDs and subsequent issues related to it.

From a thorough literature review and a study of methodological strategies, the following research questions emerged for the interview:

- (1) How do employers describe their experiences regarding PWDs in the workplace?
- (2) How do employers describe integration barriers of PWDs in the workplaces?

#### **1.4 Significance of the Study**

The significance of this study is multifaceted. Hence, employers hiring attitude hiring practice and experiences regarding PWDs have been found worth investigating for the following grounds. First, the available disability employment literature in Ethiopia considers employment from the employee's perspective underpinning the life experience of PWDs. Very little or nothing has been written factors external to the individual with disability, particularly from employers' point of views such as employers hiring attitude, practice and experiences. The study therefore, can be seen as one contribution in the area, where scanty information is available. Further, there are several benefits of identifying employer hiring attitude, practice and post employment experiences towards PWDs since the employers are the one who decides in hiring new staffs. Accordingly, this study would contribute to the concerned bodies in providing information on the hiring attitude, practice and experiences of employers in relation to employment of PWDs in Ethiopia.

In a nut shell, this research highlights that research on the supply side (from PWDs side) must be complemented by research that focuses on the demand side (from employers side) in order to obtain a better understanding of employer concerns and needs and thus increase actual hiring outcomes as the demand side research has been dramatically lacking.



Second, several recent studies suggest that employers feel PWDs don't have the qualifications to perform their jobs or that the available work would be too challenging for them. Even some more research works give anecdotal evidences that PWDs are discriminated because of stereotype and prejudice of employers; despite they are eligible for the job. Accordingly, the study would provide a clearer understanding of employers' misconceptions and fears, and help the concerned bodies to identify and address employers-need, and design appropriate awareness activities to break down the misconceptions and fears in the work places. It is also hoped that the study would shade some light on the pre-employment process (recruitment, selection, and actual hiring practices) of employers and consideration of PWDs as sources of qualified candidates for their work.

Third, it is hoped that the study would contribute its share to encourage social inclusion of people with disabilities through the process of employment which provide several benefits such as societal profits along with positive effects for the individual.

Fourth, outcomes of this research are intended to better provide empirical data and directions for action for government organizations, non-government organizations, private organizations, associations that work in the area of disabilities and for any program and projects development on the area of disability employment etc.

Lastly, the finding of the study could also contribute to continue research in field of employment problems of persons with disabilities in general and employment problems associated with human resource professionals in particular.

## **1.5 Operational Definitions**

### ***Disability***

Disability refers to the commonly known definition that states an individual who (a) has a physical or mental impairment that limits the individual's life activity, (b) has a record of such impairment, or (c) is regarded as having such impairment. The impairment may be visible or invisible, permanent or temporary in nature (ADA, cited in Almaz, 2011). In line with this definition, the term disability is used in this paper to imply an individual who have any visible physical (amputation, birth defect, muscular dystrophy, etc.) and sensory (blindness, deafness) disabilities which adversely impacts on social, economic or environmental participation.

### ***Attitude***

Historically, the concept of attitudes has been described in terms of evaluation, affect, cognition and behavioral predisposition as hammered out well in the review section. For instance, Oliver, M. & Spayey, B. (2006) studies identify attitude as an internally consistent relationship between the components of an individual's attitudinal system – cognition, feelings and operational tendencies and its evaluative expression. In this study, in a similar fashion, attitude refers the ideas, beliefs, feelings and behavioral tendencies an employer with hiring responsibilities has towards an individual with a disability which directly measured through a point five likert scales.

### ***Hiring practice***

Hiring practice refers to a set of activities an employer uses to attract job candidates (recruiting) through job postings, advertisements, and select candidates who respond to these measures and eventually hire those who have the abilities and outlook needed to help the organization.

### ***Experience***

According to Barnhart (1988) experience is "what happens to a person; what is seen, done, felt, or lived through". In line with the above definition, the term experience is used in this paper to entail the knowledge or exposure that employers have about the EWDs regarding their skill, ethics, and interpersonal relationship etc., expressed through their direct personal participation, observation and contact in the work place.

### ***Employers***

Employer is a generic term in this study to refer to persons who work in the government office and private sector that includes human resource managers (HRMs), core processes owners (CPO) and human resource officers (HRO) who have responsibilities in the hiring and firing decisions.

### **Accommodation:**

In this paper, accommodation refers to any modification or adjustment on job application procedure ensuring all qualified applicants have nearly the same probability of recruitment and selection. And modification of the existing materials in the work places to be readily accessible to, and usable by, individuals with disabilities to perform the essential functions of a job, or to enjoy the benefits and privileges of employment equal to those enjoyed by employees without disabilities.

### **Accessible**

A work place becomes accessible when all people with disabilities have access to it. In the case of a facility, readily usable by a particular individual which includes entrances, exits,

workstations, break areas, meeting areas, and restrooms. In the case of a program or activity, presented or provided in such a way that a particular individual can participate, with or without support; in the case of electronic resources, accessible with or without adaptive computer technology.

## **1.6 Limitations**

This study has some limitations that are important to note. First, as with any survey study, the response bias may exist due to employers preferring the more "socially desirable" answers that could lead to a more positive attitude. In fact questions exposed to socially desirable responses were pilot tested and were not used in the main- study.

Second, the study sample may not be generalized to all employers in Ethiopia, participants were limited to employers in Addis Ababa found in government and private organizations, and results may not be easily generalized to other employers of the country. Hence, the study does not attempt to draw any conclusions about all employers' in the country but limited to the hiring attitude and hiring practice of employers regarding PWDs in Addis Ababa.

.Lastly, the means by which study participants for the qualitative study were five cases selected for their long experience and much knowledge about EWDs in the work places. So the sample was not chosen as representative of the population of all employers' experiences who employed PWDs. The study had limited scope and thus the sample participants consist of only five employers.

## CHAPTER TWO

### 2. Literature Review

#### 2.1 Concept of Disability

Disability is the study of society's interactions with people with physical, sensory and/or mental impairments. It also focuses on the effects of such interactions on the capacities of PWDs to lead independent lives (Gleeson, 1999). Different traditions have each their own interpretation of disability.

Disability is often associated with various misconceptions and negative attitudes in different societies. The general view of disability is tragedy, source of shame, the result of sin and God's punishment. People with disabilities are often seen as a burden to others, to their family, to themselves, and to society (Tirussew, 2005). These views lead to the logical conclusion that the conceptualization of disability in Ethiopia can be characterized as a part of the tradition model (Tirussew, 2005).

Contemporary concepts of disability however, have broadened the traditional focus on individual impairment to one that recognizes that the effect of impairment on an individual depends not only on the underlying condition, but also on the environmental and social factors. Therefore, a person with impairment may not necessarily be disabled or handicapped by it. Alternatively, inadequate support in an environment may lead to an unnecessary handicap as a result of impairment (Albert, 2004).

Tirussew (2005) in his part indicated that the presence of a growing trend by a good segment of the population to perceive disability issue as social issue in Ethiopia. Consequently, disability can be defined as “an individual whose ability to lead an inclusive life in the community of his/her own choice is limited by the separate or concomitant impact of physical, economic, social and cultural environments and/or personal factors” (Shimels, 2011). This definition match with the present overriding doctrine of the socially constructed model which tends to emphasize the inability to perform due to the social ‘and environmental inconveniences in the society not as a result of the person’s disability which is relatable to this study that is undertaken. Disability is therefore a particular form of social oppression and focuses on the barriers which prevent people with disabilities from having equality of opportunity in, employment.

Specifically, the significant points of the current research lie on how a disability provides the prompt to establish the perception of difference and its consequence in employment. When perception of difference is established, employers categorize PWDs and attaches attributes and meaning to that individual and convert to discrimination (Jones et al. as cited in Almaz, 2011). During the past decade however, social integration of people with disabilities have improved. Now there is no doubt that disability should not be considered through a traditional model. Disability issues are therefore, a broad human rights issue and a matter of law. With this understanding it has become crucial to ensure that PWDs have equal access to education, employment and all social services in both developing and developed countries (UN, 2007).

## **2.2 Models of Disability**

There are different ways of understanding disability. The medical model, social model, charity model and right based approach are some of the understandings existed among people in addressing the needs or problems of persons with disabilities. Shapiro (1994) explained that these models are tools for defining impairment and are important because they play a significant role in determining the strategies that government and society devises to help meet the needs of people with disabilities.

Historical overview indicates that disability was originally framed by religions discourses reflecting the particular beliefs of Western Judeo-Christian society. However, as medical and scientific knowledge expanded, the doctor and scientist replaced the priest as the custodian of societal values and curing processes. A medical model developed which framed disability as an individual impairment to be ‘cured’ or contained, a goal thought best achieved by placing people with disabilities under the direction and authority of the medical profession (Oliver, 1990).

Later, in the twentieth century, there, has been a marked shift away from a ‘medical model’, which perceives disability as an individual problem to be ‘cured’ or contained, towards a ‘social model’ which focuses on the relationship between people with disabilities and their social environment, locating the required interventions within the realm of social policy and institutional practice. Nonetheless, a social model of disability has done much to challenge and critique the medical approach (Barnes, 2000).

### 2.2.1 Medical Model of Disability

Considering people with disability, and the disadvantage they experience, many people focus primarily upon PWD's impairment, seeing a person's medical condition as the main barrier they experience in their day-to-day lives (Albert, 2004). The medical model tends to believe that the curing mostly revolves around identifying the illness or disability from an in depth clinical perspective. Accordingly, there is no need to change the surrounding environment or the society. Instead, all effort should focus on changing the individual, the person with disability. In other words, as the problems are primarily a medical one, the solution tends to be cure and/or rehabilitation. Rehabilitation, in some cases, requires segregation into special institutions (Seleshi, 2010).

*.....The medical approach results, for example, in creation of a "separate track" and provision of services in segregated settings, which are often stigmatized ' by the community. This approach only furthers exclusion of persons with disabilities from society (LSN, 2007).*

Jung, as cited in Williams (2010) viewed the medical model as a limited way to understand disability and its impact on the person with the disability. She determined that the medical model of disability discriminated against and oppressed persons with disabilities because the focus of disability was on the abnormality of the body in relation to the context of what was socially defined as acceptable.



Until recently the medical model has been the basis for decision-making as most disability policy issues have been regarded as health issues. One can see the influence of the medical model in disability public policy today, most notably in the social security system, in which disability is defined as the inability to work. While the medical model may have served a social and cultural need, in the past several decades, as more activists with disabilities speak out, the norm is moving away from a medical model toward a more social model of disability. This changing conceptual framework of disability is based in part by the modification of the definition of disability from a purely medical one toward a social concept of disability (Williams, 2010).

### **2.2.2 Charity Model of Disability**

Charity model is driven largely by the emotive appeals of charity and treats PWDs as helpless victims needing care and protections and relies heavily on charity and kindness rather than justice and equality society (LSN, 2007). This model depicts PWDs as victim of circumstance and deserving of pity. Consequently, they need special services, special institutions, such as special schools or homes because they are different. People with disabilities are to be pitied and need help sympathy, charity, and welfare in order to be looked after. Sometimes people with disabilities themselves adopt these concepts, in which cases they usually feel unable and have a low sense of self-esteem (Oliver and Spayey, 2006).

According to LSN (2007) the charity model of disability leads people to believe that those with disabilities are not contributing members of society. As indicated by the same source these perceptions can cause discrimination and arouse prejudice. In addition, receiving charity is dishonoring; kindness carries with it expectation of gratitude. This is problematic as people with

disabilities should not need to express gratitude for rights to which they are entitled. In short, charity or Tragedy model is equally disempowering PWDs like the medical model and one most used by non-disabled people to define and explain disability which is condemned by many scholars as it puts out of PWDs, and the cause of much, discrimination. This approach does nothing for creation of barrier-free societies that are inclusive of all their members.

### **2.2.3 Social Model of Disability**

The social model to disability deviates from the first two models, where the problem is associated with the individual with disability himself. The social model sees the problem of disability from a social construct, contrary-to the individual impairment. The social model of disability places much emphasis on society as the cause of the problems that persons with disabilities encounter.

According to Oliver and Spayey (2006) social construction of disability may systematically lead to discrimination throughout society through prejudicial social attitudes, values and practices. Consequently PWDs throughout the world endure social oppression and spatial marginalization (Gleeson, 1999).

Through the social model, disability is understood as an unequal relationship within a society in which the needs of people with impairments are often given little or no consideration. People with impairments are disabled by the fact that they are excluded from participation within the mainstream of society as a result of physical, organizational and attitudinal barriers (Albert, 2004). In other words, social model states that it is the social environment that places or creates

barriers to PWDs. It therefore calls for society to change its old thinking (*medical model*) of viewing disability and requires change in the restructuring of building, roads, transportation, practices and attitudes in accommodating people with disabilities. An example of this approach is a statement that was made by a disabled person, who said:

*“Do not make us special. Don’t look at my disability. Me. I am a person in a wheelchair. That is not disability. My disability is the stairs at the Department of Health and Welfare. That disables me. Just give me an accessible environment. That will make me part of South Africa”* (People's Voices as cited in Patel, 2005, p. 68).

LSN (2007) also indicated that limitations imposed on PWDs by the social and physical environment are regarded as violations of their basic human rights. In these sense, right-based model embedded itself in social model. That is why, the writing of this paper would like to use the social model as a broader perspective that amalgamates right and social issues.

The social model of disability made clear that, attitudes and the subsequent practices particularly are important factors in explaining the situation and position of PWDs in society and see attitudinal and organizational barriers as one disabling factors that prevent PWDs from participating in society (Slikker, 2009). For example, the social model of disability which was coined for the first time by Oliver identifies systematic barrier, negative attitude and exclusion by the society to mean society is the main contributory factor in disability (Oliver and Spayey, 2006). So, within this term, people with disability are substantially more likely to be

unemployed or economically inactive (Barnes, 2000). They are often subjected to stigmatization, excluded from the workplaces and often end up depending on others in the family and community for economic support which are placing them at greater risk of inability to earn a living (Barnes, 2000). For example, the unemployment rate for disabled people is much greater compared with non-disabled people as discussed in the background section previously. The inability to get a job can arise because of the negative attitudes and the subsequent poor hiring practices of some employers. It follows that if PWDs are to be able to join in work places, which is their human right, the way society view disability must be changed (Almaz, 2011 ).

The focus of the social model was to remove the existing physical and societal barriers for an individual to be able to participate in the society (Oliver, 1996). The same source specified that by providing satisfactory 'reasonable adjustments', barriers can be overcome and this can have a positive impact on people's lives.

Although popular in use, the social model has been heavily criticized. Many disability researchers like Robertson (2004) have been concerned for its focus on the collective experience of disablement and consequently lack 'of sufficient space for exploring the personal effects that impairment might have for an individual. According to Oliver (1996) this focus has not been to deny the lived experience of impairment, but rather been a pragmatic attempt to address issues that can be changed through collective action rather than medical treatment.

Therefore through this social approach lens the writing of the current research identifies possible barriers that are physical, organizational and social which place on persons with

disabilities and try to analyze the findings from these barriers perspective. Some of the possible barriers were described as prevailing ones in Seleshi (2010) which includes attitudinal barriers expressed in terms of ignorance and low level of expectations which most of the time influenced by culture and religion and legal barriers that include discriminatory laws, Physical barriers that are preventing access to the physical environment and organization barriers that include lack of inclusive employment policy, improper recruitment and hiring practices.

### **2.3 Attitudes and Disability**

There are no common definitions for the concept of attitude (Olson & Zanna. 1993). Historically concept of attitudes has been defined as:

*“A mental and neural state of readiness organized through experience, exerting a directive or dynamic influence upon the individual’s response to all objects and situations with which it is related”* Allport (1935, p. 810).

As understanding increases in the concept of attitude, scholars in the field simplify the concept and began to understand in terms of, cognition, affection, and behavioral predisposition. Krech, Crutchfield and Ballachew (1962) for example, view attitude as an internally consistent relationship between the components of an individual's attitudinal system - cognition, affective influences and operational tendencies. Yet again, Eagly and chaiken (1993) as cited in Albarracin, Jonhnsen and Zana (2005) defined attitude as:

*“A psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor.” Eagly and chaiken (1993, p.1).*

Therefore, attitude can be positive or negative certainly with varying intensity. In this dissertation, with no fundamental difference in content but with clear fine points, attitude was defined referring these components (cognition, affection, and behavioral predisposition) and its expressed positive or negative evaluation in a continuum of employers’ attitudes toward PWDs.

Attitudes can be formed through different ways. They can be formed directly as a result of experience or they may emerge due to direct personal experience, or may result from observation (Cherv, 2012). For example, Zajonc, as cited in Almaz (2011) explained that one could form a preference for an object merely by repeated exposure to the object. If the individual’s continually observes negative attitudes displayed toward PWDs, the simple repeated exposure to those attitudes may contribute to attitude formation and stability (Almaz, 2011). All the details of attitude formation has been reviewed well in the next section below this text.

Social roles and social norms can have also a strong influence on attitudes (Cherv, 2012). Yuker (1994) suggests that attitudes towards disabled people (most often negative) are part of an attitude cluster that is formed through experience, observation, and socialization. So, an attitude is a learned predisposition to behave in a consistent favorable or unfavorable way respect to a given object (Schiffman & Kanuk, 1994).

There is ample evidence that all cultures - western and non-western - exhibit reactions to disability and disabled people which form a continuum (Ingstad, 1990). Yet, much literature on non-western cultures is dominated by descriptions of negative attitudes. Research examining the differences between American and Chinese employers' attitudes toward PWDs suggests that Western cultures such as the culture of United States, which has more individualistic and competitive values, may increase stigma and negative attitudes towards people with disabilities compared to Eastern cultures such as China (Rao et al., 2010).

Ethiopians' attitudes toward disabilities, as is true in all cultures, are naturally embedded in their cultural and social beliefs, and hence, adverse attitudes are often passed on through social-cultural interactions. Attitudes about disabilities in Ethiopia are often based on supernatural beliefs, which have proven to be negative (Alein, Desta, & Araya, as cited in Almaz, 2011). A study conducted by Tirussew (2005) to explore attitude of the general public to a person with disabilities in Ethiopia has come up with a general negative tendency resulted in stereotyped as being dependent, hopeless, unable to learn and subject of charity. The same source has also identified misconception and misinformation as a means of formation of negative attitudes. Thus, it would seem only logical that introducing disability sensitive information to challenge current knowledge and increase positive attitude.

The mechanisms how attitudes are changed are also important, especially toward individuals with disabilities as negative attitude persisted. The techniques that have been identified as contributing to positive attitudinal change are: (a) direct or indirect contact with people with

disabilities, (b) information or education related to disabilities, (c) positive camping or persuasive messages, (d) analyzing discrimination and prejudice, (e) disability simulations, and (f) group discussions (Beckett, Dalai, Donaldson; Krahe & Alwasser, as cited in Almaz 2011).

Another problem in attitude research includes difficulties with its prediction of behavior. One of the underlying assumptions about the link between attitudes and behavior is that of consistency. This means that it is often or usually expect the behavior of a person to be consistent with the attitudes that they hold. According to Albarracin et al., (2005) people will behave in ways consistent with their attitudes but, certainly our attitudes do not always conform to behaviors. So, attitude can be a useful prediction tool, but quite frequently they don't predict well.

The idea behind the link between attitude and behavior is that people are rational and attempt to behave rationally at all times and that a person's behavior should be consistent with their attitudes. even though this logic may be a sound one, it is clear that people do not always follow it, sometimes behaving in seemingly quite illogical ways; for example, smoking cigarettes and knowing that smoking causes lung cancer and heart disease. There also evidence that the cognitive and affective components of attitude do not always match with behavior (LaPiere, 1934). The LaPiere's study shows that the cognitive and affective components of attitudes (for example, disliking Chinese people) do not necessarily coincide with behavior (for example, serving Chinese people). So, the problem of inconsistency between attitudes and behavior was not resolved from those old days up to now.



### **2.3.1 Attitude Formation and Attitude Change**

As discussed earlier in previous section attitudes are formed through various means including the simple exposure of an attitude toward an object (Winkielman, Schwarz, Fazendeiro, & Reber, 2003), conditioning (De Houwer, Thomas, & Baeyens, 2001), the observations of the attitude and the context in which the attitude was observed (Fazio & Williams, 1986), direct and indirect experiences that are determined by the information that individuals receive about the given object, and finally attitudes formed through general socialization (Newcomb, 1943). Although these mechanisms describe how general attitudes are formed, negative attitudes toward PWDs are formed through the same methods. Antonak and Livneh (1988) identified several methods that describe how negative attitudes are formed toward PWDs; one of those methods is cultural socialization.

#### ***Cognitive Routes of Attitude Formation***

Attitude can be formed on the basis of cognitions when one comes to believe either that the attitude object possesses desirable or undesirable characteristics, or that the attitude object will bring about desirable or undesirable outcomes (Fazio & Olson, 2003). One of the major bases of attitude formation is cognitive or thinking bases. A number of theories have been proposed to explain the cognitive bases of attitudes when individuals are likely to devote a lot of effort to processing information and making decisions. These are: (a) The cognitive response model and (b) The Expectancy-Value Model.

### ***The Cognitive Response Model***

The cognitive response model addresses questions of how perceivers react to and elaborate on information (Greenwald & Banaji, 1995). According to Greenwald and Banaji (1995) the basic idea behind the cognitive response model is that people's reactions to the message, does affect their attitudes. Cognitive responses are, simply, the thoughts that we have when we are exposed to a communication (It can be recognitions, elaborations, associations, images or ideas (Greenwald & Banaji, 1995).

### ***The Expectancy-Value Model***

Fishbein and Ajzen (1975) argue that an attitude toward a given object is the sum of the expected value of the attributes of the object. For each attribute an expected value is computed by multiplying the expectancy and the value of the attribute. An overall attitude toward the object is reached by taking the sum of the expected values of all the attributes an attitude object is thought to have. According to this model, attitudes are based on (a) beliefs, or knowledge individuals have about an object or action and (b) their evaluation of these particular beliefs (Fishbein & Ajzen, 1975).

### ***Affective routes of attitude formation***

According to Fazio and Olson (2003) attitude can be formed from affect stem from emotional reactions to the attitude object. One can said to have an affectively based attitude when either positive or negative feelings are evoked when considering the attitude object. The primary ways in which attitudes might be formed on the basis of affect include operant conditioning, classical conditioning and mere exposure (Fazio & Olson, 2003). Similarly, according to Pickens (2005)

attitude formation is a result of learning (classical conditioning), modeling others (social or observational learning), and our direct experiences with people and situations.

Operant Conditioning is a simple form of learning. The consequence of a particular behavior determines whether that particular behavior will appear again in the future. If the consequence of a behavior is rewarding that behavior is more likely to appear again in the future, if it is punishing the occurrence of that behavior will decrease. In other words it is based on the “Law of Effect” and involves voluntary responses. Behaviors (including verbal behaviors and maybe even thoughts) tend to be repeated if they are reinforced (i.e., followed by a positive experience). Conversely, behaviors tend to be stopped when they are punished (i.e., followed by an unpleasant experience). Thus, if one expresses, or acts out an attitude toward some group, and this is reinforced by one’s peers, the attitude is strengthened and is likely to be expressed again. The reinforcement can be as subtle as a smile or as obvious as a raise in salary. Operant conditioning is especially involved with the behavioral component of attitudes (Pressley & Roehrig, 2002).

Classical conditioning is another simple form of learning. It involves involuntary responses and is acquired through the pairing of two stimuli. Two events that repeatedly occur close together in time become associated and after pairing the two stimuli the person responds in the same way to both stimuli. Originally studied by Pavlov, the process requires an unconditioned stimulus that produces an involuntary (reflexive) response. If a neutral stimulus is paired, either very dramatically on one occasion or repeatedly for several acquisition trials, the neutral stimulus will lead to the same response elicited by the unconditioned stimulus (Pressley & Roehrig, 2002). In

a similar way, pleasant or unpleasant experiences with members of a particular group, for example people with disabilities, could lead to positive or negative attitudes toward that group (Almaz, 2011).

Direct experience involves direct instruction which again involves being told what attitudes to have by parents, schools, community organizations, religious doctrine, friends, etc .Attitudes influence our decisions, guide our behavior, and impact what we selectively remember (not always the same as what we hear) (Pickens, 2005).

Social (Observational) Learning is based on modeling. We observe others. If they are getting reinforced for certain behaviors or the expression of certain attitudes, this serves as vicarious reinforcement and makes it more likely that we, too, will behave in this manner or express this attitude.

### ***Behavioral routes of attitude formation***

According to Fazio and Olson (2003) without clear feelings or beliefs about a potential attitude object, one may have still had past experience with it. This past experience can be used to infer an attitude toward an object through self-perception (Bem as cited in Fazio & Olson, 2003). Self-perception can lead one to discount one's behavior as a source of information about one's attitudes (Fazio & Olson, 2003).

### ***Other psychological bases of attitude formation***

Cognitive dissonance is one of the bases for attitude formation. It exists when related cognitions, feelings or behaviors are inconsistent or contradictory. Cognitive dissonance creates an

unpleasant state of tension that motivates people to reduce their dissonance by changing their cognitions, feeling, or behaviors (Fazio & Olson, 2003). For example, a person who starts out with a negative attitude toward marijuana will experience cognitive dissonance if they start smoking marijuana and find themselves enjoying the experience. The dissonance they experience is thus likely to motivate them to either change their attitude toward marijuana, or to stop using marijuana. This process can be conscious, but often occurs without conscious awareness (Fazio & Olson, 2003).

Unconscious motivation is another psychological factor for attitude formation. Some attitudes are held because they serve some unconscious function for an individual (Newcomb, 1943). For example, a person who is threatened by his homosexual feelings may employ the defense mechanism of reaction formation and become a crusader against homosexuals. Or, someone who feels inferior may feel somewhat better by putting down a group other than her own. Because it is unconscious, the person will not be aware of the unconscious motivation at the time it is operative, but may become aware of it as some later point in time (Newcomb, 1943) .

Rational analysis is one more psychological factor that involves the careful weighing of evidence for, and against, a particular attitude. For example, a person may carefully listen to the presidential debates and read opinions of political experts in order to decide which candidate to vote for in an election (Newcomb, 1943)

### **2.3.2 Measurement of Attitude**

Attitudes are directly influenced through questioning, personal experience and positive or

negative reinforcement (Fossey, 1993; Sdorow, 1990, cited by Eby et al, 1998). Attitudes are indirectly influenced through social learning and observation or by learning through association (Fossey, 1993; Sdorow, 1990 cited by Eby et al, 1998).

Scientists' efforts to measure attitudes can be traced back to the 1850s in Germany (Antonak & Livneh, 1988). Since that time, the measurement of attitudes has gained global popularity, evidenced by the thousands of thesis and articles that have been produced. L.L. Thurstone became known as a pioneer in the measurement of attitudes in the United States in the 1930s. He argued that attitudes could be measured on a continuum ranging from most favorable, which were positive attitudes, to least favorable, which were negative attitudes (Antonak & Livneh, 1988). Thurstone's theory was that attitudes could be measured by a single score, which was derived from a participant's verbal response to an object. Although his measurement of attitude was on a single subscale of affect, it led to the development of the equal-appearing interval also known as the consensual location scale.

At the same time as those researchers were preoccupied with how to measure attitudes in general, other researchers were trying to understand whether visual stimuli influenced attitudes.

Therefore,

*“...while attitudinal instruments measure one's disposition toward an object, they also take into consideration situation and characteristics of the individual doing the observing. Also, because the disposition of the individual about the person with the visible difference is not isolated, the belief about that person and/or the attitudes toward the person may spread to other beliefs about that individual. This concept is known as “spread affect” (Wright, as cited in Almaz, 2011, p.26).”*

Plentiful scales have been developed to measure non-disabled persons' attitudes toward PWDs (Livneh, 1988 as cited in in Almaz, 2011 ). Table 2.1 provides a list of attitudinal instruments that have been developed to measure attitudes PWDs.

Table 2.1. *Instruments Measuring Attitudes Toward Disabilities*

Instrument Name Date	Developers	Date
Attitude Toward Disabled People Scale	Yuker, Block, & Chapman	1966
Attitudes Toward the Retarded Scale	Efron & Efron	1967
Disability Scale of Adjustment	Bell	1967
Attitudes to Deafness Scale	Cowen et al.	1967
Disability Awareness Adjective Scale	Downes	1968
Attitudes of Disability Scale	Linkowski	1969
Disability Social Distance Scale (the Mental Retardation Attitude Inventory)	Tringo	1970
Attitudes Toward Handicapped Individuals	Lazar	1973
College Facilities for Handicapped Opinionnaire	Manus & Manus	1973
Attitude Toward Treatment of Disabled Students	Fonosch	1979
The Acceptance Scale	Voeltz	1980
The Acceptance Scale	Voeltz	1980
Attitudes Toward Mainstreaming Scale	Berryman, Neal, &	
A Scale of Knowledge and Attitudes Toward Epilepsy and People with Epilepsy	Antonak & Rankin	1981
Scale of Attitudes Toward Disabled Persons	Antonak	1982
Disability Social Relationship Scale	Grand, Bernier & Strohmer	1982
Attitudes Toward Handicapped Vocational Students	Clouser	1983
Attitudes Toward Disablement Scale	Antonak	1985
Attitudes Toward Inclusive Education Scale	Wilczenski	1992
The Integration with Disabled Persons Scale	Gethig	1994
Multidimensional Attitudes Scale Toward Persons with Disabilities	Findler, Vilchinsky, & Werner	2007

Source: Almaz (2011)

## **2.4 Employers Attitudes towards PWDs**

The majority of studies related to employer attitudes towards PWDs have been generated since the late 1970s; earlier studies assist in creating a historical perspective on the topic. Pertinent to this study, employers' attitudes toward individuals with disabilities have been searched and found to be inconsistent (Gilhrkle, 2000). Despite the fact that one might suggest that negative attitudes might be reflective of an earlier and less tolerant era. Similar negative attitudes can be found in more recent research. Infact, in recent years there has been an increasingly positive employer attitude, although reviews of the literature show that attitudes generally are still quite negative (Wilgosh & Skaret, 1987; Yucker, 1994). Therefore, this inconsistency between studies suggests the need to contextualize the variable and examine the case in Ethiopia.

Common barrier identified to date to employment are discrimination, prejudice, stereotypes and misconceptions of ability, which often make employers' reluctant to hire individuals with disabilities (schur, 2008) The same source indicated that employers may also be hesitant to hire individuals with disabilities due to mistaken fears of costs resulting from absenteeism, productivity, safety, transport problems, higher insurance premium, health care costs and other accommodation expenses.

According Geist and Calzaretta (1982) many employers seem to believe that disabled people are less dependable as workers, less productive, jeopardize safety at work and are riot able to socialize with or be accepted by other workers. These beliefs seem to indicate why employer attitudes negatively influenced (Wilgosh and Skaret, 1987). However these factors identified as concerns by employers (e.g. attendance, safety, productivity) have been cited as positive attributes by some employers in other studies (Nietupski et al., 1996).



In another study, in relation to employers who have had the experience of hiring PWDs and employers with limited or no experience of hiring Hernandez et al. (2000) found that employers that have hired an individual with a disability are often more positive about employing a workers with a disability than employers who had not. A study by Siperstein, Romano, Mohler and Parker (2006) also suggested that employers who had hired someone with a disability in the past indicated they would hire an individual with a disability again in the future where employees with disabilities are perceived by employers as more reliable, productive and as having better attendance than non-disabled employees. This signifies the importance of the current research to verify whether experience has a real influence on attitude.

There are inconsistencies in the literature in relation to experience of working with PWDs. Merlin and Kauppi (1973) used a modified version of the ATDP scale, no significant differences were found in attitudes toward disabled persons. The results indicate that work experiences with PWDs are no different from subjects who have had no such relationships. The results are somewhat surprising in that one could hypothesize that work experience with disabled persons would lead to positive attitudes toward disabled persons.

Employers attitude have also, been reviewed in this literature from disability type. For example, a research by Fuqua, Rathburn and Gade (1984) is evident that people with developmental disabilities experiencing the most negative attitudes in employment while those with locomotor, vision and hearing disabilities were least concern of hiring and could be successfully employed sometimes due to the presence of positive attitude. Black (2002) and Hernandez et al. (2000)

also added that employers appear to be more transparent regarding their attitudes, that they are willing to hire people with disabilities, but only those with particular disabilities, according to these researches employers are more willing to hire people with minor physical disabilities than people with more visible physical disabilities. The same source had also reported a more willingness to hire people with physical disabilities than people with intellectual or mental health.

Researches were also conducted by Blanc, Collignon & Kemp, as cited in Unger (2002) to distinguish the influence of the organizational characteristics and employers attitude, which revealed that large organization employers tend to hold more positive attitude toward employing PWD than small size organizations because of the availability of jobs, greater personnel, and economic resources (Gilbride, Robert, Connie, Eric & Craig, 2000).

As Bobby (2006) study reveals organization type also matters in the employers' attitude. Many private human resource managers assume that hiring people with disabilities requires costly accommodations, additional, training, and higher insurance premiums but employers in the public sector however, tended to have the most positive views towards PWDs in recruiting and hiring people with disabilities to ensure their representations in the government workforce.

Researchers such as Gilbride et al. (2000) have also studied the importance of demographic factors such as the impact of education level on employers' attitudes. Accordingly Yunker (1994) stated that, those with higher levels of education tend to have more favorable attitudes toward PWDs. These favorable attitudes may be related to exposure to disability literature and/or PWDs

in educational institutions and also people who choose to gain more education may already have the tendency to accept change including changes in perceptions about disabilities (Yuker, 1994). The current research, therefore identifies the relationship between different demographic factors and the views that employers hold. This permits the current research to see whether particular groups of people are more likely to hold attitudinal position or not.

Over all, the majority of research discussed in this review section on employers' attitudes towards employing people with disabilities to date is conducted in the west world (USA, Canada and Australia) and can be summarized as follows:

- In some researches, employers' attitudes were negative and affect employment and progression of people with disabilities.
- Employers' attitudes were found to have variation based on disability type where people with intellectual disability and blind people have the least preference.
- Employers who have previous experience with workers with disabilities have favorable perceptions of PWD in the workforce and are willing to hire them.
- Training or educating employers on disabled peoples' capabilities and skills was found to be important in bringing attitudinal change.
- Employers from bigger organizations tended to have more positive attitude than those from smaller organizations.

- In a number of studies employers with higher levels of academic achievement expressed more positive attitudes than those with lower academic achievement.
- Employers have expressed concerns about workers with disabilities in many areas' including productivity, absenteeism, turnover, interpersonal situations on the job, and fears about costs, including accommodations and insurances. These concerns are potentially unfounded.

## **2.5 Employers Hiring Practices of PWDs**

In past body of researches such as Bruyere (2000) showed that the biggest barriers to employment for people with disabilities lay on the supply side- in the skills and preparation of potential employees with disabilities, rather than in the policies and practices of employers. Although employers may still feel that the issue lies primarily with the supply side, recent research suggests that employers' practices are important factors related to the disparities seen in employment for people with disabilities (Houtenville & Kalargyrou, 2011).

Shafritz (2004) defines a practice as 'a customary way of operation or behavior'. According to Solomon (2000) practice addresses key areas of recruitment, training and development, compensation, performance management, and employee relations that impact all organizations and define their failure or success. Recruitment involves the activities that generate a pool of qualified applicants who have the desire to become part of an organization and staffing the organization is one of the toughest, most complicated aspects of HR's responsibilities (Alban, 2004). Recruitment efforts vary among organizations based on needs, strategic goal, and

competencies sought, and they are in a constant battle to win over capable personnel at all levels of the organization, particularly in competitive markets (Solomon, 2000).

In the context of this study however, practice is a set of principles, standards and sets of set of activities an employer uses to attract job candidates, select and eventually hire those who have the abilities and outlook needed to help the organization. In addition, it involves the way in which the major hiring process is undertaken in organizations (Shafritz, 2004). The hiring of people with disabilities relies on the ability of the organization and employers 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 (Solomon, 2000).

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, selection and hire as well as benefiting the organization as a whole, would increase the chances of recruiting and hiring people with disabilities, and thus enabling them to harness their capabilities in a meaningful way (Alban, 2004). Thus, it is not surprising that research such as Alban (2004) suggests that crucial success factors in the recruitment and retention of staff with disabilities are the interest and commitment of employers.

Preconceived notions however, about the nature of the work that people with disabilities can do and how to accommodate workers with disabilities is a major challenge, even among organizations that actively, recruit and hire people with disabilities. Employers have concerns about recruiting

and hiring of PWDs. Creating a disability-friendly culture that is favorable and supportive to employees with disabilities, is paramount in overcoming biases and stereotype (Houtenville & Kalargyrou, 2011).

Employers can help make a positive difference to the continuing exclusion of disabled people from employment by reviewing their policies, strategies and hiring practices. The labor market for example, in the Europe, the union has undergone remarkable changes in this decade and policies for the integration of people with disabilities into mainstream employment have also changed significantly in recent years (O'Brien, 2006). But, there is a lot of evidence that people with disabilities are still in a relatively weak position in the competition for jobs. The structural mismatch between the skills people have and the skills demanded by the labor market is one of the key problems of persons with disabilities (O'Brien, 2006).

Employers are obliged to decide on appointments on the basis of selecting the best person for the job without knowing whether the applicant may have impairment, except in the circumstances permitted. However, PWDs often are overlooked and systematically removed at recruiting time (Ta et al., 2011) paying no attention to their rights to be employed, to have better life and income, and together contributing in developing their nation.

The hiring of people with disabilities relies on the ability of the organization to regularly reach people with disabilities in-the community (Brake, 2001). 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. Specifically, to identify recruit and hire the best of the talent pool, it is

important to determine job analysis, job description, process of advertising, selection, and interviewing that avoids assumptions of exclusion of PWDs showing applicants that the employers or human resource managers make selection on the basis of merit (Brake, 2001). For example, using inclusive interviewing techniques, in the case of people with hearing impairments, ensuring that interviews are conducted in quiet areas is critical or interviews can be conducted using translators. Again, consistent with McInnes (2004) when number of people on panels, and ensuring that panelists speak one at a time, were also highlighted a reduction of possible barriers for applicants with visual and hearing impairments.

It is irrefutable fact that employers are trying to hire PWDs however their hiring strategies are problematic for PWDs. For example, many employers utilize Internet job search boards; however the accessibility of the site and the posting was unknown to persons with disabilities (Ontario Employment, 2008)..

Research also suggests that crucial success factors in the recruitment and hiring of staff with disabilities are the interest and commitment of the employers, top managements, human resource personnel and the presence of inclusive organizational policy (Conroy & Fanagan, 2001).

To sum up hiring is the process of searching, selecting and employing a candidate for employment. The basic purpose of employers hiring practice in this paper is to see, whether there is a possibility of attracting and selection of best candidates to fill the vacant position in the organization regardless of their disability but their qualification and merits; whether there is inclusive recruitment and hiring process, whether barriers to employment of PWDs are reduced

to the minimum in every hiring process the PWDs go; whether employer hiring practice plays a great role in contributing to the diversification at work place and whether there is inclusive hiring policy and practice that is capable of including qualified PWDs etc., which are the manifestations hiring practice on disability issues.

## **2.6 Employers experiences of PWDs**

Although much attention has focused on employment of adults with disabilities, little is known about employers' experiences in working with PWDs. Evidence on employers' experiences of working with employee with disabilities is mixed. Some studies report positive experience working with people with a disability while others express many challenge of working with PWDs (Diksa & Rogers, 1996).

Consistent with Hernandez et al. (2000) most employers have recalled a pleasant experience working with EWDs and commented on their positive experience. Several employers described the opportunity to improve their mentoring skills and share knowledge with EWDs. Indeed, many employers commented how easy it is to incorporate EWDs in the workplace (Unger, 2002).

Several employers reported experiencing a shift in their perceptions about people with disabilities (Hemenway et al., 2003). The opportunity to work with EWDs often helped employers to realize their abilities and contributions to their work environment. They also reported that EWDs have a good work ethics, have a good attendance, sociability and productivity (Hernandez et al., 2000). So, an integrated work with EWDs in the workplace doesn't always have to be a problem rather



may produce team member having a very positive influence on a team, being highly motivated, happy with the job, and good at time-keeping (Hernandez et al., 2000).

Unger (2002) confirmed that even employers who had prior experience working with PWDs said they had not realized their full potential until they saw their skills in action. The same source also mentioned that some employers conveyed being positively surprised by the skill level of these people. On the other side, employers are complaining challenges of working with PWDs in the area of communication, urgency, limitation in conception, social and practical skills, etc. (Diksa & Rogers, 1996).

### ***Affirmative Considerate of Employers Working with EWDs***

People make assumptions about a person based on first impressions. This is human nature and normal. However, it is important to remember that these impressions are often false and we should not judge someone or make decisions about them until we get to know the person. There are many reasons not to hire PWDs, but some common impressions keep many organizations from hiring this group (PWDs) away. According to Luecking (2004) company who wants to remain competitive may not want to take a chance on hiring a worker with disability if there is the slightest possibility that the worker may not work to the standards or may not stay in the position. However, many of the fears that business owners have are unfounded. Qualified, differently-abled individuals are dependable workers, and would make a great addition to any Company's workforce (Luecking, 2004).

Employers would be more enthusiastic about employing people with disabilities if they would know the truth of positive experience of working together with PWDs. Success stories have to go around. A positive experience heard directly from another employer can be a convincing argument. When this expands to GOs NGOS and private organization, it is an even better way (ILO, 2004).

This research features the experiences of employers about EWDs in the workplace. Some of the positive experiences of employers with employee with disabilities are:

- Employees with disabilities don't miss more work than non-disabled employees. There is a common misconception that disabled individuals have a weaker constitution and thus are more susceptible to become ill. They can be counted on to show up for work on time and perform their jobs like anyone else (Luecking, 2004). The same source indicated that following statistical data was gathered from a study done of 13 company employers to compare cost-benefit trends in the United States: workers with disabilities had fewer absences compared to non disabled indicating positive experiences.
- Employees with disabilities sometimes mean that an employer is not able to work at a pace comparable to other employees. This sometimes makes a difference in jobs where the ability to keep pace affects other functions of the organization; such as employers from a factory with an assembly line. However, employers from other companies, such as an art restoration business where the quality, not the speed, is required employers reported positive experiences. Employers also reported that EWDs meet the same job standards as their able-

bodied co-workers, as long as reasonable accommodations and job matching have been made (Luecking, 2004).

- Employees with disabilities meet or exceed job performance standards. According Thibodeaux (2013) study done on employers, it was reported that many of the disabled employees rated average or better in job performance compared to those who weren't disabled (Thibodeaux, 2013).

### ***Difficulties of Employers Working with EWDS***

Even though some disadvantages exist regarding disabled people in the work place, many of what people regard as disadvantages are largely- a myth. For instance, employers often assume that disabled workers will be absent more often due to their conditions, but in fact, disabled workers miss the same or fewer days of work than their non-disabled counterparts as explained by Luecking (2004) on a study on employers' experience by their own words towards EWDs. Disabled workers have higher safety records as well. To dispel these myths, employers and the coworkers of the disabled actively must pursue the distribution of statistical information that proves the reality (Thibodeaux, 2013).

Employers may also resist having a disabled worker as a member of their team if the specific disability of the disabled worker has slow down a project or put difficulty in completing the project, in some cases, these types of issues can force employers to intervene and settle conflicts, in any way possible (Lueckmg, 2004).

According to Gida (2003) employers of employee with a disability also reported that the specific disability of a disabled worker caused difficulty in completing their current-work duties, where 27.8 percent had a little difficulty in completing work duties, 21.1 percent moderate difficulty, and 7.0 percent reported severe difficulty. About 44.1 percent of employed persons with a disability had no difficulty completing their current work duties.

Thibodeaux (2013) has also reported employers' view that many EWDs were more likely to have requested a change in their current workplace to-do their job better than were those with no disability. Such changes included new or modified equipment; physical changes to the workplace; policy, changes to the workplace; changes in work tasks, job structure, or schedule; changes in communication or information sharing; etc. which creates inconveniences to their respective employers. In many cases, employees with disabilities also are not familiar with the technologies. The employer has to take the time to arrange for the accommodations, which sometimes means there is a delay in completion of specific projects or work (Schur, 2008).

## **2.7 Employment Situation of PWDs in Ethiopia**

*'Employment is closely related to independence and enhanced self-esteem and it is the "first step" to curb poverty and is the key to create and distribute wealth equitably. It is also a means to develop positive social identity and to get acceptance by the community. This is particularly important point for PWDs who constitute the marginalized segment of a population (ILO, as cited in Mindahun, 2006, p.14).*

Programs and policies for sustained employment promotion in Ethiopia would not be complete without the considerations of issues concerning the employment of people with disabilities, as they represented a significantly large and growing proportion of the population (ILO, 2004).

Literature on disability in general and working situation of persons with disabilities in particular is very scarce in Ethiopia (Mikre as Cited in Aderie, 2002). The existing few studies such as Tirusew (2005) strengthen the fact that, a stereotype unfavorable attitude of the majority of the people and their orientation towards the inability rather than the potential and abilities of persons with disabilities is very prevalent. Disability-based biases and misconceptions held by the employers are rampant. Some of the common problems encountered in relation to employment comprise poor employers' practices, unwillingness of the management to hire persons with disabilities, unfair and rigid criteria of employment that exclude persons with disabilities, ignorance about the potential of persons with disabilities and mismatch between interest and job assignment (Tirusew, 1998; 2005).

Systematic review of literature both national and international revealed that PWDs encounter ranges of problems as far as employment is concerned. These include, amongst others, lack of knowledge and awareness about disability, employers' unfavorable attitudes, discrimination, physical infrastructure, cost of accommodations, productivity of PWDs, and legislation guiding the employment of PWDs. The following discussion highlights some of these barriers to employment of persons with disabilities.

## *Discrimination*

One obvious cause for low employment of persons with disabilities is discouraging attitude of the society. Ethiopians are known for their sympathy (i.e. feeling of sorrow) for persons with disabilities. This is, however, has never proved to bring about an overall independents of the persons with disabilities. It has rather caused each individual to develop undesirable dependency and helplessness. Such feeling seems to have lessened the number of people with disabilities from the field of employment. Prejudice is even reflected in the minds of the teachers and instructors at various formal educational institutions which leads to employment problem afterward (Kassahun, 2000).

Similarly, discrimination against PWDs as a result of negative attitudes and lack of knowledge and awareness is frequently described in the literature. When one has a prejudicial attitude, discrimination can occur. Insufficient information, rather than prejudice itself, has been found to be a significant obstacle in eliminating discrimination in the employment of PWDs. People without disabilities usually have negative impressions about people with disabilities, viewing them as inferior. These impressions can foster discrimination within the workplace and contribute to unemployment and poor working conditions (Mindahun, 2006).

As a matter of fact, persons with disabilities working under civil service offices are relatively in a better position concerning employment discrimination than private organizations. Employment in privately owned production and rehabilitation centers exhibits some distinct features of discrimination (Tirussew, 1998). The same source for instance, states that the officials in various Private organizations are not willing to hire persons with PWDs due to their biases that PWDs could not effectively perform a job. Additionally, PWDs are underemployed and their contribution are considered limited (Tirussew, 1998).

The employment of people with disabilities in government should therefore, serve as a positive example for private sector employers by projecting an image of these individuals (PWDs) as productive members of society. Similar to the government's efforts in integrating PWDs into the workforce, steps must be taken private organizations to improve employment outcomes for people with disabilities and get rid of discriminations (Bobby, 2006).

### ***Lack of Education and Training***

It is obvious that independent living cannot be secured without any income. In order to secure an income and be employed one should have a kind of either formal or informal training or education. However, existing data around PWDs indicate that the great majority of Ethiopians with disabilities never get appropriate training and education they need. Consequently, whilst employers were willing to employ PWD, they failed to do so because applicants with disabilities did not possess the adequate level of qualification. Thus, waste of human potential that unemployment cannot be justified on the grounds that people with disabilities are not capable of working or are often absent from work. High unemployment and limited opportunities are caused by ignorance, prejudice, and reluctance to make even minor changes to support people with disabilities (Mikre, 2000).

Discrimination in education and training assumes that people with disability have less qualified than their peers. Even when people with disabilities find work, discrimination continues in the lack of promotion and training opportunities (DAA as cited in Mikre, 2000).). It is worth to emphasize the importance of education and training in employment once again. The inadequacy of the training and education of persons with disabilities, the magnitude of the problem, and the

long lasted charity-model approach in the provision of these services hindered and exclude the persons with disabilities in the free labor market (Mirkre, 2000).

Given their desire to work, coupled with low labor force participation, it is disconcerting that many people with disabilities receive few or no employment services (Cook, 2006). People with disabilities have lower average levels of education and training. They are twice as likely as those without disabilities not to have a high school degree and less than half as likely to have a college degree (BLS, 2012). On the other hand among PWDs who were employed, a greater proportion of PWDs had responded that they had difficulties completing their work duties because of less accommodative and accessible environments in addition to their disability (Mindahun, 2006).

However, United Nations (1994) and Disabled Peoples International (1990) as cited in Mindahun (2006) stated, states should recognize the principle of equal primary, secondary and tertiary educational opportunities for children, youth and adults with disabilities in integrated settings. They should ensure that the education of persons with disabilities is an integral part of the educational system. Although EFPD has adopted the United Nations' standard rules on equalization of opportunities for persons with disabilities, it is not yet applied practically in Ethiopia (Mirkre 2000).

### ***Unfavorable Physical Environment***

The physical environments, such as infrastructure, equipment and machinery have been found to be significant barriers in preventing the employment of PWDs. The inability of PWDs to access workplaces due to inadequate parking facilities and inaccessible public transport were some cited concerns Hernandez et al.(2000). Some African studies have supported this finding. In a study by



who investigated human resource management practices in the financial organizations in South Africa, indicated that inaccessible facilities and public transport prevented PWDs from being hired. The study further pointed out that most of the employers within the banking sectors commented that the buildings were not accessible to PWDs and major changes were required to accommodate PWDs appropriately (schur, 2008).

### ***Non-disclosure***

An additional barrier which was highlighted in schur (2008) was the voluntary failure of PWDs to disclose their disability. This acts as a barrier to employers, as non-disclosure results in the company not identifying specific needs of the employee, which may impact work motivation and performance as well as preventing the company from gaining the benefits in terms of employment equity status when employing PWDs.

### ***Disability Policy and Legislation***

According to a report on ILO (2006), although anti-discrimination, human rights legislation and quota systems aim to motivate employers to adjust their attitudes and commit to hiring PWDs, these measures have not been effective as they suggest that disabled people cannot be employed on merit and require special treatment within the work environment. Research by Perry (2003) in the United Kingdom indicated that knowledge about disability in companies with an employee who was disabled was also higher than those who did not have a PWD.

Although they knew about the legislation, they were unaware of the implications of the relevant Act for their organization. In the same study it was indicated that they didn't understand the

concept of 'reasonable accommodation'; some were even unaware of the terms (Barnes, 2000). An occupational therapist, in her article in an online Human Resource magazine affirmed that from a legislative standpoint, South Africa had made efforts, short of passing a separate disability act to ensure that PWDs were treated equitably at work and that it was up to the individual organization to make the effort in implementing the legislation (Perry, 2003).

### ***Employers -based barriers to employment***

Research has been conducted to understand the barriers confronted by persons PWDs in acquiring and sustaining employment. Barriers to employment are often a result of the social environment (Boyle, 1997). One general areas of the barriers included aspects -of the employer (Bruyere, 2000).

Employer-based barriers to employment for people who are disabled have been in place for many years, which some are valid concerns while others may originate from negative attitudes (Paola & Susan 2014).

Employers' misconceptions limit job opportunities for PWDs who even obtain advanced educational degrees that pass up uneducated and unskilled PWDs. Hence, the major barriers in getting and sustaining employment of PWDs includes employers willingness to hire PWDs and accommodate them, lack of knowledge about how to make accommodations and accessible environment and lack of ongoing support of employers in the recruitment and retention of PWDs were the most frequently cited barrier by both public and private sector employers (Bruyere, 2000).

However, according to Cook (2006), many employers should realize that people with disabilities represent a diverse labor pool with a wide range of backgrounds and experience, capable of meeting or exceeding performance standards and hence should be given due attention.

Employers might also unknowingly limit the hiring of people with disabilities because of several challenges they face. An improvement in manager education and involvement in training processes, as well-as enhanced communication between employees with and those without disabilities, might lead to hiring and better integration of this sector of the population (Unger, 2002). According to McCarv (2005) additional training, need for retraining, more supervision, and additional costs for accommodations are concerns managers have when working with employees with disabilities, however many of these concerns are unfounded. Hence, employers should know where to go to hire people with disabilities, and what resources are available to assist them.

## **2.8. Legal and Policy Issues Regarding Employment of PWDs**

### **The Ethiopian Context**

Progressive legislations have been introduced to undertake the problems and difficulties relegated to unemployment of PWD in Ethiopia. Mikre (2000) states, besides stipulating the rights and duties of citizens, legislation are a means to avoid discrimination, to protect human rights. Like some of the countries in the world, legislation to protect the rights of the people with disabilities, are scarce in Ethiopia. Thus, the exclusion of people with disabilities from medical, educational, recreational, employment possibilities as well as other social services was prolonged. However, there are still significant legislation in favor of Persons with disabilities.

As mentioned in ILO (2004) the Rights of disabled persons to employment proclamation regarding No. 101/1994 which later replaced 506/2008 is one of the laws in Ethiopia which specifically provide for the employment PWDs and open labor market.

*Any disabled person whose rights are affected because of non-compliance with the provisions of this Proclamation and regulations and directives issued hereunder, may lodge his grievance to the organ empowered by law to hear the labor dispute ' (ILO, 2004, p. 5).*

In the past, proclamation No. 101 /1994 states well the right of persons with disabilities to employment. 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 (Negarit Gazeta, 1994). This proclamation has been improved in the recent 2008 proclamation. According to the (506/2008) proclamation employers are responsible for the provision of proper working conditions and needed materials and some vacancies had to be reserved for disabled people, implying that there were certain jobs that people with disability could not manage and (ILO, 2004, p. 5).

The Ethiopian government has also adopted other proclamations, orders and laws in the past, which are directly or indirectly associated with the employment of PWDs. These includes the order to provide for the Establishment of a Rehabilitation Agency for the Disabled (No. 70/2004) which was enacted to describe the responsibilities of the rehabilitation agency; the Construction Proclamation (No. 648/2009), which states that all new buildings are required to have special accommodations for disabled people; the Labor Proclamation of 1993, the Federal Civil Servant Proclamation of 2002 and the Vocational Rehabilitation and Employment of Disabled Persons Convention of 1983 (USAID, 2011).

The policy also stated that efforts aimed at instilling in persons with disabilities a sense of confidence and self-reliance through education, skill training, gainful employment opportunities and other services shall be increased and appropriate legislative measures shall be taken to ensure their welfare (Mindahun, 2006). Therefore, all this passage of proclamations, orders and laws and policies regarding PWDs are an indication of good changes for people with disabilities.

Despite the above mentioned measures taken to improve the access to employment for people with a disability, a large proportion of these people in Ethiopia are still unemployed (ILO, 2004). The research outcome of Etensh (2002) has also evidenced this fact that despite the introductions of these and other proclamations, PWDs keeps on complaining that there are still discrimination particularly towards women with disability, provided that proclamation women shall have a right to equality in employment, promotion, pay and the transfer of pension entitlements (Negarit Gazeta, 1995). In addition, MOLSA as cited Mindahun (2006), has formulated certain kinds of

policy about women. One of the policies is all effort shall be made to eliminate all forms of discrimination against women in respect to access to technical training, formal sector employment, working conditions, access to health care services and to protect them from all social and cultural pressures to which they are subjected on account of their sex.

### **The International Context**

UN (1994) has stated the standard rules on the equalization of opportunities for persons with disabilities. Thus, rule 7:1 states that laws and regulations in the employment field must not discriminate against persons with disabilities and must not raise obstacles to their employment. Moreover, Rule 7:2 has stated that states should actively support the integration of persons with disabilities into open employment. This active support could occur through a variety of measures, such as vocational training, incentive-oriented quota schemes, reserved or designated employment, loans or grants for small business, exclusive contracts or priority production rights, tax concessions, contract compliance or other technical or financial assistance to enterprises employing workers with disabilities. States should also encourage employers to make reasonable adjustments to accommodate persons with disabilities (UN, 1994).

In the same way, even though it is not yet applied practically, the Ethiopian Federation of Persons with Disabilities theoretically adopted the above ideas. Furthermore, convention 159 and recommendation 168 of the International Labor office (ILO, 2007) set standards for vocational rehabilitation and the integration of persons with disabilities into the integration of persons with disabilities into the work place. Many countries have long established regulatory approaches-

setting standards, quotas and systems for support. More recently, others have introduced similar legislation as part of national efforts to implement the UN standard Rules. The reality, however, is that the majority of people with disabilities are denied the chance of regular, productive work and that, for women, the situation is particularly difficult.

On the other hand, national legislation states, embodying the rights and obligations of citizens, should include the rights and obligations of persons with disabilities. States are under an obligation to enable persons with disabilities to exercise their rights, including their human, civil and political rights, on an equal basis with other citizens. States must ensure that organizations of persons with disabilities are involved in the development of persons with disabilities, as in the ongoing evaluation of this legislation (UN, 1994).

ILO (2004) considering that the Universal Declaration of Human Rights provides that "everyone has the right to work, to free choice of employment, to just and favorable conditions of work to protection against unemployment. The general conference of the International Labor Organization, on the basis of the Universal Declaration of Human Rights, reaffirmed that all human beings are born free and equal in dignity and before the law and declared that all efforts must be made to provide every worker without distinction on grounds of sex with equality of opportunity and treatment in all social, cultural, economic, civic and political fields. Thus, in order to combat discrimination against women with disabilities in training and employment, several measures have been taken (ILO, 2004) and these are reflected in a number of policies, conventions, declarations and resolutions (UNESCO as cited in Mirkre, 2000) also reported that legislation is needed to ensure the rights of persons with disabilities to equal rights and

opportunities and further help in securing the resources needed to translate abstract rights into practical entitlements.

## 2.9 Conceptual Framework

In keeping with the dominant thinking at present time and its relevance, the writing of this paper use social model outlook as a model to understand and investigate, the attitudinal, experiential and practical influence of employers in the Ethiopian society. The following conceptual frame work however, utilized to show logical links or relationships in the study variables.

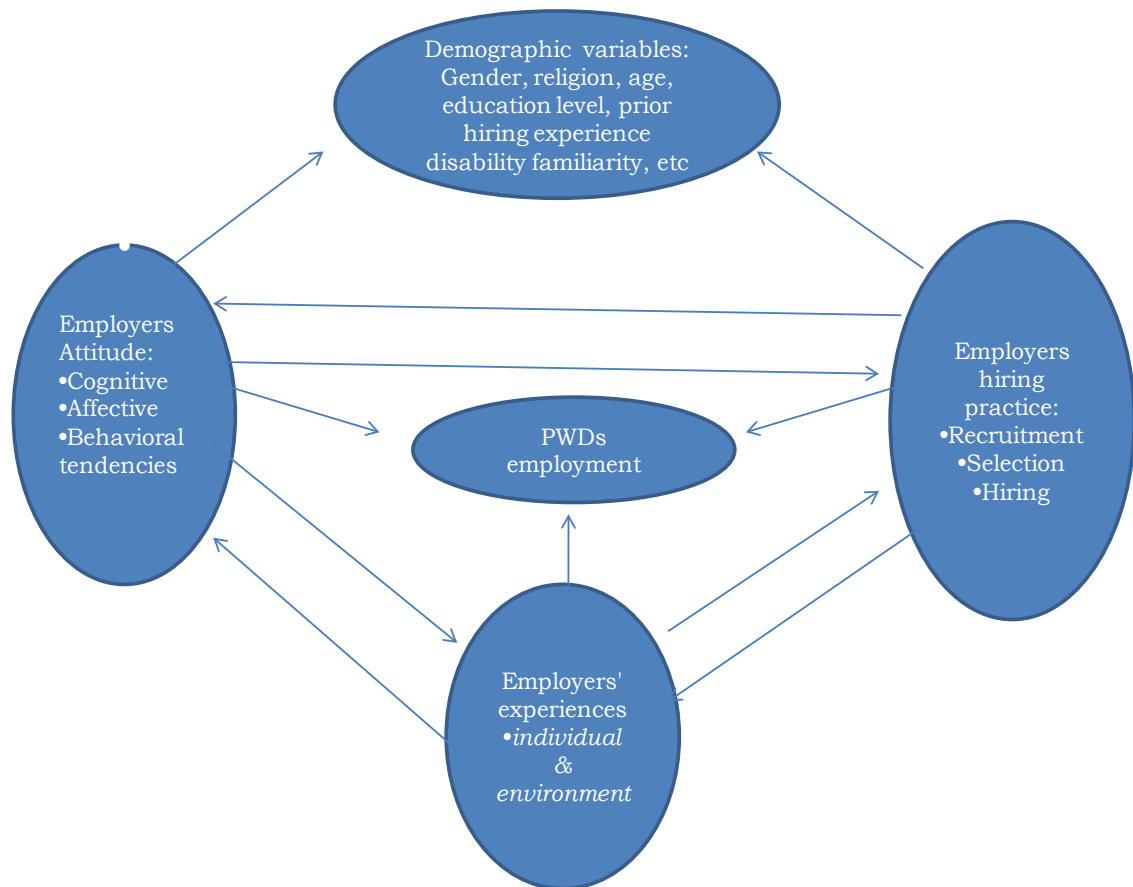


Figure1. Conceptual Framework Depicting Logical Associations between Variables



The conceptual framework demonstrates how PWDs employment is affected by employers' attitude, hiring practice and their experiences. Each variable has bi-directional relationships. The relationship between attitude and practice has been the primary pillar upon which many studies in the social sciences in general have been founded. The hiring practice is the decision made by an employer to offer employment to a qualified job applicant and is affected by the attitude the employer holds. If for example, an employer holds negative attitude towards PWDs, may avoid the applicant request from the start otherwise increases doubt into the hiring decision. Further, the hiring practice in an organization or by an employer in itself reflects the attitude that the employer has about PWDs. If for example the employer denies job related information, accessible advertisement, modified facilities, equipments, adapted interviews, etc., then he shows signs of the presences of negative attitude.

The concept attitude in this framework understood as consistent relationship among the components of an individual's attitudinal system that includes cognition, affective influences and operational tendencies (fig. 1). Employers' hiring practice also comprehended in terms of recruitment, selection and hiring processes in an organization as depicted in the fig.1 Further, many findings as discussed before in the review section, suggested employers who have experiences of working together with EWDs are receptive to continue to hiring and those lack of experience with EWDs could account for the negative attitude and poor hiring practice and vice versa.

## CHAPTER THREE

### 3. Methodology

#### 3.1 Design of the study

The research design was developed to answer research questions, centered round a mixed method approach that combined elements of quantitative and qualitative research. A mixed methods design was used to explore the research questions with regards to employers' employment of PWDs. Hence, this study used a cross-sectional structured survey research design and also made use of interview techniques to obtain data from key informants through a case study approach to expand the breadth and range of the study.

The research of this study that investigates employers' hiring attitude and hiring practices of PWDs necessitate a quantitative approach which is the dominant research method. However, research question that deals with experiences of employers regarding the working situations of EWDs was addressed through the qualitative case approach via an in-depth interview. A qualitative method is a different approach to asking and answering different types of questions as opposed to quantitative methods using numbers to reveal statistical findings. According to Crotty (2003) it has also been considered that experiences and understandings are not tangible and discrete objects that lend themselves to measurement, so the methods that focus on generation of rich data, like qualitative method are more suited to research question that deal with experiences.

Over all, the purpose of this mixed methods designs was to enable '*expansion*' i.e. Seeking to expand the breadth and range of inquiry by using different methods for different inquiry

components (Green, Caracelli and Graham 1989). Further, this approach (mixed design) incorporates different types of data to help in better answering the research questions (Hayati, Kara mi, & Slee, 2006). Hence, this design gives room to address research questions from best methodological approach they necessitate.

### **3.2 Participants**

Participants for the study included 183 employers from different governmental bureaus as well as offices and private organizations in Addis Ababa. These participants were chosen because they are associated with the hiring process (employment of applicants).

The concern in this study was only services sectors of the Addis Ababa city administration (AACCA), this is because within the targeted area the service sector is enormous both in terms of the number and in the range of activities to examine the influence of employers on PWDs. Hence government bureaus and offices at all levels (city, sub-city and Worda) and service giving private organizations such as, colleges, schools, hospitals, health centers, etc. were involved.

Totally, there are 170 government organizations (HR offices) functional under the city government. The respondents of this study were heterogeneous groups in terms of sex, age, religion, position, experience and educational background. The study has included 170 government organizations or HR offices namely: Bureaus of the city administrations, offices of the sub-cities and offices of the Worda. Further 35 private organizations (HR offices) were selected based on certain criteria from the four sub cities that had been selected through randomization.

The other source of information for the qualitative research was key individuals (few employers) selected from organizations that have concern to PWDs, such as Bureau of Labor and Social Affairs (BOLSA) \_ responsible for social matters and employment, more specifically, for the promotion of disabled people's integration; Ethiopian Federation of Persons with Disabilities (EFPD) - formed of six major disability-focused organizations, Ministry of justice (MOJ), Ministry of Education (MOE) and a private organization. Employers' chosen from these organizations have much experiences working with PWDs and know much about PWDs as they had many exposure to the employment situation of PWDs. Hatch (2002) said "informants are selected for interviews because they have some special knowledge that the researcher hopes to capture in his or her data. Consequently, Five men (1 woman, 4 men) ranging from 44-59 years of age were interviewed. All of the participants attended at least some form of college education. The participants were then selected based on a sample of purpose given the concern participants' organizations who fit the inclusion criteria i.e. concern, knowledge and experiences regarding EWDs as employer. Hence, these key informants responded to the variable that is not suited for survey, i.e. employers' experiences regarding PWDs in the work place.

Addis Ababa was selected as a study site purposefully for the following reasons. First, Addis Ababa is the capital and the center of political, economic, social and cultural activities of the country, where opportunities are available to capture attitudes and practice from diversified group of population. The city is becoming good representation of the country in many aspects including diversified culture, ethnic and religious background. Second, it is a city where numerous private and government organizations are available and there is better employment opportunity for PWDs. Third, the researcher could have exposure and have a close contact with government and

private organizations as his living and working life is strongly attached to the city. These all, with no doubt, contributed a lot to obtain valuable information, which ultimately enhances the quality of the study.

### **3.3 Sampling of the Target Group**

To determine the sampling techniques, the administrative organization of the city was considered. The city administration is divided into ten sub-cities. In terms of area coverage Bole is the largest sub-city followed by Akaki- Kality and Yeka. Addis ketema is the smallest and followed by Lideta and Arada Sub-cities. The sub-cities are also divided into Woredas, which are the smallest administrative unit in the city. There are 116 Woreda in the city administration. The number of Woredas varies based on their size.

Simple random sampling method has been utilized to select specific organizations (HR offices) and their respective employers. Relying on the information secured from the civil service agency of Addis Ababa, at city administration level, there are fourteen bureaus with equal 14 HR offices. At sub-city level HR offices are pooled into four (4) HR offices and at Woreda level, the HR offices are all pooled to one office, where each Woreda has one pooled HR office *i.e. under capacity building office*.

In order to obtain a representative sample, a complete sampling frame is required where every member of the population specified on the list so that they have an equal chance of being selected. So, the sampling frame for this study was produced by a compilation of names bureaus of city administration and offices of sub city and Woreda.

Of 170 government organizations or HR offices, a manageable numbers of organizations i.e. 60 HR offices were selected using a lottery method- simple random sampling. According to Gay, Mills and Airasian (2009) for a survey research it is common to sample 10 to 20 of the population. These authors also suggested that if it is at all possible to obtain more participants, a researcher should do to maximize the sample. Hence out of the 300 employers in the 60 HR offices, 121 employers were randomly sampled. It was about 40 percent of the sample size. In fact, this study goes further to determine a single number within the possible range of sample size given by Mills and his colleagues. Hence, to determine sample size the researcher relying on published tables that provide the sample size for a given set of criteria (precision levels, confidence level, and variability). The table presume that the attributes being measured are distributed normally or nearly so. In line with Israel (2009) for the population size 300, given that  $\pm 7\%$  precision levels, 95% confidence level and variability,  $P=.5$ , the sample size is 121.

To further detail the sampling, using sampling determination techniques of Israel (2009), out of the 14 city HR bureaus 4 HR bureaus [using a formula,  $n= N/1+N*(e^2)$ ] were selected randomly which includes HR Bureau of Justice, HR Bureau of Education, HR Bureau of Communication Affair and HR Bureau of Capacity Building. Among the ten sub-city offices, 4 sub cities namely, Yeka, Arada, Gulele and Lideta sub-city HR offices were randomly selected [ $n= N/1+N*(e^2)$ ]. This selected 4 sub cites has 4 HR offices each ( $4 \times 4 = 16$ ) yet again 10 HR offices at Woreda level from the selected four sub-city were all taken as there are one HR office in each Wored (10 Woredas offices X 4 sub-city = 40). So, 60 HR offices (4HR bureaus+ 16 HR offices+ 40 HR offices) finally constituted the sample HR offices or government organizations.

Other than the samples drawn from governmental HR office, additionally thirty five (35) private organizations were purposely taken from the four sub cities that were drawn. The purpose behind selecting these private organizations was three-fold. First, organizations should- involve one industry-type i.e. service sector. Second, the organization should have more than 50 employees, as larger organizations are much more likely to accomplish organized hiring process and have a specific HR office (comprise heads, managers or directors etc.) to complete the survey. Moreover, larger private organizations are more likely to employ some EWDs, or could have the desire to hire PWDs which would allow the survey respondent to fill the survey. Lastly and importantly, proximity and convenience to the researcher to collect data were also considered. From these 35 HR offices, of 125 employers 78 were sampled randomly to produce participants using Israel (2009) established table value, given  $\pm 7\%$  precision levels, 95% level of confidence and variability,  $P=.5$ .

Over all, two-third of the total research participants was from the government offices and one third of the participants were from private sector. Thus, total of 121 participants were selected from government and 78 were sampled from private sectors on a random base for collecting the quantitative data. However, out of 199, the surveys were completed by 183 participants (with 91 % response rate which fall within the acceptable range) and used in the analysis. All the bureaus and offices had the minimum required sample in terms of gender, age and education level.

Other than the information gathered from the above methods, interview was administered to key employers who are information-rich cases for study in depth. The selection of key employers was purposive to obtain the appropriate information and to answer the research question. Purposeful

samplings are unique for qualitative studies when searching for rich information (Gay et al., 2009). Hence, the criteria for selection of these key participants (employers) were the reason that they have concern with employment of PWDs, have long years of experiences working together with PWDs, have much contact with PWDs and know much about them. Consequently the sample included 5 participants who were willing to share their work life experience regarding EWDs. The data obtained through this means does not aim to generalize to all employers but seeks to gather and evaluate information through interactions with sample of employers who provided information with a deep understanding of EWDs in the work places.

### **3.4 Research Instruments**

The variables of the quantitative study are attitude and hiring practice expressed by employers about employing PWDs. These variables were measured by the instruments adopted and modified for this study. The study instrument on attitude toward hiring PWDs items were integrated from three other different instruments on employment attitude towards PWDs, this includes *a survey of Employer Attitude toward Hiring Individuals with Disabilities* (SEATHID) by Hemenway, et al. (2003); *Attitudes toward disabled Persons Scale (SADP)* by Antonak (1982) and *the Attitudes toward Employing Persons with Disabilities scale (ATEPD)* by (Loo, 2004). The study instrument on hiring practice were also integrated from other two instruments that include '*Survey on Disability Employment Policies and Practices in Private and Federal Sector Organization*' by Bruyer (2000) and '*Survey on Organizations' Recruitment Practice and Persons with Disability Tolera* (2012). Therefore, the questionnaire for the survey instrument elicits data for two dimensions of the research (a) Employers attitude toward PWDs (b) Employers hiring practice regarding



PWDs and sub section of demographic sheet (Appendix I). It should be noted that the questions in the attitude scale are arranged in the order of cognitive, affective and behavioral tendency components of attitude.

The key instrument for eliciting information for the qualitative study was interview. Literature review was informed in the construction of the main interview questions on the employers' experience regarding PWDs. Hence, the interview guide has one section consists of questions on employers experience regarding EWDs.

### **3.4.1 The Hiring Attitude scale**

The Instrumentation for this study, *attitude scale*, is an instrument formed, modified and adopted to measure employers' attitude toward employing persons with disabilities (Appendix I). It comprised 41 items in the main study to measures employers attitude toward PWDs on five point scale with responses ranging from 1 = strongly disagree to 5 = strongly agree. The scale further divided in to questions of cognitive, affective and behavioral tendency where each comprises 13, 17 and 11 questions respectively.

The integration of these 41 questions from the three different instruments was based on their suitability to the general objective of the study that spotlight on the employers' hiring attitude. A survey of Employer Attitude toward Hiring Individuals with Disabilities (SEATHID) was developed by CITES project staff, in collaboration with the Able Trust and the business community. This survey was conducted to determine the needs of Florida businesses related to hiring and retaining employees with disabilities. However, SEATHID was used for the current

study, essentially to determine employers' attitude items by excluding the remaining items of SEATHID. To complement the "the *attitude scale*" of this research, some questions were also imported from another instrument known as Scale of Attitudes toward Disabled Persons (SADP). This instrument comprises 24 questions, was psychometrically sound instrument. In this instrument a series of questions concerning attitude toward disabled people on a likert-scale response were incorporated, but only items related to hiring attitudes of PWDs were sorted out.

The Attitudes toward Employing Persons with Disabilities (ATEPD) scale was another input for the *attitude scale* of the current research. This instrument developed by Loo (2004) consist of three sub-scales concerning the employment of individuals with disabilities: Organizational Policies and Procedures for Employees with Disabilities Scale (e.g., employers attitude on recruitment, staffing, training, promotion), Organizational Climate Scale (e.g., discrimination, preferential treatment), and Working Relationships Scale (i.e., attitude towards working for and working with others with, disabilities). From this instrument yet again items related to employers' attitude were only sorted out and utilized.

Over all, among the instruments SEATHID, SADP, and ATEPD, items pertinent to the study was filtered out and utilized as "*attitude scale*" for the current study. Before the '*attitude scale*' was applied for the study, it was, formed, adopted and validated content wise by experts in the field that considers Ethiopian culture and custom and then reliability test was performed.

### **3.4.2 The Hiring Practice Scale**

The *hiring practice scale* is also an instrument shaped, tailored and adopted for this research to assess employers' hiring practices regarding PWDs. The large parts of this instrument have been taken from two research works, i.e. Bruyer (2000) and Tolera (2012). In effect, very few items (*four items*) have been developed from the general literature reviewed which are made specific to the study of employers' and their hiring practices to bring the scale to the required level and purpose. Hence, the hiring practices questionnaire of this study ultimately consisted of 18 items to measure hiring practice of employers, using a scale of responses ranging from 1 = Never true of me to 5 = Always true of me.

### **3.4.3 Demographic sheet**

This part sought respondent's demographic details. Hence, the demographic sheet consisted of 10 questions to measure the following characteristics: gender, age, religion, respondents' academic background, type of the institution/organization, respondents' familiarity with PWDs, number of employees with disabilities, type of disability in the organization, respondents' prior hiring experience with PWDs, respondents disability preference, etc which were also included in last section of the questionnaire.

### **3.4.4 Interview**

The key instrument for eliciting data for the qualitative study was semi- structured interviews. To research questions that demands qualitative investigation, a semi- structured interviews were conducted with the key employers in selected themes. Semi-structured interviews are the most practical data collection technique in qualitative research that allows the researcher to ask the

same general questions of all participants and allowed the chance to reveal concealed issues (Grfoich, 1999). Hence, this method of data collection has been chosen for the reason that (a) It probe the respondents experiences deeply, (b) it gives allowance to the interviewer to modify the items in the interview that are not clear to the respondents (c) it is useful to obtain unexpected historical information. Consequently, an interview guide was prepared to address questions of the employers' experiences about EWDs in the working places and subsequent issues regarding EWDs etc.

### **3.5 Pilot Test**

The pilot study contains several phases. The underlying principle of conducting this pilot was to improve the instrument in terms of its validity and reliability; to improve errors in questions, to improve instructions, directions and other issues that the respondents thought fit to point out.

The pilot study was conducted on the employers of different HR offices located in Kechene and Kerikos sub-city to obtain psychometric information of the measuring instrument used to collect the data.

Items initially were formed, modified and adopted to measure employers' hiring attitude and practice concerning PWDs. subsequently examinations for face validity, content validity and reliability were carried out.

The initial draft of the questionnaire was redefined with the help of a professor and doctors at AAU who had experiences with survey construction. These expertise continued to offer advices

during later revisions. The first version of the questionnaire contained many errors that affected its validity. This problem was alleviated through extensive revisions based on the advice of experts in the fields. To further improve the instrument content validity, proportion agreement procedure (The content validity index) was used to collect suggestion from additional experts.

In this study Content Validity index-CVI which is a quantitative way of approach, used to determine the content validity of the research tool. According to Lynn (1986) as cited in Wynd et al. (2003) Content Validity index - CVI allows two or more raters independently review and evaluate the relevance of a sample of items to the domain of content represented in an instrument. For this purpose, three PhD instructors and four PhD candidates rated the relevance of each item in the scale. The raters evaluated whether the items are relevant in assessing employers' hiring attitude that are expressed in terms of its domain i.e. cognitive, *affective* and behavioral tendencies and hiring practice or not. A likert-type, with four possible responses is used to determine Content Validity Index (CVI). The responses include a rating of 1 = *not relevant*, 2 = *somewhat relevant*, 3 = *quite relevant* and 4 = *very relevant*. The use of this approach specify that ratings of 1 and 2 are considered “content invalid,” whereas ratings of 3 and 4 are considered to be “content valid”. If for example, out of the seven raters only three individuals rated an item as a content valid item (i.e. either they rated as 3=*quite relevant* or 4=*very relevant*) then the item was discarded as  $3/7 = 0.428$  which is 43%, but the rest 57% rated content invalid (i.e. rated either 1-not relevant or 2<sup>s</sup> somewhat relevant) suggesting the item worthlessness (Lynn, 1986; Waltz & Bausell, 1983; Waltz et al., 1991 as cited in Wynd et al, 2003). In this manner, items that were identified as content invalid were eliminated and those less relevant were revised and reworded while the content valid items were sustained.

Both item level and Scale level Content Validity Indexes have been computed. Item level Validity Index (ICVI) measures two or more rater's agreement, on the relevance of each item to the underlying construct whereas Scale-Level Content Validity Index (SCVI) involves the content validity of the overall scale or sub-scale (Lynn, 1986; as cited in Wynd et al, 2003).

**Table 3.1**  
*Summary of Item- and Scale-Level Content Validity Indexes*

<b>Scale/Sub-Scale (S)</b>	<b>No of Items</b>	<b>Minimum I-CVI</b>	<b>Maximum I-CVI</b>	<b>S-CVI</b>
<b>Attitude scale</b>	53	0.43	1.00	0.80
<b>Cognitive</b>	17	0.43	1.00	0.81
<b>Affective</b>	17	0.57	1.00	0.91
<b>Behavioural tendencies</b>	19	0.423	1.00	0.78
<b>Hiring practice scale</b>	21	0.423	1.00	0.83

*Note: 100% means all the seven raters respond similarly i.e. they all respond “relevant” for the same item.*

As depicted in the table 1, the Item-level Content Validity Indexes (I-CVIs) and Scale-level Content Validity Indexes (S-CVIs) of the survey instrument ranged 0.43(43%) to 1(100%) and 0.83 (83%) to 1(100%) respectively. 0.43 (43%) means that only 3 out of the 7 judges rated the item ‘relevant’ which is invalid, in other words, more (four out of seven) rated the item “irrelevant”. And 1(100%) means all the 7 experts supported the item's relevance to the underlying construct. At scale or subscale level, 0.83 (83%) means at least 6 out of the 7 judges supported the relevance of the items that make up the scale.\*\*

The figure depicted in Scale-level Content Validity Indexes (S-CVIs) falls within the sufficient levels of magnitude as suggested by several authors (Hartmann, 1977; House, House, & Campbell, 1981; as cited in Wynd et al, 2003). These authors suggested an average agreement of 70% (0.70) is “necessary” for agreement, 80% (0.80) and above for “adequate” agreement.

Therefore, as depicted in table 4.1, the average of judges who scored the entire scale appropriate for measuring employers’ attitude and practice were 0.801 (80%) and 0.83 (83%) respectively that falls in the acceptable range.

Nine items scored low on appropriateness for measuring attitude with a score <42.8% were spotted as content invalid (Q, 8, Q. 10, Q.36, Q.39, Q.4 1, Q.42, Q.44, Q.48 and Q.51) and by the same token three items (Q.L Q.3. Q14, Q. 16, Q.19 and Q.2.1) from practice scale were eliminated. The remaining content valid items were sustained. Some items were also revised and reworded underpinning the magnitude of the index. Overall, the hiring attitude scale were reduced from 53 to 44 items and, the hiring practice items reduced to 21 items.

To check reliability, pilot study responses were obtained from 50 employers. Internal consistency of the attitude items were measured using Cronbach’s Alpha, utilizing SPSS version 20. It was computed, for the set of 44 questions in the attitude scale, 21 questions for the practice scale. Cronbach’s alpha for the entire items of the hiring attitude scale was .822 which according to Briggs and Cheek (1986) is higher than the preferred minimum .7. Inter item correlation was done to check *items deletion*. Generally, the deletion column in the SPSS output table showed that internal consistency for all items would change very little if any items were deleted. However, few items according to Pallant (2007) whose “corrected item total

correlation" (Mean inter item correlation ) is below .3 were deleted (Q.3, Q. 15, or Q.33) from attitude scale which would increase Cronbach's alpha to .83, suggesting that this item may be weak and should be removed. In fact, there were also few items from attitude scale that had value less than 0.3 "corrected item total correlation" (Mean inter item correlation ) and were not deleted for the reason that they had insignificant impact on Alpha value but call for some minor wording modifications.

The Cronbach's Alpha coefficient to provide a measure of the internal consistency for the practice scales was .893. Based on Briggs and Cheek (1986) suggestion, three items were removed from the practice scale for the same reason that they had value less than .3 "Corrected Item total Correlation" (Mean inter item correlation) which raised alpha value to .897.

Intercorrelation among sub scale of attitude i.e. (cognitive, affective and behavioral tendencies) had also been calculated to determine whether there is item redundancy and specificity of the construct among attitude sub-scales. According to Briggs and Cheek (1986) high Intercorrelation among the measures might, mean that the items are overly redundant and, the construct measured too specific and less valid. However, in this study it was found a desirable moderate correlation coefficient among the sub scales: cognitive Vs affective,  $r=.639$ ; affective Vs behavioral tendencies,  $r= .50$ ; cognitive Vs behavioral tendencies  $r= .363$ . This according to Briggs and Cheek (1986) signifying that there were no overly redundancies on the sub- scales which in turn indicate the sub- scale are capable independently measure attributes.



### 3.6 Procedures of Data Collection

Following the preparation of the necessary tools of data collection (Self-administered questionnaire), the researcher selected three data collectors based on previous research experiences and educational background. The first step in conducting the study was to select potential HR offices for inclusion in the study utilizing simple random sampling techniques. 60 HR offices from the government organization and 35 from organization were selected. From these selected HR offices, potential employers were recruited using random sampling techniques. Actually, before distributing the questionnaire to the respective government and private HR offices, letter were submitted to the sampled offices. The letter contained the researcher's name, institution, objectives of the study and a request for the participation of employers who directly participate in the hiring process.

After receiving permission, the questionnaire forms were distributed through a direct contact to recruited employers to participate in the study. The respondents were asked to indicate the extent to which they agreed or disagreed with the statements in the *attitude scale* on a five-point scale and were also asked to indicate the occurrences of their hiring practice in the *hiring practice scale*. Employers then completed the questionnaire. Follow-up visits also conducted by the researcher and assistant researchers for a good response rate. Participants were also informed that all surveys would be kept safely. In fact, confidentiality was ensured because participants didn't provide any identifying information. For this study, 183 questionnaire out of 199 were returned, giving, a response rate of 91 % . So, the number of received questionnaires was sufficient for data analysis. Lastly, the coded responses or the raw data keyed in the computer. SPSS version 20 has been utilized to process the data.

## 3.7 Data Analysis

### 3.7.1 Quantitative Data Analysis

In analyze data quantitative method was utilized. The statistical package for social sciences (SPSS) version 20 was used to enter and analyze quantitative data. Descriptive statistics (frequency distributions, means, and standard deviations, t-test, ANOVA, multiple regression) were computed for describing variables. P value  $\alpha = 0.05$  was used to test all significance tests that was employed in the study.

Best and Kahn (2006) a cut-off point method has also been utilized to determine whether employers hiring attitude and practice regarding PWDs. According to this author if the questionnaire for example, consists of 41 items the following scores will be revealing:

41 x 5 = 205 most favorable response

41 x 3 = 123 A neutral response

41 x 1 = 41 most unfavorable response

Best and Kahn (2006) claim that the test scores obtained on all items would fall between 41 and 205. If the total scores of any individual falls above the cut-off point, 123, the attitude tended to be favorable (positive) in employing PWDs and below 123 the attitude appeared to be unfavorable (negative). To determine hiring practice of employers a similar fashion had been utilized.

Obtained data were also evaluated using multiple regression analysis to determine potential predictors of hiring attitude and practices regarding PWDs. Correlations were used to make out

variable relationships while a t-test and ANOVA were used mainly to test for differences between variables. The Independent Samples t test compared the mean scores of the groups on the variable whereas the analysis of variance was used to determine the degree of difference between two or more of the variable groups. If the difference in means was significant ( $p < .05$ ), a post hoc Tukey test was conducted.

### **3.7.2 Qualitative Data Analysis**

A qualitative method was employed to investigate employers' experiences regarding EWDs. In this study an attempt has been done to explore and understand qualitatively the work life experiences from the perspective of employers. To this end, interviews were employed to solicit information from key employers. An interview protocol for asking questions was used. For this data, an in depth interview using semi-structure interview was tape recorded and transcribed. Qualitative analysis entails segmenting and reassembling the data in the light of the problem statement (Creswell, 2003). Hence, the analysis continues by reading through the data repeatedly, breaking the data, down in themes and categories and build it up to bring together explanation of employers experience regarding EWDs. The data analysis utilized Creswell (2003), systematic steps as guidance frame work.

### **3.8 Reliability and validity**

A questionnaire is reliable if the responses are consistent and stable and valid if it measures what it is supposed to measure (Gay et al., 2009).

The best way to create reliability is to use well-tested questions from reputable questionnaires. Hence, the researcher in this study uses a psychometrically sound scales and surveys on their

first use which allowed him to assure reliability of the instrument. The next step to reassure reliability was pilot testing by administering the questionnaire to a smaller participant (50 participants) to be used in the actual study. Consequently the Cronbach's coefficient alpha test was used to assess the internal consistency reliability of the response for each item within the instrument.

As Briggs and Cheek (1986) note, the issue of internal consistency reliability assessment is complicated by the fact that "there are no longer any clear standards regarding what level is considered acceptable" past criteria have ranged from .80 or .90 alpha coefficients, down to .60 or .70 alphas as acceptable internal consistency reliability. In the current study, acceptable value of Cronbach's coefficient alpha were found for attitude (.83) and hiring practice (.89) respectively.

Following the results of the pilot (inter item correlation) to increase reliability of the instrument, items have been reduced. Efforts also have been made to reduce bad wording, errors in questions and bad instructions and for a good reliability result. For example, the instrument that was translated from English in to Amharic by the experts had also been edited by a professional who is familiar with special needs language, especially language understandable to participants.

In this study validity tested in two main categories: face validity and content validity. Face validity answers queries regarding whether the researcher is really measuring what is intended to be measured and whether the participants made sense of the question. Persons who are familiar with the profession were asked to help compile, redefine and revise the questionnaire to increase

face validity of the work. The face validity seemed to fall in line with the goal of the research document. The content validity goes to answer question, whether the content of the questionnaire really deals with the problem as stated in the study. For this purpose, Content Validity index (CVI) procedure of Wynd et al. (2003) used to determine the content validity. As a result, the raters who scored the entire scale appropriate for measuring employers' attitude and practice were 80% and 83% respectively that falls in the acceptable range of content validity index.

### **3.9 Ethical considerations**

Ethical standards must be kept in all research that is one way or another connected to human beings. The following ethical issues were carefully considered during the survey and interview. It was provided a letter of support from the department of special needs education to different government and private organization explaining the purpose of the study to overcome respondents' refusal and reservations about providing information. Participants were assured of the confidentiality of their information and that their identities were guaranteed by anonymousness-based responses, which were explained in the instruction of the questionnaire and the interview guide. In other words participants received approval verbally and in written that the responses they give to be disclosed only to the research and used only for the research purpose.

It was also made clear that respondents' involvement was voluntary and they had full right to refuse if they changed their mind about participating. In order to provide a comfortable atmosphere and elicit honest answers, before giving the questionnaire to and taking the interview

with, the participants were given explanation about the purpose of the study. Over all, in this study, it was tried to adhere to the general ethical guidelines that commonly known in the social science research in the situation where it necessitate.

## CHAPTER FOUR

### 4. Results

The chapter comprises both the quantitative and qualitative parts. The first part presents the quantitative results and the second part provides the qualitative results organized in several sections. The presentation takes account of, description of the participants and results of the statistical analyses that includes t- test, ANOVA, correlation and multiple regressions. There follows an analysis of data retrieved from the interview of the cases.

The purpose of the study was to investigate employers' hiring attitude, hiring practice and post employment experience regarding PWDs, and to make comparisons and associations among these variables between private and government employers. The third variable, post employment experience, has been investigated through qualitative means, using thematic analysis of the interview responses.

#### 4.1 Socio-Demographic Characteristics of Employers

The demographic information of the survey participants is described in the following paragraph.

A survey questionnaire was administered to 199 employers with a 91% participant response rate. So, only 183 cases were used in the analysis of the data.

The demographic characteristics are discussed in two characteristics in order to build up the respondents' profile. The first characteristic relates to the individual (employer) characteristics and the second one is associated with disability experiences of the employers (Table 1 and 2).

Gender, religion, age, education level, institution type, prior hiring experience disability familiarity, disability type, preferred disability type and number of EWDs in an institution were addressed as quantitative categorical and non- categorical variables for this study to make the demographic details. The data regarding the demographical variables are reported in Table 1 and 2 below.

**Table 4.1**

*Socio Demographic Characteristics of Employers*

<b>Socio demographic characteristics</b>	<b>Frequency</b>	<b>Percent</b>	<b>Skewness</b>	<b>Kurtosis</b>
<b>Sex</b>			.301	-1.93
Male	105	57.40		
Female	78	42.6		
Total	183	100.00		
<b>Age</b>			.44	-1.13
22-30	37	20.20		
31-45	111	60.70		
46 and above	35	19.10		
Total	183	100.0		
<b>Education Level</b>			-.98	-.32
Below diploma	21	11.50		
Diploma	53	29.00		
Bachelor degree and above	109	59.60		
Total	183	100.00		



			Continued...	
Socio demographic characteristics	Frequency	Percent	Skewness	Kurtosis
<b>Religion</b>			.877	-1.24
Christian	126	68.90		
Islam	53	29.00		
Others	4	2.20		
Total	183	100.00		
<b>Institution Type</b>			.370	-1.88
Government	108	59.00		
Private	75	41.00		
Total	183	100.00		

A total of 183 surveys were collected to measure employers' attitude and hiring practice of PWDs. The sample consisted of 57.4% male and 42% female employers; the ages of the employers were also grouped in to three categories i.e. age group 22-30 (20.2%), age group 31-45 (60.7%) and age groups 46 and above (19.1%). The majority of employers were from government institutions (59.0%) and some were from private organizations (41%). Regarding religion, the highest percentages of the employers were represented by Christians (68.9%) while Muslims constitute a lesser percentage (29%) and other religion was 2.2%. Eleven percent (11%) of the employers surveyed also had education below diploma while diploma holders were 29.0% and those with bachelor's degrees and above was 59.6%.

Table 4.2, below describes the sample of employers demographics that were linked with PWDs that completed the survey. Employers were asked to report on a number of background variables where the majority explored as independent variable and few only used to describe the sample.

**Table 4.2***Employers' Demographics Associated with Disability*

<b>Socio Demographic characteristics</b>	<b>Frequency</b>	<b>Percent %</b>	<b>Skewness</b>	<b>Kurtosis</b>
<b>Previous hiring experience of employers</b>			.464	-1.805
Yes	70	38.3		
No	113	61.7		
Total	183	100.0		
<b>Disability Type in the Organizations</b>			-.432	-1.658
Hearing	12	6.6		
Visual	30	16.4		
Physical	43	23.4		
No PWDs	97	53		
Total	183	100		
<b>Disability preference of employers</b>			.514	-1.43
Physical	126	70.1		
Visual	35	19.1		
Hearing	22,	10.8		
Total	183	100.0		
<b>No of employee in the organization</b>			.614	-.714
No PWDs	97	53		
1-5	81	44.3		
6 or more	5	2.7		
Total	183	100.0		
<b>Disability familiarity</b>			.301	-1.931
Yes	78	42.6		
No	105	57.4		
Total	183	100.0		

*Note: to analyse hiring practice participant who has previous hiring experiences were used, which is 70.*

Two third of the employers 61.7% reported that they had no any prior hiring experience of PWDs while 38.3% of the employers had previous hiring experience of PWDs. Among the sampled employers who had prior hiring experience, the highest percentage of them 44.3% had hired from one to five PWDs.

The distribution of the employers in the institutions by disability type also indicate that persons with physical impairments have the largest representation, 23.4%, while persons with visual impairment represented 16.4% of the sample with the least percentage of hearing impairment 6.6%.

The demographic data revealed that below half of the total number of employers, 42.6% have disability familiarity such as neighborhood, colleague family member and relative, and a large number of employers, 57.4% reported that they have not had any kind of familiarity with PWDs. The results presented in table 4.2 clearly demonstrate employers' preference based on the different disability types towards employing of PWDs. On the issue of preferred disability type to hire, employers prioritize their preference to hire Persons with visual impairment next to physical disability. Persons with hearing impairment ranked third in the hierarchy Ttable 4.2).

#### **4.2 Employers' Attitude towards Employing PWDs**

To examine the attitude of employers towards employing PWDs, the attitude composite score was utilized. This is to mean that responses of employers summed together to create scores that ranges from extremely low attitude score to extremely high attitude score. Employers attitude scores are normally distributed (Appendix IV and V) with the scores ranging from 76 extremely low attitude score to 198 extremely high attitude score with mean score of 148.2 and standard division of 26.8. These scores were contrasted with neutral score value of "*attitude scale*" which is commonly known as the hypothetical mean scores to determine employers' attitude toward hiring PWDs.

Since this study defines attitude as composed of three elements namely: cognitive, affective and behavioral tendency component, further analysis was performed to assess the employers attitude on these three aspects by comparing the mean score of the components of attitude with their respective hypothetical mean scores. Descriptive statistics analysis shows that the value of mean and standard deviation for cognitive, affective and behavioral tendency components of attitude are  $M= 53.59$ ,  $SD= 8.97$ ;  $M= 65.03$ ,  $SD= 13.57$  and  $M= 29.8$ ,  $SD= 6.16$  respectively. These components of attitude mean scores were contrasted with the respective neutral score value (hypothetical mean score of each sub scale values to determine employers' cognitive, affective and behavioral tendency toward hiring PWDs. (Table, 4.3)

**Table 4.3**

*Mean Score and Standard Deviation of Employers' (n=183) Attitude towards Hiring PWDs*

<b>Scores</b>	<b>Attitude</b>	<b>Cognitive</b>	<b>Affective</b>	<b>Behavioral Tendency</b>
<b>Minimum possible scores</b>	41	13	17	11
<b>Lowest actual score</b>	76	27	31	15
<b>Maximum possible scores</b>	205	65	85	55
<b>Highest actual score</b>	198	73	90	40
<b>Neutral scores (hypothetical mean)</b>	123	39	51	33
<b>Mean score (calculated mean)</b>	148.20	53.59	65.03	29.80
<b>SD score</b>	26.80	8.965	13.574	6.157

The attitude scale comprise 41 items which according to Best and Kahn (2006) could be analyzed as the minimum possible score 41 (41x1) and maximum possible score of 205 (41x5)

with a neutral score value of 123 (41x3). Table 4.3 above, summarizes the score values of the hiring attitude scale and its sub-scale.

To determine whether the employers responded favorably or unfavorable towards employing PWDs, a cutoff point method had been utilized. Accordingly, the hypothetical mean was 123 (3x41 items) which was the cut-off point when average equals 3.0 on the scale. As a result, scores higher than 123 or 3.0 (a neutral position) were considered to be favorable attitude whereas, scores less than 123 or 3.0 implied unfavorable attitude towards employing PWDs. According to Best and Kahn (2006) high score, > 123 (hypothetical mean) reflects favorable and more accepting attitudes while low score, < 123 reflects unfavorable and rejecting attitude. Given that the calculated mean of the employers' attitude was 148.2, which was higher than hypothetical mean, one can explicate that employers tended to have positive attitude towards employing PWDs. Further, to verify these differences (difference between the calculated mean and the hypothetical mean) a one-sample t-test was performed.

**Table 4.4**

*Comparison of Calculated and Hypothetical mean of employers' (n=183) Attitudes towards Hiring PWDs*

<b>Variable</b>	<b>Calculated mean</b>	<b>Standard deviation</b>	<b>Hypothetical mean</b>	<b>t-value</b>
<b>Attitude</b>	148.42	26.802	123	12.83**.
<b>Cognitive</b>	53.59	8.97	39	22.02**.
<b>Affective</b>	65.03	13.57	51	25.94**.
<b>Behavioral Tendency</b>	29.80	6.16	33	-20.22**.

*Note.* \*\*P <.01.

The result in table 4.4 above indicates that there is a significant difference between attitude score of the calculated and hypothetical mean. It means that the calculated mean is significantly higher than hypothetical mean. This substantiates description given above based on mere observational difference between employers' hypothetical and calculated mean. Hence, evidently majority of employers' ( $M > 123$ ) tended to have positive attitude towards hiring PWDs.

Regarding components of attitude score, as illustrated in table 4.3 above, the mean values of the components of attitude score were also compared with their respective hypothetical mean score. The values of the calculated mean of the cognitive components of attitude score (53.6) and affective components of attitude score (65.03) had a higher value than their respective hypothetical mean (39) and (51), where as the calculated mean of the behavioral tendency components of attitude score (29.80) had lower value than its hypothetical mean (33). A one-sample t-test (Table 4.4) result also confirmed difference between the calculated mean and the hypothetical mean of components of attitude are all statistical significant.

The cognitive components of attitude score results therefore, revealed that majority of employers' ( $M > 39$ ) cognitive towards hiring PWDs is favorable. This means that employers tended to have more information on hiring of PWDs, better thoughts on hiring (employment issues) of PWDs, less stereotypes and strong belief on the employment issues of PWDs. For instance, the following items/ statements support the cognition of employers towards hiring PWDs: statements such as 'employers believe that PWD's have ability to work, 'employers know how to treat and encourage PWDs' and employers believe PWD's lawful rights should be respected.

As it can be seen from the component inquired about affective, the affective component stands for the majority of the employers ( $M > 51$ ) had good feelings towards employing PWDs, had less fear and less prejudice towards hiring PWDs. For example, employers respond favorably to statements/items such as PWDs are friendly in the work places, employers are glad to hire PWDs if PWDs apply for job vacancy, employers feel that PWDs are capable in the work places, employers are comfortable in the presence of PWDs and employers have less fear on attendance and punctuality issues of PWDs.

Contrary to the two sub scales, the behavioral tendency component has been responded unfavorably revealing that employers have less intention towards hiring PWDs, this includes, employers would not hire PWDs for medical related reasons, for safety reasons and for too much job skill training, etc. Thus, the overall appraisal of the components of attitude score revealed majority of the employers' have a favorable cognition and affection toward hiring PWDs while employers' behavioral tendency was not revealed in favor of hiring PWDs.

Percentage/frequencies were also computed to determine employers' attitude and components of attitude toward hiring PWDs in addition to the above cut of point method and one sample analysis techniques utilized to ascertain the employers' hiring attitude and components of attitude. The following table below gives the distribution (%) of attitude scores. The range of scores were based on equal (roughly the same) width interval attitude scores.

**Table 4.5***Distribution of Attitude Score (%)*

<b>Scores by third</b>	<b>Lowest third %</b>	<b>Middle third%</b>	<b>Highest third%</b>	<b>Total %</b>
<b>Attitude/ total</b>	17.6	45.3	37.1	100
<b>Cognitive</b>	6	56.8	37.2	100
<b>Affective</b>	16.4	42.6	41.0	100
<b>Behavioral tendency</b>	30.2	36.6	33.2	100

The cut off scores were with equal width for three categories i.e., low, medium, and high; to determine the percentage/frequency. This is to identify what attitude score and components of attitude score most employers have. Notice first that there are less observed percentage in the first category (lowest third) than the second (Middle third) and third (Highest third) categories. This means that most employers fall in the Middle third and highest third, which implies the two categories are with more percentage of employers. Thus, most employers (82.4%) fall in the second and third category attitude score. Interesting differences have been observed in the cognitive scores (6%, 56.8%, 37.2%) and affective score (16.4%, 42.6%, 41%), where 94% of the cognitive and 84.6% of the affective score fall in the middle and highest third. Evidently majority of employers' have a higher score in attitude score and components of attitude score, which imply favorable attitude, cognition, and affection towards hiring PWDs. This indicates that respondent know how to deal with employment issues of PWDs and respond in a socially accepted and positive way.



To further strengthen the analysis techniques utilized in determining the employers' hiring attitude, another analysis was also conducted on the basis of percentage/frequency of employers' extent to agreement or disagreement with the statements/ items in the attitude scale. This level of agreement or disagreement ranges from strongly disagrees to strongly agree on the attitude score. Table 4.6 below, the five point levels have been combined in to three levels (agree, neutral and disagree) to ascertain employers' hiring attitude towards PWDs.

**Table 4.6**

*Percentage of Employers Agreement or Disagreement towards Employing PWDs*

<b>Variables</b>	<b>Percentage of agreement/disagreement (%)</b>			<b>Sum</b>
	<b>Agree*</b>	<b>Neutral</b>	<b>Disagree**</b>	
<b>Attitude</b>	63.3	12	24.7	100
<b>Cognitive</b>	69.0	10	21	100
<b>Affective</b>	73.3	11	15.7	100
<b>Behavioral tendency</b>	47.7	15	37.3	100

*Note. \*Agree (strongly agree plus agree), \*\* Disagree (strongly disagree plus disagree)*

The response pattern showed that 63.3% of the sampled employers responded 'strongly agree' and 'agree' in all the items/statements related to employers' attitude towards hiring PWDs. This shows that large proportion of the employers (Table 4.6) have a favorable attitude towards hiring PWDs. Only 12% of the employers had somewhat ambivalent view with no clear position due to their neutral attitude. On the other hand, 24.7% of the employers responded "strong disagree" and "disagree" in all the statements related to employers' attitude toward hiring PWDs. This shows that almost quarter of the sampled employers clearly showed unfavorable attitude toward hiring PWDs.

Likewise, regarding components of attitude (Table 4.6), most employers (69 %) have favorable cognition and (73%) affection towards hiring of PWDs and some employers' (47.7%) have behavioral tendency disfavored hiring towards PWDs.

Finally, percentages/frequencies were computed on selected individual item scores in order to have detailed information on employers' attitude towards hiring PWDs. Employers expressed their agreement and disagreement to these selected items. All details of the response anchor in terms of percentages are elucidated below.

**Table 4.7**

*The Response of the Employers (n=183) towards Selected Items Regarding Hiring Attitude of PWDs*

<b>Item</b>	<b>Selected sample items from attitude scale</b>	<b>agreement %</b>
<b>11</b>	I believe that PWDs must be encouraged to engage in work activities with non-disabled persons.	80.9
<b>15</b>	I feel that PWDs are friendly in the work places.	79.8
<b>16</b>	I am glad to hire PWDs, if they apply for job vacancy.	60.7
<b>22</b>	I know that PWDs can be more efficient than non-disabled persons in their work.	65.7
<b>29</b>	I have no fear that PWDs are more likely to be absent from work.	74.8
<b>30</b>	I am not afraid that PWDs could work independently in the workplace without help.	82.0
<b>31</b>	I would guarantee equal job opportunity to PWDs	66.7
<b>35</b>	I would hire PWDs despite disability related medical reasons.	79.0

In table 4.7, the majority of employers agreed indicating positive attitude towards hiring PWDs. The selected items gave the indication that employers had more information, better emotions and tendency of reacting towards hiring PWDs which is comparable with aggregated result. By and large, these items emerged to reflect employers had less fear, stereotypes and prejudice towards hiring PWDs. On the other hand, the items in the attitude score that did not fit into the pattern described above which reflects less favorable attitude towards hiring PWDs are indicated in the table 4.8 below. However these items, overlooked by the aggregate result of employers' positive hiring attitude.

**Table 4.8**

*The Response of Employers (n=183) towards Selected Items Regarding Hiring Attitude of PWDs*

<b>Item</b>	<b>Selected sample items from attitude scale</b>	<b>agreement %</b>
<b>23</b>	I have no fear that hiring PWDs demand too much additional cost for adaptations in our organization.	49
<b>26</b>	I have no fear that PWDs can use machines.	42
<b>32</b>	I would present complex works to PWDs like the non-disabled ones.	49

The items in table 4.8 come into view to reflect employers' fear and misunderstanding in the areas such as additional cost for adaptations, in the ability of using machine/ technology and complexity of the work, despite total attitude score indicated that attitudes were generally favorable to the employment of PWDs.

### 4.3 Employers' Hiring Practices Regarding PWDs

To examine the hiring practices of employers regarding PWDs, a similar statistical (cut of point method and frequencies) procedure has been utilized as used in attitude scores. However, in the attitude score, the likert scale response anchor used was on the level of agreement, whereas in the practice score the response anchor was based on occurrence level (i.e. always true, usually true, occasionally true, usually not true, and never true).

Therefore, to determine the hiring practice regarding PWDs, the hiring practice composite score was utilized. The total score of individual employers were calculated by summing up the ratings of each individual employer. Employers hiring practice scores are normally distributed (Appendix VI and VII) with the scores ranging from 23 worst hiring practice score to 90 best hiring practice score with mean score of 51.81; and standard division of 14.26. The mean score (calculated mean), 51 of the hiring practice score were contrasted with neutral score value (hypothetical mean) of the *hiring practice scale* score value, 54 (3x18). The *hiring practice scale* consists of 18 items, with minimum possible score 18 and maximum possible score 90.

So, the mean score obtained (51) was lower than the hypothetical mean 54 (18x3), which according to Best and Kahan (2006) could be analyzed as the hiring practices of employers regarding PWDs is somewhat rejecting hiring practice.

A one-sample t-test was additionally performed to test whether the difference between the calculated and hypothetical mean score of hiring practice score are real differences or not (Table 4.9).

**Table 4.9**

*Comparison of Calculated Mean and Hypothetical mean for Employers' (n=70) Hiring Practice Regarding PWDs*

<b>Variable</b>	<b>Calculated mean</b>	<b>Standard Deviation</b>	<b>Hypothetical mean</b>	<b>t-value</b>
<b>Hiring practice</b>	51.81	14.26	54	-12.87*

*Note.* \*P <.05.

The results of the analysis (Table 4.9 ) indicates a statistically significant difference between the calculated and the hypothetical mean of the hiring practice score which obviously describe majority of employers', ( $M < 54$ ) exhibited a rejecting hiring practice regarding PWDs.

Further, frequency analysis was performed to assess the employers hiring practice on the basis of equal (roughly the same) width interval hiring practice scores. Table 4.10, gives the distribution (%) of hiring practice score.

**Table 4.10**

Distribution of Hiring Practice Score (%)

Scores by third	Lowest third	Middle third	Highest third	Total
Hiring practice	28.6	55.7	15.7	100

The cut off scores were with equal width for three categories i.e., low, medium, and high; to determine the percentage/frequency. To identify what hiring practices score most employers

have. There is less observed percentage in the highest third score which represent only 15.7 % of the sampled employers. This suggests that only small number of employers have accepting/good hiring practice regarding PWDs. Most respondents are concentrated in the middle third score with medium score but the lowest third score category which represent 28.5% exhibit a rejecting hiring practice. Over all, the result tended to revealed that respondents have poor/rejecting hiring practice regarding PWDs.

Employers hiring practices are also described in terms of occurrence level (percentage of occurrence level) that ranges from ‘never true of me’ to ‘Always true of me’ to determine how often are hiring practice of employers regarding PWDs (Table 4.11). The five occurrences levels have been combined in to three occurrences levels for plainness of the situation to ascertain employers’ hiring practice regarding PWDs.

**Table 4.11**

*Occurrences levels of Employers’ Hiring Practice of PWDs*

Variables	Percentage of occurrence level (%)			Sum
	True of me	Occasionally true of me	Not true of me	
<b>Hiring practice</b>	30**	11.0	59*	100

*Note. \*True of me (always true of me, plus usually true of me) \*\*Not true of me (Never true of me, plus usually not true of me)*

The table 4.11 describes that a large portion of 59.0% of the employers indicated “*not true of me*” in all the statements/items regarding hiring practice of PWDs to indicate their rejection of hiring PWDs. On the other hand, 30% of the employers had indicated “*true of me*” to tell an accepting hiring practice and the remaining 11.0% had rated “*occasionally true of me*” which

holds a neutral position in the scale in all the statements/items regarding employers hiring practices of PWDs. In a nut shell, majority of the employers 59.0% exhibited a rejecting hiring practice of PWDs while some portion of the employers 30.0% had satisfactory or accepting hiring practice of PWDs and the rest 11.0% of the employers are neither have a rejecting nor accepting hiring practice.

In order to get in to the crux of the matter, further investigation of individual items on the hiring practice scores were done, as illustrated in table 4.12 below, which assists to examine the above crude results. The following are some of the selected items that resulted in rejecting or unsatisfactory hiring activities by the employers.

**Table 4.12**

*The Response of Employers (n=183) towards Items Regarding Hiring Practice of PWDs*

<b>Item</b>	<b>Selected sample items from hiring practice survey</b>	<b>Occurrence %</b>
<b>7</b>	I made sure that the job advertisements are accessible to PWDs.	12.0
<b>10</b>	I considered jobs matching with abilities for persons with disabilities in hiring.	24.3
<b>11</b>	I made recruiting locations accessible to PWDs.	11.0
<b>13</b>	I adapted questions asked for interviews so as to fit PWDs.	38.3
<b>18</b>	I made sure that job related information are accessible to PWDs	6.0

The percentage of the items in table 4.12 indicates that there are rejecting hiring practice by employers in the employment process (recruitment, selection and hiring) of PWDs. The majority of the employers had not made changes from the commonly known recruitment approaches, pre-employment screenings interviews and testing to accommodate the needs of

PWDs and to comply with disability employment rights. Further, accessibility of jobs related information for PWDs was an area responded as the most difficult. Employers also indicated that in their interview techniques for recruitment, they were not as familiarized with interview techniques that considered PWDs. It is therefore, possible to suggest that employers didn't make any special recruitment, selection or hiring efforts for the employment of PWDs to accommodate the needs of PWDs.

On the other hand, as presented in table 4.13 below, among the hiring practice scale items only four items were responded as accepting or good hiring activities by the employers. These include the utilization of disability employment laws, equal opportunity and positive discrimination (affirmative actions) regarding PWDs. It was determined, however that the overall items response of the hiring practice score was low and show a generally a rejecting or unsatisfactory employment practice of PWDs.

**Table 4.13**

*The Response of Employers (n=183) towards Items Regarding Hiring Practice of PWDs*

<b>Item</b>	<b>Selected sample items from hiring practice survey.</b>	<b>Concurrence %</b>
<b>2</b>	My hiring practices were based on disability labor and employment laws.	58.6
<b>4</b>	I made sure that there are equal access opportunity to all applicants in employment including persons with disabilities	70
<b>5</b>	I considered affirmative action programs for hiring of PWDs.	57.1
<b>6</b>	I didn't refuses to hire PWDs with respect to wages for which they are eligible.	58.6



Table 4.13 above, presents that large percentage of the employers provided equal opportunity to employment of PWDs (70%), they gave equal payment (58.6%) and they respected disability laws to hire PWDs (58.6%).

The result also showed more than half percentage of employers had affirmative action program for recruiting persons with disabilities. These items indicated a satisfactory hiring practice by the employers perhaps had a fear of legal responsibilities when dealing with these items. In any case, analysis of the overall items in both table 4.12 and 4.13 above, gave the combined impression that employers may consider disability labor law, equal opportunity and affirmative programs but pre-employment accommodations such as recruitment, selection and hiring were not given any due attention or were not understood as it should be.

#### **4.4 Relationship between Demographic Variables and Employers' Attitude and Hiring Practice**

In order to examine if differences exist between demographic variables and the dependent variables (i.e. employers' attitudes and hiring practices), t-test and one-way ANOVA were used. Each demographic variable in the study was independently tested for difference with each dependent variable.

The normality data was checked to make sure that it met the requirement of t-test and ANOVA. The skewness and the kurtosis were evaluated for all variables used in the analysis. Acceptable range for normality for both skewness and kurtosis lies between 2 and -2 (Kline, 2005). The skewness values of the current data distribution were between -0.628 and 0.0213 and their

kurtosis value ranged from 0.097 to -0.159, hence the values fell within the acceptable range of normality.

Further, homogeneity of the data had also been evaluated. The results of Levene's Test showed that the assumption of homogeneity was met in all variables.

t-tests were performed to determine if differences exist between variables of the dependent variables (hiring attitude and practice) and between binary categorical independent variables. Variables in binary category includes: (A) gender, (B) institution type (C) previous hiring experience and (D) disability familiarity.

Analysis of variance (ANOVA) was conducted for the other background variables which include: (E) age, (F) educational attainment (G) religion (H) Disability Type and (I) Number of EWDs variables. The findings related to demographic variables are presented below:

#### **A. Comparison of Employers' Hiring Attitude and Practice by Gender**

Noticeable differences were found with respect to employers' gender regarding hiring attitude and practice of employing PWDs. The table below displays the results of the independent t-test.

**Table 4.14***Independent Sample t-Test Comparisons by Gender*

Variables	Male			Female			t	P
	n	M	SD	n	M	SD		
<b>Attitude</b>	105	144.50	26.431	78	153.68	26.561	-2.317*	.022
<b>Hiring practice</b>	38	51.68	12.760	32	51.97	16.077	-.083	.934

*Note. \*P < .05*

The independent sample t- test was used for comparing the mean scores of male employers and female employers in terms of attitude  $t(181) = -2.317, p < .05$ . The test showed a statistically significant difference. The mean of the male employers' attitude was significantly lower ( $M = 144.50, SD = 26.431$ ) than the mean of the female employers ( $M = 153.68, SD = 26.561$ ). On the other hand, there were no significant differences in hiring practices of employers between the two genders  $t(68) = -0.083, p > .05$ . So, the mean of the male employers' hiring practice ( $M = 51.97, SD = 12.760$ ) didn't show a statistical significant difference from the mean of female ( $M = 51.97, SD = 16.077$ ) employers. Table 4.14 above, shows the result of the analysis.

### **B. Comparisons of Employers' Hiring Attitude and Practice by Institution Type**

Sample organizations were divided into two categories: government and private. t-test was computed to compare employers of these organizations in their hiring attitude and practice regarding PWDs.

**Table 4.15***Independent Sample t-Test Comparisons by Institution Type*

Variables	Government			Private			t	P
	n	M	SD	n	M	SD		
<b>Attitude</b>	108	152.06	25.566	75	143.16	27.825	2.235*	.027
<b>Hiring practice</b>	52	52.40	14.621	18	50.11	13.429	.585	.561

*Note. \*P <.05*

As illustrated in table 15 above, statistical significant difference was found in employers' attitude toward hiring PWDs as expressed by government and private organizations,  $t(181) = 2.235, p < .05$ . Evidently, employers of government institutions ( $M = 152.06, SD = 25.566$ ) had more positive attitude than Private employers ( $M = 143.16, SD = 27.83$ ) towards hiring of PWDs.

Regarding hiring practice of employers of PWDs, yet again an independent sample t-test was performed. The output showed that there were no statistical significant difference,  $t(68) = .585, p > .05$ . This pointed out that despite there was an observed mean difference suggesting private organizations hiring practice were worse; there was no statistical difference between these two types of institutions in terms of their hiring practices of PWDs. Both remains having a rejecting hiring practice towards PWDs.

### **C. Comparison of Employers' Hiring Attitude by Prior Hiring Experiences**

t-tests were conducted to assess whether employers responded differently to the questions asked

regarding the influence of previous hiring experiences on the employers' attitude. The t-test  $t(181) = 4.62, p < .05$ , showed that there was a significant difference between groups for those who had prior hiring experience and who didn't have prior hiring experience.

**Table 4.16**

*Independent Sample t-Test Comparisons by Previous Hiring Experiences*

Variables	Having previous hiring experiences of PWDs			Having no previous hiring experiences of PWDs			t	P
	N	M	SD	n	M	SD		
<b>Attitude</b>	70	158.18	16.60	113	142.22	30.07	4.62**	.00

*Note.* \*\*P < .01

Table 4.16 above, demonstrated that the mean attitude for the group having prior hiring experience ( $M=158, 18, SD=16.600$ ) had a higher mean value than the group who didn't have prior hiring experience ( $M=142.22, SD= 30.073$ ), which suggests that the employers who had previous hiring experiences have more positive attitude toward employing PWDs than those who didn't have prior hiring experiences.

#### **D. Comparisons of Employers' Hiring Attitude and Practice by Disability Familiarity**

An independent samples t test was calculated comparing the mean score of employers' hiring attitude who identified themselves as having disability familiarity to the mean score of employers' hiring attitude who categorized themselves as having no disability familiarity. A significant difference between the means of the two groups was found  $t(181) = 5.551, p < .05$ .

**Table 4.17***Independent Sample t-Test Comparisons by Familiarity with PWDs*

Variables	Having familiarity with PWDs			Having no familiarity with PWDs			t	p
	n	M	SD	n	M	SD		
<b>Attitude</b>	78	160.24	19.89	105	139.63	27.96	5.55**	.000
<b>Hiring practice</b>	46	52.50	14.63	24	50.50	13.75	.554	.581

*Note. \*\*P <.01*

The mean of the respondents having disability familiarity was significantly higher ( $M = 160.24$ ,  $SD = 19.885$ ) than the mean of respondents who have no disability familiarity ( $M = 139.63$ ,  $SD = 27.955$ ) which suggested that employers who had familiarity with PWDs have showed more positive attitude than employers who had no familiarity with PWDs at all. The means of the groups who had disability familiarity ( $M = 52.50$ ,  $SD = 14.627$ ) and those who had not ( $M = 50.50$ ,  $SD = 13.749$ ), for the variable *hiring practice* was also calculated and found no statistical significant difference  $t(68) = .554$ ,  $p > .05$ .

This non-significant difference implies hiring practices of employers was not affected by the disability familiarity they had (Table 4.17).

### **E. Comparisons of Employers' Hiring Attitude and Practice by Age Groups**

To examine if difference exists between hiring attitude of employers by age groups; and between hiring practices of employers by age groups, one-way ANOVA were used. The combined findings are presented in table 18 below.

**Table 4.18***One-Way ANOVA Comparisons by Age*

		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>P</b>
<b>Attitude</b>	Between Groups	215.60	2	107.800	.149	.862
	Within Groups	130526.83	180	725.15		
	Total	130742.44	182			
<b>Hiring practice</b>	Between Groups	816.20	2	408.10	2.07	.134
	Within Groups	13222.387	67	197.349		
	Total	14038.586	69			

No statistical significant differences emerged on employers' attitudes towards employing PWDs as a function of age  $F(2,180) = .149$ ,  $p > .05$ . Correspondingly, there were no significant differences among age groups in terms of hiring practice  $F(2,67) = 2.068$ ,  $p > .05$ . So, the influence of age on the employers' hiring attitude and hiring practice of PWDs were not pertinent.

#### **F. Comparisons of Employers' Hiring Attitude by Educational Level**

ANOVAs were computed to assess whether differences exist as a function of educational level (below diploma, diploma & degree and above) on employers' hiring attitudes and practice of PWDs separately. The combined results are presented below.

**Table 4.19***One-Way ANOVA Comparisons by Educational Attainment*

		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>P</b>
<b>Attitude</b>	Between Groups	7306.11	2	3653.06	5.337**	.006
	Within Groups	123436.33	180	685.76		
	Total	130742.44	182			
<b>Hiring practice</b>	Between Groups	342.64	2	171.32	.838	.437
	Within Groups	13695.95	67	204.42		
	Total	14038.59	69			

Note. \*\*P <.01

The analysis revealed that a statistical significant between-group difference  $F(2, 180) = 5.337, P < .01$ . So, employers' attitudes differ as a function education attainment.

Post-hoc tests are necessary in the event of a significant ANOVA. Among post-hoc tests available, *Tukey HSD* was used, which is commonly applicable for one-way, as this test had a good controls of Type 1 error and had had good statistical power.

*Tukey's HSD* was used to determine the nature of the differences between education levels. This analysis indicated a significant difference between the mean scores of employers' attitude who were below *diploma* level ( $M = 135.90, SD = 38.407$ ) which was the lowest score and *degree and above* level with the highest mean score ( $M = 153.32, SD = 24.511$ ). Employers who had *diploma* ( $M = 143.28, SD = 23.635$ ) were not significantly different from either of the other two groups.



On the contrary, no significant differences were found in the categories of educational level in addressing employers hiring practice  $F(2, 67) = .838, p > .05$ . This suggests employers' hiring practices didn't show a statistically significant difference as a function of educational attainment.

### G. Comparisons of Employers' Hiring Attitude and Practice by Religion

One-way ANOVA was calculated to find out if significant differences between the means of employers' attitude and between the three religions categories. Results revealed no significant difference between groups  $F(4, 178) = 2.682, p > .05$  suggesting that participants' attitudes do not differ as a function of Religion. Similarly, there were no significant differences in religious groups in terms of hiring practices  $F(4, 65) = .165, p > .05$  indicating the power of religion on hiring practice of PWDs was not relevant. The findings are presented in table 4.20 below.

**Table 4.20**

*One-Way ANOVA Comparisons by Religion*

		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>P</b>
<b>Attitude</b>	Between Groups	7431.86	4	1857.97	2.68	.33
	Within Groups	123310.58	178	692.76		
	Total	130742.44	182			
<b>Hiring practice</b>	Between Groups	141.12	4	35.28	.17	.96
	Within Groups	13897.47	65	213.81		
	Total	14038.59	69			

## H. Comparisons of Employers' Hiring Attitude and Practice by Disability Type

One-way ANOVA was used to assess differences in hiring attitude between different disability types. The results are presented below.

**Table 4.21**

*One-Way ANOVA Comparisons of Attitude by Disability Type*

		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>P</b>
<b>Attitude</b>	Between Groups	17763.05	7	2537.578	3.931	.001
	Within Groups	112979.39	175	645.597		
	Total	130742.44	182			
<b>Hiring practice</b>	Between Groups	1319.44	7	188.492	.919	.0498
	Within Groups	12719.14	62	205.147		
	Total	14038.59	69	14038.586		

*Note.* \*\*P <.01

The analysis revealed that a statistical significant between-group difference  $F(3, 179) = 2.428$ ,  $p < .05$ ), thus, employers' attitudes differ as a function disability type.

A post hoc test was conducted to discover where the variance or significance lies. *Tukey's HSD* analysis indicated a significant difference between the mean scores of employers' hiring attitude towards persons with physical disability, ( $M = 160.74$ ,  $SD = 22.147$ ) which is the highest mean score and towards *visual impairment* with the lower mean score ( $M = 152.38$ ,  $SD = 8.158$ ), which exhibit a statistical significant difference.

Employers hiring attitude towards *persons with hearing impairment* ( $M = 151.6, SD = 22.5$ ) had the lowest mean score, which were not a statistical significant difference from either of the other two groups (i.e. persons with visual and physical disability). So, much variation of comes from physical and visual disability. Further, mean scores of the different disability groups provide an indication to understand the employability of different disability types, hence employers finds it easier to hire persons with physical disability than visual impairment or hearing impairment within their organizations. These same employers also indicated that it would be difficult to hire persons with hearing impairment than persons with physical disability or visual impairment in the jobs available in service industry.

The statistical one way ANOVA test detected no significance difference between the groups (among disability types) in employers hiring practice  $F(3, 66) = .433, p < .05$ . This finding showed that the different types of disability had influence on the employers hiring practice.

### **I. Comparisons of Employers' Hiring Attitude and Practice by No of EWDs**

Apparent differences were found with respect to the number of PWDs in the employers' respective organizations. The table below displays the results of the ANOVA.

**Table 4.22***One- Way ANOVA for the Number of EWDs in the Organization*

		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>P</b>
<b>Attitude</b>	Between Groups	13558.98	2	6779.49	10.41**	.00
	Within Groups	117183.45	180	651.02		
	Total	130742.44	182			
<b>Hiring practice</b>	Between Groups	755.10	2	377.55	1.19	.0157
	Within Groups	13283.48	67	198.26		
	Total	14038.59	69			

*Note.* \*\*P <.01

An ANOVA had been conducted to determine the difference due to the number of EWDs in the organization and employers hiring attitude. The ANOVA result indicated a significant difference between the number of EWDs in the organization and employers hiring attitude score, between-group difference  $F(2,180) = 10.4, p < .05$ . Accordingly, there was a difference due to the number of EWDs in the organization and employers hiring attitude.

The Post-hoc tests analysis indicates a significant difference between the mean scores of employers' hiring attitude who have no EWDs at all ( $M = .140.75, SD = 29.22$ ) which was the lowest score and number of EWDs from 1-5 with the higher mean score ( $M = 158.04, SD = 19.854$ ), which was a statistically significant difference. Employers who *had* EWDs 6 and above EWDs with highest score ( $M=159.0, SD=18.44$ ) were not statistically significant different from either of the other two groups i.e. from those who had no EWDs at all and who had 1 to 5 EWDs. Consequently, much of the variation comes from these two groups (those who had no EWDs and EWDs number from 1 to 5).

Further, using the ANOVA test to examine the differences between number of EWDs in the organization and employers hiring practice,  $F(2, 67) = 1.904, p < .05$ . This suggests employers' hiring practices evidenced difference as a function of EWDs' number.

#### 4.5 Correlation between Employers' Hiring Attitude and Practice

Pearson Correlation was used to compute relationships between employers' attitude and their hiring practices (Table 4.23). The results of the relationship between employers' employment attitudes towards PWDs and hiring practice showed that the two variables are weakly correlated but a positive one.

**Table 4.23**

*Correlation between Attitude and Hiring Practice*

<b>Variable</b>	<b>Attitude</b>	<b>Hiring practice</b>
<b>Attitude</b>	–	.243
<b>Hiring practice</b>	.243	–

*Note.*  $P > .05$

As showed in the table, the Pearson coefficient between this two variables was ( $r = .243, P > .05$ ) indicating the existence of a weak positive relationship. The results suggest that improving the hiring attitudes of employers could only bring very little change on their hiring practice.

#### 4.6 Correlation among Employers' Cognitive, Affective and Behavioral Components of

##### **Attitude**

Pearson's correlation analysis for the relationship between components of hiring attitudes results are displayed in table 4.24 below.

This analysis is provided to give information regarding how the study variable's ( *components of attitude* ) related to each other as well as to determine if the components .

**Table 4.24**

*Correlations between Cognitive, Affective and Behavioral Elements of Hiring Attitudes*

	<b>Cognitive</b>	<b>Affective</b>	<b>Behavioral tendency</b>
<b>Cognitive</b>	–		.743**
<b>Affective</b>	.808**	–	
<b>Behavioral tendency</b>	–	.820**	–

*Note.* \*\*P <.01

According to pallant (2007) a correlation coefficient of .10 represents a weak positive relationship while .30 represents a moderate positive relationship and .70 and above represents A strong positive relationship. Based on the information given, the correlation matrix in the dialog box shown above, revealed that all the components of attitude (cognitive, affective and behavioral tendency) had a strong positive association with each other.

A Pearson correlation was calculated to examine the relation between the employers' cognitive and behavior. A strong positive correlation that was significant was found ( $r(181) = .743, p < .01$ ). a similar strong correlation has been found between employers' affective and behavior ( $r(181) = .808, p < .01$ ). A Pearson correlation coefficient was also calculated for the relationship between employers' cognitive and affective ( $r(181) = .82, p < .01$ ), indicating a significant

relationship between the two variables. These correlation overall revealed that an increases or decrease in cognitive (knowledge or thought) brings an increases/decrease in affection (feelings) or an increases/decrease in behavioral tendency and vice- versa. Explicitly, the better cognitive a person has, the better that person’s would like to feel it or live it out and vice- versa. Hence, working on one of these components mean working on the other component i.e., changing ones knowledge brings a likelihood of changing ones emotion or willingness and vice versa. Of all the three correlations the strongest relationship is between behavioral tendency and affective (820\*\*) implying the impact of change in one’s feeling impacts more in one’s behavioral tendency and vice versa.

#### **4.7 Correlation between Employers’ Attitude Sub- Scales and Hiring Practice**

Pearson correlations were computed to explore relationships between the hiring practice and sub-scales of attitude separately. This analysis is provided to determine which constituents or subscale of attitude have an association with actual hiring practice of PWDs.

**Table 4.25**

*Correlations between Employers’ Attitude Sub-Scale and Hiring Practices*

<b>Attitude sub- scales</b>	<b>Hiring Practice scale</b>
<b>Cognitive</b>	.185
<b>Affective</b>	.101
<b>Behavioral tendency</b>	.446*

*Note.* \*P <.05

The table 4.25 shows, a statistically significant and according to Pallant (2007) a correlation coefficient definition, a moderately positive correlations only between employers’ behavioral

tendencies and hiring practice ( $r = 0.446^*$ ,  $p < .01$ ). This positive linear relationship indicates increases in the employers' behavioral tendency toward employing of PWDs are associated with more hiring practices toward PWDs and a decrease in behavioral tendency are associated with less hiring practices toward PWDs. On the other hand, employers' hiring practice showed weak, positive correlation and statistically not significant with the other remaining two variables: employers' cognitive and affective, where  $r = 0.185$ ,  $p > .05$  and  $r = 0.101$ ,  $p > .05$  respectively. This result can describe cognition and affection of employers towards employing PWDs has subtle influence on hiring practice PWDs.

#### **4.8 The Predictors of Employers' Hiring Attitude and Practice**

Before a regression analysis could be performed, the categorical variables need to be dummy coded in order to evaluate the variable with a nominal approach. The variables such as education level, disability type and number of EWDs, were coded in to '0' and '1' with 1 as a reference group. The first group was the reference group for the dummy coded variable. The categorical variables that were dichotomous such that gender, age religion, prior hiring experience, disability familiarity and institution type don't need to be coded.

After the preliminary analysis and dummy coding was done, a general multiple regression analysis was employed to find the possible predictors of employers' attitude toward employing PWDs. The results in table 4.26 below show the regression analysis of attitude as the dependent variable and multi independent variables (such as gender, age, education level, religion, institution type, disability type, number of EWDs, prior hiring experience, disability familiarity) as a predictor. These independent variables are believed to have the power to predict the



probability of occurrence of outcome variables (employer's attitude). This is to mean that, the likelihood to which an employer has positive attitude towards hiring PWDs are explained by these independent variables.

The data was evaluated for its assumptions prior to running the multiple regressions. As a result, normality for all dependent variable and independent variable: skewness and kurtosis is lying between 2 and -2 which is acceptable range (Kline, 2005). Further, homoscedasticity was maintained, the variance of the distribution of the dependent variable was constant for all the independent variable. The Normal P\_P plot in this study also laid reasonably a straight diagonal line from bottom left to top right. Scatter plots also show roughly concentrated plots on the center as opposed to curvilinear indicating relationships of the dependent variables with each of the predictors (**Appendix VIII**).

The correlation matrix to check multicollinearity indicates that the highest correlation is between employers' prior hiring experience and employers' disability familiarity which is 0.357 (weak correlation). Therefore, multicollinearity is unlikely to be a problem in this study as the highest correlation is only 0.357. Multicollinearity, high inter-correlations, is when correlated at .50 or .60 and above among some set of the predictor variables (Leech, 2005).

**Table 4.26**

*Summary of the General Multiple Regression for the Independent Variables`and Attitude*

Predictor variable	Attitude		Cognitive		Affective		Behavioral Tendencies	
	Beta	sig.	Beta	sig.	Beta	Sig	Beta	Sig
<b>Gender</b>	.15**	.04	.10	.14	.15**	.03	.16**	.03
<b>Religion</b>	-.09	.23	-.04	.63	-.13	.08	.04	.55
<b>Age-Dummy2</b>	-.05	.52	-.08	.28	-.01	.99	-.08	.28
<b>Age-Dummy3</b>	-.03	.68	-.06	.43	-.02	.74	.01	.92
<b>Education- dummy2</b>	.17	.14	.25	.03	.10	.36	.16	.18
<b>Education-Dummy3</b>	.25*	.03	.35	.00	.14	.22	.26*	.02
<b>Disability type-dummy2v</b>	.18*	.04	.15*	.05	.07	.07	-.04*	.08
<b>Disability type- Dummy3h</b>	.14	.47	.26	.19	.08	.70	.01	.94
<b>No of EWDs-dummy2 no EWD</b>	-.40*	.05	.40	.23	-.20	.56	.28	.41
<b>No of EWDs-dummy3, 1to5</b>	-.00**	.99	-.12	.48	.40	.86	.10	.56
<b>Institution type</b>	-.11	.13	-.10	.17	-.12	.10	-.07	.38
<b>P. hiring experience of PWDs</b>	.11	.02*	.11	.16	.12	.12	.06	.45
<b>Disability familiarity</b>	.30	.00	.24**	.00	.32*	.00	.27	.00

*Note.* \*\* $P < .01$ , \* $P < .05$

$R^2 = .511$  for attitude;  $R^2 = .403$  for cognitive;  $R^2 = .409$  for affective;  $R^2 = .374$  for behavioral

A significant regression was found with an  $R^2$  of .511 indicating that the regression model over all predicts 51.1%. This prediction is well, as the effect size was 0.66 (the effect size for the total regression equation is simply the R in the model). According to Kohen's 1998 as cited in Durlak (2009) the effect size  $> 0.5$  is high. Hence, gender, age, education level, religion, prior hiring experience, institution type, disability familiarity are predictors accounting for 51.1% variance in the employers attitude toward PWDs. When we also look at the model summary, the adjusted R squared is up to 0.19, which points towards a modest relationship.

Among the variables that were entered into the regression model, only gender, disability familiarity, prior hiring experience of PWDs and educational level - dummy3 (i.e. degree and above educational level), disability type- dummy2 (persons with physical impairment) are statistically significant predictors. These values show that disability familiarity has the largest beta of all variables thus, it is the strongest predictor of employers' attitude while education-dummy3 (i.e. degree and above educational level),, disability type-dummy-2 (persons with physical impairment), previous hiring experience of PWDs and gender were better predictors of employers attitude in a respective order.

As an example, the 3<sup>rd</sup> dummy variables of educational level (i.e. degree and above educational level) which is found to statistically significant predict employers attitude ( $\beta = .25$ ,  $p < .05$ , part  $r = .144$ ) signifies that a one unit change in the "degree and above educational level " results in an increase by .25unit values of employers' attitude as compared to the "diploma and below" educational level. Thus, for those who have "degree and above" employers, their score of attitude was added by .25, compared to the attitude scores of those who have "diploma and below".

Table 4.26 also witnessed the inclusion of demographic variables in predicting components of attitude. As evidenced by the ANOVA tables, all the components of attitude, regression were found to show significant variance. For instance, the cognitive model explain about  $R^2 = .403\%$  of the total variance; the affective model explain about  $R^2 = .409\%$ , and the behavioral tendencies explained by  $R^2 = .374\%$ . These models show that components of attitude themselves are independently predicted well.

In general, this regression model, *the demographic variables* acts as a predictor of hiring attitude or its components. The findings of this dissertation provide a certain level of support to the existence of such connection. nevertheless, the  $R^2$  and beta coefficients indicate that there are also other factors that affect the hiring attitudes.

As a final point, a multiple regression was calculated predicting employers hiring practices scores based on their gender, age, education level, religion, institution type, disability type, number of EWDs, previous hiring experience and disability familiarity. It appears that the predictor variables in this study could not be used to predict the dependent variable, hiring practice of employers, as is indicated by a very small F value (.498) and not significance level (.807). The results are presented below in the ANOVA summary table.

**Table 4.27**

*ANOVA Summary Table of the Standard Regression Model of Hiring Practice*

<b>Model</b>	<b>Sum of squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig</b>
<b>Regression</b>	636.033	6	106.006	.498	.807 <sup>b</sup>
<b>Residual</b>	13402.552	63	212.739		
<b>Total</b>	14038.586	69			

The regression equation was ( $F(6, 63) = .498, P > .05$ ). If there is no significant difference as indicated on the far right, in the table 4.27 above, then that would indicate that there is not a

regression relationship between the dependent variable (hiring practice) and the predictor variables (demographic variables). Hence, hiring practice of employers was not criterion variable to be predicted by the independent variables that was entered in the regression model.

#### **4.9 Post Employment Experiences of Employers Regarding EWDs**

This section presented the qualitative findings from the five individuals on post employment experiences regarding employee with disabilities. Interview was held with the five selected individuals or key employers to capture their varied experiences working with EWDs. Accordingly, the results of interview were coded, categorized and analyzed thematically. The data analysis utilized Creswell (2003), systematic steps as guidance frame work.

The intent of this study was to see what post employment experience with EWDs and to tell what barriers they face in the integration of EWDs in the workplaces. Consequently, many different categories emerged from the data: desired work performance, work ethics, low self esteem, frustrations, poor communication, socialization problems, contribution in workforce, exemplary to other co-worker, need for in-work support, burden to non-disabled coworkers, attitudinal barriers, equipment and facility accommodations, modification to job duties, physical alteration to the work environment, ease access, assistive technology, budget allocation problems, formal policy, affirmative action and employment laws awareness.

Under the main research question where the responses of employers reduced to two basic themes: *positive experiences* (desired work performance, good work ethics- as committed, punctual, less absenteeism, hard working and productive), *challenges working with EWDs* (low

self esteem, frustrations, poor communication, imposition of burden to non-disabled coworkers and socialization problems). For the second research questions where respondent asked to tell what barriers they face in the integration of EWDs in the workplaces, another three themes were reduced from the categories listed: *workplace accommodations* (attitudinal barriers, modification to job duties, physical alteration to the work environment and budget problems), *accessibility concerns* (ease of access, assistive technologies and finance shortage) and *disability policy issues* (formal policy, employment law awareness, and affirmative action). Hence, the participants' responses to the interview questions and the themes that emerged from their data were the basis for the analysis of the description employers' post employment experiences and the barriers in the work places.

The findings are presented in highlighting similarities and differences across the five individuals, within each feature identifying common experiences across participants. This kind of case analysis makes it possible to build a logical chain of evidence (Yin, 1994). Themes or issues discussed are accepted as common experiences of most interviewees when discussed by more than three of the participants and exclusive experiences when discussed by two or less of the participants.

#### **4.9.1 Employers Positive Experiences Regarding EWDs**

Employers have identified both positive and negative experiences regarding EWDs in their work place. With regard to the positive experiences, the employers were able to described ranges of experiences, recognizing EWDs as valued staff members. Although individuality was

highlighted, it was found that a common understanding by the most employers that EWDs were characterized as committed, punctual, less absenteeism, disciplined, hard working and good level of concentration on their tasks. One of the employers had articulated in favor of this notion as:

*“EWDs miss the same or fewer days of work than their non-disabled counterparts. These people [referring to the EWDs] are like contract workers who feel more responsible and trusted than non-disabled workers” (Participant 2).*

Another employer actually had to this:

*“In my current organization, there is a woman with mobility problem. She is known for her on-task behaviors for long hours compared to those employees without mobility problems who move now and then with frequent off-task behaviors. I can say the job is just right for her” (participant 1)*

Employers also expressed their thought why EWD have the desired work performance and good work ethics. Accordingly, it was mentioned that, these kinds of work attributes are anticipated in the work places plus EWDs have the desire to prove themselves that they are capable of doing their jobs just like anybody else including non-disabled coworkers. Consequently, EWDs invest their full knowledge and skill to the maximum level and want to shine out. In this regard one of the participants stated the following quoted verbatim:-

*“In most circumstances that I had the chance to observe an EWD, he [referring EWD], is quite good at what he does in many activities that he engaged in. He’s enthusiastic to work, Passionate to prove his worth” (Participant 3).*

Most employers also articulated that EWDs are capable of managing their job and exhibited the desired qualities in their job equivalently with non- disabled individuals. The majority employers who hired people with disabilities approved that initial weakness or limitations of the EWDs and reluctance by the staff fades away as a result of work experiences gained. Responses from participant portray this attribute of EWDs:

*“There is an employee with a crutch in our office, who is hard worker and a role model for others without disabilities in terms of creativity, meeting deadlines as well as overall performance. Mind you, he was not known for his merits and qualities at the beginning of his job” (Participant1).*

Overall, many employers in most interviews mentioned that that they are benefited from the strengths of employee with disabilities in terms EWD’s attitude, personal qualities and job performance as staff. However, in the next theme it would become clear that despite the positive experiences, employers also referred to various challenging experience with EWDs.



#### **4.9.2 Employers Negative Experiences regarding EWDs**

With regard to the negative experiences or challenges that the employers had working with EWDs, the following ideas come to surface. Accordingly, the majority of the employers revealed that some EWDs were found to have low self esteem and do not have confidence on their ability. And employers expressed the thought that it had an adverse effect on their work performance which eventually leads them to the repeatedly observed frustration. This is evidenced by the following verbatim statement:

*“He [referring to EWD] is not usually as confident as the others (non -EWDs). He looks down upon himself in presenting himself forward for work which he is qualified. Further, when having some kind of training he don’t ask for a different arrangement to benefit from the training rather he takes advantage of the situation to do his own personal business” (Participant 5)*

Employers identified the benefit of the self-esteem in the work places where EWDs were blamed to lack. Some employers’ expresses the thought that implicit resistance having EWDs as a member of their team by colleagues were rampant for known and unidentified reasons. Some are known reasons like fear the consequences of workplace discrimination and some are unidentified reasons where employers tried to intervene to create understandings among group members.

Employers expressed the thought that there are times EWDs request assistance from coworkers which in fact distract the non-disabled workers. In fact, the majority employers feel some

assistance is important for high EWDs professionals, to make their job easier and fast, one respondent however narrated her experience as:

*“It is more difficult and takes longer time for EWDs with a physical disability who is working in the laboratory of my organization to move equipments, to plug or unplug appliances. He imposes additional burden to other non-disabled coworkers” (Participant 5).*

Some employers also identified challenge what they referred as conflict with their immediate supervisors and colleagues that may result from undermining of EWDs. In addition to this undermining factor, in some cases nature of disability by itself was mentioned as the source conflict for some disability type. In this regard, the data revealed that communication problem was a major barrier that leads to poor communication particularly for employees with hearing impairment due to lack of sign language interpreter. Furthermore, most employers explained their thought to some degree that non-disabled staff exhibits socialization problems towards EWDs, where such tendency affects their relationship in integrating and adapting themselves with EWDs in work place. Consequently, smooth communication and harmony remains poor and becomes difficult to work cooperatively in a team spirit.

Cognizant of this problem, employers pointed out that few organizations have already launched orientation and awareness raising programs for the staffs whenever there is an entry of employee with disability in order to facilitate mutual understanding and communication between person with and without disability.

In general, most employers suggested that they don't like to judge disability negatively but only to give examples of incidents that occurred in their work place in relation to work and EWDs. Even some said, despite the bad experiences they had with EWDs, they will consider employing PWDs in the future as long as they are qualified and have a disability suitable job. The challenges that employers experienced in this regard can be explained in the following quote:

*Although it can be challenging, I would continue to employ PWDs." We [referring the employers] need to add patience, sympathetic understanding and communication in order to have to establish good working relationship and have the most impact in dealing with EWDs. I know there is going to be a little more work but given the opportunity, PWDs are responsible, dedicated and reliable people as long as my personal experience is concerned" (participant 4)*

#### **4.10 Workplace Accommodations, Accessibility Concerns and Disability policy**

One of the research questions investigated in this study was employment integration barriers of EWDs in the work place. In this regard various barriers that hinder integration of EWDs in the work places were identified by the employers. This includes lack of accommodations, inaccessibility of work places, absence of disability sensitive institutional policy, lack of assistive technology, gaps between policy and practices, ignorance and negative attitude of non-disabled staffs.

Employers revealed that most of these barriers received by EWDs, are either personally driven (*by the employers or EWDs*) or organizational (system) driven such as, absence of plan, budget shortage and implementations barriers. Barrier on the part of EWDs that were identified by employers also included lack of assertiveness (*EWDs are not assertive enough to fight back for their lawful treatment*), low self-esteem, failure of EWDs to promote themselves that they are capable for, frustration and give up trying to compete in the available internal posts to secure job promotion. One employer appeared to be more transparent regarding the system and individual difficulties:

*“Some barriers can be resolved in very simple and cost effective way, if there is a good will of the employer. I think question that matters is the will power of employers and organizational sensitivity of disability”* (Participant 3).

The writing of this paper, tries to present the employment barriers in the work places from three perspectives: reasonable accommodations, work place accessibility and organizational disability policy.

With regard to accommodation for EWDs, the data exposed that there is huge variation among organizations or employers and they are not at the same stage / level in making workplace accommodations. For instance, a participant from a private sector revealed that employers or HR managers may not have the authority to secure accommodation even if they can. Accommodation issues are seen as avoidable expenses since the owners in most cases focuses on reducing expenses. As a result, accommodations for the EWDs are minor, limited in the scope and type.

Of the five employers, only two have witnessed modification of existing facilities to accommodate workers with disabilities in their organizations. This is to mean that there is remarkable effort by few organizations to make the necessary adjustment by removing physical barriers like making ramps, repairing old lifts, using sign language interpreter and arrangement of transport service, etc.. As one of these employers highlighted:

*“EWDs have most of the personal qualities and skills that are necessary to perform the job, if some accommodations are made it won’t be a problem for the organizations. I remember a case accommodated after acquiring a disability while already employed by the organization, now using a wheelchair and able to access his workplace”* (Participant 1).

An employer also witnessed that EWDs were able to maintain their position or change job duties when organizational reshuffle of workers took place, signifying the efforts made to accommodate PWDs in the workplace to fit job duties. This employer verbalizes the following, reinforcing his notion:

*“Adjustments to job duties of EWDs in organizations are important because it enables them to utilize the experiences and skills they brought to best level, but not to favor them differently”* (Participant 2).

On the other hand, most respondents agreed that many organizations don't have any work place accommodations, even the available accommodations are sometimes incomplete or pointless where one may see ramps to enter the main gate but don't have the lift to go to upstairs. Employers are simply reluctant, to make these accommodations or adjustments for a number of reasons. Some of the explanations given were: considering the issue of accommodation as addition cost and burden, disbelieve about the effectiveness or usefulness of the adjustment, ignorance and negative attitudes. One of the employer's views may summarize the accommodation issues as follow:

*"We don't offer special training or make special arrangement for EWDs, the organization has no any budget to adjust the work environment for such people, and we don't treatment preferentially or provide special job trainings because we believe that employees received the necessary training, when they came to the organization"* (Participant 4).

Employers mentioned that both sectors (*government and private*) are running shortage or absence of budget for reasonable accommodations and accessibility purpose, as disability concerns are gone astray in the organizations. The data also revealed most organizations don't provide accommodations for EWDs, and even those that provide adjustments are not organizationally pre-planned and implemented. Only few employers or organizations however, refute to be reluctant and made possible efforts to accommodate entrances, facilities and equipments.

With regard to accessibility issues, most employers felt that the work environment should be more accessible and safe for staff with a disability. This includes ease of access toward offices, cafeteria, and toilet etc. however, most employers admitted their non accommodative behavior of their organizations in terms of accessibility that their work places are equipped with facilities to aid EWDs. They claimed that there are budgets shortages, ignorance and less concern among them for making working environment accessibility. Some employers even go further to statements that accessibility requirements are impossible or economically unviable.

Of the five employers only two employers have highlighted positive examples of some accessibility works that includes: cafeteria and rest rooms entrances are ramped; Cashier desks and tables in eating areas are accessible to EWDs and customers using wheelchairs; and protruding objects have been cleaned in accessible routes; etc. furthermore, along with other co-workers, some EWDs also accesses transportations services. Surprisingly, most of the employers suggested that many organizations and employers have no much idea how to make accessible work places for common disabilities. They cannot tell more than just ramps and accessible rest room for employee with physical disability. Especially, they have less knowledge in the area of assistive technologies.

Another issue discussed was about institutional policy and guideline regarding employment of PWDs. In this regard, the employers revealed that almost many organizations work according to the law of the land particularly the civil service law. However, it was described by the participants that the mere presence of laws and policies cannot be taken granted since there are various problems with respect to implementing policies practically. As the participants

explained, there are instances where applicants and workers with disabilities are treated unfairly and faced either open or systematic rejection which ultimately denied of their right to employment. It was also suggested that employment accommodations and many accessibility issues of EWDs have been neglected as formal commitment has not yet sufficiently manifested in action by many organizations.

One of the employers has this reflection:

*"We [referring employers] are aware of the disability labor and employment laws. This is something positive. However, many employers are not prepared to bring influence or bring necessary change, for reasons they may count on. Practice of the disability legislations should be given due attention otherwise"* (Participant 2).

In fact as some expresses their thought that there are some affirmative action efforts that are reflected in the policy document by some organizations which states that if candidates with disabilities score equal result with non-disable candidate/applicant, additional three points will be given for the PWDs. According to most employers, despite this has been a positive action taken by some organizations, the systematic exclusion of appropriate persons with disability for the job continues.

In a nutshell, the result of the interview showed that most organizations neither design their own disability sensitive policy which is consistent and in line with the law of the land nor adapt the policies in accordance with existing reality. Rather most organizations show rigidity in



implementing those policies and guidelines.\*\*

#### **4.11 Summary of the Findings**

The chapter reports a descriptive overview of employers hiring attitude towards PWDs and their hiring practice of PWDs. It also includes reports of the ANOVA, t- tests and multiple regression results.

In the study, it was found that majority of the participants showed positive hiring attitudes but a rejecting hiring practice toward people with disabilities. Investigation have been attempted to determine if selected demographic variables were related to employers hiring attitudes and practices regarding PWDs. It was found that gender; educational level, disability type, institution type, number of EWDs, prior hiring experiences and disability familiarity did influence or carry difference in attitudes of the employers toward employing persons with disabilities. Consequently, male participants had more positive attitudes toward hiring people with disabilities than female counterparts; employers' better educational attainments resulted in more positive attitudes toward person with disabilities; government institutions have more positive attitudes than private organizations; employers who had previous experience of hiring person with disabilities have more positive attitude than those employers who lack the experience; employers who are familiar with persons with disabilities showed better attitude than those who had no contact or familiarity.

Other demographic variables such as age and religion and however, established no statistically significant differences between the attitude score of employers. This indicates that age and religion in this study do not play much role in employers' attitude. The analysis also

determined that employers hiring practice exhibits no significant difference among all demographic variables except the variable- disability type and number of EWDs in organization.

This study was also designed to explore association between the major dependent variables. It was found that employers hiring attitude were weakly and positively correlated, and statistically not significant with employers hiring practices. This signifies that having a positive attitude can't promise good or accepting hiring practices. Finally, general multiple regression analysis was used to determine the possible predictors of employers attitude toward hiring persons with disabilities. With employers hiring attitude toward disability as a criterion variable, potential predictor variables included gender, age, religion, level of education, disability type, institution type, prior hiring experience of PWDs, number of EWDs in the organization and familiarity with PWDs. It was found that predictor variables has value of approximately ( $R^2$ ) 51.1% which indicates better prediction of the predictor variables. Multiple regression analysis also determined the contribution of the significant correlate such as previous hiring experience of PWDs, familiarity with PWDs, disability type gender and education predicting employers' positive hiring attitudes toward employing persons with disabilities.

Finally, it become visible that the other dependent variable-*hiring practice of employers*, have no possibilities of creating relationships among demographic variables, as it is indicated by a very small F value (.498) and not significance level (.807) in the model of regression.

Regarding the qualitative results, employers expressed a variety of experiences in response to qualitative questions raised. The results reflected overall in five themes from both research questions that have emerged from employers' responses about their post employment

experiences working with EWDs. The employers' reflected both positive and negative experiences with EWDs, all which assumed to have significant impacts on employers' desires to work with EWDs in the future. Some of the employers expressed their experiences working with EWDs as a positive and enriching experiences such as commitment, punctuality, hard working and concentration on their tasks. On the other hand, employers expressed challenges and concerns such as low self esteem, frustration, low social skill of EWDs, poor communication and imposition of additional burden to coworkers' request of assistance.

Although many employers had expresses positive experiences and would consider working with them in the future, post employment barriers of EWDs in the work place didn't seem to be minimal. In order to illustrate the barriers various barriers categories were identified by the employers. These include: lack of reasonable accommodations, inaccessibility of the work places, gaps between state policy and practices and lack of disability sensitive organizational policy. The issues of accommodations and accessibility particularly are sensitive and need awareness in both sides. EWDs are not comfortable asking for accommodations in many instances, and employers are not sure what they should provide but employers mostly perceive a range of barriers to making workplace adjustments, including the financial shortages.

Employers suggested that if the barriers are removed or improved, it would be sufficient to overcome negative experiences, disadvantages and improve the work productivity, performance and work ethics of EWDs. However, employers accounted that state policies and legislation can't be taken granted since there are various problems with respect to its implementation in the work places.

## CHAPTER FIVE

### 5. Discussion, Conclusion and Recommendations

#### 5.1 Discussion

This chapter presented a discussion of the research findings. It is guided by the research questions posed in their particular order.

The main purpose of this paper was to conduct a focused inquiry into the factors that influence the employment of the people with disability in Ethiopia. Although there are several factors that contribute to the employment of PWDs, this thesis has limited to the three selected important factors that are connected with employers which are seen to exert considerable influence on employment of disability. These investigated factors are process like, includes the employer's attitude towards employment of PWDs, employers hiring practice of PWDs, and employers post employment experience regarding EWDs in the work place. It was also intended to see the quantitative variables in terms of disability types, disability familiarity, and type of institution, prior experience, and number of EWDs in the organization, gender, age, religion, and education level.

In the current study, a cross- sectional survey was used to determine employers hiring attitude and hiring practice regarding PWDs. Further, an interview protocol was used to obtain qualitative information from five employers on the post employment experiences of employers regarding EWDs in the work places.

### 5.1.1. Employers' Hiring Attitude

The study confirmed as well as contradicted some past research regarding employers' attitudes towards hiring PWDs and their hiring practice. The findings of this study suggest that most employers held a favorable attitude (63.3%), as attested by the hiring attitude scores. The overall hiring attitude mean score of employers in this study was 148.2, which was more points higher than the neutral (123.0) score. When this was the case, according to Best and Kahn (2006) interpreted as, the majority employers in this study have a positive attitude toward hiring PWDs. A one sample t-test for comparison of mean score (*calculated mean*) and neutral score (*hypothetical mean*) of hiring attitude scale also confirmed that there was a significance difference between calculated mean and hypothetical mean scores, evidenced a higher calculated mean, implying positive hiring attitude among most employers.

In spite of the fact that most employers have found to have a favorable attitude in this particular study, it is apparent that PWDs do not get hired enough in our country even across the world. The employment rate for people with disabilities as discussed in the introduction section of this paper is low. If employers hold favorable attitude towards individuals with disabilities, why are so many PWDs unemployed. Some international research reports like Hernandez et.al, (2000) tried to justify that people are positive to the concept of employing PWDs, yet when it comes to actually hiring someone in one's own organization, employers are not as positive. This disparity between employers' hiring attitude and actual hiring practice were also witnessed in the current research in favor of Hernandez et.al, (2000). This discussion presented in the section below that argues the link between "*hiring attitude and hiring practice.*"

The hiring attitude scale itself, within the sub-scales (*cognitive, affective and behavioral components*) means score difference gave indication of this gap reality, i.e. disparity in *positive concept of hiring and actual hiring*. Employers' tend to have a higher cognitive ( $M=53.59$ ) and affective ( $M= 65.03$ ) which denotes employers had better information, better thoughts, strong belief, good feeling, less fear and less prejudice towards employing PWDs. However, the employers' behavioral tendency (*what employers say they would do in employing PWDs*) was fallout ( $M=29.80$ ). This fact simply suggests the reluctant intention of employers towards employing PWDs or their willingness to hire was a bit far from one's better cognition or better emotions.

In any case, the current research comes out as a positive hiring attitude towards PWDs where stereotyping and prejudicing are not obvious among many employers. To further observe this favorable hiring attitude of employers, some items from the hiring attitude score had been scrutinized. For instance, most employers (86%) felt that persons with disabilities must compete for jobs; majority of the employers (74.4% ) believed that PWDs must be given a chance of working to contribute in building the nation; 65% felt that PWDs are productive as non-disabled persons in the workplace; almost the same percentage (65.6%) had no any fear that PWDs could work independently in the workplace without help; 61% also felt that PWDs have better attendance and punctuality records and many (73%) felt that that PWDs are friendly in the work place.

As a matter of fact, few employers in this study had also expressed their doubts, fears, unwillingness and negative expectations toward hiring PWDs in few items consistently, which did not fit into the conclusion on employers' hiring attitude which was by and large positive. For instance, a little more than half percent (51%) employers feared that hiring persons with disabilities demand too much additional cost for adaptations and the same percentage of employers (51%) had doubts about PWDs in accomplishing complex tasks. Yet again, more than half (58%) of the employers had fear that PWDs can use machines and computers (unfortunate to use technology). These findings in particular suggested reluctance to hire workers with disability may be rooted in the perpetuation of employability myth such as higher adaption costs, unfortunate to use technology and incapability to complex tasks.

On the other hand, the common concern that PWDs cannot perform independently, PWDs cannot full fill safety and productivity standards, PWDs have problems in attendance and acceptance by coworkers were not concerns of employers in this study. Evidently, the large part of employers in this study have not only expressed more favorable attitudes toward employing PWDs, but also viewed PWDs as having general employability skill such as dependable, productive workers and socially skillful who are capable of interacting socially. In this paper, therefore, most employers have positive attitude about the capabilities and the performance of PWDs. However, cost of adaptations, less fortunate to use technology and less performance in challenging/complex tasks remains prominent concerns of employers which appeared to suggest some attitudinal barriers to employment.

When scrutinizing previous studies, contrary to the current research, the majority of researches into employer attitude towards employing PWDs have shown a negative attitude. For example a research conducted by Gilbride et al. (2000), Fuqua et al. (1984) and Johnson et al.(1988) identified negative employer hiring attitudes. They wrote negative employment attitude regarding people with disabilities are kept in place by myths. Likewise, Hernandez et al. (2000) also found that employers expressed specific attitude towards workers with disabilities were generally more of negative. Specifically, finding from Fuqua et al (1994) and Johnson et al. (1988) revealed employers concern with the productivity or performance of workers with disabilities and discomforts of coworkers with EWDs.

In more recent studies, however, congruent with the current study, employers have expressed more favorable attitudes toward employing persons with disabilities in the workplace, studies like Unger (2002) and Hemenway, et al. (2003), wrote more favorable attitudes toward the employment of PWDs. Further consistent with this study, Mcfarlin (1991) found that attitude toward workers with disabilities tended to be more positive with respect to work performance of PWDs, absenteeism and social skill (*the ability of PWDs to interact with coworkers*), Additionally, a very recent research conducted by Tirusew et al. (2013) with small sample, gave indication of positive hiring attitude to substantiate the current study.

The result in the current study has not met the expectation of the researcher that employers would have shown negative hiring attitude towards PWDs. This anticipation was for the reasons that attitude toward disabilities in Ethiopia is generally negative that endorses stereotypes and prejudice. Tirusew (2005) and UNICEF (2006) for instance, explained that people with



disabilities are viewed as unproductive, burdens, inability to work and cursed. Moreover, the majority of prior researches into employers' hiring attitude towards PWDs were negative.

The possible explanations as to why there has been change in attitudes particularly in most employers' attitude i.e. negative to positive, as seen in current study could perhaps be, first there has come time for noticeable socio-economic advancements during recent decades, emerging technology, and progressive disability-related legislation coexisted to generate the most promising employment outlook for persons with disabilities.

Second, it becomes more visible in recent years that intervention measures have been taking places at different levels that involve GOs, NGOs and DPOs which play a significant role in generating positive attitudes. The activities or interventions that have been shown to influence positive attitude formation by these bodies includes supporting participation of PWDs in all spheres such as mainstreaming, dismantling structures of segregation and discrimination, widespread debate and discussion in academic and public domains around disability issues.

Third, mass media campaigns (such as TV, radio or publications ) plays an indispensable role in giving information about disability issues thereby increasing awareness and advocacy services that popularize the protection of the rights of PWDs. Last but not the least, the proportion of people expressing views which could be considered negative may also reduced because of an increased belief that PWDs are subjected to prejudice and stereotyping.

### **5.1.2 Employers' Hiring Practice**

Hiring practice (*recruitment, selection and hiring process*) by employers is critical in improving employment rates among working-age adults with disabilities. In the current research, regrettably hiring practice score indicated a rejecting hiring practice of PWDs ( $M = 51.81$ , which is lower than the hypothetical mean score) by the majority employers. Further, from the frequency table it was confirmed that only 30% of the employers exhibited an accepting or satisfactory hiring practice, which also indicated a lower level of hiring practice towards PWDs by the employers.

This finding which was a reject hiring practice by employers was supported by previous research such as Gilbride et al. (2000), Goldstone and Meager, (2002) and Hernandez et al. (2000). They all found that hiring practice is more unlikely to be in favor of PWDs and are discriminating against PWDs in the hiring process. However, there were research findings contrary to current study such as Unger (2002) that stated despite possible recruitment bias; hiring practices on PWDs are encouraging. Further, futures hiring intent and willingness to hire have also found encouraging in some other research works like Gaunt and Collison (2003) indicating an accepting hiring practices with PWDs by the employers. The contradiction and confirmation of previous research including the present finding may be related to some factors such as sample size of the study, time (*topical*), societal advancement level, presence or absence of disability policy and legislation, technology advancement level, amount and quality of multiple media (*such as TV, radio or publications*) that gives information about disability issues. Hence, all these reasons might play a significant role in the discrepancies of the research findings.

The low score in this particular study i.e. *employers' hiring practice* however, could be attributed to several issues as can be envisaged from the participant detailed responses. One major explanation which has been reflected in the current research however, were most employers did not know how to address the need of PWDs in the recruitment, selection and hiring process of PWDs. This to mean that the conditions of PWDs hinder to join the formal job sector competitively because pre-employment accommodations (advertisement in accessible formant, adaption of tests and interview questions, adaption of job examination time, accessibility of recruiting locations and assignment of qualified assistance in the examination, etc.) were underprovided which generally weaken winning competitions for employment of PWDs. Consistent with this concept Goldstone and Meager (2002) in his research discussed that one of the factor leading to the low rate of employment is the lack of knowledge of management on where and how to recruit qualified persons with disabilities and lack of knowledge how to assist in the right way for the available ones. From this, one can understand the importance of support for employers in handling pre- employment process for promoting employment opportunities of PWDs.

The other issue that was envisaged gravely from the responses of participants were information intended to the general public may not disseminated to PWDs in accessible formats appropriate to different types of disabilities. This has been well reflected in the responses of most employers to the item, "*I [referring employer] advertised vacancies that gave an opportunity for persons with disabilities to apply for a job*". Consistent with this finding Goldstone and Meager (2002) expresses its view that recruitment texts and job applications are not readily available in accessible format to ensure PWDs included in recruitment practices.

The same source gave its approval that other than the main means of communication, i.e. Television and Radio, the use of sign language, Braille, large-print formats and alternative communications in promoting job opportunities are not familiar for PWDs in Ethiopia.

The lower hiring practice of PWDs was also explained by the fact that most employers have the lack of attention to disability mainstreaming in the policies and activities of organizations. Consistent with this finding, USAID (2011) stated implementation of disability policy and law appeared to be difficult. The same source, endorsed that serious measures are not yet taken to improve the position of PWDs on the labor market in Ethiopia. Consequently, many PWDs are still unemployed and those who are employed have to face barriers. Other perception envisaged that contributed to the poor hiring practice also includes employers predisposed to think that PWDs would not be able to work in environments arranged for the non disabled unless major structural adjustments to the workplace are made.

To further substantiation this low hiring practice of PWDs where pre-employment process (*recruitment, selection and hiring process*) were not obvious among employers, some items from the hiring practice score had been scrutinized. Hence, employers who made accessible job adverts were (12%); adjustment to interview process were (38.3%); alternative formats for testing were (27.1%); any job related information in accessible formats (6%) and recruiting locations accessible to PWDs was (11%);. In a nut shell, reviewing job, reviewing interview procedures and selection tests for person with disability applicants were minimum and showed discriminatory recruitment process.

Over all, these concepts that the employers lacking to address the needs of PWDs may provide indication of the presence of discriminatory hiring practices regardless the merit of a candidate with a disability. However, employment right of PWDs in Ethiopia provides equal opportunities in employment, recruitment, participation in training programs and reasonable accommodations. This simply gave an indication to the fact that the employers may not aware of the essence of disability employment laws or there is gap in the implementation of the law. Congruent with Gelfand et al. (2005), the researcher in this study suggests that discrimination may be lower if organizations actively recruit PWDs with a reasonable accommodations and adjustment in line with the disability laws and policies.

On the other hand, in few items of the practice survey, positive action and positive discrimination responses were reflected by the employers. Some of these few items that were responded showing a bit optimistic accomplishment of hiring PWDs includes: employers' employment based on disability labor and employment laws was (58.6%); considering affirmative action programs, for hiring of persons with disabilities (58.6%) and accepting to hire PWDs with respect to wages for which they were eligible (59.6%). These suggested that although there has been some understanding of providing an equal job opportunity in employment and considerations of affirmative action for PWDs, these understanding are superficial that didn't reflect its implementations. So, employers either seriously lack job entry reasonable accommodations knowledge/training or had no any desire to hire PWDs.

On the whole, the responses of the employers largely indicated that there was an employment hiring practices (*in recruitment, selection and hiring processes*) problems in terms of

reasonable adjustment and adaptability to PWDs job applicants. Particularly, at recruitment and selection stages, employers appeared to be uncertain how to advertise, interview or test PWDs effectively or appear to have no desire to address accommodation problems in employment process. Surprisingly, many of employment (*recruitment, selection and hiring*) adjustments requested to be accomplished by the employers involved little or no cost. However, the reluctance of employers to provide necessary support and consideration made the employment process i.e. Provision of information in accessible formats, modification of equipments, alterations of recruitment location, allotment of extra time during selection tests, etc (*hiring practices*) difficult for PWDs.

### **5.1.3 Demographic Factors on Hiring Attitude and Practice**

Demographic factors such as gender, religion, age, educational level, institution type, disability type, prior working experiences, number of EWDs in the organization and disability familiarity were tested to see if there were differences on the total scores of hiring attitude towards PWDs. All except age and religion certainly brought differences on influence employers' hiring attitude toward PWDs. However, hiring practice of employers was found to have no significant influence in all of the variables in this study except disability type and number of EWDs in the organization.

Based on this study, one notable difference was related to gender i.e. female employers had more positive attitudes toward hiring persons with disabilities than male counterparts. Because there were differences in hiring attitudes between men and women in this study, it was suggested that PWDs may receive a heterogeneous beliefs, emotions and reactions from employers' management because of their gender.

Mixed findings have been reported in the literatures regarding gender and hiring attitudes toward PWDs. The present finding is incongruent with Weinkauff (2010); Choi & Lam, 2001 and Gilbride et al. (2000) who found no differences between gender and hiring attitude. Budisch (2004) and Loo (2004) concluded that there seemed to be a trend toward more positive employment attitudes toward disability among females than their male counterparts. Specifically the findings of this study is supported by Gordon et al. (2004) who found a significant difference as a function of gender where female employers had more positive hiring attitude. Further, in this study, hiring attitude sub-scales also evaluated to see gender difference. As a result, females score higher on the affective subscale than the other subscales. This may suggest females are more sympathetic or have a better sentiment than their knowledge and their initiatives (intentions) on the subject employment of PWDs. Over all Female employers have more positive components of attitude than their male counterpart Analyses were also conducted in the current study to assess if differences exist regarding hiring attitudes towards PWDs as a function of religion and age. There were no significant differences on hiring attitude signifying that the employers' attitudes regarding people with disabilities do not differ based on age and religion. Despite it was expected by the researcher from the start to find major effects for age, with younger employers possessing more negative attitude toward PWDs than older adults, results of the study confirmed that the age effect was not seen on hiring attitude. This finding is consistent with many studies that include Haj-Yahia (1999) who found no difference between age and hiring attitude toward PWDs and so does for religion variable.

Results of the analyses to assess whether differences exist based on education found to demonstrate significant difference in this study. As expected, employers' better educational

attainments resulted in more positive attitudes toward person with disabilities. Specifically, employers' hiring attitudes toward PWDs differed by education, such that employers whose educational attainment is *degree and above* had significantly more positive attitudes compared to employers' who had diploma and who had *below diploma* educational level. This finding corroborated previous findings such as Brown et al. (2011), Bobo and Licari (1989) and Hogan et al. (2005). This finding may not be surprising as education has the capacity to help and understand PWDs more in the employment sphere. With higher level of education, people tended to understand that "*disability do not necessarily mean inability*".

Another demographic variation is on institution type, disability type, prior working experiences number of EWDs and disability familiarity which are associated with disability. All these five variables established statistically significant differences between the hiring attitude scores of employers.

Government institutions have more positive hiring attitudes than private organizations. Employers in the governmental institution tended to have more positive views, reflecting a higher level of understanding towards the employment of PWDs than the private institutions. Government employers are aware of disability employment legislations, more accountable and responsible, more accommodative and have the opportunity to acquire disability related trainings than private employers do. That why employers responded positively in some items of the scale than more so private employers towards PWDs.

As outlined in the result section, statistically significant difference was found for mean scores of employers who had *prior hiring experience* and those employers who *hadn't prior hiring*



*experience*. The finding revealed that employers' previous hiring experience was also linked to more positive employers hiring attitude suggesting increased exposure to individuals with disabilities in the workplace may lead to improved hiring attitude. This view is also in accordance with theories explaining the formation of attitudes. Attitudes are developed through learning and experiences. Thus, efforts to expose PWDs to employers could positively impact and should be appreciated as effective mechanism for helping employers understand the work place capabilities of PWDs. Past researches like Gilbride et al. (2003) and Unger (2002) has found significant differences in favor of prior experiences of employers towards employing PWDs. For example, in a study of employers' attitudes toward hiring individuals who are deaf, the results indicated that employers with previous experience employing individuals who are deaf have more positive attitudes towards hiring such a person again. However, employers with limited or no experience of hiring persons who are deaf expressed concern over worker safety (Phillips, 199; as cited in unger, 2000).

Despite it is corroborated that prior experience of working with PWDs give an opportunity to understand and develop positive attitude towards PWDs, not many employers in the capital city (*sample area*) have experience working with PWDs. it was indicated that only 46% of employers has the experience of hiring PWD before. Employers expressed their experiences for not employing PWDs. Some of the reasons given were materialized to be quite common in many studies including research works of Unger (2002) and Hernandez (2000). These are inability to do the jobs (just impairment of the applicants), the potential costs of adaptations, and concern about potential absenteeism, low productivity, less independence, high staff turnover, accommodation cost and concern about health and safety issues. Among these explanations, in

the current research however, potential cost of adaptation, fear that PWDs may not use machines or computers and fear of accomplishing complex tasks, took the potential reasons for unemployment of PWDs

When taking research pertaining to hiring attitudes toward PWDs and disability familiarity, overwhelming majority of the studies like Bardon, et al. (2006) recognized employers who *had contact or familiarity with PWDs* had a better attitude than those *Who had no contact in their natural life*. Persons with disabilities have a better chance of being employed when employers have some background of PWDs. In the current research however, employers who have familiarity or contact with PWDs, such as friend with a disability, neighbor with a disability, community member with a disability, relative with a disability, immediate family with disability, etc. in their lives are much more likely to be hired than otherwise .

In order to understand the employability of different disability types, employers by *disability type* were considered. Comparing with Persons with visual impairment ( $M=160.74$ ,  $SD= 22.147$ ) or hearing impairment ( $m = . 151.60sd = 22.5$ ) employers were more positive in their attitudes toward persons with physical impairment ( $M = 160.74$ ,  $SD= 22.147$ ). These responses provide an indication of the employability across disability types. Hence, in the service industry i.e. government and private services sectors, among disability types more employable were persons with physical disabilities than persons with visual or hearing impairment. Even the future preference of hiring PWDs is steady with the results obtained above. Hence, employers preferred to hire Persons with physical disabilities to persons with visual impairment, or persons with hearing impairment in a particular order.

Congruent with this current research Gilbride et al. (2000) and Unger (2002) show that

employer are more likely to hire a person with a physical disability over a person with a visual or hearing impairment. Underpinning this and other research, it is also likely to suggest possible discrimination towards PWDs based on disability type. In fact there is a rigorous amount of research including Gouvier et al. (2003) suggesting discrimination towards people with disabilities is dependent on what type of disability it is.

In general, concerning demographic characteristics of employers, they (*employers*) had more favorable hiring attitudes towards PWDs when they are male, when they had a higher learning or educational achievement, when they had previous hiring experiences and when they had disability familiarity in their natural life. At this juncture, it is important to note that that analysis of differences between hiring attitude and demographic variables offer highly valuable insights in the assessment of PWD's employment.

#### **5.1.4 Hiring Attitude and Practice**

In the current study, although there is generally a positive perspective on the employment of PWDs, there has been some reluctance in terms of actual hiring practice by most employers.

In this study, therefore, analysis of the relationship between hiring attitude and practice were weak but positive association ( $r = 0.243$ ). Contrary, to this finding, majority of the study including Gibson and Groeneweg (1986) on hiring attitude and practice showed a positive and strong correlation. Responses received from the employers in these researches ascertained that they overtly did not transfer their positive hiring attitude to their actual hiring practice.

It was anticipated that attitude motivates practice and these likelihood seemed normal as attitude and practice are closely linked in many instance. However, in the current study, attitudes do not necessarily become an active practice. So, employers can have positive attitude toward employing PWDs but one's actual hiring practice may not involve applicants with disabilities.

It is also not unusual that some other research works like Gillian (2003) similar to the current finding depicted weak correlation between hiring attitude and practice. Similarities and differences of previous researches with the current finding may indicate further research on the employers hiring attitude- practice association in order to obtain a better understanding of employers concerns and needs and thus increase actual hiring outcomes. The writing of this research however, has put its scenario for the discrepancies. One of the possible reasons for this discrepancy could be that "according to laws and regulations" employers are not allowed to discriminate against any person on the grounds of a disability. This might be the motive why many of the participants responded that they "have a positive outlook towards hiring PWDs" while in reality the storyline was different. Other potential reasons for this disparity might be variability on employment process accommodations and adjustments; variability on the roles PWDs can actually undertake; variability on (*absence or presence*) formal disability policy and variability on consideration of affirmative action programs, variability on maintenance of diversification in staff, variability on disability awareness training, variability on implicit and explicit hiring attitude and etc.

Gillian (2003) summarizes the current employment dilemma quite well in observing that employers appear conflicted regarding the employability of PWDs, as positive attitudes towards PWDs but when pressed about actual hiring, employers often indicate reluctance to recommend

hiring activities. Hence, the results of the current finding is firmly in line with Gillian (2003) that concluded majority of employers agree with the idea of hiring people with disabilities, despite this agreement does not transfer to their actual hiring practices.

### **5.1.5 Cognitive, Affective and Behavioral Tendency (CAB) Components of Attitude**

In contemporary language, attitude was defined as a complex multidimensional construct comprised of cognitive, affective and conative components (Krech, Crutchfield, & Ballachey, 1962). This research also tries to express employers' attitude regarding PWDs in terms of cognitive, affective, and behavioral components. As it has been well hammered in the review literature section of this paper, the employers' cognitive refer to the beliefs, thoughts and attributes that we would associate with PWDs where as employers affective refers to the feeling or emotion linked to hiring attitude PWDs. The employers' behavioral tendency refer to the intention to take action about hiring of attitude of PWDs.

In this study a fairly high correlation was observed among the components of attitude (cognitive, affective and behavioral tendencies) as depicted in table 21. The finding of the study is consistent with the findings of Noland et al. (1994) which indicates a significant positive relationship among cognitive and affective and behavioral tendency.

Every attitude has three components, however any particular attitude can be based on one component more than another i.e. from where does the attitude largely stemmed (Krech, crutchfield & Ballachey, 1962). In this study consistent with Krech et al. (1962) is evident that the employers' attitude to some extent influenced by affective component more other than the two components.

### 5.1.6 Possible Predictors of Hiring Attitudes toward PWDs

One of the objectives of this quantitative investigation was to establish the possible predictors of employers' hiring attitudes and practice of PWDs. There were several independent variables expected to predict the dependent variable hiring attitude employers. A standard multiple regression statistical analyses confirmed, among the demographic variables entered in the regression model: prior working experience with PWDs, education level-dummy<sup>3</sup>, disability type- dummy<sup>2</sup> (*persons with physical impairment*) disability familiarity and gender contributed significantly to the model. More explicitly, all these variables verified positive prediction of hiring attitude of employers towards PWDs.

A total of 51.1 % of the variance in hiring attitude were explained by the combined effect of the predictor variables entered in to the model. This result is considerably a moderate one indicating that the model's variables can explain employer attitudes well. The R-square .511 also means that the model is lacking many other variables (.489) in explaining employers hiring attitude which pointed towards future researches to incorporate more variables for a more complete understanding of the employment attitude towards PWDs.

Findings from this study failed to contribute a significant relationship between age, religion number of EWDs and institution type; and employers' attitude toward hiring persons with disabilities. In line with the current research, most previous studies including Hergenrather and Rhodes (2007); and Hunt and Hunt (2004) have found that variables such as age, religion and institution type had little or no influence on hiring attitude prediction either positively or negatively. However, gender Prior hiring experience, disability type, educational attainment,

disability familiarity and of PWDs were found to be related positively to hiring attitudes toward PWDs prediction in the current research. This result is also similar to research findings of Hunt and Hunt (2000) and Tervo et al. (2004).

As indicated above, one of the significant independent variables in predicting employer attitudes in this study was prior hiring experience ( $\beta = .0112$ ,  $p < .05$ , partial  $r = .097$ ) of PWDs. Rationale for this could include that employers that have previous experience with individuals with disabilities may be more open to change. Since they have gone through the process of change, they are not reluctant to change and are therefore willing to employ PWDs again. This provides a general indication of willingness by the employers to hire persons with physical disabilities more than the other disability group. This result also supports previous findings such as Noland and Bakke (1994) and Unger (2002) which states that employers who have previous experience of hiring, have fewer concerns about their work and are more likely to hire a person with a disability in the future.

Additionally, independent variable that was significant in predicting employer hiring attitude was disability familiarity. The result of the relationship between disability familiarity and hiring attitude was strongly positive ( $\beta = .304$ ,  $p < .05$ , partial  $r = .268$ ). This showed how familiarity towards PWDs affect hiring attitude of employers. The reason could be that many of the employers used their contact to frame PWDs and pictured someone they knew when hiring PWDs or could be that familiarity with people from PWD or group is likely to yield less prejudice and discrimination by employers. Familiarity with disability also provides indication that those who have PWDs in their lives are much more likely to have employed staff with disabilities.

The study of Gillian (2003) also indicated a significant connection between employers hiring attitude and disability familiarity. Unger (2002) obtained similar results and their conclusion was that employers hiring attitudes is influenced by their disability familiarity.

Another relationship was between gender and hiring attitude where there was a positive relationship between the two ( $\beta=.149, p < .05, part r=.140$ ). Inconsistencies have been found in investigations of the relationship between the gender and employer attitudes toward persons with disabilities in the workforce. For example, Choi and Lam (2001) did find significant relationships between gender and attitude, while Tervo, et al. (2004) didn't find significant relationships between the two. Yet, more recent studies, including the current research find a positive relationship between gender and hiring attitude.

The final significant variable predicting employer attitudes was education level ( $\beta = .247, p < .05, part r=.144$ ). Employers with higher level of qualifications, particularly, "degree and above" category which is represented as *education-dummy3* had positive interaction regarding the employment of PWDs than those in the lower education group. In most scenarios it was suggested that there is a positive relationship between educational level and hiring attitude.

Variables that failed to contribute a significant relationship with hiring attitude were age, religion, number of EWDs and institution type. In line with this finding, most previous studies including Heregerather and Rhodes (2007) and Hunt and Hunt (2004) have found that variables such as age, religion, number of EWDs and institution type had little or no influence



on hiring attitude either positively or negatively. However, gender, prior hiring experience, disability by type educational attainment and disability familiarity were found to be related positively towards PWDs in most studies such as Hunt and Hunt (2004) and Tervo et.al (2004) similar to the current research.

There had been an appeal of a distinction among cognitive, affective and behavioral tendency as determinants of attitudes which many early research failed to provide much support for it. However, due in part to advances in methodological and statistical techniques more recent researchers have obtained some success. In line with the current research Fabrigar & petty (1994) study has shown that a combination of (cognition- affect- behavior) made predicted attitude better than each component alone as evidenced in the current research. Of the three attitude components, affective component (*Adjusted R Square=.409*) was a more variance explained by the combined effect of the predictor variables in hiring attitude while behavioral tendencies have the lowest variance explained (*Adjusted R Square=.374*). The dominant feature in this particular section was therefore, a fairly high correlation among the three components and each component contributing very little additional variance (ie. Cogn  $R^2 = .403$ , Affec  $R^2 = .409$ , Bhr  $R^2 = .374$ ) explained by the predictors.

As a final point, in the regression model, it also becomes visible that the dependent variable *hiring practice* has no possibilities of creating relationship among demographic variables, as it is indicated by a very small F value (.498) and not significance level (.807). Hence, the demographic variables identified in this research have little influence on hiring practice of PWDs. In fact, hiring practice as criterion variable and demographic variables as predictive variable, did not receive regression analysis in many studies.

### **5.1.7 Employers' Post Employment Experiences**

It is known that, many research works provide more considerations on job access of PWDs but not on treatment and management once they have been hired. Hence, this particular qualitative study tried to explore post employment experiences and integration barriers in the work places from the employers' encounters. The discussion focused the following four sub-topic themes.

#### **A. Employers' positive Experiences**

Employers' personal experiences of working with EWDs are a mixed one. They expressed positive as well as negative experience. Most employers recalled a please experiences working with EWDs and commented on their positive experiences. They described how their personal encounters allowed them to understand EWDs and witnessed how increased contact and exposure with EWDs gave the opportunity to disconfirm their pr-existing negative ideas that they hold about disabilities. In line with this study, Barnes (2000) point out that misunderstanding and lack of real experience about the capacity of PWDs presents barriers to employee with disabilities in the working place.

Most employers conveyed being positively surprised by the skill level and work ethics of EWDs. Although individuality of EWD's was highlighted, the interviewed respondents indicated that EWDs were effective in discharging their personal duties and responsibilities, for instance employers voiced that EWDs have good work ethics including honesty discipline, passion, punctuality, less absenteeism, commitment, not often complaining and elevated concentrations on the job.

It was also described that EWDs are open-minded, innovative and never give up to a task given to them without successfully completing it. Many international studies have found that employers of workers with disability do not experience differences in performance and productivity than other employees without disability. For example, the current finding is consistent with prior researches such as Nietupski et al. (1996) which has shown that EWDs possess and display positive attributes such as good attendance, better safety and productivity in the work place. Other studies like Sharma et al (2006) have also cited positive attributes of EWDs experienced by many employers such as talent, vigor, and determination that are capable of succeeding in any activity despite all the difficulties faced.

Employers were further tried to reason out why EWDs' have good work performance and good work ethics. Possible explanation given for such work attributes of EWDs includes, they are paid for it equally, and they wanted to prove their worth, be recognized, and accepted by coworkers for their ability. It was also indicated by the employers the fitting of the job with their disability have also assisted EWDs' to show better job performance. Employers further rationalize they may have continued to value the works of EWDs because of a change in the work environment i.e. expressing positive experience of EWDs from previous pity, sympathy and lack of acknowledgment. Hernandez (2000) underscore this point of view by stating the process of moving away from the medical to social model, may be the development of sense of justice and valuing the works of EWDs.

## **B. Employers' Negative Experiences**

Although there have been important positive experiences working with EWDs, Most interviewed also revealed challenges/negative experiences dealing with EWDs. Accordingly, the employers revealed that some EWDs were found to have low self esteem, lack of confidence on their ability, low socialization, burden co-workers with the extra duties and poor communication. Congruent with this finding, Schur (2008) concluded that People with disabilities may exhibit a negative self concept, self limiting behaviors, and consequently have lower motivation and ability where such tendency affects their relationship in integrating and adapting themselves with non-disabled staff in work place. Likewise, other researches also supplemented that negative employers' experience are generally thought to be one of the reasons that PWDs have consistently had low levels of employment and reduced promotion and advancement in employment ( Crudden & McBroom, 1999 & Moore, 2002).

The clear and consistent message of such negative experience comments was that EWDs has had an adverse effect on their work performance and create barriers to successful integration. However, in the present finding employers still believed that despite it can be challenging, given the opportunity and given the right accommodations EWDs can be productive workers. And will consider employing them in the future as long as they are qualified and have a disability suitable job.

### **5.1.8 Workplace Accommodations, Accessibility Concerns and Disability Policy**

The other theme was employment integration barriers in the work places. The writing of this paper prefers to discuss from the three themes as indicated in the sub-topics, 5.1.8. However, there were quite a lot of barriers that had been pointed out by the employers. These include lack

of reasonable accommodations, inaccessibility of work places, absences of disability sensitive institutional policy and gaps between state policy and practice. Absences of adaptive technology had also been pointed out as a new barrier of EWDs facing these days.

The barriers identified in the work places by the employers through this study were supported with barriers identified through earlier literature such as Benz, (2002); Mindahun (2007); Balser (2007) and Tirusew et al, (2013). This consistency indicates not only general agreement among employers across time and locations what the barriers are, but also that despite the efforts of the involved parties, significant changes are not being made in overcoming these barriers.\*\*

Among the barriers, accommodations and accessibility difficulties were insightful and had been consistently brought up in the interview. Some employers in both sectors (private and government) reported having made minor accommodations for their EWDs in their organizations. And yet, they mentioned that organizations are at quite different accommodations level.

These employers reported some of these accommodations, which include accommodations of alterations to the work environment, modifications to job duties, relocation of the EWD's duties to another person, provisions of fitting office chairs, adjustment of desk height, modification of equipments and provisions of support worker such as hearing assistant. These employers' comments reinforced previous reports such as Tirusew et al (2013); Mindahun (2007) and kassahun (20000) that demonstrated the availability of few accommodations for EWDs in some organization such as transportation service, provision of housing near the working area, assignment of fixed classroom for teaching, provision of brail and material support.

Few employers had also highlighted positive examples of various accessibility works as well. Most of these comments include access to the workplace for people with physical and visual impairments, such as that cafeteria and rest rooms entrances are ramped; Cashier desks are accessible to EWDs and protruding objects have been cleaned in accessible routes; etc. Along with other co-workers some EWDs also accessed to transportations accommodations.

Most employers however, expressed less adjustment or modifications of existing facilities or less restructured job to accommodate workers with disabilities in their organization and many other organizations as well. Even the available accommodations and accessibilities in the work places are sometimes incomplete or pointless where one may see ramps to enter the main gate but don't have the lift to go to upstairs. Consistent with this finding, previous research like Tirusew et al (2013); Mindahun (2007) and kassahun (20000) have highlighted barriers encountered in the work places. In these researches many organizations disclosed the non- existent of special support or modifications to assist EWDs, while some organizations listed the major challenges encountered including lack of assistance, like reader for blind or sign language interpreter for the deaf, mobility barriers, lack of adaptive technologies and negative working atmosphere.

In fact, majority of the employers needed to make the workplace more accessible and accommodative, though most of the employers in both sectors (*private and government*) accounted shortage and unavailability of budget to make accessibility even for the common disabilities. Additionally, interviewed respondents suggested that in private organization, some

employers didn't even have the authority to secure accessibility to the common disabilities, despite their willingness to it.

Employers also revealed the barriers received could be personal or employer driven such lack of good will, lack of disability awareness, lack of experience, etc or organizational system driven such as lack of planning, controlling, implementation and lack of disability sensitive policy, etc. In some cases other than employers and organization problems the disabled themselves could be part of the barriers. For example, employers identified EWDs as low self-esteem that lack assertiveness to fight back to their rights, lack to initiate contact with employers in their own for inconveniences in work places, lack participation to secure internal job promotion that suit their disabilities and etc.

The most informative finding of this research was that some of the interviewed respondents felt that organizations are physically accessible through having ramps and office-setting Jobs, knowing that many other organizations and employers are not in a greater ease in providing these accommodations. This however, only ensures access to a selected few wheelchair users. Other disability types however, have not given the due accommodations by many organizations.

The other educational finding of this paper was the employers' perception of the cost of accommodations. The study support previous research such as shefer et al.(1987); Tse, (1994) and Tirusew et al. (2013) which suggested that reluctance to hire workers with a disability rooted in the expenses and costs of accommodations, employers in the present study also revealed concern of budget shortage for the provision of accommodations to PWDs. Many employers

even don't understand that cost of accommodations could be low or no cost. Employers further suggested that if accommodation issues are done with passion, misunderstanding in perception related to accommodation and accessibility may be solved by raising disability awareness.

On the whole, it was suggested that employment accommodations and many accessibility issues regarding EWDs in the work places have been neglected as formal commitment and has not yet sufficiently manifested in action by many organizations. Even those that provide adjustments were not organizationally pre-planned and implemented. Employers implied that EWDs are not comfortable asking for accommodations in many instances and employers themselves are not sure what they should provide. These may be lack of knowledge about accommodations and accessibility issues in both sides. More, EWDs are not assertive enough to fight back for their lawful treatment, fail to initiate contact for inconveniences in work places, failure to promote themselves to get the job match etc, all contributed in receipt of poor accommodation and accessibilities. Further, employers are not in greater ease to make these accommodations or adjustments for they felt it as addition cost and burden, disbelieve about the effectiveness or usefulness of the adjustment, ignorance and negative attitudes.

It is imperative that many should take the training needed to deal with PWDs. Most interviewed respondents suggested that organizations should improve accommodations and accessibility provided for EWDs to enhance employee productivity. They commented that, if accessibility and accommodations barriers are removed or improved, it would be sufficient to overcome negative experience and improve work productivity, performance and the work ethics of EWDs.



Regarding, institutional policy on the employment and treatment of PWDs, employers revealed that most organizations work according to the law of the land particularly the civil service law. However, some employers said, there are human resource workers, in both government and private organizations that don't know even the proclamation and hence, there are less commitment by the organizations to assist EWDs.

The interviewed respondents complemented, Proclamation 568/2008 has been announced seven year ago, however, the implementation of it has not been shown much progress, particularly little influence on the private sectors. Most employers also expressed their thoughts that many organizations do not have a specific formal employment policy for PWDs, despite this policy could play a critical role in generating meaningful inclusion PWDs and carefully plan for the provision of reasonable accommodations. Consistent with this finding USAID (2011); Wakanè (2011) and MOLSA (2009) acknowledged the lack of attention to disability mainstreaming in the policies and activities of governmental and private organizations. However, globally, unlike this finding, it appears to have been a significant increase in the incidence of formal written policies among organizations (Stuart et al., 2004). Therefore, employers suggested the willing of the human resource workers are necessary to include organizational policies and implementing these policies in the work places as state legislation only can't grant employment and treatment of PWDs.

Employers also mentioned that besides MOLSA (ministry that is primarily responsible for disability issues and focuses on capacity building, policy development and awareness-raising throughout society), other ministries agencies and organizations should involve disability policy to utilize multi-sector approach.

### 5.1.9 Employers' Attitude, Hiring Practice and Post Employment Experiences

This section tries to relate the finding of employers' pre-employment situations with employers' post-employment experiences in the work places. The pre-employment situation in this study embraces employers' hiring attitude and hiring practice (*which in turn includes recruitment selection and hiring processes*) while employers' post employment experiences include employers experiences connected to EWDs and their barriers in the work places.\*\*

In this study it was found that the difficulties employers have regarding PWDs is not attitudinal rather practicability problems. Although many employers (63%) had expresses positive attitude and most indicated positive experiences regarding PWDs, employers are not ready to take action for the things they are knowledgeable, experienced and the attitude they are positive.

Most employers interviewed identified positive experiences of EWDS and benefits of having an EWD including good work performance, productive, good work ethics- such as commitment, punctuality, less absenteeism and hard working. However employers are still reluctant to hire PWDs as it has been indicated by a lower hiring practice. This dilemma quite well is supported by findings of a previous study such as Gillian (2003) Gouvier et al. (2003) and Balser (2007). These authors and the present study indicated that positive attitudes and positive experiences of employers regarding PWDs but when pressed about actual practice of employers to facilitate the work life of PWDs, before or after employment, employers are less practical to take action oriented measures in favor of PWDs. So, the most educative finding of the study was that action oriented measures by employers are lacking in both pre-employment situations (*hiring practices*)

and post-employment situation (*breaking down barriers through reasonable accommodations and accessibility' in the work places*), despite the presence of positive attitude and positive experiences regarding PWDs. Possible scenarios why this is happening has been well hammer in the previous sections.

The limited extent and impact of the employment of PWDs is therefore, linked to low level of practices by employers to the issue of accommodation and accessibility in both pre and post-employment situations. This would for instance include unaccommodating hiring practice in pre- employment such as the absence of pro-active and targeted outreach and recruitment efforts. Other specific examples underprovided by employers of PWDs in pre-employment include lack of advertisement in accessible formant, lack of adaption of tests and inappropriate interview questions, lack of adaption of job examination time, inaccessibility of recruiting locations and assignment of qualified assistance in the examination, etc. Therefore strategies or approaches around employers hiring practice of persons with disabilities would require greater effort on the part of the employers through more effective communication regarding available positions and providing accommodation around the recruitment and selection processes. Earlier literature such as Bruyer (2000) and Tolera (2012) summarizes employers hiring practice run is not capable of reaching person with disability, and that there is communication gap which is disability specific.

Post-employment barriers of EWDs in the work place also didn't seem to be minimal. In order to illustrate the various barriers lack of reasonable accommodations, inaccessibility of the work places, absence/ shortage of financial budget, gaps between state policy and practices and lack

of disability sensitive organizational policy. The fact that lack of reasonable accommodation (*alterations to the work environment, modifications to job duties, relocation of the EWD's duties , provisions of fitting office chairs, adjustment of desk height., modification of equipments and provisions of support workers such as hearing assistant*). And limited access such as accessibility to equipment, assistive devices, transport, physical design and inappropriate surroundings and unaccommodating disability sensitive organizational policies remain a barrier for EWDs, in spite of government policies being in place, confirms that challenges continue with regarding to implementation and compliance monitoring.

Over all, employers involved in this study indicated that exposures or experiences to EWDs provided opportunities to interact with EWDs, to understand them and to improve their management attitude. However, pre-employment and post-employment processes are rejecting practices and are far-reaching. It appears that employers didn't try to create access and accommodation requirements to attract persons with disabilities to apply for a job or for persons with disabilities in the job already.

## **5.2 Conclusion**

In conclusion, based on the data that are presented and analyzed, reaches to the following conclusions:

This study has made an effort to investigate various issues that affects employment of PWDs. The issues revealed include those related to employers' hiring attitude, hiring practice and post employment experiences regarding PWDs. This research is therefore, dedicated to scrutinize disability employment issues (employability) through the lens of employers.

The study revealed a generally favorable attitude towards employing PWDs and a perception among employers that most PWDs have general employability skill such as dependable productive and independent workers as non- disabled persons for specific positions they most frequently fill. And with a strong work ethic such as less absenteeism, punctuality, discipline passionate, commitment and less complaining on the job.

Employers generally perceived PWDs as effective in discharging their personal duties and responsibilities in the work places. In this case, the national traditional model of charity for PWDs is less likely to overshadow capabilities of PWDs in the work environment. This appears reasonably in line with those reported internationally.

The research has therefore shown hiring attitudes towards PWDs have been improved where most employers express less prejudiced and stereotyped views, had less fear and misunderstandings PWDs. The evidence suggests that amongst many employers the capabilities of PWDs were considered equal to non-disabled people. However, employers show least favorable attitude regarding PWDs in the area such as cost of accommodations of PWDs, technology adaptability of PWDs and perception of PWDs as incapable to complex tasks. These perceptions or attitudes, despite the general favorable hiring attitude, continued to be a concern for employers and an important factor in employers' hiring decision. Over all, positive employers' hiring attitude and the perception of the above-mentioned qualities of PWDs combined, make a new contribution to the body of researches as there are no previous local

researches. This in fact gives a clue for the concerned bodies where to direct and focus when dealing with the employment of PWDs.

This study also confirmed some of the findings identified by prior international researches regarding the relationship between employers' hiring attitude and background variables, such as government institutions have more positive attitude than private organizations; employers who had more prior experiences with PWDs held favorable attitude towards this group; employers' better educational attainments resulted in more positive attitude toward PWDs; employers who are familiar with PWDs showed better hiring attitude than those who had no contact at all; and employers perceived PWDs with physical or visual impairment as more desirable than those with hearing impairment. Further, results from the multiple regression analysis also indicated that only familiarity with PWDs, previous hiring experience of PWDs, disability type, gender and education have a predictive power of employers' attitudes toward employing PWDs among all the background variables considered in the study.

It was articulated that majority of the employers demonstrated positive hiring attitude towards PWDs, this however was in total contrast to actually hiring PWDs in positions vacant in their organizations. Paradoxically, positive employers' attitude did not result in higher employment probabilities for PWDs, despite the study was expected to disclose the interconnectedness of employers' hiring attitude and the hiring process or practices. This may signifies employers positive hiring attitude may just be superficial that was not deep-rooted in the hearts of employers. Therefore, another new contribution of this paper to the body of local researches is that the study has confirmed that there is little connection ( $r = 0.243$ ) between hiring attitude

and practice that ascertained employers didn't transfer their positive hiring attitude to their actual hiring practice.

The reluctance of employers to provide necessary support and consideration made the pre-employment process (*recruitment, selection and hiring*) difficult for PWDs. The responses of the employers largely indicated that Provision of information in accessible formats, modification of equipments and facilities, alterations of recruitment location, allotment of extra time during selection and tests were challenging to person with disability job applicants. Employers' lack of understanding how a job candidate with PWDs can accomplish pre-employment process may be the biggest barriers for an employer to overcome when considering hiring a job candidate with PWDs. This suggests employers seriously lack job entry or pre-employment accommodations knowledge or training because the employment processes are not free of barriers that inhibit PWDs from participating in the application process. Thus, targeted intervention to encourage the recruiting, selection and hiring of workers with disabilities efforts may prove effectiveness in increasing employment rates for individuals with disabilities.

In a nut shell, the findings of this study indicated that employers were less accepting to actually hire PWDs, and one of the biggest concerns for these rejections would be the employment process. Hence, this study wraps that understanding of, how a PWD can carry out the pre-employment process with sensible accommodations or not, may be one of the reasons for the difference in employment rates between people with disabilities and without disability. Even in post-employment situation EWDs continue to face barriers regarding the provision of accommodation and accessibility as a result of organizations' budget and resource shortages and

employers commitment. Despite seemingly positive experiences among employers and despite EWDs have created very little disruption; these do not appear to be influencing the barriers existing in the organizations. For example, there are no or only minimal accommodations in most organizations, no formal written disability sensitive policy in most organization and especially, cost of accommodation for PWDs has continued to be a concern for employers.

On the whole, the difficulties most employers have regarding EWDs is not attitudinal rather practicability problems. Employers are not ready to take action oriented measures for the things they are knowledgeable, experienced and the attitude they are positive. These paradox (*favorable attitude but poor practice*) seems to shape the current Ethiopians disability employment environment where the principles of social model of disability encourages employers positive attitude towards employing PWDs while the actual employment practices may be resulting from strong belief of the inherited traditional model.

Overall, most employer participants could be described as:

- A) Having positive or favorable attitude reaction towards employing PWDs.
- B) Having rejecting actual hiring process/practice towards applicants with disabilities.
- C) The primary variables for hiring attitude prediction are familiarity with PWDs, previous hiring experience of PWDs, disability type, gender and education level.
- D) Employers of organizations, for the most part, made no or only minimal accommodations and accessibility for EWDs.
- E) Employers accounted that there are unaccommodative organization policies and gaps between goverment policies and its implementation in their respective organizations.



### **5.3 Recommendation**

Based on the finding of the research, the following points below are recommended to promote employment of PWDs by picturing employers hiring attitude, hiring practice and post employment experiences.

#### **A. Recommendations for Employment of PWDs**

Most employers tended to have positive hiring attitude, expressed the view that PWDs are productive, independent and with good work ethics. However, most have a rejecting actual hiring practice. Rejection of PWDs in hiring processes may be the result of lack of awareness or lack of training on how employers can assist PWDs in the hiring process. So, employers should have the necessary training and awareness in order to inform them about the needs of PWDs.

All employers, in both sectors should predominantly be trained on the issue of pre-employment accommodations. Even in post employment situations, employers should ensure accessibility and reasonable accommodations in the work places to utilize EWDs potentials fully. Hence, essential trainings or seminars should include the provision of disability-specific training such as:

- Trainings to identify and secure accommodations and accessibilities for PWDs. For example, training on adaptive or assistive technology to increase accessibility through technology; training on how to interview PWDs, assess and made selection instruments accessible to applicants with disabilities, etc.

- Trainings on employers' obligation in the disability employment law and policies.

These Trainings or seminars of employers on disability issues should be undertaken by a wider number of organizations so that a substantive change could obtain in the country. Employers and organizations sequentially could be benefited from the provision a “disability-friendly” environment including accessible and accommodative setting to attract individuals with disabilities and benefited from a more adopted plan and coordinated approach towards the employment of PWDs, in terms of allocating budget, accommodative expenses and advertise job opportunities widely in various media in accessible formats.

In the study it has also been investigated that most organizations in both sectors don't have formal written disability sensitive employment policies which is an indicator of a less concern towards PWDs in the work places. So, it may be beneficial to familiarize employers with relevant disability legislation such as Federal Civil Servants Proclamation of 2008. Further, the available state disability employment policy and legislation don't function properly to bring the work life of PWDs to be better off as there are gaps in implementations. Hence, main governmental organization dealing with disability issues should respond by establishing special department or division or a bureau charged with supporting the employment of PWDs aimed at encouraging employers to employ PWDs with qualifications and to be accommodative for the employed ones. Additionally for more effectiveness of disability employment there should be more cooperation and unified direction between these governmental units and disability organizations (DPOs) in the country.

## **B. Recommendation for future research**

Future research is recommended in the following areas:

- ❖ Studies in the area of employment, disability and employers in Ethiopia need to be conducted, because one study alone is insufficient to explore the complexities of the topic. Further, the study has not yet covered many issues regarding the employment of PWDs and the influence employers especially when the findings indicated that the employers' response implied positive attitude (which is *uncommon*) and rejecting hiring practice. This study should also be replicated with several improvements and extensions like for example, replication using a larger sample, modification of the survey instrument and modification of the implementation of the survey which could enhance the results for possible generalization.
  
- ❖ This research has tried to study the influence employers on employment of PWDs so as to promote their integration in government and private organizations. However it is recommended that a study be conducted to investigate the employment opportunities without the influence of employers such as self-employment to bring a new direction of thinking and research.

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## Appendices

### Appendix I

**Addis Ababa University**

**School of Graduate Studies**

**Department of Special Needs Education**

A questionnaire for employers.

First of all I would like to thank you for your willingness to share your time and fill this questionnaire.

The purpose of this questionnaire is to gather data regarding your opinion and hiring practices of persons with disabilities for my doctoral dissertation. As part of my assessment, there will be contacts to a wide section of people who are currently making hiring decisions. Therefore, in order to obtain pertinent and reliable information that subscribes to the success of this study, your genuine cooperation in answering the questions is essential.

Statements/questions presented below, ask about your opinion and hiring practice regarding persons with disabilities. There is no right or wrong answers. I would only like to know your personal opinion and hiring practices about them. In questions which request your preference Put (√) in the boxes through the appropriate number. I would also like to assure you that any information gathered in this survey will not be attributable to any person or organization. You can be certain that anything you respond will be treated confidentially. The data will be collected personally by the researcher or proxy. I would like to say Thank you in advance.

**Note:**

- No names of your organization or yours.
- In this study *persons with disabilities* defined as individuals who have any visible physical (example: amputation, birth defect, muscular dystrophy, etc), sensory (example: blindness, deafness) and developmental disability (examples: autism, mental retardation) that limit the individual's life activity.

**Section A The attitude Questionnaire: Attitude toward Employing People with Disabilities.**

These statements are investigating attitudes of employing a person with disabilities.. If you are working currently or worked in the past with employees with disabilities, please answer the following statements based on what you are doing or what you have done; if you have no experience with employees with disabilities please answer based on what you think you would do. You are requested to reflect your opinion using a scale of

1 = Strongly disagree    2 = Disagree    3 =Undecided    4 = Agree    5 = Strongly agree

	<b>Cognitive</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I believe that having a disability has huge impacts on the person’s ability to work.					
2	I believe that all persons with disabilities are challenged by a limited job skill.					
3	I believe that persons with disabilities get unfair advantages than their non- disabled counterparts in employment because they are favored by law.					
4	I believe that persons with disabilities must be given a chance to contribute in building the nation.					
5	I believe that persons with disabilities have to work only in their own community of persons with disabilities.					
6	I think that persons with disabilities are more suitable to do office works than their non-disabled counterparts.					
7	I know that some persons with disabilities can be more efficient than non-disabled persons in their work.					
8	I do not believe that persons with disabilities generally can manage working for 40 hours per week.					
9	I do not think that staff in the organization would know how to treat persons with disabilities in the work place.					
10	I know that persons with disabilities are more easily frustrated in their work than persons who are non disabled.					
11	I believe that persons with disabilities must be encouraged to engage in work activities with non-disabled persons.					
12	I believe that persons with disabilities can be as successful as non-disabled workers.					

**Cont...**

13	I accept that the opportunity for gainful employment must be provided to persons with disabilities					
	<b>Affective</b>					
14	I feel very sorry for persons with disabilities.					
15	I feel that persons with disabilities are friendly in the work places.					
16	I am glad to hire persons with disabilities, if they apply for job vacancy.					
17	I feel that persons with disabilities must not compete for jobs as they are incapable.					
18	I feel that the presence of persons with disabilities in the working place makes people uncomfortable.					
19	I am afraid that persons with disabilities do really want to work.					
20	I feel that persons with disabilities are unlikely to stay in any job for very long.					
21	I fear that persons with disabilities are not as dependable as non disabled persons in the workplace.					
22	I feel persons with disabilities are as productive as non disabled persons in the workplace.					
23	I have no fear that hiring persons with disabilities demand too much additional cost for adaptations in our organization.					
24	I have a worry that all persons with disabilities often lack necessary practical job skills.					
25	I am afraid that it would be too unsafe for persons with disabilities to do a job.					
26	I have no fear that persons with disabilities can use machines and computers.					
27	I am afraid that persons with disabilities can use computers.					
28	I am afraid that I can rely on persons with disabilities being able to get to work on time.					
29	I have no fear that persons with disabilities are more likely to be absent from work.					
30	I am not afraid that persons with disabilities could work independently in the workplace without help.					
	<b>Behavioral tendencies</b>					
31	I would guarantee equal job opportunity to persons with disabilities.					
32	I would present complex works to persons with disabilities like the non-disabled ones					
33	I would discourage to hire persons with disabilities as it affects the organization reputation and competitiveness.					

**Cont...**

34	I am flexible in the application of human resource policy for persons with disabilities.					
35	I would hire persons with disabilities despite disability related medical reasons.					
36	I would not hire persons with disabilities for safety reasons of the organizations.					
37	Hiring persons with disabilities would always be my last choice.					
38	I wouldn't always support employment of persons with disabilities as it demands too much job skill training.					
39	I would try persons with disabilities to enjoy the same salary scheme as persons without disabilities.					
40	I don't let persons with disabilities to be hired in the organization because there are few jobs to be handled by them.					
41	In order not to harm the feelings of persons with disabilities, I systematically avoid hiring them.					

**Section B. Hiring practices of employers regarding persons with disabilities**

These questions are designed to find out hiring practices of persons with disabilities. Please answer the following questions based on what you have been doing or what you have done. You will find statements about hiring practices of persons with disabilities. Please answer in terms of how well the statements describe your hiring practice. please read each statement and write the response (1,2,3,4,5) that tells how true the statement is.

1=Never true of me      2= Usually not true of me      3= occasionally true of me  
 4=usually true of me      5= Always true of me

1	I rejected job applicants if they were with some kind of disability.	1	2	3	4	5
2	My hiring practices were based on disability labor and employment laws.					
3	I adhered to the organization policies to hire persons with disabilities.					
4	I made sure that there was equal access opportunity to all applicants in employment including persons with disabilities.					
5	I considered affirmative action programs for hiring of persons with disabilities.					

**Cont...**

6	I didn't refuse to hire persons with disabilities with respect to wages for which they are eligible.					
7	I made sure that the job advertisement was accessible to persons with disabilities.					
8	I advertised vacancies that gave an opportunity for persons with disabilities to apply for a job.					
9	I hired persons with disabilities to maintain diversification in staff for the organization advantages.					
10	I considered jobs matching with abilities for persons with disabilities in hiring.					
11	I made recruiting locations accessible to persons with disabilities.					
12	I always have changed wording of job applications so as to be appropriate to persons with disabilities.					
13	I adapted questions asked for interviews so as to fit persons with disabilities.					
14	I made sure that existing facilities accessible to persons with disabilities for their success in the job.					
15	I modified work hours for persons with disabilities to attract more applicants.					
16	I modified equipments or job examination time if persons with disabilities competed for a job.					
17	I assigned qualified persons that could assist Persons with disabilities in job examination time.					
18	I made sure that job related information are accessible to persons with disabilities (e.g. by assigning sign language interpreter; presentation of captioning on video, a reader, Braille, large print, or audio-cassette, etc).					

Finally, I would like to know some issues which are important to conduct the study. Please, complete them.

**Section: Respondents Profile**

*Choose and circle from the options given and fill the space provided and put this mark (√) when necessary.*

1. Gender: 1. Male 2. Female
2. Religion: 1. Christian (Protestant, orthodox, catholic) 2. Muslim 3.others \_\_\_\_\_
3. Your Age \_\_\_\_\_
4. Level of Education: 1. High School or less 2. Vocational school 3.Diploma 4. Bachelor Degree 5. Master's Degree 6. Doctoral Degree
5. Your organization: 1. Governmental\_\_\_\_\_ 2. Private\_\_\_\_\_
6. Have you ever hired a person with a disability before? Yes\_\_\_\_\_ No \_\_\_\_\_
7. How many PWDs are there in your organization? I) No PWDs II) 1-5 II) 6 or more
8. If you have persons with disabilities in your organization, what type of disabilities are they with?  
Blind\_\_\_\_\_ Physically disabled\_\_\_\_\_  
Deaf\_\_\_\_\_ Mentally Retarded -----  
Other\_\_\_\_\_
9. Are you familiar with person with a disability (may be as a family, as neighborhood, colleague, etc.). Yes \_\_\_\_\_ No\_\_\_\_\_
10. Which one is your preference to hire someone with disability.  
Blind\_\_\_\_\_ Physically disabled\_\_\_\_\_  
Deaf\_\_\_\_\_ Mentally Retarded \_\_\_\_\_  
Other\_\_\_\_\_

## **Appendix II**

**Addis Ababa University**

**School of Graduate Studies**

**Department of Special Needs Education**

**Interview Guide**

Research question: How do employers describe their experiences work with persons with disabilities” in the workplace? Sub-questions to be addressed: inquire of specific experiences the participants have had in their professions as a consequence of working together with EWDs.

The Questions below will help guide the interview process. Additional questions might be addressed following the responses of the participants.

1. What are your experiences with persons with disabilities in the work places?
2. What are the barriers to integrating EWDs in your organizations?

Appendix III

አዲስ አበባ ዩኒቨርሲቲ

የድህረ ምረቃ ፕሮግራም

የሰዩ ፍሳጎት ት/ት ክፍል

በቀጣይዎች የሚሞላ መጠዘቅ

ውድ የጥናቱ ተሳታፊ

ደህንን መጠዘቅ ስመሙሳት ፈቃደኛ በመሆንዎ በቅደሚያ አመሰግናለሁ።

የዚህ መጠዘቅ ዓላማ በአዲስ አበባ ከተማ አስተዳደር የሚገኙ የመንግሥትና የግል ሴክተር ቀጣይዎች አካል ጉዳተኛ ሰዎችን ስለመቀጥር ያሳቸውን አመሰክክትና የአቀጣጠር ትግበራዎች በተመሰከተ ሰዶክትሬት ዲግሪ ጥናት ማሙያ መረጃ መሰብሰብ ነው። ስለሆነም በጥናት ዓላማ ሳይ ያተኮረ ጥያቄዎች ቀርበዋል። ጥያቄዎቹም ሆኑ ከጥያቄዎቹ የሚገኙት ምሳሌዎች አገልግሎታቸው ስጥናትና ምርምር ሥራ በቻ ስንጂ ስሌሳ ተግባር ፈልጎ ስንዲሁሉ አይደረግም። የሚሰጧቸው መረጃዎችም በምስጢር ይጠበቃሉ። በመሆኑም ደህንን ጥናት በተሳካ ሁኔታ መጠናቀቅ ደቻል ዘንድ፤ ስርዓቱ የሚሰጧቸው መረጃዎች እጅግ በጣም ጠቃሚና አስፈሳጊ ናቸው። ስለሆነም ስጥያቄዎቹ በቅንነትና በግልጽነት ስንዲሁም በትሰዛዙ መሠረት መሰል ስንዲሁም በትህትና እጠደቃለሁ።

ውድ የጥናቱ ተሳታፊ፤ በዚህ መጠዘቅ ውስጥ የቀረቡት ጥያቄዎች ትክክል ወይም ስህተት የሆነ መሰል የሳቸውም፤ ነገር ግን ስርዓቱ አካል ጉዳተኛ ሰዎችን ስለመቀጥር ያስዎትን አመሰክክትና የአቀጣጠር ትግበራዎች ሰማወቅ ነው። እያንዳንዱን ጥያቄ በሚገባ ካነበቡ በኋላ በግልጽነት ያመነበትን መሰል ስንዲሁም በድጋሚ እጠደቃለሁ። በነጥቦቹ ሳይ ያስዎትን የመስ ማማት ወይም ያስመስማማት ደረጃ መርጠዉ ከተጠቀሱት አማራጮች ውስጥ ሰደተዉ በቀረበው ክፍት ቦታ ሳይ የጭረት ምሳክት (✓) ያድርጉ።

• ማሳሰቢያ

ሀ. በዚህ ጥናት መሰረት አካል ጉዳተኛ ሰዎች (persons with disabilities) ማለት በግልጽ የሚታዩ የአካል ጉዳት ያሰባቸው ሰዎች ሲሆኑ፤ የአካል ጉዳቱም፤ ማየት የተሳናቸዉን፣ መስማት የተሳናቸዉን፣ የአሰምር እድገት ውስንነት ያሰባቸዉንና የአካል ጉዳት (physical disabilities) ያሰባቸዉን ያጠቃሰሳል።

ለ. በመጠዘቁ ሳይ ስም መፃፍ አያስፈልገም።



**ክፍል 11፡ ቀጣይዎች ስኬት ጉዳት ሰዎችን ስለመቀጠር ያሳቸው ስመስካክት፤**

ቀጥሎ የቀረቡት ማዕከላዊ ስኬት ጉዳት ሰዎች ስለመቀጠር ያለዎትን ስመስካክት ወይም ዝንባሌ ስማወቅ የቀረቡ ማዕከላዊ ናቸው። መሰረታዊ የሚከተሉትን ስሜቶች ደረጃዎች ወይም ስሜቶች መሰረት በማድረግ ስመስካክትዎን ይግለጹ፤

1. በፊትም ስለሰማሳም 2. ስለሰማሳም 3. ስመወሰን ስቸገራሰብ 4. ስለሰማሳም 5. በጣም ስለሰማሳም

ተ.		1	2	3	4	5
1	ስኬት ጉዳት ሰዎች በሰውየው የመሥራት ችሎታ ሳይ ክፍተት ተፅዕኖ ስላሉ ብዬ ስምዳለሁ።					
2	ስኬት ጉዳት ሰዎች ሁሉ የሥራ ክህሎት ወይም ስሜት ፈተና ይገጥማቸዋል ብዬ ስምዳለሁ።					
3	ህገ በተሰየ ሁኔታ ስለሚገኙት ስኬት ጉዳት ሰዎች ያካል ጉዳት ሳይካሰቡ የበለጠ በቀጥታ ሳይ ያስተገቡ ማዕከላዊ ማዕከላዊ ያገኛሉ ብዬ ስምዳለሁ።					
4	በሀገር ግንባታ ሳይ የበኩላቸውን ስለተሞላሉ ስኬት ጉዳት ሰዎች ስሜት ስላሉ ስሜት ይገባል ብዬ ስምዳለሁ።					
5	ስኬት ጉዳት ሰዎች በራሳቸው በስኬት ጉዳት ሰዎች ማህበረሰብ ማዕከላዊ ብቻ መሥራት ስለሰጣቸው ብዬ ስምዳለሁ።					
6	ያካል ጉዳት ሰዎች ካሰቡ ሰዎች ይሰጡ ስኬት ጉዳት ሰዎች ስሜት ስላሉ ስሜት ተሰማሚ ስሜት ስላሉ ስሜት ስላሉ።					
7	ያካል ጉዳት ሰዎች ካሰቡ ሰዎች ይሰጡ ስኬት ጉዳት ሰዎች በሥራቸው ይሰጡ ውጤታማ ስሜት ስላሉ ስሜት ስላሉ።					
8	ስኬት ጉዳት ሰዎች በሳምንት ወይም ያሉትን ስርዓት የሥራ ስሜት ስላሉ ስሜት ስላሉ ስሜት ስላሉ ብዬ ስምዳለሁ።					
9	በድርጅቱ ውስጥ ስኬት ጉዳት ሰዎች በቀጠረ ስሜት ስላሉ ስሜት ስላሉ ስሜት ስላሉ ስሜት ስላሉ ስሜት ስላሉ።					
10	ያካል ጉዳት ሰዎች ካሰቡ ሰዎች ይሰጡ ስኬት ጉዳት ሰዎች በሥራቸው ሳይ ይሰጡ በቀላሉ ስሜት ስላሉ ስሜት ስላሉ።					
11	ስኬት ጉዳት ሰዎች ስኬት ጉዳት ሰዎች ካሰቡ ሰዎች ስሜት ስላሉ ስሜት ስላሉ ስሜት ስላሉ ስሜት ስላሉ።					
12	ስኬት ጉዳት ሰዎች ስኬት ጉዳት ሰዎች ስሜት ስላሉ ስሜት ስላሉ ስሜት ስላሉ ስሜት ስላሉ።					
13	በቀጥታ ሳይ ስኬት ጉዳት ሰዎች ተጠቃሚ የሚሆኑት ስሜት ስላሉ ስሜት ስላሉ ስሜት ስላሉ ስሜት ስላሉ።					
14	ስኬት ጉዳት ሰዎች ስሜት ስላሉ ስሜት ስላሉ።					
15	ስኬት ጉዳት ሰዎች ስሜት ስላሉ ስሜት ስላሉ ስሜት ስላሉ ስሜት ስላሉ ስሜት ስላሉ።					
16	ስኬት ጉዳት ሰዎች ስኬት ጉዳት ሰዎች በሥራ ስሜት ካሰቡ ስሜት ስላሉ ስሜት ስላሉ።					

17	ስካህ ጉዳተኛ ሰዎች ሰሥራ ብቁ ስላላቸው በጭራሽ መመዳደር የሰባቸውም የሚሰ ስሜት ስሰኝ።				
18	የስካህ ጉዳተኛ ሰዎች በስንድ የሥራ ቦታ ዉስጥ መኖር ሴቶች ሰዎች ጥሩ ስሜት ስንዳደሰማቸው ያደርጋል የሚሰ ስሜት ስሰኝ።				
19	ስካህ ጉዳተኛ ሰዎች ሥራ ስመሥራት የሚፈልጉ መሆናቸውን ስጠራጠራሰቡ።				
20	ስካህ ጉዳተኛ ሰዎች በማንኛውም ሥራ ሳይ በጣም ሰረጅም ጊዜ መቆየት ስደችሱም ብዬ ስሰባሰቡ።				
21	ስካህ ጉዳተኛ ሰዎች በስራ ቦታ ሳይ ስካህ ጉዳተኛ ያልሆኑትን ያህል ራሳቸውን ችሰዉ ስደሰሩም የሚሰ ስሜት ስሰኝ።				
22	ስካህ ጉዳተኛ ሰዎች ስካህ ጉዳተኛ ስንዳልሆኑ ሰዎች ምርታማ ናቸው የሚሰ ስሜት ስሰኝ።				
23	ስካህ ጉዳተኛ ሰዎችን በድርጅታችን ዉስጥ መቀጠር ሰነርሱ ምቹ ሁኔታን ሰመፍጠር ሲባል ሰተጨማሪ ዉጪ ሲዳርገን ደችሳል የሚሰ ስጋት ስሰኝ።				
24	ሁሉም ስካህ ጉዳተኛ ሰዎች ማሰት ደችሳል፤ ብዙ ጊዜ ስሰፈሳጊ የሆነ የተግባራዊ ሥራ ክህሎት ስጥረት ስሰባቸው የሚሰ ስጋት ስሰኝ።				
25	ስካህ ጉዳተኛ ሰዎችን ሥራ ከሠሩ ሰደህንነታቸው ስደበጃቸውም የሚሰ ፍርሃት ስሰኝ።				
26	ስካህ ጉዳተኛ ሰዎች በማሸኖች ሰመጠቀም ያዳግታቸዋል በማሰት ስፈራሰቡ				
27	ስካህ ጉዳተኛ ሰዎች በኮምፒውተሮች የመጠቀም ችግር ጋጥማቸዋል ብዬ ስሰጋሰቡ።				
28	ስካህ ጉዳተኛ ሰዎች የሥራ ሰዓትን ስካብረው በሥራ ቦታ መገኘት መቻላቸውን ስጠራጠራሰቡ።				
29	ስካህ ጉዳተኛ ሰዎች በስብዛኛው ክስራ ገበታቸው ሳይ ሲቀሩ ደችሳሉ የሚሰ ስጋት ስሰኝ።				
30	ስካህ ጉዳተኛ ሰዎች ያሰሱሱች ሰዎች ስገዛ በስራ ገበታቸው ሳይ መሥራት ስሰመቻላቸው ስጠራጠራሰቡ።				
31	ሰስካህ ጉዳተኛ ሰዎች ስኩሰ የሥራ ቀጥር ሰድሰ ማሰትና ስሰጣሰቡ።				
32	ሰሁሉም ስካህ ጉዳተኛ ሰዎች የሚመጡን ቀሰሰ ያሰ ሥራ በመሆኑ ደህንነ ሥራ ስሰጣቸዋሰቡ።				
33	የድርጅቱን ተስማሚነት ና ዝና ስንዳይሁም ተወዳዳሪነት ሳይ ስሉታዊ ተሰስኖ ስሰሚኖረዉ ስካህ ጉዳተኛ ሰዎችን ስንዳቀጠሩ ስሳበረታታም።				
34	የሰው ኃይል ስቀጣጠር መመሪያዎችን ተግባራ በሚመሰክት ስካህ ጉዳተኛ ሰዎችን በሚያመች ሁኔታ ቢሆን ስመርጣሰቡ				
35	ከጤና ማሰረጃ ጋር በተገናኘ ምክንያት ስካህ ጉዳተኛ ሰዎችን ስሰቀጥርም።				
36	ሰመሥራ ጤቱ ደህንነት ስሰ ስካህ ጉዳተኛ ሰዎችን ስሰቀጥርም።				
37	ሁሰጊዜም ቢሆን የስካህ ጉዳተኛ ሰዎችን መቀጠር የመጨረሻ ስሚራጩንው።				
38	<b>ስካህ ጉዳተኛ ሰዎችን በሥልጠና ስማካኝነት የሥራ ክህሎታቸው ማሻሻል ከባድ ስሰሆነ መቀጠራቸውን ስሰደግፍም።</b>				

39	የአካል ጉዳተኛ ሰዎች በተመሳሳይ መደብ ሲቀጠሩ የአካል ጉዳተኛ ካሳጡ ሰዎች ጋር አንድ አደነት የደመወዝ ክፍያ ሲኖራቸው የገባሉ።					
40	የአካል ጉዳተኛ ሰዎች በድርጅቱ ውስጥ ስንዲቀጠሩ አሳደርገንም፤ ምክንያቱም በስነሱ ሲከናወኑ የሚችሉ ሥራዎች ጥቂት ናቸው።					
41	የአካል ጉዳተኛ ሰዎችን ለሚት ሳስመገዳት ስለ ሥራ ስንደደቀጠሩ የሚደረግበትን ሁኔታ በስታይል መንገድ አከናውናሁ					

**ክፍል ሰ: ቀጣይዎች አካል ጉዳተኛ ሰዎችን በተመለከተ ያሳቸው የቅጥር ትግበራ**

የዚህ ክፍል አሳሚ ቀጣይዎች አካል ጉዳተኛ ሰዎችን በተመለከተ የሚያደርጉትን የቅጥር ትግበራዎችን ማወቅ ነው።

ከዚህ በፊትም አካል ጉዳተኛ ሰዎችን ቀጥረው ከሆነ ወደጎም ደግሞ በቅጥር ላይ አጋጥሞዎት ከሆነ ደህንነት መሰረት

በማድረግ ከዚህ በታች የቀረቡትን ጥያቄዎችን ይመሰሉ። መሰረቱን የሚከተሉትን ስምዕት ደረጃዎች መሰረት በማድረግ

የቅጥር ትግበራዎን ይገለጹ፤

1=በፊትም አይገለጽም (Never true of me) 2=በአብዛኛው አይገለጽም (Usually not true of me)

3=አስፎራ አስፎ ይገለጻል (Occasionally true of me) 4=በአብዛኛው ይገለጻል (Usually true of me)

5= ሁሉንም ይገለጻል (Always true of me)

ተ.		1	2	3	4	5
1	አንዳች ዓይነት የአካል ጉዳተኛ ያሳቸውን ሰዎች የሥራ ማመልከቻ አስቀጠሉም።					
2	የሥራ ቅጥር ውሳኔዎች የተመሰረቱት የአካል ጉዳተኛ ሰዎችን የሥራ ቅጥር ህጎች መሰረት አድርጎ ነው።					
3	በድርጅቱ የቅጥር ገሲሶች ምስጥ አካል ጉዳተኛ ሰዎች የሚቀጠሩበት ሁኔታ ስንዲካተት ጥረት አድርገላለሁ።					
4	በቅጥር አፈፃፀም ላይ ጊዜ አካል ጉዳተኛ ሰዎችን ለመምህራን ስራዎች አመልካቾች እኩል የቅጥር አድራሻ መኖራን አረጋግጣለሁ።					
5	አካል ጉዳተኛ ሰዎችን ለመቀጠር በምስጢር ውሳኔ ሳይሆን ለሌሎች ድጋፍ አድርገላለሁ።					
6	መሥሪያቤቱን በሚያሟላበት የሥራ መደብ ሳይሆን አካል ጉዳተኛ ሰዎችን ለሚገባቸው የመደቡ ክፍያ ለመቀጠር አንገራግራ አስጠቅም።					
7	የሥራ ማስታወቂያዎችን ለአካል ጉዳተኞች በቀሳቤተደራሽ ስንዲሆኑ አድርገላለሁ።					

8	ስካህ ጉዳተኛ ስመሰከሮች በክፍት የሥራ ቦታዎች ሳይ እንዲያመሰክቱ የሚያደርግ የሥራ ማስታወቂያ ስዊዎቻቸው።					
9	ስድርጃቱ ጠቀሜታ ስለ የሥራ ቅጥር በፈጠራ በት ጊዜ በየአደንቱ ሠራተኞችን (የስካህ ጉዳተኛ ሰዎችን ጨምሮ) ስለማካተት ክፍተኛ ግምት ሰጠቻቸው።					
10	የስካህ ጉዳተኛ ሰዎች ቅጥር ሲፈጸም የሥራ ሙደቦችን ክትትታቸው ጋር የማጣጣም ሥራ ሠርቻቸው።					
11	ምሰመሳ የሚከናወንባቸውን የሥራ ቦታዎች ስካህ ጉዳተኛ ሰዎች ምቹና ተደራሽ እንዲሆኑ ስድርገሰቱ።					
12	የሥራ ማስታወቂያዎችን የምሳጭ በትን ቋንቋ ስካህ ጉዳተኛ ሰዎች እንዲስማማ በማድረግ በየጊዜው ስሻሻያቸው።					
13	ስካህ ጉዳተኛ ሰዎች የሚቀርቡ የቃሰ መጠይቅ ጥያቄዎችን ስለነገሩ ስንዲሰማው በማድረግ ስለተካክደሰቱ።					
14	ስካህ ጉዳተኛ ሰዎች በስራቸው ሳይ ስኬታማ እንዲሆኑ፤ ያሉት የሥራ ሙሥሪዎች ቦታዎች ተደራሽ እንዲሆኑ ስድርገሰቱ።					
15	ስካህ ጉዳተኛ ሰዎችን ደበሰጥ እንዲያመሰክቱ ስማበረታት የሥራ ሰዎች ምቹ እንዲሆንላቸው ማሻሻያ ስድርገሰቱ።					
16	ስካህ ጉዳተኛ ሰዎች ስሥራ ሠድድር በቀረቡ ጊዜ ፤ የመሬተኛ መሣሪያዎችና በቂ የመሬተኛ ጊዜ ሰጥቻቸው።					
17	በሥራ ቅጥር ፈተና ወቅት የስካህ ጉዳተኛ ሰዎችን የሚያገዙ የሰጠኑ ባለሙያዎችን መድቤሰቱ።					
18	ከቅጥር ጋር የተዛመዱ መረጃዎችን ስካህ ጉዳተኛ ሰዎች ተስማሚ በሆነ መልኩ እንዲደርሳቸው ስድርገሰቱ። (ስምሳሌ፡- የምሰክት ቋንቋ ስለተናገረ፣ በሺዲዮ ሳይ ስጫጭር የሰጡ መግሰጫዎች፣ ማየት ስተሳናቸው ስንባቢና ብረጩ፣ በጉሰህ የታተሙ ሰጠኞች፣ ድምፅ የተቀረፀባቸው ካሴቶች በመጠቀም፣ ወዘተ)።					

በመጨረሻም ጥናቱን ስማክናውን ወሳኝ ስና ጠቃሚ የሆኑ ስንዲንድ ጉዳዮችን/ነጥቦችን ማወቅ ስለምፈልግ ስባክዎ ቀጥሎ የሚገኙት ጥያቄዎችን ይጠቁሱ።

**ሐ. የመሳሻ ማንነት ስጭር መግሰጫ**

ስሚክሮት ጥያቄዎች የሚሰማማዎትን ምሳሌ ስመሰከሮች/ምረጡ ወይም ደግሞ ባዶ ቦታዎን ይጠቁሱ።

1. ያታ: ሀ. ወንድ ሰ. ሴት
2. ሀይማኖት: ሀ. ክርስቲያን (ፕሮቴስታንት፤ ኮንጥራታንት ፤ ካቶሊክ) ሰ. ሙስሊም

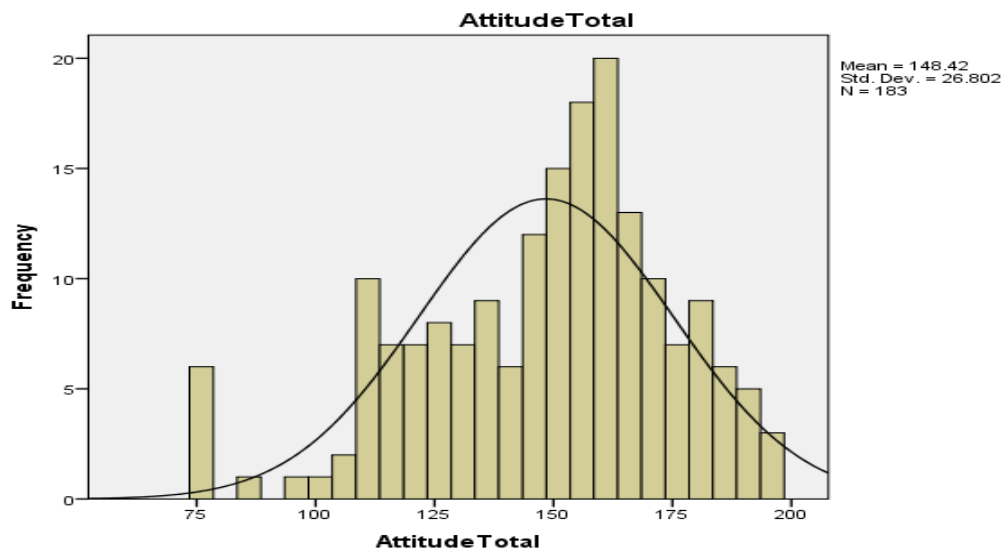
ሐ. ስሳ \_\_\_\_\_

3. ስድሚያ: \_\_\_\_\_

4. የትምህርት ደረጃ፡ ሀ. ከፍተኛ ሁለተኛ ደረጃ ወይም ከዚያ በታች ስ. የሙያ ትምህርት  
 ሐ. ዲግሪም      መ. ድግሪ      ሠ. ማስትራት ድግሪ      ረ. ዶክተራት ድግሪ
5. ድርጅትዎ፡ ሀ. መንግስታዊ \_\_\_\_\_ ስ. የግሰ \_\_\_\_\_
6. ከዚህ በፊት ስካል ጉዳተኛ የሆነ ሰው ቀጥረው ያውቁት? ስዎ----- የሰም (ስላውቅም)-----
7. ስንት ስካል ጉዳተኛ ሰዎች በመስሪያ ቤትዎ ውስጥ ተቀጥረው በመስራት ሳይ ደገኛሉ?  
 ሀ. 1-5                              ስ. 6-10                              ሐ.) 11- 15  
 መ. 16 ወይም ከዚያ በላይ                              ሠ. ምንም የሰም
8. በድርጅቱዎ ውስጥ የስካልጉዳተኛ ሰዎች ካሉ፤ የጉዳታቸው ስደነት ምን ስደነት ነው፡፡  
 ማየት የተሳነው \_\_\_\_\_ የስካል ጉዳት ችግር (physical disability) \_\_\_\_\_  
 መስማት የተሳነው \_\_\_\_\_ የስልምር ስድገት ውስጠነት ያሰበት \_\_\_\_\_
9. ከስካልጉዳተኛ ሰዎች ጋር ስወዳዎ ወይም ቅርርብ ስለዎት? ደክወዎ፤ የቤተሰብ፣ የጎረቤት፣ የሥራ ባለደረባነት ወዘተ... ስዎ ----- የሰኛም -----
10. ከሚከተሉት የስካል ጉዳት ስደነቶች ጋር የሚኖሩ ግለሰቦችን መቀጠር ቢኖርብዎ ምርጫዎ የሚሆነውን የቱነው?  
 ማየት የተሳነው \_\_\_\_\_ የስካል ጉዳት ችግር (physical disability) ያሰበት \_\_\_\_\_  
 መስማት የተሳነው \_\_\_\_\_ የስልምር ስድገት ውስጠነት ያሰበት \_\_\_\_\_ ሲሳ \_\_\_\_\_

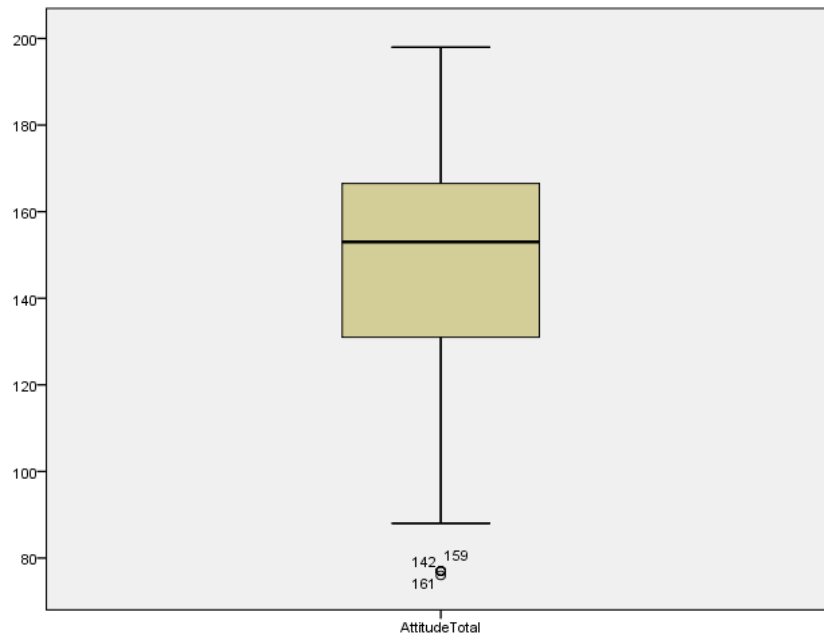
## Appendix IV

### Attitude score s



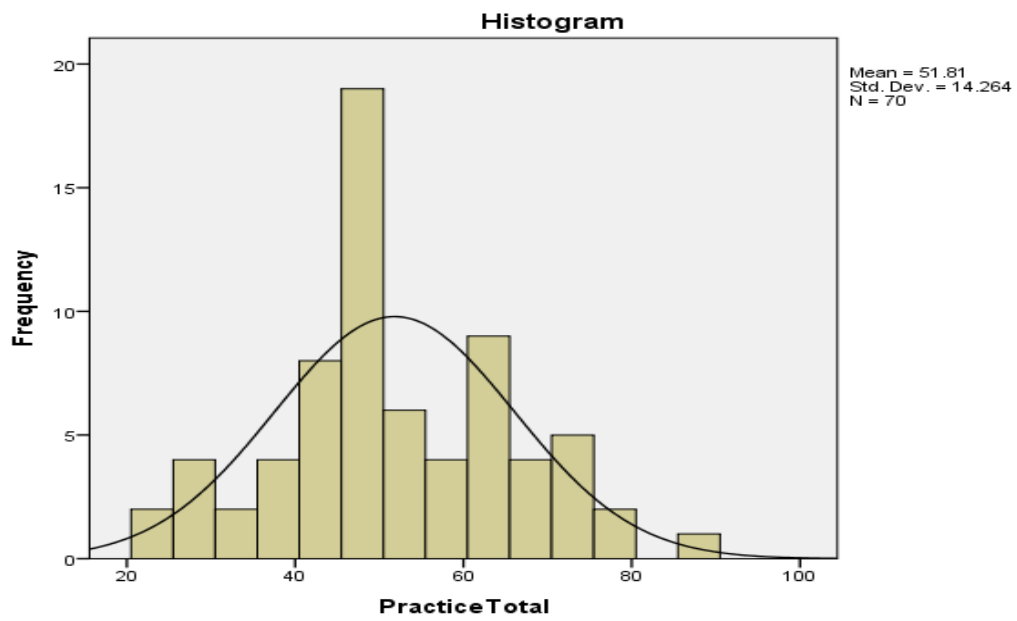
## Appendix V

### Outliers in Attitude score



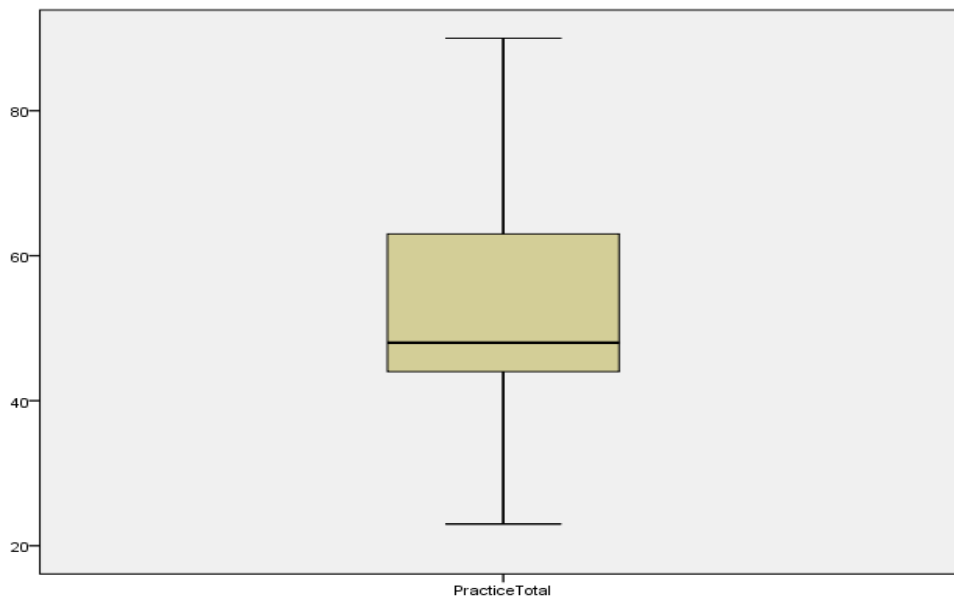
## Appendix Practice VI

### Hiring Practice Scores



## Appendix VII

### Hiring practice outliers



**Appendix VIII**

**Normal P-P Plot of Attitude Score**

