



DIVERSITY MANAGEMENT PRACTICES AND PARTICIPATION OF PEOPLE LIVING WITH DISABILITY IN EMPLOYMENT IN TELECOMMUNICATIONS SECTOR IN NAIROBI COUNTY, KENYA

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ABSTRACT

The general objective of this study was to establish the effect of diversity management practices on participation of people living with disability in employment in the telecommunication sector in Nairobi County, Kenya. The specific objectives were to examine effect of recruitment practices and disability policy framework on participation of people living with disability in employment in telecommunication sector in Nairobi County, Kenya. The study was guided by the following theories namely human capital theory and muted group. The research employed a descriptive research design. The study targeted people living with disability in three telecommunications firms in Kenya; 165 Safaricom, 36 Airtel, 16 Telkom. Simple random sampling was used to sample 140 PWDs (107 in Safaricom, 23 in Airtel, and 10 in Telkom). Data was collected using questionnaires. A pilot test was conducted with 10% of the sample size hence 14 staff. Cronbach's Alpha Coefficient was used to measure questionnaire reliability. The questionnaires were sent to respondents' email and follow up was made through phone contacts. Descriptive and inferential statistics were used for analysis. Descriptive statistics included frequency, percentage, and mean while inferential statistics included correlation and regression. Results were presented in tables. Findings show that; there is a strong significant relationship between recruitment practices and participation of people living with disability in employment in the telecommunication sector in Nairobi County, Kenya ($r = 0.485$, $p \text{ value} = 0.000$), a moderate significant relationship between disability policy framework and participation of people living with disability in employment ($r = 0.320$, $p \text{ value} = 0.001$). The study recommendations are; organizations should endeavor to give equal employment opportunities to all applicants irrespective of the physical condition, the firms should regularly train the human resources managers on employment policies in Kenya, the firm should improve on the work improvement to make it more favorable to the PWDs. This especially through modifying the office structure to make it more disability friendly, the organizations should give equal opportunities for promotion to all staff regardless of their physical conditions.

Key Words: Diversity management practices, Recruitment practices, Disability policy framework, Telecommunication sector

INTRODUCTION

Diversity in the workplace is collective of actions, behaviors and gestures that make everyone, feel included. In recent decades, human resource managers have recognized the need to adopt effective diversity management practices in order to overcome barriers for diversity and reap the rewards of a diverse workforce (Armstrong, 2010). Through work diversity, a company can provide all employees with the same opportunities and thus maximize the potential and the productivity (Kalra, 2019). Diversity also helps promote individual creativity (Tang, 2015). Globally, disability awareness is increasing as interest in diversity issues (Boehm & Dwertmann, 2015). Workplaces with supportive human resource employment practices are able to facilitate employment for PWD; hence attracting and retaining a talented workforce. A study by Branham and Kane (2015) illustrated that despite the relative availability of accommodations, workers with disabilities still encounter numerous accessibility challenges in the office setting and they resort to developing own accommodations and sought support from colleagues.

In United States of America (USA), the human resource is more diverse with 36% as people of color, 64% non-Hispanic white, 16% Hispanic, 12%, African-American; and 5% those of the Asian origin (Bureau of Labour statistics, 2014). PWDs talents are in USA are being under-utilized despite their contribution to the economy. For instance, about 11% Americans have a disability, yet, only 21% of the 11% are in the labour force. In China, the Government has put in place an executive structure which co-ordinates the formulation of policies and the provision of services for persons with disabilities. The Social Welfare Department has also been setup to enhance the employment opportunities for persons with disabilities through innovative, effective and efficient business development and marketing approaches and by working in close collaboration with NGOs and business sector organizations. The country also has legislation that helps in protecting people with disabilities and ensures that they enjoy their rights including the right to employment. (Chui, 2019). When proper workforce diversity management policies are properly implemented with an aim to promote diversity at the workplace, it can result in superior business performance, higher employee satisfaction and loyalty, increased competitive advantage, and a strengthened relationship with multicultural communities (Davis, Frolova, & Callahan, 2016).

Bedi *et al.*, (2014) indicates some of the consequences of ignoring diversity in an organization is unhealthy tensions between individuals of different culture or race, loss of productivity as a result in increased conflict and inability to retain talented employees. Several managers in organization have always thought being good managers or bosses sets the example of creating friendliness in the office. As a result, poor diversity management has been tolerated in the office, without the management knowing the core problem and consequently, no solution has been formulated. In East Africa, Ebuenyi *et al.* (2019) discovered a lack of precise definitions of appropriate accommodations, as well as an insufficient acknowledgment that denying adequate provisions constitutes disability-based discrimination. Some nations in East Africa have disability laws that encourage the participation of people with disabilities in the labor force. The cost of adequate accommodations is one function of such rewards. Demsew (2019) noted that companies in Ethiopia practice diversity management based on equal employment opportunity but fails to implement inclusion policy such a policy benefits. Negative attitudes of an individual such as discrimination, lack of ability to manage a diverse workforce and intention to turnover are serious challenges to manage a diverse workforce.

Kenyan employers avoid employees with a disability since they perceive that they will force the management to enforce new policies and facilities to support these persons (Mwaniki, 2015). Despite the presence of laws that aim to promote rights of persons with disabilities to equal and full participation in the society, persons with disabilities continue to be marginalized within the

workplace through modest or no implementation of legislative and policy documents concerning persons with disabilities and discrimination with regards to inclusion during employment and lack of accessibility (Khaemba, Kariuki, & Kingiri, 2016). Organizations in the private sector in Kenya have adopted diversity management practices like; recruitment and selection, training and development, reward and compensation, health and safety and employee relations. Njoroge (2017) study on accessing employment opportunities for PWDs indicated that PWDs had the right set of qualifications and educational background but were excluded from employment due to stereotypes and misconceptions by employees.

Statement of the Problem

The International Labor Organization (2019) highlight that People Living with Disabilities (PWDS) access to employment is not just a right but it offers economic benefits. This is because inclusion of PWDS in the labor market could increase GDP of developing countries with 7%. The Persons with Disabilities Act 2003 requires that public and private institutions in Kenya implement a 5% employment quota for persons with disabilities. The Act further offers incentives including tax relief of 25% for organizations that employ PWDs and 50% for disability friendly organizations (Khaemba et al, 2016). Only 30.2% a PWDs are in formal employment in comparison to 73.8% non-disable people despite the 5% employment quota (KNCHR, 2016). Opoku et al, (2016) found that self-stigma and poor perceptions by persons with disabilities about their abilities and self-worth and ability to compete in the job market with non-disabled workers was a significant barrier to their participation in formal sector employment. In Kenya, only 20% of employers in the private sector have employed people living with disabilities. Safaricom has the highest number of PWDs in telecommunication sector in Kenya. Among the 5000 employees countrywide, 3% are PEDs. However, this is below the recommended 5% reservation of PWDs as per the Persons with Disabilities Act No. 14 of 2003.

A survey on PWDs by the Kenya National Survey for Persons with Disabilities suggested that 12% of PWDs in Kenya face difficulties in accomplishing their daily activities due to mobility restriction. Kingori (2020) studied effects of HR disability-inclusive practices in the employment of persons with disabilities within commercial banks in Kenya. Findings showed that training practices were the best predictors of employment, followed by recruitment practices while social integration and accommodation practices had insignificant positive relationships. Shume (2013) sought to establish diversity management practices adopted by international non-governmental organizations in Kenya and concluded that international non-governmental organizations in Kenya have adopted diversity management practices to enhance employability of PWDs. There is study limitation on diversity management and participation of PWDs in employment in the telecommunication sector in Kenya. This study hence sought to fill this research gap.

Objectives of the Study

- i. To determine effect of affirmative action recruitment and selection on participation of people living with disability in employment in the telecommunication sector in Nairobi County, Kenya.
- ii. To establish effect of disability policy framework on participation of people living with disability in employment in the telecommunication sector in Nairobi County, Kenya.

Theoretical Review

The Human Capital Theory

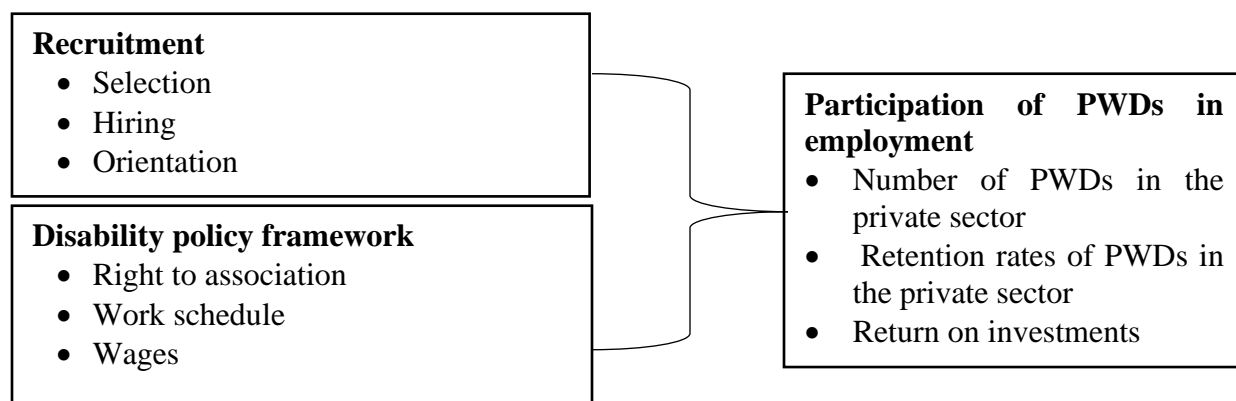
The human capital theory (HCT) was developed by Becker (1962) and Rosen (1976). The theory asserts people possess various skills, abilities, and personalities that can be tapped to dictate the

human capital in an organization. These individuals are targeted to create organizational value (Ekwoaba & Ikeje, 2015). The theory is founded on the premise that organizations are capable of investing in the right people who have the potential to support their respective business models. This theory is critical throughout the hiring, recruitment, and retention process (Nalla & Varalaxmi, 2014). The nature of the recruitment and selection process is critical because it dictates the performance of the company. This role empowers the HR manager to identify skilled candidates who have the potential to deliver the targeted goals and objectives (Sultana, 2014). Through the job analysis, an HR department will be able to ascertain all the staffing elements of a job such as a title, person carrying out the job, the major duties of the job, and who this person reports to. For the job analysis to be effective, it must be complemented by the job description which entails laying out all the elements that a specific job entails.

Muted Group Theory

Muted group theory was introduced by Ardener (1978a) and Ardener (1978b). The authors posited that a hierarchy exists in society that privileges certain individuals over others, as a result forming a dominant group. Individuals who are not part of the dominant group often have little voice, therefore becoming muted. In the Muted Group Theory, there are many assumptions that involve how minority group voices are being subdued and silence due to their cultures. The less dominate people are more disrespected rather than appreciated when they want to speak upon their own behalf in a way they want to communicate. This has some groups in fear that they might get in trouble or be punished for their lack of the dominant group's communication preferences. The knowledge of the subordinate groups as stated by Kramarae is, "not considered sufficient for public decision-making or policy making process of that culture; their experiences are interpreted for them by others; and they are encouraged to see themselves as represented in the dominant discourse. The theory supports the objective on organization policies that supports inclusivity of PWDs in the organization.

Conceptual Framework



Independent Variable

Dependent Variable

Recruitment

Employers and government officials have made increased efforts in recent decades to foster organizational diversity and encourage the involvement and integration of all eligible society members in professional life. Most importantly, employers must be aware of their responsibilities even before an employment relationship begins. This frequently entails ensuring that they understand where the business stands in terms of the recruiting process and employment

legislation. According to Anwar and Surarchith (2015), recruitment is the process of engaging potential employees and encouraging them to apply for jobs in an organization. Furthermore, Othman et al. (2019) argue that recruiting is a collection of actions for an organization to attract the attention of job seekers who have the skills required to assist the business reach its objectives and aims. According to Hamza et al. (2021), the major purpose of the HR department is recruiting, and the recruitment process is the initial step toward making competitive superiority and recruitment strategic benefits for the association. Selection refers to the process of selecting individuals having the appropriate qualities to fill jobs in an organization.

Disability Policy Framework

Several legislation and organizations have been established in the last 60 years to encourage workplace diversity. It is vital that employers and the organization's key stakeholders be aware of these rules and their impacts. Policy is a strong instrument for organizing and regulating complex concepts and social challenges since the genesis and formulation of any policy is founded in collective and individual human action. Schneider and Ingram (2005) contend that policy is created through a dynamic historical process incorporating target groups' social practices of knowledge and personalities, power structures, and institutions. Horejes (2012) defines policy as "social constructs of knowledge that play a significant role in ideology through establishing norms, values, and ideas." According to SSA (2020), disability is characterized by the inability to perform any significant viably activity due to any medically ascertainable mental or physical limitation that can be likely to result in death or that has lasted or is anticipated to last for a continuous period. Disability policy in the United States is frequently portrayed as a matter of health, economics, technology, and safety. This is a key issue since the disability framework is based on restrictive legislative interpretations of a policy sciences perspective instead of a civil rights approach.

Empirical Review

Recruitment and Participation of PWDs in Employment

Hamza et al. (2021) investigated the association between recruiting and selection and organizational performance in Erbil-Kurdistan, Iraq. According to the findings, selection procedures such as assessment centers, application forms, interviews, psychometric tests, résumé data, references, and group interviews were relevant to organizational performance. Ali et al. (2011) sought to determine if unemployed persons with disabilities wanted to work and, if so, what kinds of occupations they wanted. The researchers utilized data from the 2006 General Social Poll, a representative nationwide survey of US people that includes disability information and a specific supplement on worker preferences. According to the findings, non-employed persons with disabilities are just as likely as their non-disabled colleagues to be seeking an employment but are less likely to be actively searching for one. The findings highlight the need of removing employment restrictions that many persons with impairments face. Also, Lita et al. (2012) investigated persons with disabilities' techniques for sharing disability with employers and navigating the recruiting process. 41 persons who had been competitively employed for at least 5 years addressed their job experiences relating to their various impairments in five focus groups. According to the findings, people with disabilities must work harder than others to acquire a job and they suggested techniques and resources to assist others succeed.

Ntibia (2011) sought to investigate the problems experienced by handicapped persons in Accra, Ghana's capital, in seeking employment. An interview was set up, and a qualitative research approach was used to collect data from respondents who are graduates, vocationally trained, and illiterate yet unemployed. For this study, twelve impaired people (9 men and 3 women) were questioned. Among the difficulties were abandonment of existing laws protecting disabled people's

rights, discrimination and prejudice towards people with disabilities, and a lack of resources to establish businesses. Opoku et al. (2016) investigated employment opportunities for people with disabilities in Nairobi County, Kenya. An exploratory study design was used, including qualitative methodologies. A suitable sample method was employed to recruit 30 respondents from 5 constituencies in Embakasi, Nairobi. The findings revealed that work opportunities for people with disabilities were minimal. Unemployment was pushed by factors including unavailable job information, an inaccessible physical setting, negative attitudes, low educational achievement of people with disabilities, and inefficient employment regulations.

Disability Policy Framework and Participation of PWDs in Employment

Erickson et al. (2014) assessed factors that affect inclusive employment and minimize employment discrimination against disabled people in government and NGOs in the United States. The Society of Human Resource Management (SHRM) private employer membership was randomly chosen among small, medium, and large firms, and data was obtained from 675 members. The findings suggested that policy knowledge level, management views of barriers to inclusive employment, and organizational environment on disability perceptions contributed to poor implementation of disability recruiting policies. The lack of policy awareness was attributable to a lack of understanding about targeted recruiting of persons with disabilities, support of suitable accommodation, and job application procedures.

Maja et al. (2011) sought to investigate employers' knowledge, attitudes, views, and experiences while recruiting People with Disabilities in South Africa. Purposive sampling was used to pick two organizations, and interviews were done based on a completed questionnaire. The researchers found that the primary obstacles to the efficient implementation of policies on employment of disabled people were the lack of corporate policies on recruitment of person with disabilities, and ineffective policy implementation.

Omino (2019) sought to investigate the implementation techniques and obstacles of recruiting policies, along with the extent to which disabled people's policies have been integrated into in Kenyan public service. Purposive sampling was used in the research to identify sample elements from the sample frame collected from the commissions. The workers of 5 legally authorized independent commissions were the primary audience. Data was gathered through interviews and fact sheets with approved organization personnel. According to the findings, a lack of policy understanding has resulted to a lack of recruitment of people with disabilities. Also, constraints like as inaccessible workplaces, a lack of PWD facilitation in the workplace, and educational discrepancies impacted inclusion in the public sector.

Nasimiyu (2021) aimed to assess the implementation methods and organizational policies that govern information supply and use by people with disabilities at Kenya's Dedan Kimathi University of Technology library. The survey research design used in the study was both quantitative and qualitative. The research sought responses from 57 respondents. The population sample was chosen using the purposive sampling approach. According to the findings, the university has established policy advocacy initiatives that promoted human rights implementation. These include taking actions to safeguard, promote, and meet their rights in a variety of areas like equality of rights in the learning process, and ensuring that existing policies recognize information access for disabled individuals.

RESEARCH METHODOLOGY

This study employed a descriptive research design to establish the relationships in the following knowledge management practices: knowledge creation, knowledge acquisition, knowledge sharing, and knowledge retention. The study targeted people living with disability in the telecommunication sector in Kenya. the sector is dominated by three telecommunication firms

namely; Ssafaricom, Airtel and Telkom. The unit of observation was the staff living with disabilities. Data was collected using questionnaires. The questionnaire was designed on a five-point likert scale (1-Strongly disagree to 5-strongly agree) where the respondents just ticked to indicate the level of agreement with listed statements. Data was analyzed using SPSS version 28. Descriptive and inferential statistics was used for analysis. Descriptive statistics included frequency, percentage, and mean while inferential statistics included correlation and regression

RESEARCH FINDINGS AND DISCUSSIONS

Response rate

The sample size of the study comprised of 140 respondents but 14 were used for pilot testing. . The researcher distributed 126 questionnaires and 103 were duly filled and returned. The response rate was therefore 82 %. Kothari (2012) indicates that a response rate of 50% should be considered average, 60% to 70% considered adequate while a response rate of above 70% should be regarded as excellent. This implies that the response rate of 82 % was adequate for analysis, drawing conclusions and reporting.

Descriptive Analysis of the Variables of the Study

Knowledge Creation and Firm Performance

Table 1 indicate the results on the effect of affirmative action recruitment and selection on participation of people living with disability in employment in the telecommunication sector in Nairobi County. Findings show that majority of the respondents agreed that; PWDs must work harder than others to acquire a job ($m=4.07$), all new employees in the organizations undergo induction to make them understand the organization activities ($m=3.70$), work opportunities for PWDs are minimal ($m=3.69$), organizations perceive that PWDs require more supervision to work effectively ($m=3.54$), there is a perception that PWDs have higher rates of absenteeism and lateness which limits their employability ($m=3.47$), and organization leaders think that PWDs do not have the required job skills ($m=3.33$). Respondents disagreed that they are equal employment opportunities regardless of the physical conditions of applicants ($m=1.75$).

Findings imply that PWDs are discriminated during recruitment. Only a few slots are allocated PWDs in the telecommunication firms. This is due to perceived close supervision of the PWDs, high absenteeism and lateness which limits their employability. The PWDs must also work harder than other staff to prove their productivity in the organizations. Findings are in agreement with Lita et al. (2012) that people with disabilities must work harder than others to acquire a job and they suggested techniques and resources to assist others succeed. Opoku et al. (2016) also found that work opportunities for people with disabilities were minimal.

Table 1: Recruitment Practices

Key: 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree, 5-Strongly agree

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
Organization leaders think that PWDs do not have the required job skills	14	13.6	7	6.8	15	14.6	33	32.0	34	33.0	3.33
There is a perception that PWDs have higher rates of absenteeism and lateness which limits their employability	6	5.8	20	19.4	7	6.8	53	51.5	17	16.5	3.47
Organizations perceive that PWDs require more supervision to work effectively	11	10.7	19	18.4	8	7.8	33	32.0	32	31.1	3.54
There are equal employment opportunities regardless of the physical conditions of applicants	0	0	90	87.4	8	7.8	2	1.9	3	2.9	1.75
PWDs must work harder than others to acquire a job	6	5.8	15	14.6	16	15.5	34	33.0	32	31.1	4.07
Work opportunities for PWDs are minimal	6	5.8	10	9.7	8	7.8	44	42.7	35	34.0	3.69
All new employees in the organizations undergo induction to make them understand the organization activities	8	7.8	9	8.7	16	15.5	42	40.8	28	27.2	3.70

Disability Policy Framework

The statements concerning effect of disability policy framework on participation of people living with disability in employment in the telecommunication sector in Nairobi County are presented in Table 2. The organization does not ignore complaints from people with disability ($m=4.16$), the HR understands about recruitment of persons with disabilities ($m=4.10$), lack of policy knowledge among the HR managers hinders inclusive employment ($m=3.94$), disability activists and disabled people organisations advocate for the implementation and enforcement of disability laws in employment ($m=3.74$), the existing laws on employment are ineffective in addressing the employment challenges of PWDs ($m=3.71$), the organization adheres to existing laws protecting disabled people's rights, discrimination and prejudice towards PWDs ($m=3.50$). Respondents disagreed that executive posts are fairly distributed among all staff irrespective of their physical condition ($m=2.50$).

Findings imply that the organizations adhere to the disability policy framework. The PWDs however feel that the existing laws on employment are not effective in addressing challenges of PWDs. This is due to lack of knowledge among HR managers. The PWDs are still discriminated during promotions which shows that they are not considered as leaders in the private sector in Kenya. Findings concur with Maja et al. (2011) that the primary obstacles to the efficient implementation of policies on employment of disabled people were the lack of corporate policies on recruitment of person with disabilities, and ineffective policy implementation.

Table 2: Disability Policy Framework*Key: 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree, 5-Strongly agree*

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
The existing laws on employment are ineffective in addressing the employment challenges of PWDs	8	7.8	9	8.7	16	15.5	42	40.8	28	27.2	3.71
Disability activists and disabled people organisations advocate for the implementation and enforcement of disability laws in employment	12	11.7	12	11.7	6	5.8	34	33.0	39	37.9	3.74
Executive posts are fairly distributed among all staff irrespective of their physical condition	35	34.0	25	24.3	12	11.7	23	22.3	8	7.8	2.50
The organization adheres to existing laws protecting disabled people's rights, discrimination and prejudice towards PWDs	10	9.7	12	11.7	10	9.7	33	32.0	38	36.9	3.50
Lack of policy knowledge among the HR managers hinders inclusive employment	8	7.8	7	6.8	10	9.7	24	23.3	54	52.4	3.94
The HR understands about recruitment of persons with disabilities	11	10.7	7	6.8	4	3.9	20	19.4	61	59.2	4.10
The organization does not ignore complaints from people with disability	8	7.8	10	9.7	8	7.8	24	23.3	53	51.5	4.16

Inferential Analysis**Correlation Analysis**

The results in Table 3 show that there is a strong significant relationship between recruitment practices and participation of people living with disability in employment in the telecommunication sector in Nairobi County, Kenya ($r = 0.485$, p value =0.000), a moderate significant relationship between disability policy framework and participation of people living with disability in employment ($r = 0.320$, p value =0.001), a strong significant relationship between work environment and participation of people living with disability in employment ($r = 0.556$, p value =0.000), and a strong significant relationship between social integration and participation of people living with disability in employment ($r = 0.636$, p value =0.000). Findings support Kingori (2020) that training practices, recruitment practices, social integration, and work environment had a significant positive relationships with inclusivity of PWDs in employment.

Table 3: Summary of Pearson's Correlations

Variables		Inclusivity	Recruitment practices	Disability policy
Inclusivity	Pearson Correlation	1		
	Sig. (2-tailed)			
Recruitment practices	Pearson Correlation	.485**	1	
	Sig. (2-tailed)	.000		
Disability policy	Pearson Correlation	.320**	.331	1
	Sig. (2-tailed)	.001	.001	

Regression Analysis

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.793	0.680	0.459	.563

Table 5 Analysis of Variance

	Sum of Squares	d.f	Mean Square	F	Sig.
Regression	28.662	4	7.165	22.603	.000 ^b
Residual	31.067	98	.317		
Total	59.728	102			

Table 6 Regression of Beta Coefficient and Significance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant/Y Intercept	1.986	.306		6.499	.000
Recruitment practices	.320	.063	.262	2.591	.011
Policy framework	.194	.057	.171	2.183	.031

R^2 from the model summary is 0.680 (68%). This means that changes in recruitment practices, disability policy framework, work environment, and PWDs social integration contribute to 68% of changes in participation of people living with disability in employment in the telecommunication sector in Nairobi County, Kenya. Therefore, other diversity management practices that we're not part of the study scope account for 32% changes in participation of people living with disability in employment in the telecommunication sector in Nairobi County, Kenya. Results show that regression model had an F value 22.603 ($p=0.000$). The significance value of 0.000 indicates that the regression relationship is highly significant in predicting diversity management would cause changes in participation of people living with disability in employment in the telecommunication sector in Nairobi County, Kenya. The F calculated is greater than 1 showing that the overall model is suitable for running a regression analysis.

Findings show that holding all other factors at constant zero, participation of PWDs in employment would be in the telecommunication sector in Nairobi County, Kenya 1.986. The equation also shows that a unit increase in recruitment practices results would result to a significant unit increase in participation of PWDs in employment ($\beta_1=0.320$, $t=2.591$, $p=0.011$), a unit increase in disability policy framework results would result to a significant unit increase in participation of PWDs in employment ($\beta_2=0.194$, $t=2.183$, $p=0.031$)

Conclusion

PWDs are usually discriminated during recruitments since most organization leaders think that they do not have the required job skills. PWDs also work harder than other people to be considered for hiring in organizations. The work opportunities for the PWDs are also very minimal showing that only a few PWDs are given opportunities to work in the private sector in Kenya. This could be due to the fact organization leaders assume that the PWDs require more supervision than other healthy workers. Organizations however give same attention to all workers during induction to make them understand organization activities.

Disability policy framework guides the telecommunication firms on managing people with disability. The complaints of the PWDs are not ignored, rather, they are carefully listened to and actions taken to address the issues. The human resources managers lack enough knowledge on the

disability policies that guides on the rights on PWDs in the workplace. The PWDs are therefore still facing employment challenges which is mainly attributed to poor implementation of laws on employment of PWDs and the disability activists are the only hope for the PWDs for effective implementation of the disability policies in Kenya. Managerial roles are rarely delegated to the people living with disability but the staff who are physically fit.

Recommendations of the Study

Organizations should endeavor to give equal employment opportunities to all applicants irrespective of the physical condition. This will encourage more PWDs to apply for jobs in the private sector in Kenya. The PWDs should also not be judged based on their physical appearance rather based on their work output in the organization.

The firms should regularly train the human resources managers on employment policies in Kenya. This will enable the human resources manager to gain more understanding of the laid out policies on employment of people with disabilities in Kenya. Executive posts should also be open to all organization staff and this should be based on qualification of the staff and not their physical conditions.

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