

**ASSESSING AVAILABILITY OF MANAGERIAL EMPLOYMENT
OPPORTUNITIES FOR DISABLED PERSONS IN OMUSATI TOWN COUNCILS**

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ABSTRACT

This study assessed the employment opportunities at management level for persons with disabilities at town councils in the Omusati Region. This was with a particular focus on examining organisational factors of importance for the employment of persons with disabilities and assessing the effects of these factors on town councils' hiring practices. The study used the convergent parallel mixed methods research design employing both quantitative and qualitative methods to collect the data. Simple random sampling was used to select 92 staff members to complete the questionnaire, whilst purposive sampling method was used to select 4 Human Resources Managers/Officers to participate in the in-depth interviews. The questionnaires were analysed using the Statistical Package for Social Sciences (SPSS) software while qualitative data from interviews was summarised using Microsoft Office. The major finding of this study is a non-representation at management level and a low representation at the entry level for persons with disabilities at the four participating town councils. In addition, the study revealed that town councils do not have in place, workplace diversity policies or plans for the inclusion of persons with disabilities and no reasonable accommodation is provided to persons with disabilities. However, the study noted a positive perception towards persons with disabilities as well as knowledge of disability legislation among participants. The inferential statistical results do not show any significant effect of organisational factors on the employment of persons with disabilities. The study recommends that town councils should establish and execute diversity management policies and initiatives to improve the recruitment, promotion and retention of employees with disabilities. Town councils should further identify positions that can be reserved for persons with disabilities and collaborate with disability recruitment agencies or the Namibian National Disability Council to determine if suitably qualified people with disabilities can be placed in these roles.

Keywords: employment, inclusion, persons with disabilities, workplace diversity.

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LIST OF ACRONYMS

CRPD	Convention on the rights of persons with disabilities
UN	United Nations
WHO	World Health Organisation
PWD	Persons with disabilities

Last but not least, I would like to thank my family, my husband J. J. Shapumba, for his continuous support and encouragement. You have been a shoulder to lean on throughout my studies. Also, to my children Shalli, Eroni, Nazimato and Lachasa for giving me space and time to focus on my research.

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May God bless you all abundantly!

DECLARATION

I, Pauline Eita-Shapumba, hereby **DEDICATION** my work to my own work and to a state

It is my profound wish to dedicate this thesis to my late parents, my father Mr Michael Eita and my mother Mrs Kornelia George – Eita. May their souls continue to rest in eternal peace!

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22 June 2022

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Dr Bruce Mtigwe

Name of the Supervisor

BMtigwe

Signature

24 May 2022

Date

CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

It is every person's fundamental right to work. Persons with disabilities are therefore, entitled to enjoy the same rights like all others. In addition, employment helps to reduce poverty and increases participation of persons with disabilities (Shahin et al., 2020). Hence, work plays a key role for persons with disabilities to maintain a decent standard of living and participate fully in society by generating an income to provide the material resources to satisfy their basic needs. Furthermore, work is not only essential to earn a living, but also contributes to improved physical, psychological and social well-being of persons with disabilities (Anuaruddin et al., 2018). Moreover, employing people with disabilities also appears to have advantages for employers. As a result, organizations are able to diversify their workforce while also gaining loyal employees who contribute immensely to human capital, corporate productivity and innovation, profitability, and overall competitive advantage. Hence, equality of opportunity, social mobility, and workplace diversity all depend on the employment of people with disabilities (Marques et al, 2020).

1.2 Background of the study

According to the Namibia Statistics Agency (2018), 5.7 percent of the population in rural areas has a disability, and this trend is particularly pronounced in regions with large rural areas. Out of the 41,591 people with disabilities who had difficulty engaging in any learning or economic activity, 31,564 lived in rural areas. Omusati has the biggest number of individuals with disabilities, with 13,279, as well as the highest percentage of blindness

(18.2%) and deafness (18.2%), (16.6 percent). Overall, the unemployment rate for people with disabilities aged 15 and above was 39 percent in 2011, with the Omusati region accounting for the biggest amount of these data as reflected above.

In light of the foregoing, it is clear that, despite their efforts to provide equal employment opportunities for persons in designated groups, town councils in the Omusati region, like other institutions, continue to face challenges, as little progress has been made in terms of increasing the representation of persons in designated groups in general, and persons with disabilities in particular, at management levels, and empowering them to succeed in their jobs once they are appointed. To date, the number of disabled people in management positions is minimal in comparison to the size of town councils. The other issue is that there is no convincing evidence that town council management is doing all possible to ensure that people with disabilities have equitable employment prospects. This is evidenced by senior management data from town councils in the Omusati Region, with 100 percent non-disabled people and 0 percent people with disabilities which show that town councils still have a lot of work to do in terms of accommodating people with disabilities.

Persons with disabilities are underrepresented in the workforce due to a variety of factors, including their educational disadvantage and other social and physical hurdles. Furthermore, efficiency and successful service delivery necessitate skills, experience, and qualifications that the majority of people with disabilities lack; hence, the main problem facing town councils is integrating them without jeopardizing performance. However, as equal employment opportunity employers, town councils, like other employers, are required by law to implement purposeful employment practices to guarantee that sufficient numbers of all designated groups are employed by the council.

1.3 Statement of the problem

Despite existing legislations and well documented benefits for workplace diversity, persons with disabilities remain underrepresented at almost every occupational level in almost all spheres of work let alone at management levels and town councils in Omusati Region is not an exception to this scenario. In its annual report, Employment equity commission (2018, p. 86) reported that the people with disabilities comprised only 0, 3% of the people hired during the review period, and a mere 0, 2 % of people promoted during the same review period. In addition, persons with disabilities particularly comprised only 1% of the total workforce and 0% of persons promoted in local government, water and related services across all occupational levels during 2017-2018 review period (Employment Equity Commission, 2018, p.88). The 2004 Disability Living Conditions Survey has also reported that about 98 per cent of disabled people in Namibia were unemployed (Ntinda, 2013, p.273). Nghinomenwa (2020, p.11) further reported that only one person with disabilities has been employed during the period between April 2020 to June 2020.

The question, however, still remains whether persons with disabilities in Omusati Region hold the qualifications and experience that can enable them to be employed as managers at town councils. This is relation to the data from Namibia Statistics Agency (2018) report that the proportions of persons with disabilities with no formal education are highest in Ohangwena (17.7%), Omusati (17.0%) and Kavango (16.4%) respectively. Nevertheless, these town councils, like all other relevant employers (with 25 employees in their employment) are under statutory requirement of section 17 of the Affirmative Action Act, 1998 for identification and elimination of employment barriers against persons in designated groups, making reasonable efforts in the workplace to accommodate physically

or otherwise persons with disabilities and instituting positive measures to further employment opportunities for persons in designated groups.

Thus, these low rates of employment indicate that certain factors act as barriers to workplace participation for persons with disabilities. It is a further reflection that in Namibia, generally and Omusati town councils in particular, workplace diversity is not effectively practiced resulting in persons with disabilities to still remain an underutilized resource pool and a further indication that not enough effort is being made to ensure that people with disabilities have access to work. The objective of this study is, therefore, to assess employment opportunities at management levels for persons with disabilities at Outapi, Oshikuku, Okahao and Ruacana Town Councils.

1.4 Research objectives

The main objective of this study is to assess employment opportunities at management levels for persons with disabilities at Omusati town Councils. On the Other hand, the following objectives were stated:

1. To measure the effect of disability legislation on employment opportunities for persons with disabilities.
2. To measure the effect of managers' perceptions on employment opportunities for persons with disabilities.
3. To measure the effect of reasonable accommodation on employment of persons with disabilities.

1.5 Hypotheses of the study

H₀¹ Disability legislation has no effect on employment of persons with disabilities.

H₁¹ Disability legislation has an effect on employment of persons with disabilities.

H₀² Managers' perceptions have no effect on employment of persons with disabilities.

H₁² Managers' perceptions have an effect on employment of persons with disabilities.

H₀¹ Reasonable accommodation has no effect on employment of persons with disabilities.

H₁¹ Reasonable accommodation has an effect on employment of persons with disabilities.

1.6 Significance of the study

There has been no research undertaken to investigate employment opportunities at management level for persons with disabilities at town councils in the Omusati region. Therefore, a gap exists on enablers and barriers of employment opportunities for persons living with disabilities, which triggered the need for the investigation into this topic to address the research gap. Such a study is of vital importance to improve understanding with regards to this phenomenon and improve employment opportunities for persons with disabilities. This study has therefore, provided town councils with information on the effectiveness of accommodating persons with disabilities as required by legislation.

It is hoped that the study provides meaningful information to employers as well as organisations working with persons with disabilities to come up with possible strategies to address the shortcomings in the employment of persons with disabilities. The study also contributes to the body of knowledge on the subject matter and can also be used as a guiding tool for other studies in this area.

1.7 Limitations of the study

Firstly, even though permission to conduct research was obtained and confidentiality was guaranteed, some town council staff members refused to participate in the study. Secondly, some managers and staff members lacked a thorough grasp of issues affecting people with disabilities, which influenced their reactions. Lastly, some participants may have possibly been dishonest in their responses to the questionnaires, which affected their responses. However, as a way to mitigate a lack of understanding, the researcher provided explanations on aspects not well understood by the participants. The researcher further assured participants that the research results would solely be used for academic purposes in order to encourage them to be as truthful as possible.

1.8 Delimitation of the study

The scope of this study was limited to Outapi, Okahao, Oshikuku and Ruacana town councils in the Omusati region only and thus, only staff members of these four town councils could participate as respondents. In addition, although there are different factors influencing employment opportunities of persons with disabilities, this study only focused on organisational factors. As a result, these characteristics framed the extent to which data for this study was gathered, processed, and interpreted.

1.9 Summary

CHAPTER 2

Chapter 1 gave an introduction and overview of the study in the form of background of the study, problem statement, objectives of the study, hypothesis as well as the limitation and delimitation of the study. The next chapter will present the literature review.

This chapter provides a literature review through the discussion of other writers on the topic of employment of persons with disabilities so as to provide a theoretical framework for the study. Building on the knowledge base of others goes a long way in assisting to discover the existing knowledge gaps that need to be filled as a contribution to the academic discourse. Hence, the definition of the concept persons with disabilities, models of disability, namely the Human Rights and Occupational Justice Models of disability which informed this study are discussed in relation to the employment of persons with disabilities followed by the advantages of having persons with disabilities and the legal framework for employment of persons with disabilities in Nigeria. Furthermore, the empirical review on the employment of persons with disabilities globally and in Nigeria as well as on the organizational factors which influence the employment opportunities for persons with disabilities were presented. The chapter ends with a conclusion which summarizes the discussions in the chapter.

2.1 Definition of Persons with Disabilities

It's not always easy to define disability. It is a socially produced concept that is informal, relative, dynamic, and socially constructed (Evans et al., 2016; Ziv & Li, 2017). Furthermore, there has been no agreement on a uniform definition and classification of people with disabilities (Bellevet, 2016). As a result, depending on the goal, multiple definitions may be required (Evans et al., 2016).

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter provides a literature review through the discussion of other writers on the topic of employment of persons with disabilities so as to provide a theoretical framework for the study. Building on the knowledge base of others goes a long way in assisting to discover the existing knowledge gaps that needs to be filled as a contribution to the academic discourse. Hence, the definition of the concept persons with disabilities, models of disability, namely the Human Rights and Occupational Justice Models of disability which informed this study are discussed in relation to the employment of persons with disabilities followed by the advantages of hiring persons with disabilities and the legal framework for employment of persons with disabilities in Namibia. Furthermore, the empirical review on the employment of persons with disabilities globally and in Namibia as well as on the organizational factors which influence the employment opportunities for persons with disabilities were presented. The chapter ends with a conclusion which summarizes the discussions in the chapter.

2.2 Definition of Persons with Disabilities

It's not always easy to define disability. It is a socially produced concept that is abstract, relative, dynamic, and socially manufactured (Evans et al., 2016, Zoi & Li, 2017). Furthermore, there has been no agreement on a uniform definition and classification of people with disabilities (Sellevol, 2016). As a result, depending on the goal, multiple definitions may be required (Evans et al., 2016).

However, The United Nations Conventions on the Rights of Persons with Disabilities (CRPD) (2006, article 1) adopted a definition that the term is applied to all persons with disabilities including those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others. This study adopted the United Nations Convention on the Rights of Persons with Disabilities' definition of disability. As a result, it is recognized that people can be disabled not only by their bodies but also by environmental factors, and it is emphasized that disability is not synonymous with the concept of body or functional impairment, but rather refers to the interaction of a person and his or her environment (Vornholt et al., 2017).

2.3 Theoretical framework

This study is informed by the perspective of Human Rights Model which is based on the notion that all human beings are equal and have rights that must be respected as well as Occupational Justice Framework which asserts that every person has the right to participate in occupations that are meaningful and can positively contribute to society (Chichaya et al., 2018). The two models of disability are discussed below as follows:

2.3.1 Human Rights Model of Disability

The human rights model considers disability as a human rights issue and it emphasizes that people with disabilities are citizens and as such have the same rights as any other citizens (Chichaya et al., 2018, Chichaya et al., 2019). Hence, the human rights disability model is underpinned by the philosophy of leveling the playing field in order for people with disabilities to access and participate in the livelihood, education, socio-economic, cultural, political and health sectors as equal citizens (Chichaya et al., 2018, Chichaya et al., 2019)

Basically, the human rights disability model advocates for the removal of physical and social barriers and subsequent attitude change among policymakers, employers and family members with the aim of bringing about a society in which persons with disabilities have the freedom and necessary resources to participate in occupations of their need and choice (Chichaya et al., 2018).

2.3.2 Occupational Justice Model of Disability

Occupational justice model regards participation in occupations as a rights issue, in such a way that every person has a right to participate in occupations that are meaningful and can positively contribute to their well-being and to society at large. Chichaya et al. (2019) describes occupation in this context to refer to everything people do, including self-care, making socio-economic contributions to their own communities, enjoying life, learn and find a meaningful life. Its main focus is on the fair, civic, political and moral empowerment of people to participate in occupations that they need to live, choose and find a meaning in life (Chichaya et al., 2018).

Occupational justice model further emphasizes that any human-made barriers to occupational participation experienced by persons with disabilities are a violation of their occupational rights and is regarded as occupational injustice (Chichaya et al., 2019). It occurs when individuals are restricted from participating in meaningful daily occupations that bring them fulfilment and satisfaction (Chichaya et al., 2019, p.21). Occupational justice model, therefore, calls for an occupationally-just environment to exist in which all individuals participate in meaningful occupations so as to reach their full potential and flourish.

2.4 Advantages of employing persons with disabilities

Various authors have outlined advantages and benefits of hiring persons with disabilities for both the employers and persons with disabilities themselves. Evans et al., (2016, p.11) mentioned the following advantages of hiring persons with disabilities:

- (a) Just like all other human beings, persons with disabilities also need to live a dignified and productive life.
- (b) Employment is specifically important to persons with disabilities because it does not only provide income but also the much needed opportunities for social participation.
- (c) Spending on systems and facilities for persons with disabilities is not for the privilege of a small minority, but on investment for everyone.
- (d) Diverse work groups develop better solutions to business challenges.
- (e) Many companies have found that by employing persons with disabilities they have been better able to understand and serve their customers with disabilities.
- (f) It also helps businesses to develop greater flexibility, builds reputation and reaches out to sizeable market.

In addition, the World Bank (2011, p236) stressed the importance of employing persons with disabilities for the following reasons:

- (a) **Maximizing human resources.** When persons with disabilities are productively engaged in employment activities, they make a contribution to the national output while at the same time increases their individual well-being.

(b) Promoting human dignity and social cohesion. Providing opportunities to persons with disabilities to freely select their personal lives' direction, develop their talent and capabilities to the fullest does not only bring the much needed income but also a sense of human dignity and social cohesion.

(c) Accommodating the increasing numbers of people with disabilities in the working age population. In wake of a rise in chronic conditions as well as improved health and medical rehabilitation services that help prolong life, disability prevalence is expected to increase in the near future.

2.5 Legal Framework

Article 10 sub-articles (1) and (2) of the Constitution of the Republic of Namibia guarantee the equality of all persons before the law, and prohibit discrimination against any person on the grounds of sex, race, colour, ethnic origin, religion, creed or social or economic status (Constitution of Namibia, 1990, p.8). In addition, the government of the Republic of Namibia also adopted a National Policy on disability through an act of parliament. The objectives of the National policy on disability are to achieve full social integration of people with disabilities into society as well as to combat discrimination against persons with disabilities through legislation (National Policy on Disability, 1997, p.3). The National Policy on Disability (1997, sec.3.7) further states that the government shall ensure that persons with disabilities have equal opportunities for a productive and gainful employment in the labour market and in order to ensure that persons with disability are granted equal opportunity at the work place as those without disability, the State shall ensure that labour related legislation does not discriminate against persons with disabilities and will ensure that obstacles to their employment are removed.

Furthermore, a piece of legislation which deals specifically with provision of employment opportunities to persons with disabilities is the Affirmative Action (Employment) Act, 29 of 1998. Section 18 (c) of the Affirmative Action (Employment) Act list persons with disabilities as one of the designated groups whereas section 19 makes provision for preferential treatment of such designated groups by stating that in filling positions of employment a relevant employer shall give preferential to suitably qualified persons of designated groups.

In addition, the office for disability affairs has been established in the Vice President's office in order to enhance the understanding the challenges that people with disabilities face as well as to ensure that society acknowledge their human rights, develop strategies to adequately address their developmental needs and provide proper interventions (Namibia Statistics Agency, p.7).

2.6. Empirical Review

2.6. 1 Empirical literature on global perspective

Since the United Nations Convention on the Rights of Persons with Disabilities was adopted in December 2006, disability has become a human rights and developmental issue. Since then, there has been an international background of support for advancing the interests of people with disabilities, resulting in a slew of empirical studies looking at topics related to their well-being.

According to the World Health Organization and the World Bank (2011), over a billion people, or roughly 15% of the global population, live with disabilities, with 80% of them living in developing nations. However, a large majority of people with disabilities are either

not employed, under-employed or earn lower wages (Rohwerder, 2015, p.15). According to the United Nations (2019, p.67) persons with disabilities are, for example, less likely than non-disabled people to be in employment (47 percentage compared with 77 percentage), are more likely to work part-time when in work (33 percentage compared with 25 percentage), are less likely to work in professional or managerial roles (34 percentage compared with 43 percentage) and are less likely to earn more than\$ 10 per hour (49 percentage compared with 55 percentage). The employment rates of persons with disabilities are thus, a third to half of the rates for persons without disabilities, with unemployment rates as high as 80-90 percent in some countries (Raja, 2016, p.5). WHO and The World Bank (2011), Vornholt et al., (2013) further describe the situation similarly that Only 53% of men and 20% of women with impairments are working, compared to 65% of non-disabled men and 30% of non-disabled women. In addition, a study of 15 developing nations found that nine of them had a statistically significant disability gap, indicating lower employment rates for people with disabilities (Rohwerder, 2015). Overall, Igei (2018) stated that in various developing countries, studies have consistently revealed a negative association between disability and work circumstances.

2.6.2 Empirical literature on Namibia

In developing countries, the number of empirical studies on the employment of people with impairments has been growing. However, there is a scarcity of study on the employment of people with disabilities in Namibia. Hence, no recent study has been found which specifically conducted on the employment of persons with disabilities while few other studies have been conducted on affirmative action implementation at various government

institutions. In her study of affirmative action implementation at the Ministry of Justice, for example, Unengu (2014) found that people with disabilities are underrepresented at management level, whereas Kamwi (2015) discovered that people with disabilities are underrepresented at the Office of the Prime Minister, both at management level and below, with one of the contributing factors being a lack of suitable qualified people combined with a lack of strategies in place to help them qualify for positions.

Similarly, According to the 2011 Namibian Population and Housing Census, 44, 6 percent of persons aged 15 years and above with disabilities are economically active, while 46.7 percent are economically inactive (Namibia Statistics Agency, 2016, p.39). The Census further indicates that the unemployment rate for persons with disabilities aged 15 years and above for the 2011 period was 39 percent and the rate is higher for females (43.5%) compared to males (34.7), p.40. In addition, the Census showed that the majorities (45.7%) of persons with disabilities were employed in agriculture, forestry and fishing sector, while administrative and support service activities employed about 7 percentage of persons with disabilities whereas construction, activities of private households, education, wholesale and retail trade, repair of motor vehicles and motorcycles, public administration and defence each employed about 5 percent of persons with disabilities aged 15 years and above respectively, (Namibia Statistics Agency, 2016, p.43). It is further shown that subsistence / communal farming is the popular (38.3%) main job for persons with disabilities across all the disability type, (Namibia Statistics Agency, 2016, p. 45).

Based on the above statistics, it is clear that the majority of persons with disabilities are being shut out of the labour market in Namibia and Omusati town councils alike. This is despite Section 18 (c) of the Affirmative Action (Employment) Act, 29 of 1998 lists

persons with disabilities as one of the designated groups. Section 19 also makes provision for preferential treatment of such designated groups by stating that in filling positions of employment, a relevant employer shall give preferential treatment to suitably qualified persons of designated groups.

2.6.3 Empirical literature on organizational factors influencing employment opportunities for persons with disabilities

A variety of factors influence the employment chances for people with disabilities, according to research (Boman et al., 2014, Chabot, 2013). These include structural variables such as labour market structure and regulation, as well as others such as workplace and employers, a lack of psychological support, and personal factors such as the severity of their disability and their educational level (Anuardin, 2018, p.67). Other obstacles that limit job possibilities for people with disabilities include discrimination, stigma, unfavourable attitudes, lack of accessible transportation to work, inaccessible workplaces, and limited availability of accommodations for people with disabilities (United Nations, 2019).

Furthermore, environmental elements such as the physical, social, attitudinal, and institutional features of the environment, according to Shahin (2020), have a substantial impact on the employment outcomes of people with disabilities. These elements can either operate as facilitators to increase engagement or as obstacles to participation.

In the light of the above, several researches have been conducted to investigate the effects of workplace factors on the employment opportunities for persons with disabilities. Sharma *et al* (2018) in their study on the influence of management's attitude toward employees with disabilities found that Employers reacted indifferently to employees with disabilities.

Similarly, in a study on state of affairs of research on disability and employment, Vornholt et al. (2018) likewise found both positive and negative opinions about people with disabilities employment. On the negative side, employers' lack of confidence in persons with disabilities' level of productivity and quality in terms of performance, and more broadly in their employability and fear of associated costs, according to research.

On the positive side, employers have been shown to be supportive of hiring people with impairments, particularly those with prior expertise. Working with people with impairments has been linked to higher levels of loyalty, dependability, and decreased turnover, according to certain research (Beatty et al, 2018). In addition, employers' attitudes on hiring individuals with disabilities may vary depending on the size of the company, according to some researchers, with a general trend of openness toward hiring people with disabilities increasing with company size (Fraser *et al.*, 2011, Jasper & Waldhart, 2012). However, a study by Araten-Bergam (2016) which explored the relation among Israeli managers' attitudes, intentions and actual hiring of persons with disabilities found that intentions to hire did not predict actual hiring of people with disabilities six months later, but, a company's written disability hiring policy and disability training were linked to actual hiring.

Furthermore, Anad (2017) conducted a study on the role of workplace accommodations in the employment of people with disabilities and results has shown that workplace accommodation is positively correlated with employment of persons with disabilities, and so is associated with better employment outcomes, according to the findings.

In addition, despite the fact that many countries' legislation requires institutions to recruit people with disabilities, many employers still do not comply. This is due to the fact that, in

addition to a general lack of understanding regarding disabilities, employers are frequently unaware of their employees' needs and are unaware of how to accommodate them at work (Vornholt *et al.*, 2018).

On the other hand, Morgan Banks & Polack (2014) attributed the low employment rates for people with disabilities to hurdles to education and training, which puts people with disabilities at a disadvantage in the labour market. A study by Anuarudin *et al.*, (2018) on barriers to job placement for persons with disabilities revealed that people with disabilities often lack the necessary skills for available occupations, as well as the necessary effort and confidence to obtain work. People with disabilities are also said to want flexibility in their employment arrangements so that they can manage their health and mobility issues. As a result, they are more likely to be part-time or contract workers. In a similar vein, people with disabilities have a reduced chance of finding work as a result of the recent global economic recession, which has resulted in low job demand for people with disabilities in the labour market (Anuarudin *et al.*, 2018).

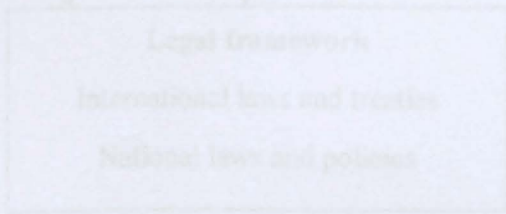


Figure 2.1 Conceptual model of managerial employment opportunities for persons with disabilities

Source: Researcher's own construct

The conceptual model for managerial employment opportunities for PWD adopted by this study is therefore, as follows:

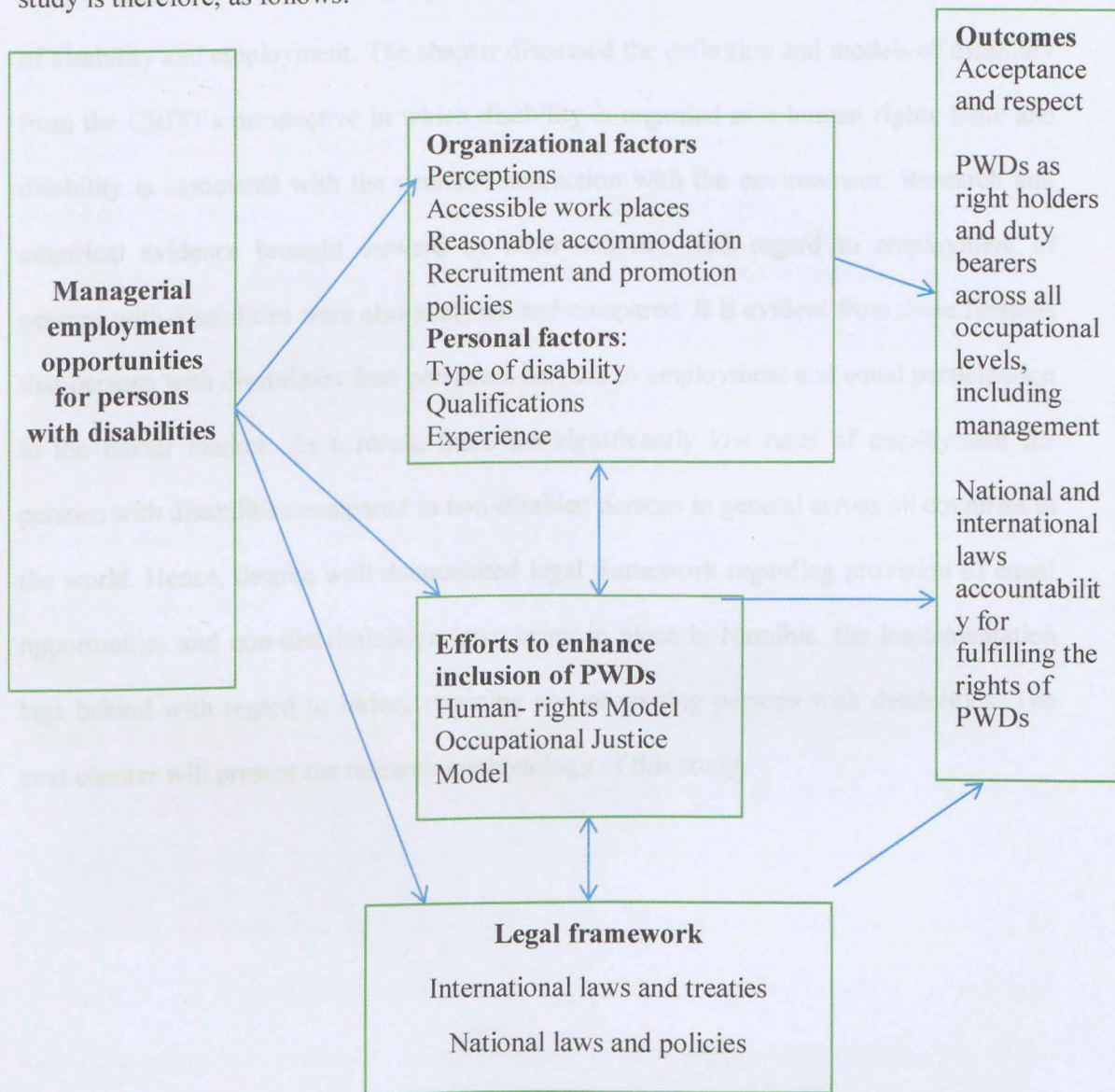


Figure 2.1 Conceptual model of managerial employment opportunities for persons with disabilities

Source: Researcher's own construct

2.7. Summary

Chapter 2 discussed the scholarly opinions of other researchers and writers on the concept of disability and employment. The chapter discussed the definition and models of disability from the CRPD's perspective in which disability is regarded as a human rights issue and disability is associated with the person's interaction with the environment. Research and empirical evidence brought forward by other scholars with regard to employment of persons with disabilities were also analyzed and compared. It is evident from these findings that persons with disabilities face persistent barriers to employment and equal participation in the labour market. As a result, there are significantly low rates of employment for persons with disabilities compared to non-disabled persons in general across all countries in the world. Hence, despite well documented legal framework regarding provision of equal opportunities and non-discrimination laws being in place in Namibia, the implementation lags behind with regard to hiring, retaining and promoting persons with disabilities. The next chapter will present the research methodology of this study.

CHAPTER 3

RESEARCH METHODS

3.1. Introduction

This chapter presents the research methods applied in the data collection and analysis for this study. The study applied the convergent parallel mixed-methods research design which is explained in the first part of the chapter. In addition, the research population as well as the sampling procedures used to select research participants based on Krejcie and Morgan's Sample Size approach is presented, followed by research instruments for data collection which include a questionnaire and in-depth interviews. Furthermore, a brief explanation on how data was collected, recorded and analysed as well as ethical issues are also presented.

3.2. Research design

The study adopts a convergent-parallel mixed-methods design which includes both elements of quantitative and qualitative research designs in a single study. The mixed methods research methodology is based on the premise that combining quantitative and qualitative approaches yields a more comprehensive grasp of study problems than each approach alone (Creswell & Plano Clark, 2018). Hence, the researcher conducts the quantitative and qualitative elements, namely: a survey through a structured questionnaire and in-depth interviews using an interview guide in the same phase simultaneously, weigh the methods equally, analyses the two components independently and interprets the results together (Razali et al, 2019). Thus, the researcher triangulated the two approaches by comparing quantitative statistical results and qualitative discoveries for the goal of corroboration and validation of the two sets of data.

3.3 Population

A population consists of all the objects or events of a certain type about which researchers seek knowledge or information (Allen, 2017). There are four town councils in Omusati Region. Each of these town councils consists of an average 30 employees with a total of 120 employees which constitutes a population for this study.

3.4 Sample

There are four town councils in the Omusati Region. Each of these town councils consists of an average 30 employees with a total of 120 employees which constitutes the target population of this study. Taherdoost (2016, p.18) defines a population as the entire set of cases from which a research sample is drawn. A sample on the other hand, is a subset chosen from the entire population (Taherdoost, 2016). The sample size representative of the employees in the quantitative part of this study is 92 respondents out of the population of about 120 staff members employed in the four town councils. It is determined based on Krejcie and Morgan's sample size determination table.

The Simple random sampling technique has been used to select 92 participants. Every element has an equal chance of being selected/included in a sample in a simple random sampling procedure (Taherdoost, 2016). A list of all employees in the target population was acquired from the human resources office of each town council from which a random sample was drawn using a lottery method.

In addition, the purposive sampling technique was used to select four Human Resources Managers for the qualitative aspects of the study. This method was employed based on the researcher's assessment of the persons who possess the necessary information and are

willing to share it in order for the study to be successful (Etikan & Bala, 2017). Thus, Human Resources Managers, as custodians of recruitment in the town councils are selected to participate in the in-depth interviews since they are considered to be information-rich on the topic.

3.5 Research instruments

The main instruments used in this study are questionnaires and interview guides. The quantitative data is obtained through a structured questionnaire whereas the qualitative data is obtained through in-depth interviews, using an interview guide. The two different instruments complement each other, enhancing the data's validity and dependability (Zohrabi, 2013). A questionnaire is one of the most important primary research tools. Roopa& Rani (2012, p. 273) define a questionnaire as a series of questions asked to individuals to obtain statistically useful information about a given topic. Structured questions in questionnaires limit respondents to a predetermined set of responses, allowing quantitative data to be collected in a consistent and coherent manner for analysis (Roopa& Rani (2012) and thus, makes analysis easier.

In addition, interviews were used as second type of data collection method. The researcher sought to obtain first-hand information directly from knowledgeable informants (Zohrabi, 2013). Hence, in-depth interviews were conducted with Human Resources Managers at each town council. Moser and Korstjens (2018, p.12) state that an in-depth interview is a conversation where the researcher poses questions and the participants provide answers face-to-face by telephone or via email with the aim to elicit the participants' experiences, perceptions, thoughts and feelings. These interviews are conducted using a semi-structured interview guide. In a semi-structured interview, questions are pre-written but can be

reworded in any order depending on the situation, allowing respondents to provide more information than in other methods and allowing data to be compared and contrasted later, making data collection more systematic and conversational (Zohrabi, 2013).

3.6 Procedure

The researcher first sought permission to carry out the research from the four town councils. The group-administered questionnaires were then delivered, in person to town councils and all respondents completed the questionnaires at one time and place. This method was chosen over self-administered questionnaires, because the return rate was higher, the researcher was present to answer any questions that were obscure, and the researcher was aware of the settings under which the questionnaires were filled (Zohrabi, 2013).

However, due to observation of COVID-19 protocols and fear of its spread among staff members, many participants opted to complete questionnaires in a self-administered way and only in some cases a group-administration method was used in smaller groups of two to three employees who shared office space. In-depth-interviews were also held with the Human Resources Managers. These interviews were conducted face-to-face with individual HR Managers. An interview has the advantage of allowing the researcher to make required changes to the interview schedule depending on the preliminary results, which option is not available with a questionnaire (Zohrabi, 2013). Lastly, the researcher returned the transcribed results to interviewees in order to confirm the content of what they stated during the interview and to ensure that the information was accurate.

3.7 Data analysis

The researcher used the Statistical Package for Social Sciences (SPSS) to carry out the statistical analysis and the relationship between variables was tested using Pearson's Chi-

square test for independence so as to test the hypothesis. The Chi-square test analyses whether two category variables in a single sample are independent or linked to each other (Franke *et al.*, 2012). The Pearson's chi-square test statistics were obtained as (Franke *et al.*, 2012):

$$\chi^2 = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i}$$

Where χ^2 is the Pearson's cumulative test statistic (which asymptotically approaches a chi-square distribution); O_i is the number of observations of type i ; E_i is the expected (theoretical) frequency of type i and n is the number of possible outcomes of each event. The level of statistical significance is often represented by a p-value between 0 and 1. If the p-value is less than 0.05 there is strong evidence to reject the null hypothesis.

The qualitative data was then evaluated using codes, transcriptions, and groupings of comparable replies into themes and categories and summarized using Microsoft word software. Tables and charts were used to present the findings, which were then interpreted in a narrative format. This side-by-side strategy assisted the researcher in combining the results for comparison by reporting on the quantitative statistical results first, followed by qualitative discoveries that could validate or disprove the statistical results (Creswell & Creswell, 2018).

3.8 Ethical issues

All participants' privacy, anonymity, informed consent, and confidentiality were ensured by the researcher. The researcher was granted written permission by the Outapi, Okahao, Oshikuku and Ruacana Town Councils for their employees to participate in the study. All

participants' privacy, anonymity, informed consent, and confidentiality have been ensured by the researcher. Hence, participants in this study were not compelled to participate, but were urged to do so voluntarily. On the questionnaires, respondents were also not asked to write their names. Furthermore, the facts and information used were not falsified or misconstrued, and the sources of information were acknowledged using the APA referencing style. The study's findings will only be used for academic purposes. The data collected during the study is kept in a lockable safe that is only available to the researcher and will be destroyed after 5 years.

3.9. Summary

This chapter provided the research methodology used in this study. The mixed methods research design which includes quantitative and qualitative approaches and guided this study has been emphasised and explained. The population and sampling methods were also presented and described. The research instruments, such as structured questionnaire and interview guides as well as the data analysis through SPSS package for the quantitative data and thematic analysis for the qualitative data were also presented. Lastly, ethical issues which were considered by the Researcher were also elucidated.

CHAPTER 4

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the quantitative and qualitative results following the analysis of the data that was gathered during the study, results of statistical analysis done and discussion of findings. Specifically, the chapter presents the demographic information of the study participants, statistics of persons living with disability in general and at management level, employed at the town councils who participated in the study, perceptions on employment of persons living with disabilities as managers and experiences of working with a person living with disabilities.

Furthermore, town councils' recruitment and selection procedures, general knowledge about disability legislation on employment of persons with disabilities, accessibility of the workplace to persons with disability, provision of reasonable accommodation for persons living with disabilities as well as challenges experienced by town councils in recruiting and promoting persons with disabilities and recommendations to increase the employment opportunities are analysed and discussed.

Later, the chapter also presents findings on the association between variables of interest through cross-tabulations and chi-square tests. Lastly, discussions of the findings under literature control are presented.

4.2. Results presentation

4.2.1 Descriptive Statistics Results

Table 4.1 Demographic information of participants in a questionnaire

Demographic Information		Frequency	Percentage
Sex	Male	35	50.7
	Female	34	49.3
	Missing	1	1.40
Age	20-29 years	11	15.7
	30-39 years	24	34.3
	40-49 years	23	32.9
	50 years and above	12	17.1
Education Level	Secondary	21	30.0
	Vocational/Technical	15	21.4
	Tertiary	32	45.7
	Did not attend school	2	2.9
Years of Experience	Below 5 years	8	11.4
	5-9 years	24	34.3
	10-14 years	19	27.1
	15 years and more	19	27.1

Source: Research Results (2021)

This study attained a 76% response rate with a total number of 70 participants who responded to the questionnaires. Of these, half (50%) were male, while 49% were female. It was also reported that 34% of the respondents were aged between 30-39 years, 33% between 40-49 years, while 16% were aged between 20-29 years. Results also show that about two quarters (45%) of the respondents had tertiary education, followed by 30% who had secondary education, and 3% indicated that they did not attend school. In the end, the results show that 34% of the respondents had between 5-9 years of working experience, 27% had between 10-14 years or more than 15 years of working experience.

In addition, individual in-depth interviews were conducted with one Human Resources Manager/Officer at each town council which constitutes a total of four participants who are both males.

Table 4.2 Disability existence among the questionnaire respondents

		Frequency	Percentage (%)
Do you have a disability yourself	Yes	6	8.6
	No	64	91.4
	Total	70	100

Source: Research Results (2021)

This section ought to determine the disability existence among the respondents. Findings of the quantitative study revealed that more than 90% of the respondents did not have any disability, as only 9% reported to have some form of disabilities. None of the respondents in the in-depth interviews had any form of disabilities.

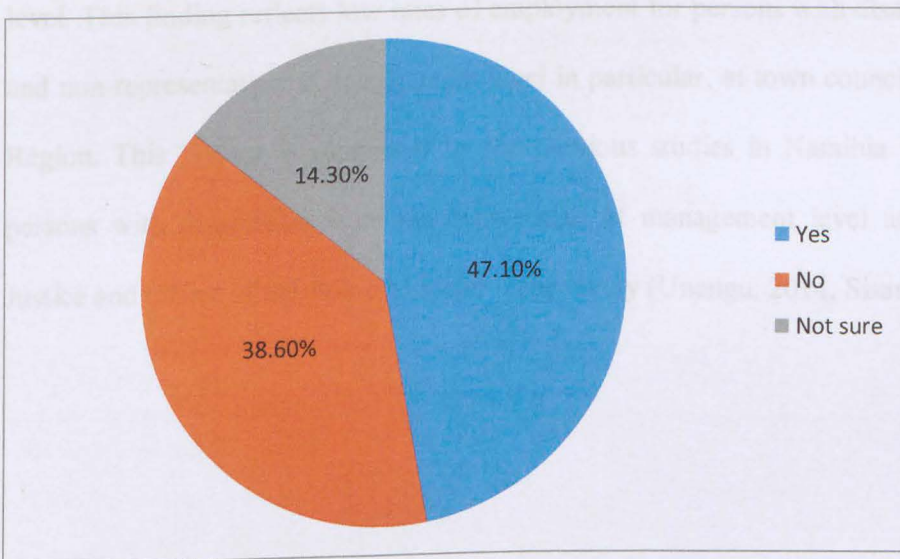


Figure 4.1: Organisations' employment of persons with disabilities from a questionnaire

Source: Research Results (2021)

About 47% of the respondents indicated that their organisation has employed a person living with disability, whereas 39% indicated that their organisation did not.

Table 4.3 Number of people with disabilities employed at town councils from interviews results

Town Council	Number of persons with disabilities	Total number of employees	Type of disabilities	Persons with disabilities at management level
Outapi	2	47	2 Hearing	0
Ruacana	1	25	1 Physical	0
Okahao	0	42		0
Oshikuku	0	27		0
Total	3	141	3	0

Source: Research Results (2021)

The interview findings indicate that persons with disabilities constitute a mere 2% of the town councils' workforce and 0% of persons with disabilities employed at management level. This finding reflects low rates of employment for persons with disabilities in general and non-representation at management level in particular, at town councils in the Omusati Region. This finding is supported by the previous studies in Namibia which found that persons with disabilities were not represented at management level at the Ministry of Justice and Office of the Prime Minister respectively (Unengu, 2014, Sisamu, 2015).

Organisation has employed a person with disability at management level	Yes	3	2%
	No	64	92.5%
	Missing	1	1.4%
Type of disabilities	Total	68	100%
	Hearing Disability	2	3%
	Physical Disability	3	4.3%
	Missing	61	92.9%
	Total	100	

Source: Research Results (2021)

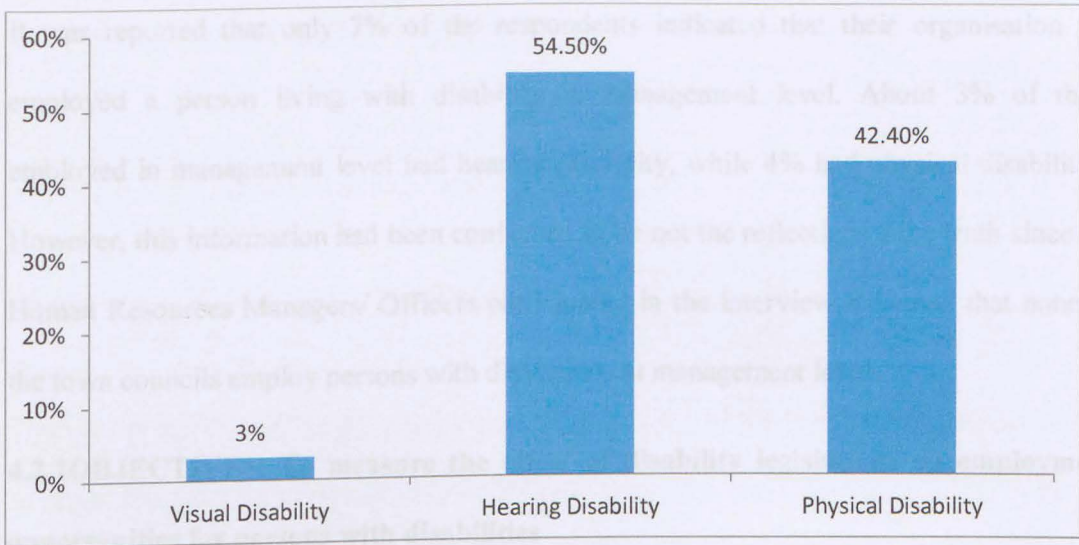


Figure 4.2: Types of disabilities exist among councils' employees

Source: Research Results (2021)

The study looked into the type of disabilities that existed among the employed persons living with disabilities. Of those organisations that employed persons living with disabilities, 54% have hearing disability, 42% had physical disability, and 3% had visual disability.

Table 4.4: Employment of persons with disabilities and types of disabilities at management level

		Frequency	Percentage (%)
Organisation ever employed a person with disability at management level	Yes	5	7.2
	No	64	92.8
	Missing	1	1.40
	Total	69	100
Type of disabilities	Hearing Disability	2	2.9
	Physical Disability	3	4.3
	Missing	65	92.9
	total		100

Source: Research Results (2021)

It was reported that only 7% of the respondents indicated that their organisation has employed a person living with disability in management level. About 3% of those employed in management level had hearing disability, while 4% had physical disabilities. However, this information had been confirmed to be not the reflection of the truth since the Human Resources Managers/ Officers participated in the interview indicated that none of the town councils employ persons with disabilities at management levels.

4.2.2 OBJECTIVE 1: To measure the effect of disability legislations on employment opportunities for persons with disabilities

Namibia's anti-discrimination legal framework for disabled people in the workplace is made up of policies at both the international and national levels. At the international level, Namibia signed the Convention on the Rights of Persons with Disabilities (CRPD) in 2007 and ratified it in 2008. At the national level, there are two important pieces of legislation, namely the National Disability Council Act No.26 of 2004 and the Affirmative Action Act No.29 of 1998. The goal of the legislation is to reduce inequity, therefore strive for workplace diversity and prejudice that stems from misunderstandings and misconceptions about people with disabilities. However, although there are clear provisions in the legal frameworks, disability-based discrimination is still common. Accordingly, two basic questions arise: Are the town councils management aware and understand these legislations and how does the implementation of these legislatures impact the employment rates for persons with disabilities? Table 4.5, table 4.6 and figure 4.4 present the results as follow:

Table 4.5: Awareness of the laws/legislation and National Disability Act

		Frequency	Percentage (%)
Awareness of Any laws/legislations pertaining to the employment of people with disabilities?	Yes	42	60
	No	27	38.6
	Missing	1	1.4
	Total	69	100
Awareness of the National Disability Council Act No.26 of 2004	Yes	31	44.3
	No	39	55.7
	Total	70	100

Source: Research Results (2021)

Findings reveal that 60% of the respondents were aware of the laws/legislations pertaining to the employment of persons living with disabilities, whereas 39% reported they were not aware of such laws. Furthermore, 56% of the respondents indicated that they are not aware of the National Disability Council Act No.26 of 2004 while only 44% were aware of the Act.

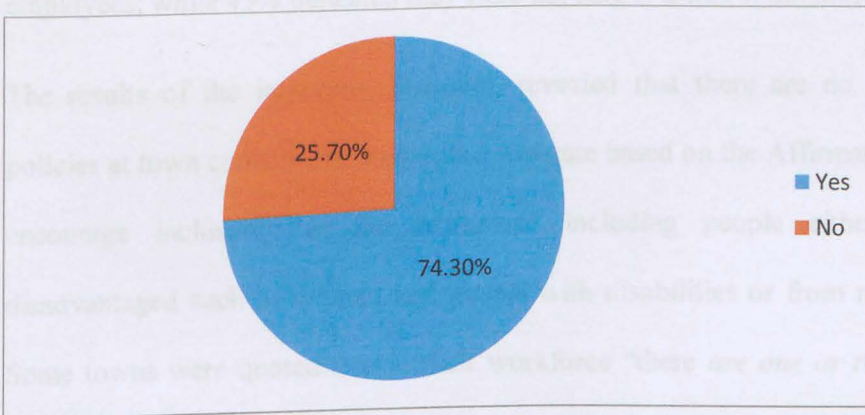


Figure 4.3: Awareness of the Affirmative Action Act

Source: Research Results (2021)

It was reported that 74% of the respondents were aware of the Affirmative Action (employment) Act no 29 of 1998. This finding is in agreement with previous studies which found no effect of legislation on the actual hiring of persons with disabilities (Vornhoort *et al.*, 2017).

Table 4.6: Workplace Diversity policies at town councils

		Frequency	Percentage (%)
Awareness of the diversity policy town council that focuses specifically on disability?	Yes	16	22.9
	No	24	34.3
	Not sure	30	42.9
	Total	70	100.0
Communication/sharing of the policy to all employees?	Yes	6	8.6
	No	6	8.6
	Not sure	30	42.9
	Missing	28	40
	Total	42	100.0

Source: Research Results (2021)

Results also show that 23% of the respondents indicated that they know about the diversity policy in their respective town councils that focus on disability. Of those that acknowledge the policy awareness, 9% indicated that the policy has been communicated to all employees; while 43% indicated they were not sure if it was communicated.

The results of the interview, however, revealed that there are no workplace diversity policies at town councils. However, they operate based on the Affirmative Action plan that encourage inclusivity at the workplace including people either from previously disadvantaged such as women and people with disabilities or from marginalized groups. Some towns were quoted that in their workforce “*there are one or two people employed from marginalized group as part of the affirmative action plan*”. Another town was indicated that they their workforce has “*a balance between men and women and there is also one employee who is partly disabled*”. This finding is in consistency with Jahan and Holloway (2020)’s study which reported that companies do not have internal policies geared at recruiting and employing people with disabilities, which is a substantial impediment to their employment.

4.2.2.1 Town Councils' recruitment policies in general

According to the results of the interview, all town councils indicated that their recruitments and promotions are guided by the Labor Act, Local Authority Act of 1992 as amended and Town Councils' personnel rules. It was further highlighted that the recruitment process was "guided by the Constitution of this country by giving everyone a fair chance, that everyone has the right to be employed in such a way that there is no discrimination whatsoever". Equally, the "Labor Act which guide us to give a fair treatment to persons with disabilities" as well as "our own AA policy in the organisation goals that we need more women and people with disabilities that if they apply, they are given a fair advantage to be employed". It was concluded that all the town councils' job advertisement have a closure that indicated that "people with disabilities who qualify are encouraged to apply", and only in positions that are a bit technical or plumbing which are presumed to be a bit difficult for persons living with disabilities where certain conditions are applied.

4.2.2.2 Town councils' recruitment process with specific reference to workplace diversity

Almost all the town councils reported that they used the recruitment policy for local authority which is inclusive of all people including persons with disabilities. A participant was quoted that "All local authorities use the same universal recruitment and selection policy and people with disabilities are catered for, if they are qualified and able to do the job, we are not spoon feeding the". It was indicated that the process starts with advertising, shortlisting, interviewing induction, and then trainings. Furthermore, the advertisement clearly indicates that women and people with disabilities are encouraged to apply. However, with regards to diversity, it was reported that towns do not really consider "individuals on the basis of ethnicity or anything but of course comply with Affirmative

Action". Meaning women are empowered and maybe even given preference, particularly in departments where men are the majority in order to strike a balance and people with disabilities may also be given preferences provided that they demonstrate their competencies. However, when there is a lack of flexibility or adaptation to suit the needs of an applicant with disabilities, the recruiting process itself might become a barrier (Jahan& Holloway, 2020).

4.2.3OBJECTIVE 2: To investigate the effect of managers' perceptions on employment opportunities for persons with disabilities

Many businesses view people with disabilities as a liability, thus there is often scepticism and doubt around their decision to hire them. Speculation, assumptions, and fear of the unknown are all common sources of scepticism and doubt. As a result, one of the most important factors of employment is employer views. However, many employers are said to be pessimistic about the ability of people with impairments in the workplace.

These pessimistic views have been well-documented in the literature (Bonnacio *et al.*, 2019). These may stem from the perception that persons with disabilities are less productive than their non-disabled counterparts, and that they require too much assistance, are dependent on others, lack the ability to develop, and a variety of other misconceptions. These unfavourable attitudes have an impact on the employment of people with disabilities because they influence the types of jobs available and the extent to which reasonable accommodations are made for them.

This study therefore, gauged the town council managements' views on the employability and inclusion of persons with disabilities and the impacts of their perceptions on the

employment of persons with disabilities. Table 4.7, table 4.8, table 4.9 and figure 4.5 below presents the results as follows:

Table 4.7: Perception on work efficiency for persons living with disabilities as managers

		Frequency	Percentage (%)
Visually impaired	Yes	17	24.3
	No	18	25.7
	Not sure	34	48.6
	Missing	1	1.4
Hearing impaired	Yes	21	30
	No	18	25.7
	Not sure	31	44.3
Physically impaired	Yes	27	38.6
	No	10	14.3
	Not sure	33	47.1
Intellectual impaired	Yes	9	12.9
	No	19	27.1
	Not sure	42	60

Source: Research Results (2021)

About 24% of the respondents indicated that a person with visual disability can work effectively as a manager, while 25% were of the opinion that he/she cannot work effectively as a manager. About a third (30%) of the respondents were of the opinion that person with hearing impairment can work effectively as a manager, and 26% indicated that he/she cannot work effectively as a manager.

Furthermore, 39% of the respondents indicated that persons with physical disability can work effectively as a manager, while 13% of the respondents were of the opinion that persons with intellectual disability can work effectively as a manager. These findings show heterogeneous perception on the abilities of persons with disabilities and is supported by other surveys conducted from the standpoint of employers which have also revealed both

favourable and negative opinions toward the employment of people with impairments (Vornholt *et al.*, 2017).

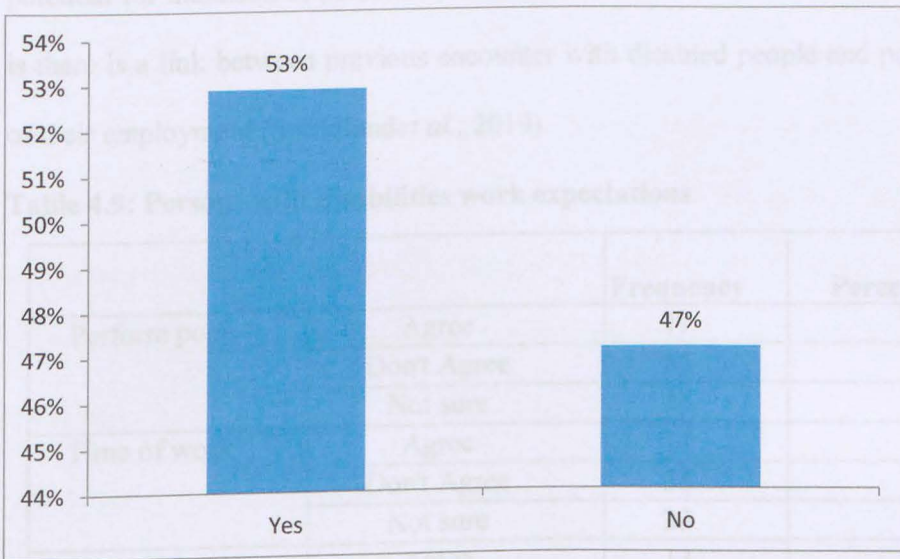


Figure 4.4 Working with a person living with disability

Source: Research Results (2021)

It was reported that about 53% of the respondents has worked with a person living with disability.

Table 4.8: Experience of working with a person living with disabilities

		Frequency	Percentage (%)
Was it a good or bad experience	Good	35	94.6
	Bad	2	2.9
	Missing	33	47.1
	Total	37	100

Source: Research Results (2021)

Of those who worked with a person with disability, 95% indicated that their experience was good and only 3% who indicated that their experience was bad. This finding presents a potential for inclusion of persons with disabilities since previous research found that there is there is a link between previous encounter with disabled people and positive sentiments of their employment (Strindlund *et al.*, 2019).

Table 4.9: Persons with disabilities work expectations

		Frequency	Percentage (%)
Perform poor	Agree	19	27.1
	Don't Agree	35	50.0
	Not sure	16	22.9
Time of work	Agree	11	15.7
	Don't Agree	36	51.4
	Not sure	23	32.9
Cost modification	Agree	13	18.6
	Don't Agree	26	37.1
	Not sure	31	44.3
Best person	Agree	25	35.7
	Don't Agree	12	17.1
	Not sure	33	47.1
loyal reliable	Agree	26	37.1
	Don't Agree	10	14.3
	Not sure	34	48.6
Moral ethic	Agree	28	40.0
	Don't Agree	11	15.7
	Not sure	31	44.3
Special efforts should be made to recruit persons with disabilities	Yes	59	84.3
	No	11	15.7
	Total	70	100.0

Source: Research Results (2021)

Half of the respondents indicated that persons with disabilities are not likely to perform poor as compared to those without disabilities, while 27% were of the opinion that they

were likely to perform poor. Likewise, 51% of the respondents were in disagreement that persons with disability were more likely to take more time off at work as compared to people who are not disabled. The perceptions expressed above is supported by previous international research which shows evidence that people with impairments are as productive as people without disabilities, if not more so (Govender& Sing, 2011). Additionally, about 44% respondents were not sure if the cost of modification of the workplace to accommodate persons living with disability made it difficult to hire a person with disability, whereas 37% reported that the cost was not the factor to hire a person with disability.

About 35% of the respondents indicated that a person with disability can be a best person for the job, while 47% of the respondents were not sure. In addition, 37% of the respondents indicated that persons with disabilities were loyal and reliable at their work place. In the end, 40% of the respondents reported that, persons with disability encourages tolerance and mutual support in the workplace, boosts morale/work ethics and 84% of the respondents further reported that efforts should be made to recruit persons with disabilities. This finding shows a positive perception towards the employment of persons with disabilities. On contrary, Aratem-Bergam (2016) study found that the managers' intention does not result in actual employment of persons with disabilities.

4.2.3.1. The likelihood of the Town Councils to recruit persons with disabilities

Results of the interview indicated that all the towns' recruitments are guided by the Labor Act which is inclusive of all persons in Namibia. By this they indicated that they do not

have any problem employing a person living with disabilities so long as the person has performed in the interview.

One town was quoted that *"I think it depends on how that disabled person performs in the interview in terms of demonstrating his competencies and abilities, I think he does not necessarily have to outperform everyone but as long as he has done extremely well even if he may not be a leading candidate, I think he is much likely to be considered for the position here because we strive to comply with the act and give equal opportunities to people that are previously disadvantaged"*

Another town council respondent indicated that *"In my personal view anyone can do the job but there are also some technical positions, for example as a CEO you are overseeing projects which I think you need to physically be there to see the progress although there are people assisting you in that regard, so certain positions yes but key strategic positions particularly the ones that require constant monitoring and you are required to be up and down to do monitoring may be difficult for persons with disabilities but other positions like senior officials or management positions are not a problem"*.

It was further highlighted that the recruitment policy that the town councils are using is not discriminatory as any person who met the requirement is eligible to apply and being shortlisted. One town council reported that the job offer should be on the skills and knowledge that a person has but not necessary on the disability, hence they believe that any person can do the job. Furthermore, *"a person with disabilities is accepted here like any other employees"*, of course if the person with disabilities applies, she/he meets the requirements and performs very well in the interviews, obviously the *"likelihood is very*

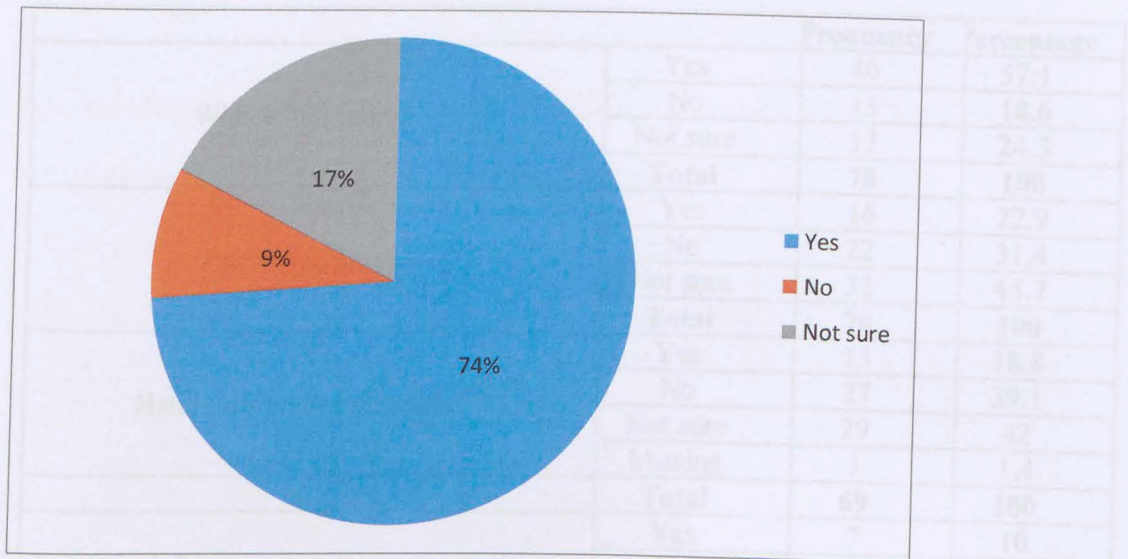
high for such a person to be recruited here because even in the advertisement we encourage persons with disabilities to apply". It was further stressed that the council will make resources available for that person to make the environment friendly to enable the person to do his job because the person qualifies and performed well in the interview.

In the end, most of the town council respondents indicated that there are no stereotypes in their town councils, and their staff members can work well with anybody. Additionally, the annual meeting with the National Disability Council of Namibia has always encouraged town councils to employ people living with disabilities and their buildings are ready for modifications to accommodate persons living with disabilities.

4.2.4 OBJECTIVE 3: To measure the relationship between workplace accommodation and employment opportunities for persons with disabilities

Accommodation such Job redesign, physical access, assistive devices, software and hardware to execute computer functions, as well as flexible work hours or changed job requirements, have the potential to play a significant role in many persons with disabilities' capacity to participate in the workforce. Factors such as inaccessible workplaces or a lack of transport to get to work can also serve as barriers to persons with disabilities to access workplaces. However, previous studies have indicated that many workers with impairments, particularly those who have recently established a handicap, do not obtain adjustments (Anand & Sevak, 2017). This study therefore seeks to find out what accommodations are provided to persons with disabilities at the town councils and the impact it has on increasing the employment of persons with disabilities. The results are presented in figure 4.6, figure 4.7, table 10 and table 11 below.

Figure 4.5: Accessibility of the workplace to persons living with disabilities



Source: Research Results (2021)

It was in the interest of the study to assess if town council buildings are accessible to persons with disabilities. About 74% of the respondents acknowledged that their workplaces are accessible to persons with disabilities whereas 9% of the town council buildings were not accessible to persons with disabilities.

Table 4.10: Accessibility Features of the Town Councils

		Frequency	Percentage
Wheelchair ramps	Yes	40	57.1
	No	13	18.6
	Not sure	17	24.3
	Total	70	100
Tactile warnings	Yes	16	22.9
	No	22	31.4
	Not sure	32	45.7
	Total	70	100
Hand rails and/or star rails	Yes	13	18.8
	No	27	39.1
	Not sure	29	42
	Missing	1	1.4
	Total	69	100
Access to information and communications by visually impaired	Yes	7	10
	No	34	48.6
	Not sure	29	41.4
	Total	70	100
access to information and communications by hearing impaired	Yes	9	12.9
	No	31	44.3
	Not sure	30	42.9
	Total	70	100

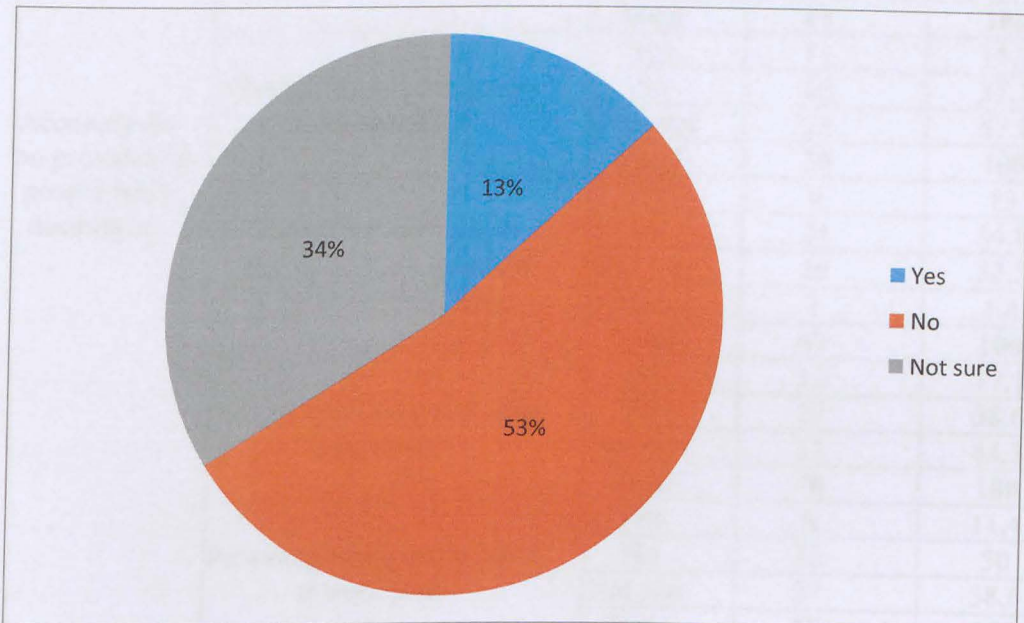
Source: Research Results (2021)

It was further reported that workplaces have wheelchair ramps which were stated by 57% of the respondents. Only 23% of the respondents indicated that their workplaces have tactile warning, while 19% reported that their workplace has hand rails/ star rails. It was also indicated that only 10% of the respondent's work places have access to information and communications by visually impaired and 13% of the respondents asserted that their work place has access to information and communications by hearing impaired.

Furthermore, the findings of the interview also indicated that all the town office buildings are inclusive of persons with disabilities as they have disability inclusivity infrastructures such as sloppy passage access for wheel chairs, the office itself we have a provision disabled persons particularly the ones crippled, a toilet for them with handles and other

features to assist them to sit on the toilet. Furthermore, the town buildings are also not double storage, there are no upstairs so they are easily accessible. On the contrary they reported that there are no infrastructures for visually impaired persons, however, necessary assistance can always be arranged when the need arises.

Figure 4.6: Accommodation for employees with disabilities



Source: Research Results (2021)

Findings show that only 13% of the town councils were providing reasonable accommodation to their employees, while 53% were not providing reasonable accommodation to their employees.

Table 4.11: Type of accommodation/modification provided by the employers

		Frequency	Percentage	
Accommodation provided to people with disabilities	Changing recruitment and selection procedures	Yes	12	17.1
		No	23	32.9
		Not sure	35	50
		Total	70	100
	Modifying work premises for the individual needs of persons with disabilities.	Yes	11	15.9
		No	26	37.7
		Not sure	32	46.4
		Missing	1	1.4
	Total	69	100	
	Changes to job design and work schedules	Yes	11	15.7
		No	26	37.1
		Not sure	33	47.1
		Total	70	100
	Modifying workplace equipment and providing supportive technology	Yes	9	13
		No	24	34.8
		Not sure	36	52.2
		Missing	1	1.4
	Total	69	100	
	Providing training and other assistance	Yes	12	17.1
		No	27	38.6
Not sure		31	44.3	
Total		70	100	
Providing transport to get to a work place	Yes	8	11.4	
	No	35	50	
	Not sure	27	38.6	
	Total	70	100	

Source: Research Results (2021)

About 17% of the respondents stressed that their organisation change their recruitment and selection procedures to accommodate persons living with disability. 16% indicated that their organisation modify work premises for the individual needs of persons with disabilities in order to accommodate them while 15% highlighted that they change job design and work schedules in order to accommodate persons living with disabilities. It was further demonstrated that 13% of the workplaces modify their work place equipment and

The town councils have not reported significant challenges with regards to employment of persons with disabilities. They indicated that their organisations are open and ready to recruit persons with disabilities as long as they meet the advertised requirements and demonstrate their potential during the interviews. They indicated that people with disabilities simply do not apply for advertised job vacancies at town councils, despite the fact that advertisements always contain a clause which states that previously disadvantaged, and persons with disabilities are encouraged to apply. This finding is supported by the study by Culler *et al.* (2011) which reported that employers stated that disability has no bearing on the hiring process as long as the impaired individual fits the job's key qualifications. This finding also indicates that people with disabilities, in many cases do not qualify for advertised vacancies. Several authors report that persons with disabilities often lack the job-specific knowledge needed to access employment (Jahan & Holloway, 2020). On the contrary, this finding may also support previous finding that while the majority of firms claim to be eager to recruit people with disabilities, data shows that their actions do not match their words (Johan & Holloway, 2020).

4.2.6 Suggestion for town councils to increase the employment opportunities

One of the town's respondents indicated that *"To be honest with you I have not personally observed any challenge and to be honest I cannot remember any"*. Another town highlighted that *"it's only that we don't have our own form where people should indicate if they are disabled or not so I would not necessarily know if there were people with disabilities applied"*. However, for the people *"I have seen physically, the ones we shortlisted and called for interviews thus far, I have not come across anyone who was living with disabilities"*. Similarly, Managers report that they rarely see workers with disabilities in their application pools, according to previous studies (Bonnacio *et al.*, 2019).

One respondent also stressed that *“They do not have a person with disabilities it is difficult to know the barriers or challenges involved in recruiting them”*.

It was further stressed that when people are applying, they do not indicate whether they are disabled or not and when shortlisting is done, they don't check any other basis apart from educational background and experience, only the shortlisting criteria and that's it. One town was quoted that *“Maybe that the positions we advertise do not suit them or probably that they are not qualified”*.

One of the town council respondents indicated that it had a problem with office accommodation since it is not friendly for visually impaired people. It was also reported that other challenges include the nature of the work such as technical work, environment and fire brigade department which are challenging and need full-abled bodies most of the time. In the end, it was indicated that most of the towns do not have a problem with promoting people with disabilities as long as they meet the requirements.

4.2.6 Suggestions for town councils to increase the employment opportunities for persons with disabilities

The Human Resources Managers/Officers interviewed made the following recommendations:

1. There is a need to increase awareness campaign to encourage persons with disabilities to apply for positions when they are advertised as advertisement always make an explicit statement which says that people with disabilities are encouraged to apply.
2. There is a need to man-hunt people living with disabilities with necessary skills and knowledge to apply when the position arises.

provide supportive technology while 11% reported that they provide transport to go to the work place with an intention of accommodating persons living with disabilities.

The results of the interview indicated that some (two) town councils do not have persons with disabilities in their workforce while the other two town councils employ few persons with disabilities. Of those with disabled persons in their workforce, they indicated that there were *“no costs involved to modify the workplace since we have already modified it from the beginning to make provision in case, we’ll have a disabled person”*, for example there is toilet meant for disabled people as well as at the entrance we made provision for wheel chairs to have access to the office. Another town responded that *“their buildings already made provision for persons living with disabilities with infrastructures such as sideways stairs”*. It was reported by another town that it has two staff members with disabilities (hearing problem) however one of these staff members got hearing aid through her medical aid scheme, hence the town council did not incur any cost for modification of the work place.

4.2.5 The challenges experienced by town councils when recruiting persons with disabilities

Literature has documented several barriers to employment experienced by persons with disabilities. Equally, employers also usually express concerns, doubts and challenges with regard to employing persons with disabilities. Given the low rates of employment for persons with disabilities at participating town councils, this study also aims to investigate if town councils’ experiences challenges in employing persons with disabilities.

3. Town Councils also need to be encouraged to make modifications to the workplace in case a person with disabilities with the necessary skills apply and make it through in the interview.
4. There is a need to sensitize staff members to accept people with disabilities because HR and management can be inclusive because they understand the implications but some junior employees might find it hard or might make it hard for persons with disabilities.

4.2.7. Inferential Statistics

Since all the variables of interest in the study were categorical, a chi-square test for association was appropriate to use to explore (for any) association.

The Pearson’s chi-square test statistics (Frankeet *al.*, 2012) is obtained as:

$$\chi^2 = \sum_{i=1}^n \frac{(O_i - E_i)^2}{E_i}$$

Where χ^2 is the Pearson's cumulative test statistic (which asymptotically approaches a chi-square distribution); O_i is the number of observations of type i ; E_i is the expected (theoretical) frequency of type i and n is the number of possible outcomes of each event. This study executes a number of chi-square associations to test the hypothesis outlined below:

4.2.7 1 HYPOTHESIS 1 H₀: Disability legislations do not have an effect on employment of persons with disabilities.

HYPOTHESIS 1 Disability legislations has an effect on employment of persons with disabilities

The first objective of the study was to measure disability legislations effect on employment opportunities for persons with disabilities

Table: 4.12 Chi-square test results for Council management-level of understanding for disability legislations

	Organisation ever employed a person with disability at management level		Significance level
	Yes	No	
awareness of the laws/legislations pertaining to the employment of people with disabilities	Yes	38	0.989
	No	25	

Source: Research Results (2021)

The findings show that 3 of the respondents who indicated that their organisation has employed a person living with disability in their management level have indicated that they are aware of the legislation pertaining to the employment of a person living with disability. On the other hand, 38 of those who reported that their organisation does not employ a person living in their management level where aware of the legislation. It was further reported that respondents who indicated that they did not employee a person living with disability, 25 of them also indicated that they were not aware of the existence of the legislation as opposed to 2 of those who employed but did not know about the existence. Hence, based on a statistical testing, a.989 p-value was found which is above the

significance threshold $\alpha = 0.05$, therefore, the null hypothesis cannot be rejected. There is not enough evidence to suggest a dependency between the council management's level of understanding for disability legislations and the employment of persons with disabilities. This study found no significant effect of the managers' level of understanding for disability legislation on employment of persons with disabilities. This finding is consistent with the findings of the study by Vornholt *et al.* (2017) who reported that the impact of the anti-discrimination law implementation is equivocal and there is no evidence that it has resulted in a significant rise in employment for people with disabilities. According to Hanno and Li (2020) the legislative recommendation approach, in which employers are asked to voluntarily hire persons with disabilities without any real sanction requiring them to comply with the law, is to blame for the lack of influence of laws implementation on the employment of persons with disabilities.

4.2.7.2. HYPOTHESIS 2 H₀: Managers' perceptions do not have an effect on employment of persons with disabilities.

HYPOTHESIS 2 H₁ Managers' perceptions have an effect on employment of persons with disabilities

The second objective of the study was to assess the council management's perception and employment of persons with disabilities. The type of disabilities that were considered in this objective were visually impaired, hearing impaired, physical impaired, and intellectual. Findings are presented in *Table 4.12, 4.13, 4.14* and *4.15* below.

Table 4.13: Chi-square test results for Council management’s perception on employment of persons with visual disabilities.

		Organisation ever employed a person with disability at management level		Significance level
		Yes	No	
Visually impaired work effectively as managers in your institution		Yes	15	0.723
		No	16	
		Not sure	32	

Source: Research Results (2021)

About 2 of the respondents, who indicated that their organisation has employed a person living with disability in their management level, asserted that a visual impaired person can work effectively as a manager whereas 1 reported that a person with visual impaired cannot work effectively as a manager. On the other hand, 15 of the respondents who indicated that their organisation does not employ a person with disability in their management level were of the opinion that a visually impaired person can work efficiently as a manager.

Table 4.14: Chi-square test results for Council management’s perception on employment opportunities for persons with hearing disabilities

		Organisation ever employed a person with disability at management level		Significance level
		Yes	No	
Hearing impaired work effectively as managers in your institution		Yes	18	0.847
		No	17	
		Not sure	29	

Source: Research Results (2021)

Results show that 2 of the respondents, who asserted that their organisation has employed a person living with disability in the management level, acknowledged that a person with hearing impaired can work effectively as a manager. On the other hand, 18 of those who indicated that their organisation does not employ a disabled person in the management level, were of the opinion that a hearing-impaired person can also work effectively as a manager. Furthermore 17 who indicated that their organisation does not have a person with disability in their management level, stated that a hearing-impaired person cannot work effectively as a manager.

Table 4.15: Chi-square test results for Council management’s perception on employment for persons with physical disabilities

		Organisation ever employed a person with disability at management level		Significance level
		Yes	No	
Physically impaired work effectively as managers in your institution	Yes	2	24	0.620
	No	0	10	
	Not sure	3	30	

Source: Research Results (2021)

Findings show that 2 of the participants, who indicated that their organisation has employed a person with disability in management level, indicated that a person with physical impairment can work effectively as a manager, whereas 3 were not sure if that person can work effectively. Moreover, respondents who indicated that their organisation does not employ a person living with disability in management, 24 of them were of the idea that a physically impaired person can work effectively a manager.

Overall, the statistical testing results found the following p-values: 0.723 (persons with visual disabilities) 0.847 (persons with hearing disabilities), 0.630 (persons with physical disabilities) and 0.856 (persons with intellectual disabilities). All calculated p-values are above the significance threshold $\alpha = 0.05$ and thus, the null hypothesis cannot be rejected. This result was not unexpected because there is no relationship between the council manager's perception and the employment of persons with disabilities.

Table 4.16: Chi-square test results for Council management’s perception on employment opportunities for persons with intellectual disabilities.

		Organisation ever employed a person with disability at management level		Significance level
		Yes	No	
Intellectual impaired work effectively as managers in your institution		Yes	1	0.856
		No	8	
		Not sure	3	
		Yes	1	0.856
		No	18	
		Not sure	38	

Source: Research Results (2021)

About 1 percent of the respondents who reported that their organisation has employed a person living with disability in the management level acknowledged that an intellectual impaired person can work effectively as a manager. On the contrary, 8 of those who indicated that their organisation did not employ a person living with disability in management level appraised that an intellectual impaired person can work effectively as a manager, while 18 of them were of the opinion that this person cannot work effectively as a manager.

Overall, the statistical testing results found the following p-values: 0.723 (persons with visual disabilities) 0.847 (persons with hearing disabilities) 0.620 (persons with physical disabilities) and 0.856 (persons with intellectual disabilities). All calculated p-values are above the significance threshold $\alpha = 0.05$ and thus, the null hypothesis cannot be rejected.

The result has not demonstrated statistical dependence between the council management's perception and the employment of persons with afore mentioned disabilities. Such results may be found due to an error or chance.

The results show no significant effect of managers' perception on the employment of persons with disabilities. This finding is contrary to the views expressed by participants that there are no negative stereotypes against persons with disabilities in these town councils, with 95% of those who worked with a person with disability indicating that their experience was good. Additionally, half of the respondents indicated that persons with disability are not likely to perform poorly as compared to those without disabilities.

Likewise, 51% of the respondents were in disagreement that persons with disability were more likely to take more time off at work as compared to people who are not disabled. Such biased results, which are attributed to employer self-reflection and social desirability and usually yield non-representative or artificially positive conclusions has also been discovered in several other studies (Strindlund *et al.*, 2018). It is also worth mentioning that the results of this study differ from most of the previous studies which found a significant effect of employers' perception on employment for persons with disabilities. This disparity in employer attitudes towards disability and employability has been attributed to a wide range of study sites, techniques, concepts, and employer and workplace samples, making it difficult to compare and draw conclusions (Strindlund *et al.*, 2018).

4.2.7.3. HYPOTHESIS 3 H₀: The reasonable accommodation is negatively correlated to employment of persons with disabilities

HYPOTHESIS 3 H₁: The reasonable accommodation is positively correlated to employment of persons with disabilities

The third objective of the study was to investigate the relationship between workplace accessibility and employment opportunities for persons with disabilities. The results are presented in table 4.16 and table 4.17 below:

Table 4.17: Chi-square test results for correlation between workplace accessibility and employment of persons with disabilities

		Organisation ever employed a person with disability at management level		Significance level
		Yes	No	
Accessibility of the workplace accessible to people with disabilities	Yes	4	46	0.770
	No	0	6	
	Not sure	1	11	

Source: Research Results (2021)

Results show that 4 of the respondents who indicated that their organisation has employed a person with disability in the management level also stated that their workplace has provisional infrastructure for persons living with disability. On the other hand, those who indicated that their organisation did not have a person in the management level, 46 of them

indicated that their workplaces have infrastructures in place for persons living with disability. It was also reported that 6 respondents who indicated that their council does not employ a person with disability, show that their workplace was not accessible to person with disability.

Table 4.18: Chi-square test results for correlation between reasonable accommodation and employment for persons with disabilities.

		Company provision of reasonable accommodation for employees with disabilities			Significance level
		Yes	No	Not sure	
Organisation ever employment of a person with disability	Yes	7	17	9	0.059
	No	1	15	10	
	Not sure	1	4	4	

Source: Research Results (2021)

This study also looked at the linkage between provision of reasonable accommodation and the employment of persons with disabilities. Findings show that 7 of the respondents who reported that their organisation employed a person with disability acknowledged that their organisation provide reasonable accommodation to employees with disabilities, whereas 17 respondents indicated that their organisation does not provide accommodation. Additionally, 15 respondents who indicated that their organisation does not employ persons with disability also reported that these people are not provided with accommodation. Since the p-values found were also slightly above the significance threshold, the null hypothesis is not rejected as the research has not demonstrated enough evidence of statistical dependence between the provision of reasonable accommodation and the employment of persons with disabilities.

The quantitative results show that the provision of reasonable accommodation is negatively correlated to the employment of persons with disabilities whilst the qualitative results indicate that the town councils do not provide any reasonable accommodation to persons with disabilities and hence, low employment rates which reflect a positive correlation. The quantitative results may be influenced by self-reflection and social desirability error since other previous studies found a positive correlation between provision of accessible workplaces as well as reasonable accommodation and employment of persons with disabilities. According to the findings of the study by Anand and Sevak (2017) at least one-third of non-working people with disabilities identified employment impediments that may be addressed by workplace modifications, such as transportation issues and an inaccessible workplace. They also discovered that having specific sorts of workplace accommodation, such as transportation assistance, flexible work hours, or a personal care attendant, is linked to being employed at the time of their survey.

Overall, the findings show that town councils who participated in the study had done little to leverage workplace diversity in general and employment of persons with disabilities in particular. This may be attributed to previous reports that people with disabilities have more options for employment in larger companies and have more difficulty acquiring employment in medium and small businesses (Houtenville & Kalargyrou, 2012). The variations on responses regarding the employability and inclusion of persons with disability may also reflect a lack of knowledge about disability among the town councils' management and employees. However, the fact that the majority of respondents (84%) agreed with the statement that efforts should be made to increase the employment of

persons with disabilities, points to an opportunity for inclusion of persons with disabilities in these town councils.

4.3. Summary

This chapter presented the analysis and discussion of the research results. The findings could not reject the null hypotheses as all p-values were above the significance threshold. However, the respondents expressed positive views towards the employment of persons with disabilities. Furthermore, all town councils are accessible for entrance to persons with disabilities. The next chapter presents the conclusions, implications and recommendations of the study.

5.2 Conclusions

The main objective of this study was to assess employment opportunities at management level for persons with disabilities in town councils in the Oromia Region. In particular, it intended to examine organisational factors of importance for the employment of persons with disabilities and assess the effects of these factors on town councils' hiring practices.

The study focused on the following specific objectives:

1. To examine the effects of disability legislation on employment opportunities for persons with disabilities
2. To investigate the effect of managers' perception on employment opportunities for persons with disabilities

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the main findings of this study, concludes on the major findings and gives appropriate recommendations that can be beneficial to town councils to increase employment opportunities for persons with disabilities. Areas of further study are also highlighted.

5.2 Conclusions

The main objective of this study was to assess employment opportunities at management level for persons with disabilities at town councils in the Omusati Region. In particular, it intended to examine organisational factors of importance for the employment of persons with disabilities and assess the effects of these factors on town councils' hiring practices.

The study focused on the following specific objectives:

1. To measure the effects of disability legislation on employment opportunities for persons with disabilities
1. To investigate the effect of managers' perception on employment opportunities for persons with disabilities

2. To measure the relationship between workplace accessibility and employment opportunities for persons with disabilities

5.2.1 OBJECTIVE1: To measure the effect of disability legislation on employment opportunities for persons with disabilities

As it was observed in the discussions in the previous chapter, the study has noted a non-representation for persons with disabilities at management level at the four participating town councils, representing 0% of the total workforce. This finding is contrary to the provisions of the Affirmative Action Act (No 24 of 1998) which states that employers should prepare and implement a three-year affirmative action plan, setting out, where possible, numerical goals for increasing the representation of persons in designated groups in each job category and grade or equivalent of his employment. The study further noted that 61% of respondents were aware of the disability legislation in general while 74% were particularly aware of the Affirmative Action Act No 29 of 1998. In addition, The Namibian Labour Act and Local Authority Act of 1992 as well as the town councils' personnel rules were revealed to be the main guiding legislations for recruitment at town councils. However, the study concluded that town councils do not have workplace diversity policies or plans for the inclusion of persons with disabilities in place.

5.2.2 OBJECTIVE 2: To measure the effect of managers' perception on employment opportunities for persons with disabilities

In addition, the study further noted that 95% of respondents who worked with persons with disabilities indicated that it was a good experience while 84% of respondents agreed that efforts should be made to increase the employment of persons with disabilities. These

findings present a positive perception towards persons with disabilities and a potential for future inclusion of persons with disabilities into the town councils' workforce.

5.2.3 OBJECTIVE 3: To measure the relationship between workplace accommodation and employment opportunities for persons with disabilities

The study has further noted that all the participating town councils' office buildings are accessible to persons with disabilities as they do have a sloppy entrance for wheel chairs. All town councils also make provision for a special toilet facility for persons with disabilities. However, it can be concluded that there is no evidence of any reasonable accommodation provided to persons with disabilities, except for one employee with hearing disabilities who acquired a hearing aid device through her medical aid scheme.

5.2.4 To investigate the challenges experienced by town councils when recruiting persons with disabilities

The study also noted that town councils indicated that they do not experience challenges in recruiting persons with disabilities, citing a main reason why they are not recruited at their organisations as being that they do not apply for advertised job vacancies. Thus, persons with disabilities who meet the requirements and perform well in the interview are likely to be offered a job. However, it may be concluded that some respondents still lack enough awareness and understanding of disability, resulting in poor inclusion of people with disabilities into town council workforces.

5.3 Recommendations

The study recommends the following:

1. The findings of the study revealed a non-representation of persons with disabilities at management level. Town councils should identify positions that can be reserved for persons with disabilities and collaborate with disability recruitment agencies or the Namibian National Disability Council to determine if suitably qualified people with disabilities can be placed in these roles. Such an effort may help the town councils to reach targets set in their affirmative action plans as required by law and also increase the number of persons with disabilities employed at management levels.
2. The results of the study indicated that town councils do not have internal workplace diversity policies and plans in place targeted at employing persons with disabilities. Town councils should establish and execute diversity management policies and initiatives to improve the recruitment, promotion, and retention of employees with disabilities and those from other minority groups. These policies may aid in the creation and maintenance of an inclusive environment.
3. The study's findings demonstrated a lack of flexibility or adaptability to meet the needs for persons with disabilities. Town councils should provide reasonable accommodation for people with disabilities such as making sure that all recruitment and selection procedures are accessible to everyone, adapting the working environment to accommodate various disabilities, modifying job descriptions and work schedules as well as providing assistive technology. This can help them attract more people with disabilities, and once they are hired, they can make work easier and more doable for everyone, thereby eliminating the workplace barrier.
4. The findings reflected that some respondents lack sufficient knowledge and understanding about disability as well as how to incorporate people with disabilities. Awareness training is regarded as a beneficial strategy for increasing the employment of

persons with disabilities. Hence, disability as well as workplace diversity awareness training should be provided to the town councils' management and staff members in order to bring the understanding of all staff members at the same level. This, in turn may help to enhance positive attitudes towards employment and promotion of persons with disabilities.

5.4 Areas for further studies

In order to reconcile the findings of this study, more studies in this area should be done. Additionally, similar studies but focusing on specific types of disability would aid in deciphering the complexities of the challenges and determining how organisations may employ more people with disabilities.

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APPENDICES

APPENDIX 1: Authorization letter: Okahao Town Council


OKAHAO TOWN COUNCIL

P.O. BOX 699
OKAHAO
OMUSATI REGION

OFFICE OF THE CHIEF EXECUTIVE OFFICER

TEL: +264-65-262204/5
FAX: +264-65-262201
Website: www.okahaotc.com.na
E-mail: info@okahaotc.com.na

Enquiry: *Dos Santos Andjene* 08 September 2021

Our Ref: ...

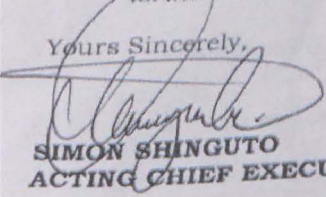
Pauline Shapumba
PO Box 1031
Outapi


Dear Ms. Shapumba,

RE: REQUEST FOR PERMISSION TO CARRY OUT STUDY RESEARCH AT OKAHAO TOWN COUNCIL

1. The Council has acknowledges receipt of your letter dated the 10 August 2021 on the above subject.
2. The Council would like to inform your esteemed self that your request to carry out research at Okahao Town Council has been favorably considered.
3. You are further implored to use information to be obtained from Council for study purposes only.
4. It is highly hoped you will find all the above in order and the Council is looking forward to assisting you in this regard.

Yours Sincerely,


SIMON SHINGUTO
ACTING CHIEF EXECUTIVE OFFICER


OFFICE OF THE CHIEF EXECUTIVE OFFICER
P.O. BOX 699, OKAHAO
08 SEP 2021
TEL: 065-262204/5
FAX: 065-262201
OKAHAO TOWN COUNCIL

All official correspondence must be addressed to the Chief Executive Officer

APPENDIX 2: Authorization letter: Oshikuku Town Council



OSHIKUKU TOWN COUNCIL

Tel: +264 65 254719
Fax: +264 65 254718

229 - 231 Ipumba Tshilongo Road
PO Box 5070
OSHIKUKU

Enq: T. Kalili
Email: tkalili@oshikukuto.org.na

02 September 2021

Ms. Pauline Shapumba
P O Box 1031
OUTAPI
Namibia

Dear Ms. Shapumba

RE: REQUEST FOR PERMISSION TO CARRY OUT RESEARCH AT OSHIKUKU TOWN COUNCIL

Your letter dated 10th August 2021 with above subject matter bears reference.

This communique serves to grant you permission to carry out a research at Oshikuku Town Council as per your request. Furthermore, you are required at the end of your study to share your report with the Council of Oshikuku Town.

Your understanding and cooperation in this regard will be highly valued.

Yours Sincerely,

Mr. Lucas Amushembe
Chief Executive Officer



APPENDIX 3: Authorization letter: Outapi Town Council



OUTAPI TOWN COUNCIL

Tel: 065 - 251191/2/3

P.O. Box 853

Fax: 065 - 251128

Outapi

E.mail: outapite@iway.na

Enquiries: *Ausiku AP*

13 August 2021

Shapumba Pauline
P.O. Box 1031
Outapi
Omusati Region

Att: **Shapumba**

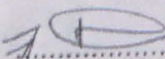
Re: REQUEST FOR PERMISSION TO CARRY OUT RESEARCH AT OUTAPI TOWN COUNCIL

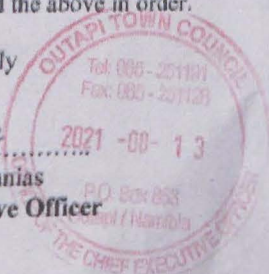
Reference is made to your letter dated 10 August 2021 on the aforesaid subject.

Kindly be inform that your request has been approved and Ausiku Aindaka P, Senior Manager Administration and HRD will be available to assist you with your request.

Hope you find the above in order.

Yours faithfully


Mateus N. Ananias
Chief Executive Officer



All official correspondences should be addressed to the Chief Executive Officer

APPENDIX 4: Authorization letter: Ruacana Town Council

Private Bag 508
Ruacana
Namibia



Tel: +264-65 272 500
Fax: +264-65 272 131
ruacanapost.ruacana.na

Our ref: 17/4/3
Enq: M Muhama

16 August 2021

Ms. Pauline Shapumba
P O Box 1031
OUTAPI
Namibia

Dear Ms. Shapumba,

REQUEST FOR PERMISSION TO CARRY OUT RESEARCH AT RUACANA TOWN COUNCIL

This letter serves to inform you that your request to conduct assessment of employment opportunities at management position for person with disabilities as part of your master's programme research has been granted.

Should you require further assistance do not hesitate to contact our office

Wishing you all the best in your data gathering

Yours sincerely,

I.N. HIPUDILO
ACTING CHIEF EXECUTIVE OFFICER



All official correspondence must be addressed to the Chief Executive Officer.

APPENDIX 5: Questionnaire

TITLE: An assessment of employment opportunities at management positions for persons with disabilities at town councils in Omusati Region.

QUESTIONNAIRE FOR EMPLOYEES AT TOWN COUNCILS IN OMUSATI REGION

Introduction:

I am a postgraduate student at the Namibia Business School, University of Namibia, conducting a study on “employment opportunities at management positions for persons with disabilities at town councils in Omusati Region”. This study is being conducted in partial fulfilment for the award of Master of Business Administration in Public Sector Management. I would be very glad if you could spare some time to answer the following questions concerning the above-mentioned topic. I assure you that all your responses are only meant for academic purposes and that the confidentiality of your responses is assured.

Counting on your cooperation

Kindly put a cross [x] in the appropriate response in the options provided

PART ONE

DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

(a) Male [.]

(b) Female [.]

Q2 Age

(a) 20-29 years []

(b) 30-39 years []

(c) 40-49 years []

(d) 50 years and above []

Q3 Educational background

- (a) Primary []
- (b) Secondary []
- (c) Vocational/Technical []
- (d) Tertiary []
- (e) Did not attend school []

Q4 Number of years of experience

- (a) Below 5 years []
- (b) 5-9 years []
- (c) 10-14 years []
- (d) 15 years and more []

PART TWO

GENERAL PERCEPTION ABOUT EMPLOYMENT OF PERSONS WITH DISABILITIES

Q1 Do you have a disability yourself?

- (a) Yes []
- (b) No []

Q2 Have your Organisation ever employed a person with disability?

- (a) Yes []
- (b) No []
- (c) Unsure []

Q3 If yes, what type of disabilities do these employees have?

- (a) Visual Disability []
- (b) Hearing Disability []
- (c) Physical Disability []
- (d) Intellectual Disability []

Q4 Have your Organisation ever employed a person with disability at management level?

- (a) Yes []
- (b) No []

Q5 If yes, what type of disabilities do these employees have?

- (a) Visual Disability []
- (b) Hearing Disability []

- (c) Physical Disability []
- (d) Intellectual Disability []

Q6 Do you think persons with disabilities can work effectively as managers in your institution?

Persons with disability	Yes	No	Not Sure
Visually impaired			
Hearing impaired			
Physically impaired			
Intellectual impaired			

Q7 Have you ever worked with a person with disability?

- (a) Yes []
- (b) No []

Q8 If yes to Q7, was it a good or bad experience?

- (a) Good []
- (b) Bad []

Q9 State if you “agree”, “disagree”, or “Not Sure” to the following statements

Persons with disabilities	Agree	Don't Agree	Not Sure
Employees who have disabilities are likely to perform poorer than those without disabilities.			
Employees with disability are more likely to take time off work due to illness.			
The costs involved in making modifications in the workplace make it difficult to hire employees with disabilities.			
Person with disability can be the best person for the job.			
Persons with disabilities are loyal, reliable, hard workers because they are appreciative of their job.			
Employing persons with disabilities encourages tolerance and mutual support in the workplace, boosts morale/work ethics			

Q10 Special efforts should be made to recruit persons with disabilities

- (a) Yes []
- (b) No []

PART THREE

GENERAL KNOWLEDGE ABOUT EMPLOYMENT OF PERSONS WITH DISABILITIES

Q1 Are you aware of the laws/legislations pertaining to the employment of people with disabilities?

- (a) Yes []
- (b) No []

Q1 Are you aware of the following Acts?

Act	Yes	No
National Disability Council Act No.26 of 2004		
Affirmative Action (employment) Act No 29 of 1998		

Q3 Do you know of any workplace diversity policy in your town council that focus specifically on disability?

- (a) Yes []
- (b) No []
- (c) Not sure []

Q4 If yes, have these policies been communicated to all employees?

- (a) Yes []
- (b) No []
- (c) Not Sure []

PART FOUR

ACCESSIBILITY OF THE WORKPLACE TO PERSONS WITH DISABILITIES

Q1 Is your workplace accessible to people with disabilities?

- (a) Yes []
- (b) No []
- (c) Not Sure []

Q2 Do the following accessible features in place at your workplace?

Accessibility feature	Yes	No	Not Sure
Wheelchair ramps			
Audible warnings			
Handrails and/or stair rails			
Access to information and communications by visually impaired			

ccess to information and communications by hearing paired			
--	--	--	--

Q3 Has your company provided reasonable accommodation for employees with disabilities

- (a) Yes []
- (b) No []
- (c) Not Sure []

Q4 Which type of reasonable accommodation does your company provide to people with disabilities?

ype of accommodation	es	o	ot Sure
hanging recruitment and selection procedures.			
odifying work premises for the individual needs of persons ith disabilities.			
hanges to job design and work schedules			
odifying workplace equipment and providing supportive chnology			
roviding training and other assistance			
roviding transport to get to a work place			

Thank you for taking time to complete this questionnaire!

APPENDIX 6: Interview Guide

TITLE: An assessment of employment opportunities at management positions for persons with disabilities at town councils in Omusati Region.

INTERVIEW GUIDE FOR IN-DEPTH INTERVIEWS WITH HUMAN RESOURCES MANAGERS/ OFFICERS AT TOWN COUNCILS IN OMUSATI REGION

Introduction:

I would like to thank you for taking time to meet with me today. My name is Pauline Shapumba and I want to get your input about the employment opportunities at management levels at your town council. I am particularly interested in your council's hiring, retaining and promoting practices with regard to workplace diversity as well as any challenges you have experienced or are aware of and recommendations you have for future interventions.

The interview should take less than an hour. If it is okay with you, I'll be audio recording the conversation because I don't want to miss any of your comments. I assure you that all responses will be kept confidential. This means that interview responses will only be used for academic purposes and will ensure that all information to be included in the research report does not identify you as a respondent. Remember, you don't have to talk about anything you don't want to and you may end the interview any time.

Are there any questions about what I have just explained?

Are you willing to participate in the interview?

Interviewee

Witness

Date

1. Can you describe your organisation's recruitment process with specific reference to workplace diversity in general and inclusion of persons with disabilities in particular?
2. What are the legislations your council applies in recruiting and promoting persons with disabilities? Please elaborate.
3. Are there any workplace diversity policies in your council that focuses on disability? Please elaborate.
4. Can you tell me how many employees in your workforce have a disability? What types of disability do these employees have? Did they have disabilities when they were employed? Did anything need to be done differently to accommodate the disabilities? If so, were there costs associated with that?
5. If there was a management vacancy in your council, and a disabled person with the right skills and qualities applied, how likely would you employ him/her? Management's perception? Staff members' perceptions?
6. Can you please describe how accessible is your workplace to persons with disabilities? Any examples of these?
7. What were some barriers that your council experienced in recruiting and promoting persons with disabilities?
8. Based on your experience, what recommendations do you have for future efforts to turn around the underemployment of persons with disabilities?

Is there anything more you would like to add?

I'll be analyzing the information you and others gave and submitting a draft report to the council in one month. I'll be happy to send you a copy to review at that time, if you are interested.

Thank you for your time.

APPENDIX 7: SAMPLING TABLE

Krejcie and Morgan's Table

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	383

N is population size.

S is sample size

Source: Krejcie and Morgan (1970)











APPENDIX 8: Plagiarism Check

Original

Document Information

Analyzed document	NBA Thesis 9522727.docx (D125686519)
Submitted	2022-01-21T10:21:00.0000000
Submitted by	
Submitter email	pauline.aita@gmail.com
Similarity	3%
Analysis address	nwakipg.unam@analysis.arkund.com

Sources included in the report

SA	<p>University of Namibia / 191213_Bernadette. N. Amukuhu_MSc.WRM_Final_Mini Thesis_2019.docx</p> <p>Document 191213_Bernadette. N. Amukuhu_MSc.WRM_Final_Mini Thesis_2019.docx (D64116688)</p> <p>Submitted by: dmashauri@unam.na</p> <p>Receiver: dmashauri.unam@analysis.arkund.com</p>		2
W	<p>URL: https://www.un.org/esa/socdev/documents/disability/Toolkit/Rights-Persons-with-DisabilitiestoWork.pdf</p> <p>Fetchd: 2019-12-31T07:01:53.9530000</p>		4
W	<p>URL: https://dokumen.pub/the-routledge-handbook-of-disability-activism-1nbsped-0815349300-9780815349303.html</p> <p>Fetchd: 2021-03-22T07:56:23.3330000</p>		1
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W	<p>URL: http://www.simplypsychology.org/p-value.html</p> <p>Fetchd: 2022-01-21T10:22:00.0000000</p>		2
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W	<p>URL: https://doi.org/10.3390/ijerph17072378</p> <p>Fetchd: 2022-01-21T10:32:00.0000000</p>		1

Dakshin Research Methods Terms Paper.docx