

**MALAYSIAN EMPLOYERS'
ATTITUDES TOWARD
HIRING PERSONS WITH
DISABILITIES**

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Abstract

Like everyone else, disabled people have natural rights. The rights to be employed, to have better life and income, and together contributing in developing their nation. However, many people with disabilities are still struggling to enter the labor market. Notwithstanding, Malaysian employers are found to be discriminative in hiring disabled workers. Presently, jobs offered to disabled workers are also normally for lower position. The Ministry of National Unity and Social Development through its working group on legislation had drafted a proposed Act to be called the Person with Disabilities Act. However, these federal initiatives, as important as they are, have not changed the way many employers feel about hiring the disabled people. The purpose of this study is to investigate the attitudes and perceptions of Malaysian employers toward hiring people with disabilities. The study postulates, among others, that an organization's training and development policy can give an idea, if not a total picture, of its attitude towards disabled people. It is acknowledged that policies, being major organizational documents, are usually well thought out prior to publication and enforcement. Hence, the blueprint should enable outsiders to gauge the commitment and conviction an organization's management has. This should in turn reflect on its overall attitude. On the other hand, an organization unique workplace environment is generally designed and constructed with a certain purpose in mind. The final condition of a working environment depends a lot on physical infrastructure apart from manpower infrastructure. It has been suggested that the intention of the owner, designer and organization had been incorporated at the planning stage. Hence, whether the issue of providing a conducive environment to human in general and unfortunate human specifically should have been forethought. It is realized that the situation and condition of the workplace would also reflect an organization attitude towards disabled people. Lastly, the legal and ethical environment an organization operates in, is indeed influential on its attitude towards disabled people. The study also found that, those surveyed perceived their organizations had been unfair in offering jobs while at the same time do not provide special training programs tailored for disabled workers. On the positive side though, organizations gave the same benefits and salary schemes, equal opportunity for advancement and are socially responsible in term of employment opportunity given to disabled workers. However, employers do not really care about disabled people involvement in nation building! Moreover,

organizations seemed to prefer 'normal' prospective employees, during selection and recruitment, to disabled people. The cross tabulations revealed that the private sector's employment of disabled workers declined sharply. The three hypotheses were then tested and found that training and development policy and the legal and ethical environment were proven to have significant relationships with employers' attitude individually. However, an organization unique workplace environment was not. Although the strengths of each relationship were not established the significance of two out of three, are thought to be good for future research and prediction on employers' attitude. In conclusion, it is proposed that a further research be conducted, to find out the exact nature of the declining trend in hiring disabled workers. Finally, the findings raised the need for a review of existing legal provisions to ensure equal employment opportunity for all.

Abstrak

Seperti mana individu yang lain, Orang Kurang Upaya (OKU), seharusnya mempunyai hak-hak asasi. Hak-hak seperti hak untuk mendapatkan pekerjaan, kehidupan dan pendapatan yang lebih baik serta hak untuk sama-sama menyumbang ke arah pembangunan sesebuah negara. Walau bagaimana pun, masih ramai OKU yang berhempas pulas untuk memasuki pasaran pekerjaan. Akan tetapi, para majikan di Malaysia dilihat mengamalkan diskriminasi dalam pengambilan pekerja membabitkan OKU. Kelazimannya, jawatan yang ditawarkan kepada OKU pada masa kini biasanya merupakan jawatan peringkat rendah. Kementerian Perpaduan Negara dan Pembangunan Sosial melalui satu jawatankuasa kerja telah mencadangkan suatu Akta yang akan dikenali sebagai Akta Orang Kurang Upaya. Walau bagaimana pun, inisiatif ini tidak dapat mengubah persepsi majikan di negara ini dalam pengambilan OKU bekerja. Kajian ini bertujuan untuk menyiasat atitud dan persepsi majikan-majikan di Malaysia terhadap pengambilan pekerja di kalangan OKU. Kajian ini mengandaikan antara lain bahawa polisi latihan dan pembangunan pekerja akan dapat memberikan ide, jika tidak secara keseluruhan pun, mengenai atitud terhadap OKU. Adalah juga dipercayai bahawa polisi merupakan suatu dokumen penting organisasi, biasanya disediakan dan diwartakan setelah satu pertimbangan mendalam dilakukan. Maka dengan itu, 'blueprint' tersebut seharusnya dapat memberi gambaran kepada masyarakat berkaitan komitmen pihak pengurusan sesebuah organisasi. Selain daripada itu, rekabentuk persekitaran tempat kerja biasanya dibangunkan berdasarkan sesuatu tujuan. Persekitaran tempat kerja juga sangat bergantung kepada infrastruktur fizikal, selain struktur sumber manusia. Pada peringkat perancangan sesebuah organisasi, matlamat pemilik, juru rekabentuk dan arah tuju organisasi adalah digabungkan. Oleh yang demikian, isu sama ada suatu persekitaran kerja yang kondusif disediakan untuk pekerja secara umumnya, mahupun khusus bagi OKU, seharusnya telah difikirkan sejak dari awal. Adalah dipercayai bahawa situasi dan persekitaran tempat kerja akan turut mempengaruhi atitud organisasi terhadap OKU. Kajian ini juga mendapati organisasi tidak berlaku adil dalam menawarkan pekerjaan dan dalam masa yang sama tidak memperuntukkan program latihan khas yang sesuai untuk golongan OKU. Walau bagaimana pun, sesuatu yang agak positif ialah organisasi-organisasi memberikan kemudahan, skim gaji, dan peluang kenaikan pangkat yang sama kepada semua pekerja-pekerja.

Sungguhpun begitu, para majikan tidak begitu mengambil berat tentang keterlibatan golongan OKU dalam pembangunan negara. Tambahan pula organisasi lebih berminat terhadap calon pekerja yang 'normal' berbanding dengan golongan kurang upaya semasa pemilihan dan pengambilan pekerja. Ujian tabulasi silang mendapati bahawa pengambilan pekerja OKU di dalam sektor swasta menurun secara mendadak. Ketiga-tiga hipotesis kemudiannya diuji. Hasilnya, polisi latihan serta pembangunan pekerja dan persekitaran perundangan dan etika mempunyai hubungan yang signifikan dengan atitud majikan. Akan tetapi, situasi persekitaran tempat kerja adalah didapati tidak signifikan. Biar pun kekuatan korelasi antara pembolehubah tidak dibuktikan, tahap signifikaniti dua dari tiga hubungan pembolehubah adalah dianggap baik bagi tujuan kajian-kajian di masa hadapan serta bagi meramal atitud para majikan. Sebagai kesimpulan, adalah dicadangkan bahawa kajian selanjutnya dilakukan bagi mengenalpasti sebab sebenar penurunan dalam pengambilan pekerja OKU. Akhirnya, penemuan-penemuan dalam kajian ini meningkatkan keperluan bagi suatu semakan semula peruntukan undang-undang sedia ada untuk memastikan peluang pekerjaan yang sama rata kepada semua.

Chapter One

1 INTRODUCTION

1.1 Statement of the Problem

Even though they have rights to be employed, to have better life and income, and together contributing in developing their nation, many people with disabilities are still struggling to enter the labor market. In the United States, approximately 54 million non-institutionalized Americans have physical, intellectual, or psychiatric disabilities. Of these cases, 26 million are classified as having a severe disability. Severe disabilities include Alzheimer's disease, autism, mental retardation, and long-term use of cane, crutches, walker, or wheelchair. Historically, individuals with disabilities have not fared well in the US labor force (Braddock & Bachelder, 1994). Census figures indicate that of the 15.6 millions working-age adults with disabilities (age 16-64), only 34.6% were employed.

In Malaysia, currently there are only 3,870 workers with disabilities were successful for job placement. This figure is very much smaller compared to 122,543 registered people with disabilities as at June 2003, reported by the Department of Social Welfare.

According to the report indicated by the Ministry of Human Resources, Malaysian employers are more prepared to employ deaf workers compared to other type of disabilities. It is reported that among disabled workers who were successful for job placement, 80.7% are deaf, 17.7% are having physical disabilities, and 1.6% are blind. Job offered to disability workers are also normally for lower position, even though many of them possessed educational certificates of higher learning or skills.

All individuals should have an equal chance for employment. Equal Employment Opportunity (EEO) refers to the government attempt to ensure that individuals have an equal chance for employment, regardless of race, color, religion, sex, age, gender, disability, or national origin. In the United States, the federal government has used constitutional amendments, legislation, and executive orders, as well as the court decisions that interpret these laws. However, equal employment laws are not the same in all countries.

To encourage employers to rehire disabled persons for jobs they had held during the Second World War, American Congress, in 1945 approved a resolution declaring National Employ the Handicapped Week. Then in 1947, President Harry Truman signed an executive

order establishing the President's Committee on Employment of People with Disabilities, an advisory body committed to expanding opportunities for disabled persons by disseminating information to businesses, promoting voluntary action, and encouraging cooperation among government agencies. (Hopkins, Nestleroth & Bolick, 1991).

In Malaysia, to provide the basis for equalization of opportunities for person with disabilities, to eliminate discrimination and harassment against them and to promote their full participation as equal citizens of this country, The Ministry of National Unity and Social Development through its working group on legislation had drafted a proposed Act to be called the Person with Disabilities Act.

To encourage the disabled to continue working to support themselves and their families, National Budget 2004 has provided a Disabled Worker Allowance of RM200 per month if their monthly income ceiling does not exceed RM500. The assistance is provided to meet the cost of transport to the workplace as well as other expenses. To enable more disabled workers to enjoy this financial aid, Malaysian Government proposed that their income ceiling be raised from RM500 to RM750 a month.

As a measure to ensure that the disabled also have access to job opportunities, the Government has allocated 1% of public service posts for the disabled. A special unit will be established at the Ministry of Human Resources to assist the disabled in getting jobs. For civil service employees with disabled children, the Government will allow them to work on flexi-hours to facilitate them in caring for their children.

The Malaysian Government also ensured that the disabled could own comfortable and affordable homes. So, the disabled in the low-income group will be given priority to purchase low and medium-cost houses, with a price discount of 20%. In the year 2004, road tax on locally manufactured vehicles owned by the disabled also will be exempted.

But these federal initiatives, important as they are, have not changed the way many employers feel about hiring the disabled. Company decision-makers are often unsure of these workers' abilities and uneasy about their limitations. And they worry about the costs of accommodating disabled employees in the office or factory. Most high-level managers also have trouble accepting that people with disabilities want to work or capable of doing a good job. (Hopkins, Nestleroth & Bolick, 1991).

People with disabilities often are overlooked at recruiting time. They shouldn't be. The disabled community is as critical to beating the worker shortage as women, minority group members, and older people are. Many persons with disabilities are well educated, and they are well suited to the economy's shift away from physically demanding factory jobs and towards service occupations. (Hopkins, Nestleroth & Bolick, 1991).

However, they often find employment difficult to attain and feel excluded from the labor market because of their disabilities (Kregel & Unger, 1993). This difficulty is often traced to the attitudes of employers toward hiring people with disabilities and the environment of acceptance or non-acceptance employers create (Wright & Multon, 1995). The purpose of this paper is to increase our understanding of employer attitudes toward hiring people with disabilities.

1.2 *Statement of the Purpose*

The purpose of this study is to investigate the attitudes and perceptions of Malaysian employers toward hiring people with disabilities. The central research questions of this study were: (1) what are employers' attitudes towards hiring persons with disabilities, (2)

what are employers' perceptions of the effectiveness of work performed by disabled workers.

Disabled people have always been neglected from the mainstream society for a long time. People are somehow casting the fact that they can actually contribute in the nation building process aside. According to the list of registered employers provided by Employers Provident Fund, there were 333,915 employers in Malaysia as at December 2002. It can be classified into two categories, public organizations / agencies and private company.

This research will help to investigate the current status of employers' attitudes in Malaysia towards hiring disabled people and perhaps could contribute and allow for the development of more effective informational and experiential strategies for change.

For the purpose of the study a theoretical framework is established as follows:

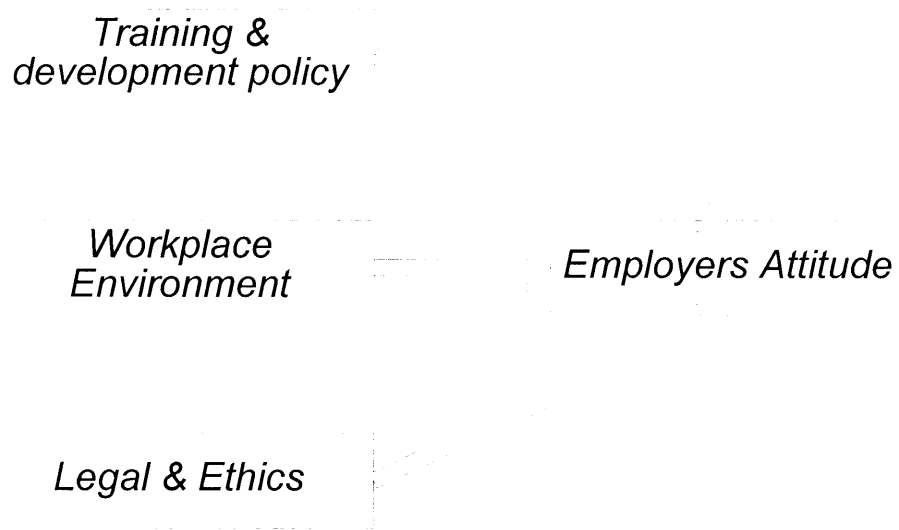


Figure 1: Illustration of the Theoretical Framework

Towards the objectives, the following hypotheses were set for testing:

1.2.1 Hypothesis 1

An organization training and development policy reflects its attitude towards disabled people.

1.2.2 Hypothesis 2

An organization unique workplace environment reflects its attitude towards disabled people.

1.2.3 Hypothesis 3

The legal and ethical environment an organization operates influences its attitude towards disabled people.

1.3 Significance of the Study

This study is significant because it seeks to measure the attitude of Malaysian employers toward people with disabilities. At the same time, it seeks to confirm major factors influencing the attitude.

This study will benefit the government, employers, disabled people and local universities as there were few empirical studies in this area. Hence, the findings and suggestion from this study could be used by the government to develop better effort in developing employer's positive attitudes toward disabled people.

Chapter Two

2 LITERATURE REVIEW

2.1 Background of the Study

Survey on employers' attitude can give a big impact to the organization's performance. It is a practical way in determining the unrevealed problems in many organizations. The survey is important because it provides the information that is needed to make changes more effective and meaningful in daily and long-term operations. It can also help to review management policies in order to raise morale of the employees.

Survey on employer attitude is also useful to identify cost-saving opportunities and improve the productivity of the company. A right approach of the survey can also help to decrease the employees' turnover rate, which in return can keep loyal employees in the company.

Since 1987, employer attitudes toward workers with disabilities have been explored primarily through three methods: 1) traditional paper-and-pencil surveys, 2) telephone and personal interviews with employers, and 3) responses to hypothetical scenarios that require

employers to make hiring decisions and to rate their expectations for applicant success.

2.2 Attitude

An attitude is a learned predisposition to behave in a consistent favorable or unfavorable way with respect to a given object (Schiffman & Kanuk, 1994). The word "object" in this definition of attitude should be interpreted broadly to include specific human resource management related concepts such as employee, service, selection, performance, payment structure, benefits, training and labor union. In conducting attitude research, we tend to be object-specific.

Louis Thurstone defined attitude as: "the sum total of a man's inclinations, feeling, prejudice and bias. Preconceived notions, ideas, fears, threats and convictions about any specified topic.

Attitude is defined as effort for or against, evaluation of, like or dislike of, or positive ness or negative ness toward a psychological object (Mueller, 1986). Opinion formation and attitude change (Katz, 1960) is a basic to an understanding of the public opinion process.

Attitude has three main components: cognitive, affective, and behavioral. The cognitive component concerns one's beliefs; the

affective component involves feelings and evaluations; and the behavioral component consists of ways of acting toward the attitude object. The cognitive aspects of attitude are generally measured by surveys, interviews, and other reporting methods, while the affective components are more easily assessed by monitoring physiological signs such as heart rate. Behavior, on the other hand, may be assessed by direct observation.

It is important to note that there is no universal definition for the concept of attitudes (Olson & Zanna, 1993). Historically, attitudes have been defined in terms of evaluation, affect, cognition, and behavioral predisposition. Researchers have examined employer attitudes in different ways, including global attitudes toward workers with disabilities and specific attitudes toward these workers.

Global attitudes are evaluative responses concerning a general topic that typically do not involve declaring planned actions or intentions. Examples of survey items that assess global attitudes include: "Equal employment opportunities should be available to disabled individuals" from the Scale of Attitudes toward Disabled Persons (Antonak, 1982) and "It would be best for disabled people to live and work in special communities" from the Attitude toward Disabled Persons scale (Yuker,

Block, & Campbell, 1960). In contrast specific attitudes have a narrow scope and may include a statement of intended behavior. For instance, some studies examine participants' expressed willingness to employ workers with disabilities. This review found that employer attitudes toward workers with disabilities differed depending on how attitudes were defined.

2.3 Disability

Disability is often defined as any restriction or lack of ability, resulting from an impairment, to perform an activity in the manner or within the range considered normal for a human being. Impairment is known as any loss or abnormality of psychological or anatomical structure or function.

Gatewood and Field (2001) defined an individual with disability is someone who (a) has a physical or mental impairment that substantially limits one or more major life activities, (b) has a record of such an impairment, or (c) is regarded as having such an impairment. On the other hand, according to ADA, a physical impairment is any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory

(including speech organs), cardiovascular, reproductive, digestive, genito-urinary, hemic and lymphatic, skin, and endocrine. The act also defines a mental impairment as “any mental or psychological disorder such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.”

Hopkins, Nestleroth and Bolick, 1991 classified that the disabled range from functionally dependent quadriplegics to asthma sufferers. They include persons, who have never worked, those with limited skills and education, others who are afflicted with transitional problems as they adjust to their disabilities, but some who are fully employed and drawing good salaries.

2.4 Dimensions of Employer Attitude Survey

In conducting survey on employer attitude, the researcher may look into different perspective of scopes. The dimensions may vary according to researcher's requirement. There are several dimensions or scopes in the survey that cover a wide range of HR practices. Those dimensions could be applied in Human Resource practices.

2.5 HR Policies

Organizations policies on human resource can be the subject matter that could determine their operation success. Sometimes, employers create policies, which they think would be helpful and give benefits to their employees. However it could be wrong. Some employees might not happy, or cannot cope with the policy.

Selection procedures can specify the range of abilities that will be brought into the organization; training can enhance the consistency with which skills will elevate performance to meet standards; appraisal and evaluation methods reinforce desired behavior and discourage undesirable levels of performance; and compensation can motivate efforts in particular directions as opposed to other directions. (Black & Porter, 2000).

2.6 Productivity

The attitude of employers can influence their company productivity and efficiency. For example, employers that built good relationship with their employees tend to be more productive since their employees are more motivated to perform their jobs. The relationship between high quality job performance and productivity is more direct. There is a

delicate balance between too much pressure for productivity and high morale. (Benton & Halloran, 1991).

2.7 *Training and Development*

Survey on employers' attitude would be able to help us in understanding companies' attitudes towards establishing proper training programs for their workers to enhance knowledge and skills.

Training can increase employees' knowledge of foreign competitors and cultures, help ensure that employees have basic skills to work with new technology, help employees understand how to work effectively and so on. (Noe, Hollenbeck, Gerhart & Wright, 2003).

In general, training refers to a planned effort by a company to facilitate employees' learning of job-related competencies. (Noe, Hollenbeck, Gerhart & Wright, 2003). The competencies are knowledge, skills or behaviors that are critical for successful job performance.

2.8 *Workplace Environment*

Employees will be very happy if they could work in a healthy working environment. To ensure that the work environment enhances trainees' motivation to learn, managers need to provide materials, time, job-

related information, and other work aids necessary for employees to use new skills or behavior before participating on training programs. (Noe, Hollenbeck, Gerhart & Wright, 2003).

Therefore, employers' decision pertaining to working environment must be based on the behavior, perceptions and needs of employees, including the disable workers.

2.9 Pay

Pay is a reflection of self-worth, so pay satisfaction takes on critical significance when it comes to retention. Satisfaction with pay structure deals with how happy the person is with the manner in which pay within the organization is rank ordered across different job categories. (Noe, Hollenbeck, Gerhart & Wright, 2003). Pay structure also often varies according to level of employees' capability to perform their job task, and it also often reflected differences in payment given to disable people compared to normal workers.

People generally expect that their pay will increase over time, and to the extent that this expectation is not met, they may wind up dissatisfied with pay raises. (Noe, Hollenbeck, Gerhart & Wright,

2003). The question is how alert are employers to this issue since employees do not declare their dissatisfaction to the management?

2.10 Benefits

Different employees look for different types of benefits. Employers need to regularly reexamine their benefits to see whether they fit the needs of today rather than yesterday. (Noe, Hollenbeck, Gerhart & Wright, 2003).

It is essential to conduct a survey in order to determine how many employers are keen to maintain their employees' satisfaction in order to increase their performance.

2.11 Company Culture

Culture can be defined as "the set of important assumptions that members of a community share. These assumptions consist of beliefs about the world and how it works and the ideals that are worth striving for.

However, the most important reason that culture is important to human resource management is that it often determines the effectiveness of

various human resource practices. (Noe, Hollenbeck, Gerhart & Wright, 2003).

Attitude of employer and its employees can affect the organization's culture. Therefore, there is a need for survey on employers or employees attitude to identify what type of culture do employees or the management carries because it will affect the organization culture indirectly.

2.12 Affirmative Action Programs

Few would disagree that having a diverse workforce in terms of race, gender and physical capability is a desirable goal, if all individuals have the necessary qualifications. In fact, many organizations today are concerned with developing and managing diversity. To eliminate discrimination in the workplace, many organizations have affirmative action programs to increase minority representation in the workforce at all levels of employment. (Noe, Hollenbeck, Gerhart & Wright, 2003).

Affirmative action was originally conceived as a way of taking extra effort to attract and retain minority employees. This was normally done by extensively recruiting minorities on college campuses, advertising in

minority-oriented publications, and providing educational and training opportunities to minorities.

However, over the years, many organizations have resorted to quota like hiring to ensure that their workforce composition mirrors that of the labor market. Some time these organizations act voluntarily; in other cases, the quotas are imposed by the courts or by the enforcement of Equal Employment Opportunity. (Noe, Hollenbeck, Gerhart & Wright, 2003).

2.12.1 Studies Indicating Positive Employer Attitudes

Several studies that assessed disabilities in general found favorable perceptions toward workers with disabilities. Ehrhart's (1995) survey of managers and Kregel and Tomiyasu's (1994) study of American employers both indicated positive employer attitudes. Weisenstein and Koshman (1991) found that rating of worker traits deemed necessary for successful employment did not differ significantly when employers responded to surveys targeting workers with and without disabilities.

It is significant to note that Christman and Slaten (1991) found very favorable employer attitudes in study that assessed specific attitudes toward workers with disabilities (namely, the behavioral intent to hire

applicants with physical disabilities). However, studies that examined the expressed willingness to hire persons with disabilities usually yielded more negative employer attitudes.

2.12.2 Studies Indicating Negative Employer Attitudes

This literature also found that a number of studies that assessed specific attitudes towards workers with disabilities indicated negative employers' attitudes. A survey of American Fortune 500 personnel executives revealed negative views toward the employment of workers with disabilities (McFarlin, Song & Sonntag, 1991). Concerns included the promotability of these workers and the cost of accommodating their needs. More positive views were expressed concerning their turnover, absenteeism, and performance.

Johnson, Greenwood, & Schriener (1988) found American employers had doubts about the work-related skills of people with disabilities (such as, flexibility, productivity, and promotability). Their work related personality attributes were also questioned, including their ability to benefit from instruction, the amount of supervision demanded, and the extent supervisors were sought for help, work-role acceptance, and work tolerance. Tobias' (1990) indicated that American business people expressed more conservative opinions about hiring workers

with disabilities than did supervisors from a non-profit educational institution.

Negative attitudes are often identified as a major barrier to successful job placement. Unfortunately, identifying and addressing employer attitudes and perceptions are monumental tasks (Martin & Viece, 1988). Negative attitudes are kept in place by myths regarding people with disabilities as workers, by ineffective rehabilitation placement methods, and by employer hiring procedures designed solely to avoid making any risky hires (Gilbride & Stensrud, 1993).

Chapter Three

3 RESEARCH METHODOLOGY

3.1 *Nature of Study*

The study will be done through a descriptive and correlational research. This type of research is chosen because it is easier to collect, obtain and gather useful data to describe the real nature of the problems. The study proposes some hypotheses that are thought to have some bearings on the subject matter. Subsequently, the study might suggest, if need be, areas for improvement to reduce, if not eliminate, any discriminatory situations to enhance equal opportunity in employment.

3.2 *Data Collection Techniques*

3.2.1 Types of Data

Initially, two types of data will be used in this research. However, the study feels that primary data are more suitable than secondary to assess current situations in the country. Hence, the latter kind was less utilized except for understanding current situations from the literature.

3.2.2 Research Instrument and Administration

Primary data were obtained through a survey using pre-formatted questionnaire as the research instrument. They were distributed to a select number of employers from a list of employers generated from one particular database over a time period. Each selected respondent was sent with a set of questionnaires via mail on 7th November 2003. The addressees were the heads of the personnel departments. They were cordially asked to fill-up the questionnaires and return them to the researcher using the self-addressed and duly stamped envelopes by 21st November 2003.

3.2.3 Population, Sampling Procedures, Technique and Sample Size

In the selection of respondents the researcher opted for the systematic sampling technique for its minimal bias involved and the existence of customer database from which an exhaustive list of active employers as at 31st August 2003 were prepared. Hence, the list acts as the population of the study. As at that date, there were about 333,915 contributing employers. The sample size for the study is taken at 0.33% making up 1,101 respondents. In a large population like this, samples of less than 1% of a population can often give good reliability (Kotler and Armstrong, 1989). However, the size of more than three

thousand is thought to be too burdensome for the researcher. Hence, a third of the minimum was taken. The cost savings effect of this was almost RM1,500 for stationery and postage. The researcher had been aware all along that, the smaller the population the higher the percentage is required. The Rule of thumb is 20%. However, the minimum number of subjects believed to be acceptable depends upon the type of research involved. For descriptive research, 10% is considered bare minimum but for correlational research, at least 30 subjects are needed to establish the existence or non-existence of a relationship (Gay and Diehl, 1992).

3.2.4 Rationale for the Systematic Sampling Technique and its Operation

The study decided upon the Systematic Sampling for the sampling procedures. It is a sampling technique most suitable whenever there exists or is easy access to a sampling frame, in which case, the study is blessed with. Using this technique, individuals were selected from a list by picking up every K th item or in this case, name. First, K must be decided. As the size decided was 0.33% and the population 333,915, then, K equals to 100 while the size was approximately 1,101. Mathematically, it was like:

- $K = N/n$

Where;

K = The interval

N = The population size

N = The sample size

Every 303rd name and so forth therefore was selected. The major difference between systematic sampling and the other types of sampling is the fact that all members of the population do not have an independent chance of being selected for the sample. Once, the first name is selected, all the rests of the individuals to be included were already determined (Gay and Diehl, 1992).

3.2.5 Data Collection Process

The questionnaire forms were distributed by mail to selected customers to participate in the study and within a period of two weeks **227** of them were collected back. Mail-administered questionnaires were the mode of choice given its relatively low cost implication compared to a telephone survey and interviews. The financial costs are more apart from time-consuming nature of the latter two methods. Enclosed in the mailed-out questionnaire forms were self-addressed return envelope duly stamped for their convenience.

The responses were subjected to the coding process that took up about a week. The coded responses or raw data were entered or keyed-in the computer. The researcher used the analytical computer software, SPSS, to process the data. The whole process of data structuring and data entry were completed in three weeks.

3.3 Reliability Tests of Questionnaires

The questionnaire items were subjected to tests for reliability during the pilot test prior to their actual employment in the final survey. Their results were good and hence they were used in the survey. The study re-tested their reliability after completing the final survey so as to ensure the correctness of the pilot test results. The results obtained were as follows:

3.3.1 Training & Development Policies

RELIABILITY ANALYSIS - SCALE (ALPHA)

- | | | |
|----|----|--|
| 1. | B1 | Our company/organization offers job to e |
| 2. | B2 | Our Company provides special training pr |
| 3. | B3 | Majority of jobs offered to disabled workers |
| 4. | B4 | In our company, disabled workers enjoy t |
| 5. | B5 | Our Company gives the same opportunity t |

Reliability Coefficients

N of Cases = 227.0

N of Items = 5

Alpha = .7233

At 0.7233 the Alpha can be considered very good and confirmed the pilot test conclusion.

3.3.2 Workplace Environment

RELIABILITY ANALYSIS - SCALE (ALPHA)

- | | | |
|----|----|---|
| 1. | C1 | Our buildings are provided with appropriate |
| 2. | C2 | Other accommodations were also provided |
| 3. | C3 | Disabled workers in this company are able |
| 4. | C4 | Everybody in this company accepted disabled |
| 5. | C5 | There is no complaint from disabled work |

Reliability Coefficients

N of Cases = 227.0

N of Items = 5

Alpha = .7688

Likewise, items used for measuring Workplace Environment recorded 0.7688 indicating a good measure for the variable while confirming the finding during the pilot study.

3.3.3 Legal & Ethics

RELIABILITY ANALYSIS - SCALE (ALPHA)

- | | | |
|----|----|---|
| 1. | D1 | In Malaysia, there are Acts/legislation |
| 2. | D2 | All individuals should have an equal chance |
| 3. | D3 | Our company is trying to increase minority |
| 4. | D4 | It is our corporate social responsibility |
| 5. | D5 | Person with Disabilities Act should also |

Reliability Coefficients

N of Cases = 227.0

N of Items = 5

Alpha = .8135

The variable Legal & Ethics used items that managed to generate an Alpha of 0.8135 indicating a fairly strong level of reliability. Hence, the items choice, as a measure, was justified.

3.3.4 Employers' Attitudes

RELIABILITY ANALYSIS - SCALE (ALPHA)

1.	E1	Disabled people should be given a chance
2.	E2	Disabled people should work only in their
3.	E3	Disabled workers are more suitable to do
4.	E4	Aware that this company hired people wit
5.	E5	There are few jobs in this company that
6.	E6	Hiring are disabled worker will always b
7.	E7	Some disabled workers are more efficient
8.	E8	We are glad to hire person with disability
9.	E9	Disabled workers should be given the same
10.	E10	This company/organization is more prefer

Reliability Coefficients

N of Cases = 227.0

N of Items = 10

Alpha = .7451

The variable Employers' Attitude used 10 items. It managed to register an Alpha of 0.7451 indicating a good level of reliability and justified its choice.

Chapter Four

4 Findings and Analyses

4.1 Univariate Analyses

4.1.1 Population background

The sample comprised about 85% private and 15% public organizations.

Table 1: A 1 Organizational Classification

You classified your organization as

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public sector	35	15.4	15.4	15.4
	Private sector	192	84.6	84.6	100.0
	Total	227	100.0	100.0	

You classified your organization as

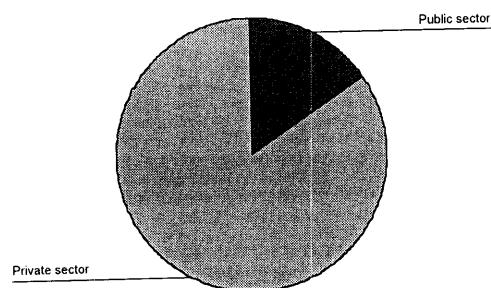


Figure 2: Pie-Chart breakdown of Organizational Classification

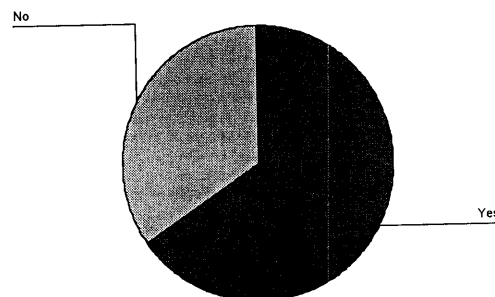
Heartily noted, about 66% of both types of organization, public or private, had the experience of hiring disabled workers.

Table 2: A 2 Experience in Hiring Disabled Workers

Does your organization has any experience in hiring disabled workers?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	149	65.6	65.6	65.6
	No	78	34.4	34.4	100.0
	Total	227	100.0	100.0	

Does your organization has any experience in hiring disabled workers?



Presently however, only around 57% of the sample organizations still have disabled workers on its payroll.

Figure 3: Pie-Chart breakdown of Experience in Hiring Disabled Workers

Table 3: A 3 Current Employment of Disabled Worker Situation

Currently, are there any disabled worker working in your company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	129	56.8	56.8	56.8
	No	98	43.2	43.2	100.0
	Total	227	100.0	100.0	

rtly, are there any disabled worker working in your corr

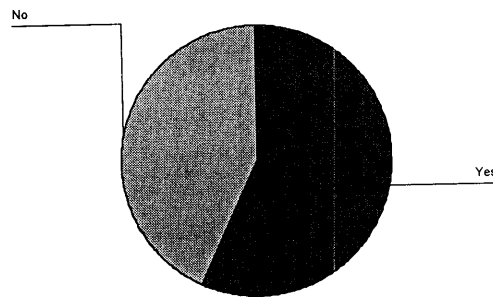


Figure 4: Pie-Chart breakdown between Those organizations currently Hiring and None

4.1.2 Opinions & Perceptions

4.1.2.1 Training & Development Policies

Astonishingly, more respondents dispelled any notion that his/her organization has been fair in offering jobs. Only about a third thought their organizations were fair with a mean score of about 2.70. They were also of the opinion that their organizations do not provide special training programs tailored for disabled workers (85%), mean score 2.85. And the majority of jobs presently offered to disabled workers are those that require little advanced training (61%), mean 1.61. The only positive thing about their organizations with respect to disabled workers are that they do enjoy the same benefits and salary schemes

(61%), mean of 1.61, plus prospects for advancement (52%) as normal workers, mean of 1.52.

4.1.2.2 Workplace Environments

About two-thirds of respondents disagree that their workplaces are equipped with facilities to aid disabled workers, mean score of 2.66. About the same also disclaimed the accommodative behavior of their organizations for disabled workers in providing special facilities (mean score of 2.63 or 65.6%). The environments however were adjudged as conducive for free and cordial interactions between colleagues (85%) with a mean of 1.82, as disabled workers are accepted as they are and a member of a team (71%) with a mean score of 1.97. At least, that was how most (87.7%) perceived for there was no complaint from their disabled colleagues, with the mean score of 1.57.

4.1.2.3 Legal & Ethics

Most respondents opined that Malaysia has legal provisions prohibiting discrimination against disabled people in term of employment. With a mean score of 2.24 and 63% felt so. More felt strongly for equal employment opportunity 88% with a mean score of 1.57. Majority (85%) also felt that their organizations are trying to increase minority representation (disabled workers included) at the workplace the mean

score of which 1.86. 62% agreed that their organizations are socially responsible in term of employment opportunity given to disabled workers, that scored a mean of 1.38. 65% thought that the present provisions in the relevant Act need enhancement in terms of social security, discriminatorial practices and harassments with a mean score of 1.34.

4.1.2.4 Employers' Attitude

Surprisingly, when asked whether disabled people should be given a chance to contribute in nation building, most respondents (89%) felt that that were not the position of their employers. The high mean score of 3.11 showed that most answered in the range between disagree to highly disagree. This is compounded by the feeling that, most employers (80%) were of the opinion that disabled workers ought to be working within their own community at another high mean score of 3.03.

The respondents, denounced the notion that, disabled workers are more apt for office or managerial work only wherein 82.8% responded as such. The mean score was 2.12. Notwithstanding anything they thought about their organizations, most readily admit that they are aware that their organizations hired people with disabilities. The mean

score was 1.82. Almost everyone was also against the notion that disabled workers may have limited capabilities in terms of job performance. The mean recorded was 1.43. 78% of respondents disagreed that the choice of disabled people for employment in their organization is made as a last resort. The mean score was 2.03.

About the same number at 78% acknowledged that some disabled workers are more efficient than their normal counterparts and the mean recorded was 1.91. Almost all (98%) felt glad to hire disabled workers scoring a mean of 1.71. All respondents unanimously agreed that the same opportunity should be extended to disabled employees as far as promotion is concerned. The mean was 1.47.

Finally, after all that has been recorded, in terms of preference, their organizations were deemed to favor normal prospective employees during selection and recruitment as opined by 61% of the sample. The rests thought that a type or two disabilities carried by employment candidates were tolerable to be less preferred. NONE preferred a candidate having 3 or more types of disabilities. The mean was 1.39.

4.2 Bivariate Analyses

4.2.1 Crosstabs

4.2.1.1 A1 v A2

The public sector which made about 15% of the sample has more experience in hiring disabled workers where 77% of respondents acknowledged the fact compared to the private sector about 64% (see Table 4).

Table 4: Crosstab between A1 v A2

You classified your organization as * Does your organization has any experience in hiring disabled workers? Crosstabulation

Count		Does your organization has any experience in hiring disabled workers?		Total
		Yes	No	
You classified your organization as	Public sector	27	8	35
	Private sector	122	70	192
Total		149	78	227

4.2.1.2 A1 v A3

Presently the public sector still employs disabled workers with a slight drop where about 71% of respondents confirmed so. On the other hand, the private sector saw a substantial decline where only 54% of respondents confirmed that disabled workers were in their ranks. From the statistics it can be said that the situation deteriorates somewhat.

Table 5: Crosstab between A1 v A3

You classified your organization as * Currently, are there any disabled worker working in your company? Crosstabulation

Count		Currently, are there any disabled worker working in your company?		Total
		Yes	No	
You classified your organization as	Public sector	25	10	35
	Private sector	104	88	192
Total		129	98	227

4.2.1.3 A2 v A3

Out of 129 respondents who acknowledged that their organizations had the experience of hiring disabled people 20 confirmed that theirs are no longer having any (refer Table 6). The breakdown is that there was a drop by 2 for the public sector whereas a drop of 18 was registered. In other words, the private sector showed a drop of 14.75% whereas the public sector declined by 8% (refer Table 5 above).

Table 6: Crosstab between A2 v A3

Does your organization has any experience in hiring disabled workers? * Currently, are there any disabled worker working in your company? Crosstabulation

Count		Currently, are there any disabled worker working in your company?		Total
		Yes	No	
Does your organization has any experience in hiring disabled workers?	Yes	129	20	149
	No		78	78
Total		129	98	227

4.2.2 Correlations

Since the study was from the beginning, intended to establish certain relationships, it is essential to analyze the relationships in terms of their strengths. The strength of relationship is generally measured in term of its Pearson's Product Moment Correlation of Coefficient, mathematically denoted by an *r*.

Table 7: Correlation of Coefficients

		Correlations			
		Attitude Toward Hiring People with Disabilities	Recruitment, Training & Development Policies	Workplace Environment / Organization Culture	Legal & Ethics
Attitude Toward Hiring People with Disabilities	Pearson Correlation	1	-.298**	.041	.321**
	Sig. (2-tailed)	.	.000	.538	.000
	N	227	227	227	227
Recruitment, Training & Development Policies	Pearson Correlation	-.298**	1	.057	.235**
	Sig. (2-tailed)	.000	.	.391	.000
	N	227	227	227	227
Workplace Environment / Organization Culture	Pearson Correlation	.041	.057	1	.505**
	Sig. (2-tailed)	.538	.391	.	.000
	N	227	227	227	227
Legal & Ethics	Pearson Correlation	.321**	.235**	.505**	1
	Sig. (2-tailed)	.000	.000	.000	.
	N	227	227	227	227

** . Correlation is significant at the 0.01 level (2-tailed).

Simply looking at the Table above, it can be seen that, none of the three independent variables can be considered to be having a strong correlation with the dependent variable, Employers' Attitude. This conclusion is drawn from the fact that all three *r*, are less than 0.500 or in percentage term, 50%. Any correlation less than 0.500 can be said

to be weak and vice versa. The conclusion is irrespective of a positive or a negative r . A negative r simply indicates an inverse relationship.

4.2.3 Tests of Significance

Basically, tests of significance are tests for significant mean difference. They are used in testing the hypothesis or hypotheses. A hypothesis (H_a) is actually an assumption of the existence of a relationship between two or more variables. This assumption is best tested for significance of that relationship. If it is significant, then the hypothesis assumed is proven and therefore, the null hypothesis (H_o) must be rejected. For this study, it tries to establish three distinct relationships between each independent variable with the dependent variable. In this context; IV1, 2, 3 and DV separately.

4.2.3.1 Hypothesis 1

- H_{a1} : An organization training and development policy reflects its attitude towards disabled people.
- H_{o1} : An organization training and development policy does not reflect its attitude towards disabled people.

From Table 7, it can be seen that the p , significance level was 0.000 or 0.0001 suggesting the significance of the relationship at the 0.01

significance level (Read ** at the bottom). Since, the relationship was significant, hence proven, then the null hypothesis Ho1 must be rejected.

4.2.3.2 Hypothesis 2

- Ha2: An organization unique workplace environment reflects its attitude towards disabled people.
- Ho2: An organization unique workplace environment does not reflect its attitude towards disabled people.

From the same Table 7, it can be seen that the p , significance level was 0.538, much too big for a minimum significance level of 0.05. Hence, the relationship was insignificant, and therefore, the null hypothesis Ho2 cannot be rejected as the tested hypothesis was not substantiated or proven.

4.2.3.3 Hypothesis 3

- Ha3: The legal and ethical environment an organization operates influences its attitude towards disabled people.
- Ho3: The legal and ethical environment an organization operates does not influence its attitude towards disabled people.

Again, from the same Table 7, it can be seen that the p , significance level was 0.000, or 0.0001 suggesting the significance of the

relationship at the 0.01 significance level. The relationship was significant as for hypothesis 1. Therefore, the null hypothesis Ho3 must be rejected as the tested hypothesis was substantiated or proven.

Conclusively, the study had proven that two out of the three established relationship were significant. Their significance renders their use as predictor variables for Employers' Attitude as recommended.

Chapter Five

5 Conclusion Drawn and Recommendations

Human physical, intellectual, or psychiatric disabilities may include such severe disabilities like Alzheimer's disease, autism, mental retardation, and long-term use of cane, crutches, walker, or wheelchair. Statistics show that only 3,870 workers with disabilities were successful for job placement compared to 122,543 registered people with disabilities as at June 2003. Such a low rate reflects on the part of employers as intolerant. Company decision-makers are often unsure of these workers' abilities and uneasy about their limitations. The costs of accommodating disabled employees are paramount consideration for commercial entities. This is a reflection of attitude of employers. Negative attitudes are a major barrier to successful job placement. However, a few studies found very favorable employer attitudes in term of, the behavioral intent to hire. However, other studies with regard to the expressed willingness to hire such people usually yielded more negative employer attitudes. Issues such as personality attributes were raised, including their instructability, their independence at the workplace, work-role acceptance, and work tolerance.

The study distributed pre-formatted questionnaire forms by mail to the heads of the personnel departments. From a population of 333,915, a sample size of 0.33% was decided. Adopting the systematic sampling technique, in the presence of a sampling frame, the responses received were coded, keyed-in and analyzed. The results were 66% of organization, had the experience of hiring but only 57% still hire disabled workers.

Generally, the majority of respondents felt that their organizations had been unfair in offering jobs while at the same time do not provide special training programs tailored for disabled workers. Even if any job is really offered the nature of the jobs offered to disabled workers are those that require little advanced training. However, most felt that their organizations provide disabled workers with the same benefits and salary schemes, and equal opportunity for advancement. Much is left to be desired as far as facilities provided to aid disabled workers. The overall environments however were conducive. Disabled workers are free to interact cordially with colleagues and they are accepted as members of a team. This perception was based on their awareness simply that there was no complaint from their disabled colleagues. They were also aware that Malaysia has legal provisions prohibiting discrimination against disabled people in term of employment. The

majority felt strongly for equal employment opportunity and felt that their organizations are trying to increase minority representation (disabled workers included). Majority also thought that their organizations are socially responsible in term of employment opportunity given to disabled workers. They are also for a review of the present provisions in the relevant Act in order to enhance social security, eliminate discriminatorial practices and harassments. Most respondents did not think that their employers really care about disabled people involvement in nation building. They perceived negatively that their employers felt that disabled workers ought to be working within their own community. They personally, disagreed with any suggestion that disabled workers are only suitable for office or managerial work. Nevertheless, they were aware that their organizations do hire people with disabilities. They dispelled any notion that disabled workers have limited capabilities. They felt that choosing disabled people for employment in their organization is not made as a last resort while acknowledging that some disabled workers are more efficient than their normal counterparts. If encouraged by management, almost all felt glad to hire disabled workers as almost everyone also believe that the same opportunity should be extended to disabled employees as far as promotion is concerned. In earnest, they thought that their organizations prefer 'normal' prospective employees during

selection and recruitment. The rests thought that a type or two disabilities carried by employment candidates were tolerable but less preferred by management. Additional number of handicap raises the non-preference status of candidates.

Cross tabulation analyses for the classification data (A1, A2 and A3) revealed that the public sector has more experience in hiring disabled workers compared to the private sector. Presently both the private and public sector still employ disabled workers with a slight drop. However, the decline was more noticeable in the private with 14.75%.

Correlational analyses revealed the absence of any strong relationships between independent variables with Employers' Attitude. However, an organization training and development policy was proven to have a significant relationship with employers' attitude. Also, the legal and ethical environment an organization operates in was found to be significant but an organization unique workplace environment was insignificant. What these mean are that the organizational training and development policies and the presence and enforcement of legal and ethical provisions sort of influence employers' attitude towards the issue of employment for disabled people. The workplace environment factor, on the other hand, was not influential on employers' attitude.

This means that employers are reluctant to employ disabled people for reasons of lack of infrastructure and other physical facilities suitable for them.

5.1 Recommendations

From the findings, it can be said that, the issue of equal employment opportunities is not given a proper attention by employers. Even though, employers do provide reasonable environment for disabled people but the essence was that it is the result of human setting rather than physical such as buildings. The findings also revealed that in order to raise the awareness of employers of the importance of the issue, some enhancements need to be made to existing statutory provisions.

1. Establishment of a Standard Guidelines and Procedures with regards to the selection and recruitment process by requiring employers to incorporate them into each organization's training and development policies.
2. The empowerment of the Ministry of Human Resource and its relevant departments. This is to ensure a more comprehensive surveillance and supervision on compliance.

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Appendix 1: Research Instrument

QUESTIONNAIRE / KAJISELIDIK

Malaysian Employers' Attitudes Toward Hiring Persons With Disabilities *Atitud Majikan-majikan Di Malaysia Terhadap Pengambilan Kerja Orang Kurang Upaya*

Dear Sir/Madam,

I am a student of Universiti Utara Malaysia. I'm now conducting the above said research as my final dissertation of the Masters of Science (Management) program.

Please answer ALL questions below and simply CIRCLE one of your preferred choices for each item. There are no correct or wrong answers. But your careful consideration of each response, based on your own experiences and beliefs is sought. All information will be treated in strict confidence, and only statistical aggregations will be reported.

Your co-operation is highly appreciated.

Tuan/Puan,

Saya seorang pelajar dari Universiti Utara Malaysia. Saya sedang menjalankan kaji selidik seperti di atas sebagai thesis akhir bagi program Sarjana Sains (Pengurusan).

Sila jawab SEMUA soalan di bawah dan BULATKAN salah satu dari jawapan pilihan anda. Tiada jawapan yang betul atau salah. Walau bagaimana pun, ketelitian tuan/puan dalam memberi respon berdasarkan pengalaman adalah sangat membantu. Semua maklumat adalah sulit, dan data hanya akan dilaporkan secara statistik.

Kerjasama tuan/puan adalah sangat dihargai.

ZULFIKRI OSMAN

Section A : Respondents profile ***Profail Responden***

A1. You classified your organization as
Anda mengklasifikasikan organisasi anda sebagai

- 1 Public sector / Sektor awam
- 2 Private sector / Sektor swasta

A2. Does your organization has any experience in hiring disabled workers?
Pernahkah organisasi anda mengambil orang kurang upaya untuk bekerja?

- 1 Yes / Ya
 2 No / Tidak

A3. Currently, are there any disabled worker working in your company?
Buat masa sekarang, adakah pekerja kurang upaya bekerja di syarikat anda?

- 1 Yes / Ya
 2 No / Tidak

Choose and circle the best answer from the options 1,2,3 and 4
Bulatkan jawapan anda dari pilihan 1, 2, 3 dan 4

highly agree	agree	disagree	highly disagree
1	2	3	4
sangat bersetuju	setuju	tidak bersetuju	sangat tidak bersetuju

Section B : Recruitment, Training & Development Policies
Polisi Pengambilan, Latihan & Pembangunan

- | | | | | | |
|-----|---|---|---|---|---|
| B1. | Our company/organization offers job to everybody including disabled people.
<i>Syarikat/organisasi kami menawarkan pekerjaan kepada semua termasuk golongan kurang upaya.</i> | 1 | 2 | 3 | 4 |
| B2. | Our company provides special training programs for disabled workers.
<i>Syarikat kami menyediakan program latihan khas untuk pekerja-pekerja kurang upaya.</i> | 1 | 2 | 3 | 4 |
| B3. | Majority of jobs offered to disabled workers required little advance training.
<i>Majoriti jawatan yang ditawarkan kepada golongan kurang upaya memerlukan latihan lanjutan yang minima.</i> | 1 | 2 | 3 | 4 |
| B4. | In our company, disabled workers enjoy the same benefits and salary scheme as well as normal | 1 | 2 | 3 | 4 |

workers.

Di syarikat kami, pekerja kurang upaya menikmati segala kemudahan dan skim gaji yang sama seperti pekerja normal.

- | | | | | | |
|-----|---|---|---|---|---|
| B5. | Our company gives the same opportunity to all workers in promotions.
<i>Syarikat kami memberi peluang kenaikan pangkat yang sama kepada semua pekerja.</i> | 1 | 2 | 3 | 4 |
|-----|---|---|---|---|---|

Section C : Workplace Environment / Organization Culture
Persekitaran Tempat Kerja / Budaya Organisasi

- | | | | | | |
|-----|--|---|---|---|---|
| C1. | Our buildings are provided with appropriate facilities for disabled workers.
<i>Bangunan kami menyediakan kemudahan yang cukup untuk golongan kurang upaya.</i> | 1 | 2 | 3 | 4 |
| C2. | Other accommodations were also provided for employees with disabilities (such as adjusting the height of office equipments, flexible schedules, installing power windows, improving accessible parking etc.)
<i>Kemudahan lain juga turut disediakan untuk pekerja kurang upaya (seperti mengubah suai ketinggian alatan pejabat, jadual kerja anjal, memasang tingkap bermotor, meningkatkan kemudahan letak kenderaan dsb.)</i> | 1 | 2 | 3 | 4 |
| C3. | Disabled workers in this company are able to interact appropriately with co-workers, customers and the management.
<i>Pekerja kurang upaya di syarikat ini mudah berinteraksi dengan rakan tugas, pelanggan serta pihak pengurusan.</i> | 1 | 2 | 3 | 4 |
| C4. | Everybody in this company accepted disabled workers as part of our community.
<i>Semua pihak dalam syarikat ini menerima baik pekerja kurang upaya sebagai sebahagian dari anggota komuniti.</i> | 1 | 2 | 3 | 4 |
| C5. | There is no complaint from disabled workers that they are not happy working in this company.
<i>Tiada sebarang aduan dari golongan pekerja kurang upaya membabitkan rasa tidak puas hati mereka bekerja di syarikat ini.</i> | 1 | 2 | 3 | 4 |

Section D : Legal & Ethics
Perundangan & Etika

- | | | | | | |
|-----|--|---|---|---|---|
| D1. | In Malaysia, there are Acts / legislation that prohibit employer discrimination against people with disabilities.
<i>Di Malaysia, terdapat Akta / perundangan yang melarang diskriminasi majikan terhadap pekerja kurang upaya.</i> | 1 | 2 | 3 | 4 |
| D2. | All individuals should have an equal chance for employment.
<i>Semua individu patut mempunyai peluang yang sama rata untuk diambil bekerja.</i> | 1 | 2 | 3 | 4 |
| D3. | Our company is trying to increase minority representation to eliminate discrimination in workplace.
<i>Syarikat kami sedang mencuba untuk menambah bilangan golongan minority bagi menghapuskan diskriminasi di tempat kerja.</i> | 1 | 2 | 3 | 4 |
| D4. | It is our corporate social responsibility to open job opportunities for disabled workers.
<i>Adalah menjadi tanggungjawab sosial syarikat ini untuk membuka peluang pekerjaan kepada golongan kurang upaya.</i> | 1 | 2 | 3 | 4 |
| D5. | Person with Disabilities Act should also provides for better social security coverage and eliminate discrimination and harassment against them.
<i>Akta Orang Kurang Upaya harus juga memperuntukkan berkaitan keselamatan sosial serta menghapuskan diskriminasi dan gangguan di tempat kerja.</i> | 1 | 2 | 3 | 4 |

Section E : Attitude Toward Hiring People With Disabilities
Atitud Terhadap Pengambilan Kerja Orang Kurang Upaya

- | | | | | | |
|-----|---|---|---|---|---|
| E1. | Disabled people should be given a chance to contribute in building the nation.
<i>Orang kurang upaya patut diberi peluang untuk sama-sama membangunkan Negara.</i> | 1 | 2 | 3 | 4 |
| E2. | Disabled people should work only in their own community.
<i>Orang kurang upaya sepatutnya hanya bekerja di dalam komuniti mereka sahaja.</i> | 1 | 2 | 3 | 4 |
| E3. | Disabled workers are more suitable to do office or managerial work. | 1 | 2 | 3 | 4 |

Orang kurang upaya lebih sesuai untuk melakukan kerja di pejabat atau berkaitan pengurusan.

- | | | | | | |
|------|--|---|---|---|---|
| E4. | Aware that this company hired people with disabilities.
<i>Menyedari bahawa syarikat ini ada mengambil orang kurang upaya untuk bekerja.</i> | 1 | 2 | 3 | 4 |
| E5. | There are few jobs in this company that are capable to be handled by people with disabilities.
<i>Terdapat beberapa jenis pekerjaan di syarikat ini yang sesuai untuk orang kurang upaya.</i> | 1 | 2 | 3 | 4 |
| E6. | Hiring a disabled worker will always be our last choice.
<i>Mengambil orang kurang upaya untuk bekerja sentiasa menjadi pilihan yang terakhir.</i> | 1 | 2 | 3 | 4 |
| E7. | Some disabled workers are more efficient than normal workers.
<i>Sesetengah pekerja kurang upaya lebih efisien dari pekerja normal.</i> | 1 | 2 | 3 | 4 |
| E8. | We are glad to hire person with disabilities.
<i>Kami berasa gembira mengambil orang kurang upaya untuk bekerja.</i> | 1 | 2 | 3 | 4 |
| E9. | Disabled workers should be given the same opportunity in job promotion.
<i>Pekerja kurang upaya patut diberi peluang yang sama untuk kenaikan pangkat.</i> | 1 | 2 | 3 | 4 |
| E10. | This company/organization is more preferred to hire someone with this type of disability
<i>Syarikat/organisasi ini lebih bersedia untuk mengambil pekerja dari jenis kecacatan berikut</i> | | | | |

- | | | | |
|---|----------------------------------|---|--|
| 1 | Blind / Buta | 4 | Mobility impairment / Masalah mobiliti |
| 2 | Deaf / Pekak | 5 | Physically disabled / Cacat anggota |
| 3 | Heart impairment / Sakit jantung | 6 | Mental retardation / Gangguan mental |

Appendix 2: Result of Pilot Testing

Reliability Test of Questionnaires

Independent Variable 1: Recruitment, Training & Development Policies

In testing this variable, respondents were asked for their agreement to the following statements:

- B1 Our company/organization offers job to everybody including disabled people.
- B2 Our Company provides special training programs for disabled workers.
- B3 Majority of jobs offered to disabled workers requires little advance training.
- B4 In our company, disabled workers enjoy the same benefits and salary scheme as well as normal people.
- B5 Our Company gives the same opportunity to all workers in promotions.

The test using the computer software or program and extracted direct gave out the following output:

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

- | | | |
|----|----|--|
| 1. | B1 | Our company/organization offers job to e |
| 2. | B2 | Our company provides special training pr |
| 3. | B3 | Majority of jobs offered to disabled workers |
| 4. | B4 | In our company, disabled workers enjoy t |
| 5. | B5 | Our company gives the same opportunity t |

Reliability Coefficients

N of Cases = 17.0 N of Items = 5

Alpha = .7462

All seventeen respondents responded fully to each item and the Cronbach's alpha was 0.7462. This indicates that the degree of reliability was good as it lies in the

range between 0.7000 and 0.7999. Therefore, the questions can be taken as reliable and hence, recommended to be used in the final survey.

Independent Variable 2: Workplace Environment/Organization Culture

For the next variable, respondents were again asked for their agreement to another set of statements:

- C1 Our buildings are provided with appropriate facilities for disabled workers.
- C2 Other accommodations were also provided for employees with disabilities (such as adjusting the height of office equipments, flexible schedules, installing power windows, improving accessible parking, etc.).
- C3 Disabled workers in this company are able to interact appropriately with co-workers, customers and the management.
- C4 Everybody in this company accepted disabled workers as part of the family.
- C5 There is no complaint from disabled workers that they are not happy working in this company.

The following computer output was generated:

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

- | | | |
|----|----|---|
| 1. | C1 | Our buildings are provided with appropriate |
| 2. | C2 | Other accommodations were also provided |
| 3. | C3 | Disabled workers in this company are able |
| 4. | C4 | Everybody in this company accepted disabled |
| 5. | C5 | There is no complaint from disabled work |

Reliability Coefficients

N of Cases = 17.0 N of Items = 5

Alpha = .7613

The Cronbach's alpha derived was 0.7613 and this indicates a similar degree of reliability as it lies in the range between 0.7000 and 0.7999. Therefore, the questions are similarly reliable and should be also used in the final survey.

Independent Variable 3: Legal & Ethics

The third independent variable sought response from respondents in similar fashions as to the issues of legality and ethics. They were expected to state their agreement to another five statements in that respect:

- D1 In Malaysia, there are Acts/legislation that prohibit employers from discriminating against people with disabilities.
- D2 All individuals should have equal chance for employment.
- D3 Our Company is trying to increase the minority representation to eliminate discrimination in the workplace.
- D4 It is our corporate social responsibility to open up job opportunities for disabled workers.
- D5 "Person with Disabilities Act", should also provide for better social security coverage and eliminate discrimination and harassment against them.

When put to the test, the computer output is as follows:

```
***** Method 1 (space saver) will be used for this
analysis *****
```

RELIABILITY ANALYSIS - SCALE (ALPHA)

- | | | |
|----|----|---|
| 1. | D1 | In Malaysia, there are Acts/legislation |
| 2. | D2 | All individuals should have an equal chance |
| 3. | D3 | Our company is trying to increase minority |
| 4. | D4 | It is our corporate social responsibility |
| 5. | D5 | Person with Disabilities Act should also |

Reliability Coefficients

N of Cases = 17.0 N of Items = 5

Alpha = .8434

The Cronbach's alpha derived was even bigger at 0.8434. What this indicates is that a higher or stronger degree of reliability as it lies in the range between 0.8000 and 0.8999. The range suggests that the degree was strong and the questions are regarded to be more reliable than the former two IV's and naturally should be retained and subsequently used in the final survey.

Dependent Variable: Attitude Toward Hiring People With Disabilities

This is the dependent variable of the study meaning to say its mainstay. As such the number of items was ten in all. They included positively and negatively worded questions to monitor the sincerity of respondents when answering them. The scale used was the same, which is a four-point scale, seeking their agreements to each statement. Since negatively worded questions were used, the manner each response was valued had to be reversed. Instead of assigning 1 to 'highly agree' a 4 was given. This ensures the uniform direction of the study trying to correlate the dependent with the independent variables.

The items used were:

- E1 Disabled people should be given a chance to contribute in building the nation (+).
- E2 Disabled people should work only in their own community (-).
- E3 Disabled people are more suitable to do office or managerial work (-).
- E4 Aware that this company hired people with disabilities (+).
- E5 There are a few jobs in this company that re capable to be handled by people with disabilities (-).
- E6 Hiring a disabled worker will always be our last choice (-).
- E7 Some disabled workers are more efficient than normal workers (+).
- E8 We are glad to hire persons with disabilities (+).
- E9 Disabled workers should be given the same opportunity in job promotion (+).
- E10 This company/organization is more preferred to hire someone with this type of disability(ies):
 1. Blindness
 2. Deafness

3. Heart impairment
4. Mobility impairment
5. Physical disability
6. Mental retardation

(Note: This item was constructed differently with a view to allow for more than one responses. The codification was not known to respondents and were as follows:

1. No tick
2. One or two ticks
3. Three or four ticks
4. Five or six ticks

The more the ticks the more favourable the response is deemed and hence the higher the value assigned. Upon subjecting the responses to the reliability testing, the following results were obtained:

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

- | | | |
|-----|-----|--|
| 1. | E1 | Disabled people should be given a chance |
| 2. | E2 | Disabled people should work only in their |
| 3. | E3 | Disabled workers are more suitable to do |
| 4. | E4 | Aware that this company hired people wit |
| 5. | E5 | There are few jobs in this company that |
| 6. | E6 | Hiring are disabled worker will always b |
| 7. | E7 | Some disabled workers are more efficient |
| 8. | E8 | We are glad to hire person with disability |
| 9. | E9 | Disabled workers should be given the same |
| 10. | E10 | This company/organization is more prefer |

Reliability Coefficients

N of Cases = 17.0 N of Items = 10

Alpha = .7764

The Cronbach's alpha derived was in the 'good' category at 0.7764. The DV items were therefore shown to be reliable and hence, should be used in the final survey.

Univariate Analysis: Frequencies

Classification Variables

Statistics

		You classified your organization as	Does your organization has any experience in hiring disabled workers?	Currently, are there any disabled worker working in your company?
N	Valid	17	17	17
	Missing	0	0	0

Frequency Table

You classified your organization as

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public sector	5	29.4	29.4	29.4
	Private sector	12	70.6	70.6	100.0
	Total	17	100.0	100.0	

Does your organization has any experience in hiring disabled workers?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	94.1	94.1	94.1
	No	1	5.9	5.9	100.0
	Total	17	100.0	100.0	

Currently, are there any disabled worker working in your company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	82.4	82.4	82.4
	No	3	17.6	17.6	100.0
	Total	17	100.0	100.0	

The above results tell a general picture of the randomly selected 17 respondents representing a diverse range of industry. It is commendable that, be they public or

private sectors, the commitment to equal opportunities in employment for disabled people can be considered very high.

Correlational Analysis

The study was proposed as one of correlational in nature wherein it was designed to establish some form of relationships between the attitude of present day employers and their HR policies, Organizational environment and culture, and Compliance with legislation and ethical conduct.

The resulting correlational test was as follows:

		Correlations			
		Attitude Toward Hiring People with Disabilities	Recruitment, Training & Development Policies	Workplace Environment / Organization Culture	Legal & Ethics
Attitude Toward Hiring People with Disabilities	Pearson Correlation	1	-.378	-.082	.203
	Sig. (2-tailed)		.134	.755	.434
	N	17	17	17	17
Recruitment, Training & Development Policies	Pearson Correlation	-.378	1	.077	.250
	Sig. (2-tailed)	.134		.769	.333
	N	17	17	17	17
Workplace Environment / Organization Culture	Pearson Correlation	-.082	.077	1	.568*
	Sig. (2-tailed)	.755	.769		.017
	N	17	17	17	17
Legal & Ethics	Pearson Correlation	.203	.250	.568*	1
	Sig. (2-tailed)	.434	.333	.017	
	N	17	17	17	17

*. Correlation is significant at the 0.05 level (2-tailed).

The pilot study showed no bivariate relationship between the DV and any of the three IV's that can be considered strong for the Pearson Correlation results of the randomly sampled group was nowhere near 0.500. For any relationship to be considered strong, the Pearson Correlation or r , statistically and normally denoted, has to be between 0.5 and 1.

The relationships were also non-significant for none of the three relationships (refer column 2) was equal or less than 0.05, 5 % significance level, the generally accepted level of significance for social sciences. However, this should not be a discouraging result for the study as the main objective of a pilot or pre-testing is to gauge the reliability of each variable with its question items as a measure. It is hoped that with a fairer and more impartial sampling techniques used to sample a broader representation of the Malaysian employer population, the correlational analysis would give a more appropriate and accurate picture.

Appendix 3: SPSS Printouts

Statistics

		Our company/organization offers job to everybody including disabled people	Our company provides special training programs for disabled workers	Majority of jobs offered to disabled workers required little advance training	In our company, disabled workers enjoy the same benefits and salary scheme as well as normal workers	Our company gives the same opportunity to all workers in promotions
N	Valid	227	227	227	227	227
	Missing	0	0	0	0	0
Mean		2.7093	2.8458	1.6079	1.6079	1.5154
Median		3.0000	3.0000	2.0000	2.0000	2.0000
Mode		3.00	3.00	2.00	2.00	2.00
Std. Deviation		.95660	.36192	.48929	.48929	.50087
Variance		.91509	.13099	.23941	.23941	.25087
Range		3.00	1.00	1.00	1.00	1.00
Minimum		1.00	2.00	1.00	1.00	1.00
Maximum		4.00	3.00	2.00	2.00	2.00
Sum		615.00	646.00	365.00	365.00	344.00

Frequency Table

Our company/organization offers job to everybody including disabled people

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Highly agree	37	16.3	16.3	16.3
Agree	35	15.4	15.4	31.7
Disagree	112	49.3	49.3	81.1
Highly disagree	43	18.9	18.9	100.0
Total	227	100.0	100.0	

Our company provides special training programs for disabled workers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	35	15.4	15.4	15.4
Disagree	192	84.6	84.6	100.0
Total	227	100.0	100.0	

Majority of jobs offered to disabled workers required little advance training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agree	89	39.2	39.2	39.2
	Agree	138	60.8	60.8	100.0
	Total	227	100.0	100.0	

In our company, disabled workers enjoy the same benefits and salary scheme as well as normal workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agree	89	39.2	39.2	39.2
	Agree	138	60.8	60.8	100.0
	Total	227	100.0	100.0	

Our company gives the same opportunity to all workers in promotions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agree	110	48.5	48.5	48.5
	Agree	117	51.5	51.5	100.0
	Total	227	100.0	100.0	

Statistics

		Our buildings are provided with appropriate facilities for disabled workers	Other accommodations were also provided for employees with disabilities (such as adjusting the height of office equipments, flexible schedules, installing power windows, improving accessible parking etc)	Disabled workers in this company are able to interact appropriately with co-workers, customers and the management	Everybody in this company accepted disabled workers as part of our community	There is no complaint from disabled workers that they are not happy working in this company
N	Valid	227	227	227	227	227
	Missing	0	0	0	0	0
Mean		2.6564	2.6256	1.8238	1.9736	1.5683
Median		3.0000	3.0000	2.0000	2.0000	1.0000
Mode		3.00	3.00	2.00	2.00	1.00
Std. Deviation		.72624	.68863	.88984	.88208	.70300
Variance		.52743	.47421	.79182	.77806	.49421
Range		3.00	3.00	3.00	3.00	2.00
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		4.00	4.00	4.00	4.00	3.00
Sum		603.00	596.00	414.00	448.00	356.00

Frequency Table

Our buildings are provided with appropriate facilities for disabled workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agree	17	7.5	7.5	7.5
	Agree	61	26.9	26.9	34.4
	Disagree	132	58.1	58.1	92.5
	Highly disagree	17	7.5	7.5	100.0
	Total	227	100.0	100.0	

Other accommodations were also provided for employees with disabilities (such as adjusting the height of office equipments, flexible schedules, installing power windows, improving accessible parking etc)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Highly agree	17	7.5	7.5	7.5
Agree	61	26.9	26.9	34.4
Disagree	139	61.2	61.2	95.6
Highly disagree	10	4.4	4.4	100.0
Total	227	100.0	100.0	

Disabled workers in this company are able to interact appropriately with co-workers, customers and the management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Highly agree	94	41.4	41.4	41.4
Agree	98	43.2	43.2	84.6
Disagree	16	7.0	7.0	91.6
Highly disagree	19	8.4	8.4	100.0
Total	227	100.0	100.0	

Everybody in this company accepted disabled workers as part of our community

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Highly agree	79	34.8	34.8	34.8
Agree	87	38.3	38.3	73.1
Disagree	49	21.6	21.6	94.7
Highly disagree	12	5.3	5.3	100.0
Total	227	100.0	100.0	

There is no complaint from disabled workers that they are not happy working in this company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Highly agree	126	55.5	55.5	55.5
Agree	73	32.2	32.2	87.7
Disagree	28	12.3	12.3	100.0
Total	227	100.0	100.0	

Frequency Table

Statistics

		In Malaysia, there are Acts/legislation that prohibit employer discrimination against people with disabilities	All individuals should have an equal chance for employment	Our company is trying to increase minority representation to eliminate discrimination in workplace	It is our corporate social responsibility to open job opportunities for disabled workers	Person with Disabilities Act should also provides for better social security coverage and eliminate discrimination and harassment against them
N	Valid	227	227	227	227	227
	Missing	0	0	0	0	0
Mean		2.2379	1.5683	1.8634	1.3789	1.3480
Median		2.0000	1.0000	2.0000	1.0000	1.0000
Mode		2.00	1.00	2.00	1.00	1.00
Std. Deviation		.96201	.70300	.65435	.48617	.47739
Variance		.92546	.49421	.42817	.23637	.22791
Range		3.00	2.00	2.00	1.00	1.00
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		4.00	3.00	3.00	2.00	2.00
Sum		508.00	356.00	423.00	313.00	306.00

In Malaysia, there are Acts/legislation that prohibit employer discrimination against people with disabilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agree	57	25.1	25.1	25.1
	Agree	86	37.9	37.9	63.0
	Disagree	57	25.1	25.1	88.1
	Highly disagree	27	11.9	11.9	100.0
	Total	227	100.0	100.0	

All individuals should have an equal chance for employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agree	126	55.5	55.5	55.5
	Agree	73	32.2	32.2	87.7
	Disagree	28	12.3	12.3	100.0
	Total	227	100.0	100.0	

Our company is trying to increase minority representation to eliminate discrimination in workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agree	66	29.1	29.1	29.1
	Agree	126	55.5	55.5	84.6
	Disagree	35	15.4	15.4	100.0
	Total	227	100.0	100.0	

It is our corporate social responsibility to open job opportunities for disabled workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agree	141	62.1	62.1	62.1
	Agree	86	37.9	37.9	100.0
	Total	227	100.0	100.0	

Person with Disabilities Act should also provides for better social security coverage and eliminate discrimination and harassment against them

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agree	148	65.2	65.2	65.2
	Agree	79	34.8	34.8	100.0
	Total	227	100.0	100.0	

Frequency Table

Disabled people should be given a chance to contribute in building the nation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	202	89.0	89.0	89.0
	Highly disagree	25	11.0	11.0	100.0
	Total	227	100.0	100.0	

Disabled people should work only in their own community

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	40	17.6	17.6	17.6
	Agree	141	62.1	62.1	79.7
	Highly agree	46	20.3	20.3	100.0
	Total	227	100.0	100.0	

Disabled workers are more suitable to do office or managerial work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly disagree	44	19.4	19.4	19.4
	Disagree	144	63.4	63.4	82.8
	Agree	7	3.1	3.1	85.9
	Highly agree	32	14.1	14.1	100.0
	Total	227	100.0	100.0	

Aware that this company hired people with disabilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agree	44	19.4	19.4	19.4
	Agree	180	79.3	79.3	98.7
	Disagree	3	1.3	1.3	100.0
	Total	227	100.0	100.0	

There are few jobs in this company that are capable to be handled by people with disabilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly disagree	136	59.9	59.9	59.9
	Disagree	88	38.8	38.8	98.7
	Highly agree	3	1.3	1.3	100.0
	Total	227	100.0	100.0	

Statistics

		Disabled people should be given a chance to contribute in building the nation	Disabled people should work only in their own community	Disabled workers are more suitable to do office or managerial work	Aware that this company hired people with disabilities	There are few jobs in this company that are capable to be handled by people with disabilities	Hiring are disabled worker will always be our last choice	Some disabled workers are more efficient than normal workers	We are glad to hire person with disabilities	Disabled workers should be given the same opportunity in job promotion	This company/organization is more preferred to hire someone with this type of disability
N	Valid Missing	227 0	227 0	227 0	227 0	227 0	227 0	227 0	227 0	227 0	227 0
Mean		3.1101	3.0264	2.1189	1.8194	1.4273	2.0308	1.9119	1.7137	1.4626	1.3877
Median		3.0000	3.0000	2.0000	2.0000	1.0000	2.0000	2.0000	2.0000	1.0000	1.0000
Mode		3.00	3.00	2.00	2.00	1.00	2.00	2.00	2.00	1.00	1.00
Std. Deviation		.31375	.61630	.88194	.41857	.57048	.63380	.71717	.53376	.49970	.48829
Variance		.09844	.37983	.77783	.17520	.32545	.40170	.51433	.28490	.24970	.23843
Range		1.00	2.00	3.00	2.00	3.00	2.00	2.00	3.00	1.00	1.00
Minimum		3.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		4.00	4.00	4.00	3.00	4.00	3.00	3.00	4.00	2.00	2.00
Sum		706.00	687.00	481.00	413.00	324.00	461.00	434.00	389.00	332.00	315.00

Hiring are disabled worker will always be our last choice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly disagree	42	18.5	18.5	18.5
	Disagree	136	59.9	59.9	78.4
	Agree	49	21.6	21.6	100.0
	Total	227	100.0	100.0	

Some disabled workers are more efficient than normal workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agree	69	30.4	30.4	30.4
	Agree	109	48.0	48.0	78.4
	Disagree	49	21.6	21.6	100.0
	Total	227	100.0	100.0	

We are glad to hire person with disabilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agree	71	31.3	31.3	31.3
	Agree	153	67.4	67.4	98.7
	Highly disagree	3	1.3	1.3	100.0
	Total	227	100.0	100.0	

Disabled workers should be given the same opportunity in job promotion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly agree	122	53.7	53.7	53.7
	Agree	105	46.3	46.3	100.0
	Total	227	100.0	100.0	

This company/organization is more preferred to hire someone with this type of disability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	139	61.2	61.2	61.2
	One or two types preferred	88	38.8	38.8	100.0
	Total	227	100.0	100.0	

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
You classified your organization as * Does your organization has any experience in hiring disabled workers?	227	100.0%	0	.0%	227	100.0%

You classified your organization as * Does your organization has any experience in hiring disabled workers? Crosstabulation

Count

		Does your organization has any experience in hiring disabled workers?		Total
		Yes	No	
You classified your organization as	Public sector	27	8	35
	Private sector	122	70	192
Total		149	78	227

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.428 ^b	1	.119	.127	.084
Continuity Correction ^a	1.863	1	.172		
Likelihood Ratio	2.569	1	.109		
Fisher's Exact Test					
Linear-by-Linear Association	2.417	1	.120		
N of Valid Cases	227				

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 12.03.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
You classified your organization as * Currently, are there any disabled worker working in your company?	227	100.0%	0	.0%	227	100.0%

You classified your organization as * Currently, are there any disabled worker working in your company? Crosstabulation

Count

		Currently, are there any disabled worker working in your company?		Total
		Yes	No	
You classified your organization as	Public sector	25	10	35
	Private sector	104	88	192
Total		129	98	227

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.595 ^b	1	.058	.065	.042
Continuity Correction ^a	2.926	1	.087		
Likelihood Ratio	3.730	1	.053		
Fisher's Exact Test					
Linear-by-Linear Association	3.580	1	.058		
N of Valid Cases	227				

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 15.11.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Does your organization has any experience in hiring disabled workers? * Currently, are there any disabled worker working in your company?	227	100.0%	0	.0%	227	100.0%

Does your organization has any experience in hiring disabled workers?
* Currently, are there any disabled worker working in your company?

Crosstabulation

Count

		Currently, are there any disabled worker working in your company?		Total
		Yes	No	
Does your organization has any experience in hiring disabled workers?	Yes	129	20	149
	No		78	78
Total		129	98	227

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	156.422 ^b	1	.000		
Continuity Correction ^a	152.913	1	.000		
Likelihood Ratio	192.927	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	155.733	1	.000		
N of Valid Cases	227				

a. Computed only for a 2x2 table

b. 0 cells (.0%) have expected count less than 5. The minimum expected count is 33.67.