

**THE PERCEPTION OF DISABLED
WORKERS TOWARDS HUMAN RESOURCE MANAGERS.
(Case study of Agrifresh Nairobi- Kenya Limited)**

A research report submitted to the school of business and management in partial
Fulfillment for the award of the degree of bachelor of human resource management
Of Kampala International University.

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APPROVAL

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DEDICATION

I dedicate this work to my dear parents Mr. and Mrs. Mbobua for having worked hard to support my education right from primary to bachelor degrees level, to my friend's friend, Francis, Alice and Chege who have made my stay in Kampala international university a very good experience and may God bless them all.

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DEFINATION OF TERMS

HR	-	Human Resource
ILO	-	International Labour Organization
APDK	-	Association of Physical Disability Kenya
UN	-	United Nation
WHO	-	World Health Organization
VCT	-	Voluntary Counselling and Training
DAT	-	Department of Applied Technology
NCCK	-	National Christian Council of Kenya
JOT	-	Job on Training

ABSTRACT

This study is meant to be a contribution by part of a wider group of scholars towards determining the perception of disabled employees towards human resource managers. It also sought to find out some of the challenges disabled persons face in the workplace and what their recommendations would be. The respondents were disabled persons who are employed in Agrifresh Kenya limited.

Data was collected using structured questionnaires. Fifteen of the sampled questionnaires were completed. The findings of the study suggest that the disabled persons who are in employment perceive the human resource managers in varied ways and this is greatly determined by the type of organization they are employed in and the type of disability they have. Regarding the disabled persons challenges in the workplace, each disability group is unique and has its special needs and challenges that are dictated by their disability type.

The disabled persons to some extent do perceive the human resource managers negatively because they feel that they do not understand their special needs. 57% of them believe that they have been denied job due to their disability. They do not find it difficult to get in paid employment because of the negative perceptions and attitudes towards them. However, as disabled persons they feel that they do deserve to be employed like any other person.

From the study the researcher highly recommends that massive sensitisation and awareness on disabilities in all sectors of the economy is absolutely necessary to change the negative attitudes and perceptions towards the disabled persons.

In conclusion, further research is suggested to determine what actually influences the disabled persons perceptions of human resource managers.

CHAPTER ONE

1.0 Introduction

This chapter introduces the research by highlighting the aspects like background of the study, the statement of the problem, purpose of the study, objectives of the study, research questions and scope of the study and significance of the study.

1.1: BACKGROUND OF THE STUDY

In Kenya, disability and rehabilitation has been perceived by different implementers to be diverse, varied and hence there may be no complete solutions to the needs of persons with disability. It may also take a long time to inspire the stakeholders. The government therefore faces a great challenge of addressing the needs of persons with disabilities in the 21st century. Some of these include enacting comprehensive policies on disability, participation and involvement of persons with decision-making, breaking cultural barriers that negatively impact on disability, poverty alleviation and HIV- AIDS among others (disability workshop report; handicap international 2002)

According to world health organization (WHO 1981) disability was defined as any restriction or lack (resulting from an impairment) of ability to perform activity in the manner or within the range normal for human being. However, in Kenya, disability and rehabilitation has been perceived by different implementers to be diverse, varied and hence there may be no complete solutions to the needs of persons with disability. It may also take a long time to inspire the stakeholders. The government therefore also faces a great challenge of addressing the needs of persons with disabilities in the 21st century. Some of these include enacting comprehensive policies on disability, participation and involvement of persons with decision-making, breaking cultural barriers that negatively impact on disability, poverty alleviation and HIV- AIDS among others (disability workshop report; handicap international 2002)

According to (WHO, 1981) 10% of the Kenyan population have varied disabilities. Some of the common causes of disabilities in Kenya include: -

- Trauma – road traffic accidents (about 2000-2500 deaths annually)

- Nutritional deficiency factors (mainly in children)
- Domestic violence, accidents or injuries
- Diseases (immunizable or non immunizable)
- Birth trauma (mainly in children)
- Congenital causes (disabilities one is born with)
- Idiopathic (unknown causes)
- Aging (60yrs and above by UN standards)
- HIV/AIDS and high rate of opportunistic infections.

The Government together with other partners has worked in partnership to develop Vocational Technical Programmes for the disabled. The following achievement has been realized.

- Increased the number of Technical trained teachers on pedagogical training through regular admission of instructor certificate, technical teachers certificate/diploma programme for people already competence in their trade areas.
- Participation of informal sectors has increased through partnership mobilization, e.g. Udugu Society, Action Aid, and National Christian Council of Kenya (NCCCK), Don Bosco, Voc-Tech Training Centres.
- Jua Kali sector has grown as a result of Government emphasis on the sector development and hence formation of department of Applied Technology (DAT) under office of the President. The sector has also increased training and employment opportunities for the youth of this country. Jua Kali training is based on "Job on Training" (JOT)
- A Comprehensive scheme of service for Technical Teachers was put in place in 1997.

Also the government of Kenya introduced voluntary counseling and training institutions (VCT) to help the people infected with AIDS- HIV, in order to give them ideas of living longer, getting medications, ways of avoidance of transmitting to others. It has also facilitated the disabled by providing institutions purposely for the disabled for instance

Thika school of the blind, Kenya society for the blind, Kenya association for the welfare of epileptics that provides medications, advice and also where their taught how to be self reliant by being offered courses like; carpentry, metal work, woodwork, tailoring, knitting and general agriculture.

1.2 BACKGROUND OF THE ORGANIZATION

Agrifresh Kenya limited is an organization located in the central province of Kenya (Nairobi). It is a horticulture sector based organization, which started in the mid 1990's. Since that time it has expanded to an extent of employing approximately 100 casuals and 40 permanent employees including the management. It has two branches one in Nairobi which is the head office and another one in Timau which is in the eastern part of the country and both have various departments like accounts, human resource, farm, packing and disperse. Each of this department requires it own expertise. For instance the pack house department requires physically fit casuals who can stand for long period of time therefore age hear also matters. Agrifresh however faces a number of challenges especially in the recruitment and selection department. Because mostly the casuals work on contracts that are for as few days as 7 days. Therefore it's a challenge for this organization to select the right number and the right people for the job. Which it has to do at times on daily bases because at times these casuals terminate their contracts. Meaning others are needed to do the job.

Generally the challenge of human resource department is the biggest because people of different kind come to get a job, may be the blind, HIV positive, physically fit, lame, etc. and all are qualified in terms of job requirement but only there disabilities that limit them. As a human and a human resource manager it's a great challenge because these people need a job for their survival, but are they going to perform? Are they going to be denied a job? He/she is in a dilemma most of the times. And that's why this study needs to determine the perception of disabled workers towards human resource managers in Agrifresh Kenya limited.

1.3 CONCEPTUAL FRAME WORK

Functionalist theory and disability

Influential functionalists emphasize medicine's role to cure and to maintain the "normal" functioning of individuals and of society. In this model, the "sick role" involves being compliant and wanting to get well. This can make people with incurable conditions, including disabled people who are classified as sick, and seem to be deviant. The link between disability and social deviance that functionalists make influences health care and research and supports the continued dominance of professionally controlled health and welfare services for disabled people. Thus, under current welfare arrangements, more than 70% of spending goes on the salaries of professionals working with disabled people. Only recently has this been reduced through the funding of independent living schemes controlled by disabled people. A variant of functionalism, normalization theory, underlies some programmes that claim to enable devalued people to lead culturally valued lives. An example of this controversial approach is cosmetic surgery for people with Down's syndrome.

Functionalism confuses impairment and disability with the sick role. By failing to recognize that disabled people do not necessarily have "something wrong with them," it simply reproduces discriminatory norms and values—instead of addressing the cultural and economic forces that precipitate them. The crucial problem is that disabled people, regardless of the type or severity of their impairment, are not a homogeneous group that can be accommodated easily within a society that takes little account of their individual or collective needs. As with the whole population, disabled people differ widely in terms of ethnic background, sexual orientation, age, abilities, religious beliefs, wealth, access to work, and so on. Clearly, their situation cannot be understood or, indeed, transformed by any policy based on narrow theories of conventional normality or uniformity (Michael Oliver, 1998).

Critical theory

Critical theory covers similar ground to the other theories discussed here, but it sees disabled people's problems explicitly as the product of an unequal society. It ties the solutions to social action and change. Notions of disability as social oppression mean that prejudice and discrimination disable and restrict people's lives much more than impairments do. So, for example, the problem with public transport is not the inability of some people to walk but that buses are not designed to take wheelchairs. Such a problem can be "cured" by spending money, not by surgical intervention, assertive computer technology, or rehabilitation.

Ideologies perpetuate practical barriers and exclusions. As long as disability is assumed to be an individual matter of personal tragedy or heroic triumph over difficulty, disabled people are excluded from society. Ordinary education, employment, buildings, public transport, and other things which most people can take for granted remain largely closed to disabled people, or at least they present obstacles which each person has to tackle individually. By emphasizing deficiency and dependency, doctors tend to reinforce these ideologies.

The impact of this critical theorizing on health care and research has tended to be indirect. It has raised political awareness, helped with the collective empowerment of disabled people, and publicized disabled people's critical views on health care. It has criticized the medical control exerted over many disabled people's lives, such as repeated and unnecessary visits to clinics for impairments that do not change and are not illnesses in need of treatment. Finally, it suggests a more appropriate societal framework for providing health services for disabled people (Michael Oliver, 1998).

Independent variables

- 1.Disability
- 2. Notion of disability
(Which brings about
Prejudice and
Discrimination)

Intervening variables

- 1.taking medicine
- 2.assertive computer
technology, or
rehabilitation, usage

Dependent variables

- 1.proper functioning
- 2.collective
empowerment of
disabled

1.4 Statement of the problem

There has been an on going change in the business environment that includes recruitment sector (employment), selection and interviewing of physically fit and healthy candidates. Much as there has been a global advocacy for the recruitment of the disabled persons nevertheless in Africa employment of these kind of persons has not been easy for many enterprises due to: lack of constitution that favors recruitment of disabled persons, lack of home jobs (through the internet), poor economy of the country leading to unemployment of many people, educated but jobless, overpopulation of the countries, filling of job vacancies with only those qualified both physically and education wise which is increasing in number. Although many disabled persons have moved a step ahead to get employed, it is very difficult to determine or understand the level of perception/ attitudes of disabled workers towards their human resource managers bearing the fact that they are disabled and there are other physically fit employees in the organization. Therefore, based on the above accounts the researcher has developed an interest to investigate those areas that have remained unfolded to many scholars as well as the public/society.

1.5 Objectives of the study

1. To determine the perception of the disabled employees towards the human resource managers.
2. To investigate the extent of perception of disabled in terms of the following:
 - a) How they are treated at work
 - b) Experience at a formal interview
 - c) Position in the organization
 - d) Any challenges

3. To determine if there is any relationship between disability and employment opportunity.
4. To determine the extent of disability and the types that the disabled employees have.
5. To determine the human resource manager's sensitivity to the disabled persons' special needs.

1.6 Research questions

1. What is the perception of disabled workers towards human resource managers?
2. What is the relationship between employment and disability?
3. Is there any discrimination of disabled workers at the work place?

1.7 Significance of the study

This study will be of importance to:

a) Human resource managers

It is hoped that this will help the human resource manager's change their attitudes towards persons with disabilities and be more positive and accommodative in employing them. The study will also serve as an "eye opener" to employers and organizations so that they become more sensitive to the needs of persons with disabilities, both as employers and as prospective employees.

b) The government

It is hoped that government will be sensitized to put in place policies that facilitate the empowering of disabled persons in the workplace, strengthening and redressing areas of focus.

c) Scholars

The study hopes to encourage researchers to undertake more research in this area, document their studies and share their findings.

1.8 scope of the study

The study will be conducted Agrifresh Kenya limited, located within Kenya's urban area. It will focus on the perception of disabled employees towards Human Resource Managers.

1.9 Definition of the key words

i) Perception - Perception is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment (Happer and Row, 1981).

ii) Disabled workers- individuals whose prospects of securing, retaining and advancing in suitable employment are substantially reduced as a result of a duly recognized physical or mental impairment (International Labour Organization, Convention No. 159, 1983)

iii) Human Resource Managers - The Human Resource Manager is the personnel concerned with obtaining of the proper kind and number of personnel necessary to accomplish organizational goals and objectives. The determination of human resources required rests upon a prior design of job duties, a decision that is increasingly being affected by the HR manager's objective of meeting human needs.

1.9.1 Report/research organization

Chapter 1- is about the background of the study or the background of the research. It has also got the background of the organization to be researched on (case study).

Chapter 2 –is about what will focus on the related literature review and other researchers' works.

Chapter 3 - will be about the modalities that the study will use during research in effecting the key components of perception of disabled workers. These modalities will include sample size, sample design, data collection and data analysis.

Then there will be references and questionnaires that will be used to collect the data.

Chapter 4 – will be about the results of the study or the finding of Agrifresh Kenya limited in Nairobi. And the interpretations of data obtained from the questionnaires and interviews.

Chapter 5 - This chapter discusses the findings of the study and gives some specific recommendations. It also includes the conclusions, limitations of the study and suggestions for future research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, the study will involve what other researchers have written about human resource managers', disability, perceptions, perception process, factors influencing perception.

2.1 Definition of disability

Over the years there has been a big debate on defining and classifying people with disabilities. What has clearly come is that terminology used to refer to people with disabilities often reflects the attitude or perception towards them, their culture and knowledge of disabilities. In many English speaking countries, the term "handicapped" is perceived as degrading is not liked because it tends to give more emphasis to the disability than the person affected. In the U.S.A, U.K, Canada, Australia, one will hear the expression such as physically or mentally challenged persons. In Norway, Netherlands they have adapted the term functionally impaired. Association representing disabled persons prefer to use the term persons/people with disabilities (PWDs) and this is gaining ground in specializing circles, legislation and official documents (International Labour Organization, 86th session, Geneva, 1998).

According to the international labour organisation (International Labour Organization, 1998) there is no universal and absolute definition of physical and mental disability. In deed, it would be pointless to even attempt a precise definition of these two concepts. The International Labour Organization's convention no. 159 (1983) describe the term disabled person as an individual whose prospects of securing, retaining and advancing in suitable employment are substantially reduced as a result of a duly recognized physical or mental impairment. World health organisation (WHO, 1981) defined disability as any restriction or lack (resulting from an impairment) of ability to perform activity in the manner or within the range normal for human being.

Historically, social-culture factors have defined the living standards of persons with disabilities. Factors such as ignorance, negligence, superstition and fear has isolated and stigmatised people with disabilities in the community. The society looks at disabled in terms of people who are helpless, dependent, pathetic victims needing a lot of support. With this kind of perception, people with disabilities with disabilities are often excluded from the main stream of social activities. People with disabilities feel this should change and instead more emphasis should be on integration and rehabilitation so that fully participate in socio-economic affairs (national convention of people with disabilities report 2002)

2.2 Overview of human resource management

Human Resource management involves planning, organizing, directing and controlling of the procurement, development, compensation, integration maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished. The modern Human Resource manager requires a broad background in such fields as psychology, sociology, philosophy, government economics and management among others. He or she must deal with issues and problems that often do not have 'right answers' obvious to all (fillipo, 1984).

This study focuses more on the operative functions of Human Resources, which include procurement, development, compensation, integration, maintenance and separation of human resources.

Procurement The Human Resource Manager is concerned with obtaining of the proper kind and number of personnel necessary to accomplish organizational goals and objectives. The determination of human resources required rests upon a prior design of job duties, a decision that is increasingly being affected by the HR manager's objective of meeting human needs.

The objective of meeting society's requirements often affects procurement programs in the forms of affirmative action and equal opportunity (Margaret, 1982).

Development After personnel have been obtained they have to some degree be developed. Development involves increasing of skills through training for proper job performance having considered the needs and interests of both individual and organization. Training varies with changing technology, realignment of jobs, increasing complexity of managerial tasks and even customers demands (Morgan, 1979).

Integration. This is concerned with the attempt to effect a reasonable reconciliation of individual, society and organizational interests, as there exists overlapping interests. Feelings and attitudes of employees in conjunction with the principles and policies of the organization must be dealt with (skinner 1981).

The work force is an instrument of the organization and the HR manager provides and shapes that instrument. With time organization requirements change and they are faced with challenges such as changing mix of the work force, changing personnel values of the workforce, changing expectations and even government/legislative policies (filipo, 1984). The HR manager is therefore needed in assisting the organizations in adapting to changes and challenges through programmes that have both the employee and organization interests. In all these functions disabled persons should be considered and well integrated in the work place.

2.3 Definition of perception

Perception is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. What one perceives can be substantially different from the objective reality. People often perceive things differently and behave accordingly. We see different things around us and attach different meanings on them (happer and row, 1981).

Perception can be defined also as an attitude because through ones attitudes you are able to determine their perception. For example a worker disrespects his/ her senior that

attitude of acting that way makes one perceive that may they don't like him/her, or there is a problem.

Human perception is an important part of the organizational behavior. Perception is a fairly complex process in that, what we perceive can be influenced in a variety of ways and this can lead to the possibility of the perceptual distortion and misunderstanding. Both the physical and social environments, in which perception takes place, can influence what is perceived and how it is perceived. Perception is therefore important in the study of the organizational behavior since people's behavior is based on their perception of reality (Luthans 1992).

2.3.1 The perception process

The process of perception involves five major elements; reception, processing, influence, output and reaction (Happer and Row, 1981)

Reception

Perception inputs are received through sensory mechanisms. Events, objects and people in the environment enter our perceptual field through senses of sight, hearing smell and taste.

Processing

The inputs are processed through perceptual mechanisms. They are selected, organized and interpreted in order to give meaning to the perceiver.

Influence

The mechanisms are affected by both internal and external factors. Internal factors are characteristic of the perceiver's needs, learning acquired from past experiences, self-concept and personality. External factors are the characteristics of the object perceived, its size, intensity, contrast, reception, motion, novelty, status and appearance.

Output

Output comprises attitude, opinions and feelings, which not only determine the perceiver's behaviour but also influence the way perceptual inputs will be perceived in future.

Reaction

The perceiver's behaviour generates responses from the perceived. These responses constitute a new set of inputs that are processed to provide new meanings to be perceived. People do not see things as they are, instead the things that they perceive are selected, organized and interpreted to give them useful information or meaning that may satisfy their needs. People selectively group only those stimuli that they consider relevant for their purposes, needs, wishes or desires. Once people have selected things to suit their purposes, they organize or group them on the basis of proximity or similarity. Things that are closer to each other or that share similar characteristics, are perceived to be the same and treated the same. People are grouped in the same way and this is the basis on which individuals are stereotyped. Regardless of individual differences, people are often judged according to the group, which they belong.

2.3.2 Internal factors influencing perception

Internal factors in perception are the characteristics of the perceiver. The perceiver has the tendency to use himself as the basis for perceiving others. Internal factors that influence perception are needs and motives, past experience, self-concept and personality (Luthans, 1992).

Needs and motives

Peoples needs play an important role in perception. For example a hungry person is more sensitive to food than a person who has just eaten. A frustrated person tends to over estimate the value of money less than a less frustrated person.

Past experience

Past experience or learning influences perception by creating readiness to perceive an object or a person in a certain way. If one has a good relationship with another, these experiences affect the way in which he perceives that person even if he were to change.

Self-concept

Our self-concept is the way we perceive ourselves if we perceive ourselves as incompetent, the world around us is likely to be perceived as threat. Self-concept is also related to all levels of aspirations. If we perceive ourselves as competent, we will set ourselves high performance goals.

Personality

Personality affects the way people perceive others. Optimistic individuals see things in favourable terms while the pessimistic ones see things in negative terms. Personality can affect perception in one or more of the following ways.

- Secure individuals tend to perceive others as warm rather than cold.
- Thoughtful individuals are less likely to express extreme judgments on others.
- Persons who accept themselves tend to perceive others more favourably than those who reject themselves.
- Self-accepting individuals perceive themselves as liked, wanted and accepted by others.

People tend to perceive others more accurately when their characteristics are similar to those of the perceived rather than when the characteristics are not similar.

2.3.3 Functions of perception

Perception carry and often do serve several different functions for the persons who hold them. Sometimes they help the perception holders to organize and interpret diverse sets of information, sometimes they permit individuals to express their central values or beliefs, to maintain and enhance their self-esteem (Byrne 1996)

Traditionally the functional approach (M.C. Gruive, 1969, Katz 1960, Smith *et al* 1956) Suggests that perception promotes the well being of an individual by serving essentially four functions. These are the adaptive function, self-expressive function, the ego-defensive function and the knowledge function.

It was the findings of re-known efficiency engineer Taylor of the 19th century in the Hawthorne experiments, which brought into focus the importance of perception or attitude in industry. Nobody can also deny the fact that to a large extent interpersonal relations are determined by the attitude people hold (Mohanty, 1997).

Perceptions are important in understanding stereotypes, prejudice, consumer behaviour and interpersonal interaction to name but a few major areas. Attitudes are also simply because people hold a very large number of them towards many object other than people themselves (Pennington *et al* 1999) The greater the importance of various attitudes, the greater individuals' tendency to make use of such attitudes in processing information, making decisions and taking specific actions (Kraus 1995).

The basic idea is that perception helps a person to mediate between the inner demands of the self and the outside world in virtually all aspects of our life continually. Favorable attitudes tend to produce more co-operation and dissimilar perception produce more friction among individual Hence there is an urgency in necessity to study the perception of the employees and employers to get a complete and accurate picture of the employer-employee relationship. The importance of perception has stimulated various organizations to develop training programmes for supervisors. They are trained to be more tolerant, understanding and considerate. They are also expected to give counseling to needy workers. Since attitudes or perceptions lie at the root many industrial and organizational problems, steps should be taken to improve the perception of employees towards employers and vice versa (Mohannty, 1997).

2.4 Perceptions from employers and employees perspective

According to the paper presented by association of physically disabled persons of the Kenya (APDK) to the international work congress of rehabilitation international; (September 1992) one cannot deny the existence of human resource managers' varying perceptions in the process of employment. When it comes to persons with disabilities, it is important to understand the underlying perception and the reason of existence.

An employer will carry to the work place social perceptions or attitudes acquired throughout life. Some of the attitude towards disabilities may consist or revolve around such issues as (APDK, 1992).

- “ Fear or uncertainty associated with society's inability to understand why disability occurs and this leads to rationalization through religious or metaphysical forces e.g. curses, displeasure of gods, sins of forefathers etc. this perception may elicit either pity or sympathy or a sense of duty to assist disabled persons.
- “ Resentment leading to abandonment from a believe at occurrence of disability is an unfair punishment to the family or society.
- “ Natural or indifferent attitudes or perception resulting from an acceptance of disability as inevitable in life. This leads to acceptance of disabled persons for what they are even if this acceptance is tingled with scepticism or doubt.

In turn the disabled persons present themselves with a bagful of attitudes some of the predominant ones are; (APDK, 1992).

- “ Suspicion and hostility towards society.
- “ Resignation – acceptance of society's view that they are incapable of doing anything for themselves.

A disabled worker with a set of attitudes or perceptions characterized by hostility and suspicion will tend to be aggressive and at all times difficult to handle .A disabled worker whose attitudes are characterized by resignation to fate is likely to proof meek submissive and lacking forcefulness. Each of these groups requires specific work situations and work

support the provision of which may not encourage potential employers to offer employment opportunities to disabled persons. It is imperative that both employer and the disabled employee should be assisted to acquire positive perception towards either party and to accept the challenges that arise once a work situation is entered into.

2.5 The Constitution of Kenya and the Employment Act (Cap 226)

In regards to laws and policies in Kenya, it is noted that the current constitution has no clause reference to persons with disabilities. Section 70 and 82 of the constitution of Kenya outlaws discrimination on the basis of race, tribe, place of origin/residence; local connection, political opinion, colour or creed but has no reference to disabilities as the basis for discrimination. Thus the constitution does not cover the persons with disabilities whom discrimination both institutionalised and subtle is a daily challenge in varying degrees. Persons with disabilities feel that this would not be the case if they had been involved in the formulation of that supreme law of the land. The draft bill on disabilities, which was drafted by various stakeholders, still awaits parliamentary ascent (it included issues such as civic rights for the persons with disabilities, rights and privileges, relief and incentives among other issues).

Employment act (cap 22) law has made no attempt whatsoever in addressing discrimination against people with disabilities even through affirmative action to create equal opportunities for persons with disabilities. Affirmative action could include provision of a quota system in the employment of persons with disabilities.

2.6 The United Nations Standard Rules on Employment of Persons with Disabilities

According to the (ILO 1998) the UN international standards employment of disabled person's are based on convention no.159 and recommendation no.168 which deal with vocational rehabilitation and employment (disabled person's), which was adopted in 1983. Further in the conventions ILO recommends that selective placement should take place under supervision of trained selective officers whose duties include identifying the occupational capabilities of disabled persons and trying to place them in a suitable

working environment and thereafter following up jobs for the disabled in normal competitive employment but also explore alternative such as self-employment.

The ILO arguments for maximum employment opportunities for persons with disabilities are based on the following principles;

- a) That disabled persons should be accorded equal opportunities to perform duties for which they are qualified with the non-disabled.
- b) That disabled persons should have the opportunity to accept suitable employment with employer of their choice.
- c) That emphasis is put on the abilities rather than their disabilities

CHAPTER THREE

METHODOLOGY

3.0 Introduction

In this chapter will focus on the modalities that will be used in this research in effecting the key components of perception of disabled workers. These modalities will include sample size, sample design, data collection and data analysis.

3.1 Population of the study

The population of the study will include all the disabled workers that work in Agrifresh Kenya limited.

3.2 Sample design

The simple random sampling method will be used. Respondents from Agrifresh Kenya limited will be randomly selected; a sampling frame of all disabled employees in Agrifresh Kenya limited will be obtained from the head office Nairobi.

3.3 Data collection

Data will be collected using a structured questionnaire consisting of both open and closed-ended questions. The open-ended questions will allow the researcher to gather varied views without restriction. The closed –ended questions will administer the data collection instrument personally to the respondents who are not able to fill it by themselves due to disability limitations.

The sampled respondents will constitute disabled workers and human resource managers. The questionnaire will be divided into several parts – the first part basically will constitute identification and classification of information – that include aspects such as the kind of disability one has, gender, position, education level.

The second part will be aimed at giving information like if disability had made him be denied a job, experience of formal interview. Part three will deal with the challenges faced at work, any relevant information about the study.

3.4 Sample size

Agrifresh Kenya limited within Nairobi area and in this organization intends to talk to general manager, human resource manager and at least ten disabled workers. The study intends to pick up a couple of ideas or solutions from the educated to the less educated.

3.5 Data analysis

Qualitative data will be analysed using the content analysis technique. Analysis of the qualitative data will be achieved through categorization of the responses into themes. Descriptive statistics such as mean, frequency, standard deviation and percentages will be used.

3.6 Limitations of the study

1. Financial problem

The study needs cash for travelling to the sampled organization to get the findings. It will also need typing, printing and of several copies.

2. Dealing with disabled

Might be difficult because some cannot be able to write, others cannot communicate through talking. Therefore to get their views might be difficult.

3. Time constrains

Much time is required for research, being patient with the disabled and to travel to the specified organization.

CHAPTER FOUR

RESEARCH FINDINGS

4.0 Introductions

In this chapter we discuss the results of the study or the finding of Agrifresh Kenya limited in Nairobi. The data was collected through questionnaires. A total of twenty (20) questionnaires were distributed to the sample, which consisted of persons with disabilities and their general manager and human resource manager. Twelve (12) questionnaires were completed representing a sixty percent (60%) response from the targeted sample.

The following three categories of data were collected:

- i) Background information about persons with disabilities such as types of disability, education levels of those in employment, positions in employment.
- ii) Disabled persons' perceptions of human resource managers.
- iii) Challenges faced by disabled persons in employment and their recommendations on the same.

Table 1.1 Distribution of Responses by Type of disabilities

Type of disability	No. Of responses	Percentage
Hearing impaired	2	17
Visually impaired	2	17
Physically impaired	4	33.3
Multiple impaired	1	8.3
Epileptics	3	25
Total	12	100%

Source:

Table 1.1 shows the percentage distribution of the responses by the type of disability. The sample represented five different types of disabilities. 17% of the respondents were hearing impaired, 17% were visually impaired, 33.3% were physically impaired, 8.3 had multiple disabilities and 25% had epilepsy. And that meant that the multiple impaired were less and physically impaired were more in number.

- The hearing impaired refers to respondents who cannot hear or speak. They use sign language to communicate.

- The visually impaired refer to those that have no sight however; some have partial blindness meaning they are able to sense some light while others are totally blind.
- The physical impaired mostly have upper or lower limb or both parts of the limbs disabled in some way.
- The multiple impaired refers to a combination of disabilities such as deaf and blind, albino and blind etc.
- Those with epilepsy refers to those that have a medical condition of the brain, which manifests itself in seizures or fits (strange physical actions)

Table 1.2 bio- data of respondents

Education Level		primary	secondary	college	university	others
	Number	1	2	5	3	1
	Percentage	8	17	42	25	8
Position Held in Employment		management	support staff			
	Number	4	8			
	Percentage	33	67			
Type of Organization Employed in		disability Based	non-disability Based			
	Number	-	12			
	Percentage	-	100			

Table 1.2 shows the demographic distribution of the respondents. From the analysis we see that over 40% of the disabled persons in employment have studied up to college level.

Regarding their positions in employment 67% of those in employment are support staff while the other 30% are either in middle or top management positions.

The table also indicates that none are employed in organizations dealing with disabilities and all are employed not dealing with disabilities since the case study was based on one organization.

4.2 Respondents' perceptions of human resource managers

This section captures the responses persons' on questions concerning their perceptions of human resource managers. The responses have been tabulated in several tables. (Some of the tables have abbreviations for example HR which stands for human resource managers)

Table 2.1 Perceived Discrimination in Hiring

Responses	Frequency	Percentage
Denied employment due to disability	7	58
Not denied employment	5	42
Total	12	100%

source!

Table 2.2 reactions of disabled person's failure to obtain employment

Reactions	Frequency	Percentage
Felt HRM discriminated them	4	57
Felt the human resource managers Lacked awareness on disability	3	43
Total	7	100%

source!

Table 2.1 and 2.2 indicate that 58% of persons with disabilities felt that they were denied employment due to their disabilities, 57% felt discriminated against and 43% felt that the human resource managers lacked some awareness/understanding of their disability.

Table 3.1 disabled persons' perception of human resource managers' reactions during employment interview

Perceptions	Frequency	Percentage
Disability was not a problem to HRM	4	33
HRM surprised that he/she called a disabled person for an interview	2	17
HRM uneasy with the disabled persons; disability	2	17
HRM sympathized with the disabled person	1	8
HRM neutral / did not show much expression	3	25
Total	12	100%

Figure 1:

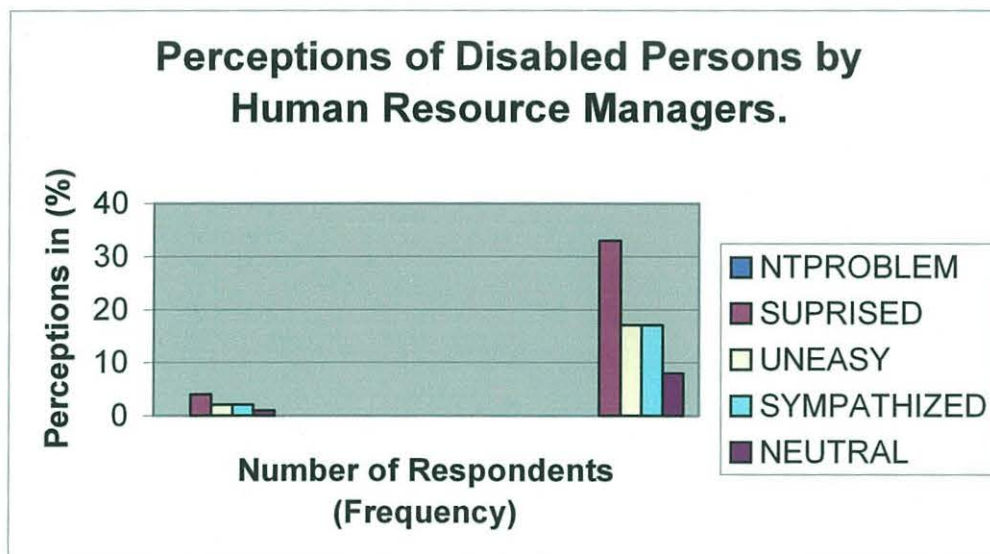


Table 3.1 and figure 1 above shows that during an employment interview human resource managers have varied reactions such as being surprised, sympathetic and uneasy with the disabled persons however, 33% of the managers did not have a problem with disabilities (NT PROBLEM) and 25% of them were neutral. And that indicated that the managers have fewer problems towards the disabled.

Table 3.2 Disabled Persons' Reactions after Employment Interview

Perceptions	Frequency	Percentage
HR managers impressed by the disabled person's attitude	4	33
HR managers expressed doubt	2	17
HR managers not convinced the disabled could perform well	1	8
HR managers expressed contentment with the disabled	2	17
HR managers unable to make decision	2	17
HR managers neutral expression	1	8
Total	12	100%

Table 3.2 shows that the disabled persons feel that the human resource managers' perceptions do change positively to some extent after interacting with them during an employment interview. This shows that the human resource managers may have some pre-convinced negative perceptions about the disabled persons seeking employment. For example, out of the four (4) human resource managers who felt uneasy during the interview, only one (1) was later not convinced.

Table 4.1 perceived reservations on the part of human resource managers

Perceptions	Frequency	Percentage
Reservations perceived	2	40
No reservations	3	60
Total	5	100%

Table 4.1 indicates that human resource managers do not have much reservation in employing the disabled persons once they are qualified and thus meet the job requirements.

These perceptions of reservations are analysed further according to the type of respondents' disability. The results are presented in table 4.2

Table 4.2 type of disability and perceived attitude of human resource managers

Type of disability	reservations perceived		No reservations perceived	
			Frequency	percentage
Hearing impaired	2	50	2	25
Visually impaired	1	25	1	13
Physically impaired	0	0	3	38
Multiple impaired	1	25	1	13
Epilepsy	0	0	1	13
Total	4	100%	8	100%

Table 4.2 indicates that the physically impaired are the most acceptable to human resource managers as they have minimal reservations in employing them. On the other hand, human resource managers express the most reservations towards the hearing impaired. The above indication show that the type of disability one has, contributes to the extent of perceived reservation.

Table 5.1 disabled persons' perceived human resource managers sensitivity to their special needs

Perceptions	Frequency	Percentage
HRM sensitive to needs	7	58
HRM not sensitive to needs	5	42
Total	12	100%

Figure 2

HRM sensitivity to the special needs of the disabled

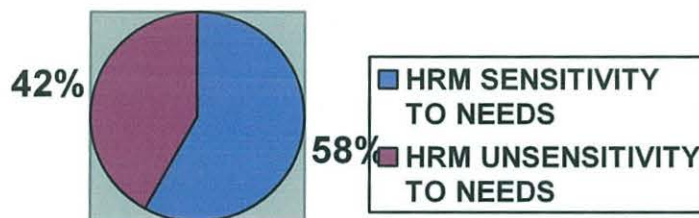


Table 5.1 and figure 2 above indicates that the disabled persons perceive that the human resource managers are sensitive to their needs. Only 42% of the respondents perceived insensitivity to their special needs while 58% perceived their special needs were addressed. The perceptions of the human resource managers on sensitivity to the disabled person's special needs were further analysed according to the type of disability.

The results are presented in table 5.2

Table 5.2 type of disability and perceptions of human resource managers' sensitivity to the disabled persons' special needs

Type of disability	Frequency sensitivity	Percentage sensitivity	Frequency No sensitivity	Percentage No sensitivity
Hearing impaired	1	14.3	1	20
Visually impaired	2	29	0	0
Physically impaired	2	29	1	20
Multiple impaired	1	14.3	1	20
Epilepsy	1	14.3	2	40
Total	7	100%	5	100%

Table 5.2 indicates that human resource managers are most sensitive to the special needs of persons with visual and physical impairment. On the other hand human resource managers are least sensitive to persons with epilepsy. This could be attributed to the fact that they cannot tell at a glance who has epilepsy. They could also not know how to handle those with epilepsy when they are attacked by fits.

Table 6.1 disabled persons' perception of the way the human resource managers treat them

Perception	Frequency	Percentage
Treated like any other by HRM	8	66.7
HRM unconcerned	4	33.3
Total	12	100%

Table 6.1 indicates that the human resource managers generally treat the disabled persons like any other person in the organization once they are employed. 66% of the disabled workers perceive that the human resource managers treat them like any other person in the organization while only 33% perceive lack of concern.

Table 5.2 type of disability and perceptions of human resource managers' sensitivity to the disabled persons' special needs

Type of disability	Frequency sensitivity	Percentage sensitivity	Frequency No sensitivity	Percentage No sensitivity
Hearing impaired	1	14.3	1	20
Visually impaired	2	29	0	0
Physically impaired	2	29	1	20
Multiple impaired	1	14.3	1	20
Epilepsy	1	14.3	2	40
Total	7	100%	5	100%

Table 5.2 indicates that human resource managers are most sensitive to the special needs of persons with visual and physical impairment. On the other hand human resource managers are least sensitive to persons with epilepsy. This could be attributed to the fact that they cannot tell at a glance who has epilepsy. They could also not know how to handle those with epilepsy when they are attacked by fits.

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Table 6.1 indicates that the human resource managers generally treat the disabled persons like any other person in the organization once they are employed. 66% of the disabled workers perceive that the human resource managers treat them like any other person in the organization while only 33% perceive lack of concern.

Table 7.1 disabled persons' perceived over- reaction / uncalled for attention by the human resource managers

Perception	Frequency	Percentage
Over- reaction by HRM	3	25
No –over –reaction by HRM	9	75
Total	12	100%

Table 7.1 indicates that disabled persons generally feel that there is little over- reaction / uncalled attention by the human resource managers once they are accepted into employment. These perceptions of over-reactions and uncalled for attention were analysed further according to the type of disability. The results are presented in table 7.2

Table 7.2 Types of disabilities and perceived over –reaction / uncalled for attention by the human resource managers

Type of disability	Frequency Over- reaction By HRM	Percentage Over reaction By HRM	Frequency No over –reaction by HRM	Percentage No over –reaction By HRM
Hearing impaired	1	33.3	2	22.2
Visually impaired	0	0	3	33.3
Physically impaired	1	33.3	2	22.2
Multiple impaired	1	33.3	1	11.1
Epilepsy	0	0	1	11.1
Total	3	100%	9	100%

Table 7.2 indicates that the hearing and visually impaired persons perceived that the human resource managers gave them the most uncalled for attention. This could be due to the desire by human resource managers to show sympathy to the disabled persons.

Table 8.1 disabled persons' perceived fairness in the awarding of organizational Benefits

Perception	Frequency	Percentage
Denied benefit due to disability	5	42
Not denied benefits	7	58
Total	12	100%

Table 8.1 indicates that human resource managers are generally fair in ensuring that the disabled persons in employment get the organizational benefits they are entitled to. These perceptions of fairness in awarding organizational benefits were analysed further according to type of disability. The results are presented in table 8.2

Table 8.2 Type of disability and perceived fairness in the awarding of organizational benefits

Type of disability	Frequency Denied benefit	Percentage denied benefit	Frequency Not denied benefit	Percentage not denied benefit
Hearing impaired	1	20	1	14.2
Visually impaired	1	20	1	14.2
Physically impaired	0	0	3	43
Multiple impaired	1	20	1	14.2
Epilepsy	2	40	1	14.2
Total	5	100%	7	100%

Figure 3

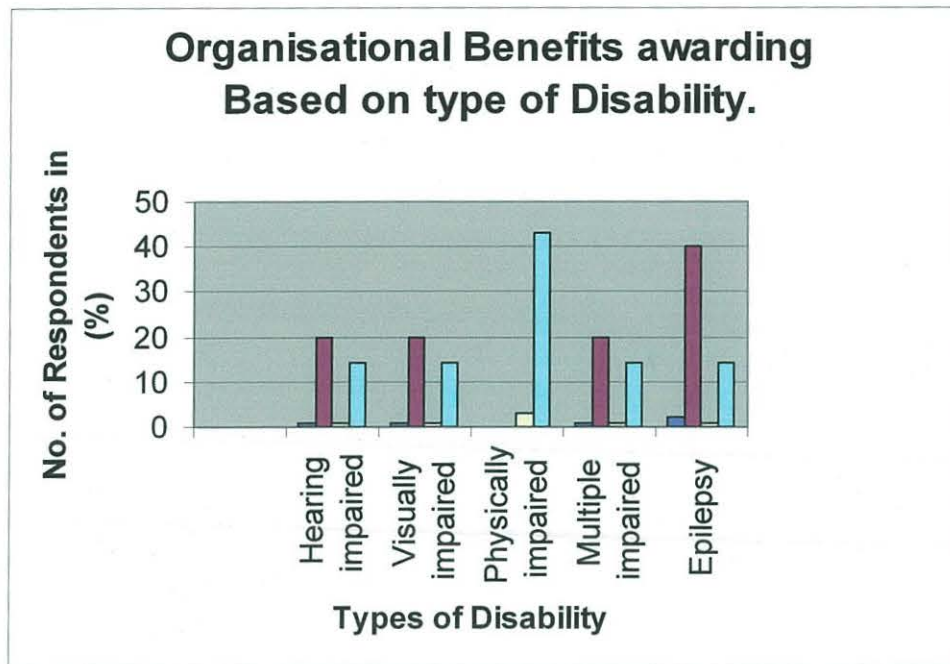


Table 8.2 and figure 3 above indicates that the physically impaired persons perceive least denial of organizational benefits while those with epilepsy perceive most denial of organizational benefits.

The respondents who indicated that they had been denied benefits by their organizations were further asked to explain the specific benefits they were denied. The visually impaired persons said they mainly denied credit facilities because of the modalities involved. Those with epilepsy said that they were mainly denied medical covers and sometimes insurances as they were perceived to be at risk and this would mean that their organizations pay extra costs for them to get medical covers or insurances.

4.3 challenges faced by the disabled persons and their recommendations to human resource managers on how to deal with them

The hearing impaired persons

- The hearing impaired people find it difficult to communicate with other staff in the organization because very few understand sign language which is their mode of communication
- They also feel they are left out in some organizational functions because their organizations do not have sign language interpreters.
- Others feel left out because they have no voice. They feel taken advantage of in the work place, for example, being told to perform duties, which are not part of their job description.
- So as a result of the above the hearing impaired persons recommend a sign language interpreter both at work and in public and basic awareness of sign language by colleagues at work.

The visually impaired persons

- The visually impaired persons feel that many organizations do not have appropriate facilities for them to use hence they are denied job opportunities which they could perform better if they were provided with appropriate facilities such as Braille that help them overcome their limitations.
- They also feel that the finance sector should device ways to enable them able to access finance/ credit facilities so that they do not end up being denied because no one wants to take responsibility on their behalf.

The physically impaired persons

- The physically impaired persons feel that mobility is their greatest challenge. The infrastructure in the workplace and in public domain is not user friendly to them. For example, having offices in a storied building, lack of ramps, lack of parking reserves near their offices and inappropriate sanitary facilities are the order of the day

- They recommend that organizations should ensure appropriate facilities such as ramps to ease mobility, provision of transport, parking reserves, appropriate sanitary facilities and sensitisation of their needs to persons responsible in designing these facilities.

The epileptic persons

-Those with epilepsy feel that their greatest challenge is perceived as very delicate or people at high risk in the organization especially when it comes to having medical / insurance covers and policies, which are friendlier to them.

CHAPTER FIVE:

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS.

This chapter discusses the findings of the study and gives some specific recommendations. It also includes the conclusions, limitations of the study and suggestions for future research.

5.1 Discussions

This study shows that the disabled persons in employment are generally well educated with about 42% of them having studied up to college. However, over 60% of those in employment are in support staff positions in the organizations they are employed. This may be reflection of the Human Resource Manager's negative perception of their employability despite their education levels and qualification levels and qualification regarding the disabled persons' perception of Human Resources managers, the study shows that when they are being hired, they are perceived negatively as about 58% of the respondent feel that they have been denied employment at one time or another due to their disability. However they have indicated that they do not give up because they have confidence in themselves. The disabled persons' perceive this discrimination as due to the negative perceptions towards them and which arise mainly because the Human Resources Managers are unfair and lack awareness on disability. It was noted that generally during and after the employment interviews one couldn't really tell the Human Resources Manager stand on the disabled persons' employment. This feeling manifests itself in a variety of ways such as Human Resources Managers being uneasy, surprised that they called a disabled person for an interview and being sympathetic to the disabled.

It was however, observed by the disabled persons that after the Human Resources Managers' interaction with them, they (Human Resources Manager) were shockingly impressed by the way they handled themselves as it was far beyond their expectations. The managers however, still express doubt and lack of contentment.

In summary the study generally indicates that once the disabled persons decrease significantly, they also become fairly sensitive to the disabled persons special needs at work place, they have little overreaction or uncalled attention towards them and they accord them the benefits they deserve and generally treat them just like any other person employed in the organization.

5.2 Conclusions:

Generally the disabled persons are a special group of people in our society who need to be acknowledged as part of the society. This is only possible through studying their needs and putting in place appropriate facilities to meet such needs. Though few perceive the disabled persons more positively at the workplace because they understand their needs and actually do exist to serve them.

Organizations like Agrifresh Kenya limited that do not deal with dealings of disabilities as their business tend to ignore to some extent the disabled persons special needs hence offer limited or no appropriate facilities and services needed by the disabled persons in the workplace. From the study it is not possible to tell what actually influences the negative perceptions towards the disabled persons but generally perceptions may be influenced by individual's objectives needs past experiences level awareness of exposure and personality, among others. However from the study it is noted that there could be some types of disabilities that are perceived to be more acceptable in employment than others. This was however not demonstrated clearly by the study. The disabled persons on the other hand are generally confident about themselves and not ashamed of their disability. They feel they should be given equal opportunities like the non-disabled persons. They feel they do not need sympathy but understanding of their special needs in the workplace. They greatly feel discriminated in many areas of their lives and that lack of awareness and stigmatization could be attributing to this.

5.3 Recommendations

- For the hearing impaired basic sign languages should be introduced in learning Institutions to facilitate communication with other members of the society.
- Organizations should have policies of employing/ integrating persons with disabilities in the workplace
- Organizations should provide career counselling for the persons with disabilities in learning Institutions to facilitate interaction with the society at large so that they accept the disabled persons and perceive issues as they do.
- Appropriate technology should be made available and affordable for the persons with disabilities.
- Generally Human Resources Manager and public at large need to be sensitised on the varied disabilities so that they know how to handle the disabled workplace and in public at large. From the study the researcher highly recommends that massive sensitisation and awareness on disabilities in all sectors of the economy is absolutely necessary to change the negative attitudes and perceptions towards the disabled persons. From the study we note that the type of disability plays a big role in terms of how persons. The disabled persons should come up boldly and air their needs and views because “only the wearer of the shoe knows where it hurts most” On the other hand the non-disabled should give them a chance.

5.4 Limitations of the study

The major limitation of the study was the sample size. It was relatively small but I believe sufficient enough for breaking ground in this area of study. Due to the sample

size it was not possible to determine the statistical tests of significance, which would have been appropriate for the study.

Due to time and financial constraints the study only captured responses from the disabled persons' in Agrifresh Kenya limited in Nairobi province. I also feel that a lot of other disability groups were not captured in the study.

5.5 Suggestion for further research:

From the study it was not possible to find out the reason that actually influences the disabled persons' perceptions of the Human Resources Managers. Further research should be conducted to determine what influences these perceptions.

Other studies I would suggest would be on the level of awareness of Human Resources Managers about disabilities, the policies in place for the disabled persons in the workplace and the Human Resources Manager experiences with the disabled persons and whether the disabled persons disabilities influences their performance.

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APPENDIX I

List of organizations for the disabled persons in Kenya.

- African Medical and Research Foundations (AMREF)
- Association for the physically Disabled in Kenya (APDK)
- Cerebral Palsy Association for the Welfare of the Epileptics
- Kenya National Associations for the deaf (KNAD)
- Kenya Society for the blind (KSB)
- Kenya Society for the Mentally Handicapped (KSMH)
- Kenya Union of the Blind
- Sight Savers International (VSO)
- United disabled Persons of Kenya (UDPK)
- Voluntary Services Overseas (VSO)
- Women Challenged to challenge (WCC)

Sources Kenya Disability Directory 2003

APPENDIX 11

KAMPALA INTERNATIONAL UNIVERSITY

QUESTIONNAIRE:

IDENTIFICATION NUMBER

Your organisation has been randomly selected to participate in an inquiry about the perception of disabled workers towards human resource managers. The purpose of this is purely academic and your answers shall be used for academic purposes only.

Confidentiality

Your completed returned remains confidential to the researcher alone.

MBOBUA DOREEN MIRIKO.

KAMPALA INTERNATIONAL UNIVERSITY

QUESTIONNAIRE

SECTION 1

1. Name of your disability Organization or Association
2. What kind of disability do you have?
Hearing impairment ☐
Visual impairment ☐
Physical impairment ☐
Any other (specify)
3. When did you develop?(Tick appropriate one)
At birth ☐
Acquired in childhood ☐
During teenage (13-19 years) ☐
Youth (20-29) ☐
Above 30 years) ☐
Any other (specify).....
4. Please state your gender the disability? Male ☐ Female ☐
5. Please indicate your educational level
Primary ☐
Secondary ☐
College ☐
University ☐
Any other specify.....
6. If you have ever been employed or are currently employed, what was the nature of the organizations?
Disability Oriented (that is deals with disabilities) ☐
Or
Non-disability oriented (that is doesn't deal with disability) ☐
7. What position do you hold or have you ever held in an organization?
Top management ☐
Middle Management ☐
Support staff ☐
Any other specify.....

SECTION II

1. If you were to apply for a job would you mention your disability YES ☐ NO ☐

Please give reasons for your answer
2. Have you ever been denied employment due to your disability? YES ☐ NO ☐

How did you feel?

3. Have you ever had a formal interview? YES [] NO []

If YES, what were the interviewers reactions towards disability?

a) Before the interview

.....
.....

c) After the interview

.....
.....

d) if after a job interview you were offered a job how would you feel?

That you deserve it []

That you were favoured []s

Any other (specify)

4. If you have ever been in employment did your employer ever had reservations in employing you? YES [] NO []

If you answer YES state your reservations
.....

5. If you are or have been in employment are there times you have been burnt from performing your duties or assignment Due to your disability even though you felt you were capable of performing it? YES [] NO []

a) If your response is YES state the duties / assignment you were burnt from performing
.....

6. Have you ever been denied any organization benefit? YES [] NO []

Please explain.....
.....

7. Is the organization you are employed in sensitive to your needs as a person with disability? YES [] NO []

If your answer is YES) in what ways is your organization sensitive?

.....
.....

8. How does your employer generally treat you in the work place?

As a special person []

Is unconcerned []

Like any other person []

Any other (specify).....

9. Are there times or occasions you have felt that your manager or supervisor is overreacting by giving you special treatment or attention that you think was uncalled for?

YES [] NO []

Give an example if your response is YES

.....
SECTION III

1. (a) what problem or challenges have you face in your work place?

.....
.....

b) State what you would like to see changed in your organization?

.....
.....

c) State what you would like to see maintained?

.....
.....

2. Please provide any other information you think may be important and relevant to this study.

.....
.....
.....

Thank you for your patience and co-operation

God bless you

MAP SHOWING THE LOCATION OF AGRIFRESH KENYA LIMITED

