

**MANAGEMENT CHALLENGES AND EMPLOYMENT OPPORTUNITIES FOR THE PHYSICALLY CHALLENGED IN WORK ORGANIZATIONS IN RIVERS STATE, NIGERIA.**

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**ABSTRACT:** *The general observation in the Nigerian society is that the physically challenged has for a long time been marginalized, and socially deprived as a result of exclusion in work organizations. Management Challenges are noted as encumbrances amongst a myriad of other factors which excludes the physically challenged in work organizations. The extent to which these challenges promotes their exclusion and enhances social deprivation is not known to policy makers and advocacy groups. The Nigerian society appear not to be abreast with the negative impact of Management Challenges which denies the inclusion of the physically challenged in work organizations as relevant data are not available to give it a focus. Therefore, the justification for this research is consistent with the need to source, develop a data base, analyze, discuss findings and produce a total package that will be a reference for policy makers and advocacy groups to promote or enhance the inclusion of the physically challenged in work organizations, which would accrue benefit of reduced poverty and social deprivation. This work focused on “Management Challenges and Employment Opportunities for the Physically Challenged in Work Organizations in Rivers State, Nigeria”. The purpose was to investigate the extent to which Management of work organizations poses as a challenge for the inclusion of the physically challenged in six selected organizations in Rivers State, Nigeria. The pilot survey, simple random sampling techniques, questionnaires were employed to select respondents. Four research questions were raised. In analyzing data that addressed the research questions the descriptive and inferential methods of analysis were used. The findings of the study includes: lack of policies and practices; Negative public perception; militating cost of recruitment; barriers of physical environment; and discrimination etc. Based on these findings, the study recommends amongst others that there should be domestic policies backed by appropriate legislation which will favour employment of the physically challenged; elaborate elimination of physical environmental barriers to enhance access to employment; promotion and sensitization of advocacy groups to enhance the protection of the rights and privileges of the physically challenged.*

**KEYWORDS:** *Management, Challenges, Employment Opportunities, the Physically Challenged, Access to Work Organizations, Workplace Inclusion and Exclusion, Organizational Discrimination, Management Challenges, Rivers State.*

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## **INTRODUCTION**

Nigeria with a population of One Hundred and Forty Million, Four Hundred and Thirty One Thousand, Seven Hundred and Ninety (140,431,790) has a total of Three Million, Two Hundred and Fifty Three Thousand, One Hundred and Sixty Nine (3,253,169) as the population of the Physically Challenged (National Population Commission, 2006). These persons need to be planned for and included in the economic mainstream of the nation. Disappointingly, the Physically Challenged are

usually not given elaborate consideration in National Development Plans and as such become the most vulnerable social group as evidenced by unacceptable low literacy level; high unemployment; and poor access to Development Support Network and Social Capital.

Management challenges in work organizations in Nigeria has been identified as factors which promotes the exclusion of the physically challenged. The management of human resources remains a focal aspect of organizational studies and management. Organizations are always confronted by challenges, one of which is the management of employees. Challenges of employers encompass recruitment, placement, labour turnover, workplace conflicts, etc. Human resource managers are often confronted with Recruitment challenges of Negative perception, cost of eliminating physical barriers, methods of advertisement, advertisement cost etc.

The Millennium Development Goals ((MDGs) while emphasizing that the interests of persons with disabilities are implicitly included pointed out that “Unless disabled people are brought into the development mainstream, it will be impossible to cut poverty by 2015 (MDG, 2000). There is therefore the need to ensure the socio-economic integration of persons with disabilities. For example, the World Bank study in 2000 estimated that between 1.37 and 1.95 billion U.S dollars is lost in global GNP due to large number of unemployed disabled persons (Arokoyu S., 2009).

Investigation and common sense evaluation shows that there is a good number of the physically challenged who are educationally qualified, skillful and capable. Though fate has been said to bring cruelty on the Physically Challenged, evidence abound in recent years that there is ability in every disability. This assertion is not a mere statement to keep faith alive or make the Physically Challenged be motivated. It has been proven in different ways that they can achieve and attain any desired goal in life that they set for themselves irrespective of their state of deformity. There are evidences to show for their determination to succeed and attain greater heights. The evidences of their performances have convinced the society that they are gifted people just like every other able-bodied men and women. In spite of these evidences, they are discriminated against especially as regards inclusion in work organizations.

In 2002, James Wolfensohn, former President of the World Bank, stated that unless disability is addressed as a key issue in Organizational Diversity and Human Resource Management, it will be difficult for the UN Millennium Development Goal targets to become a reality. Furthermore, the United Nations, in collaboration with Civil Society Institutions, has successfully negotiated a convention regarding disability rights, which was ratified at the 61<sup>st</sup> Session of the General Assembly in December, 2007. At the Assembly, about 126 countries signed the Convention, while 20 countries ratified it.

This Convention was historical because it was the first international legally-binding instrument that held signatory countries to account to ensure that appropriate, robust policies and effective implementation framework were developed; and to ensure that the rights and dignities of the Physically Challenged are upheld. This development was intended to facilitate the Social Inclusion of the Physically Challenged within their respective countries in organizations (Barron and Amerena 2006).

Unfortunately however, Nigeria, a signatory to this convention is yet to domesticate by way of appropriate legislation and policy implementation the ratified International Disability Rights. This

subjects the inclusion of the physically challenged in work organizations to the discretion of the management of work organizations with markedly various results and social consequences.

### **Statement of the Problem**

Preliminary enquiry from various organizations, disabled individuals and groups shows that only an insignificant few of qualified and employable adult population of the physically challenged appears to be gainfully employed; this indicates a high level of discrimination and exclusion of the Physically Challenged in organizations.

The Physically Challenged are members of the society so they deserve to be treated equally with their able bodied counterparts. A random enquiry to ascertain the number of the Physically Challenged in both government and the organized private sector shows a high level of exclusion. A further observation indicates that even amongst those that are employed, rarely does one find such persons at the Management cadre. This position is management related in work organizations besides other limiting factors. The Statement of fact is that the Physically Challenged are the most affected persons in the economic, social and political life of the society (Vrooman and Hoff, 2013). Material deprivation is the most common result of this class of persons.

Lundberg (1983) asserted that; “The Workplace Diversity Policy is a commitment by an organization to create a workplace that is fair and inclusive, and builds a workforce which better reflects the diversity of all employees”. Thus, the social exclusion of the Physically Challenged in Nigerian work organizations as may be partly due to management default contradicts this assertion and also contravenes the convention on the rights of persons with disabilities, an International Human Rights Treaty of the United Nations for which Nigeria is a signatory.

There seems to be actions by commission or omission which do not favour the Physically Challenged in work organizations in Nigeria. It does appear that the problem transcends policy formulation as there are well documented policies that should favour the Physically Challenged; thus implementation of these policies is identified as a major problem.

A major issue of the Physically Challenged is the negative public perception and by extension the perception by policy makers and management of work organizations that disabled people and disability issues are viewed in terms of charity and welfare (Quarmby, 2011). This obviously limits their opportunities for employment. Though there is a plethora of Disabled People's Organizations (DPOs) that exist in Nigeria, with a few notable exceptions, the vast majority of them adopt a charity/welfare approach to disability issues. This shows little understanding of a rights-based agenda or the principles of the Social Model of Inclusion of Physically Challenged in Organizations. Consequently, this viewpoint is a significantly entrenched factor that seriously militates against the social inclusion of Physically Challenged within organizations and the society at large. This is manifested in a number of ways.

There is currently no national legislation that has been enacted or is in force within Nigeria to enhance policy implementation on the rights of the Physically Challenged. This makes management of work organizations not to be obliged or compelled to include the physically challenged in their employment. Again, there is no form of social protection for the Physically Challenged in various work organizations in Nigeria which further intensify their plight.

There is a wrong perception on the part of management and major defect in the processes and procedures of recruitment and placement of the Physically Challenged in most work organizations. A preliminary investigation of recruitment exercises in some work organizations show that only a negligible percentage of the Physically Challenged are routinely engaged amongst those that are educationally qualified, skillful and capable as compared to their able bodied counterparts. This is not only discriminatory, but also a major social exclusion with its attendant consequences.

The research work intends to further highlight the plight of the Physically Challenged in Nigeria, particularly as it relates to their exclusion in work organizations and by extension social deprivation; consequent upon management challenges and defaults. The scope of this study shall be limited to selected government establishments and oil companies in Rivers State, Nigeria.

### **Aim and Objectives of the Study**

The aim of this study is to draw public concern on the extreme limited access of the Physically Challenged in work organizations with a view to gingering policy makers and management of organizations to have an all inclusive policy and strategy that would promote the inclusion of the physically challenged in their employment system.

### **The specific objectives of the study are to:**

1. Examine the policies adopted by Management in the inclusion of the Physically Challenged in selected Organizations in Rivers State.
2. To examine the extent of implementation of organizational policies on inclusion of the physically challenged in the selected organizations in Rivers State.
3. Highlight the extent to which the Physically Challenged are discriminated in selected Organization in Rivers State.
4. Highlight the challenges Management encounter in the inclusion of the Physically Challenged in Selected Organizations in Rivers State.

### **Research Questions**

The study was guided by the following research questions:

1. What policies does the management adopt in the inclusion of the Physically Challenged in Selected Organizations in Rivers State?
2. What is the extent of implementation of organizational policies that promotes the inclusion of the physically challenged in the selected organizations in Rivers State?
3. What is the extent to which the Physically Challenged are discriminated in Selected Organizations in Rivers State?
4. What are the special recruitment challenges encountered by the Management in the inclusion of the Physically Challenged in work organizations in Rivers State, Nigeria?

### **Hypotheses**

The following hypotheses guided the work:

1. The more management of organizations fail to adopt favourable policies on the inclusion of the physically challenged; the less likely their chances of being employed.
2. The more management of organizations fail to implement policy on the inclusion of the physically challenged; the less likely their chances of being employed.
3. The less the Physically Challenged are discriminated against in employment system, the more likely the intellectually endowed ones amongst them are neglected.
4. The more challenges organizations encounter, the more likely the physically challenged are excluded in employment system.

### **Significance of the Study.**

This study made important contributions in the following areas:

#### **General Significance of the Study**

The anticipated benefit of this study is the creation of awareness and sensitization of policy makers in both government and private sectors on the need to reverse the current trend through concerted efforts on policy enforcement that will be backed by appropriate legislation.

#### **Theoretical Significance:**

It is pertinent to note that no research work has been done on Management Challenges and Employment Opportunities for the Physically Challenged in work Organizations in Nigeria; and as evidenced by lack of documented works in study archives such as research library, including E-mail library. Most studies on the physically challenged are limited to general emphasis on their plight, creation of awareness on disability rights and associated charity and welfare issues. There is apparently no comprehensive documented study on disability issues. In addition, awareness fora have been carried out in the past to draw attention of government and the general public on the plight of the Physically Challenged in Nigeria. The present study intends to bridge major gaps and extend frontiers of knowledge on the Management Challenges and Employment Opportunities for the Physically Challenged in work Organizations in Nigeria, with special focus on selected work organizations in Rivers State.

Arokoyu S. (2009), carried out a study in Nigeria on “Disability of Human Development: A Prolegomenon to Emancipatory Research Agenda on Human Disabilities in Nigeria” He focused on trend on the growing concerns for equality, constructive engagement and social justice.

Beyond the shores of Nigeria some notable studies were carried out and properly documented. As an example to cite, DFID (2000), also carried out a study on “Disability, Poverty and Development” The study focused on bringing disabled people into the development mainstream.

Barnes, C. (1991), had a study focus on “Disabled People in Britain and Discrimination: A case for Anti-Discrimination Legislation” The work focused on institutional discrimination in employment and explained why anti-discrimination legislation is the most likely solution.

The special focus of the study is on Management challenges and Employment Opportunities for the physically challenged in selected work organizations in Rivers State of Nigeria.

This study provides a theory with relevance to the exclusion of the Physically Challenged in work organizations in Nigeria; and its social consequences. It further reveals the social deprivation theory of Vrooman and Hoff 2013 which enunciates that socially excluded persons are prevented from fully participating in the economic, social and political lives of the society in which they live. The degree of exclusion of the Physically Challenged in work organizations was established. This further gave a better understanding of the attendant social consequences of persons living with disability. The outcome of the study gave more meaning to the social exclusion and inclusion theory of Silver 1994; De Haan, 1998.

#### **Practical Significance**

The findings of this study shall benefit the various groups or policy making bodies that are either directly or indirectly responsible for recruitment in work organizations. Such bodies are the

International Labour Organization (ILO), Labour Unions, Ministry of Commerce and Industry, Ministry of Labour and Productivity, Employment Agencies, Personnel Managers, Human Resource Managers and Captains/Directors of Organization etc.

### Scope of the Study

This study focused on Management Challenges and Employment Opportunities for the Physically Challenged in work Organizations in Nigeria: A study of Selected Organizations in Rivers State, Nigeria. The selected organizations are limited to Shell Petroleum Development Company (SPDC), a multinational organization; OilServ Nigeria Limited, an indigenous oil company in Port Harcourt; Niger Delta Basin Development Authority (NDBDA), a Federal Government Parastatal; Nigeria Postal Services (NIPOST), a Federal Government Company; University of Port Harcourt (UNIPORT), a Federal Government institution; and Rivers State Ministry of Water Resources, a State Ministry. Therefore, it reflects the various sectors of labour in Nigeria, making the study broad based.

### Research Design

The survey research design was important because it availed the researcher the opportunity to gather information from a wide range of respondents. It provided a basis for information gathered to be amendable to statistical inferences.

### Population of the Study

The target population of this study include; the Human Resource Managers, Manager, Workers and the Physically Challenged from the selected of work organizations under study in Rivers State. The Population breakdown of the various organizations is as follows.

<b>Organizations.</b>	<b>No. of Physically Challenged</b>	<b>No. of NonPhysically Challenged</b>	<b>Total</b>
<b>UNIPORT</b>	42	4804	4846
<b>SPDC</b>	2	2998	3000
<b>NDBDA</b>	7	535	542
<b>OilServ</b>	2	451	453
<b>NIPOST</b>	2	295	297
<b>RMWS</b>	1	147	148
<b>Total</b>	<b>56</b>	<b>9230</b>	<b>9286</b>

### Sample Size

The sample size for the study was determined with the use of Taro-Yamen sampling technique. The formula of the instrument is as stated below: Sample size using Taro Yamen's formula

$$n = \frac{N}{1+N(e)^2}$$

Where

n =Sample size  
N =Population of the Study  
e =Level of Significance

Sample =382

**Method of Data Collection:** Data was obtained from Primary and Secondary Sources. The method used for data collection include the In-depth Interview (IDI), the Focus Group Discussions (FGDs) and Questionnaire Method. Their responses and views on issues discussed were gathered for subsequent analysis. In the In-depth Interviews (IDI), the researcher had to meet with some staff to have one-on-one or face to face discussions with them on individual basis in order to get direct responses from questions asked. The structured interview also guarantees some level of formality irrespective of the status of the respondent.

### **Sources of Data**

Data for this study was obtained from Primary and Secondary Sources.

**Primary Source:** These methods consist of information acquired directly from the respondents for onward use in the study. Primary data was important because of the depth of information needed for this study.

**Secondary Source:** Secondary source of data involved collection of existing data. Secondary data include information from newspapers, magazines, journals, internet etc.

**Method of Data Collection:** Data collection included the Pilot Survey, In-depth Interview (IDI), Focus Group Discussions (FGDs) and Questionnaire Method. In the Focus Group Discussions (FGDs) a number of questions and issues were raised and discussed verbally with staff of the various organizations in groups numbering at least (10) persons per group. Their responses and views on issues discussed were gathered for subsequent analysis.

In the In-depth Interviews (IDI), the researcher had to meet with some staff to have one-on-one or face to face discussions with them on individual basis in order to get direct responses from questions asked. The structured interview also guarantees some level of formality irrespective of the status of the respondent.

### **Sampling Technique**

Two sampling techniques were adopted in this study. The simple random sampling and the purposive sampling technique. Simple Random Sampling Technique was used to administer questionnaire to the respondents from the selected organizations under study. Whereas the purposive sample technique was used to choose those to be given questionnaire and interviewed. This method was useful because of the nature of the study, since preliminary enquiry shows that workers at management cadre that are engaged in work organizations are few, anybody at management cadre working in these organizations was purposely included.

### **Method of Data Analysis**

Data gathered from the study was analyzed using both descriptive and inferential statistics. The descriptive methods include frequency distribution and percentage tables, column chart and pie chart, while the inferential statistics made use of Z-ratio two proportion test and the chi-square to test the hypotheses.

## **PRESENTATION OF DATA AND ANALYSIS**

Data that were collected from the field were presented and analyzed. Three Hundred and Eighty Two (382) Questionnaires were administered to respondents of the Six Organizations in Rivers State of Nigeria studied; these are University of Port Harcourt, Shell Petroleum Development Company

(SPDC), Niger Delta Basin Development Authority, Oil Serv. Limited, Nigerian Postal Service (NIPOST) and Rivers State Ministry of Water Resources, and a total of 350 were filled and returned.

### Analysis of Research Questions

**Research Question One:** What policies does Management adopt in the inclusion of the Physically Challenged in Selected Organizations in Rivers State?

**Table 1: Presence of Policy**

Respondents	Favourable Policies		Total	% Yes	% No
	Yes	No			
Non Physically Challenged	250	44	294	85	15
Physically Challenged	30	26	56	53.60	46.40
<b>Total</b>	<b>280</b>	<b>70</b>	<b>350</b>	<b>80</b>	<b>20</b>

**Source: Researcher's Survey Data, 2014.**

Table 1 above shows the responses of respondents on the presence of organizational policy that promotes the inclusion of the physically challenged in the various organizations studied. 250 respondents representing 85% of the non physically challenged and 30 respondents representing 53.60% of the physically challenged; and with a collective sum of 280 respondents representing 80% of the total number of respondents (350) stated that the organizations have policy that promotes the inclusion of the physically challenged.

**Research Question Two:** What is the extent of implementation of organizational policies that promotes the inclusion of the physically challenged in the selected organizations in Rivers State?

**Table 2: Inclusive Policies**

Respondents	Inclusive Policies		Total	% Yes	% No
	Yes	No			
Non Physically Challenged	30	264	294	10.20	89.80
Physically Challenged	4	52	56	7.10	92.90
<b>Total</b>	<b>34</b>	<b>316</b>	<b>350</b>	<b>9.70</b>	<b>90.30</b>

**Source: Researcher's Survey Data, 2014.**

Table 2 shows the number or rate at which the physically challenged applied for jobs as indication of policy implementation. In these organizations, 30 respondents representing 10.20% of the non physically challenged, and 4 respondents representing 7.10% of the physically challenged; number of the physically challenged with a collective sum of 34 respondents representing 9.70% of the total number of respondents (350) stated that there is an optimal application rates of the physically challenged for job vacancies in these organizations. Conversely, 264 respondents representing 89.8% of the non physically challenged and 56 respondents representing 100% of the physically challenged stated either a low or sub-optimal application rates of the physically challenged for job vacancies in the stated organizations.

The question seeks to know if these organizations do implement policies that promotes the inclusion of the physically challenged in recruitment processes. It is obvious from the foregoing that the abysmal application rates indicate either the absence of domesticated policy as against claims of presence of national policy and/or lack of its implementation; thus poor implementation denies the inclusion of the physically challenged in these organizations.



**Research Question Three:** What is the extent to which the Physically Challenged are discriminated in Selected Organizations in Rivers State?

**Table 3: Denial or Limitation of Rights**

Respondents	Discrimination		Total	% Yes	% No
	Yes	No			
Non Physically Challenged	180	114	294	61.20	38.80
Physically Challenged	45	11	56	80.40	19.60
<b>Total</b>	<b>225</b>	<b>125</b>	<b>350</b>	<b>64.30</b>	<b>35.70</b>

**Source: Researcher's Survey Data, 2014.**

Table 3 above provides data to show the extent of discriminatory practices against the physically challenged in the various organizations as claimed by the respondents. The table reflects the extent of denial of the rights and privileges of the physically challenged.

The research question (3) seeks to know the extent of discrimination of the physically challenged in these organizations. To answer this question, the factor on limitation of rights as a discriminatory practice is fundamental. The high percentage of respondents 64.30% who affirmed the presence of limitation of the rights of the physically challenged provides the answer to the research question. Thus, recruitment, career development and welfare provision for the physically challenged are hampered; in addition to the psychological trauma they face amidst perpetual humiliation.

**Research Question Four:** What are the special recruitment Challenges encountered by the Management in the inclusion of Physically Challenged?

**Table 4: Is cost of eliminating physical barriers a limitation to the inclusion of the physically challenged in your organization?**

Respondents	Frequency	Percentage
Yes	30	85.71
No	5	14.28
Don't Know	0	0
<b>Total</b>	<b>35</b>	<b>100</b>

**Source: Researcher's Survey Data, 2014.**

**Table 5: Is negative perception militating to the inclusion of the physically challenged in your organization? ( Negative Perception).**

Respondents	Frequency	Percentage
Yes	180	51.42
No	140	40
Don't Know	30	8.57
<b>Total</b>	<b>350</b>	<b>100</b>

**Source: Researcher's Survey Data, 2014.**

**Table 6: Do you think methods of advertisement poses a challenge in the inclusion of physically challenged in your organization?**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Yes</b>	<b>25</b>	<b>71.43</b>
<b>No</b>	<b>10</b>	<b>28.57</b>
<b>Don't Know</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>35</b>	<b>100</b>

Source: Researcher's Survey Data, 2014.

**Table 7: Methods of advertisement for recruitment of workers in the organizations.**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
a. Visual Electronic Media	4	11.42
b. Audio Electronic Media	2	5.71
c. News Print Media	29	82.85
d. Special device (Specify).....	0	0
<b>Total</b>	<b>35</b>	<b>100</b>

The research question seeks to know special recruitment challenges encountered by management in the inclusion of the physically challenged in work organizations. The answer to this research question hinges on 3 interdependent variables; namely cost of eliminating posing barriers of the physical environment, general negative perception and non conventional methods of advertisements for challenged persons or applicants.

Table 4 above provides data of claims of respondents in respect of the cost of eliminating physical barriers which poses as a challenge to the inclusion of the physically challenged in work organizations. Interestingly, a remarkably high 85.71% of respondents claimed that cost of eliminating barriers is a major challenge to the inclusion of the physically challenged. Table 5, shows a fair percentage of 51.42 of respondents who claimed that negative perception towards the physically challenged is a limitation to their inclusion in the organizations studied.

Table 6 provides data to show claims of respondents in respect of methods of advertisement and how these influences the inclusion of the physically challenged in work organizations. The table clearly shows that the desirable non conventional methods of advertisements to enhance the inclusion of the physically challenged in these organizations are rarely used; and the conventional methods only suit a certain class of challenged persons. This is further evident from the supportive data in table 7 which shows a nil percentage for the use of special methods of advertisements that favours certain class of challenged persons like the deaf/dumb and the blind etc; the newsprint method of advertisement attracts 82.85% of respondents, a method which favours those with mobility and hearing challenges, while excluding those with sight challenge.

A merger table of all variable factors in line with the research question is shown below, while the interdependent method of chi-square was used to test the hypothesis.

**Table 8: Management Challenges**

Questions	Yes	No	Don't Know	Total
Militating Cost of eliminating physical barriers	30	5	0	35
Negative Perception	180	140	30	350
Special form(s) of advert/recruitment for the physically challenged	25	10	0	35
<b>Total</b>	<b>235</b>	<b>155</b>	<b>30</b>	<b>420</b>

The posing challenges of human resource managers namely cost of eliminating physical barriers, negative perception and methods of advertisement have become obvious with the empirical data as provided above; thus providing relevant answers to the research question.

### Test of Hypotheses

The Z-ratio for two proportions test was employed to test Hypotheses One, Two and Three; while the interdependent method of Chi-square was used to test hypothesis Four.

**H<sub>0</sub>1:** The more organizations fail to adopt favourable policies on inclusion of the physically challenged, the more likely their chances of being employed.

$$Z = \frac{P_1 - P_2}{\sqrt{\frac{Pq(1+1)}{n_1 n_2}}}$$

$$\sqrt{\frac{Pq(1+1)}{n_1 n_2}}$$

**Table 4.1: Favourable Policies and Employment of the Physically Challenged.**

Respondents	Favourable Policies		Total	Proportion of Yes
	Yes	No		
Non Physically Challenged	250	44	294	0.850
Physically Challenged	30	26	56	0.536
<b>Total</b>	<b>280</b>	<b>70</b>	<b>350</b>	<b>0.800</b>

where,

p= combined proportion of respondents that said yes

q= 1-p

n<sub>1</sub> = Number of non physically challenged

n<sub>2</sub>= number of physically challenged

p<sub>1</sub>= obtained proportion for sample 1

p<sub>2</sub>= Obtained proportion for sample 2

Thus, the calculated Z-ratio is 5.709. Comparing the Z-ratio of 5.709 to the critical Z-ratio at 95% confidence level of 1.96, the calculated value is greater than the critical value. We therefore, reject the null hypothesis and accept the alternate hypothesis that “the more organizations adopt favourable policies on inclusion of the physically challenged; the more likely their chances of being employed”.

**H<sub>02</sub>:** The more organizational policies on inclusion of the physically challenged are not implemented; the more less their chances of being employed.

$$Z = \frac{p_1 - p_2}{\sqrt{pq \left( \frac{1}{n_1} + \frac{1}{n_2} \right)}}$$

**Table 4.2: Policies Implementation for Inclusion of the Physically Challenged.**

Respondents	Inclusive Policies		Total	Proportion of yes
	Yes	No		
Non Physically Challenged	30	264	294	0.102
Physically Challenged	4	52	56	0.071
<b>Total</b>	<b>34</b>	<b>316</b>	<b>350</b>	<b>0.097</b>

where,

p= combined proportion of respondents that said yes

q= 1-P

n<sub>1</sub> = Number of non physically challenged

n<sub>2</sub>= number of physically challenged

p<sub>1</sub>= obtained proportion for sample 1

p<sub>2</sub>= Obtained proportion for sample 2

Thus, the calculated Z-ratio is 0.689. Comparing the Z-ratio of 0.689 to the critical Z-ratio at 95% confidence level of 1.96, the calculated value is greater than the critical value. We therefore, reject the null hypothesis and accept the alternate hypothesis that “the more organizational policies on inclusion of the physically challenged are implemented; the more likely their chances of being employed”.

**H<sub>03</sub>:** The less the physically challenged are discriminated against in employment system; the more likely the intellectually endowed amongst them are neglected.

$$Z = \frac{p_1 - p_2}{\sqrt{pq \left( \frac{1}{n_1} + \frac{1}{n_2} \right)}}$$

**Table 4.3: Discrimination against the physically challenged in employment system.**

Respondents	Discrimination		Total	Proportion of yes
	Yes	No		
Non Physically Challenged	180	114	294	0.612
Physically Challenged	45	11	56	0.804
<b>Total</b>	<b>225</b>	<b>125</b>	<b>350</b>	<b>0.643</b>

where,

p= combined proportion of respondents that said yes

q= 1-P

n<sub>1</sub> = Number of non physically challenged

n<sub>2</sub>= number of physically challenged

p<sub>1</sub>= obtained proportion for sample 1

$p_2 =$  Obtained proportion for sample 2

Thus, the calculated Z-ratio is 2.704. Comparing the Z-ratio of 2.704 to the critical Z-ratio at 95% confidence level of 1.96, the calculated value is greater than the critical value. We therefore, accept the null hypothesis and reject the alternate hypothesis that “the more the physically challenged are discriminated against in employment system; the more likely the intellectually endowed ones amongst them are neglected”.

**H<sub>0</sub>4: The more the inclusive challenges organizations encounter the more likely the physically challenged are excluded in employment system.**

Questions	Yes	No	Don't know	Total
1. Militating Cost of eliminating physical barriers	(19.583) 30	(12.919) 5	(2.5) 0	35
2. Negative Perception.	(195.833) 180	(129.199) 140	(25) 30	350
3 Special form(s) of advert/recruitment for the physically challenged	(19.583) 25	(12.916) 10	(2.5) 0	35
	<b>235</b>	<b>155</b>	<b>30</b>	<b>420</b>

$$X^2 = \frac{(O-e)^2}{e} = df (r-1)(c-1)$$

$$(X^2 \text{ cal}) = 20.738., df=4$$

$$\text{At } \alpha = 0.05, df=4, \text{ tab } X^2 = 9.488$$

#### Decision Rule

The Cal  $X^2 = 20.738$  while at  $\alpha = 0.05$  level of significance,  $p \text{ value} = 9.488$ , suggesting that the Difference between the observed frequency and the calculated frequency is statistically significant and therefore the alternate hypothesis that states that “The more challenges management encounter; the more likely the physically challenged are excluded in employment system”, was accepted while the null hypothesis was rejected.

#### DISCUSSION OF FINDINGS

The study including field and statistical approach has resulted in several findings that are remarkable.

##### Lack of Domestic Policies and Practices (Implementation)

The finding that these organizations do have policies on the inclusion of the physically challenged and the associated finding of lack of implementation are consistent with the hypotheses that guided this study. Note that the calculated Z-ratio of 5.709 is greater than the critical value at 95% confidence level of 1.96. The null hypothesis is rejected while the alternative hypothesis which states that the more “the more organizations adopt favourable policies on inclusion of the Physically Challenged; the more likely their chances of being employed”.

A good number of respondents did claim that the organizations have policies on the inclusion of the physically challenged. Juxtaposing this claim with the finding of a low level of interest or response of the physically challenged to job advertisement; and the relatively low number of the physically

challenged generally recruited after the introduction of this policy in the various organizations; are clear indication of an actual lack of policy implementation as proven by Z-ratio two proportion test method.

If policies do exist as claimed by most respondents, we should expect some measure of practices or implementation. This however, has not been the case. It can further be inferred that most of the organizations do not have domesticated policy; rather the organizations align themselves with government national policy only on paper. This gives a false impression of adoption of favourable policy. The implementation of government national policy is and will continue to be defective largely due to lack of legislation that will make it imperative and compelling for organizations not only to apparently align themselves with government national policy, but domesticate such policy in order to make implementation effective and swift. The lack of domestic national policy and by extension the negation of the United Nations provisions that ensure that appropriate robust policy and effective implementation framework are developed is an infringement on the rights and dignities of the Physically Challenged. (Barron and Amerena, 2006).

The current situation is obviously a major setback towards eradicating poverty and the country's attainment of the Millennium Development Goals by 2015. This observation re-echoes the fear as expressed by Arokoyu, S. (2009), that the Millennium Development Goals ((MDGs) while emphasizing that the interests of persons with disabilities are implicitly included pointed out that "Unless disabled people are brought into the development mainstream, it will be impossible to cut poverty by 2015 (MDG, 2000).

### **Negative Public Perception**

A major finding in this study is the negative perception of able bodied persons in these organizations, particularly management and by extension, the general public. 210 respondents affirmed that there is the factor of perception as an obstacle to the inclusion of the physically challenged in the various organizations. The challenges faced by management have become proven following the use of Z-ratio two proportion test method.

Note that the calculated value of 1.375 is less than the critical value of 1.96 confidence level. Therefore, the null hypothesis that "the more challenges organizations encounter, the more likely the physically challenged are excluded in the employment system is accepted"

Negative perception do not allow for domestication and/or implementation of national policy and framework for the physically challenged. It is also a major hindrance to the use of suitable methods of inclusion processes of the physically challenged in organizations. Negative perception is discriminatory, humiliating and therefore a clog in the wheel of progress for the physically challenged in the pursuit of career development. No doubt it disenfranchises the best capable and most intelligent of this vulnerable group with a consequent denial of valuable contributions to these organizations. It contradicts the assertion made by Robert (2012), that some Physically Challenged in our society have come out stronger than the able bodied persons in their chosen career. Negative perception poses a major challenged to human resource managers in the inclusion of the physically challenged in work organizations.

**Management Challenges**

Human resource managers who have the responsibility to make vital decisions, guide and implement processes for recruitment of persons into organizations are themselves faceless obstacles to the inclusion of the physically challenged in their organizations by virtue of certain limiting challenges they encounter. Human resource managers act discriminatorily against the physically challenged because of failure to overcome the challenges of cost of eliminating barriers of the physical environment, use of unconventional methods of advertisement and the imbued negative perception towards the physically challenged.

The finding of the limitation of the inclusion of the physically challenged in organizations consequent upon challenges encountered by human resource managers contradicts the assertion of James Wolfensohn (2002), former President of the World Bank, that unless disability is addressed as a key issue in Organizational Diversity and Human Resource Management, it will be difficult for the UN Millennium Development Goal targets to become a reality.

**Discrimination**

The study revealed a moderately high degree of discrimination against the physically challenged in organizations. The data available and as expressed in table 3 above shows a high percentage of 64.30 of respondents who claimed that there is limitation or denial of work rights for the physically challenged. Equally, 80.40% of respondents claimed that there are obvious cases of denial of access to legal rights. The Z-ratio test two proportion method was used to prove the hypothesis that states that “the more the Physically Challenged are discriminated against in employment system, the more likely the intellectually endowed ones amongst them are neglected”.

Thus the alternate hypothesis is accepted. Based on the result that the calculated value of 2.704 is greater than the critical value of 1.96 at 95% confidence level. Denial or limitation of rights even as these contravenes the rights of the physically challenged as contained in the United Nations Conventions, Treaties and Laws have immense potentials to stagnate the career development of the physically challenged in the employment system of organizations and therefore, deny quality contributions of the intellectually endowed ones amongst them towards the growth of such organizations. Such discriminatory practices would also not encourage or promote the inclusion of the physically challenged in the employment of these organizations.

**Lack of Records.**

The study further revealed that while some of these organizations do not have records of bio data, others had inaccessible or inefficient bio data of the physically challenged. The data therefore of the physically challenged in this study were collated mainly based on physical identification of persons with challenges in the various units/ departments of the organizations rather than by statistical records. This is not only obsolete and contrary to best global practices but a cumbersome approach to study.

The finding lends credence to the various aforementioned findings related to the denial of inclusion of the physically challenged in organizations. If records are lacking or poorly kept it becomes obvious that there is no strategic planning for the inclusion of the physically challenged as there is no empirical data upon which to base any form of implementation. It simply means that inclusion of the physically challenged as it currently stands in these organizations is based essentially on arbitrary considerations rather than strategic planning and implementation.

### **On the job challenge**

Field study revealed that 67.86% of the identified physically challenged in these organizations acquired their challenges on the job. We can deduce relevant information from this finding. Firstly, considering the various established discriminatory factors in this study, it can be inferred that only an insignificant number of the physically challenged in these organizations were actually employed with their challenges.

Secondly, one can rightly state, though not within the scope of this study that there seem to be a relationship between the challenges acquired on the job and the nature of the jobs in the organizations studied. In addition, the study was limited to ascertain the impact of the denial of inclusion of the physically challenged in the employment system of these organizations based on gender factor; a consequence of absence or inefficient record of bio data. Further studies of the relationship between challenge acquired and nature of job; and the issue of gender variation of the physically challenged in relation to their inclusion in the employment system of these organizations are desired for further studies to fill the gaps in knowledge.

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

This chapter presents the summary and Conclusion as well as Recommendations and Contribution to Knowledge.

#### **Summary**

The aim of this study is to draw public concern on the extreme limited access of the Physically Challenged in work organizations with a view to ginger policy makers on the need for policy formulation and implementation backed by appropriate legislation to reverse this trend.

It is appreciated that Nigeria has over three million physically challenged representing about 3% of the total population that needs to be planned for and included in the national development plans of the country if she must attain the millennium development goals by 2015. The study revealed that there is a denial of the inclusion of the physically challenged in work organizations using selected organizations in Rivers state as case study (University of Port Harcourt (Uniport), Shell Petroleum Development Company (SPDC), OilServe Limited, Niger Delta Basin Development Authority (NDBDA), Nigeria Postal Authority (NIPOST) and Rivers State Ministry of Water Resources (RSMWR). The challenges which the physically challenged faces and which militates against their inclusion in work organizations were identified to be Lack of domesticated policies and practices; workplace Discriminatory practices; physical environmental barriers; and human resource management challenges.

The research questions upon which field data were based include; What policies and practices do human resource managers adopt in the inclusion of the physically challenged?; what is the extent to which the physically challenged are discriminated in the selected organizations in rivers state? What are the barriers posed by the physical environment to the physically challenged in the selected organizations in Rivers State? What are the challenges encountered by the human resource managers in the inclusion of the physically challenged in selected organizations in Rivers State?

This work adopted the Social Inclusion and Exclusion Theory. Social Exclusion (also referred to as Marginalization) is a process in which individuals or entire communities of people are systematically



blocked from rights, opportunities and resources (e.g. housing, employment, healthcare, civic engagement, democratic participation and due process) that are normally available to members of society and which are key to social integration (Young, 2000).

The outcome of Social Exclusion is that affected individuals or communities are prevented from participating fully in the economic, social, and political life of the society in which they live (Vrooman and Hoff, 2013).

The review of literature in this study focuses on key areas including; the Physically Challenged; Concept of Ability in Disability; Support for the Physically Challenged in a Workable System; Conventions, Treaties and Laws on Physically Challenged; Human Resource Management; Organizational Diversity Policies; Social Deprivation of the Physically Challenged; International Best Practices in Promoting the Rights of the Physically Challenged in Work Organizations; and Review of Case Reports.

Several assertions in line with this study have not only revealed the plight of the physically challenged in the society i.e denial of inclusion in organizations and consequent social deprivation; but also expresses the need for countries to comply with various international laws, treaties and conventions; and thus develop policies and framework in this regard. James Wolfensohn, former President of the World Bank, stated in 2002 that unless disability is addressed as a key issue in Organizational Diversity and Human Resource Management, it will be difficult for the UN Millennium Development Goal targets to become a reality.

The methodology in this study captures the research design; the design used for this study was the survey research design. The population of the study includes; the Human Resource Managers, Manager, Workers and the Physically Challenged from the selected of work organizations under study in Rivers State.

Two Sampling Techniques including the simple random sampling and the purposive sampling technique were adopted in this study. The sample size of this study was determined using Taro Yamen's sampling technique. Using this method to determine the sample size, a total of 382 samples were drawn and 350 questionnaires were properly filled and returned. Data for this study were obtained using the primary and secondary sources. The data for the study were collected through the questionnaire, FGD, IDI, and Pilot Survey; and analyzed using both descriptive and statistical methods.

The data collated were expressed in tabular and graphical forms using identified variables. The interdependent method of Chi-square method was used to test the various hypotheses.

The findings of the study include:

1. Lack of Domestic Policies and Practices:
2. Negative Public Perception
3. Management Challenges
4. Discrimination
5. Lack of Records.
6. On the job challenge
7. Cost of eliminating barriers

## CONCLUSION

The study outcome is consistent with profound views about the plights of the physically challenged in the Nigerian Society as it relates to their exclusion in work organizations. There is no doubt that a far reaching revelation is established with this study concerning the discriminatory factors which limits the physically challenged from their inclusion in work organizations. Thus, the hypotheses which guided this study have been proven from various view points and statistically.

## Recommendations

Based on the summary of findings and conclusions drawn, the following recommendations are made:

1. There should be enactment of laws which will favour employment of the physically challenged in public and organized private sectors. In this regard, a specific percentage or quota should be allotted to the physically challenged; a similar law operates in India where about 3% of job vacancies in public organizations is allotted to the physically challenged. Nigeria may borrow and adopt such model law from India.
2. Advocacy groups which protects and advances the rights and privileges of physically challenged should be further sensitized to strengthen advocacy on the need for the physically challenged to have improved access to employment in work organizations via domesticated policies and practices; elimination of all forms of barriers; and enhancement of working conditions for the physically challenged.
3. This study is a form of advocacy and reference for advocates of the promotion of the rights and privileges of the physically challenged
4. Regular sensitization of Human Resource Management Personnel of public and private organizations on the need to ensure equal opportunities of the physically challenged with their able-bodied counterparts, such that the physically challenged would have access to employment, career opportunities, enhanced productivity and benefits in parity with their able-bodied counterparts where applicable.
5. Government authorities need to be sensitized on the need to have an all encompassing policy that will favour not only employment of the physically challenged but also a conducive environment that will enhance mobility, accessibility and productivity. This policy should make it mandatory for all public and private buildings to have access and conveniences for the physically challenged. In addition, there should be walkways, special car parks, working materials, devices that will enhance their productivity in line with global best practices.
6. There should be enactment of laws that will prescribe penalties for any organization that discriminates via policies and practices or limit the rights and privileges of the physically challenged.
7. Nigeria should also emulate from the western world by elaborate use of guide dogs and brail for the blind; special audio devices for those with hearing challenges, and prosthetic limb; wheelchairs and special vehicles for those with mobility challenges etc.

8. There should be an all inclusive bio data that will capture persons with disabilities, nature of disability, onset of disability, whether prior to the job or on the job.
9. There should be regular sensitization and awareness campaign on the need to promoting the rights of the physically challenged and eliminating negative perceptions towards the physically challenged; all in a bid to promoting their inclusion in work organizations.
10. Production of equipment for the physically challenged should be encouraged as an industry. If these kinds of industries are created, they will also serve as a source or means of economic development and empowerment for the nation.
12. Most public and private buildings are fire trap to the physically challenged to enable them access job and their environment. Any building that does not have access for the physically challenged should be restructured.
13. There is the need to ensure the socio-economic integration of persons with disabilities; and the starting point should be to domesticate national policies as these affects them in various organizations.

#### 14. **Adoption Modules and Concepts:**

- **Corporate Code on Disability:** CIL an arm of ILO, in 2006, established a corporate code on disability to assist its members in developing a disability policy. The code though voluntary contains a set of standards related to employment of disabled people, including statement of non discrimination, reasonable accommodation and the need for awareness raising on disability. It is therefore desirable for both public and private sector organizations in Nigeria which are members of the ILO to adopt in policy and practice the Corporate Code on Disability as observed in some member countries (e.g. India). This will ensure employment opportunities for the Physically Challenged in line with the principal of workplace diversity.
- **International Collaboration:** there would be achievable results if organizations in Nigeria extrapolate the collaborative framework of International Labour Organization with work organizations in some other member countries. As an example to cite the CII an arm of the International Labour Organization (ILO) collaborated effectively with management of various organizations in Chennai, India in their strategies to promote the recruitment of disabled persons. The engagement process involved sensitization of employers of labour on the need to recruit the physically challenged; identification of suitable jobs in these organizations for disabled persons with various forms of disability; provision of an interface for interaction of the physically challenged with human resource managers/management of organizations; and improvement of accessibility of the physically challenged to financial institutions in order to minimize constraint of payment of remunerations to the physically challenged especially the visually impaired by employers.

#### **Contribution to Knowledge**

The following would make relevant contribution to knowledge:

1. It would serve as a compendium of various records and views of the plight of the physically challenged in the society.

2. It creates an awareness of the knowledge and skills as regards the potentials of the physically challenged and the extent of their denial in contributing to the development of the society.
3. It provides records of statistics of the extent of denial of the physically challenged to employment.
4. It will serve as a reference study for advocacy groups for the protection of the rights and privileges of the physically challenged.
5. It provides a study guide for policy and law makers to address the plights of the physically challenged.
6. The study provides further knowledge on the concept and dynamics of diversity in the Nigerian society.
7. It provides comparative study of domestic and international practices on addressing issues of disability.

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