

**WILLINGNESS OF EMPLOYERS TO
SUPPORT DISABILITY MANAGEMENT IN
THE WORKPLACE FROM SOCSO'S
PERSPECTIVE**

By

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ABSTRACT

In the current competitive edge, many healthy workers who become disable due to injuries, accidents, chronic illness or birth defect has been continued to be the poorest, less educated and least hired which was contributed by several barriers that stop them from participating in the labour market. The common barrier is the employer's perception toward hiring the disable people in their workplace and this is the biggest constraint for the disable people to mingle in the workgroups in the society. This survey-based research study was conducted basically to analyse the influence characteristics of employers in employing disable people in their workplace and for this purpose, the study was mainly targeted number of employers from Klang valley, Malaysia. Precisely, the connection between gender and total employees in an organization was identified by analysing the total number of employees in the organization, familiarity with disability workers and prior work experience with disability people together with elements of understanding and beliefs towards disability was explored. Results from this study indicate that employers' attitudes are generally positive and the common barriers also have been identified. Overall familiarity with disability, size of organizations and gender can be predictable characters in determining the employer's attitude in employing people with disabilities. This study also indicates that employers are willing to support disability management in the workplace. Furthermore, constraints in conducting this study together with future recommendations for other researchers are provided in this study.

ABSTRAK

Pada zaman yang penuh mencabar ini, kebanyakan pekerja yang telah menjadi hilang upaya atau pun Orang Kurang Upaya (OKU) akibat daripada kecederaan, kemalangan dan penyakit kronik ataupun disebabkan kelahiran adalah dikenal pasti sebagai golongan yang miskin, kurang pelajaran dan kurang diberi peluang pekerjaan. Walaupun terdapat sejumlah kecil yang terima tawaran kerja, namun angka ini masih rendah berbanding dengan jumlah sebenar yang masih tiada punca pendapatan untuk meniarah hidup. Antara punca yang menyebabkan kurangnya peluang pekerjaan kepada OKU, adalah sikap negatif majikan terhadap OKU yang mewujudkan jurang perbezaan ini. Maka, objektif kajian ini adalah untuk mengenal pasti demografi majikan yang memberi kesan kepada sikap mereka dalam melantik pekerja atau OKU dalam syarikat mereka. Jadi, kesemua responden dalam kajian ini dipilih dari data majikan aktif yang berdaftar dengan Perkeso di kawasan Lembah Klang. Dalam kajian ini, kita dapat melihat hubungkait antara jantina, saiz organisasi, kebiasaan bekerja dengan pekerja atau OKU dan pengalaman kerja dengan pekerja atau OKU dalam membentuk keperibadian majikan dalam melantik pekerja atau OKU dalam syarikat mereka. Hasil kajian menunjukkan secara umum, majikan mempunyai persepsi positif terhadap keperibadian majikan dalam melantik pekerja atau OKU dan beberapa kekangan turut dikenalpasti. Maka, Kajian ini membuktikan yang mana majikan di Lembah Klang menyokong program pengurusan hilang upaya di tempat kerja. Disamping itu, Implikasi dan cadangan untuk kajian pada masa akan datang turut dibincangkan dalam kajian ini.

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LIST OF ABBREVIATIONS

SOCISO	Social Security Organization
PERKESO	Pertubuhan Keselamatan Social
RTW	Return to Work
PWD	Person with Disabilities
DM	Disability Management
ILO	International Labour Organization
OKU	Orang Kurang Upaya
NIDMAR	National Institute of Disability Management and Research
CDMP	Certified Disability Management Professional
WHO	World Health Organization
UN	United Nation
EEO	Equal Employment Opportunities
UNCRPD	United Nations Convention on the Right of Persons with Disabilities

CHAPTER ONE

INTRODUCTION

1.1 Introduction to the study

According to International Labour Organization (ILO n.d), there are more than 600 million people worldwide are categorized as people with disabilities (PWD). Thus World Report on Disability 2011 by World Health Organization (WHO) and the World Bank estimates that about 15% of total population of a country comprises persons with disabilities. These facts were presented by YBHG Datuk Harjeet Singh, Deputy Secretary General, Ministry of Women, Family and Community Development in “Reporting to UN on current status of PWD towards an inclusive Malaysian Society Post UNCRPD Ratification”. In the conference it was summarized that there are total number of PWDs in Malaysia around 506, 228 persons (as of April 2014). Nevertheless, this statistics cannot be defined as comprehensive data as in Malaysia, there is no mandatory to register people with disabilities and it is done on voluntary basis. The categories registered for the disable people are visually impaired (47, 721), hearing impaired (59, 868), physically disabled (166, 206), learning disabilities (182, 055), mental disorder (21, 237), speech disabilities (3, 792) and multiple disabilities (25, 349). The quantity of people amid disabilities can differ from one country to another and the categories also can be different depends on the country on how they group a person with disabilities. Disabled people have been categorized into seven main categories, for research purposes done by the Department of Social Welfare (Ministry of Women, Family and Community Development). Registration of PWDs is important to enable the government to recognize and identify the disabilities in order to plan and formulate appropriate programs for the development of PWDs.

Based on Ledman and Brown (1993) studies, those people who have disabilities can be considered as country's widest community and they most likely marginalised in all factors of living. These people most likely to face significantly inferior life and due to work discrimination, they tend not to be hired. According to ILO, Information Sheet 2011, even the disable people hired in a working place, they most probably go through situations like underemployed, earning low wages, not under full job security and less chance to upgrade themselves in their careers. It should be emphasised that employment is an important element in one's life, regardless of one's disabilities. Employment give people the sense of participation in a wider collective purpose, and provide the individual with social status and a sense of identity. For persons with disabilities, employment also plays an important part in alleviating poverty.

In this research study, the willingness of employers to support Disability Management in the workplace from SOCSO's perspective was analysed. SOCSO is an acronym for Social Security Organization which was established in 1971 with the main functions to administrate, execute plus impose the Employees' Social Security Act 1969 and the Employees' Social Security (General) Regulations 1971. Currently, SOCSO has 47 offices nationwide including the Headquarters. On the 15th of January 2007, SOCSO introduced Return-to-work (RTW) program in their job scope. SOCSO introduced the Return to Work (RTW) Program and this would be the paradigm shift in making SOCSO a more client-cantered organization and the also a driver of creating a more inclusive society. With the RTW Program, workers who suffer from accidents and disability will be given the opportunity to return to life. This is a fundamental element of social security where the system does not exclude one from societal integration but to guarantee hope and ability to recover to be part of the society.

SOCSSO faces claims for employment injury and invalidity and most of the time such claims ends in to a maze of complications which leads to disability. Disability in this context would be the inability to function in today's civil society and more often disability does not impact one person; in fact, it disables the family and community as well. This is the viscous cycle which SOCSSO is trying to break through the Return to Work (RTW) Program. "Disability Management" which the crux of SOCSSO's RTW Program looks from the bio psychosocial perspective of providing physical and vocational rehabilitation while taking in consideration of a safe and healthy work environment to accommodate or sustain a social stability. The RTW Program is one of our strategies which we believe would create more opportunities in overturning today's stigma on disability while creating a viable social security system which encourages societal integration. This program would also ensure a sustainable human resource and the preservation of skilled workers needed in driving the country's economic growth, thus putting the decent work agenda into practice.

SOCSSO's RTW program is developed in order to assist the injured workers which cause them to have permanent disabilities or temporary disabilities occurred during working hours, on the way to work or one the way from work, occupational diseases and illness. The program is mutual process with rehabilitation centres listed under SOCSSO to enable an injured person to have proper treatment and to ensure they can go back to their employment safely. The person in charge of this process are Case Managers and Assistant Case Managers assigned by SOCSSO office and branches all over Malaysia to provide proper medical care and implement the rehabilitation program with appointed rehabilitation centres. The RTW effective success depends on various roles in the working environment, and it is not only focused to Case Managers or SOCSSO. Collaboration with other bodies such as business owners, workers, health care

providers, rehabilitation centres, government statutory, non-governmental organizations and others can ensure the effective and success of the disability management program.

1.2 Problem Statement

Over the last five decades, research regarding approaches toward persons with disabilities has been completed by Yuker, Block & Campbell (1960). General findings based on these researches indicate that respondents hold negative attitudes toward disability. There were indicated that numerous obstructions to the service of populace with disabilities be present. The source from Public Service Department shows that in 2013 the total number of people with disabilities working in the public sector is 2684 people. According to statistics from Utusan Malaysia dated 1st October 2013, it stated that the number of disable people working in public sector is 1754 as was on Dec 2012. Compared to 2012, the number increased in the year 2013. Those PWDs working in private sector has been reported to be 9, 074 people. This shows there is increased disable people who tend to register themselves as PWD and this is not surprising trend as it happens all over the world, even in highly developed country. For example, in Australia only 53% persons with disabilities were employed and registered compared to 80% non-disabled people (ILO n.d).

In order to specifically understand the main barriers faced by people with disabilities in entering workplace it is important to understand the employer's perception and their willingness as well. The strategic approaches in impend a person with disabilities are important also. Therefore, the main concern of this research is in determining the multiple aspects of employers and their approaches in employing disable people in their workplace. These approaches and

strategies can endorse on the employment issues relating the disable people and it can solve the main constraints on the employment oblige.

The respondents in this study might be from categories of employees in the Human Resources Department, Occupational health department, business owners, and security/hazard executive unit or other suitable employees who have direct contact in working with disability correlated issues. In Malaysia, SOCSO has been known as the body to implement Return to Work (RTW) program in assist to hire disable people in the implementation of Disability Management Program in the workplace. The increasing number of people who are becoming permanently disabled as a result of an employment-related injury is forcing them to leave their employment. There are also increasing number of people in Malaysia who, believing that they qualify for a benefit in terms of the invalidity pension scheme, attempted to be certified as being invalids or disabled. Due to this, their futures are bleak and a serious cause of concern for SOCSO and the Malaysian government. This situation, increasingly common in Malaysia, served as one of the main driving forces for the original introduction of a proper RTW system in the country. There, through this study it is aimed to find out more on the major barriers faced by employers in Malaysia in order to implement the Disability Management in their workplace and thus seek better opportunity to create an easy platform for them to implement the program.

1.3 Objectives

The main objective this survey-based research study was conducted basically to analyse the influence characteristics of employers in employing disable people in their workplace and for this purpose, the targeted number of employers from Klang valley, Malaysia were used. Precisely, the connection among gender, total employees in an organization was identified by analysing the total number of employees in the organization, familiarity with disability workers

and prior work experience with disability people together with elements of understanding and beliefs towards disability was explored. The involvement of people with disabilities in a workplace can increase when employers tend to make changes in their attitude towards their employment perspectives (Messina, 2003).

The specific objective is to examine the multiple aspects of employer perception towards supporting disability management in the workplace, this study:

1. To examine the knowledge level of employers regarding disability management
2. To examine affective reactions toward working with individuals with disabilities
3. To examine reasons for not hiring and retaining disability people in the workplace
4. To examine helpful strategies in implementing a successful disability management in the workplace

1.4 Research Questions and hypotheses

Research questions and hypotheses were created in order to collect data and information to conduct data analysis. Therefore questionnaire method was used as a method to collect the data from respondents. Two variables which are dependent and independent variable were identified in conducting this study. Mainly the dependent variable characteristics used in this study were demographic characteristics such as gender; total employees in the organization, level of awareness working with disable people and prior working experience working with people with disabilities. The independent variables used was the knowledge level on disability management, affective responses toward working with people with disabilities to identify the reasons for not hiring and retaining disable people and lastly to identify practical strategies in implementing Disability Management in the workplace.

These examining questions can be necessary in order to design the survey questions and develop questionnaires to get feedback from the respondents.

1. To what extent are employers able to identify proposed reasons for not hiring people with disabilities and their level of knowledge?
2. What are the employers' affective responses toward retaining people with disabilities?
3. What are the strategies to improve hiring and retention of workers with disabilities?
4. Is there any significant relationship between respondent gender and the affective reactions toward individuals with disabilities?
5. Is there any significant relationship between size of the organization represented by the respondent and the affective reactions toward individuals with disabilities?
6. Is there any significant relationship between familiarity with disability and the respondent's affective reactions toward individuals with disabilities?
7. Is there any significant relationship between prior work experience and the respondent's affective reactions toward individuals with disabilities?

All these seven questions were answered with a survey methodology which was used to collect demographic information from the respondents in assuring the relationship between respondents perspective about disability management, identified emotional responses toward working with people with disabilities.

Hypotheses were developed for research questions 4-7. The significant relationships were identified with positive hypotheses.

Hypotheses (H4_a): There is a significant relationship between female respondent and the affective reactions toward individuals with disabilities.

Hypotheses (H4_b): There is a significant relationship between male respondent and the affective reactions toward individuals with disabilities.

Hypotheses (H5_a): There is a significant relationship between large size of the organization represented by the respondent and the affective reactions toward individuals with disabilities.

Hypotheses (H5_b): There is a significant relationship between small size of the organization represented by the respondent and the affective reactions toward individuals with disabilities.

Hypotheses (H6_a): There is a significant relationship between familiarity with disability and the respondent's affective reactions toward individuals with disabilities.

Hypotheses (H6_b): There is a significant relationship between not-familiarity with disability and the respondent's affective reactions toward individuals with disabilities.

Hypotheses (H7_a): There is a significant relationship between prior work experience and the respondent's affective reactions toward individuals with disabilities.

Hypotheses (H7_b): There is a significant relationship between no prior work experience and the respondent's affective reactions toward individuals with disabilities.

1.5 Importance and contribution of the study

Based on study done by McCaughey & Strohmer (2005), it is identified that approaches and behaviours can reflect inclination to act in a conventional and unsurprising ways forward or in the attendance of particular members in a group. Behaviours against people with disabilities is essential due to it is the main integration between negative behaviours and prejudice and unfairness. These kinds of behaviours are developed, nurtured and implemented by employers

when the influence factors like external, cultural and psychological take part instead of just existing in isolation (Tregaskis, 2000). The main purpose of this study is to analyse the connection between external and internal behaviours of employers regarding their perception in hiring people with disabilities. Many frameworks or approaches has been used by number of researchers in understanding the attitude of employers and a common framework often used is the multi component attitude theory.

Based on study done by Popovich et al (2003), the main components of this theory is inclusive of cognitive which are mainly thoughts and philosophies about a specific object and affective elements like approaches and responses used toward the specified object. Generally, employer's behaviours are influenced by other factors include the knowledge level regarding disability management and information about people with disabilities in determining their decision in hiring disable worker. However, the framework of multi component attitude theory has been widely used in merging approaches and ideas. The very first group to implement this theory in order to understand the emotional responses and ideas about hiring people with disabilities in the workplace are Popovich et al, (2003). Rational enhancements can be made based on the understanding of the emotional responses of employers.

1.6 Scope of the study

In this part, the researcher will explain on outline of the project. Chapter one will be discussed on introduction and the main purpose of this research. Background of this study also explained in the first chapter. Chapter two provides additional surroundings information and a reassess of the applicable narrative. It discusses theoretical frameworks based on perspective of employers regarding implementation of disability management in their companies. Methodology

which will be inclusive of research strategy and data collection method will be described in the third chapter. Data analysis and findings will be elaborated in the chapter four and chapter five will provide summary of the findings and some of the implications that arises throughout this research. Future research also will be suggested in the chapter five. Suggestions on future research can be helpful to other researchers in the future and it can enhance employers and Human Resource personnel commitments to the services given to the disability employees.

1.7 Limitations of study

The limitation of this research is the research time period. In this case study, the research period for data collection maybe insufficient as all the respondents are busy with their own working routines. This may influence in their participation in this survey to take proper time in understanding and answer the survey questions. The other limitation was, the scope of study can be expanded to other governmental agencies as in Malaysia, and many ministries have their policies in hiring disability employees. Thus the time constraint and limited resources has restricted this research to be conducted among privatized companies.

Also, the need to interact with the respondents regarding the survey was essential as it should not affect the respondents' responses in answering the questions. The need to properly introduce the researcher is important as he was distributing the questionnaires to the respondents and most of the questionnaires were distributed through case managers. Therefore, there were less adequate space of personal interaction between the researcher and the respondents.

The main barrier here is that the time constraint does not allow the researcher/data collector to explain the meaning of all the questions. Therefore, there might be an assumption that respondents might answer based on their own individual understanding and not from the

perspective of the researcher. The questionnaire also was designed by the researcher alone and did not base on the disability questionnaire often used by most of researchers as it was created by Popovich et al., (2003). Even the disability questionnaire often used by many researchers, yet the results does show major limitations. The past research using this methodology survey does not indicate the actual hiring practices by employers in employing people with disabilities (Hernandez et al., 2000). Despite these limitations, the results discussed in this chapter still yields promising results for other researchers, organizations and especially SOCSO.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Vocational rehabilitation, psychology, sociology and business fields have been studied over past years to analyse the mind-set toward utilizing people with disabilities and barriers also has been identified. Researches has been conducted over the years 1976 to 2007 to seek the constraining factors for employers to assign disable people in their workplace and those disable people has been defined to have connection with physical pathology. Disability Management program can assist those employees to return to work even they are not completely recovered from injuries due to accidents at work places or born disable. Based on a study done by Shrey & Lacerte (1995), employers enable to achieve many objectives through the disability management program. The disability management program can help an employer to reduce costs apart from controlling disability issues. The time in between of accident and return-to-work can be reduced and the program also can ensure employers to reduce the amount of industrial accidents and the expenditure and the length of disabilities. Another objective is fully maximizing internal resources and external services also need to be accomplished by employers. Employers can prevent interventions and enhance on the early involvement regarding the cases of a injured employee and this can enhance the morale value among employers to value employee physical and cultural multiplicity. Understanding disability management program can assist an employer to motivate joint labour-management partnership and thus improve labour relations. This can indirectly decrease the nature of disability and litigation. The most important aspect of all is the involvement of employers and their management can promote collaboration among employees throughout the working phases. Therefore disability management program is not only beneficial to employees but to employers as well.

2.2 Disability Management

Many companies and businesses are more involved in the merging of wellbeing and disability management program as the employee's compensation costs, health care costs, disability costs and benefits are rising (Flynn, 1999; Hester & Kenagy, 1992; Shrey & Lacerte, 1995). Thus, the importance to subcontract the disability management program to third party administrators and or managing on their own becomes important liability to control the disability related issues within the organization. Companies implementing effectual programs based on disability management are more focused on the avoidance factors of diseases and disability ignorance, supporting health awareness programs and hereby decreasing disability issues associated instant off hours due to the believe that "there is not even a single person should be wasted" (Flynn, 1999). Today, many large organizations conceptualizing employees' benefits as a great investment to make them happy, healthy and this can lead to productive workers (Ziegler, 1999). In the early 1980s, the disability management term was firstly used. The first group established the Institute for Rehabilitation and disability management was Washington Business Group in 1982. Thus, the term was still new at that time and barely researches has been done on the field and companies still does not implement the program widely (Flynn, 1999).

According to Flynn (1999), a successful disability management program is merged between many parties like occupational rehabilitation centres, human resources department personnel and together with other involvement from case management, employee support, corporeal remedy, threat administration, and other issues related to workplace disability management. Disability Management can be defined as the process of managing disability issues or disable people and tasks on employing them back to workplace. The workplace can be the employee's old working place or even a better prospect or career compared to previous work.

Hence, the importance of disability management program in the workplace and the implementation is very important.

Over fifteen years, disability management term has been widely used in the business and physiotherapy society. The meaning for the term can be varying according to different professions and different companies. But the fundamental meaning is a way to promote self-interests of companies. Since the meaning cannot be justified to a specific term, disability management has been listed as one of the broadly defined term in health care (Shrey & Lacerte, 1995). Disability management can be put in simple term which defines that to avoid disabilities in notable position, but also provides procedures if accidents occur. According to the Certification of Disability Management Specialists Commission (1999), disability management can be defined as process of preventing and providing remedial services to companies in order to minimize the after affects and expenditure of disability, thus to increase efficiency (p.1). The services provided are well-organized and coordinated considering cost conscious, quality rehabilitation services that imitate companies' commitment to continue employing people with disabilities (Arabas, Gates & Galvin, 1992). In another term, Schwartz and colleagues (as cited in Arabas et al., 1992), defined disability management as:

Disability management can be defined into two scopes. Firstly, disability management means utilizing services, individuals and resources to reduce the bearing and expenditure of disability to both company management and workers. Secondly, it can define as a process of encouraging and motivating employees with disabilities to return to work. The most effective program in a management is when the program implementation can maximize the company's financial and human resources in an effective ways and helps an employee with disabilities to perform their work at their greatest potential and consummation. Therefore, it can be concluded

that disability management is a merge of both commercial principles in human resources and fiscal routine. In a simpler manner, disability management program reassures a vigorous labour force apart from make certain the corporation gain its long-term productivity.

2.3 Why implement disability management programs?

Many organizations may wonder the need to implement disability management program in their workplace and how it can benefit them from cost aspect and increase productivity at the same time. Among the injured and people with diseases whom are categorized as disable people are willing to work and have career on their own, but they are prevented to work due to some barriers. The effects of unemployment have been documented from various aspects such as economic, kin interruption and physical condition effects by Galvin (1986) (as cited in Habeck et al., 1994). According to Habeck (1999), the most crucial situation for a person to lose employment can lead to deficiency, role loss, enslavement and causing mental health. Thus many employees are worried to get injured as they worry about their physical condition, money, profession, kin and community relationship in the community (Akabas & Gates, 1990; Lerner, 1998). The consequences faced by injured workers are learning to regulate to the expressive situation of the disability, the need to return to work by negotiating with previous employer, establishing new career if previous employer does not want the employee back and the importance to get suitable medical services and social assistance (Akabas & Gates, 1990). The next steps to be taken once categorized as a disable person can be stressful for them as they don't know where to start or how to begin the process. Hence, disability management program is a suitable program to assist them and assist the employers as well to deploy back the injured workers.

Many organizations work under postulation that most of injured people during work willing to return-to-work and the management feels need to devote their time in arranging them back to work (Lerner, 1998). Among these employers, they believe only 1 to 3 percent cases are based on duplicitous nature and they no need to worry on fixating on fraud. Employers also believe that employees with disabilities are prefer to come back to work rather than going for medical treatment from one doctor to another and taking multiple tests in determining their disabilities. In addition, it shows that many injured workers do not want to involve in fighting for their rights and rather willing to continue working rather than winning money. Studies have shown that there is low chances for an employee with disability to obtain a different job, thus they prefer to work with same employer which actually can benefit both the employers and employees (Habeck, 1999).

For a person, work is important for his corporeal and emotional interests (Beigbeder, 1999; Flynn, 1994; Strosahl & Johnson, 1998). During the period of not working; the psychological dysfunction will increase for a person. According to disability professionals, mainly workers are willing to get back to employment as soon as possible (Strosahl & Johnson, 1998). Studies has proven that workers can convalesce fast while working compared to sitting at home and the longer he or she out of work, the most “disabled” they becomes (Beigbeder, 1999; Geller & Neumark, 1995). Many people define themselves through the work they do. It is more like giving a personal identity to the person and the unable situation for them to return-to-work may cause identity problem (Lerner, 1998). Thus it is important for injured people to return to work rather than having a disabled mind set which may lead to their decrease of self-worth. According to Flynn (1994), injured workers self-worth will increase once they return to work due to the feel that previous employers show importance them in assigning them back to work.

One of the barriers identified in getting employees back to work is the physicians. Many employers believe that disability a remedial predicament and only are treated by wellbeing care contributors and corporeal and profession counsellors (Rosenthal & Olsheski, 1999). Even though an employee's aptitude to exertion is considered medical, yet in reality it should be professional opinion (Shrey & Mitchell, 1986). For a physician, it may easy for them to define a person's injuries as total and permanent disablement for their own potential medical liability, but the impact is more influence to the disable person. According to Fletcher (1997), in order for employees to return to work quickly, health care providers play important role by examining and defining the disable injuries in short term. Another barrier is self-insures benefits. Many employees whom covered under self-insurance for compensation and long-term disability benefits willing to choose not work when they knew they can accept 75% or more of the earnings when the grievance occur during working (Walker, 1998). The amount they receive from insurance and company contribution can enable them to think twice on returning to work. This indirectly can lead to employee helplessness. Patients also needed to be acknowledged regarding their illness and diagnoses and the purpose to conduct specific treatments which can avoid the insecure feeling they face (Walker, 1998). They even may be told to find other jobs which can prevent them to make their own decisions to their well-being. The compensation also makes them to believe their limitations won't allow them to work like they used to be and this can lead to permanent disability for a long term. There are many employers feel guilty because observance wounded workers out of job (Walker, 1998) and many employers also feel that indignant employees are troublesome to their productivity and refuse to employ them back. This is can create a feeling among injured workers that they are not needed in the workplace and this will lead them not to work back. The employers play important part in determining the injured

worker back to work. For instance, if an employer gives mixed messages to an employee, the worker might prefer to reside absent from job and look keen into litigations and reimbursement to support their living costs (Beigbeder, 1999; Walker, 1998). Hence, companies need to enhance more on their encouragement for offended employees to back to work in order to reduce the expenditure of compensation claims and salary substitute (Beigbeder, 1999).

2.4 Employer attitude toward workers with disabilities

Number of empirical studies has been performed to recognize employers' attitudes toward assigning workers with disabilities by doing survey with employer whom are responsible with hiring and supervising responsibilities. The number of highest population chosen for these studies is local, regional and national basis (Unger, 2002a). Survey instrument approach used in this study using employers as respondents and to identify their responses to hypothetical employment based scenarios were used (Hernandez et al., 2000). According to Levy, Jessop, Rimmerman & Levy (1992), these kinds of researches usually limited to one or two types of employers representing small industries, local societies or small environmental areas or even small population of respondents. Majority of studies focused on general construct of disability whereby some specifies attitude are influences by specific diseases. Some of the disabilities are cancer, AIDS/HIV, diabetes, ESRF (end stage renal failure), Orthopaedic, alcoholism, developmental disabilities (mental retardation), sensory impairments (blindness and deafness), mental health conditions (depression, bipolar disorder, schizophrenia), cognitive impairments (stroke, learning disabilities, acquired brain injury), epilepsy, communication impairments, and mobility/physical disabilities (paraplegia, quadriplegia). Hence, employers need to understand on the disability issue rather than lack in giving attention to disability related issues, which can lead to employees experience due to failure of getting paid capabilities, decreasing confidence,

stressing kin associations and creating unconstructive attitude toward their managers. It is vital for employer to show positive attitude toward disability people and issues related to their disabilities in a way to save cost and at the same time benefit the employees.

2.5 Attitudes of employers to hire people with disability

The attitude of employers to hire people with disability is strongly related on how they define disability from their own perspectives. Many employers randomly interpret disability as covering multiple and diverse conditions ranging from mild to severe. They tend to categorized disability into physical or mental/psychological. But there are some employers whom consider having disability should not constraint an employee to be successful at their work. In a study done by Silverside, A. (1998), it shown that many employers show positive attitudes toward hiring people with disability as those employees reflects good attitude. Some think that employees with disabilities tend to be less productive compared to normal people and employees with disabilities tend to take time off work due to their illness. Employers also believe making enhancements to cater disable people at workplace make them to spend more and therefore they prefer not to hire people with disabilities.

Generally, the most notified barrier in hiring a disable person is the disability costs. Employers feel reluctant to fulfil with community and governmental hassles in hiring and accommodating people with disabilities. The new regulation has required companies to design practical profession descriptions and provide sensible adjustments (Shrey & Lacerte, 1995). Disability related costs have been rising over the years and it will continue to increase and this can increase the compensation parallel (Beigbeder, 1999; Lane & Lichman, 1998). This will lead to increase of health benefits to employees as well. The Social Security Administration is assuming disability expenditures might increase more than 37% over next ten years (Beigbeder,

1999). According to Lerner (1998), long-term disability cases have increased from 30 to 40 percent since the late 1980s and the centralized disability expenses for person who cannot fully work enlarged more than 40% since 1987. In July 1998, over 5.5 million Americans inward disability cheques and it are accepted to amplify more (Lerner, 1998). Another source shown that there are 10 million American adults assemble disability disbursement from communal and confidential sectors as well (Marlowe & Jones, 1994).

2. 6 Barriers to Disability Management Programs

Based on studies done by Jayasorria, D, Bathmavathi Krishnan & Godfrey Ooi (1997), disability management has not been implemented effectively in the past and there are many identified barriers leading to this ineffectiveness program. The main two reasons are insufficient resources dedicated to security and avoidance programs and superintendents who do not put great effort to hire back disable people back to work. Apart from these two, an unstructured accountability system can lead to lack of success of implementation of disability management program in the workplace. Disability management program also becomes a failure if employees assume that disability benefits a privilege for them to earn money in simple manner. Based on Tate et al. (1986), there are other constraints influencing on the effectiveness of disability management. Eventually it will depend on an individual's perception on the facts. The inadequate system also can be blamed for not allowing a disable person to return to work. Another identified barrier is the deficient in of considerate the position of physiotherapy services in the middle of the employers and the wrong assumption on guidelines related to appointing and giving adjustments of living of persons with disabilities. The different versions of policies may confuse and lead to misunderstanding by employers and therefore it may stop them implementing disability management program in their workplace.

Commonly the most crucial identified barrier in implementing disability management is the challenging self-interests along with dissimilar stakeholders such as managers, vigour care providers, physiotherapy centre service providers, communities and the disable worker himself (Shrey & Mitchell, 1986). For those organizations which does not have internal resources to cater disability issues, will tend to hire third party resources to handle disability related issues. The third party resources may be categorized such as indemnity transporters, remedial people and public or private physiotherapy contributors. But in reality is that most of these employers already have internal resources to deal with disability issues and staffs like therapeutic and security staff, worker assistance programs, reimbursement division and indemnity coordinators can handle the disability issues rather than hiring a third party resource. If all these staffs are well trained in conducting disability issues, there won't be needed extra cost to pay to third party resources and internal staffs can gain more benefits.

Another barrier is corporate frustration faced by the management when they failed to decrease accidents and to get an injured person back to work. This distrust makes many organizations to just accept the fact that disability-related matters only a burden for them. But in real term, disability management programs if well-managed and guarded by the management can be the most efficient method in decreasing disability costs and decreasing injury occurring in the workplace (p. 18). The implementation process of disability management program may seem to be a difficult task. The constraint to convince business owners and managers to understand that the start-up costs for hiring expert personnel of disability management would be cost effective is quiet high (Galvin et al., 1986). According to study done by Ceniceros (1998), many companies plan to merge the disability management program but the momentum is slow. 76% of companies willing to merge the return-to-work characters, but merely 18% plan to implement it in reality.

Many employers also believe that downsizing disable people and replacing them with more contract and temporary employees can ensure the increase in productivity and save costs. But the aspect the employers are forgetting is the additional cost they need to invest on hiring new employees compared to employing the disable persons back to work. The increasing demand of intellectual and interpersonal careers can make it more challenging for employers compared to implementing disability management program in hiring and retaining the ex-employees. The main misconception leading to this misunderstanding is lack of knowledge on disability management and thus makes the employers to seek other easier solutions.

The insufficient human assistance in conducting the implementation of disability management in the workplace is another barrier faced by most of disability management implementers. There should be skilled officer in guiding an employer to implement disability management and SOCSO as the main body implementing this disability management program in Malaysia should have sufficient case managers to conduct this program. But the main constrain is the lack of skilled case managers in SOCSO all over Malaysia.

2.7 The concept of Return to Work (RTW)

Return to Work or acronym for RTW is a collaborative program that enables management plan to allow an injured person to return to work safely with appropriate medical care given. Case Managers are the responsible personnel in the RTW program to assist health care service providers to deliver rehabilitation plan to injured employees while promoting cost-effective care at the same time. The need of changes of the components of a disability management program can vary depending on the type of company, job tasks, characteristics of employees and the available resources within the community even there are some essential

components (Akabas et al., 1992). The uniqueness of disability management program can differ according to core business of a company (Habeck et al., 1994). For a company to have an effective disability management program, the characteristics are very important. According to Gottlieb et al., (1998); Marlowe & Jones (1994), three main components of an efficient disability management program is avoidance, early interference and complete case administration. Thus this varies with definition by Watson Wyatt Worldwide (1999/2000). According to Watson, the four largely efficient disability management activities are expenditure cutback, intermediary return-to-work programs, case administration, behavioural wellbeing interferences and lastly self-governing remedial assessments.

In the RTW program, management need to do preparation and synchronization carefully with suitable wellbeing care providers to attain their physiotherapy goals. Generally, the performance of an efficient disability management program depend on the multiple stakeholders like the managers, workers, wellbeing care contributors, physiotherapy provision providers, administration bureaus, non-governmental institutes, and other bodies. Highlighted by Groepper (1993), the benefits of RTW program is it can reduce medical and indemnity costs in his review based on thousand cases handled. He also found out that employees taking part in RTW program were back to work in one half the times compared to those employees whom did not participate in the program. The main purpose of the execution of RTW is to assist a disable individual with wounds or illness to return to work in a more fastest and safe mode. RTW in Malaysia is carried out by SOCSO as one of their main core business in assisting disable people to get back to work. The RTW program helps SOCSO to carry out huge responsible to employers and employees. Through RTW program, a positive environment can be created via professional communication and give morale support to employees with disabilities. Potential monotonous accidents

occurring at workplace also can be reduced by implementing the RTW program apart from reducing disability period. The other objective of RTW is to amplify the efficiency of workers with disabilities throughout total changes of their earnings and career prospect too.

The benefits to employer can be explained in various aspects. It can ensure the employer to decrease the disability length of Insured person with grievances or diseases and facilitate a protected and speedy return to work and therefore it can increase the productivity. Apart from this, the employer also will be capable to keep experienced and extremely trained employees at the workplace and it indirectly can decrease instruction and employing expenses of transitory employees. The RTW project implementation also can optimize the workers' physiotherapy phases so they can return to work sooner and amplify their efficiency. Lastly the employers also can offer labour alteration on suggestions to accommodate workers with injuries or diseases. SOCSO has been implementing pilot project on disability management at workplace at Sabah Forest Industries Sdn Bhd. The collaboration between SOCSO and Sabah Forest Industries was established on May 21, 2014 implementing disability management in human resource management in the event of accidents and occupational diseases among employees. Sabah Forest Industries Sdn Bhd is the first employer in the country to work with SOCSO.

Other than employers, the employees also can gain benefits from the implementation of the RTW scope. It can provide psychological support through counselling and consultation. This project also will reinstate employee's self-assurance by ornamental their corporeal and psychological capability and to avert low confidence originated from the infirmity or disability. The employees' can help re-build themselves with suitable rehabilitative equipment's plus orthotic, prosthetic, implants and so forth, based on the recommendation given by the treating

treatment centre or specialists. Lastly it can promote immediate improvement and lessens the contact on the superiority of life due to the disability or infirmity.

There are some factors influences the RTW process after injury or illness like physical, psychological and social factors. Disability research studies have been proven that there is lack of theoretical structure for merging all these three factors in the RTW process implementation. Yet, there are two theoretical models within the social context have been identified in applying the behaviour of returning to work. The models are the readiness for Change Model originated from health promotion and the second model is phase Model of disability developed for the epidemiological study of professional disability. The first model is keen in addressing the issue of motivation for behaviour changes and the second model more focused on the developmental and temporary aspects of disability. Apart from these two models, the new readiness for RTW model is proposed concerning more on the interpersonal circumstance of the work-disabled worker. Three defining dimensions in employee relationships within the scope of place of work, the physical condition providers and indemnity structure are the revolutionized decisional balance and self-efficiency. The effect of RTW process is studied within the scope of the Phase Model of Disability which inclusive of indications, hazard and mediation for disability. The willingness for RTW Model has the potential to relation for entity dissimilarity in most favourable phase instance for interpositions and their readiness to return to work. The relationships between these two models are still in research period.

According to Mulholland, Sniderman and Yankowski (1994), the period of a disable employee to return to work is not influence by the type of occupation. According to them, the important distinction among RTW programs is the length of time, which occurs from the time of initial injury until the involvement of RTW program. Studies also has proven that the longer an

employee off work due to disability, the less they likely to return to work at all. After the period of six months, only 5% injured workers returned to work and the employers participation needed to be mandatory in the implementation of RTW. In California, after the RTW program has been declared as mandatory program in the workplace, employers realized that an estimated of \$208 million was saved after the implementation with the program (Mills, D. L., 1995).

2.8 Strategies for Improving Return to Work Program.

The process of determining whether an offended person should return to work or when he should return to work should be comparatively forthright. The physicians are responsible people in determining the recovery speed of an injured person and he is the one who can decide whether the disable person have recovered to continue their work. Nevertheless if the employee's condition is still showing the same symptoms and no improvement, then for sure the worker cannot oblige to perform better work in the workplace. Therefore he can file for permanent disability benefits, yet he can still look for new work that suits his current health condition. It does not necessarily means he is not capable of doing any work at all. With an effective RTW program, it will enable a disable person to seek new employment in a new job despite the high competitive labour market with full information and zero transaction costs. The new job also will allow them to have equal wage for their post-injury marginal product. In some cases, the process will not operate similar especially when there is no permanent disability involved.

There are situations where problems can happen, especially when the recovery time for an injury case is broad. Information may be insufficient on either side and this can lead to disagreement between employees and managers, between general practitioner and employers or amid employees plus physician about the needed recovery period and to extend on what kind of

jobs functions can an injured person perform. These kinds of disagreements can lead to litigation, which indirectly can slow the process and affect the employee-employer connection. To overcome such issues and disagreements, the need to polish on current policies of RTW is a must. There are number of variety of public and private guiding principles which can design to perk up wounded worker return to work conclusion. These efforts can be categorized into three main groups: remedial administration based, encouragement based and adjustment based. The remedial administration based methods are more focused on mediate in the injured employee-physician relationship in an attempt to bring more attention on RTW treatment procedure. Example of this policy are yielding organize over which medical doctor offering treatment to employers whom which probably select a physician who emphasized more on return to work and the physicians imposing treatment guideline enforcing speedy recovery. Whereby incentive based policies are more focused on the early return to work. Example of these policies are everlasting disability, which can offer higher benefits to workers whom did not eligible to receive an employment offer and lower benefits as well. Even though the medical management and incentive approaches are largely implemented, the public interventions are legislative in nature.

The last approach is the accommodation based approach is more likely and keen adopted by employers. Accommodation based policies are basically focused on enhancing the work place atmosphere to make it easier for injured workers to execute well in the surroundings. The enhancements can be modifications on the job tasks, or the workplace environment or even work schedule. The employees could even offered different job depending on their current condition and this is very flexible. During an example instance period of injuries happening from 1991

until 1995 in California, these private accommodation based policies for California employers were available as only option as public policy were limited during that period of time.

The effect and impact of RTW policies and regulations has been studied over the years focusing on injured workers. Out of those studies, many researchers concluded that the strong correlation between these two entities needs to be stabilized to implement an effective disability management in the workplace. Thus, the common be deficient in comprising the policies among employers and responsible bodies have caused negative impact on the return to work results.

2.9 Implications for the Return to Work process

Return to work models such as the bio-psychosocial and ecological has been focused in research literature, yet research studies shown that how complex is it for shareholders and place of work managers to implement the models in their workplace. One of the practical implications of the return-to-work process is creating the need between purpose of medical assessment of work ability and the social context of function in supporting work ability. For occurrence, some structures prefer a managerial description for the return-to-work progression such as social insurance and compensation system. Their concern is mainly on a biomedical method where intention evidence of injury, disease or abridged work capability is confirmed. Work disability with clinical definition and assessment of work ability are beginning to be focused and prioritized in order to arrange employee's capability to meet individual, community and work-related hassles. These demands depend on conservational and appropriate factors. However, when it comes to the return-to-work procedures, evidence of work disability need to be provided by physicians and their verdict will entitle benefits like wage replacements for the disable person.

From the aspect of investigate and exercise, representations and conceptualisation of the RTW differs and it depends on the community indemnity or reimbursement structure. This involves stakeholders and their endow comfort, views of desired outputs. However the relationship between different systems and stakeholders like health care providers, legislative and insurance, personal workplace systems play vital role in implementing RTW process. Likewise, there is a need to defined in depth regarding understanding of how the interaction within and components facilitates the RTW process. Especially involving a disable person.

2.9.1 The workplace

Among many implications in implementing RTW, the most common implication is the workplace. It is proven that return-to-work process is severely a dilemma that worries individual workers. Therefore, now research studies have been increased and more focus has been given to research on workplace and organizational factors and their encouragement on the RTW process. But the impact of the workplace in the RTW process has been analysed to incomplete coverage, yet there are many empirical research studies shown that the place of work plays important function in determining success of RTW and supervisors play important role in the process. Number of systematic reviews has been carried out emphasizing on workplace-based RTW interventions and these reviews has been carry out in the United States, Canada, Australia, the United Kingdom, the Netherlands, Sweden and Finland. These reviews are basically on re-entering employees and the intervention process. The output of the review showed that there are numbers of mediators that could assist the RTW process and in the workplace; the process can be administered by early contact between employer and the disable person. The early RTW program can be adjusted to a win-win condition for the manager and the

disable person. The employer can invest in the worker's aptitude and thus has a profitable concentration in accomplishment the employee early than suggested schedule. The situation also benefits the employee in the sense of avoiding a drop in income as the employee can start work earlier than the period he supposed to.

Thus, not many studies have been carried out so far regarding early community contact, and this limits the definite usefulness of early contact as a scheme. Not much information can be gained regarding the early contact for workplace employers, how workplace employers implement the early RTW program and if the early RTW program is really helpful or not. Studies have been proven that continuous communication between supervisors and co-workers regarding the re-entering of disable person can be supportive to the disable person. Anyhow it also depends on the atmosphere at the workplace and other resources. Several countries have been emphasizing early contact a strategy and responsibility, for employers to use as assistance in conducting early RTW process. However there is still some knowledge gap on how to administer the early contact and how the contact can be knowledgeable by workers in the place of work.

To summarize, social associations and community communication must be measured in the measurement of workplace based RTW involvements. Numerous researches have been conducted in relation to RTW process. Thus, not many studies have been conducted on the important role of workplace characters such as supervisors, co-workers and people with disabilities in the success of RTW process.

2.10 Conceptual Framework

The goal of the empirical work in this study is to examine how effective is the disability management program which consist of the return to work program which can influence the perspectives of the employers affecting the employees. The rationale of this scrutiny is to emphasize both the structure that was approximate and the recognize hypothesis obligatory to attain a reliable inference using the relation of independent and dependent variables. The mostly used framework in determining the attitudes of employers in employing disable people in workplace is the multi component framework of attitude. This framework was used in this study by identifying the connection between employer's characteristics such as gender, number of employees working in an organization, prior working experience working with people with disabilities and the multiple ideas and approaches in employing disable people in influencing their implementation of disability management in the workplace.

There are varieties of approaches or frameworks used in determining the attitude of employers in employing disable people in their workplace. The attitude component is a very complex construct and the most common framework used is the multi component attitude framework. The framework suggests that there are many components can be influence in developing an attitude and there are cognitive module, different perceptions and viewpoints. Generally, an individual's attitude is influenced by the knowledge level regarding the object matter. For example, in determining the implementation of disability management in the workplace, employers will have different perspective and viewpoints. Their knowledge level and ideas about people with disabilities and in particular, hiring them and working with them are their main concern when it comes to implementing disability management program in their workplace. This framework has been used in understanding the attitudes and beliefs and through

this research, the researcher hope to find significant results to understand the beliefs and willingness to implement disability management program in the workplace and the practical adjustments they necessitate.

The framework shown in figure 2.1 indicates that the need of analysis to find the willingness of employers to support the disability management program in their workplace can be carried out by analysing the dependent variable which is characteristics of the employers such as gender, size of the organization, the familiarity level working with disability people and prior working experience with the disability people together with the independent variables.

In order to identify the willingness of employers, the research used independent variables such as the knowledge level on the disability management, affective responses on working with disabilities, hiring and retaining disable people and the practical strategies in implementing Disability Management in the Workplace. The researcher's expectation on the implementation of this framework is to identify the willingness level and what are the main constraints for the employers whom not willing to implement the disability management program in their workplace. The dependent variable which is demographic characteristics such as gender, size of the organization, the familiarity level and prior working experience can strengthen the understanding of the employer willingness to hire and retain the disability people. The size of the organization is measured by the total employees in the organization.

The needs of effective strategies were essential to make the disability management program successful among the employers in Malaysia and throughout this study; it is an optimism to identify the effective strategies.

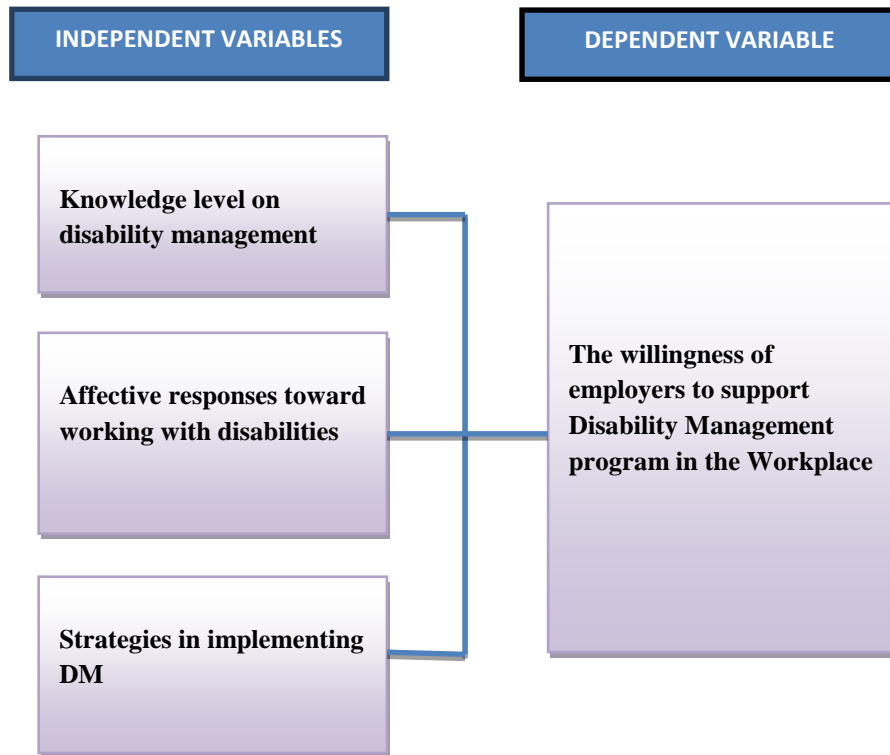


Figure 2.1: Conceptual framework on willingness of employers to support disability management program

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology consisting research design is important in order to collect and analyse needed information in conducting a research study. It can help the researcher to structure out his or her research project to ensure it is on right track. A research design is developed to lay out the whole research, to indicate the major tasks in the project, the population, measurement needed and type of assessment needed. By logically and structurally adapting a proper guideline using various steps, research methodology can be a systematic approach in solving research questions and hypotheses developed.

In this chapter three, it is defined on the research methodology used in the research mainly in order to seek the perception of employers working with disable people in Malaysia. To investigate the respondent's view on working with people with disabilities and to seek the relationships between variety of entities, a questionnaire instrument was design and used. The questions were divided into demographic information and their responses regarding knowledge on disability management, the reasons for not hiring disable people and the practical strategies to implement disability management will be analysed. The researcher provides set of questionnaires for respondents which will be from employers contributing SOCSO from Klang Valley in Malaysia and all the related sub modules such as research design, sampling approaches, and procedures to generate analysis, data examination and instrument are presented in this chapter as well.

3.2 Research Design

The research method used in this research is self-administered survey. The questionnaire was adapted and customized accordingly from *The Journal of Occupational Rehabilitation* written by Michael Feuerstein (2011). The *Journal of Occupational Rehabilitation* is an international forum for the publication of peer-reviewed original papers on the rehabilitation of the disabled worker. Respondent's information such as demographic information and their responses regarding their perception working with disable people were collected using survey instrument. Mostly survey approach used in many researches to seek the self-report data from respondents by giving them multiple choice answers. If a research focused on collecting factual information about individuals and their opinions regarding a subject, survey is highly recommendable. The survey in this study was conducted by giving a set of questionnaire to respondents chosen randomly to seek their perception and opinions regarding working with disable people in the workplace and the output of this questionnaire was from their own opinion.

The input in the survey ensures the results are standardized and it can be arranged in table and chart forms and also available for statistic calculations. To establish a standardized questionnaire, survey form usually tested for reliability and validity tests before contributing them to respondents. Standardization is important to cater larger population and in this study, the total population is 400 respondents. Therefore, standardized set of questionnaire is important to conduct a research study in a short period of time.

The other purpose of choosing this method was surveys are less expensive compared to other approaches such as interviews and recordings. The researcher prefer to choose survey approach as he can cater all 400 respondents in short period of time and from different branches all over Klang valley. The time needed to prepare a survey form is quick and it can be

manageable well also. For this study purpose, important characteristics are personal opinions, attitudes and past behaviours of employers are needed. Therefore, the researcher used survey approach to collect information regarding the characteristics and the opinions comes out from those employers job scope related to employees directly. The collected information is the primary data and secondary data also needed to conduct a study such as journals, internet sources and articles. Apart from raw data collected from employers regarding their perception on working with disable people, secondary data on previous studies conducted on disability management, barriers in employing disable people, employer's attitudes toward hiring disable people and others has been obtained easily. The secondary data were needed to support the identified facts regarding the study which can strengthen the findings for future purposes and can be useful for stakeholders like SOCSO and employers as well.

In this study, the dependent variable will be demographic characteristics' such as gender, size of the organization, the familiarity level working with disability people and prior working experience with the disability people. In order to identify the willingness of employers, the research used independent variables such as the knowledge length on the disability management, affective responses on hiring and retaining the disability employees and the effective strategies on improving the hiring and retaining process. Questionnaire method were chosen for this study because it can cover a large number of respondents and relatively cheap.

3.3 Population and sampling

Sampling size or population is a set of respondents chosen to conduct the study and these sampling can be chosen based on own criteria such as random or specified respondents. The population of this study is the employers, mainly HR personnel, occupational health officers, Company Medical officers and that practicing disability management from various industries in

Klang valley. The sampling procedure chosen for this study was probability sampling and the sampling design was simple random sampling. The main reason for choosing this sampling design was due to the all elements in the population are considered important and simple random sampling offers the greatest generalizability of the results of the entire population.

A Sample of 400 employers was chosen randomly from various industrial companies located in Klang valley to be participant in this research. The respondents were chosen from various groups of professions to seek the perception on working with disable people in the workplace and the willingness of implementing disability management in their workplace. To conduct an effective approach in choosing sample size, the need for the representative statistics number is important. Based on table developed by Krejcie & Morgan (1970), it can determine the sample size needed for a research study based on the total population. They created formula to choose sample size and as easy preference, the table can be referred also. For example, in a population of 2800 people, 338 sampling is sufficient enough to conduct analysis and it can provide logical statistical findings. Based on the statistic report of SOCSO, active SOCSO employers in Klang Valley in year 2013 were estimated 144, 713(PERKESO Annual Report, 2013). It is shown in table 3.1 as below.

PPN/PPP ²			Majikan Aktif
Selangor	B32/B35	Petaling Jaya	45, 887
	B33	Rawang	4, 888
	B34	Klang	18, 646
	B39	Kajang	14, 963
Kuala Lumpur	A31/A36/A37	Kuala Lumpur	60, 329
Jumlah			144, 713

Table 3.1: Number of active employers¹, 2013

¹ Merujuk kepada satu atau lebih caruman pada tahun semasa

² Merujuk kepada PPN/PPP pada tahun semasa majikan berurusan

Based on the table below which is adopted from Krejcie, R.V. & Morgan, D.W, (1970), the researcher needs only 385 samples referred to formula below. Based on the sampling table by Krejcie and Morgan, the highest population shown is 100, 000. Therefore the researcher uses the sampling formula to get the approximate sampling number. The sampling size chosen for this research can assist the researcher to get most likely appropriate findings compared to small number of sampling. Thus, the more data collected, it can signify more valid and strong findings in the statistics analysis compared to small number of sampling representing large population. Based on the table, the appropriate sampling size for this study is 385. But since the population is higher than the maximum value in the table, the researcher plan to choose 400 respondents chosen randomly from various companies in Klang valley. Instead of using 385, the researcher will use 400 samples, a total number from active employers in Klang Valley for year 2013.

N - n	N - n	N - n	N - n	N - n
10 - 10	100 - 80	280 - 162	800 - 260	2800 - 338
15 - 14	110 - 86	290 - 165	850 - 265	3000 - 341
20 - 19	120 - 92	300 - 169	900 - 269	3500 - 346
25 - 24	130 - 97	320 - 175	950 - 274	4000 - 351
30 - 28	140 - 103	340 - 181	1000 - 278	4500 - 354
35 - 32	150 - 108	360 - 186	1100 - 285	5000 - 357
40 - 36	160 - 113	380 - 191	1200 - 291	6000 - 361
45 - 40	170 - 118	400 - 196	1300 - 297	7000 - 364
50 - 44	180 - 123	420 - 201	1400 - 302	8000 - 367
55 - 48	190 - 127	440 - 205	1500 - 306	9000 - 368
60 - 52	200 - 132	460 - 210	1600 - 310	10000 - 370
65 - 56	210 - 136	480 - 214	1700 - 313	15000 - 375
70 - 59	220 - 140	500 - 217	1800 - 317	20000 - 377
75 - 63	230 - 144	550 - 226	1900 - 320	30000 - 379
80 - 66	240 - 148	600 - 234	2000 - 322	40000 - 380
85 - 70	250 - 152	650 - 242	2200 - 327	50000 - 381
90 - 73	260 - 155	700 - 248	2400 - 331	75000 - 382
95 - 76	270 - 159	750 - 254	2600 - 335	100000 - 384

Table 3.2: Table for Determining Sample Size from a Given Population



$$\begin{aligned}
S &= X^2 NP (1-P) / d^2 (N-1) + X^2 P (1-P) \\
&= (3.841) (144713) (0.50) (1-0.50) / (0.05)^2 (0.50) (1-0.50) \\
&= 138960.66 / 361.78 + 0.96 \\
&= \mathbf{385} \\
\mathbf{S} &= \mathbf{385 + (385 * 4\%) = 400.4}
\end{aligned}$$

The researcher needs 400 respondents from active employers in Klang Valley. Therefore, the researcher proportionate calculation to perform simple calculation as below to accommodate total 400 respondents from five branches consisting Klang valley. The researchers perform simple percentage to calculate sampling number from each branch which is 0.27% from the total population in the each branch.

$$\frac{400 \text{ samples}}{144713 \text{ populations}} \times 100\% = 0.27\%$$

State		Total population	Formula	Sampling Number
Selangor	Petaling Jaya	45, 887	45887 * 0.27%	124
	Rawang	4, 888	4888 * 0.27%	20
	Klang	18, 646	18646 * 0.27%	52
	Kajang	14, 963	14963 * 0.27%	41
Kuala Lumpur	Kuala Lumpur	60, 329	60329 * 0.27%	163
Total				400

Table 3.3: Sampling sizes according to districts

Therefore, the researcher plans to collect sampling of total 400 active employers in Klang Valley inclusive of Petaling Jaya, Rawang, Klang, Kajang and Kuala Lumpur.

3.4 Data procedure analysis

In research studies, data plays significant aspect and useful in analysis part. Different researchers and different studies can be done using variety of methodology, yet the common source is the data collected which is used in analysing and interpretations to access more information. The data collected in this study were primary and secondary data.

Primary data can be classified as raw data collected directly from respondents from first hand and these data cannot be published yet without going through some procedures. Primary data cannot be changed by researchers and this shows it is good compared to secondary data which the source can be reliable or vice versa. The primary data collected for this study is basically from questionnaire which was key-in in excel format to be generated analysis. The primary data considered important as it is the first reliable data which can be accessed by researchers and they can generate variety of analysis based on the needs of the study compared to secondary data which can only access the outer information. This makes the secondary data least reliable and may have prejudice as it is already populated by somebody else and the only accessible information is final output. In statistical surveys, it is important to get complete data to analyse to gain information from primary resources and the data can be analysed based in importance to the study.

Compared to primary data, secondary data is a reliable resource gained from electronic access and has been published before. The current technology era with the accessibility of internet and other resources has made secondary data easily obtainable and editable. Apart from secondary data gathered from electronic resources, other types are books, journals, e-journals, portals and blogs. However before obtaining data from secondary sources, it is important to check the validity and the genuineness of the information as the current study will be based on

published findings. In some cases, if primary data not reliable and during time constraint, secondary data can be useful. But then, the source of secondary data needs to be genuine and reliable.

3.5 Data Analysis

Selection of the appropriate methods has to be done at the proposal stage. Once all of the data has been collected, the researcher must prepare the data to be analysed. Organizing the data correctly can save a lot of time and prevent mistakes. Analysing data in a survey conducted for a research data analysis may involve use of readily available statistical software. Nearly all researchers choose to use the database or statistical analysis program, which they can arrange to fit their data in order to organize them effectively.

The first step upon collecting the survey forms are, to key-in the data to excel format using same format cell and in the same file. The data cleansing can be done in the excel file by checking the null answers and inappropriate numbers. Sometimes the data entry can be mistake due to negligence and this should be properly checked before the data transferred to analytical tool. Data cleansing also can ensure errors and check the data for accuracy and errors can be corrected. Once error is identified, it is important to cross check with the manual survey form before deleting it permanently to avoid problem in future during analysis stage. All information should be saved and all adjustments to the data set should carefully and clearly state. Once all the data has been processed, the file can be migrated to analytical software using query database feature. In the analytical software, the data then can be interpreted and presented in graphic figures like tables, charts and graphs.

Base on the researcher's research questions, a set of questionnaires were designed sequent. In the first section of this survey, demographic questions were imposed to respondents to seek information on their workplace and their previous experience regarding working with people with disabilities. The other sections of the questionnaire were stronger in collecting information regarding the knowledge level, the barriers in hiring disable people and practical strategies in implementing disability management in the workplace. The 5-point likert scale were used in the section B and C with 1= strongly agree, 2= agree, 3= neutral, 4= disagree and 5 = strongly disagree. The mean score also ranked from the best (strongly agree) to worst (strongly disagree). This is to segregate the perceived opinion on willingness of employers to implement disability management in the workplace into top and bottom quartiles. For section D, the Likert scale used was 5 as well, but the definition varies. The score 1=very Helpful, 2= helpful, 3= neutral, 4= somewhat helpful and 5= not helpful was used.

The type of data analysis conducted in this study is quantitative using analysis tool 20.0 for windows (IBM SPSS) and analysis test focused more on descriptive analysis, regression analysis and t-test to seek significance mean difference. To check the significance value in t-test, alpha value at $p < .05$ is used. Descriptive analysis is done to check the mean, percentage, and standard deviation on the collected data.

3.6 Instrument validation

In an educational and evaluation researches, mostly used method in data collection is the set of questionnaires. With the usage of questionnaires, researchers can gather information on knowledge, attitudes, opinions, behaviours, facts and other information as well. In a review of 748 research studies in the field of agriculture and extension education done by Radhakrishna, Letie and Bagget (2003), about 64% of the studies used questionnaire as their data collection

method. Out of the studies, one third of the studies did not report procedures for establishing validity (31%) and reliability (33%). The need to test validity and reliability of the questionnaire is to reduce measurement error. According to Groves (1987), quantity inaccuracy is the “inconsistency amid respondents’ characteristics and their review opinions” (p.162).

There are five steps in developing a valid and reliable questionnaires used for data collection. Step 4 and 5 are the validity and reliability tests. In this research study, the researcher conducted validity and reliability tests based on the 50 respondents whom were chosen as pilot test respondents. The exact questionnaire used in the real study was used in pilot test. Validity test is done to seek the amount of systematic integral capacity. Depending on an objective and purpose of a study, the validity types can be chosen out of contented, assemble decisive factor and countenance. All the 50 respondents were chosen randomly from Klang Valley and reliability coefficient (α) was tested using analysis tool. The dependency test is done based on the reliability coefficient identified as alpha which can be in range of 0 to 1. The range 0 is representing a survey full of inaccuracies and ranges 1 defined total deficiency of error. In a study, if the alpha value is more than .70, it indicates that the survey is fully in an acceptable reliability range. Aside from that, it was also reported by Norland, (1990) that normal reliability value is often falls in the range of .90s. In order to determine the reliability of co-efficient, mean score can be used. The computed reliability co-efficient (r) value can summarize than the purposes of the research study is reliable or not. For this survey, the researcher estimates the Cronbach alpha value between .73 ~.90. This is inclusive of all the four sections in the survey form. Cronbach's α (alpha) is a coefficient of reliability. Based on table shown in table 3.4, it shows Cronbach's α (alpha) value of .892. It has proven that the questionnaire is tested for reliability test and the survey is reliable.

In the final step conducting pilot test, reliability test is done. Reliability test can ensure the survey is dependable and can detect random error in measurement. According to Norland (1990), reliability can determine the accuracy or correctness of the instrument needed to be measured. The use of types of reliability test depends on the nature of data such as nominal, ordinal or ratio). Reliability tests can be categorized into test-retest, split half, alternate form or internal consistency. For example, depending on the data type such as ratio scale, the internal consistency test can be generated. Test-retest can be used to seek reliability of knowledge type questions. A structured and systematic questionnaire needs to be developed to decrease measurement errors and it also can guide the proper track to assist a researcher to design questionnaire according to format. Respondents' demographic data types also can be ensured in the beginning for analyse purposes. Anyone involved in educational and evaluation research, must, at a minimum, follow these two steps to develop a valid and reliable questionnaire to enhance the quality of research.

Table 3.4: Reliability Statistics

Cronbach's Alpha	N of Items
.892	39

3.7 Conclusion

In the chapter three, it has been summarized on the research design and method used by researcher in this study. The sampling size is representative of the total population determining the need for this study to gather respondent's information such as demographic details and their opinion on willingness to implement disability management program in their workplace. The instrumentation method chosen for this study is survey approach in order to gather primary data directly from respondents and secondary data was used to support the findings from the analysis.

The procedures illustrated on how data was collected for him to complete the study and lastly, the data analysis section explains on how the analysis is structured and well managed which was collected throughout of the study. Choosing proper method depends on the objective and scope of a study and this research need to use big sampling size. Therefore, the need to use survey was seems to be appropriate. In the following chapter, the data analysis and findings will be explained in depth and statistical tests also shown. Analysis tool is used to analyse raw data collected from respondents and data is processed in tables, charts and graphs to give clearer picture. Data analysis chapter can measure the response from respondents using valid formulas.

CHAPTER FOUR

RESULTS AND DATA ANALYSIS

4.1 Introduction

As previously mentioned in chapter 3, number of statistical analysis has been generated to evaluate the willingness of employers to implement disability management in their workplace from SOCSO's perspective. The overall analysis strategy was generated based on approaches used by Popovich et al. (2003). Pilot test was carried out as a necessity for this research paper as the total population was 400 respondents and the questionnaire was employed by the researcher himself. The questionnaire on the topic was distributed among employers in Klang valley during the event of conferences, seminars, talk and through branch Case Managers and Assistant Case Managers. The questionnaire was administered to participants and the results were collected via hand. The findings of the statistical tests were shown in this chapter and the value of alpha level for analysing the actual differences between variables that were not significant is .05 and used in all tests.

The findings of this research are presented in five parts. Firstly, the response rate is discussed and secondly the demographic results which were collected in section A of the survey is discussed. In the third section, the methods used to validate the knowledge level of disability management have been tested and the fourth section shows the descriptive statistical analysis for research questions 1-3. In the fifth part, the hypotheses related to questions 4-7 were tested using regression analysis.

4.2 Response Rate

The survey was distributed via variety approaches such as through Case Managers and Assistant Case Managers working in Klang Valley branches, via conferences; seminars, talks and the researcher approached the employers when dealing cases with them ($N= 400$). The total distribution included e-mails to professional Human Resources Personnel were 500. But only 400 surveys were received and the respondents number of sufficient to carry out the research study.

Upon completion of the data collection process, results were key-in in the excel format. Later the data were exported from excel to IBM SPSS Statistics Version 20 for windows. The data of total 400 respondents were analysed for validation and reliability test and shown in the instrument validation section.

4.3 Research Questions

These research questions can be fundamental to design the survey questions and design questionnaires to get responses from the sample.

These examining questions can be necessary in order to design the survey questions and develop questionnaires to get feedback from the respondents.

1. To what extend are employers able to identify proposed reasons for not hiring people with disabilities and their level of knowledge?
2. What are the employers' affective responses toward retaining people with disabilities?
3. What are the strategies to improve hiring and retention of workers with disabilities?

4. Is there any significant relationship between respondent gender and the affective reactions toward individuals with disabilities?
5. Is there any significant relationship between size of the organization represented by the respondent and the affective reactions toward individuals with disabilities?
6. Is there any significant relationship between familiarity with disability and the respondent's affective reactions toward individuals with disabilities?
7. Is there any significant relationship between prior work experience and the respondent's affective reactions toward individuals with disabilities?

All these seven questions were answered with a survey methodology which was used to collect demographic information from the respondents in assuring the relationship between respondents perspective about disability management, identified emotional responses toward working with people with disabilities.

Hypotheses were developed for research questions 4-7. The significant relationships were identified with positive hypotheses.

Hypotheses (H4_a): There is a significant relationship between female respondent and the affective reactions toward individuals with disabilities.

Hypotheses (H4_b): There is a significant relationship between male respondent and the affective reactions toward individuals with disabilities.

Hypotheses (H5_a): There is a significant relationship between large size of the organization represented by the respondent and the affective reactions toward individuals with disabilities.

Hypotheses (H5_b): There is a significant relationship between small size of the organization represented by the respondent and the affective reactions toward individuals with disabilities.

Hypotheses (H6_a): There is a significant relationship between familiarity with disability and the respondent's affective reactions toward individuals with disabilities.

Hypotheses (H6_b): There is a significant relationship between not-familiarity with disability and the respondent's affective reactions toward individuals with disabilities.

Hypotheses (H7_a): There is a significant relationship between prior work experience and the respondent's affective reactions toward individuals with disabilities.

Hypotheses (H7_b): There is a significant relationship between no prior work experience and the respondent's affective reactions toward individuals with disabilities.

4.4 Sample Characteristics

Demographic information about the respondents were collected from Section A of the survey form and the information were gender, familiarity working with disability people, total employees working in the organization, prior experience working with disability people, implementation of disability management in the workplace, education level, position in the organization and the willingness to implement the Disability Management program in their workplace with guidance from SOCSO personnel.

Of the 400 completed surveys, 61.0% of respondents were female ($N=244$) while 39.0% were male ($N= 156$). This inconsistency in gender may have occasioned because more of the companies in this study hired women as Human Resource Personnel to hold position such as executives, directors, managers and clerical staffs (figure 4.1).

Table 4.1: Gender Frequency

	Frequency	Percent
Valid Male	156	39.0
Female	244	61.0
Total	400	100.0

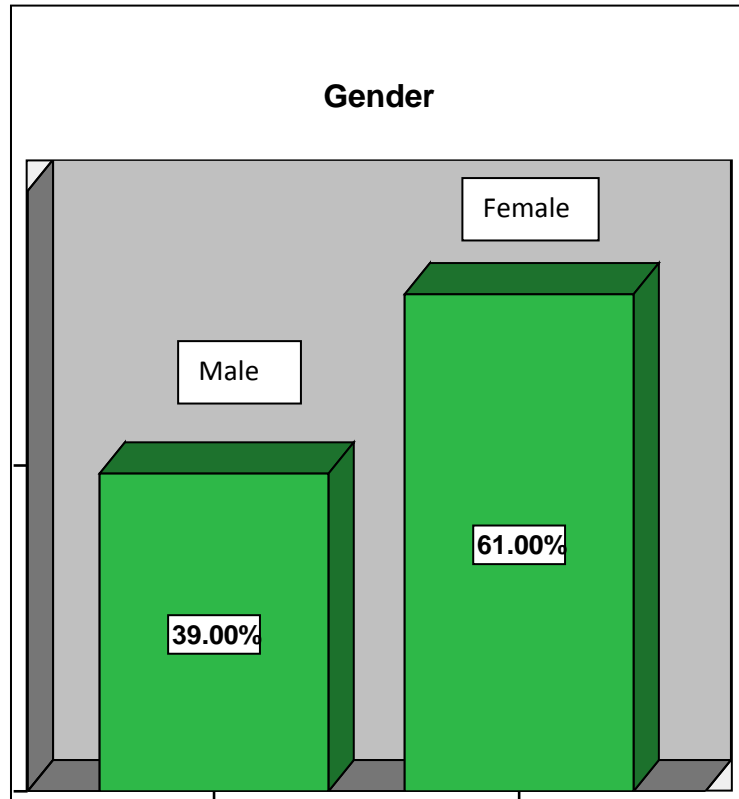


Figure 4.1: Gender pie chart

The size of the respondents' organization was solicited by asking total employees in the organization. The results of this question are shown in table 4.2. The number of employees in the organization were grouped in four groups. Based on the table 4.2, the largest percentage of the respondents, 49.5% works in organizations with less than 100 employees ($N = 198$). Mostly operated companies in Klang Valley are categorized as SME (Small and Medium Industries). Therefore, the largest population of respondents are grouped in less than 100 employees.

Table 4.2: Organization Size

		Frequency	Percent
	Very Small (less than 100)	198	49.5
	Small (From 100 and less than 500)	153	38.3
Valid	Medium (From 500 and less than 2500)	32	8.0
	Large (2500 and more)	17	4.3
	Total	400	100.0

The following question petitioned response from respondents concerning their level of acquaintance with people with disabilities. The respondents were questioned on their familiarity and their length of work experience. Table 4.3 shows respondents familiarity with disable people. Overall 51.7% ($N=207$) had extensive familiarity with disable people (figure 4.2). Question on having prior working experience with disability people, table 4.4 shows 48.0% ($N = 192$) respondents have experience working with disability people. Out of 400 respondents whom have working experience with disable people, 36.0% ($N=144$) have 1-5 years' experience working with disable people and majority have only less than a year experience with disable people 52% ($N = 208$) (figure 4.4). It is shown in table 4.5.

Table 4.3: Familiarity with disability people

		Frequency	Percent
	Yes	207	51.7
Valid	No	193	48.3
	Total	400	100.0

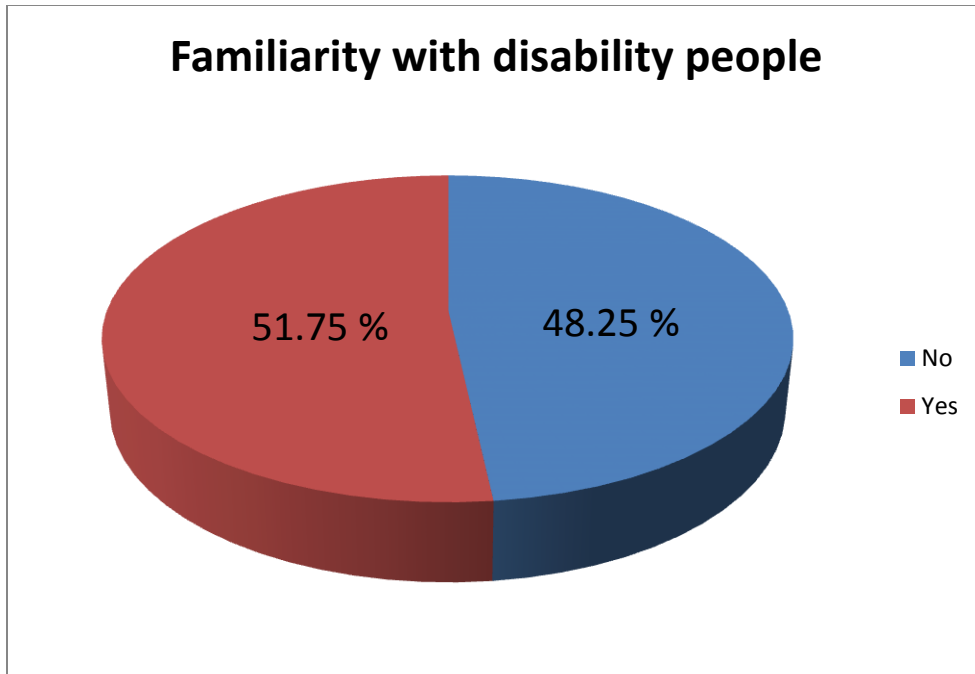


Figure 4.2: Familiarity with disability people

Table 4.4: Prior working experience with disability people

		Frequency	Percent
Valid	Yes	192	48.0
	No	208	52.0
	Total	400	100.0

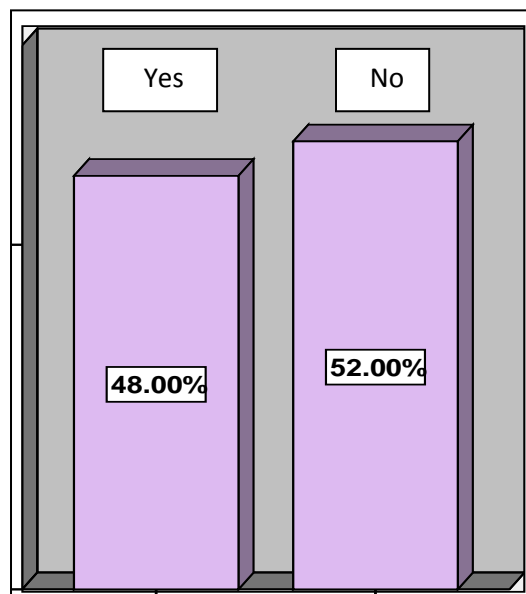


Figure 4.3: Prior working experience with disability people

Table 4.5: Length of employer experience

	Frequency	Percent
0 - less than a year	208	52.0
1-5 years	144	36.0
Valid 5-10 years	39	9.8
More than 10 Years	9	2.3
Total	400	100.0

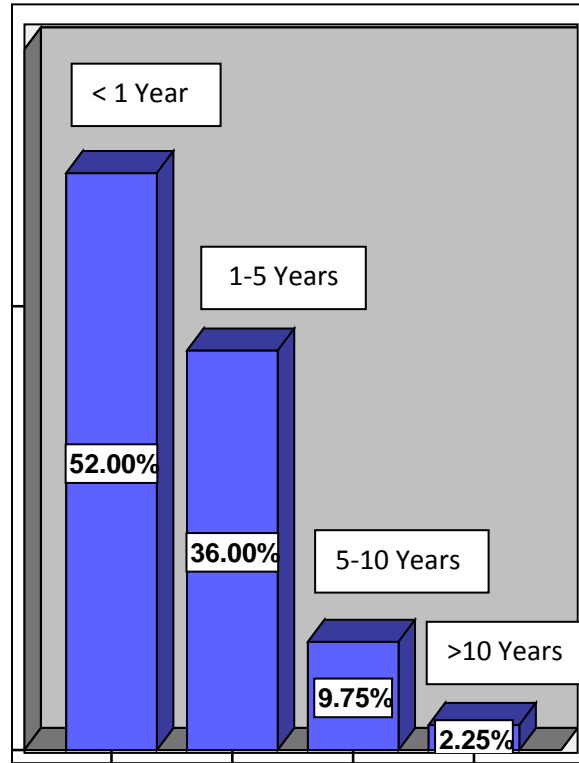


Figure 4.4: Length of employer experience

Respondents whom are currently implementing disability management in the workplace are less than those whom are not implementing, 74.0% ($N=296$). Even though the number of respondents currently not implementing disability management are higher than those who are implementing, high population of the respondents are willing to implement the disability management in the workplace, 83.5% ($N=334$). Both the details are shown in table 4.6 and 4.7.

Table 4.6: Current implementation of disability management in the workplace

		Frequency	Percent
Valid	Yes	104	26.0
	No	296	74.0
	Total	400	100.0

Table 4.7: Willingness to implement the disability management in the workplace

		Frequency	Percent
Valid	Yes	334	83.5
	No	66	16.5
	Total	400	100.0

Lastly, the education level of the respondents were analysed with frequency analysis. It is shown in table 4.8. Highest population of the respondents are 60.3% ($N=241$) holds Bachelor Degree. The lowest ranking is .5% ($N=2$), whom the respondents holding PHD.

Table 4.8: Education level frequency

		Frequency	Percent
Valid	PHD	2	.5
	Master Degree	38	9.5
	Bachelor Degree	241	60.3
	Diploma	78	19.5
	STPM/Certificate/Matriculation/A-Level	20	5.0
	SPM	21	5.3
	Total	400	100.0

4.5 Instrument Validation

To be of value, all research dealing with attitude toward disability must be based upon a appropriate and trustworthy appliance (Roush & Klockars, 1988). The researcher performed statistical analysis to validate the instrument. Total of 39-item scale used to assess respondents' willingness to implement disability management in their workplace. The reliability test is shown in table 4.9 as shown below. The Cronbach's Alpha shown for 39 items is .838. The scale

established tremendously acceptable dependability representative that the instrument does, in fact, measure respondents' affective reactions toward working with individuals with disabilities and the sensibleness of implementing disability management in the workplace. Accordingly, it is a appreciated tool for research talking these issues.

Table 4.9: Reliability Statistics

Cronbach's Alpha	N of Items
.838	39

4.6 Descriptive Statistical Analysis

Research Questions 1-3 petitioned standard data from employees concerning their acquaintance level on disability management, affective reactions towards disability in the workplace and practical strategies for implementing disability management. The results of these three investigations are discussed as below.

Research Question 1

To what extend are employers able to identify proposed reasons for not hiring people with disabilities and their level of knowledge?

In the section B, respondents were asked sixteen statements regarding the knowledge on disability management. Seeking the knowledge level of employers on disability management may enable the SOCSO management to conduct more courses and certain conferences to increase the knowledge level. The t-test analysis is shown in table 4.10. Based on the table findings, mean value more than test value ($x > 3.0$) indicates more on disagreement. Mean value less than test value ($x < 3.0$) indicates more on agree to the referred statements. Among

the highest mean value ($x = 4.10$) shows highest disagreement on the statement ***“I feel uncomfortable around people of disabilities, don’t know how to behave”***. Based on the table 4.11, the same statement shows 43.8% of disagreement. Out of sixteen statements, respondents disagree statement was seven and agree statement was nine. This shows that respondent’s knowledge level on disability management considered high and the section need to be enhanced is training on understanding disability and accommodation. This section was identified as less knowledgeable among employers based on the frequency analysis shown in table 4.11. The statements ***“I do know and understand disability or accommodation issues, and do not need training”*** shows disagree percentage of 50.7%. This indicates that respondents need more training on understanding disability and accommodation issues.

The most agreed statement in this section B regarding knowledge level on disability management is ***“I am more concern about Disability Management practices through Return to Work Program (RTW) by SOCSO”***. It shows mean value of 1.92 based on table 4.10. Based on frequency analysis table 4.11, 55.0% respondents agreed on ***“I am aware that employers are further entitled to claim for expenditure incurred on the provision of any equipment/facilities necessary to assist disabled employees in the performance of their duties”***.

In summary, the knowledge level of Disability Management among the respondents is considered high and it indicates a positive reaction towards implementing disability management in the workplace.

Table 4.10: One-Sample Statistics for section B (Knowledge on Disability Management)

	<i>N</i>	Mean	Std. Deviation	Std. Error Mean
I do know and understand disability or accommodation issues, and do not need training	400	3.52	1.067	.053
I am more concerned about cost, including accommodations, insurance, accessibility	400	3.48	1.108	.055
I am more concerned on job performance or qualifications	400	3.57	1.236	.062
I am more concerned on liability to lawsuits and complaints	400	3.62	1.155	.058
I feel uncomfortable around people of disabilities, don't know how to behave	400	4.10	.930	.046
I am more concern over customer or client reaction or public image	400	3.87	.985	.049
Learning more about disability management is time consuming and hassle such as doing paperwork.	400	3.77	.948	.047
I am more concern about Disability Management practices through Return to Work Program (RTW) by SOCSO.	400	1.92	.843	.042
I do aware that employer who hire Person With Disability (PWD) are entitle to claims double income tax deductions.	400	2.12	1.027	.051
I am aware that employers are further entitled to claim for expenditure incurred on the provision of any equipment/facilities necessary to assist disabled employees in the performance of their duties.	400	2.25	.923	.046
I am alert that Company is allowed a double deduction for expenditure incurred in training any disable person who is not an employee of the company with the aim of enhancing the person's employment prospects.	400	2.23	1.025	.051
I am aware that assistive devices or supporting equipment that are classified as medical or educational equipment are exempted from sales tax.	400	2.27	1.003	.050
I am alert that employees with disabilities have a right to the same income as able-bodied employees doing the exact same job.	400	2.16	.976	.049
I do know that employees with disabilities earning below RM 1,200 are entitle to receive a disability allowance (Elaun Pekerja Cacat or EPC) of RM 300.	400	2.35	1.077	.054
I am acknowledge that employees with disabilities should receive EPC +SOCSO	400	2.06	1.034	.052
I am aware of the concern about PWD Act 2008 and the implementation of 1% policy on employments opportunities for PWDs.	400	2.28	1.129	.056

Table 4.11: Frequency Analysis

Statements	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
I do know and understand disability or accommodation issues, and do not need training	5.8	13.8	16.5	50.7	13.3
I am more concerned about cost, including accommodations, insurance, accessibility	6.0	16.3	16.0	47.3	14.5
I am more concerned on job performance or qualifications	6.3	18.8	13.3	35.3	26.5
I am more concerned on liability to lawsuits and complaints	5.5	14.2	17.3	39.0	24.0
I feel uncomfortable around people of disabilities, don't know how to behave	1.3	7.0	10.0	43.8	38.0
I am more concern over customer or client reaction or public image	2.8	9.0	12.3	50.5	25.5
Learning more about disability management is time consuming and hassle such as doing paperwork.	3.0	8.0	17.0	53.0	19.0
I am more concern about Disability Management practices through Return to Work Program (RTW) by SOCSO.	31.5	52.3	10.0	5.3	1.0
I do aware that employer who hire Person With Disability (PWD) are entitle to claims double income tax deductions.	31.8	38.0	20.0	7.5	2.8
I am aware that employers are further entitled to claim for expenditure incurred on the provision of any equipment/facilities necessary to assist disabled employees in the performance of their duties.	17.3	55.0	15.8	10.0	2.0
I am alert that Company is allowed a double deduction for expenditure incurred in training any disable person who is not an employee of the company with the aim of enhancing the person's employment prospects.	23.0	47.5	16.5	9.3	3.8
I am aware that assistive devices or supporting equipment that are classified as medical or educational equipment are exempted from sales tax.	21.8	45.5	18.8	11.8	2.3
I am alert that employees with disabilities have a right to the same income as able-bodied employees doing the exact same job.	25.8	45.8	16.5	10.5	1.5
I do know that employees with disabilities earning below RM 1,200 are entitle to receive a disability allowance (Elaun Pekerja Cacat or EPC) of RM 300.	22.0	42.3	18.3	14.0	3.5
I am acknowledge that employees with disabilities should receive EPC +SOCSO	33.0	42.8	12.3	9.3	2.8
I am aware of the concern about PWD Act 2008 and the implementation of 1% policy on employments opportunities for PWDs.	28.7	35.0	20.5	11.3	4.5

Research Question 2

What are the employers' affective responses toward retaining people with disabilities?

Section C was developed in the questionnaire to seek the most significant reasons for not hiring and retaining person with disability. Total of 15 questions were imposed to seek significant answer by creating 5- Likert Scale from strongly agree to strongly disagree. To carry out this analysis, t-test was generated with test value of 3.0. The mean value of more than test value ($x > 3.0$) is considered mostly disagree statements and mean value less than test value shows ($x < 3.0$) agree statement. Based on the table 4.12, the most highly rated reason for not hiring and retaining person with disability is the issue of disciplining a disability employee due to his poor work performance as employers are more concerned over the lawsuit they might need to encounter (1.47). The second reason for not hiring and retaining disability people is most employers believe hiring workers who develop disabilities become less dependable (1.52). The third mostly chosen reason was the concern over spending extra time that supervisors or co-workers will need to spend to assist workers with disabilities (1.62). These three reasons were identified as most encountered reasons or barriers for employers to hire and retain person with disabilities.

The table 4.13 summarizes the agreed percentage of the all the reasons for not hiring and retaining person with disability. Total 97.3% employers agreed that assisting a disable worker will be more time consuming and 96.3% employers agreed that lawsuits are their main concern when they want to terminate a worker with disability for poor work performance and the employers can't fully depend on disable workers.

Table 4.12: One-Sample Statistics for Section C (Reasons for not hiring and retaining person with disability)

	<i>N</i>	Mean	Std. Deviation	Std. Error Mean	Ranking
I am worried about the cost of providing reasonable accommodation so that workers with disabilities can do their jobs	400	3.67	1.130	.056	9
I do not know how to handle the needs of a worker with a disability on job	400	3.62	1.095	.055	11
I am afraid I won't be able to discipline or terminate a worker with a disability for poor performance because of potential lawsuits	400	1.47	.718	.036	15
I am concerned about the extra time that supervisors or co-workers will need to spend to assist workers with disabilities	400	1.62	.621	.031	13
I am worried about other costs such as increased health insurance or worker's compensation premiums	400	3.65	1.138	.057	10
I think of workers with disabilities as "problem employees"	400	4.00	1.016	.051	1
I find that job applicants with disabilities don't have the necessary skills and experience	400	3.83	1.043	.052	6
I am afraid that workers who develop disabilities will become a liability to the company	400	3.87	1.027	.051	2
I believe that workers who develop disabilities can no longer do the basic functions of their job.	400	3.84	.993	.050	4
I believe that workers who develop disabilities become less dependable	400	1.52	.718	.036	14
I believe that workers who develop disabilities become less dedicated to their jobs	400	3.81	.939	.047	7
Workers who develop disabilities prefer not to return to work	400	3.86	1.086	.054	3
I think that workers who are poor performers only get worse once they acquire a disability	400	3.74	1.075	.054	8
I believe that workers who develop disabilities can no longer do the basic functions of their jobs	400	3.84	1.080	.054	5
I rarely see Person With Disability's applying for jobs.	400	3.49	1.240	.062	12

Table 4.13: Employers reasons for not hiring and retaining person with disability

Items	Total Agreed (%)
I am worried about the cost of providing reasonable accommodation so that workers with disabilities can do their jobs	22.8
I do not know how to handle the needs of a worker with a disability on job	18.0
I am afraid I won't be able to discipline or terminate a worker with a disability for poor performance because of potential lawsuits	96.3
I am concerned about the extra time that supervisors or co-workers will need to spend to assist workers with disabilities	97.3
I am worried about other costs such as increased health insurance or worker's compensation premiums	20.8
I think of workers with disabilities as "problem employees"	11.5
I find that job applicants with disabilities don't have the necessary skills and experience	12.5
I am afraid that workers who develop disabilities will become a liability to the company	12.0
I believe that workers who develop disabilities can no longer do the basic functions of their job.	12.5
I believe that workers who develop disabilities become less dependable	96.3
I believe that workers who develop disabilities become less dedicated to their jobs	12.8
Workers who develop disabilities prefer not to return to work	14.2
I think that workers who are poor performers only get worse once they acquire a disability	16.8
I believe that workers who develop disabilities can no longer do the basic functions of their jobs	15.5
I rarely see Person With Disability's applying for jobs.	25.8

Research Question 3

What are the strategies to improve hiring and retention of workers with disabilities?

Section D was designed in the questionnaire set to identify the practical strategies for implementing disability management in the workplace. Total of eight questions were imposed with 5-point Likert Scale (1=Very Helpful; 5= Not Helpful). For this section, the researcher generated t-test and identified the mean value for each items. Test value chosen was 3.0 and the mean value less than test value ($x < 3.0$) indicates helpful practical strategies and mean value more than test value ($x > 3.0$) indicates not helpful strategies. Based on the table 4.14, all the eight statements were chosen as helpful practical strategies by employers in implementing the disability management in their workplace. Among the listed practical strategies, most respondents chose “**SOCSO to assist employers in implementing disability management through RTW program**” (mean = 1.51). The practical strategies has been listed according to highest chosen strategy to lowest and shown in table 4.14.

The frequency table has been summarized in table 4.15, and 93.5% respondents agreed that SOCSO need to assist them in implementing the disability management through RTW program. It is followed by strategy of written guidelines on Disability Management for dealing with disability issues, including accommodation requests (91.3%). SOCSO also can provide external resources to deliver guidance on disability issues (88.0%). The respondents also answered more or better training on disability issues for supervisors and managers in their workplace to accommodate the needs of disable workers will be very helpful (87.8%). Through the findings in this section, the management of SOCSO can implement practical strategies to assist employers to practice disability management in their workplace.

Table 4.14: One-Sample Statistics for Section D (Practical Strategies for implementing disability management)

	<i>N</i>	Mean	Std. Deviation	Std. Error Mean	Ranking
More or better training on disability issues for supervisors and managers	400	1.77	.846	.042	4
Written guidelines on Disability Management for dealing with disability issues, including accommodation requests	400	1.68	.749	.037	2
An organization-wide system for handling requests for reasonable accommodations	400	1.77	.773	.039	5
External resources to get guidance on disability issues	400	1.78	.767	.038	6
A Case Managers/Disability Managers who deals with disability issues at workplace	400	1.78	.776	.039	7
A centralized fund within the organization to pay for job accommodations	400	1.82	.776	.039	8
A written company policy of non-discrimination that includes disability management	400	1.72	.804	.040	3
SOCSO to assist employer in implementing Disability Management, through RTW program.	400	1.51	.718	.036	1

Table 4.15: Employers practical strategies for implementing disability management

Items	Total Agreed (%)
More or better training on disability issues for supervisors and managers	87.8
Written guidelines on Disability Management for dealing with disability issues, including accommodation requests	91.3
An organization-wide system for handling requests for reasonable accommodations	87.3
External resources to get guidance on disability issues	88.0
A Case Managers/Disability Managers who deals with disability issues at workplace	85.5
A centralized fund within the organization to pay for job accommodations	86.0
A written company policy of non-discrimination that includes disability management	87.3
SOCSO to assist employer in implementing Disability Management, through RTW program.	93.5

4.7 Hypothesis Testing

The following research questions 4, 5, 6 and 7 focus on correlations between employer demographic characteristics and their affective reactions towards the employability of people with disabilities. Therefore eight hypotheses were tested for Research Questions 4-7 using regression analysis.

Research Question 4

Is there any significant relationship between respondent gender and the affective reactions toward individuals with disabilities?

Hypotheses (H4_a): There is a significant relationship between female respondent and the affective reactions toward individuals with disabilities.

Hypotheses (H4_b): There is a significant relationship between male respondent and the affective reactions toward individuals with disabilities.

To analyse the relationship between gender and affective reactions towards individuals with disabilities, regression analysis was generated. In the first analysis, gender was entered as predictor in a model with knowledge on disability management (Section B) as the criterion. The second analysis, the criterion was changed to the reasons for not hiring and retaining disability people (Section C). The overall model, with gender as a predictor was significant for the survey section B, $F = 2.212$, $p > .005$, $R^2 = .046$ (based on table 4.16 and table 4.17). The second analysis with the criterion the reasons for not hiring disable people was generated with regression analysis. The results with gender as a predictor was significant for the survey section C, $F = 1.148$, $p > .311$, $R^2 = .006$ (based on table 4.18 and table 4.19).

Therefore, the positive hypothesis H4 was supported because in both models, gender does predict a respondent's affective reaction toward working with individuals with disabilities.

Table 4.16: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.051	16	.503	2.212	.005 ^b
	Residual	87.109	383	.227		
	Total	95.160	399			

a. Dependent Variable: Gender

Table 4.17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.291 ^a	.085	.046	.477

Table 4.18: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.084	15	.272	1.148	.311 ^b
	Residual	91.076	384	.237		
	Total	95.160	399			

a. Dependent Variable: Gender

Table 4.19: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.207 ^a	.043	.006	.487

For the research question 4, the results of regression analysis showed there is significant relationship between gender and respondent's affective reaction toward working with individuals with disabilities. Therefore, the researcher has generated independent t-test to prove the hypotheses H4_a and H4_b to seek either female or male has highest affective reaction toward working with individuals with disabilities. Based on the table 4.20, it shows female respondents have higher mean value (mean = 2.88) compared to male respondents (mean = 2.79) towards affective reaction working with individuals with disabilities. Therefore, the hypotheses (H4_a): has been proven as there is a significant relationship between female respondent and the affective reactions toward individuals with disabilities. Thus, hypotheses (H4_b): There is no significant connection between male respondent's responses toward working people with disabilities. In summary, female respondents have more affective reactions toward individuals with disabilities and in several studies, it has been proved that female employers show more positive reactions towards disability issues and they are keen in employing people with disability in their workplace (e.g., McLaughlin, Bell, & Stringer, 2004; Popovich et al., 2003). This is due to the status that women are small minority in the working places and responsible in employing people, they tend to show more empathic toward people with disabilities. However, there are still some studies indicate opposite findings which is gender does not influence on employing people with disabilities (Bricout & Bentley, 2000; Loo, 2001). Hence, other aspects were needed to be analysed in order to seek the correlation between gender and the recognition of working with people with disabilities.

Table 4.20: Group Statistics

	Gender	N	Mean
I do know and understand disability or accommodation issues, and do not need training	Male	156	3.28
	Female	244	3.67
I am more concerned about cost, including accommodations, insurance, accessibility	Male	156	3.33
	Female	244	3.58
I am more concerned on job performance or qualifications	Male	156	3.42
	Female	244	3.67
I am more concerned on liability to lawsuits and complaints	Male	156	3.47
	Female	244	3.71
I feel uncomfortable around people of disabilities, don't know how to behave	Male	156	4.06
	Female	244	4.13
I am more concern over customer or client reaction or public image	Male	156	3.81
	Female	244	3.91
Learning more about disability management is time consuming and hassle such as doing paperwork	Male	156	3.77
	Female	244	3.77
I am more concern about Disability Management practices through Return to Work Program (RTW) by SOCSO.	Male	156	1.85
	Female	244	1.97
I do aware that employer who hire Person With Disability (PWD) are entitle to claims double income tax deductions.	Male	156	2.12
	Female	244	2.11
I am aware that employers are further entitled to claim for expenditure incurred on the provision of any equipment/facilities necessary to assist disabled employees in the performance of their duties.	Male	156	2.24
	Female	244	2.25
I am alert that Company is allowed a double deduction for expenditure incurred in training any disable person who is not an employee of the company with the aim of enhancing the person's employment prospects.	Male	156	2.19
	Female	244	2.26
I am aware that assistive devices or supporting equipment that are classified as medical or educational equipment are exempted from sales tax.	Male	156	2.32
	Female	244	2.24
I am alert that employees with disabilities have a right to the same income as able-bodied employees doing the exact same job.	Male	156	2.09
	Female	244	2.21
I do know that employees with disabilities earning below RM 1,200 are entitle to receive a disability allowance (Elaun Pekerja Cacat or EPC) of RM 300.	Male	156	2.44
	Female	244	2.29
I am acknowledge that employees with disabilities should receive EPC +SOCSCO	Male	156	2.07
	Female	244	2.05
I am aware of the concern about PWD Act 2008 and the implementation of 1% policy on employments opportunities for PWDs.	Male	156	2.24
	Female	244	2.30
Overall	Male	156	2.79
	Female	244	2.88

Research Question 5

Is there any significant relationship between size of the organization represented by the respondent and the affective reactions toward individuals with disabilities?

Hypotheses (H5_a): There is a significant relationship between large size of the organization represented by the respondent and the affective reactions toward individuals with disabilities.

Hypotheses (H5_b): There is a significant relationship between small size of the organization represented by the respondent and the affective reactions toward individuals with disabilities.

To analysis the relationship between size of organization and affective reactions towards individuals with disabilities, regression analysis was generated. In the first analysis, size of organization was entered as predictor in a model with knowledge on disability management (Section B) as the criterion. The second analysis, the criterion was changed to the reasons for not hiring and retaining disability people (Section C). The overall model, with size of the organization as a predictor was significant for the survey section B, $F = 5.013$, $p > .000$, $R^2 = .139$ (based on table 4.21 and table 4.22). The second analysis with the criterion the reasons for not hiring disable people was generated with regression analysis. The results with size of organization as a predictor was significant for the survey section C, $F = 2.172$, $p > .007$, $R^2 = .042$ (based on table 4.23 and table 4.24).

Table 4.21: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.446	16	.465	5.013	.000 ^b
	Residual	35.552	383	.093		
	Total	42.997	399			

a. Dependent Variable: Total employees in the organization

Table 4.22: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.416 ^a	.173	.139	.305

Table 4.23: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.363	15	.224	2.172	.007 ^b
	Residual	39.634	384	.103		
	Total	42.997	399			

a. Dependent Variable: Total employees in the organization

Table 4.24: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.280 ^a	.078	.042	.321

For the research question 5, the results of regression analysis showed there is significant relationship between size of the organization and respondent's affective reaction toward working with individuals with disabilities. Therefore, the researcher has generated independent t-test to prove the hypotheses H5_a and H5_b to seek either large or small organization has highest affective reaction toward working with individuals with disabilities. Based on the table 4.25, it shows large organization have higher mean value (mean = 3.03) compared to small size organization (mean = 2.82) and this shows that large organization showed more affective reaction toward working with individuals with disabilities. Therefore, hypotheses (H5_a) shows there is a significant relationship between large size of the organization represented by the respondent and the affective reactions toward individuals with disabilities. Thus hypotheses (H5_b) proven that there is no significant relationship between small size of the organization represented by the respondent and the affective reactions toward individuals with disabilities.

In summary, large organization show positive affective reaction towards hiring person with disability compared to small size organizations. Generally, based on studies done by Hernandez, Keys & Balcazar (2000), respondents from larger companies tend to show positive attitudes compared to those from smaller organizations. However there are no recent studies has proven that larger employers show greater acceptance of employing people with disabilities compared to smaller size organizations. Therefore, this research showed positive correlation exists between number of employees within the organization and affective reactions of respondents.

Table 4.25: One Group Statistics

	Size	N	Mean
I do know and understand disability or accommodation issues, and do not need training	Small	351	3.56
	Large	49	3.22
I am more concerned about cost, including accommodations, insurance, accessibility	Small	351	3.49
	Large	49	3.39
I am more concerned on job performance or qualifications	Small	351	3.62
	Large	49	3.20
I am more concerned on liability to lawsuits and complaints	Small	351	3.61
	Large	49	3.65
I feel uncomfortable around people of disabilities, don't know how to behave	Small	351	4.06
	Large	49	4.39
I am more concern over customer or client reaction or public image	Small	351	3.85
	Large	49	4.02
Learning more about disability management is time consuming and hassle such as doing paperwork	Small	351	3.72
	Large	49	4.10
I am more concern about Disability Management practices through Return to Work Program (RTW) by SOCSO.	Small	351	1.94
	Large	49	1.80
I do aware that employer who hire Person With Disability (PWD) are entitle to claims double income tax deductions.	Small	351	2.04
	Large	49	2.67
I am aware that employers are further entitled to claim for expenditure incurred on the provision of any equipment/facilities necessary to assist disabled employees in the performance of their duties.	Small	351	2.18
	Large	49	2.71
I am alert that Company is allowed a double deduction for expenditure incurred in training any disable person who is not an employee of the company with the aim of enhancing the person's employment prospects.	Small	351	2.16
	Large	49	2.78
I am aware that assistive devices or supporting equipment that are classified as medical or educational equipment are exempted from sales tax.	Small	351	2.21
	Large	49	2.69
I am alert that employees with disabilities have a right to the same income as able-bodied employees doing the exact same job.	Small	351	2.17
	Large	49	2.14
I do know that employees with disabilities earning below RM 1,200 are entitle to receive a disability allowance (Elaun Pekerja Cacat or EPC) of RM 300.	Small	351	2.28
	Large	49	2.80
I am acknowledge that employees with disabilities should receive EPC +SOCSO	Small	351	2.01
	Large	49	2.39
I am aware of the concern about PWD Act 2008 and the implementation of 1% policy on employments opportunities for PWDs.	Small	351	2.25
	Large	49	2.51
Overall	Small	351	2.82
	Large	49	3.03

Research Question 6

Is there any significant relationship between familiarity with disability and the respondent's affective reactions toward individuals with disabilities?

Hypotheses (H6_a): There is a significant relationship between familiarity with disability and the respondent's affective reactions toward individuals with disabilities.

Hypotheses (H6_b): There is a significant relationship between not-familiarity with disability and the respondent's affective reactions toward individuals with disabilities.

To analysis the relationship between familiarity with disability and affective reactions towards individuals with disabilities, regression analysis was generated. In the first analysis, familiarity variable was entered as predictor in a model with knowledge on disability management (Section B) as the criterion. The second analysis, the criterion was changed to the reasons for not hiring and retaining disability people (Section C). The overall model, with familiarity variable as a predictor was significant for the survey section B, $F = 2.491$, $p > .001$, $R^2 = .056$ (based on table 4.26 and table 4.27). The second analysis with the criterion the reasons for not hiring disable people was generated with regression analysis. The results with familiarity variable as a predictor was significant for the survey section C, $F = 3.923$, $p > .000$, $R^2 = .099$ (based on table 4.28 and table 4.29).

Table 4.26: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9.414	16	.588	2.491	.001 ^b
Residual	90.463	383	.236		
Total	99.878	399			

a. Dependent Variable: Familiarity working with disability people

Table 4.27: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.307 ^a	.094	.056	.486

Table 4.28: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	13.272	15	.885	3.923	.000 ^b
Residual	86.606	384	.226		
Total	99.878	399			

a. Dependent Variable: Familiarity working with disability people

Table 4.29: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.365 ^a	.133	.099	.475

For the research question 6, the results of regression analysis showed there is significant relationship between familiarity with disability people and respondent's affective reaction toward hiring and retaining individuals with disabilities. Therefore, the researcher has generated independent t-test to prove the hypotheses H6_a and H6_b to seek either familiarity or non-familiarity has highest affective reaction toward working with individuals with disabilities.

Based on the table 4.30, it shows employers whom are familiar with disable people have higher mean value (mean = 2.81) compared to those whom does not familiar (mean = 2.76) and this shows that employers with familiarity with disable people showed more affective reaction toward working with individuals with disabilities. Therefore, hypotheses (H6_a) shows there is a significant relationship between familiarity represented by the respondent and the affective reactions toward individuals with disabilities. Thus hypotheses (H6_b) proven that there is no significant relationship between non-familiarity represented by the respondent and the affective reactions toward individuals with disabilities. In summary, employers whom are familiar with disable people show positive affective reaction towards working with disability compared to those whom are not familiar with disable people.

Table 4.30: One-Group Statistics

	Familiarity	N	Mean
I do know and understand disability or accommodation issues, and do not need training	Yes	207	3.56
	No	193	3.48
I am more concerned about cost, including accommodations, insurance, accessibility	Yes	207	3.59
	No	193	3.36
I am more concerned on job performance or qualifications	Yes	207	3.75
	No	193	3.38
I am more concerned on liability to lawsuits and complaints	Yes	207	3.76
	No	193	3.47
I feel uncomfortable around people of disabilities, don't know how to behave	Yes	207	4.14
	No	193	4.07
I am more concern over customer or client reaction or public image	Yes	207	3.93
	No	193	3.80
Learning more about disability management is time consuming and hassle such as doing paperwork	Yes	207	3.86
	No	193	3.68
I am more concern about Disability Management practices through Return to Work Program (RTW) by SOCSO.	Yes	207	1.83
	No	193	2.02
I do aware that employer who hire Person With Disability (PWD) are entitle to claims double income tax deductions.	Yes	207	1.90
	No	193	2.35
I am aware that employers are further entitled to claim for expenditure incurred on the provision of any equipment/facilities necessary to assist disabled employees in the performance of their duties.	Yes	207	2.13
	No	193	2.37
I am alert that Company is allowed a double deduction for expenditure incurred in training any disable person who is not an employee of the company with the aim of enhancing the person's employment prospects.	Yes	207	2.06
	No	193	2.42
I am aware that assistive devices or supporting equipment that are classified as medical or educational equipment are exempted from sales tax.	Yes	207	2.12
	No	193	2.44
I am alert that employees with disabilities have a right to the same income as able-bodied employees doing the exact same job.	Yes	207	2.00
	No	193	2.33
I do know that employees with disabilities earning below RM 1,200 are entitle to receive a disability allowance (Elaun Pekerja Cacat or EPC) of RM 300.	Yes	207	2.19
	No	193	2.52
I am acknowledge that employees with disabilities should receive EPC +SOCSO	Yes	207	2.03
	No	193	2.09
I am aware of the concern about PWD Act 2008 and the implementation of 1% policy on employments opportunities for PWDs.	Yes	207	2.15
	No	193	2.41
Overall	Yes	207	2.81
	No	193	2.76

Research Question 7

Is there any significant relationship between prior work experience and the respondent's affective reactions toward individuals with disabilities?

Hypotheses (H7_a): There is a significant relationship between prior work experience and the respondent's affective reactions toward individuals with disabilities.

Hypotheses (H7_b): There is a significant relationship between no prior work experience and the respondent's affective reactions toward individuals with disabilities.

The final analysis was to seek the connection between prior working experience and the perception of employing disable people. In the regression analysis, prior work experience was inserted as the predictor with the emotional response composite as the criterion. The overall model as the working experience as predictor shows significant connection against the emotional responses in employing disable people, $F = 3.309$, $p < .000$, $R^2 = .085$ (table 4.31 and table 4.32). The significant result shows that respondents with prior working experience working with people with disabilities show more positive results compared to those with less experience working with people with disabilities. In the overall model, inserting experience as a predictor was also substantial for the reasons not employing people with disabilities, $F = 5.497$, $p < .000$, $R^2 = .145$ (table 4.33 and table 4.34).

Table 4.31: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.349 ^a	.121	.085	.479

Table 4.32: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.127	16	.758	3.309	.000 ^b
	Residual	87.713	383	.229		
	Total	99.840	399			

a. Dependent Variable: Do you have prior working experience with disability people

Table 4.33: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.420 ^a	.177	.145	.463

Table 4.34: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.649	15	1.177	5.497	.000 ^b
	Residual	82.191	384	.214		
	Total	99.840	399			

For the research question 7, the results of regression analysis showed there is significant relationship between prior working experience with disability people and respondent's affective reaction toward hiring and retaining individuals with disabilities. Therefore, the researcher has generated independent t-test to prove the hypotheses H7_a and H7_b to seek experience does have impact on affective reaction toward working with individuals with disabilities.

Based on the table 4.35, it shows employers whom does not have prior working experience with disable people have higher mean value (mean = 2.86) compared to those whom does have prior experience (mean = 2.83) and this shows that employers with no working experience with disable people showed more affective reaction toward working with individuals with disabilities. Therefore, hypotheses (H7_a) shows there is no significant relationship between working experience represented by the respondent and the affective reactions toward individuals with disabilities. Thus hypotheses (H6_b) proven that there is significant relationship between non-working experience represented by the respondent and the affective reactions toward individuals with disabilities. In summary, employers whom are not experienced with disable people show positive affective reaction towards working with disability compared to those whom are experienced with disable people. This is due to decision making in the implementation of disability management in the workplace do involve top management decision even the respondents have experienced working with disable people in their previous careers.

Table 4.35: One-Group Statistics

	Familiarity	N	Mean
I do know and understand disability or accommodation issues, and do not need training	Yes	192	3.65
	No	208	3.40
I am more concerned about cost, including accommodations, insurance, accessibility	Yes	192	3.66
	No	208	3.31
I am more concerned on job performance or qualifications	Yes	192	3.86
	No	208	3.30
I am more concerned on liability to lawsuits and complaints	Yes	192	3.84
	No	208	3.41
I feel uncomfortable around people of disabilities, don't know how to behave	Yes	192	4.15
	No	208	4.06
I am more concern over customer or client reaction or public image	Yes	192	3.94
	No	208	3.80
Learning more about disability management is time consuming and hassle such as doing paperwork	Yes	192	3.85
	No	208	3.70
I am more concern about Disability Management practices through Return to Work Program (RTW) by SOCSO.	Yes	192	1.81
	No	208	2.02
I do aware that employer who hire Person With Disability (PWD) are entitle to claims double income tax deductions.	Yes	192	1.85
	No	208	2.36
I am aware that employers are further entitled to claim for expenditure incurred on the provision of any equipment/facilities necessary to assist disabled employees in the performance of their duties.	Yes	192	2.11
	No	208	2.37
I am alert that Company is allowed a double deduction for expenditure incurred in training any disable person who is not an employee of the company with the aim of enhancing the person's employment prospects.	Yes	192	2.05
	No	208	2.40
I am aware that assistive devices or supporting equipment that are classified as medical or educational equipment are exempted from sales tax.	Yes	192	2.15
	No	208	2.39
I am alert that employees with disabilities have a right to the same income as able-bodied employees doing the exact same job.	Yes	192	2.02
	No	208	2.30
I do know that employees with disabilities earning below RM 1,200 are entitle to receive a disability allowance (Elaun Pekerja Cacat or EPC) of RM 300.	Yes	192	2.18
	No	208	2.50
I am acknowledge that employees with disabilities should receive EPC +SOCSCO	Yes	192	2.04
	No	208	2.08
I am aware of the concern about PWD Act 2008 and the implementation of 1% policy on employments opportunities for PWDs.	Yes	192	2.13
	No	208	2.42
Overall	Yes	192	2.83
	No	208	2.86

4.8 Conclusion

The overall results from the questionnaire can be concluded that mostly all the respondents are willing to implement disability management in the workplace and they are prepared to work with disable people in the workplace. In this chapter 4, the response rate was discussed with respondent's demographic analysis, questionnaires were validated and all the analysis results shown for all the seven research questions.

Despite the discrepancies on the disability workers, respondents show positive responses toward implementing disability management in the workplace and in general, they also agreed that it is important to include disable people in the workplace, in order to believe that individuals with disabilities can absolutely can commit fully in the workplace and helpful when necessary.

Analysing demographics details such as gender, total employees working in the organization and prior working experience interacting with people with disabilities, it shows in general that there is positive emotional responses toward working with people with disabilities and implementing disability management in the workplace. The familiarity with disable people significantly predicted affective reactions with individuals with disabilities. The character of the respondents on the prior working experience with disable people does not signify the affective positive reactions compared to those does not have working experience with disable people. The summarized findings on the hypotheses are concluded as below:

Hypotheses (H4_a): There is a significant relationship between female respondent and the affective reactions toward individuals with disabilities - **Supported**.

Hypotheses (H4_b): There is a significant relationship between male respondent and the affective reactions toward individuals with disabilities - **Not Supported**.

Hypotheses (H5_a): There is a significant relationship between large size of the organization represented by the respondent and the affective reactions toward individuals with disabilities - **Supported**.

Hypotheses (H5_b): There is a significant relationship between small size of the organization represented by the respondent and the affective reactions toward individuals with disabilities - **Not Supported**.

Hypotheses (H6_a): There is a significant relationship between familiarity with disability and the respondent's affective reactions toward individuals with disabilities – **Supported**.

Hypotheses (H6_b): There is a significant relationship between not-familiarity with disability and the respondent's affective reactions toward individuals with disabilities - **Not Supported**.

Hypotheses (H7_a): There is a significant relationship between prior work experience and the respondent's affective reactions toward individuals with disabilities – **Not Supported**.

Hypotheses (H7_b): There is a significant relationship between no prior work experience and the respondent's affective reactions toward individuals with disabilities - **Supported**.

Data used in this study is used to recognize knowledge level and the importance of implementing disability management and emotional response toward working with people with disabilities as well. The overall findings can be useful to other researchers whom would like to conduct research on disability management, stakeholders, employers and those employees with disabilities. The inferences will be explained in the final chapter.

CHAPTER FIVE

DISCUSSIONS, SUMMARY AND RECOMMENDATION

5.1 Introduction

Most of researches have been focusing more on emotional response toward working with individuals with disabilities. Those kinds of researches has increased the knowledge on treating disability people in the workplace, even though not much research studies has been concentrated on disability management and the emotional reaction toward working with disable people (Jones & Stone, 1995; Popovich et al, 2003). The lack in the previous studies has limited people understanding on disability management and to pinpoint the discrimination conducted against the disable people in the workplace environment. Therefore, the most appropriate solution to solve this kind of problems is to find the barriers and perception of employers in understanding the disability management issue, emotional responses to work with people with disabilities and understanding practical strategies on implementing disability management (Popovich et al., 2003).

In this study, the researcher pursued in seek the knowledge level of the respondents toward implementing disability management, finding the reasons for not hiring a disability person and analyse on the most practical strategy in implementing disability management as an assistant to the employers whom are interested in employing disable people. This study also seek the connection between characteristics such as gender, prior working experience with disable people, familiarity level and total employees in an organization which can influence an employer's perception on implementing disability management and employ a person with disabilities.

The results from chapter 4 is explained in-depth in chapter five by presenting the findings, limitations and recommendations on the topic regards implementation of disability management in the workplace.

5.2 Discussion of findings

Analysis of this study succumb few issues regarding disability management and the results will be discussed relating the research questions imposed in the beginning of the study.

Research Question 1

To what extend are employers able to identify proposed reasons for not hiring people with disabilities and their level of knowledge?

Overall, the results indicate that the knowledge level of the employers regarding the implementation of disability management in their workplace is high and few enhancements on the training needed have been indicated by them. For example, respondents believed that the knowledge they had regarding disability management and accommodation issue is not sufficient and thus they need more training on this subject matter. Apart from this, most of the respondents are assuming that implementing disability management in their workplace is time consuming and document preparations is hassle. Therefore, to clear the myth the responsible bodies need to provide more training on disability management and help them to aware that the implementation is not a burden at all.

The best approach in creating a comprehensive workplace is the need of commitment from top management of an organization. According to Bruyere (2000), CIPD (2001), Mullich (2004), Office for Public Employment (2004), the best critical method to change the attitudes and perception toward working with disable people are the top-down management approach as this can break the employment boundaries and the constraints in implementing disability

management in the workplace. This fact is proven and supported by EEO Trust when they conducted latest survey in employing and supporting disabled people and the results shown 60% of disabled respondents prefer to seek top management's commitment in hiring them. Most of the respondents also agreed that this barrier is necessary to be removed to create more opportunities for disable people to work (2005). In putting more detail, the employer's knowledge regarding the issues related to an employee is important. Thus, they can perform their responsible more adequately.

Research Question 2

What are the employers' affective responses toward retaining people with disabilities?

Overall, survey respondents identified positive attitude against the employment of people with disabilities ($M = 3.322$, $SD = .994$). These results show similar findings with Popovich et al, ($M = 3.16$ & 3.04 , $SD = .58$ & $.63$). The difference is maybe due to different respondents groups. However, the most rated barriers in hiring and retaining people with disabilities identified by respondents are the incapability of disciplining the employees and afraid of lawsuits in case of termination, extra time needed to be spend on coaching and assisting disable people and lastly the believe that disable people may become less dependable. These results from the analysis determinedly associates with the trend in empirical researches showing generally optimistic responses when universal attitudes are distinguished (Able Trust, 2003; Freeze et al., 2002; Gouvier et al., 2003; Graffam et al., 2002; Greenan et al., 2003; McLaughlin et al., 2004; Morgan & Alexander, 2005; Morgan & Russell, 2003; Stevens, 2002; Unger, 2002b). The other common barriers in hiring and retaining disable people are the attitudes, categorizes, physical and communication constraints, apart from workplace policies and processes, and education and

trainings and it's been indicated in most of studies done based on the perception of hiring disable people in the workplace (Gray & Neale, 1991). In this research study, the most concern barrier is the attitude of the employers in hiring and retaining disable people and in some places of work disabled employees have been unconnected from colleague and clients (CIPD 2001; European Commission, 1997; Gray & Neale, 1991; Murray & Heron, 1999; Smith. J, 2004). Based on study done by EEO Trust (2005), interviewers' be deficient in of potential and focusing more on a person's mutilation compared to their proficiency and talent is a constraint related to employer's attitude. However, this study has ranked the barriers faced by employers in hiring and retaining people with disability and thus this can assist the implementation of disability management in more appropriate approaches by SOCSO management.

Research Question 3

What are the strategies to improve hiring and retention of workers with disabilities?

Again, respondents in this study expressed the most practical strategies for them to implement disability management ($M = 1.73$, $SD = .776$). Management plays an important role in determining the success of disability management and the management mentioned herewith this scope of study is employer management and SOCSO management. In order to seek common barriers in an organization, policies are best approachable method. The involvement of managers, disable workers, staff representatives and organization representing disable workers are the important people to determine the barriers and implementation of suitable policy can ensure these barriers to be removed from the scope of workplace. Policies also can be used to cover other aspects such as customer service, community collaboration and product design (CIPD, 2001; Ramrayka, 2001; ILO, 2002; State Services Commission; 2002). Based on the

findings by the researchers, SOCSO management plays a vital role such as providing trainings, preparing written guidelines on disability management relating issues on disability, external resources to gain knowledge on disability management and SOCSO to assist the employers through Return to Work program.

Trainings on disability awareness can be considered as proper training. For senior management staffs, awareness training should be given apart from to the whole organization. Disable people would prefer a working environment that supportive to diversity and different working approaches are acceptable (EEO Trust, 2005). This was proven in a survey conducted by EEO Trust Disability and Employment survey. The survey also summarized that in order to seek the potential characters in a disable person, positive attitude by managers and working colleagues is important. One of the steps in creating positive attitudes among top management staffs is giving disability awareness training and this would make a difference in their perception and definitely, disable people will be more valued (EEO Trust, 2005).

Research Question 4

Is there any significant relationship between respondent gender and the affective reactions toward individuals with disabilities?

In an effort to seek the momentous connection between gender and the emotional responses toward employing people with disabilities, regression analysis was generated. Based on the findings, it is proven that women employers are keener compared to male employers in hiring a person with disability. The hypothesis was supported as gender to influence the disability management in the workplace. Among many studies carried out, women most frequently precise more positive approaches. In the United States, the lack of difference among

male and female in their attitudes toward hiring a disable person influence the view that gender significantly influence the attitude and perspective of employers toward working with disable people (Loo, 2001; Yuker, 1994). The role play of women as great socialiser in the workplace can be considered in changing these approaches and potentials added exploration. Women tend to have more empathic nature and when they involve fully in organizational culture, it can affect the business overall. However, since this study has more female respondents, implications should be considered. It is suggested that in seeking the implementation of disability management in the workplace, employers with women as human resources executives or managers can be approached.

Research Question 5

Is there any significant relationship between size of the organization represented by the respondent and the affective reactions toward individuals with disabilities?

In this research question, results showing there is significant relationship between size of the organization and the affective reactions toward individuals with disabilities. The hypotheses developed has proven that large companies have high tendency and affection towards hiring disable people compared to small size companies. Empirical studies showed that larger organizations tend to show positive reactions in employing people with disabilities compared to smaller organizations and compliance through the provision of reasonable accommodations (Lewis, 1994). However, past studies shows there are similar attitudes among large or medium companies in employing disable people in their workplace. But study by Bruyere et al., 2006, shows that smaller organizations less likely to employ people with disabilities as they have less familiarity level in employing them.

However, an extensive UK survey found that the size of organization does not essentially determine and make decision in employing disable people (Meager & Hibbett, 1999, p.472). According to the survey, it shows that there is no proven evidence that big organizations more likely to hire disable people compared to small organizations. Conversely, this shows different perspective in New Zealand experience as the size of organization often determine and influence on employing people with disabilities. This is due to the more resources in larger organizations which allow them to enhance and change the working environment to suit the needs of disable people (Studholme, 1994). Barnes et al (1998) found out that smaller firms also have their own advantages in employing people with disabilities by being more flexible. This was supported by The Human Rights Commission's Right to Work Report (2204) which defined that small firms are also capable in offering more support and training on individual level and this will lead to better working environment for people with disabilities. In the report also, it indicates that most of employees see smaller organization as being more sympathetic and willing to deliver a family environment for them. Therefore, it is suggested that much more emphasizing and practicing need to be done in encouraging large employers to hire disable people.

Research Question 6

Is there any significant relationship between familiarity with disability and the respondent's affective reactions toward individuals with disabilities?

One demographic question measured respondent's awareness level working with disable people. The research question was asked to seek the common level of understanding with people with disabilities and the results proven that employers whom are familiar with disable people have high tendency in working with people with disabilities. Overall, respondents show high

level of familiarity with people of disabilities with employers whom are familiar with disable people have higher mean value (mean = 2.81) compared to those whom does not familiar (mean = 2.76) and this shows that employers with familiarity with disable people showed more emotional responses when working with disable people in the workplace. The primary key for the employers to mingle with people with disabilities is the exposure. Once the maximum exposure is reached, the employers will be more comfortable working with disable people no matter they are family members, friends or co-workers. As the medical advances in the current life, the chances of interacting with people with disabilities also increased parallel. This is due to the knowledge level and the exposure on medical terms and available medical solutions for people with disabilities is increased as well. Media also plays important role in creating awareness among all individuals regarding the issue of disability management. Hunt & Hunt (2004) research indicates that comfort levels of working with disable people increases when the comfort level increases parallel. Thus, familiarity plays essential part in determining the openness of employers to employ disable people in their workplace. Based on this study, SOCSO management can seek employers to implement disability management based on their familiarity level working with people with disabilities.

Research Question 7

Is there any significant relationship between prior work experience and the respondent's affective reactions toward individuals with disabilities?

The last research question imposed in this study is the significant relationship between prior working experience and the respondent's affective reactions towards individuals with disabilities. This question can be considered as important source to seek whether previous

experience does influence on implementing disability management in the current organization by employers. Based on study done by Studholme (1994), in the process of employing disable people in the workplace, previous working experience dealing with disable workers surely influence the current decision of employer in employing them. The attitudes and perception based on previous work experience strongly influence their current decision in recruiting the disable people. Compared to employers whom does not have previous work experience with disable people, those employers who have experience working with disable people have positive attitude in hiring them. Attitudes can change based on the perception and view of the mutilation (Studholme, 1994). This research study has proven that employers whom does not have prior working experience with disable people have higher mean value (mean = 2.86) compared to those whom does have prior experience (mean = 2.83) and this shows that employers with no working experience with disable people showed more emotional responses toward working with disable people. This different finding may be caused by the different population and the totals of respondents whom have no experience are higher than those whom are experienced. Thus, the significant relationship proven the hypotheses those respondents with no prior experience are more affectionate toward hiring person with disabilities, most of respondents are willing to implement disability management in their workplace, 83.5% ($N=334$).

5.3 Limitations

The limitation of this research is the research time period. In this case study, the research period for data collection maybe insufficient as all the respondents are busy with their own working routines. This may influence in their participation in this survey to take proper time in understanding and answer the survey questions. The other limitation was, the scope of study can be expanded to other governmental agencies as in Malaysia, and many ministries have their

policies in hiring disability employees. Thus the time constraint and limited resources has restricted this research to be conducted among privatized companies.

Also, the need to interact with the respondents regarding the survey was essential as it should not affect the respondents' responses in answering the questions. The need to properly introduce the researcher is important as he was distributing the questionnaires to the respondents and most of the questionnaires were distributed through case managers. Therefore, there were less adequate space of personal interaction between the researcher and the respondents.

The main barrier here is that the time constraint does not allow the researcher/data collector to explain the meaning of all the questions. Therefore, there might be an assumption that respondents might answer based on their own individual understanding and not from the perspective of the researcher. The questionnaire also was designed by the researcher alone and did not base on the disability questionnaire often used by most of researchers as it was created by Popovich et al., (2003). Even the disability questionnaire often used by many researchers, yet the results does show major limitations. The past research using this methodology survey does not indicate the actual hiring practices by employers in employing people with disabilities (Hernandez et al., 2000). Despite these limitations, the results discussed in this chapter still yields promising results for other researchers, organizations and especially SOCSO.

5.4 Recommendations

Based on the discussion of findings, several recommendations are offered for future research and for stakeholders as well. The questionnaire used in this study was adopted and customized by the researcher himself. Therefore the real needs for similar research like this may need to use disability questionnaire with adequate content validity. This may lead to more

significant findings and many resources can be obtainable. Apart from questionnaire, the scope of this study also can be expanded with larger geographic area to increase the results. For this study currently only Klang Valley employers were considered and in future, this study can be expanded to large areas such as whole Malaysia or West Malaysia. Also, respondents with hiring responsibilities should be chosen as population instead of employers or managerial staffs. The need to conduct research regarding attitudes of co-workers and potential co-workers should be good as these important people play significant and vital role in the social integration process involving people with disabilities in the employment and hiring issues (Berry & Meyer, 1995).

Data collection of this study was done by direct meet ups and through SOCSO's Case Managers working in branches. However, the data collection approach can be done in variety ways such as sending e-mails, mail survey dissemination or with online tools such as survey monkeys. These methods can ensure optimum response rate, but the data cannot be collected within the time frame as respondents might take own time in answering and mailing back the forms. Yet, the employers can be contacted in order to verify the e-mail address so that proper person will enable to receive the mail and answers back (Blackburn, 2002).

The demographic section in the survey also can be enhanced to collect more data on the respondent's company such as they directly hired any disable people in the near future, and if hired, the quality of work experience with disable person (Scherbaum et al., 2005). Apart from that, relevant work related to behaviour in employing people with disability also can be enhanced in several ways. For example, it is still uncertain about the influence factors in determining the attitude of employers in employing people with disabilities like personal experience, less knowledge on disabilities, global myths or stereotypes (Hernandez et al., 2000). Therefore, there still need to expand research studies in determining the real influence factor that determines the

employers' attitudes toward disable people. Similarly, the researchers also can identify the variables among employers' attitude that might predict the recognition and acquiescence working with disable people.

The more researches on disability management can increase the chances of assisting in designing programs and interventions associated with labour market involvement of disable people (Satcher & Hendren, 1992; Walters & Baker, 1995). Also, more research is needed regarding organizations' responses to providing rational spaces during numerous stages of occupation (Harlan & Robert, 1998). This study mainly concentrated the willingness of employers to implementing disability management in their workplace from SOCSO's perspective. Therefore, the findings and results from this study can be used as to assist SOCSO management in finding the knowledge level of the employers, the most common barriers in hiring and retaining a disable worker and lastly to seek most efficient practical strategies to implement the disability management program.

Quantitative method was used in this study as the respondents' population was high, consequently qualitative method also can be useful in this study as it offer several advantages involving approaches towards disability management. Quantitative survey like the one used in this study can enable to produce more generalized statistics regarding the attitudes of working with people with disabilities, thus it cannot cover multi-dimensional attitude overall (Tregaskis, 2000). Qualitative method with structured or semi-structured interviews also can be carried out so that can have better understanding regarding the employers' perspective regarding their barriers in employing disable people in the workplace (Johnson et al., 2004). This qualitative data can be used to better understand and address attitudes toward disability and perceptions about costs of accommodations (Hernandez et al., 2000).

The research studies on attitudes of employers toward disability management can be useful to other researchers and disable employees. Yet, more in-depth research should be conducted in disability management research studies such as employment of disable people, sensible spaces in workplaces for disable people and other relevant topics related to disability management. Disability management studies and researches has been conducted over six decades and most of the studies shows negative attitude of employers toward disability issues. Therefore, the need to identify the most common barriers faced by employers in determining their attitude toward disability issues is important so that precaution procedures can be handled. Some of the solutions can be providing awareness training, empirical exercises and others. However, the proven analysis on the impact of an employer and co-worker insights and assessments of workers with disabilities as well as their attitudes by increasing awareness about disability issues (Hunt & Hunt, 2004).

For stakeholder like SOCSO, for now Case Managers and Assistant Case Managers are playing role in the implementation of Disability Management program among employers. Case managers and Assistant Case Managers in SOCSO can be trained as rehabilitation professionals in launching themselves as competent recruits in conduction disability management program among employers. Based on studies done by Rosenthal & Olsheski (1999), one of the weaknesses of implementation of disability management in workplace is the lack of skills of recognizing and selling themselves as key personnel. “Rehabilitation counsellors are the important position to find solution in the fragmentation problems of disability management functions in providing services and assisting employers by budding incorporated programs” (p.33). Disability Managers responsible can be carried out by rehabilitation counsellors whom have same competency level and skills to work and it is proven in few researches. Based on

recent study by the National Institute of Disability Management and Research (NIDMAR), Canada, a person certified as Disability Management Professional (CDMP) can be dependable in endowing good educational background in implementing multiple programs regarding disability management. SOCSO can implement this recommendation in training their Case Managers and Assistant Case Managers to be rehabilitation professional in implementing the disability management program as their core business.

5.5 Conclusion

Based on previous researches and studies, mainly it shows negative attitudes of employers towards their perception about employing people with disabilities and this can develop barrier in collaboration of employees in the workplace (Westmorland & Williams, 2002). As the attitude can be varying, researchers can conduct bigger scope in determining the attitude of employers in the process of employment of disable people. Due to upgraded medical services and more opportunities for disable people, their involvement in the labour market is increasing (Wellner, 2005). Hiring disable people may have barriers and constraints, but this should not stop from employing them as they also can contribute toward a success of a company. The challenges can close the gap between employers in communicating their willingness in implementing disability management by hiring and providing reasonable space in the workplace, seeking those disable people whom are willing to work despite their disabilities. Based on Wellner (2005), many organizations which hire disable people stressed out about their main concern on employment issues such as increased costs and disable people are overstated. The real social integration only takes place when disables people allowed participating freely in the workforce joining with other co-workers in a wide society (Tregaskis, 2000).

Feldblum (1991) once revised in his study that it is every American vision to have a constant and rewarding career path. But in the reality, not many people with disabilities are given equal opportunities in the career life due to different myths and typecast indicating the negative impact employing disable people. Negative attitude and behaviour among employers and co-workers about the disability management issue and implementing disability management in the workplace also contributes to the fewer opportunities given to people with disabilities (Feldblum, 1991). This study indicates some of strategies in implementing disability management in the workplace apart from identifying most common barriers faced by employers in implementing disability management in their workplaces.

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