

“The Only Disability in Life is a Bad Attitude”: A Literature Review on Hindrances in the Professional Front of People with Disabilities.

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Prior studies underline the limited scope of research that has been published in regard to the attitudes of the people towards people with disabilities at a work place and the core of this problem has been investigated through the literature review. The purpose of this article is to draw attention towards the in-depth research in the different dimensions of a phenomenon called “attitude”, with special emphasis on the relationship between employers and employees with no disabilities and the impact of behavioural attitude on the personal and professional integration of people with disabilities in the labour market. To have an in-depth overview of the attitudes of employers and peers towards employees with disabilities, it is also important to have an understanding of this concept from previous researches (both qualitative and quantitative).

An electronic and hand search method was adopted to compile journals, books and online material. After reviewing extensive literature, the qualitative findings are discussed from two different standpoints in context of the employability of people with disabilities in the world of work: firstly, influence from personal and social experiences (external influences) and later, influence of the multi-dimensional working environment (internal influences).

One of the limitations faced by the authors during this study was the dearth of published articles of recent years in context of the relationship between disability and human resource practices. The findings of this qualitative literature review will be used to develop an instrument to conduct a quantitative study in order to help understand the conceptual impact of attitudes of people with no disabilities and improve the professional inclusion of people with disabilities in the world of work.

**„A legfőbb fogyatékoság a rossz hozzáállás” – Irodalmi áttekintés
a fogyatékkal élők szakmai téren tapasztalható problémáiról**

A fogyatékkal élők felé mutatott munkahelyi magatartást, hozzáállást igen kevés tudományos kutatás vizsgálta-vizsgálja, a témát elsősorban szakirodalmi feldolgozások formájában ismerheti meg a nyilvánosság. Cikkünk elsődleges célja az volt, hogy mélyebb részletekre is kiterjedő kutatás keretében is bemutassuk, mit is jelent, milyen rejtett dimenziókkal rendelkezik

az „attitűd”, azaz hozzáállás kifejezés. Vizsgálatunk során különös hangsúlyt fektettünk a nem fogyatékkal élő munkáltatók és alkalmazottak, valamint a fogyatékkal élő munkatársaik kapcsolatára, továbbá a fogyatékkal élők személyes és szakmai megítélésére, a munka világába történő bevezetésükre, munkaerőpiaci integrációjukra. Ahhoz, hogy a munkáltatók és a munkatársak fogyatékkal élő személyek iránti hozzáállását mélyebben is megismerhessük, nagyon fontos a korábban elvégzett kvalitatív és kvantitatív kutatások eredményeinek ismerete, részletes áttekintése.

Az irodalomfeldolgozás során számos, a témához kapcsolódó és a témát elemző folyóiratot, könyvet és online publikációt tekintettünk át, amelynek során két fő vizsgálati szempontot választottunk ki. Az első szempont a fogyatékkal élők munkalehetőségeinek értékelésére fókuszál, személyes és társadalmi tapasztalatok alapján (külső befolyásoló tényezők), míg a második szempontból a belső befolyásoló hatásokat, azaz a munkahelyi környezet különféle dimenzióit vizsgáljuk.

A kutatás korlátai közül ki kell emelni azt a tényt, hogy a fogyatékkal élők munkaerőpiaci helyzetét vizsgáló szakirodalmi források köre igencsak szűkös. Ezt a helyzetet szeretnénk javítani a jelen tanulmányunkban közreadott összegző irodalmi forráselemzés segítségével, amely a további kvantitatív kutatások megalapozását szolgálja. A tervezett kvantitatív kutatás segítségével jobban megérthetjük a nem fogyatékkal élők hozzáállását, amely a fogyatékkal élők kedvezőbb társadalmi és munkaerőpiaci inklúzióját, befogadását segítheti elő.

Introduction

Disability is a broader concept of life with many socio-economical dimensions attached to it. It has been outlined that prejudiced attitudes and stereotypical beliefs toward people with disabilities impact their professional inclusion in the workplace, despite legislation promoting equal rights.¹

People with disabilities, already have to deal with their medical impairments in everyday life and the attitude of people with no disabilities make their existence more complex and challenging. There have been many observations made by various researches at a national and international level in the last decade, projecting changes in people's perception towards people with disabilities but still prejudice and discrimination exists in our society.² There is a broad spectrum of attributes interconnected with the attitude of people towards a disability, namely education, employment, personal relationships, understanding between people with disabilities and no disabilities, gender discrimination (within the scope of disability i.e. men

1 ROHMER, Odile – LOUVET, Eva (2016): Implicit Stereotyping Against People with Disability. *Group Processes and Intergroup Relations*, GPIR, SAGE, 1–14.

2 NDA, 2011. A National Survey of Public Attitudes to Disability in Ireland. The National Disability Authority. Available: https://www.ucd.ie/t4cms/Public_Attitudes_to_Disability_in_Irelandfinal%20Report%202011.pdf (Downloaded: 09.01.2017.); DEAL, Mark (2006): *Attitudes of Disabled People towards other Disabled People and Impairment Groups*. Doctoral Thesis, City University, London, Health Care Research Unity, School of Nursing and Midwifery.

versus women with disabilities) and government welfare initiatives, but in this study the authors have decided to concentrate on employability factors. Although this research focuses on employability barriers faced by people with disabilities, it would lack important inter-related fundamentals if the social, economical, political and ideological domains are not touched upon. Björnsdóttir and Traustadóttir categorically emphasized that a wider approach must be adopted while exploring the concept of disability as this cannot be “studied in isolation, without acknowledging historical, social, and cultural contexts experienced by” people with disabilities.³

In general, there are many studies on the attitudes of employer and employees but there is a lack of research on attitudes of people towards people with disabilities in the labour market, which is one of the limitations endured by the authors. Leading international bodies like WHO and ILO are one of the important facilitators who are continuously and actively engaged in economic development and humanitarian tasks, such as spreading awareness of human rights for people from different races and social backgrounds, removing gender inequality barriers, handling children-related concerns and upliftment of individuals with disabilities. The Convention on the Rights of Persons with Disabilities (UNCRPD), a United Nations instrument, ensures that people with disabilities are protected by law, explore fundamental freedom and enjoy human rights practices like other individuals of society without experiencing any kind of discrimination.⁴ Article 27 (work and employment) of the United Nations Convention on the Rights of Persons with Disability states that “*Parties recognize the right of persons with disabilities to work, on an equal basis with others; this includes the right to the opportunity to gain a living by work freely chosen or accepted in a labour market and work environment that is open, inclusive and accessible to persons with disabilities*” and “*Parties shall ensure that persons with disabilities are not held in slavery or in servitude, and are protected, on an equal basis with others, from forced or compulsory labour*”⁵

There is also an economic perspective attached to the disability movement, especially in context of developing countries. These countries can have greater societies if people with disabilities are economically active, for example, lower costs on government budgets (pensions and benefits) and less dependency on families.⁶ By providing ample education, skill development avenues, entrepreneurial and employment options to people with disabilities, countries can have a better Gross

3 Björnsdóttir, Kristín – Traustadóttir, Rannveig (2010): Stuck in the Land of Disability? The Intersection of Learning Difficulties, Class, Gender and Religion. *Disability & Society*, Vol. 25, No. 1. 42, citing Connor, David J. (2008): *Urban Narratives: Portraits in Progress – Life at the Intersections of Learning Disability, Race and Social Class*. New York, Peter Lang.

4 United Nations (2014). *Convention on the Rights of Persons with Disabilities*. Training Guide: No. 19. Office of the High Commissioner for Human Rights (OHCHR). Geneva and New York.

5 OHCHR, n. d., Office of the High Commissioner for Human Rights. Available: www.ohchr.org/EN/HRBodies/CRPD/Pages/ConventionRightsPersonsWithDisabilities.aspx (Downloaded: 14.01.2017.)

6 United Nations (2014).

Domestic Product (GDP) and fewer poverty issues.⁷ Buckup's study elucidated a new exploratory approach which was tested in ten countries (in Asia and Africa) highlighting the macro-economic costs of excluding people with disabilities from the job market and emphasized the active participation of people with disabilities in the workforce.⁸ ILO document, "ILO and disability inclusion", points out that developing countries lose up to 7 per cent of their gross domestic product due to the non-inclusion of persons with disabilities in the world of work.⁹

The employers are still directed by attitudes while hiring, retaining and promoting people with disabilities irrespective of the size of enterprises i.e. large, medium or small. Each year hundreds of employees with disabilities face discrimination as a result of display of negative attitudinal behaviour by employers, managers, colleagues, employment professionals and customers towards themselves and such discriminatory practices directly or indirectly slow down the full inclusion of individuals with disabilities at the work place.¹⁰ Yet little consideration has been allocated to such important issues within the scope of HRM literature to debate on a global platform.

The main purpose of this research is to examine the relationship between attitudes of employers and the phenomenon of disability. It has been observed through several literature sources that there is a gap at both the conceptual and empirical levels in context of research on the attitude of people towards employees with disabilities. In light of this, another purpose of this study is to add additional insights to existing literature about the attitudinal barriers faced by employees with disabilities and to raise a special discussion on the multi-disciplinary approach on the factors influencing the attitude of people. Therefore, the important research questions are as follows:

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- 7 United Nations (2011). *Including the rights of persons with disabilities in United Nations programming at country level*. A Guidance Note for United Nations Country Teams and Implementing Partners. Available: www.un.org/disabilities/documents/iasg/undg_guidance_note_final.pdf (Downloaded: 14.01.2017.); BUCKUP, Sebastian (2009): *The Price of Exclusion: The Economic Consequences of Excluding Persons with Disabilities from the World of Work*. ILO, Geneva 2009. Employment Working Paper No. 43. Available: www.ilo.org/wcmsp5/groups/public/--ed_emp/--ifp_skills/documents/publication/wcms_119305.pdf (Downloaded: 14.01.2017.)
- 8 BUCKUP (2009): *op. cit.*
- 9 ILO 2015: *Decent Work for Persons with Disabilities: Promoting Rights in the Global Development Agenda*/International Labour Office, Gender, Equality and Diversity Branch, Conditions of Work and Equality Department. Geneva, ILO. Available: www.ilo.org/wcmsp5/groups/public/--ed_emp/--ifp_skills/documents/publication/wcms_430935.pdf (Downloaded: 05.03.2017.)
- 10 KAYE, Stephen H. – JANS, Lita H. – JONES, Erica C. (2011): *Why Don't Employers Hire and Retain Workers with Disabilities?* *Journal of Occupational Rehabilitation*, Vol. 21, No. 4. 526–536; COPELAND, Jana – CHAN, Fong – BEZYAK, Jill – FRASER, Robert T. (2010): *Assessing Cognitive and Affective Reactions of Employers toward People with Disabilities in the Workplace.* *Journal of Occupational Rehabilitation*, Vol. 4. 427–434; LEVY, J. M. – JESSOP, D. J. – RIMMERMAN, A. – FRANCIS, F. – LEVY, P. H. (1993): *Determinants of Attitudes of New York State Employer Towards the Employment of Persons with Severe Handicaps.* *Journal of Rehabilitation*, Vol. 59, No. 1. 49–54.

1. Do employers display different attitudes (positive, neutral or negative) towards employees with disabilities as compared to employees with no disabilities? If so, what are the barriers experienced by employees with disabilities in the world of work?
2. What are the social, economic and political factors or experiences which lead to manifestation and display of different attitudes towards people with disabilities at the work place?

The authors try to find out whether attitudes of employees with no disabilities towards referent are manifested only at the work place or these perceptions are also carried over the years, starting from their childhood to adulthood. They also attempt to understand how every phase of their lives are confronted by social, economical and political experiences in context of the phenomenon of disability. Therefore, this article consequently attempts to address the above research questions by making this study as comprehensive as possible.

The first part of this article provides insights into the definitions of attitude and related concepts which is then followed by a discussion on the methodological guidelines adopted for this study. In the main part, the key findings are presented in two sections: internal and external influences with in-depth discussion with the conclusions put forward.

Definition of Attitude

In laying the groundwork for this research study, a review of various definitions of attitude was conducted to broaden the understanding of this concept. Definitions and inter-interdependent concepts were reviewed from different articles, books and websites to have diversity in sources:

- “A favourable or unfavourable evaluative reaction toward something or someone, exhibited in one’s belief, feelings and intended behaviour.”¹¹
- “An attitude may be viewed as a positive or negative emotional reaction to a person or object accompanied by specific beliefs that tend to cause its holder to behave in a specific way toward its object.”¹²
- “In social psychology, attitude is an enduring and general evaluation or cognitive schema relating to an object, person, group, issue, or concept. Strength and valence can vary, thus, an attitude can be negative or positive. This can also refer to any subjective belief or evaluation associated with an object.”¹³

11 MYERS, David G. (1987): *Social Psychology*. 2nd edition. New York, McGraw-Hill. 36.

12 SHAPIRO, Arthur H. (2000): *Everybody Belongs: Changing Negative Attitudes Towards Classmates with Disabilities*. UK, Routledge (Taylor and Francis Group). 9.

13 Psychology Dictionary, n. d. Available: <http://psychologydictionary.org/attitude/> (Downloaded: 07.01.2017.)

- “A feeling or opinion about something or someone, or a way of behaving that is caused by this.”¹⁴
- “There is a continuum of attitudes towards disabled people. Inclusionary attitudes are characterised by a broad definition of disability and a positive view of disabled people’s lives. Exclusionary attitudes are the opposite, focusing on rather than rejecting difference.”¹⁵
- “A psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour.”¹⁶

According to Shapiro, definitions of attitude may vary but they all include three inter-related principles: 1. a belief or “cognitive” component, 2. an emotional or “affective” component, and 3. an action or “behavioural” component.¹⁷ Therefore, it can be summarized that positive or negative attitude can leverage one’s actions, thought process, demeanour and perception toward the referent (i.e. people with disabilities in this context).¹⁸

Methodology

The literature review was carried out by using the following methodology:

1. Information from previous researches carried out on behalf of governmental and non-governmental organizations such as World Health Organisation (WHO), International Labour Organization (ILO), Office of the High Commissioner for Human Rights (OHCHR) included in this study.
2. Three University libraries in Hungary i.e. Szent István University (Gödöllő, Hungary), Corvinus University (Budapest, Hungary) and Central European University (Budapest, Hungary) were hand searched for relevant books and journals.
3. A search on electronic databases (Google Scholar, Scopus, JSTOR, Emerald, ERIC, Science Direct, Sage, Web of Science and EBSCO) was carried out. The following research terms were used: disability, people with disabilities, employers with disabilities, stigma, corporate social responsibility, prejudice, stereotyping, attitudes, labelling, handicapped people, discrimination, etc. and a combination of these terms including disabilities such as corporate social

14 Cambridge Dictionary, n. d., the Cambridge Advanced Learner’s Dictionary & Thesaurus. Cambridge University Press. Available: <http://dictionary.cambridge.org/dictionary/english/attitude> (Downloaded: 07.01.2017.)

15 GREWAL, Ini – JOY, Sarah – LEWIS, Jane – SWALES, Kirby – WOODFIELD, Kandy (2002): *Disabled for Life? Attitudes Towards, and Experiences of Disability in Britain*. Leeds, Department for Work and Pensions. Research Report No. 173. 3.

16 EAGLY, Alice H. – CHAIKEN, Shelly (2007): The Advantages of an Inclusive Definition of Attitude. *Social Cognition*, Vol. 25, No. 5. 582–602. 582.

17 SHAPIRO (2000): *op. cit.*

18 BURKE, J. – BEZYAK, J. – FRASER, R. T. – PETE, J. – DITCHMAN, N. – CHAN, F. (2013): Employers’ Attitudes Towards Hiring and Retaining People with Disabilities: A Review of the Literature. *The Australian Journal of Rehabilitation Counsel*, Vol. 19, No. 1. 21–38.

responsibility and disability, disability and prejudice, disability and stigma, disability and attitudes, disability and negative attitudes, disability and positive attitudes, the definition of attitude, disability and stereotyping, disability and discrimination, disability and religion, disability and culture, etc. The initial research resulted in more than 6,000 articles but was later made specific by filtering using specifications including the year of publication, publications only in English language, full research papers and studies focusing on the above specified terminologies.

This research reviews a large number of published articles from various reputed journals, books and online material. There has been an attempt to make this research article more contemporary, therefore, the authors decided to include published articles of the last twenty-five years with special emphasis on the studies of the last decade.

Results and Discussion: Dimensions of Attitudes in Context of Disability and Employees with Disabilities

Like disability, attitude also has a different perspective in today’s scenario. For example, the attitude of a parent can influence the thinking ability of a child towards any object or person and similarly, the same ideology applies for any organization where the perspective and rigid company policies of the top management can guide the attitude of employees towards the minority section including employees with disabilities. These multi-dimensional attitudes are engraved into personalities of people which are developed over many experiences at many phases of their life, i.e. childhood, young and old age and, therefore, the so called negative practices are carried forward and somehow are displayed in the behaviour towards people with disabilities. The authors, through this literature review, try to highlight the impact of personal and professional dilemma present within the organization embodied from various walks of life. They do so by addressing two scopes of attitude manifestation: external influences (disability and society, disability and ignorance, disability and childhood) and internal influences (disability and employment).

Attitude and Society

“It is the society which disables people by creating barriers”, the majority of people believe that our society is an important pillar which helps the formation of attitude towards people with disabilities.¹⁹

There are different theoretical approaches to disability, namely, the charity approach, the medical approach, the social approach and the human rights approach. The charity approach treats people as “welfare objects” rather than empowered

19 NDA, 2011. 8.

individuals which implies that people with disabilities are not capable of taking care of themselves and are dependent on society for their well-being.²⁰ The medical model approach focuses on the individual's impairment but the social and human rights approaches project a very different thinking on disability. Every model of disability supports a different dimension of phenomenon of disability, but the social and the human rights model put persons with disabilities in the "centre" and hold the state and government (i.e. society) accountable for the welfare of the world's largest minority by dismantling social, economic and physical barriers that prevent full integration of persons with disabilities so that they can also live with dignity and enjoy human rights.²¹

The attitude of the people, precisely the society which incorporates religious and cultural beliefs, stigma, prejudice and stereotyping not only formulates the concept of disability but also is the centrum of negative sentiments. Pre-conceived notions and dissenting terminology about people with disabilities for example, "special",²² "objects of pity",²³ "seeking extra attention",²⁴ "dependent on others",²⁵ "sick",²⁶ "different",²⁷ "burden on family and society",²⁸ "problems to be fixed"²⁹ and "help-seekers"³⁰ also devalue their existence in our surroundings and lead to marginalization, stereotyping and creation of a stigma.

Religious beliefs and historical scriptures have highlighted and discussed the relationship between religion and disability from various aspects and on different platforms through their teachings and texts.³¹

We have progressed into a new millennium but stigmatising beliefs are still prevalent in many cultures and regions especially in Asia and Africa. Some of the examples in context to disability and beliefs (religious and cultural) are: a complex relationship between disability and the concept of "Karma" in the religions of Hinduism

20 United Nations (2014).

21 United Nations (2014).

22 GREWAL et al. (2002): *op. cit.*

23 ENOCH, Acheampong – MENSAH, Kofi Akohene – ADJEI, Rose Odotei – EDUSEI, Anthony Kwaku – OKYERE, Paul – BREMPONG, Emmanuel Appiah (2015): 'We are Seen but not Recognized', Disability Stigma and Disabled People's Exclusion from Community Activities: The Case of Disabled People in a Traditional Community in Ghana. *Developing Country Studies*, Vol. 5, No. 19. 115–121.

24 GREWAL et al. (2002): *op. cit.*

25 ENOCH et al. (2015): *op. cit.*

26 ENOCH et al. (2015): *op. cit.*; United Nations (2014).

27 GREWAL et al. (2002): *op. cit.*

28 United Nations (2014).

29 United Nations (2014).

30 ENOCH et al. (2015): *op. cit.*

31 BENTSSON, Staffan (2014): On the Borderline – Representations of Disability in the Old Testament. *Scandinavian Journal of Disability Research*, Vol. 16, No. 3. 280–292.

and Buddhism,³² possession by “evil spirits”,³³ disability linked with being “unfaithful” or have committed a “sin”,³⁴ a result of practicing anti-social rituals like “witchcraft”,³⁵ disability in children being attributed to parents’ actions,³⁶ a belief in “God’s will”,³⁷ inhabitation of the devil within the human body³⁸ and a “curse” from God.³⁹

There are a billion of historical examples where people with disabilities were killed, abandoned and socially excluded from mainstream society. For instance, Kisanji in his paper quoted the work of other researchers; “the Greeks abandoned their disabled babies on hillsides to die (ANANG 1992), Spartans who killed disabled persons as a matter of law, the endorsement by Martin Luther to kill disabled babies because they were “incarnations of the devil” and the Nazi Euthanasia program under Hitler to exterminate disabled people as they could not make any contribution to society (COLERIDGE 1993).”⁴⁰ Furthermore, individuals with mental and intellectual disabilities were subjected to hallucinogenic torture, victims of drug testing procedures and forced to take electric as well as insulin shock therapies,⁴¹ and were alienated from the rest of the population by being institutionalised in special facilities where they were involuntary sterilized, sexually abused and neglected.⁴² To conclude, people with disabilities have had to undergo physical and psychological trauma by family, friends and society for possessing a disability.

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- 32 SCHUELKA, Mathew J. (2013): A Faith in Humanness: Disability, Religion and Development. *Disability & Society*, Vol. 28, No. 4. 500–513; SIMKHADA, Padam P. – SHYANGDAN, Deepson – VAN TEIJLINGEN, Edwin R. – KADEL, Santosh – STEPHEN, Jane – GURUNG, Tara (2013): Women’s Knowledge of and Attitude Towards Disability in Rural Nepal. *Disability & Rehabilitation*, Vol. 35, No. 7. 606–613.
- 33 SHAPIRO, J. P. (1993): *No Pity: People with Disabilities Forging a New Civil Rights Movement*. New York, Three Rivers.
- 34 SCHUELKA (2013): *op. cit.*
- 35 STONE-MACDONALD, Angi (2012): Cultural Beliefs about Disability in Practice: Experiences at a Special School in Tanzania. *International Journal of Disability, Development and Education*, Vol. 59, No. 4. 393–407; KISANJI, Joseph (1995): Attitudes and Beliefs about Disability in Tanzania. In O’TOOLE, B. – MCCONKEY, R. eds.: *Innovations in Developing Countries for People with Disabilities*. Choirley, Lisieux Hall Publications. 51–70. Available: <http://english.aifo.it/disability/documents/innovations/5kisanji.pdf> (Downloaded: 05.02.2017.)
- 36 SCHUELKA (2013): *op. cit.*; SCIOR, Katrina (2011): Public Awareness, Attitudes and Beliefs Regarding Intellectual Disability: A Systematic Review. *Research in Developmental Disabilities*, Vol. 32. 2164–2182.
- 37 SCIOR (2011): *op. cit.*
- 38 SHAPIRO (1993): *op. cit.*
- 39 SIMKHADA et al. (2013): *op. cit.*
- 40 KISANJI (1995) : *op. cit.* 1–2 citing ANANG, T. (1992): *Handbook of Special Education for Educators in Developing Countries*. Jos, Nigeria, Andex Press and COLERIDGE, P. (1993): *Disability, Liberation and Development*. Oxford, Oxfam.
- 41 United Nations (2014).
- 42 STEFÁNSDÓTTIR, Guorun V. (2008): “Ég hef svo mikið he[t að] he[t segja” Lífssögur Íslending með he[t T[HORN] þroskahömlun á 20. öld. [‘I have so much to say’: Biographical life history research with people with learning difficulties in the 20th century Iceland]. In Icelandic. Reykjavík, Háskólaútgáfan; BJÖRNSDÓTTIR–TRAUSTADÓTTIR (2010): *op. cit.* 52 citing BROWN, I. – BROWN, R. I. (2003): *Quality of Life and Disability: An Approach for Community Practitioners*. New York, Jessica Kingsley.

Some evidences in the literature largely highlight that prejudice (usually unintentional) and discrimination (deliberate actions) symbolizing “different treatment” against people from different minorities, for example based on their race, sexual orientation (gays and lesbians), or disability existed.⁴³ Such experiences result in negative outcomes or display an exclusionary behaviour towards people, including individuals with disabilities.

Attitude and Ignorance

One of the main reasons behind the slow integration of people with disabilities in the job market and society is due to the fact that individuals with no disabilities do not have enough exposure or interaction with people with disabilities.⁴⁴ There are few conjectures regarding people with disabilities: “disability relates to a physical impairment, is visible to others, leads to incapacity or dependence, and is a permanent unchanging state”⁴⁵

People with no disabilities showed several emotions when they got in contact or interacted with people with disabilities, for example “fear” (causing offence by offering to help or possible negative reaction from the disabled person), a strong sense of “curiosity” (how, why, when and what “questions” related to their disability), “sympathy” (felt genuinely concerned or sorry for their condition), “uneasiness” (uncomfortable situations/interactions) and perceived understanding about them (making assumptions about their life style and living conditions).⁴⁶ Based on the studies conducted on disability, frequency of interaction also influences the attitude of people, especially women reported more favourable attitudes towards people with disabilities than men.⁴⁷

People do not have their reservations only towards people with disabilities but they also have concerns over different categories of disability. Types of disabilities include physical, hearing and sight related, cognitive or learning, psychological disabilities which affect people in different ways and reduce a person’s ability to carry out their day to day activities.⁴⁸

43 GREWAL et al. (2002): *op. cit.*

44 Ibid.

45 Ibid. 3.

46 Ibid.

47 PERRY, T. L. – IVY, M. – CONNER, A. – SHELAR, D. (2008): Recreation Student Attitudes Towards People with Disabilities: Considerations for Future Service Delivery. *Journal of Hospitality, Leisure, Sport, & Tourism Education*, Vol. 7, No. 2. 4–14; PAEZ, Paola – ARENDT, Susan W. (2014): Managers’ Attitudes Towards People with Disabilities in the Hospitality Industry. *International Journal of Hospitality & Tourism Administration*, Vol. 15, No. 2. 177 citing HUNT, C. S. – HUNT, B. (2004): Changing Attitudes Toward People with Disabilities: Experimenting with an Educational Intervention. *Journal of Managerial Issues*, Vol. 16. 266–280.

48 Disabled World 2012. Disability: Definition, Types and Models. Available: <https://www.disabled-world.com/disability/types/> (Downloaded: 19.01.2017.)

The findings from qualitative research show that there are divergent reactions of people towards individual with “visible” and “invisible or hidden” disabilities. Talking about diversity in disability, there is one notion that people with “visible” disabilities (especially people with mobility or sensory impairments) are more likely to experience the hardship of possessing any kind of disability than people with “hidden” disabilities⁴⁹ and another notion is that people with mental/intellectual/learning disabilities (even though not easily recognizable) have more challenges to face than people without such disabilities because of historical attributes attached to this category and being labelled as “weird”, “mentally ill offenders”, “dangerous”⁵⁰ and “feeble minded” in case of women⁵¹ by our society.

There is another extent to the exposure to disability; how people learn about the concept of disability in our society? There are three key factors in the formation of attitudes about disability, according to Grewal et al.: the media, direct or indirect personal experiences and parental and familial influences.⁵² Media is a major source of spreading positive or negative images of people with disabilities, for example, TV/radio, magazines, newspapers, celebrity campaigns, advertisements.⁵³ It was outlined in many researches that media contributes to the enhancement of exclusionary attitudes, stereotyping disability and cultivates prejudices against people with disabilities by portraying disability as a case of dependence and insufficiency.⁵⁴

Attitude and Childhood

Early childhood experiences (for both children with and without disabilities) are often considered to be the starting point where discrimination, prejudice and stigma can be witnessed, which further evolves in the developing minds of children and gets embedded in their personalities for the rest of their lives.⁵⁵ Grewal et al. in their research report clearly mention the influences which while growing up shapes the negative or positive attitudes towards disability. Some of the dilemmas and challenges faced by children with disabilities by peers, teachers, family and friends are addressed below:⁵⁶

49 PARK, Justin H. – FAULKNER, Jason – SCHALLER, Mark (2003): Evolved Disease Avoidance Processes and Contemporary Anti-Social Behavior: Prejudicial Attitudes and Avoidance of People with Physical Disabilities. *Journal of Nonverbal Behavior*, Vol. 27, No. 2; GREWAL et al. (2002): *op. cit.*

50 United Nations (2014).

51 STUBBLEFIELD, Anna (2007): ‘Beyond the Pale’: Tainted Whiteness, Cognitive Disability, and Eugenic Sterilization. *Hypatia*, Vol. 22, No. 2. 162–82.

52 GREWAL et al. (2002): *op. cit.*

53 Ibid.

54 United Nations (2014); DARUWALLA, Pheroza – DARCY, Simon (2005): Personal and Societal Attitudes to Disability. *Annals of Tourism Research*, Vol. 32, No. 3; GREWAL et al. (2002): *op. cit.*

55 MARKS, S. B. (1997): Reducing Prejudice against Children with Disabilities in Inclusive Settings. *International Journal of Disability and Development*, Vol. 44.

56 GREWAL et al. (2002): *op. cit.*

Familial and parental influences: Lack of knowledge and exposure to the concept of disability, social isolation after witnessing unacceptable treatment towards other children with disabilities, bolster interpretation of individuals with disabilities, concerns related to over-protectiveness, restriction from participating in sports and tasks which involves physical agility, family prestige dilemmas, restriction on personal freedom.

Prejudicial influences: They exist in forms of physical attacks, verbal and unacceptable behaviour, for example being spat on or having stones thrown at them, violence, and cracking subtle jokes.

Academic and school influences: Children with disabilities (depending on their type and severity of disability) were likely to leave full-time education earlier as compared to other children. Education for children with disabilities was conducted at mainstream schools, specialist schools or at home.

Studies in the past have shown that children often have low level of acceptance towards other children with disabilities and therefore, disability awareness interventions for children in preschool, elementary and secondary school are important to teach them to be empathetic, embrace bodily differences and be respectful towards their peers.⁵⁷

Attitude and Employment

This section examines different employment related scenarios which stand as professional barriers for employees with disabilities at the work place. Many people with disabilities either do not make it to the initial phase of recruitment procedures due to limited employment avenues or later they have to face professional hardships if they get inducted. There are many job related challenges experienced at individual (personal) and institutional (group) levels which compel them to quit jobs at the early period of contract, for example people with no disabilities sought to avoid social and professional interactions, criticisms of behaviour/capabilities, frequent job rotations, management refusal to make physical and technological adjustments, use of derogatory terminology and bullying treatment, less opportunities of promotion and less exposure to creative and challenging job profiles.⁵⁸

57 LINDSAY, Sally – EDWARDS, Ashley (2013): A Systematic Review of Disability Awareness. Interventions for Children and Youth. *Disability & Rehabilitation*, Vol. 35, No. 8. 623–646;
LINDSAY, Sally – MCPHERSON, Amy – ASLAM, Henna – MCKEEVER, Patricia – WRIGHT, Virginia (2012): Exploring Children's Perceptions of Two School-Based Social Inclusion Programs: A Pilot Study. *Child & Youth Care Forum* (In Press). *Journal of Research and Practise in Children's Practises*, Vol. 39, No. 1.

58 GREWAL et al. (2002): *op. cit.*

Diversity in Disability

As discussed in the previous sections that people's attitudes vary towards people with disabilities depending on the type and severity of disability they possess. People with hidden or invisible disabilities have fewer chances of getting professionally integrated than people with visible disabilities.⁵⁹ This may be due to the fact that many employees and applicants decide not to disclose their disabilities to potential employers due to the negative stigma attached to their disability and previous hardships endured, for instance trust issues and no support of management, discomfort level with ordinary employees and job security related issues.⁶⁰ Therefore, applicants with disabilities should disclose their disability status to future employers to avoid discrimination at later stages of the employment period and increase positive feelings towards other applicants with disabilities during the recruitment and selection process.⁶¹

There have been mixed responses on the preferences of employees with no disabilities on working with employees with disabilities but in the majority of cases they tend to be less comfortable working with people with disabilities. Since the phenomenon of disability has different magnitudes (depending on the type of disability and requirement of the job position), employers and employees with no disabilities have expressed their major concerns or less positive attitudes on working with people with mental health disabilities, intellectual and severe disabilities over physical disabilities.⁶²

59 PINDER, Ruth (1995): Bringing Back the Body Without the Blame? The Experience of Ill and Disabled People at Work. *Sociology of Health & Illness*, Vol. 17, No. 5.

60 MANCUSO, Laura L. (2000): *Employing and Accommodating Workers with Psychiatric Disabilities*. Brochure from Employment and Disability, School of Industrial and Labor Relations – Extension Division, Cornell University. Available: <http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1005&context=edicollect> (Downloaded: 08.02.2017.)

61 WIEGAND, Ashlea B. (2008): Possible Factors Influencing Hiring Decisions for Physically Disabled Applicants. 6th Annual Western Pennsylvania Undergraduate Psychology Conference. Erie, PA. Available: www.drspg.com/research/2008/hiringbias.pdf (Downloaded: 03.02.2017.)

62 BAJPAI, Divvy (2015): Questionnaire on Factors in Employability of Persons with Disabilities in India. September 28, 2015. Available: <https://ssrn.com/abstract=2666506> or <http://dx.doi.org/10.2139/ssrn.2666506> (Downloaded: NDA, 2011; COPELAND et al. (2010): *op. cit.*; NDA, 2007; MITRA, Sophie – SAMBAMOORTHY, Usha (2006): Disability and the Rural Labor Market in India: Evidence for Males in Tamil Nadu. *Economic and Political Weekly*, Vol. 41, No. 3; GOUVIER, Drew W. – SYTSMA-JORDAN, Sara – MAYVILLE, Stephen (2003): Patterns of Discrimination in Hiring Job Applicants with Disabilities: The Role of Disability Type, Job Complexity, and Public Contact. *Rehabilitation Psychology*, Vol. 48, No. 3; GENG-QING CHI, Christina – QU, Hailin (2003): Integrating Persons with Disabilities into the Workforce: A Study on Employment of People with Disabilities in Foodservice Industry. *International Journal of Hospitality & Tourism Administration*, Vol. 4, No. 4; PINDER (1995): *op. cit.*; JONES, B. – GALLAGHER, B. – KELLEY, J. – MASSARI, L. (1991): A Survey of Fortune 500 Corporate Policies Concerning the Psychiatrically Handicapped. *Journal of Rehabilitation*, Vol. 57, 31–35.

Previous Professional Experiences

Employers' previous professional experiences and degree of contact at work in context of people with disabilities determines their decisions to employ them in their organizations rather than the employers with less or no contact. Employers with "quality" interaction with people with disabilities display positive mind-set about their job performance capabilities, show less anxiety and are pro-actively inclined in hiring them.⁶³

Many studies have cited the dilemma faced by employers in the recruitment of employees with disabilities, for example, unfamiliarity with disability concepts and issues, lack of knowledge of domestic legislations and professional inexperience in dealing with people with disabilities are barriers for employers to employ them.⁶⁴ Such a dilemma also instigates fear of disability-related litigation as managers are afraid of saying wrong things and not sure how to interact with individual with disabilities as not to offend them, lack of disability awareness and not knowing bodily limitations of people with disabilities.⁶⁵

Low Expectations about What People with Disabilities Can Contribute at the Work Place

There are some misconceptions that people with disabilities cannot be as effective as ordinary people at the work place and these assumptions are based on their disability.⁶⁶ Employees also share their views that they were given unsuitable and simple tasks as employers were focusing on their disabilities rather than on their abilities as employees.⁶⁷ Employers have certain doubts in their mind regarding the

63 HERNANDEZ, Brigida – MCDONALD, Katherine – DIVILBISS, Marielle – HORIN, Elizabeth – VELCOFF, Jessica – DONOSO, Oscar (2008): Reflections from Employers on the Disabled Workforce: Focus Groups with Healthcare, Hospitality and Retail Administrators. *Employee Responsibilities and Rights Journal*, Vol. 20, No. 3. 161 citing HERNANDEZ, B. – KEYS, C. – BALCAZAR, F. (2000): Employer Attitudes Toward Workers with Disabilities and their ADA Employment Rights: A Literature Review. *Journal of Rehabilitation*, Vol. 66, No. 4. 4–16; UNGER, Darlene D. (2002): Employers' Attitudes Toward Persons with Disabilities in the Workforce: Myths or Realities? *Focus on autism and other developmental disabilities*, Vol. 17, No. 1. 2–10.

64 KAYE et al. (2011): *op. cit.*; HERNANDEZ et al. (2008): *op. cit.*; DIXON, K. A. – KRUSE, D. – VAN HORN, C. E. (2003): *Restricted Access: A Survey of Employers about People with Disabilities and Lowering Barriers to Work*. John J. Heldrich Center for Workforce Development, Rutgers, The State University of New Jersey; BRUYERE, Susanne M. (2000): *Disability Employment Policies and Practices in Private and Federal Sector Organizations*. Ithaca, Cornell University, Program on Employment and Disability. Available: <http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1062&context=edicollect> (Downloaded: 13.03.2017.)

65 HERNANDEZ et al. (2008): *op. cit.*

66 BURKE et al. (2013): *op. cit.*; GREWAL et al. (2002): *op. cit.*

67 GREWAL et al. (2002): *op. cit.*

employability of people with disabilities for example being incompetent,⁶⁸ inflexible in terms of multi-tasking profiles,⁶⁹ dependent personalities,⁷⁰ weak,⁷¹ team dynamics issues and relationship between employees with disabilities and other employees,⁷² slow work performance in context of productivity,⁷³ absenteeism,⁷⁴ critical job performance feedback,⁷⁵ inability to handle job related stress,⁷⁶ expensive facility adjustments,⁷⁷ more dedicated supervisory hours,⁷⁸ additional personnel to provide training⁷⁹ and finally, customers related insecurities.⁸⁰

There is a myth that people with disabilities especially with psychiatric disabilities cannot tolerate stress on the job. To elaborate on this misconception, personal and job-related stress vary substantially from individual to individual and it depends more on the individual's personality and behaviour rather than his/her bodily impairments, for example some people perform better in group tasks and some prefer solitude in order to be focused and productive.⁸¹

The facts show the contrary, there have been studies which support the benefits of the professional inclusion of individuals with disabilities in labour market, for example honest behaviour,⁸² low absenteeism,⁸³ intelligent behaviour,⁸⁴ punctuality at work place,⁸⁵ professional knowledge and capabilities,⁸⁶ maintaining positive mind-set,⁸⁷

68 NARIO-REDMOND, Michelle R. (2010): Cultural Stereotypes of Disabled and Non-Disabled Men and Women: Consensus for Global Category Representations and Diagnostic Domains. *British Journal of Social Psychology*, Vol. 49. 471–488; LOUVET, Eva (2007): Social Judgment Toward Job Applicants with Disabilities: Perception of Personal Qualities and Competences. *Rehabilitation Psychology*, Vol. 52, No. 3. 297–303.

69 KAYE et al. (2011): *op. cit.*

70 LOUVET (2007): *op. cit.*

71 NARIO-REDMOND (2010): *op. cit.*; LOUVET (2007): *op. cit.*

72 KAYE et al. (2011): *op. cit.*

73 MCFARLIN, Dean – SONG, James – SONNTAG, Michelle (1991): Integrating the Disabled into the Work Force: A Survey of Fortune 500 Company Attitudes and Practices. *Employee Responsibilities and Rights Journal*, Vol. 4, No. 2. 107–123.

74 KAYE et al. (2011): *op. cit.*; DARUWALLA–DARCY (2005): *op. cit.*

75 Ibid.

76 BENGISU, Murad – BALTA, Sabah (2011): Employment of the Workforce with Disabilities in the Hospitality Industry. *Journal of Sustainable Tourism*, Vol. 19, No. 1. 35–57.

77 HERNANDEZ et al. (2008): *op. cit.*

78 KAYE et al. (2011): *op. cit.*; HERNANDEZ et al. (2008): *op. cit.*

79 MCFARLIN et al. (1991): *op. cit.*

80 KAYE et al. (2011): *op. cit.*; BENGISU–BALTA (2011): *op. cit.*

81 MANCUSO (2000): *op. cit.*

82 NARIO-REDMOND (2010): *op. cit.*

83 HERNANDEZ et al. (2008): *op. cit.*

84 ROHMER, Odile – LOUVET, Eva (2012): Implicit Measures of the Stereotype Content Associated with Disability. *British Journal of Social Psychology*, Vol. 51. 732–740.

85 UNGER (2002): *op. cit.*

86 HERNANDEZ et al. (2008): *op. cit.*

87 Ibid.

warm,⁸⁸ friendly,⁸⁹ efficient team players,⁹⁰ dedicated and dependable,⁹¹ reduced job turnover, loyal to employers⁹² and work performance of employees with disabilities was the same as or better than peers with no disabilities.⁹³

Overall, labour force diversity at work place helps achieve organizational benefits⁹⁴ and send positive message to customers and the community and also leads to a healthy work environment.⁹⁵

It is all about the perception about people with no disabilities which they hold towards employees with disabilities; many employees who either worked with or have been directly associated with such employees do not agree with the statement that people with disabilities are less effective at work than others.⁹⁶ This dilemma arises only when there is mismatch between the employers' needs (job requirements and working conditions) and employee's capabilities, irrespective of having a disability or not.⁹⁷ To overcome such organisational challenges, human resource managers need to find practical solutions concentrating on the individual's abilities, job profile requirements, professional knowledge and on-site facilities.⁹⁸

Opportunities of Professional Growth

Be a private or public company, a majority of individuals with disabilities are employed in routine, entry level and monotonous jobs,⁹⁹ and perceived not suitable for jobs which involves decision making responsibilities for example supervisory and managerial positions and even most of them do not even make it to senior positions.¹⁰⁰ Furthermore, employees with disabilities sometimes voluntarily do not seek promotion or show desire in professional growth. This can have many reasons,

88 LOUVET (2007): *op. cit.*

89 ROHMER–LOUVET (2012): *op. cit.*; NARIO-REDMOND (2010): *op. cit.*

90 ROHMER–LOUVET (2012): *op. cit.*

91 UNGER (2002): *op. cit.*; HERNANDEZ et al. (2008): *op. cit.*

92 HERNANDEZ et al. (2008): *op. cit.*

93 UNGER (2002): *op. cit.*

94 BENGISU–BALTA (2011): *op. cit.*

95 HERNANDEZ et al. (2008): *op. cit.*

96 GREWAL et al. (2002): *op. cit.*

97 MANCUSO (2000): *op. cit.*; HARRISON, Oce (1998): *Employing People with Disabilities: Small Business Concerns and Recommendations. Institute for Community Inclusion Research to Practice Brief*, Vol. 4, No. 5. 1–4.

98 BENGISU–BALTA (2011): *op. cit.*

99 GUSTAFASSON, Johanna – PERALTA, Julia Prieto – DANERMARK, Berth (2013): *The Employer's Perspective: Employment of People with Disabilities in Wage Subsidized Employments. Scandinavian Journal of Disability Research*, Vol. 6, No. 3. 249–266; HERNANDEZ et al. (2008): *op. cit.*

100 SCHUR, Lisa – KRUSE, Douglas – BLASI, Joseph – BLANCK, Peter (2009): *Is disability disabling in all workplaces? Workplace disparities and corporate culture. Industrial Relations*, Vol. 48. 381–410; HERNANDEZ et al. (2008): *op. cit.*; LOUVET (2007): *op. cit.*

“The Only Disability in Life is a Bad Attitude”

for example comfort level in the existing job, probationary periods at new jobs and accessibility concerns.¹⁰¹

Accommodation Challenges, Legal Liabilities and Lawsuits

Employees with disabilities face difficulties in persuading their employers and colleagues in context of changes being made to the working environment, necessary support or delegation of job tasks.¹⁰² In many studies, human resources managers and line managers have expressed their concerns over the cost of the accommodations,¹⁰³ employee safety risks,¹⁰⁴ insurance coverage concerns,¹⁰⁵ health care costs¹⁰⁶ and legal expenditures.¹⁰⁷

Employers who have successfully employed people with disabilities have confirmed (depending on the type of disability) that facility or accommodation adjustments can be managed at minimum costs or at no costs at all, as certain disabilities do not require structural and technological accommodations¹⁰⁸ and is beneficial for the company in the longer period in terms of organizational productivity and retention of qualified personnel.¹⁰⁹

Of course, people have a habit of generalizing situations but employers should not forget that all people with disabilities do not have the same requirements and one important mantra of effective and efficient integration of people with disabilities in

101 HERNANDEZ et al. (2008): *op. cit.*

102 GREWAL et al. (2002): *op. cit.*

103 Harris Interactive 2010. Kessler foundation/NOD survey of employment of Americans with disabilities. New York, Harris Interactive. Available: www.nod.org/downloads/best-practices/06d_2010_employment_survey_final_report.pdf (Downloaded: 08.03.2017.); HERNANDEZ et al. (2008): *op. cit.*; BRUYERE (2002): *op. cit.*

104 FRASER, Robert – AJZEN, Icek – JOHNSON, Kurt – HEBERT, James – CHAN, Fong (2011): Understanding Employers' Hiring Intentions in Relation to Qualified Workers with Disabilities. *Journal of Vocational Rehabilitation*, Vol. 35, No. 1. 1–11. 2 citing RATH, J. – ROSS, L. – CHILD, W. (2005): Focus Group with Private Sector Senior Executives and Human Resources Professionals: Employer Assistance Referral Network (EARN). Technical report. McLean VA. (Prepared under contract to the Office of Disability and Employment Policy, U.S. Department of Labor) CESSI 2005; BENGISU–BALTA (2011): *op. cit.*

105 FRASER et al. (2011): *op. cit.*

106 FRASER et al. (2011): *op. cit.* 2 citing DOMZAL, C. – HOUTENVILLE, A. – SHARMA, R. (2008): Survey of Employer Perspectives on the Employment of People with Disabilities: Technical report. (Prepared under contract to the Office of Disability and Employment Policy, U.S. Department of Labor). Available: www.dol.gov/odep/documents/survey_report_jan_09.doc (Downloaded: 01.02.2017.)

107 FRASER et al. (2011): *op. cit.*; KAYE et al. (2011) : *op. cit.*; DIXON et al. (2003): *op. cit.*

108 HERNANDEZ et al. (2008): *op. cit.*; DIXON et al. (2003): *op. cit.*

109 HARTNETT, Helen P. – STUART, Heather – THURMAN, Hanna – LOY, Beth – BATISTE, Linda Carter (2011): Employers' Perceptions of the Benefits of Workplace Accommodations: Reasons to Hire, Retain and Promote People with Disabilities. *Journal of Vocational Rehabilitation*, Vol. 34, No. 1. 17–23.

the work force is that accommodation for employees with disabilities should always be determined on a case-by-case basis.¹¹⁰

Bigger companies are more actively involved in recruiting people with disabilities than medium and small sized companies as compensation and fees relating to litigation were cited as more challenging for small size corporate entities.¹¹¹ There are legal and governmental barriers, for example, exhaustive administrative and legal paperwork and fear of law suits in case of firing non-disciplined employees.¹¹²

Managers in manufacturing and construction industries where the ratio of accidents are higher as compared to other industries are concerned over the cost of compensation in context of people with disabilities.¹¹³

Gender Discrimination

Gender discrimination is also a very prominent agenda in this context. Women with disabilities have to encounter numerous personal and professional challenges for being a woman especially in developing countries.¹¹⁴ Unlike men, women with disabilities have to witness a “double dilemma” i.e. “multiple discrimination”¹¹⁵ or “double discrimination”¹¹⁶ or “two minority identities”¹¹⁷ or a “double disadvantaged”¹¹⁸ status, experiencing gender discrimination and prejudice on the grounds of their disability.

Employers worldwide take “double” advantage of this prejudice which leads to adverse professional scenarios for women with disabilities.¹¹⁹ Some of the indicators in ILO publications over the years show that men with disabilities are almost twice as likely to have jobs as compared to women with disabilities.¹²⁰

Labour market participation of women with disabilities is comparatively lower than women with no disabilities.¹²¹ Employers worldwide prefer to employ men with

110 MANCUSO (2000): *op. cit.*

111 FRASER et al. (2011): *op. cit.* 2 citing DOMZAL et al. (2008): *op. cit.*; HARRISON (1998): *op. cit.*

112 KAYE et al. (2011): *op. cit.*

113 HOUTENVILLE, Andrew – KALARGYROU, Valentini (2015): Employers’ Perspectives about Employing People with Disabilities: A Comparative Study across Industries. *Cornell Hospitality Quarterly*, Vol. 56, No. 2. 168–179.

114 BAJPAI (2015): *op. cit.*; ILO 2015; MIZUNOYA, Suguru – MITRA, Sophie (2013): Is There a Disability Gap in Employment Rates in Developing Countries? *World Development*, Vol. 42. 28–43.

115 ILO 2015; United Nations (2014).

116 ABU HABIB, Lina (1995): Women and Disability Don’t Mix!: Double Discrimination and Disabled Women’s Rights. *Gender & Development*, Vol. 3, No. 2. 49–53.

117 FIDUCCIA, Barbara Waxman – WOLFE, Leslie R. (1999): Women and Girls With Disabilities: Defining the Issues. An Overview. Available: file:///C:/Users/welcome/Desktop/ATTITUDE/women/1999womenandgirls.pdf. (Downloaded: 10.03.2017.)

118 ILO 2015.

119 O’HARA, Brett (2004): Twice Penalized: Employment Discrimination Against Women with Disabilities. *Journal of Disability Policy Studies*, Vol. 15, No. 1. 27–34.

120 ILO 2015; ILO 2007.

121 BAJPAI (2015): *op. cit.*; O’HARA (2004): *op. cit.*

disabilities over women with disabilities.¹²² Depending on the type of industry sector or occupational group, men with disabilities were more likely to work in manufacturing, construction, and transport whereas the presence of women with disabilities is very prominent in education, hospitality jobs, health and social work.¹²³

People with disabilities experience discrimination in wages, as well. For example, people with disabilities earn less than their colleagues with no disabilities.¹²⁴ If women with disabilities are employed for the same task, they earn less than men with disabilities irrespective of the job responsibilities, nature of work and working hours.¹²⁵

Retention of Customers and Aesthetic Skills Concerns

Previous studies suggest that employers have concerns over customers' opinions and behaviour towards the employees with disabilities. Employers have dual responsibilities in this context; safeguard the interest of the company and to protect employees with disabilities from the negative treatment of customers.¹²⁶ To overcome such a dilemma, employers usually avoid employing employees with disabilities in job profiles which require direct contact with customers.¹²⁷

Employers in retail and hospitality industry show preferences towards aesthetic/physical agility and customers' perception also hinders the recruitment process especially for persons with disabilities.¹²⁸ One of the most important selection criteria in these industries is individuals with high level of aesthetic and self-presentation skills (dress sense, voice and accent skills and physical looks) as they are directly involved with customers on a day to day basis and people with disabilities may or may not fit into this requirement.¹²⁹ On the contrary, there are studies which show

122 BAJPAI (2015): *op. cit.*

123 GREWAL et al. (2002): *op. cit.*

124 United Nations (2011); WHO (2011); SCHUR et al. (2009): *op. cit.*; BALDWIN, Marjorie L. – JOHNSON, William G. (2006): A Critical Review of Studies of Discrimination against Workers with Disabilities. In *Handbook on the Economics of Discrimination*. Edward Elgar Publishing Ltd. 119–160; GOUVIER et al. (2003): *op. cit.*

125 WHO (2011).

126 LENGNICK-HALL, Mark L. – GAUNT, Philip M. – KULKARNI, Mukta (2008): Overlooked and Underutilized: People with Disabilities Are an Untapped Human Resource. *Human Resource Management*, Vol. 47, No. 2. 255–273.

127 KANG, Dongug (2013): Why Would Companies Not Employ People with Disabilities in Korea? *Asia Pacific Journal of Social Work and Development*, Vol. 23, No. 3. 222–229; LENGNICK-HALL et al. (2008): *op. cit.*

128 HOUTENVILLE–KALARGYROU (2015): *op. cit.*; GROSCHL, Stefan (2007): An Exploration of HR Policies and Practices Affecting the Integration of Persons with Disabilities in the Hotel Industry in Major Canadian Tourism Destinations. *International Journal of Hospitality Management*, Vol. 26, No. 3. 666–686.

129 GROSCHL (2007): *op. cit.*; NICKSON, Dennis – WARHURST, Chris – DUTTON, Eli (2005): The Importance of Attitude and Appearance in the Service Encounter in Retail and Hospitality. *Managing Service Quality*, Vol. 15, No. 2. 195–208.

that customers or individuals (with or without disabilities) favour companies which promotes the employability of people with disabilities over physical attractiveness.¹³⁰

Conclusion

The main purpose of this study was to determine the attitudinal influences that work as obstacles to the integration of people with disabilities into the labour market. It is quite evident from the above findings that employers display varied behaviour i.e. positive, neutral and negative attitudes which impact full participation of individuals with disabilities. Specifically, organisational challenges such as attendance, employees with disabilities and other employees' safety concerns, litigation dilemmas, under-performance, technological-structural accommodation phobia, turnover scenarios, health insurance costs and workers compensation costs are some of the professional reasons for employers to consider before hiring individuals with a disability.

Being at work has been viewed as an integral part of our society, as it not only brings a sense of honour for people with disabilities but also provides financial independence.¹³¹ It is quite evident from political, social, economic and legal aspects discussed in this paper, how different attitudes get embedded into their personalities and the behaviour of people with no disabilities which further manifests into their professional personality and affects their working relationship with employees with disabilities. After taking all the above interrelated dimensions into consideration, it is evident that all organisations have to endure the phenomenon of disability and all these directly or indirectly play an important role in the manifestation of *disabling* attitudes towards people with disabilities.

Therefore, all these dimensions of attitudes slow down the smooth integration of people with disabilities in personal and professional contexts in the world of work. The common patterns of discrimination at the work place towards individuals with disabilities eventually lead to low self-esteem, absenteeism at work, loyalty issues towards the company, frequent job changes or drop outs, low work productivity and lower levels of job satisfaction but the trend is reversed, if the people with disabilities find jobs suited to their skills and abilities.¹³² Governmental policies and human resource strategies will not be effective until and unless people change their attitudes and adopt an optimistic perspective.

This paper provides important attitudinal insights in context of employees with disabilities in an organisation. The exposure to the concept of disability and development of a positive attitude can help employers to guide employees within their organization to identify different gaps. The HR managers and line managers are

130 GROSCHL (2007): *op. cit.*; SIPERSTEIN, G. N. – ROMANO, N. – MOHLER, A. – PARKER, R. (2006). A National Survey of Consumer Attitudes Towards Companies that Hire People with Disabilities. *Journal of Vocational Rehabilitation*, Vol. 24, No. 1. 3–9.

131 GREWAL et al. (2012): *op. cit.*

132 SCHUR et al. (2009): *op. cit.*; ILO 2007.

the key players in the decision making process and such barriers can be minimized by drafting, interpreting and monitoring disability friendly policies and strategies to overcome attitudinal challenges. This symbiotic understanding not only helps in having a comfortable working atmosphere between employees irrespective of physical or psychological capabilities but also benefits the organisation in achieving long-term objectives, for example job retention, corporate image, CSR, employee relations and customer loyalty.¹³³

It is hoped that this research paper, a part of a PhD thesis, will be useful for employees who are still unaware of the fact that the ignorance regarding the concept of disability can lead to the formation of attitudes which influence an individual's behaviour at personal and professional level. The authors believe that this literature review would help reduce or change viewpoints regarding disability and employees with disabilities in developing countries especially private owned subsidiaries where the employment of people with disabilities is not actively encouraged (no employment quota regulations) by governments and this could be another future research avenue to understand this predicament from an empirical (quantitative) stance.

Our society especially the media has not projected a positive image of people with disabilities who have attained a significant position in politics, sports, literature or any other field of endeavour and therefore, this limited exposure contributes to prejudicial attitudes towards people with disabilities.¹³⁴ Thus, it is also recommended to conduct a study on corporate role models which have made a difference in the disability movement by overcoming negative attitudes and have defied societal norms.

The findings of this qualitative literature review are being used to develop an instrument to conduct a quantitative study to help to understand the conceptual impact of attitudes of people with no disabilities in any given organisation and improve the professional inclusion of people with disabilities in the world of work.

To summarise, studies on the attitudes of employers show mixed and conflicting results in context of the employment of the world's largest minority, that is, some employers showed a favourable attitude¹³⁵ while some employers exhibit negative

133 SAMANT, Deepti – SOFFER, Michal – HERNANDEZ, Brigida – ADYA, Meera – AKINPELU, Omolara – LEVY, Joel M. – REPOLI, Elizabeth – KRAMER, Michael – BLANCK, Peter (2009): Corporate Culture and Employment of People with Disabilities: Role of Social Workers and Service Provider Organizations. *Journal of Social Work in Disability & Rehabilitation*, Vol. 8, No. 3–4. 171–188.

134 United Nations (2014); GREWAL et al. (2002): *op. cit.*

135 CHAN, F. – STRAUER, D. – MAHER, P. – LEE, E. J. – JONES, R. – JOHNSON, E. T. (2010): Demand-Side Factors Related to Employment of People with Disabilities: A Survey of Employers in the Mid-West Region of the United States. *Journal of Occupational Rehabilitation*, Vol. 20, No. 4. 412–9; BELL, Bradford S. – KLEIN, Katherine J. (2001): Effects of Disability, Gender, and Job Level on Ratings of Job Applicants. *Rehabilitation Psychology*, Vol. 46, No. 3. 229–246; LEVY, J. M. – JESSOP, D. J. – RIMMERMAN, A. – LEVY, P. H. (1992): Attitudes of Fortune 500 Corporate Executives Toward the Employability of Persons with Severe Disabilities: A National Study. *Mental Retardation Journal*, Vol. 30, No. 2. 67–75.

attitude or were less interested in the recruitment of a person with disabilities over an individual without any disability.¹³⁶

Addressing the limitations, since e-search had contributed to more than 6,000 published articles, the authors used their judgment to filter articles based on their knowledge and experience. Is it possible that they were biased in the selection of articles and might have missed on some good quality publications which could have added a bit more perspectives to this research?

The question is how can we overcome such barriers? Researchers, doctors and other medical practitioners, legal experts, world leaders, social workers and academicians round the clock are brain storming to have a constructive solution which can smoothen the inclusion process of the world's largest minority i.e. people with disabilities into our mainstream society.

Moreover, there are many beliefs displayed in hiring people with disabilities, for example “increased the company’s diversity profile, facilitated the establishment of a working collaboration with a centralised vocational rehabilitation agency, provided tax credits and other hiring incentives, prevented disability discrimination lawsuits, and secured loyal and appreciative employees.”¹³⁷

We human beings are not perfect or rather say 100% professionally competent, yet we work harder to achieve our personal and professional goals. It is very difficult to determine the strength and weakness of people based on their visible and hidden disabilities and employers should focus on the work experience, academic qualifications, personal and professional achievements and technical skills of the applicants or employees, and must not cite disability as a reason for rejecting a candidate.¹³⁸

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