



**THE ASSESSMENT OF ORGANIZATIONAL INCLUSION  
IN THE EMPLOYMENT OF  
DIFFERENTLY ABLED PEOPLE (DAP):  
A CASE STUDY OF THE  
SOUTH AFRICAN SOCIAL SECURITY AGENCY IN  
KWAZULU NATAL**

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## **DECLARATION**

I, Jerome Thokozani Mkhize, declare that:

- The research reported in this dissertation, except where otherwise indicated, is my original research.
- This dissertation has not been submitted for any degree or examination at any other tertiary institution.
- This dissertation does not contain other persons` data; tables; figures and any other information, unless specifically acknowledged as being sourced from other persons.
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May God bless all of you.

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## **DEDICATION**

My sincere gratitude goes to my late father, Stanley Qondizwi Mkhize; my late mother Norah Bajabulile Mkhize who had a great influence on my life and who encouraged me to be who I am today; my big brother Mthembeni Mkhize who inspired me; my wife Colleen Masingirta Mkhize; and my children Lehlonono Mighty, Tshepo Norman, Mpumelelo Wiseman, Bajabulile Mjaji, and Thandamambo Sibahle who all played a role in motivating me to complete this study.

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

ADA	Americans with Disability Act
AnDE	Ability not Disability in Employment
BBBEEA	Broad-Based Black Empowerment Equity Act
BEEA	Black Empowerment Equity Act
BEEA	Black Economic Equity Act
CBR	Community-Based Rehabilitation
COST	Cooperation in the Field of Scientific and Technical Research
DAC	Differently Abled Children
DAE	Differently Abled Employees
DAL	Differently Abled Learners
DAP	Differently Abled People
DPDA	Discrimination of People with Disability Act
EA	Equity Act
ECD	Early Childhood Development
EEA	Employment Equity Act
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunity Deficiency Syndrome
HEART	Horizontal European Activities of Rehabilitation Technology
ICT	Information and Communication Technology
ILO	International Labour Organization
INDS	Integrated National Disability Strategy
KZN	KwaZulu-Natal
NCPEDP	National Centre for the Employment of Disabled People
NGO	Non-Governmental Organization
ODEP	Office of Disability Employment Policy
UNCRPD	United Nations Convention on the Rights of Persons with Disabilities
SASSA	South African Social Security Agency
USA	United States of America

## **ABSTRACT**

The public sector organizations have the mandate to ameliorate poverty by not only through the provision of social assistance but develop the community for self-reliance and sustainable economic participation. Previous studies have provided that Differently abled people (DAP) have, and are continuing to be marginalised. Barnes and Mercer, (2008), Marumongae (2012) confirm that the majority of DAP can live independent and productive lives provided they are offered opportunities, resources, adequate environment, dignity and technical aids that allow them to display their potential. Barclay L.A., Markel K.S, and Yugo J.E. (2012) also argue that stigmatization interferes negatively with the integration of DAP into the work environment.

The purpose of this study was to investigate the organizational inclusion in the employment of DAP with reference to the South African Social Security Agency (SASSA) in KwaZulu Natal (KZN). The mixed method used a combination of both the quantitative and qualitative methods to obtain answers to questions posed by the study. The quantitative research method was used whereby questionnaires were circulated to SASSA employees. Fifty-six respondents returned the completed questionnaires. Some of the questionnaires had additional statements providing more information for the study. Data collected through questionnaires were analysed using the Statistical Package for Social Services version 24. Five participants provided their responses during the in-depth face-to-face interviews. These interviews were conducted to obtain their understanding about the employment of DAP and to gather information on their perceptions about the employment of DAP. Findings from the survey revealed that 64.3% of respondents agreed that SASSA-KZN has adequate policies influencing the employment of DAP. Only 14.7% disagreed. Statements from some participants indicated that they are not aware of the policies that are in place to accommodate DAP. The findings on interviews indicated a minimal diversion where respondents during interviews showed that they were not aware that SASSA-KZN has adequate policies on the employment of DAP this means that education on policies is essential. However, perceptions of SASSA employees are that there should be systems developed to accommodate DAP and they do not have a problem with working with DAP.

Findings on the second objective to establish the perceptions of KZN SASSA managers about the employment of DAP showed diversion between survey and interviews on whether it is gainful to employ DAP. Survey findings indicated that it is gainful and on the contrary, interviews indicated

that DAP need more time off for medical appointments, they have to be closely monitored and that there are cost implications because of infrastructure improvements.

Findings on the third objective aiming to determine how KZN SASSA employees perceive the implementation of the Employment Equity Act 55 of 1998 with regards to the employment of DAP, survey and interviews agree on the employment of DAP which is a conversion on employee perceptions.

Findings on the fourth objective show a conversion on the findings since both the survey and interviews findings reveal that there is no adequate infrastructure and no procurement plans in place to accommodate DAP.

The findings have major implications for the employment of DAP by SASSA-KZN. For management and Human Capital management practitioners, the study has the following implications: It may assist them to learn and interpret and consistently communicate all policies to employees across the board since the current finding is that not all employees are aware of the policies on the employment of DAP. Policy makers within SASSA-KZN may learn to ensure that policies and guidelines are implemented effectively to inculcate positive attitudes and perceptions among all employees. This will also assist in closing gaps where employees feel that policies are inactive.

The aim of this chapter was to provide a summary of the study, make recommendations and to outline the implications of the study. It has shown that the management of the employment of DAP is poor and not in line with the true sense of transformation. The study has further shown that the environment within SASSA-KZN is not yet adequate to accommodate DAP. The positive side of the findings is that SASSA-KZN does have policies on employing and supporting DAP but on the negative side they are not adequately communicated and properly implemented for effectiveness.

Recommendations were that SASSA KZN develops clear systems to accommodate the employment of DAP. It further recommended that adequate infrastructure should be provided in future in order to accommodate the needs of DAP even when the policies of employing them are clear and adequately implemented.

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# **CHAPTER ONE: OVERVIEW OF THE STUDY**

## **1.1 Introduction**

It is important to indicate at this early stage that the researcher acknowledges that all people are abled but at times, some are abled in a different way from others. Often the term ‘disabled’ refers to those who are not as able as most people. However, in this dissertation, rather than using the standard terminology ‘people with disabilities’ (PWD), the researcher applies the terminology of ‘differently abled people’ (DAP) to avoid negative characterisations associated with disabilities. The South African Social Security Agency (SASSA) is one of the governmental social service delivery organizations in South Africa, which, like in any other developing country, is going through a transformation stage. It is trying to correct deficiencies, including the employment of DAP which was one of the shortfalls in the practices of the apartheid regime. Available employment equity records in Government departments including the SASSA-KZN indicate that there have been imbalances regarding this phenomenon. An example is in the Ekurhuleni Metropolitan Municipality Equity Plan 2009 – 2013 that aims at correcting the imbalances of the past, which means that the Ekurhuleni Metropolitan Municipality has identified the gap. Assessment of SASSA’s employment of DAP will be discussed in the context which is influenced by developments within South Africa as a country because policies are influenced by the country’s state of affairs and its constitution. “South Africa has been characterized by a great number of discriminatory practices in the past, some of which still persist today. Even though a fair amount of attention has been given to discrimination based on race, religion and gender, not much has been accorded to different ability discrimination, particularly in the workplace” Marumongae (2012:1). The post-1994 Public Service has tried transforming employment conditions in the public organizations including the inclusion of DAP in the workforce and consequently in the economic mainstream.

South African organizations aim to attract and attain diversity in the workplace. The SASSA in KwaZulu-Natal region acknowledges that even though it has made serious efforts to accommodate people with disability, it is, however, not enough (McCary, 2005). SASSA has to be strategic in planning for reasonable accommodation of DAP and providing maintenance in terms of recruiting, employment and development initiatives to manage their existence within the SASSA. Reasonable accommodation is both a non-discrimination and affirmative action requirement. Previous studies on the inclusion of DAP in the economic mainstream through employment inform us that they were severely disadvantaged in the labour market. This further resulted in exclusion from social life as expressed by Colella and Stone (2005) and Barnes & Mercer (2008). As a start, the Ekurhuleni

Metropolitan Municipality Equity Plan for 2009 – 2013 (2009: 7), objective number six indicates that reasonable accommodation for DAP would be planned for to provide them with a conducive work environment.

Recruiting and selection of DAP aim at complying with the South African National Employment Equity Act 55 of 1998. This act prescribes that companies and organizations should prioritise employment of the previously and currently disadvantaged including people who are differently abled. For a DAP to be employable, educational development at an early stage is needed. DAP should grow up being exposed to education at all levels from early childhood development stages to tertiary institutions where skills needed by organizations will be developed substantially. A 19 June 2015 Nehanda Radio documented statement reflects that lack of facilities for early childhood development in Zimbabwe has led to 35% of children who are differently abled to drop out of schools before finishing their primary education (<http://nehandaradio.com>). This results in 35% of children not graduating to post-primary education, which would have exposed them to development initiatives, which in turn would have provided them with skills and made them employable. This is of serious concern because it contributes largely to more DAP not being included in the economic mainstream in their adult life. It is therefore important for SASSA in the KwaZulu-Natal (KZN) region to support government strategies internally. These government strategies intend to integrate DAP into the economic sustainability by attending to their milestones towards educational development, which would, in turn, allow SASSA to employ them. It is evident that DAP are not gaining sufficient skills development towards gainful employment opportunities and accommodation hence factors that influence the inclusion of people with disabilities will be studied. In view of this information, it should be acknowledged that South Africa imports skills from other countries including Zimbabwe. A mixed method approach underpinned by two research tools which are questionnaires and in-depth interviews will be used to attempt to understand the phenomenon.

This chapter will present the background of the study followed by the preliminary literature review which looks at studies by other scholars. It will also present the problem statement and the research questions with the research objectives which will assist to gather information to answer the problem statement. The chapter will further discuss the significance of the study, the rationale of the study, the limitations of the study and lastly the layout of the chapters.

## **1.2 Background of the study**

Previous studies on the involvement of DAP in employment reveal that DAP experienced and are still experiencing severe exclusion from the labour market, which leads to them being discriminated against when it comes to employment (Barnes & Mercer, 2008). Employment opportunities of DAP are scarce compared to persons perceived to be normal yet possessing similar professional qualifications and having similar capabilities. The misconception in the labour market about DAP contributes to limited job prospects and they experience discrimination and prejudice regarding employment and promotion opportunities in the workplace. Barclay, Markel and Yugo (2012) argue that stigmatization interferes negatively with the integration of DAP into the work environment. This study will go beyond stigmatization by looking at the influence of personal and organisational dimension on SASSA's inclusion of DAP. Currently, employers (public, private and state owned entities) have become more sensitive towards the differently abled (McCary, 2005). An example of this is SASSA advertisement for a North West (Mmabatho) Practitioner Labour Relations post (Ref No.: SAS NW 19/2015) which include a section invited and encourage DAP to apply, bear witness to their commitment. These are just a few examples indicating that organizations are conscious of the need to comply with the Government initiatives to address the imbalances of the past. Despite encouraging DAP to apply for positions, factors influencing the inclusion of these discriminated and negatively categorised people need to be explored and understood.

The Department of Works' Disability Policy Guideline (RSA, 2009) declares its commitment to employ DAP in line with the Employment Equity Act 55 of 1998 (RSA 1998) prescription to attain a two per cent target as set out by the White paper – Affirmative action in the public Service (RSA 1998:11). The Department of Public Works utilizes guidance to set up in the principles of the Black Economic Empowerment Act (RSA, 2003), the Broad-Based Black Economic Empowerment Act (RSA, 2003), and the Property and Construction Charters to facilitate the entry and progression of persons with disabilities into the economic mainstream. However, achieving a target of 2 per cent has not been achieved easily by Government departments in an attempt to address the phenomenon, as organizations lack accommodation and adequate infrastructure for DAP, among other challenges. "People with disabilities lack access to employment opportunities and even if they are able to get employment they face problems such as reasonable accommodation at work, accessible public transportation to get them to work and back and discrimination and ignorance about their potential at work" (Gauteng Provincial Government Disability Policy, RSA 2010:21). The emphasis on the recruitment and selection process of DAP is reflected in the South African

National Employment Equity Act 55 of 1998 (RSA 1998) which clearly prescribes that companies and government institutions should prioritize employment of marginalized groups.

It is therefore vital for SASSA in the KwaZulu-Natal region to support government initiatives that are trying to adopt a firm stand in integrating DAP into the employment environment to stimulate self-realization and self-esteem. This concern is the evidence that South Africa is conscious that individuals with disabilities are not gaining sufficient employment opportunities and that they should be supported through the enforcement of employment legislations. The inclusion of DAP in organizational structures in the workplace is of paramount importance for the image and performance of a company (McCary, 2005:16). The organizational structural plan should cater for the inclusion of DAP as it is regarded as an intangible asset of the business which promotes the image of the organisation through recognising the potential of DAP. Barney (2009) emphasises the importance of human resources in gaining a competitive advantage which means that DAP should also form part of the group to be prioritized in an organization's workforce recruitment process. Barney (2009) further argues that heterogeneity in teams helps the company to increase its competitive advantage because supporting government initiatives of integrating DAP into the work environment boosts the company's image. In addition, recruiting people from different backgrounds benefits the company because they need to have people with different experiences, abilities and intelligence. SASSA in KwaZulu-Natal region is one of the South African departments that aim to attract people with disabilities to the workplace.

The low absorption of DAP into the labour market is still a cause for concern for both government and taxpayers. The former Minister of finance Pravin Gordhan (2009 to 2014) in his 2012 budget speech highlighted that Government generates money through taxes, a fraction of which is directed to payment of social grants (Miller, 2012). The current Finance Minister Nhlanhla Nene, in his 2015 budget speech (25 February 2015) allocated R7.1 billion towards Social Grants through the department of Social Development and this should be raised as a concern as some of the Social Grants beneficiaries who are employable would be contributing in the income generation circle had they been employed in Government institutions. The current Minister of finance also expressed his concern regarding the fact that South Africa has come to resemble a welfare state rather than a developing state (Ferragin& Seeleib-Kaiser, 2011). For example, processing of Social Grants for DAP utilizing the budget mentioned above shows that Department of Social Development through SASSA plays a major role in providing financial support when comparing it with the Government's

role in employing these people thus promoting their self-reliance and sustainable economic stability.

This study was urgently required as all employers are legislatively compelled to provide and maintain working environments which are conducive for all employees and most importantly to cater for the needs of employees considered to be differently abled (Occupational Health and Safety Act, No.85 of 1993).

### **1.3 Preliminary literature review**

The purpose of the literature review is to acquaint the researchers with a comprehensive background to the past and current knowledge of the field of study and of the related attempts to address the research questions. “This literature review helps to determine whether the topic is worth studying, and it provides insight into ways in which the researcher can limit the scope to a needed area of enquiry” (Creswell, 2014:25). Creswell further reveals that the literature review alerts the researcher to the results of other studies that are closely related to the one being undertaken. The literature review in this chapter helps to understand how other researchers have assessed the organizational inclusion of DAP in employment with a focus on the SASSA in the KwaZulu Natal Region. Furthermore, literature which is reviewed in this chapter involves government and private institutions and further looks at a social understanding of DAP’s capabilities and their potential. The challenge with organizations is not adapting to transformation. As the organisation changes due to developmental needs, it becomes its responsibility to take into account the needs of DAP as indicated by the Disabled People Organisation (2001), hence the study focuses on factors that influence SASSA’s inclusion of DAP. One of the areas which influence the rate at which organizations adjust to transformation on the implementation of the Employment Equity Act (with emphasis on the employment of DAP) is Consensus on the definition of ‘disability’ which has proved to be challenging (Majola, 2009) and this results in inadequate planning for accommodation. The fact that there is no clear definition of ‘disability’ can mean that organizations do not understand that there are interventions which can be implemented to accommodate DAP. “Many corporate cultures appear to be based on the assumption that employees are able bodied, which poses significant obstacles to hiring and retention of people with disabilities” (Schur, Kruse, Blash and Blanck, 2009:384).

### **1.4 Problem statement**

Every human being with their different abilities deserves to be treated with equality and dignity because they are part of the society and have equal responsibilities, which give them a sense of

being responsible achievers when they succeed with their responsibilities. Gida and Ortlepp (2007) raise concerns about the existence of a strategy or Policy related to the employment of DAP and established that most of the organizations do not have these strategies and policies in place but indicate that they are working on them hence their minimal employment of DAP. This is one of the reasons why the researcher is interested in understanding factors contributing to the employment of DAP by organizations especially SASSA which processes Social Grants in line with the Constitution of the Republic of South Africa.

Differently abled people like any other people considered to be more abled have a responsibility to their families that they have to support in all aspects of life including love, education, spiritual, social and most importantly economic. Currently, most of DAP can only economically contribute to their families' livelihood by qualifying for Social Assistance Grants which SASSA gets from a R7.1 billion budget transferred to the Department of Social Development's vote account including payment of Disability Grants as Social Assistance (25 February 2015 Budget speech). The economic support of DAP through formal employment by private and public institutions would then bring financial stability to their families and to the society as their families are part of the community which is perceived to be normal. Ferragin and Seeleib-Kaiser (2011) reiterate that the Minister of Finance is concerned about the fact that South Africa has become a welfare state rather than a developing state. The South African democratic government promulgated the Employment Equity Act 55 of 1998 which puts more emphasis on employment of DAP by organizations but far less has been achieved so far. There are different reasons, which could be the cause of this, and this needs to be explored. It could be that organizations are not doing much to attract DAP or there is not a sufficient pool from which they can get candidates to interview and to find those suitable for employment. South African organisations especially SASSA-KZN in the manner in which it words its advertisements have strongly to aspire to attract and manage diversity in the workplace. Government organizations should explore means of identifying a reasonable accommodation for DAP. It has to be emphasized that reasonable accommodation is non-discriminatory and is also an affirmative action requirement (Department of Labour, 2004). However, it is unfortunate that the efforts of including DAP in the economic mainstream and employment are not as effective as expected including SASSA-KZN. Scholars including Wiggett-Barnard and Swartz (2012) inform us that when they discuss the neglect of the policy for addressing the needs and rights of DAP there is no sustainable solution. Wiggett, Barnard and Swartz (2012) believe that to disqualify perceptions leading to the neglect of DAP through underdeveloped or non-existent policies, education on disability issues has further to be developed so that good results can be achieved.

SASSA-KZN has not achieved sufficient modification of some working environments like the accessibility into the buildings by DAP and alterations to the way a job is normally done to accommodate this category of workers (SASSA Annual report, 2010/2011). Existing facilities are not adequately adapted to make them accessible by DAP, such as lifts and building ramps to ensure wheelchair access. This study will, therefore, attempt to understand factors that influence SASSA's inclusion of DAP in line with these issues of concern. This study is important since it will assist South African Government institutions, especially SASSA, to create a work environment which is conducive for DAP. If this study is not conducted, organisations, including SASSA-KZN, may not understand factors influencing their employment of DAP.

Based on the problem statement that emerged from the literature review, the following research questions and research objectives guided this study.

### **1.5 Research questions**

1. How do SASSA policies influence the employment of Differently Abled People in KZN?
2. What are the perceptions of KZN SASSA managers regarding the employment of DAP?
3. How do KZN SASSA employees perceive the implementation of the Employment Equity Act 55 of 1998 with regard to the employment of DAP?
4. To what extent does the physical infrastructure at KZN SASSA accommodate the needs of DAP?

### **1.6 Research objectives**

1. To understand how SASSA policies influence the employment of Differently Abled People in KZN.
2. To establish the perceptions of KZN SASSA managers about the employment of DAP.
3. To determine how KZN SASSA employees perceive the implementation of the Employment Equity Act 55 of 1998 with regards to the employment of DAP.
4. To assess the extent to which the physical structure at KZN SASSA accommodates the needs of DAP.

### **1.7 Significance of the study**

This study important because it may help South African organizations especially SASSA KZN to overcome challenges of lack of reasonable accommodation for DAP. It will provide with empirical evidence on the effect of its policies including recruitment policy and human capital management policies which are influenced by the perceptions of management and employees about the employment of DAP and the implementing of the Employment Equity Act 55 of 1998 respectively. Organizations will in future be developing internal policies directly addressing issues affecting DAP in a workplace. There are theoretical debates by previous scholars, which will be clarified by this study. Stone and Williams (1997) state that human management practices create obstacles for DAP. This study, therefore, allows the researcher to understand the influence of labour legislation, human resources policies, practices and code of conduct, and lastly the physical infrastructure to enable SASSA-KZN's inclusion of DAP. Marumoangae (2012) suggests that it can be understood that equality of DAP cannot only stop with injunctions to refrain from invidious discrimination, meaning that it cannot just stop at compelling organizations to desist from unfair discrimination but policy makers will have to initiate a different approach other than compelling organizations to treat DAP unfairly.

### **1.7 Rationale of the study**

This study of organizations on the employment of DAP is important because it will generate more information as a contribution to the body of knowledge by exploring personal and organisational influences of SASSA's inclusion of DAP within the public sector. It is very relevant because the review of academic literature points out that so far no significant attempt has been made to explore factors that influence SASSA's inclusion of DAP. The gap in the literature that has been neglected to a major extent is the accommodation of DAP within the organizations especially government institutions like SASSA.

### **1.8 Limitations of the study**

One limitation of the study was the time restriction to conduct interviews because Senior management of SASSA is usually out of the office to support District offices across KZN. Another limitation was on the completion of questionnaires by staff because they have to process Social Grants throughout the day. This resulted in not receiving all questionnaires distributed. Fifty six of the questionnaires were returned to be analysed using the Statistical Package for Social Sciences (SPSS). However, the questionnaires received from the SASSA-KZN Regional Office, one KZN

District office and seven SASSA KZN local offices provided information which assisted in understanding SASSA-KZN employees' understanding of the employment of DAP.

### **1.9 Chapters layout**

This study consists of five chapters. Chapter 1 presents an introduction to the study and the background; it articulates the research problem or problem statement, research questions, research objectives and the chapter layout. Chapter 2 provides the definition of concepts, conceptual framework and the legal framework for the organizational employment of DAP. Chapter 3 discusses the research methodology used in the study. This chapter also discusses research design, sampling methods and data collection methods for the study. Lastly, it examines ethical considerations which need attention. Chapter 4 analyses and interprets data collected using graphs and tables. It concludes by discussing the findings of the study. Chapter 5 provides the summary, findings, conclusions and recommendations of the study. Recommendations aim to assist the SASSA-KZN to close gaps in the employment of DAP.

### **1.10 Summary of the chapter**

This chapter provided the background of the study as well as the problem statement. Research questions and objectives were presented to understand what the study aims to investigate and what it hopes to achieve. The preliminary literature review was discussed to understand what other researchers have investigated regarding the employment of DAP. This chapter concluded by providing the outline of the structure of the entire dissertation.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The purpose of the literature review is to gather information about the understanding of other researchers on the employment of DAP in public organizations and factors affecting their employment and employability. This chapter focuses on the previous and current studies conducted to understand factors influencing the employment of DAP and how it contributes to the individual's self-esteem and the feeling of being included in the economic development within KZN. It examines pertinent issues influencing the discrimination against DAP by firstly by defining the concept of being differently abled and the implications related to employment in an attempt to understand the challenges experienced by DAP. It further explores the role played by organizations in the employment of DAP, identifying the current status of their employment and assessing organizational processes involved in Human resource planning in line with the Employment Equity Act 55 of 1998 and other related acts. Information used is obtained from the past and present literature generated by studies conducted by other researchers who have examined the phenomenon. It examines the organizational inclusion conceptual framework looking at the literature of theorists like Barak (1999), Stone and Williams (1997) and Lunenburg and Irby (2013).

### **2.2 Definition of concepts**

#### **2.2.1 Organization defined**

In this study, the definition of organization is in line with the concept of organizational inclusion as a central concept guiding this study. According to Daft (2007), an organization is a public entity which is goal-oriented and is designed as a deliberate structured and coordinated activity system linked to the external environment. As such, an organization is made up of people and their relationships with each other. For its sustainable existence, the people involved in it must interact with one another to perform essential functions that assist in the attainment of set goals. It is thus argued that the employment of people in organizations must be in line with the recruitment and selection policies.

### 2.2.2 Understanding of being differently abled

The normal term used globally for DAP is people with disability (PWD). This sounds discriminatory suggesting that they are invalid and can do absolutely nothing especially in education and the workplace hence the choice of the term DAP. This is so because they can do anything and perform like any other person although not in the same way. Many attempts have been made to define what disability is so that it could provide organizations with information that would help them develop relevant policies to address the employability of DAP. It will also influence the perceptions of management and employees towards the implementation of relevant employment acts but there is, unfortunately, global consensus on the definition of this term (Majola, 2009).

The definitions of disability have not been explicitly clear on categories and levels of difference in ability. This lack of definition could confuse the organizations when they are drafting their recruitment and selection plans which should include the employment of DAP. In trying to draw a distinction between disability and handicap, the Chief Directorate of Labour Relations in the Department of Labour states that disabilities are conditions resulting from accidents, trauma, genetics or a disease which limits a person's mobility. The Chief directorate further states that disabilities are conditions related to hearing, vision, speech, and intellectual or emotional functioning. The Chief directorate explains that a handicap is a physical or constraint linked to an attitude or barrier that is imposed upon a person, regardless of whether that person has a disability (Republic of South Africa, Department of Labour, 2004). To illustrate a handicap one can refer to the case of a differently abled who should be using a wheel chair but the building has stairs, narrow doorways, and curbs, this is a handicap imposed by conditions which do not accommodate DAP.

There are three basic criteria which make a person to be classified as being differently abled. Firstly, for a person to be classified as differently abled there should be impairment. This means a partial or total loss of a bodily functioning or part of the body including impairments like being deaf, impaired hearing or visually impaired (Republic of South Africa, Department of Labour, 2004). The Chief Directorate of labour Relations in the Department of Labour Relations further states that a mental impairment is a clinically recognised condition or illness that affects either a person's thinking processes, judgements or emotions. Secondly, the impairment must be a long term or recurring, long term meaning that the impairment persisted for at least twelve months and recurring meaning that the impairment is likely to happen again, for example, epilepsy. There are also conditions which are progressive whereby the condition becomes worse, changes or recurs

intermittently in such a way as to be a limitation to the functioning of the individual. Thirdly, the impairment should be substantially limiting. This means that its nature, duration or effects substantially limit a person's ability to perform essential functions of a job which the individual is expected to perform.

The United Nations defines disability in three categories of which the first is "impairment, referring to any loss or abnormality of a psychological or anatomical structure affecting the functioning of the body. The second is a disability, referring to any restriction or lack of ability to perform an activity in the manner or within the range considered normal for a human being resulting from impairment. The third and last is a handicap which is a disadvantage for a given individual, resulting from an impairment or disability, that limits or prevents the fulfilment of a role that is normal, depending on age, sex, social and cultural factors, for that individual" (Kaplan, 2000:356).

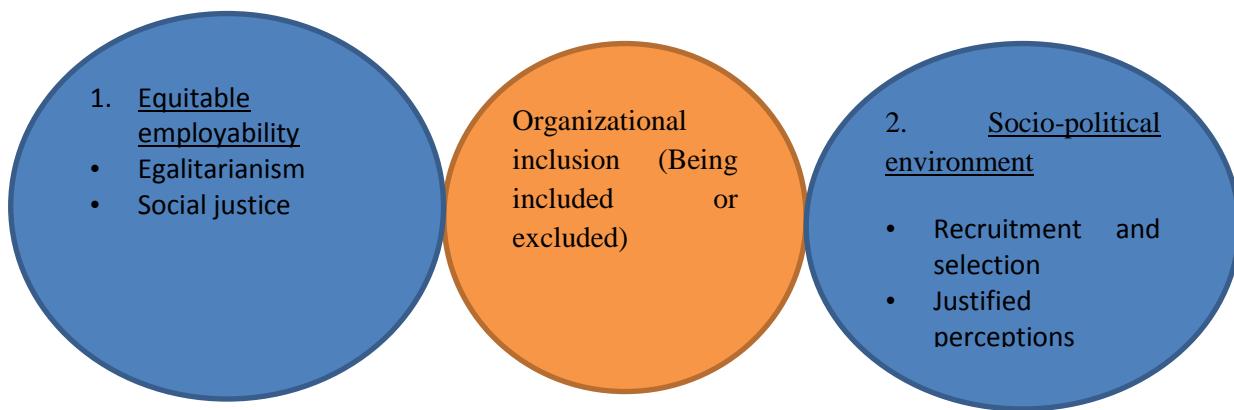
The Americans with Disabilities Act, on the other hand, provides three definitions of disability of which the first one is a major physical or mental impairment that substantially limits one or more major life activities. Secondly, a record of such impairment, and thirdly, being regarded as having such impairment, regardless of whether the individual actually has the impairment (Pendo, 2003). "The extent of functional activities indicating the level of being differently abled includes not being able to take care of oneself, performing manual tasks, walking, hearing, speaking, breathing properly, learning and working and moreover when the individual cannot perform activities which an average person in a general population can perform" (Pendo, 2003:231).

Some people who are generally born being abled may encounter physical and mental challenges which develop as they grow older but they manage to adapt to ways of functioning like other people although in a different way. Harrington and Heidkamp (2013) discovered that being differently abled can be attributed to a number of challenging life activities and conditions that influence the un-employability of DAP. Firstly, some people acquire inability to function normally due to aging which goes with the loss of vision, hearing, and inability to use limbs as flexibly as younger persons. Secondly, some may be living with changing intellectual abilities or mental health issues related to aging including loss of memory or depression. They may not perceive themselves as having a disability and may have little or no knowledge of the resources that exist to help them. Thirdly, some have physical issues resulting from accidents. Fourthly, some may have chronic health conditions developing at a later stage limiting their normal abilities. With all these

different causes, DAP have always had concerns about whether they will be considered for employment in both the private and public sector and what their future will hold.

### 2.2.3 Understanding the concept of being included or excluded

“For an individual to be seen as included or excluded in the organizational system can be the result of the interplay between the personal characteristics that affect his/her values and norms (the personal dimension)” (Michàl and Barak, 1999: 59). Stone and Colella (1996) also add that the personal dimension was included to explore the treatment of DAP in the organization. Stone and Williams (1997) admit that human management practices create obstacles which have characteristics of excluding DAP. The study, therefore, allows the researcher to understand the influence of labour legislation, human resources policies, personal norms, practices and code of conduct, and lastly how the physical infrastructure influences SASSA’s inclusion or exclusion of DAP. The organizational inclusion hinges on equitable employability and socio-political environment which should be accommodative to DAP as illustrated in Figure 2-1.



**Figure 2-1: Organizational inclusion**

Source: Researcher's own work 2017

The organizational inclusion focal areas are first, equitable employability of DAP which is of paramount importance as emphasized in the Employment Equity Act 55 of 1998 (EEA). The concept of equitable employability is supported by the egalitarianism or equality theory which promotes the treatment of DAP as equal to other South Africans. Marumoagae (2012) suggests that equality of DAP cannot only stop with injunctions to refrain from invidious discrimination. This means that the Employment Equity Act 55 of 1998 cannot just stop by compelling organizations to desist from unfair discrimination but there must be a practical acknowledgement that DAP are not

fully catered for by society and that they are also entitled to participate fully in society and in the labour market. The emphasis should be on the enforcement of social justice which would make accommodation of DAP a priority in order for their rights to be fully recognized as people considered as abled in the labour market. In agreement with Marumoangae (2012), Conroy (2011) raises concerns that the policy framework for recognising and actively incorporating the citizen status of DAP is extremely weak. The right of all individuals to determine their lives with relative autonomy, with respect for their consent and with individualised independent living is sorely lacking. Respect for the inherent dignity of each person is questionable, despite the best efforts of many care staff and service managers.

Secondly, the socio-political environment plays a critical role in the employment of DAP as organizations have to recognise that power politics plays a role that influences their employees at different levels. Shafritz, Ott and Jang (2005) demonstrate that theorist of organizations argue that organizational goals are rarely established by people of formal authority positions but result from on-going manoeuvring and bargaining among individuals and coalitions. “Most coalitions are transitory: they shift with issues and often cross vertical and horizontal organizational boundaries.” (Shafritz et al., 2005:283). These coalitions are therefore part of the organizational politics which give a direction on the organizational decisions and in this discussion the emphasis is on the recruitment and selection processes which exclude the recognition of DAP abilities to positively contribute towards the achievements of the organizational goals. Marumoagae (2012), when explaining the socio-political environment, states that DAP have not only experienced unfair discrimination but they further suffer from unjustified perceptions by the employers resulting in their being discriminated against and marginalized in the labour market. The socio-political environment is one of the factors contributing to influencing the employment of DAP which has to be addressed at an early stage of development whereby children are exposed to education so that they can, in future, be employable in SASSA-KZN which is a government institution. “The issue of human rights is central to good corporate citizenship and to a healthy bottom line. The recognition of human rights is a key socio-economic performance indicator for corporations globally whether in the public or private sector” (Alok, 2015:62). This is also stated by Lynch, Lund and Massah (2014) in their study on children living with albinism. Children with albinism were asked about how the condition of albinism affects their daily lives, particularly in relation to how they are treated at school and in their community. Nearly half of the children interviewed, twenty seven said that they had heard stories and myths about albinism which caused them anxiety or made them feel vulnerable. Lynch *et al.*, (2014) further state that almost in all the children they interviewed at the

resource centres and those attending mainstream schools, more than half of them said that they had experienced name calling and bullying at some time in their lives. In spite of their fears and concerns about societal attitudes, about half of the children who attend the resource centres said that they enjoyed going home to see their families during the school holidays to experience a more accommodating life. This is a fact which indicates that such children are vulnerable to leaving school and subsequently falling into the category of unemployable adults in the future. These findings indicate that socio-political factors need to be extensively explored and developed for the future organizational inclusion in the development of DAP from primary education towards the children's development for employability which would, in turn, enhance their self-esteem and confidence.

Discrimination of DAP displays unjust practices towards their accommodation in sustainable economic activities in recognition of their potential as human beings in South Africa. This discrimination subsequently impacts negatively on their self-esteem. Schur, Kruse, Basi, and Blanck (2009) state that there is no direct evidence on how workers who are differently abled experience just or unjust treatment in the corporate culture. However, this suggests that supervisor and co-worker attitudes have a deep-seated impact on the employment experiences of DAP. Ziveter and Claidze (2011) state that the researchers at the Information Systems Management Institute proposed the project Ability Not Disability in Employment (AnDE) within the Leonardo Da Vinci framework in 2003 with the idea to raise awareness among business administration students, managers and entrepreneurs of the skills, merits and abilities of DAP to rejuvenate the attitude of respect for the rights of DAP.

Gida and Ortlepp (2007) submit that The Employment Equity Commission Annual Report states that while employers have a positive attitude towards the employment of DAP, in principle, these do not correlate with the low numbers of DAP employed in the open labour market. They further suggest that this may well be due to challenges associated with employment of DAP, for an example, accommodations that entail substantial cost which has been noted to slow down employment of DAP. "While the employment of people with disabilities has received considerable attention in labour legislation and supporting documents of principle, there remains a dearth of empirical research focusing on the experiences of both the employees with disabilities and their employers in relation to the challenges and benefits associated with employment of people with disabilities. An investigation into these and other issues surrounding the employment of people with disabilities is clearly needed." (Gida and Ortlepp, 2007:137).

### **2.3 The effect of myths on the employment of DAP**

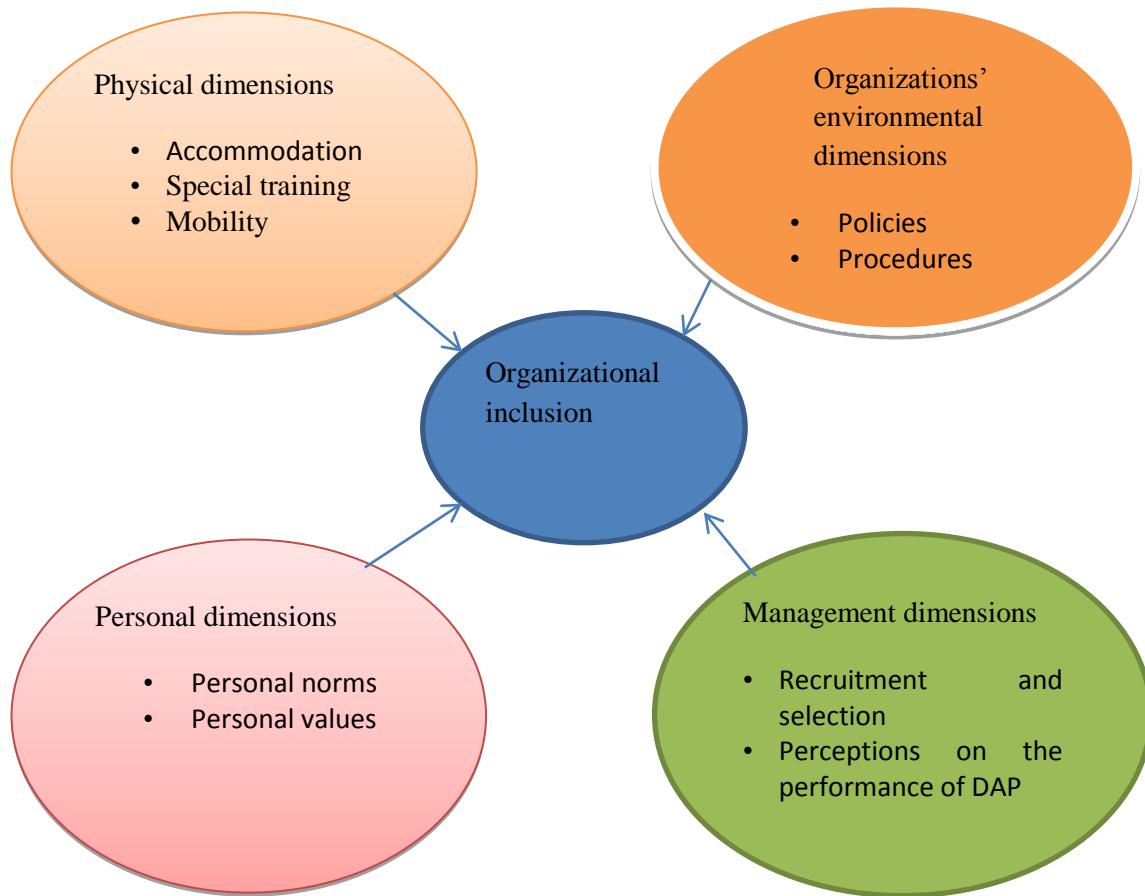
African myths and beliefs about DAP influence their self-esteem to an extent which makes them accept that they are not capable compared to people perceived to be more abled than them and therefore they have to be dependent on other people who get employment opportunities to support them and their families. Although not officially documented, social beliefs about differently abled in South African communities are that disability is associated with a curse in the family and therefore such people are not accepted positively in the community and educational institutions which are expected to develop their skills and make them employable and self-sufficient. The above perceptions were echoed in the South African Broadcasting Corporation Channel 2 programme known as “Shift” which was broadcast on 10<sup>th</sup> August 2015 from 11:00 to 12:00 which talked about social beliefs, myths and perceptions of DAP which influence their employment whereby the employment industries feel hesitant to employ them because they doubt their abilities to perform like people perceived to be more abled.

“Despite the finding of a 2014 survey by the Ministry of Health and Child Care and Unicef, titled the Living Conditions Among Persons with Disability, Government has said there would be no special needs Early Childhood Development classes in formal schools as there was no overwhelming evidence that there were significant numbers of children who require such facilities” (Nehanda Radio document, 19 July 2015). Most children who are differently abled are not attending school because of some government perceptions of the African continent and the general social views about DAP which subsequently affect families of such children. This then narrows the pool of people with skills to be utilized in the workplace by public organizations and the private sector. The Zimbabwe Government had a shortfall in providing schools with special facilities to cater for Differently abled students so that they could finish school with adequate skills (Nehanda Radio document, 19 July 2015). South Africa will be affected because it has to import scarce skills available from neighbouring countries including Zimbabwe. In view of what is discussed in this study, it should further be emphasized that in order to address organizational structures’ influence on the employment of DAP, organizations inclusive of SASSA, Human Capital Management Policies informed by Human Capital Management Plans which are also influenced by organizational Strategic Objectives have to be strengthened and aligned to transformation towards the inclusion of DAP as they seem not to be addressing the phenomenon effectively. Findings by Majola (2009) provide information that the public sector does not have a uniform policy which addresses the employment of DAP but each department uses individual policies approved by the head of the department and in the absence of such they use guidelines from the National Office.

Government organizations are therefore expected to expediently reach a consensus on a relevant uniform policy to be implemented to address this shortfall. Organizational structure should be expected, in catering for DAP, to focus on infrastructure which will accommodate DAP in line with the Occupational Health and Safety Act and the Batho Pele Principles whereby ramps, accessible lifts and conducive work stations are provided to mention a few needs for the DAP.

## 2.4 Organizational inclusion as the conceptual framework of the study

The organizational inclusion conceptual framework is a lens for this study as research questions and objectives are also informed by it. Figure 2.2 presents factors influencing relationships in an organization. The gap in the literature has led to the formulation of research objectives and questions.



**Figure 2.2: A model of organizational inclusion**

(Source: Barak, 1999: 59 and the author's work)

A number of empirical studies have been conducted to assess the phenomenon of organizational inclusion for the employment of DAP. These studies have tried to contribute towards the understanding of possible shortfalls which impact on the improvements of policies and Acts on employability and employment of DAP and they represent attempts to correct the imbalances of the pre-democratic dispensation which were, and are still affecting DAP. It is essential for the researcher to be guided by the conceptual framework from the existing studies by other researchers who have contributed to a body of knowledge in studying this phenomenon hence the conceptual framework for this study will be that which covers organizational inclusion. The concept of organizational inclusion hinges on effective policy implementation and its human capital perceptions which guide the organization in the employment and provision of an adequate work environment for all employees.

Figure 2-2 illustrates the model of organizational inclusion which underpins the study. Perceptions refer to all employees' perception inclusive of management towards making other employees feel as part of the organization and its systems both in the formal and informal processes like access to information and decision-making, accessibility to the workplace and the informal processes such as lunch meetings (Barak, 1999). Authors reviewed commonly agree that the goal of a 'good' theory is a clear explanation of how and why specific relationships lead to specific events and behaviour. These refer to organization's environmental dimensions, management dimensions, personal dimensions, and physical infrastructure which the researcher uses for the understanding of organizational relations.

#### 2.4.1 Organizations' environmental Dimension

Cox (1991) and Larkey (1996) note that the policies, procedures and rewards are prescribed by the type of culture that characterizes a specific organization. Stone and Williams (1997) state that that human capital management practices create obstacles for DAP, hence, this construct will allow the researcher to understand the influence of labour legislation, human resources policies, practices and code of conduct on SASSA's inclusion of DAP. The structural disadvantage is influenced by the organizational strategies and policies implemented to address issues related to accommodation of DAP in the working environment. Gida and Ortlepp (2007) established that most organizations do not have strategies or policy documents which specifically address the employment of DAP and some indicate that they are working on that. In view of these findings by the above authors, the structural arrangement of the organization fails to effectively address the issues disadvantaging

DAP in a work place in different ways. Research question and objectives 1 and 4 are informed by this construct of organization's environmental dimension on organizational inclusion. The construct, organizational environmental dimensions, assists the researcher in assessing the influence of SASSA policies in the employment of DAP and the extent the physical infrastructure is influenced by policies in accommodating DAP.

#### 2.4.2 Management of Dimensions

The socio-political environment plays a critical role in the employment of DAP because, as has been pointed out above, organizations experience the effect of power politics on their employees at different levels. Shafritz, Ott and Jang (2005) discovered that theorist of organizations argue that organizational goals are rarely established by people of formal authority positions but result from on-going manoeuvring and bargaining among individuals and coalitions. "Most coalitions are transitory: they shift with issues and often cross vertical and horizontal organizational boundaries." (Shafritz et al., 2005:283). "For many of these organizations, the recruitment drive is only about meeting numerical targets and is not seen as part of an integrated disability strategy that looks at other processes that would make the working experience meaningful for someone with a disability" (Gida & Ortlepp, 2007:141).

#### 2.4.3 Personal Dimensions

For an individual to see himself or herself as included or excluded in the organizational system can be the result of the interplay between the personal characteristics that affect his/her values and norms which are the personal dimensions (Barak, 1999: 59). Stone and Colella (1996) note that personal dimension developed to explore the treatment of DAP in an organization, however, in this study, this will allow the researcher to understand the influence of personal norms and values on SASSA's inclusion in the employment of DAP. Thus, it is significant to highlight that to understand the concept of organizational inclusion one should understand the three principles of inclusivity which are the principle of justice, the principle of fair opportunity and the difference principle as will be discussed further.

##### 2.4.3.1 The principle of justice

Pendo (2004) highlights that John Rawls believes that traditional democratic accounts of justice have failed to embrace challenges faced by DAP when the issues related to being employed have

not advanced them. Rawls brings to light that every person should have the same un-forfeitable claim to a fully adequate scheme of equal basic liberties which include freedom of thought, liberty of conscience, political liberties like a right to vote and participate in politics, freedom of association, rights and liberties relating to physical and psychological integrity of the individual, and the rights of liberty covered by the rule of law (Pendo, 2004). According to Pendo (2004), Rawls argues that there are sets of beliefs which are different and incompatible yet reasonable. To clearly articulate this, she further emphasizes that a comprehensive belief is reasonable if it reflects that society is a fair system of mutual cooperation over time among free and equal citizens as it is in some parts of the globe.

#### 2.4.3.2 The principle of fair opportunity

According to Pendo (2004), the principle of fair opportunity suggests that everyone should be given a fair chance to meet the qualifications for important political and social positions and it is not restricted to formal equality like in employment. This means that all people who have talent and ability should have the same prospects of success regardless of their social class or origin including DAP who can display their abilities and willingness although differently from others. She further states that there are two types of employment discrimination, one is a rational discrimination which is based on a real trait relevant to job performance and the other is an irrational discrimination which is based on a real trait irrelevant to job performance. Irrational discrimination is influenced by stereotypes, false assumptions and social myths which develop wrong perceptions on the part of employers towards the employment of DAP. She reiterates that stereotypes of irrational discrimination are irrelevant characteristics which must be discarded so that the essential person can compete on the basis of their natural and cultivated skills (Pendo, 2004:246). Irrational discrimination is discouraged through the implementation of many acts including the Employment Equity Act 55 of 1998 as amended (EEA), and the Broad Based Black Economic Empowerment Act 53 of 2003 (BBBEEA). This is so because it has been noted that some people are discriminated against due to unfounded stereotypes, false information and incorrect assumptions which are not indicative of individual's ability to participate and to contribute to the society. It is through these stereotypes, stigma, and myths that DAP are not afforded an opportunity to compete on an equal basis like any other free South African citizen.

#### 2.4.3.3 The difference principle

DAP may not have income and wealth which are considered as primary goods which all free and equal people need as citizens including liberties like freedom of movement in line with the prescripts supporting the movement, and the bases of self-respect. Pendo (2004) states that the analysis of employment title by The Americans with Disabilities Act of 1990 (ADA) lack the free choice of occupation among varied opportunities for DAP, hence failing to achieve a noticeable expansion of employment opportunities. In South Africa, like in America, Social Security Disability Insurance and Supplementary Security Income programmes provide income to DAP but this is not enough for their sustainable independence or the status and satisfaction which comes from economic self-sufficiency. To try and address this gap, SASSA provides social grants to DAP which does not sufficiently fulfil the income gap and sound economic support like people who are permanently employed because only formal employment can provide with a decent income. “In modern advanced societies, employment, earnings and professional success are for better or worse, positively correlated with a social assessment of an individual’s value” Pendo, 2004:225). This confirms that there will always be a huge gap between the lives of DAP and other citizens if the issue of formal employment of DAP is not addressed expeditiously hence it should be agreed that the various public entities like SASSA-KZN should address this issue as a matter of urgency.

Cureton (2008) on the other hand reflects on the Rawlsian political theory, a perspective which indicates that organizations should understand obligations of justice towards DAP. In his discussion, he maintains that DAP are owed a great deal in relation to a number of issues promoting social recognition and that they should be valued like all human beings. He further explains that Rawl’s Theory of Justice aims to explore principles of justice, which are to govern the basic structures of a well-ordered society that exists under reasonably favourable conditions that would be chosen by parties in the original position from among a small set of conceptions of justice.

#### 2.4.4 Physical Infrastructure

The inclusion of DAP in organizations involves, among other issues, the provision of suitable physical infrastructure which makes it conducive for DAP to access places of employment. Employing DAP is not sufficient if physical infrastructure issues are not addressed in relation to mobility. Mobility related exclusion results in financial and personal constraints since employees have to travel to and from work. However, “spatial-temporal, economic and personal constraints

can be bridged provided transport and urban planning makes provision for these constraints” (Chakwiriza, 2011:65). Possible advantages of access to workplace opportunities and services are severely reduced for those with constrained physical abilities. “For an example, where job centres are situated far from areas with high unemployment and transport facilities can be a major constraint to employment thus limiting the ability to travel to interview and to find out about employment opportunities” (Chakwiriza, 2011:65). Furthermore, mobility challenges limit job choices up to where DAP cannot take some jobs at all due to inaccessibility in terms of location of the workplace and working hours. SASSA-KZN may have to subsidise transport for DAP so that they can move to and from work to address the issues of physical infrastructure.

## **2.5 Policy and legal framework for the employment of DAP**

Over the years, discussions have been about the marginalization of and discrimination against DAP and this means that it is high time to rectify this through the implementation of the relevant constitutional principles, policies, legislative prescripts and labour legislation in South Africa. Section 9 (3) of the Constitution of the Republic of South Africa states that “the state may not unfairly discriminate directly or indirectly against anyone on the grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth (The Constitution of the Republic of South Africa, 1996: 7). The South African democratic government has enacted and implemented the Employment Equity Act 55 of 1998, Promotion of equality and Prevention of Unfair Discrimination Act 2000, and the White Paper for Affirmative Action 1998. The following is a discussion on legislation and how it impacts on the employment of DAP.

### **2.5.1 South African Constitution of 1996**

DAP should be treated equally to all South Africans without being discriminated against in any form. The Constitution of the Republic South Africa in section 9 (2) clearly states that “equality includes full and equal enjoyment of all rights and freedoms. To promote the achievement of equality, legislative and other measures designed to protect or advance persons, or categories of persons, disadvantaged by unfair discrimination may be taken” (The Constitution of the Republic of South Africa, 1996:7). DAP have experienced discrimination including being perceived as people who can be gainfully employed by organizations. This has an effect of their being free to

enjoy decent life and to support their families which would enhance their self-esteem and to feel like part of the citizens of the country.

### 2.5.2 Employment Equity Act 55 of 1998

To assist in shortfalls on addressing issues in the Integrated National Disability Strategy, the Employment Equity Act 55 of 1998 (As amended) was implemented to focus on addressing inequality through recognition of DAP rights and on enforcing procedures and regulations which aim to create a balance in the recruitment and selection processes (Cascio, 1998). The Employment equity act 55 of 1998 also echoes Cascio's sentiments by providing a framework for implementing affirmative action to accommodate DAP in the workforce. It was put in place to develop positive attitudes which would eliminate discrimination in employment and also protect DAP from unfair discrimination on the grounds of their disabilities as well as entitle them to affirmative action measures (Dube, 2005). The Employment Equity Act 55 of 1998 clearly states that the employer must make sure that designated groups such as DAP have equal opportunities in the workplace when, in Section 9.5 it says "Subject to reasonable accommodation, new employees with disabilities and other employees who do not have disabilities must be treated equally". Section 7 emphasizes the inclusion of DAP in the recruitment and selection process and Section 7.3.6 of the same act, to prevent the exclusion of DAP, prescribes that employees may not include criteria that are not necessary to perform the essential functions of the job because the selection based on nonessential functions may unfairly exclude DAP.

### 2.5.3 Promotion of equity and prevention of unfair discrimination Act 4 of 2000

The promotion of equality and prevention of unfair discrimination recognises the manner in which discrimination manifests itself in the society and it aims to create mechanisms to address discrimination positively and to promote equality. The Act clearly states that It will be emphasized repeatedly that elimination of discrimination of DAP should be implemented with vigour so that departments and other employment agencies will acknowledge the importance of bringing DAP, like any other citizens in South Africa on board since this is a gap identified by the researcher. This Act addresses pertinent issues about prevention, prohibiting and elimination of unfair discrimination, hate speech and harassment. It further states that no other person or state should discriminate against any person on the grounds of disability, including denying or removing from any person who has a disability any supporting or enabling facility necessary for their functioning in society and failing to eliminate obstacles that unfairly limit or restrict those with disabilities from

enjoying equal opportunities, or failing to take steps reasonably to accommodate their needs (Dube, 2005). The Promotion of Equality and Prevention of Unfair Discrimination Act 2000 is very relevant in addressing objective four of this research which tries to assess the extent to which the physical structure of SASSA accommodates the needs of DAP.

#### 2.5.4 The White Paper - Affirmative Action in the public service (1998)

The White paper - Affirmative Action in the public service (RSA 1998) attempts to address a shortfall of the pre-democratic dispensation and aims to addressing the need for affirmative action which can be defined as laws, programmes, and activities designed to address the imbalances of the past with the aim of improving conditions of individuals and groups who were disadvantaged on the grounds of race, colour, gender or of being differently abled. This is one of the legislations which influence the employment of DAP, which is why it is important to understand the influence of labour legislation, human resources policies, practices and code of conduct on employment of DAP in SASSA-KZN.

#### 2.5.5 White Paper on the Rights of Persons with Disabilities (2015)

The White paper on people with disabilities (2015) highlights that DAP are exposed to high levels of poverty which is a multi-dimensional concept determined by access to health, education and employment, DAP have been excluded in terms of having the financial capacity to access health and education facilities through discrimination. DAP have been marginalized due to negative attitudes by staff in the workplace, the community, lack of adequate accommodation and resources, transportation and assistance devices and personal assistance (White paper on people with disability, RSA 2015). “Poverty and disability are related in adulthood and this is associated with lack of access to education during childhood. If children with disabilities have access to education (schooling) it reduces the likelihood that they will live in poverty as adults” (White paper on people with disability, 2015:90) The study is investigating the inclusivity of DAP in the employment by organizations, the White paper on the rights of people with disability defines inclusion as “regarded as a universal human right which aims at embracing the diversity of all people irrespective of race, gender, disability or any other differences” (White paper on the rights of people with disability, 2015:8)

### **2.5.6 International Perspective on Legislative Prescripts in the Employment of DAP**

Arguably, there is a global challenge in the employment and employability of DAP. There have been initiatives and commitments made by international organizations and Governments supported by legal prescripts to address the challenges of the inclusion of DAP in employment opportunities. This is evident in the enabling international legislation in the form of the United Nations Convention on the Rights of Persons with Disabilities (2006) which most of the countries have adopted to recognise the rights of DAP to work by prohibiting discrimination on the grounds of being differently abled (Nyombi and Kibandama, 2014).

#### **2.5.6.1 Employment of DAP in Uganda**

Notably, during the 1960s and 1970s, Uganda established vocational rehabilitation centres and sheltered workshops that offered DAP opportunities to train in vocational skills and providing access opportunities in employment. Sadly, though, this initiative was hard-done by political instabilities. “The 1987 year saw the Uganda Government championing for the rights of DAP when the National Union of Disabled Persons in Uganda (NUDIPU) was formed as a representative group for DAP” (Nyombi and Kibandama, 2014:249). Nyombi and Kibandama (2014) further assert that the Constituent Assembly Delegates (CAD) which passed the Constitution of Uganda under section 21 (2) provided that a person shall not be discriminated against, among other things, on the grounds of being differently disabled. The Uganda Government enacted the National Council for Disabilities Act of 2003 and anti-discriminatory provisions in its Employment Act of 2006. However, the biggest reform drive was the United Nations Convention on the Rights of Persons with Disabilities (CRPD) ratified on 25<sup>th</sup> September 2008.

#### **2.5.6.2 Employment of DAP in India**

Benshoff, Barrera and Heymann (2014) established that two to eight per cent of India’s population is considered to be differently abled. This necessitated an establishment of the dedicated institute for the promotion of employment rights for DAP through the National Centre for the Employment of Disabled People (NCPEDP) in India in 1996 and provided platforms for their employment and employability. This ensured inclusion in the rapidly liberalizing Indian economy of the 1990s which SASSA in KZN would be expected to implement in line with its strategic plan. This view is further attested to by an argument that “while the organization’s ultimate goal was to increase employment for people with disabilities, it was aware that efforts to increase the employment rates needed to be complemented by efforts to increase equality in a range of related areas such as education, access to transportation and health care” Benshoff et al., (2014:454). NCPEDP has a five pillar approach which includes Access, Education, Awareness, Legislation and Employment by which it promotes the rights of DAP by taking a holistic approach to Government, NGOs and corporate policies relating to employment (Benshoff et al., 2014). SASSA in KZN can draw insights from such innovations on promoting the employment of DAP and thus develop them for upward mobility within SASSA-KZN and eventually in other organizations to promote their inclusion in the employment of DAP and their development.

### 2.5.6.3 Employment of DAP in Europe

An example which can be adopted by SASSA in KZN is the European research projects linked to the Americans with the Disabilities Act of 1990, which attempted to address the phenomenon of discrimination against DAP leading to the establishment of the Horizontal European Activities of Rehabilitation Technology (HEART) which was a study on rehabilitation technology also known as assistive technology for elderly and DAP (Kempainen, 2011). Such developments in technology are relevant in terms of creating a conducive working environment, especially for the DAP in KZN. Kempainen (2011) further discloses that the European Cooperation in the Field of Scientific and Technical Research (COST) launched the future telecommunication and information facilities for DAP and elderly which served as the interplay between the liberalization of the telecommunications sector, on one hand, and user demands and rights on the other hand. These developments were aimed at accommodating differently abled persons who would have been excluded from accessing advantages of telecommunications which enhance their performance in the workplace.

### 2.5.6.4 Employment of DAP in the USA

At this point it can be recommended that SASSA in KZN refer to Blanck, Adya, Myhill, Samant and Chen (2007) who asserts that the Burton Blatt Institute (BBI) in America is building a research program which is trying to identify negative attitudes as a barrier to the employment of DAP and correct them. There is a continuum of attitudes towards DAP in their employment and in the workplace but attempts by Burton Blatt Institute, to address this, has explored through researches and tried to balance these ends by achieving control and realism. Blanck et al (2007) further argue that employers claim that DAP who apply for jobs are under-qualified, which is a debatable argument since one has to establish reasons behind DAP being under qualified. “American with disabilities, supported by the Rehabilitation Act of 1973, challenged these stereotypes and asserted their right for equal opportunities in education, health care, employment, housing and transportation” (Blanck et al., 2007:327). This, according to Blanck et al., (2007) derives from the fact that a civil rights framework built on equal rights, economic independence, inclusion, and empowerment led to the passage of other federal laws addressing equal opportunities and accessibility in education, housing, and air travel, and culminated with the Americans with Disability Act (ADA).

#### **2.5.6.5 International Labour Organization**

The International Labour Organization (ILO) was formed to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue in handling work-related issues, especially for DAP. Its programme aims is to ensure descent work for differently abled men and women whilst at the same time facilitating means to overcome obstacles preventing them from full participation in the labour market (Lord, Posarac, Nicoli, McClain-Nhlapho and Keogh (2010). The ILO focuses on the principles of equal opportunity, equal treatment, non-discrimination and main-streaming, and the concept of affirmative action. Lord et al., (2010) aver that the programme involves activities such as: (1) promotion of international labour standards concerning DAP, (2) improving knowledge on disability-related matters concerning vocational rehabilitation, (3) training and employment, (4) advocacy, guidance and policy advice to governments, workers' and employers' organizations, and organizations of and for DAP on vocational rehabilitation, training and employment of DAP, and (5) technical cooperation services. It is for these essential activities that this study sought to examine the empowerment of DAP as qualifying for employment and thus advocate their rights in the South African context and especially for SASSA KwaZulu-Natal. These concerns are relative to gender, racial, ethnic and religious discriminations but unfortunately, these questions point out that the most discriminated against group are the DAP not only in South Africa but globally. This discussion is critical in understanding how the lives of DAP have to be supported by government organizations towards creating a conducive environment for them to feel accommodated and be able to perform as expected by their employers towards the achievement of organizational goals and objectives.

### **2.6 Barriers in the employment of DAP**

Planning for human capital acquisition is the function of management of the organization which is determined by the Strategic plan of the organization which in turn suggests the size of that particular Organization. The human resource planning is followed by the recruitment and selection processes which are expected to be in compliance with the Employment Equity Act 55 of 1998 (as amended), The Constitution of the Republic of South Africa and the White Paper on Human Resource Management in the Public Service which promotes equality to prevent discrimination especially against DAP. However, Maja, Mann, Sing, Steyn and Naidoo (2011) discovered that discrimination against DAP during the recruitment and selection process is caused by negative attitudes and lack of knowledge and awareness. According to McGinnity, Nelson, Lunn and Quinn (2009), Ireland has elements of discrimination when it comes to the actual recruitment and selection

process but it was not easy to pinpoint. “Discrimination, the unjustified unequal treatment of different group based on for an example, gender, race, religion, disability, can be very difficult to measure, and there is very little direct evidence about the extent and nature of discrimination in Ireland” (McGinnity, Nelson, Lunn and Quinn, 2009:8).

There are deficiencies in the recruitment plan of an organization which should be informed by the statistical data indicating the number and type of people and skills available and needed within an organization to address upcoming new challenges submitted by the communities and those projected by that organization through the analysis of employment trends. Cavalcoli (2011) assumes that employers benefit by having a workplace which is open to everyone and further reiterates that this universal thinking does not only help the company to recruit skilled employees but also enhances corporate continuity efforts of retaining talents of an aging workforce. According to Cavalcoli (2011), another advantage for employers who recruit and employ DAP is that they are known to be experienced problem-solvers with a proven ability to adapt. Schur et al., (2009) notes that the issue of attitudes towards differently abled employees is supported by the employers' own views and further mentions that 20 percent of employers reported that the greatest barrier to differently abled employees finding employment is discrimination, prejudice, or employer reluctance to hire them. A percentage (22%) of employers reported that attitudes and stereotypes are a barrier to hiring differently abled employees in their own firms. 32 per cent of employers reported that it is difficult to change supervisors and co-workers' attitudes (Bruyere, 2000) and 26 per cent of them are not sure what influence the employability of DAP has on firms

Heterogeneity in teams has often been recognized as a factor that reduces intra-group cohesiveness, leading to conflict and confusion. Gustafsson, Peralta and Donermark (2014) highlight that employers have experiences which influence their willingness to employ DAP and the first one is the match between the jobs that are considered suitable for DAP and the personal characteristics desired for the job offered. Secondly, the employer's attitude formed possibly by a previous experience of employing a DAP employee and how this experience influenced social responsibility is a factor. Third and lastly, there is the issue of the significance of wage subsidies as an incentive for the employment of DAP and making possible the soft accommodation needed for such employees. Misconceptions about DAP include the perceived cost-related issues whereby there could be possible workplace adjustments, the lack of awareness and confidence in creating a workplace which is inclusive of DAP and the perceived impact of workers' compensation. Other cost implications are sick leave and Occupational Health and Safety regulations; the belief that

DAP will take up too much time to manage and the fear of other people in the workplace doing or saying the wrong things about them. Lengnick-Hall, Gaunt and Kulkarni (2008) further argue that organisations choose not to employ DAP for numerous reasons such as perceived lack of skills, inability to perform physical tasks, increased health care costs and required accommodations, hence the objective of this study is to assess factors that influence KZN SASSA's inclusion of DAP. Kaye, Jans and Jones (2011) also suggest that the reasons behind questionable equality in the employment of DAP are that some employers are not completely honest about the employment of DAP and possibly because only employers with positive attitudes and experiences are responding to the surveys related to this phenomenon.

Government institutions are not meeting employment equity targets when it comes to DAP. Dube (2005) claims that there are five reasons why the government targets have not been met with the first one being that Disability unemployment is a result of low-level skills among DAP. Secondly, there is a lack of initiative and commitment by both the public and the private sector. The third one is negative attitudes towards DAP by employers and the fourth one is that special schools and mainstream schools are disorganized with learning standards dropping to unacceptable levels and the fifth and last one being that individual effort by the sector which should be the facilitating development of DAP are fragmented and ineffective.

Physical accommodation of DAP is a sensitive barrier in their employment. However, Kaye et al., (2011) assert that accommodation of DAP costs little or nothing and is generally effective and worth an investment in terms of retaining experienced employees and increasing productivity while improving an organizational culture and conducive work climate. Poor health accommodation is another barrier to the employment of DAP because they cannot access mainstream health health-care services which make them live with poor health and they are subsequently unable to get employment. Employment processes indicate that a relationship between the employer and the employee hinges on the expectations from each player for an organization to achieve its objectives at the same time satisfying the expectations of the communities they serve. The employer and the employee have demands which determine if they need one another or not, as discussed below.

### **2.6.1 Employer demands**

Blanck, Adya, Myhill, Samant and Chen (2007) point out that researchers should understand that there is employer demand for workers', skill sets, and for the capacity in workers to adapt to changing work over time. In addition to this, the role of employer policies, practices and attitudes in the successful or unsuccessful employment of people who are differently abled in various ways in order to address the issue of disparities and discrimination in the workplace, is critical. There are uncertainties about the employment of DAP which partly emanate from lack of prior experience or contact with DAP. Also, there are stereotypes and stigma, communication challenges, and policies which marginalize differently abled employees which eventually exclude them from jobs with substantial responsibilities, income, and benefits. Previous researchers have revealed that there are corporate structures which involve principles of equity and independence thus giving reasons for an employer to provide accommodation to an employee who is differently abled. However, equity and personal independencies are often classified as inconsistent with accommodations when these accommodations are perceived as advantages that employees without disabilities in employment do not receive. "Yet, studies find supportive corporate structures, such as those that promote employee networks and flexible work arrangements, benefit employees with or without disabilities as well as the larger organizations" (Blanck et al., 2007:330). Blanck emphasises that there should not be bitterness by other employees if DAP conditions are improved because such initiatives yield good results for all in terms of productivity. Lee, Abdullah and Mei (2011) established that DAP should possess vocational skills in order to be employed more especially those who are academically inclined and these can be obtained through mainstream schools, special education schools, vocational schools, Community-Based Rehabilitation (CBR), sheltered workshops, rehabilitation centres, Welfare and NGO institutions, depending on the individual's age and type of ability.

### **2.6.2 Employee demands**

All along there have been inadequate systems in place which did not address the demands of DAP so that they can be included in the work stream. The first one is a change of approach in the crafting, implementation, and monitoring of relevant policies which directly addresses their needs. Kemppainen (2011) explains the situation in Europe regarding accessibility policies with its action plan which included a section called Participation for all in the knowledge-based economy. "This indicates how disability policies have been streamlined alongside general policies in the action plan" (Kemppainen, 2011:142). The second is a change of attitudes by both management and other employees at all levels. "In this new millennium, we also enter a new era in disability research,

policy, and law. Strong evidence suggests that attitudes lead to discrimination against people with disabilities. New research is moving towards understanding the operation of such attitudes in realistic settings and interventions to ameliorate their negative effects" (Blanck et al., 2007:352). Third and last is a workplace adjustment including infrastructure in order for DAP to be accommodated. Kaye, Jans and Jones (2011) in their research established that between 1998-1999 American private business, in compliance with the Americans with Disability Act (ADA) (1990), restructured their businesses to accommodate DAP by making their facilities more accessible. In addition to infrastructure demands there is a demand for the "productivity enhancement tools, also known as assistive technologies" (Harrington and Heidkamp, 2013:6) which are used by employers for their differently abled and older employees and these tools are referred to as reasonable accommodation in the Americans with Disability Act (ADA).

## **2.7 Elements of systems change towards the employment of DAP**

As the organisation changes due to developmental needs, it becomes its responsibility to take into account change in its systems and the needs of DAP hence the study focuses on factors that influence KZN SASSA's inclusion in the employment of DAP. Marumoagae (2012) states that the government of a democratic era has a responsibility of not only eradicating the legacy of discrimination by gender and by race but also discrimination by disability primarily in the work environment so that DAP can be offered an equal opportunity to participate fully in the labour environment without being unfairly discriminated against. There is a gap in government policies on the development of the differently abled to prepare them for employability. An area which is lacking attention is the establishment and funding of more institutions of special learning so that they can identify and train more DAP to be competitive in the recruitment and employment processes of organizations. Wehman (2011) observed the following elements in the systems change, the first one is that public funds which should be supporting DAP are directed to supporting programmes and not to people development. Responsive systems should be supporting people by removing funding barriers that prefer support services over support for individuals. He further suggests that a balance should be reached whereby programmes to employ DAP are supported equally by the development of DAP so that they can be gainfully employed. Secondly, there is a need to focus on the needs of employers to meet production demands with the employees who work effectively. This means that there should be a balance between hiring DAP and developing them to meet the production needs of the employer. "Multiple strategies exist with demonstrated effectiveness in helping employers realize and experience the abilities of many

individuals with a disability to work productively" (Wehman, 2011:149) and this will eventually influence the perceptions regarding DAP.

Tyree, Kendrick and Block (2011) observed that during the late 1970s and early 1980s there was a social climate which began to look at human services response to the employment of DAP. This caused expectations to rise because there were movements trying to address the mistreatment of DAP both within the community and in residential institutions. There was uncertainty as to whether or not DAP should be set apart from the community and workplaces. These writers further raised questions on, how prospects of DAP have improved and what could further be improved? What practices have been affirmed as being sound and what practices have now become viewed as aggressive? It should be accepted, emanating from the findings by Tyree et al., (2011), that DAP job seekers in the United States eventually managed to find employment through supported employment programmes but continues to argue that there is still significant room for advancement of employment opportunities through yet further improvements in supported employment. To augment the above statement Harrington and Heidkamp (2013:1) brought to light that aging of United States population has a major impact on employers and health care industry because they develop disabilities related to ageing and therefore the Department of Labour's Office of Disability Employment Policy (ODEP) funded the John J. Hendrich Centre for Workforce Development at Rutgers, the State University of New Jersey had to convene a one-day symposium. The symposium looked at the challenges of aging and tried to identify innovative policies and practices aimed at promoting the employment, and continued the employment of ageing workers and those who may have acquired age-related disabilities or chronic health problems but who wish to extend their careers past the typical retirement age. They further state that some health care employers are developing strategies for 'disability management' that may include efforts to reduce declines in work performance resulting from age-related physical or sensory disabilities. The question is how can these imbalances, exclusion, perceptions and discrimination be addressed in the South African organizations especially in SASSA KZN if they are present in organizations? "The inclusion-exclusion experience is one that has deep social-psychological roots for human beings, given their dependence on others for the provision of even the basic needs of food, shelter, and clothing" (Michàl and Barak, 2000:341).

## **2.8 Benefits of employing DAP**

### **2.8.1 Organizational benefits in employing DAP**

“Inclusion of DAP in the workplace is critical for the image and performance of a company” (McCary, 2005:16). In any business, a corporate image is very important because it is regarded as an intangible asset of the business. Barney (2009) emphasises the importance of human resource management in gaining a competitive advantage. He also notes that a resource-based view (RBV) of the firm is an influential theoretical framework for understanding the creation and sustainability of competitive advantage, thus explaining why firms perform differently. Not only will this increasing talent in the business but by accommodating DAP, it is possible that organizations may have employees who will render full support in achieving business objectives. Benefits of employing are immediate and measurable. An additional advantage to be acknowledged is that DAP can improve creativity and innovation through the team member’s wide range of perspectives. For an organization to achieve its objectives and compliance to the constitutional obligation there should be a focus on the societal, organizational and personal benefits which relate to the employment of diverse personnel.

### **2.8.2 Societal and organisational benefits**

Economic participation by DAP can play an important role towards their self-realization. However, there are financial challenges which limit provision of support in strengthening advantages of creativity through developed different experiences. Successful employment plays a central role in reducing social and economic barriers faced by DAP. Blanck, Adya, Myhill, Samant, and Chen (2007) highlight that employment opens the door to social inclusion, skill and career advancement, asset accumulation and home ownership, and increased economic and civic involvement for DAP. Blanck et al discovered that workplace discrimination on the basis of being differently abled declined significantly between 2000 and 2004. However, the rate of employment of DAP in the United States remained consistently lower when compared to people considered to be abled or normal.

### **2.8.3 Personal benefits**

Every human being has needs which mostly depend on financial stability, therefore, there are reasons for DAP to want to be employed. Wehman (2011) shares the positive impact of employing and developing DAP and including them in decision-making in the workplace. He stresses that

firstly, Americans in the United States believe that work is a way of human life, so will it be with DAP. It improves skills like communication, socialization, academic ability, physical health, and community participation skills. Secondly, work is meant to promote the greatest amount of economic well-being for DAP, the organization and eventually the country since they will pay tax. Thirdly, regular inclusive employment leads to greater opportunities for upward mobility and career advancement and fourthly, it uplifts self-esteem, perceived self-competence and skills development in areas like socialization, communication, and financial awareness (Wehman, 2011). Having a regular job and given an opportunity to prove one's competence knowing that one's performance is valued and needed has an influence in one's dignity and strengthens a perception that one has sound personal capabilities and capacity. It further develops an individual's understanding of networking thus exploring greater opportunities where he/she will prove that being differently abled does not confine one in poverty and helplessness but it can provide one of the best ways to open up possible new and exciting jobs. It is highly possible that self-perceptions of DAP have been negatively affected by external attitudes towards them and they might be further affected if this issue is not attended to at the right time.

## **2.9 Diversity management as a support to DAP inclusivity**

Diversity management is critical for an organization which aims at implementing equity because their employees have a different culture, religion, gender, social background and abilities, to mention a few. Brenda (2010) claims that organisations which actively manage diversity and disability issues can create better organisational performance, effectiveness, and efficiency. However, hiring DAP with the aim of complying with the Employment Equity Act 55 of 1998 is not enough as more diverse workforce might tend to develop conflicts and tension in the workplace but such issues can be overcome through effective management of such diversity, inclusive of the entire workforce. It is, therefore, the responsibility of the organisation to handle and manage conflicts in a manner that shows recognition of differences in areas involving culture, gender, religion and ability. The workplace experiences of DAP may be shaped by corporate structures which observe the values, attitudes, and norms embedded in a company. "Many corporate cultures appear to be based on the assumption that employees are able bodied, which poses significant obstacles to hiring and retention of people with disabilities" (Schur, Kruse, Blash and Blanck, 2009:384), this is an unfortunate perception in the employment and retention of DAP. The argument here is that not only able bodied people should be considered for employment because DAP can do the same work, with a possibility of accommodating environment and technology.

Like Cureton (2008), where he argues about the Rawlsian Theory of justice, Schur et al., (2009) further emphasize that one important aspect of corporate culture is the ‘justice climate’ reflecting collective beliefs about distributive, procedural, and interpersonal justice in the organization where there should be justice in the employment processes which are inclusive of DAP because they are also abled although differently from others. Powell (2004) notes that talking about a diverse workforce; the emphasis should be placed on treating every employee equally and fairly. Though the importance of valuing and harnessing the workforce, diversity has been highlighted by Leopold (2005) and Cascio, (1998) and it is hence important for organizations to develop a strategy to accommodate DAP within their diverse workforce. On the contrary, the presence of barriers makes it impossible to accommodate DAP and support them to perform at an optimum level or even give them a chance to prove that they can perform like any other person in the workplace. The South African government is supporting the diversity management initiatives by developing legislative prescripts which will serve as a guide for the organizations.

Collins (2012) explored diversity management and concluded that it should be defined as the planning, coordination and implementation of management strategies, policies, initiatives and development activities with the aim of accommodating diverse sets of working in organizations with an international workforce. It is in this context that SASSA in KZN should adopt this approach to diversity management whereby they would address the issue of employment and management of DAP participation in the workplace, different as they are perceived. “This approach seeks to minimize the negative effects of exclusion and to promote positive social integration through inclusive policies” (Collins, 2012:988). He further states that although business incentives to increase corporate diversity are developed internally, equal employment opportunity initiatives and affirmative action are usually imposed from the outside hence the implementation of the Employment Equity Act.

## **2.10 Summary of the chapter**

This chapter provided a review of relevant literature which provided information on barriers experienced by DAP in accessing employment within the organizations. It further provided information that can assist both the organizations and DAP to reach a consensus on what each party should expect from one another and this includes addressing of perceptions, infrastructure, and policy alignment. It also provided analysis of the state of affairs and what initiatives have been implemented to address the challenges which might be affecting SASSA KZN as well. The

literature studied shows that there are elements of discrimination and marginalization of DAP and on the other hand, it assumes that some countries which implemented initiatives to involve DAP in the employed are making significant strides in addressing the phenomenon. It has to be accepted that there is no clear definition of disability which might support organizations in deciding on the criteria to employ DAP. However, in spite of this uncertainty, the focus of this study is to establish if SASSA, among organizations who aspire to employ DAP, is complying with the prescription of the two per cent quota of DAP in its workforce. On completion of the study, factors contributing to the employment of DAP by SASSA in KwaZulu Natal will be established. The study explores perceptions of SASSA management and employees, the relevance of SASSA policies in the recruitment and selection of DAP and if SASSA infrastructure is conducive for the employment of DAP. The following chapter three will explain methods of collecting information and sources who will be providing that information in detail to investigate whether there have been improvements in the employment of DAP, especially in SASSA-KZN.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This study assesses organizational inclusion of DAP with a special focus on the SASSA in KwaZulu Natal. This chapter describes the quantitative and qualitative research methods used to address the topic, the study site, target population, sampling process, data collection instruments, and the data analysis techniques. It will then conclude by addressing the ethical issues which were taken into consideration.

### **3.2 Research Design**

It is important to provide clarity on the research design of the study (Creswell, 2012). This study used a case study design. According to Yin (2012), a case study research is a systematic, in-depth, and an empirical investigation of a particular phenomenon within its real-life context, especially when the distinctive boundaries between the phenomenon and context are not clearly evident. “A case study is relevant when a research addresses a descriptive or an explanatory question like this one” (Yin, 2012:5). Another important advantage was that a case study research design is of relevance because it provided detailed contextual analysis of the subject matter. “The primary advantage of a case study is that it provides much more detailed information because it allows the use of a number of methods of data collection (i.e., surveys, interviews, document review, and observation) and analysis in a variety of contexts thereby providing a comprehensive view of the subject matter” (Sarantakos, 2005:216).

### **3.3 Research Method**

The research method used in this study was a mixed method approach which involved quantitative and qualitative research to achieve the objectives of the study on the assessment of SASSA’s employment of DAP. A definition of a mixed method by Creswell and Clark (2011) is that it is a research in which the investigator collects and analyses data, integrates the findings, and draws inferences using both qualitative and quantitative approaches in a single study or a programme of enquiry. According to Johnson, Onwuegbuzie & Turner (2007), mixed method approach combines elements of both qualitative and quantitative research methodologies, by way of a collection of, analysis of data, and inference techniques for the purpose of having a more elaborate understanding and corroboration of the subject matter under investigation. This approach enabled the researcher to

gain a fuller picture and a more comprehensive understanding of the phenomenon being studied to provide a richer, contextual basis for interpreting and validating results, as well as to relate complementary findings to each other resulting from the use of two methods. The use of both the quantitative and qualitative methods is a good design to use if you intend to build on the strengths of both quantitative and qualitative data (Creswell, 2012). It functioned well with the case study design as it allowed the use of multiple methods which provided a comprehensive view of the subject matter.

A mixed methods methodology was selected for the study because it allowed the researcher to work with different types of data needed within the same research project, especially in this case where three groups of participants were required to make up the sample for the study. Creswell (2009) reflects that findings in the mixed methods can be reinforced through triangulation where cross-validation is achieved when different kinds and sources of data converge are found to be consistent, or when an explanation is developed to account for all the data when they diverge. These methods enabled the researcher to approach the research questions from different angles, and the combination of qualitative and quantitative approaches provided a more complete understanding than either approach alone. Also, it facilitated thickness and richness of data. Using mixed method was effective because both quantitative and qualitative methods have limitations which are complemented by the other when both are used together so that sufficient information on the phenomenon can be obtained. “When researchers study a few individuals qualitatively, the ability to generate the results to many is lost. When researchers quantitatively examine many individuals, the understanding of any one individual is diminished” (Creswell & Clarke, 2011:8). The type of a mixed method used in this study was a Fixed Mixed Method because the researcher’s plan was to use it from the beginning and throughout the research unlike when the Emergent Mixed Method has to be used when there are issues developing during the research process (Creswell & Clarke, 2011). The Mixed method design emphasises the overall problem, purpose and research questions that are guiding study (Creswell & Clarke, 2011).

### 3.3.1 Quantitative Research Method

The researcher started with a quantitative research which is “explaining the phenomenon by collecting numerical data that are analysed using mathematically based methods (in particular statistics)” (Muijs, 2004, p.1). This is one of the two approaches chosen by the researcher as the

SASSA case study was used for the study. Strengths of quantitative research method assisted in testing and validating theories about how and why phenomena occur and also in testing hypothesis constructed before data is collected. This research method was quick and the analysis of data took less time while providing precise, quantitative and numerical data. On the other hand, the quantitative research method had a weakness of producing knowledge which was too abstract and general for direct application to specific local situations, contexts and individuals. It was also possible that the researcher could have missed out on phenomena occurring because of the focus on theory or hypothesis testing rather than on theory or hypothesis generation per se and this could have been interpreted as hypothesis bias. SASSA deals with Social Grants which includes the Disability Grant. This provided an opportunity for the researcher to engage with respondents who directly engage with clients on issues affecting DAP on a daily basis including unemployment because of who they are. The respondents of the identified sample gave relevant information which strengthened the weaknesses of the method used because they were not using assumptions when they provided their responses.

### 3.3.2 Qualitative Research Method

The quantitative method was followed by a qualitative research method which involved a narrative research design which Creswell (2009) explains as the approach used by the researchers to study lives of individuals and requests more respondents to share experiences about their lives. He used this approach within the exploratory sequential mixed method where he followed up with a qualitative research phase and explored the views of participants as explained by Creswell (2009) after using the quantitative approach as discussed above. Creswell further explains that data is analysed and the information used to build into the second quantitative phase and guides it so that the qualitative phase is used to build an instrument that best fits the sample under study, to identify appropriate instruments to use in the follow up quantitative phase, or to specify variables that need to go into a follow up quantitative study. Qualitative research interviews allowed the researcher to collect data at the site where participants understand the phenomenon or problem under study (Creswell, 2014). The researcher talked directly to participants and observed their behaviour and actions within the context as an up-close information gathering. Creswell (2014) further informs us that in this approach, the researchers collect data themselves through examining documents, observing behaviour or interviewing participants also referred to as respondents.

Creswell (2014) also explains that the qualitative data collection method permits the researcher to collate different forms of data in the form of interviews, observations, documents and audio-visual information rather than relying on a single data source. It allowed the researcher to understand the meaning the participants attach to the problem and not what the researcher understands or thinks about the problem. “The initial plan cannot be tightly prescribed. Some or all phases of the process may change or shift after the researcher enters the field to collect data” (Creswell, 2014:186). He further mentions that qualitative researchers develop a holistic account whereby they try to develop a complex picture of the problem involving multiple perspectives, identifying many factors involved in a situation and sketching the larger picture of the problem thus establishing the holistic picture of the problem. “The formal characteristics of qualitative methods for instance, the fact that respondents' statements are used to get a description of their behaviour or an idea of their opinions and attitudes are what matters most; that an eclectic approach to methods is both realistic and fruitful; and that applied properly, such methods can provide useful insight” (Obermeyer, 1997:816). These are the reasons why the researcher chose to use this method as an approach to data collection.

### **3.4 Study Site**

The study site is SASSA-KZN Regional Office, three Districts offices in KwaZulu Natal which are Ulundi, Pietermaritzburg and Durban, and nine Local Offices in KZN. Three Local offices were Esikhaleni, Nongoma and KwaMsane Local offices representing the rural areas sample site within Ulundi District, five local offices were Reisethorpe, Umzumbe, Harding, Pietermaritzburg and Richmond Local offices representing the semi-urban sample in the Pietermaritzburg District, and three were the Durban, Chatsworth and Umlazi Local offices representing the urban sample in the Durban District. The selection of the eleven Local offices within KZN was done to facilitate an exploration of their different geographical and societal dynamics which influenced the employment of DAP by SASSA. The researcher wanted to obtain data which assisted in assessing dynamics influencing KZN SASSA in the employment of DAP.

### **3.5 Target Population and sampling**

“A target population is the collection of units or people with specific characteristics the researcher is interested in and it is the population from which a sample will be selected” (Sarantakos, 2005:152). The target population for this study was 179 (One hundred and seventy nine) employees

at SASSA Regional, District and Local offices in KZN. The primary objective of sampling is to have a representative sample for the researcher to study as a smaller group to produce accurate generalisations for the total group.

### **3.6 Sampling strategies**

“Sampling is a process of selecting a small portion of the population to represent the entire or target population in a research study” (Ghauri & Gronhaug, 2002:112). Both probability and non-probability sampling were utilised for this study. Simple random sampling was used for the quantitative method because of its reliability and validity. Purposive sampling was used for the qualitative method of the research as it is cost effective and convenient (Wagner, Kawulich and Garner, 2012).

#### **3.6.1 Sampling for the quantitative method**

Probability sampling is one in which selection is by chance using principles of random sampling (Sarantakos, 2005:154). The researcher used probability sampling for quantitative research and the simple random sampling was used. The researcher used the simple random sampling to develop an accurate sampling frame and further to select elements according to the mathematically random procedure. He located elements that were selected for inclusion in the sample. Respondents were selected according to their different band or employment levels within SASSA-KZN. 179 individuals at different levels were selected for quantitative sampling method and they were Level 13, Level 11/12, Level 9/10, Level 8, Level 7 and Level 5. It should be clarified that Levels 11/12 are Managers some of which were appointed as Level 11 and some at Level 12. Levels 9/10 are Assistant Managers some of which were appointed as Level 9 and some at Level 10.

#### **3.6.2 Sampling for qualitative method**

The researcher used non-probability sampling and the purposive sampling, which was used to allow the researcher to purposely select participants who were relevant and suitable to the study and to recruit them to participate in the study (Sarantakos, 2005:164). It was a non-probability sampling method in which selection of subjects or units into the sample is by choice or judgement of the researcher. Ten of the subjects out of the 179 were selected for interviews. They were selected according to their levels of employment within SASSA-KZN and these levels are level 14, level 13, level 11/12, level 9/10, level 7 and level 5.

### **3.7 Sample and Sample Size**

The sample for the study was selected from the target population identified as 1656 SASSA employees in KZN. A sample size of 56 (Fifty six) out of 179 (One hundred and seventy nine) people were made up of respondents from the SASSA, refer to Table 3.1.

**Table 3-1 Sampling strategy**

Location	Population	Sample	Sampling method	Research method	Total
KZN Regional office	198	3 x Level 12	Simple random & purposive	2- quantitative 1- qualitative	3
		4 x Level 7	Simple random & purposive	3- quantitative 1- qualitative	4
		7 x Level 5	Simple random & purposive	5 quantitative 2 qualitative	7
Durban District Office	53	1x Level 12 2 x Level 8 6 x Level 5	Simple random	9 Quantitative	9
Umlazi	29	2 x Level 8 7 x Level 5	Simple random	9 Quantitative	9
Durban Local	25	1 x Level 12 2 x Level 8 4 x Level 5	Simple random	7 Quantitative	7
Chatsworth Local Office	30	1 x Level 8 6 x Level 5	Simple random	7 Quantitative	7
Nongoma Local Office	23	1 x Level 7 3 x Level 5	Simple random	4 Quantitative	4
KwaMsane Local Office	19	1 x Level 10 2 x Level 8 8 x Level 5	Simple random	11 Quantitative	11
Reisethorpe Local Office	14	2 x Level 8 3 x Level 5	Simple random	5 Quantitative	5
Richmond Local Office	15	2 x Level 7 2 x Level 5	Simple random	4 Quantitative	4
<b>Total</b>	406				70

Regional HCM and District Senior Managers who, when combined, would have formed a sample of 10 (ten) respondents to be interviewed because they are directly involved in the recruitment and selection process which is the core of the study since it aimed at assessing the employment of DAP

within SASSA and its gaps. The number was planned to allow for in depth investigation and provide acceptable breadth and depth of focus as well as insight into the subject matter. The achieved figure was manageable for the researcher in terms of time, cost and willingness to participate. Three SASSA local offices in three Districts were samples representing rural, semi-urban and urban to ensure representation of respondents living in different geographical areas.

### **3.8 Data Collection Methods and Instruments**

The researcher used two methods to collect data and these were a survey method or quantitative method where respondents were requested to complete questionnaires and a qualitative method which involved face-to-face interviews where respondents were asked questions involving probing to collect information about their experiences and opinions about the subject.

#### **3.8.1 The recruitment strategy**

After the researcher had received permission from the SASSA-KZN Regional Executive Manager, an e-mail was circulated to selected elements for the study with the attachments of informed consent (Appendix B1 and Appendix B2). Questionnaires were attached for respondents to complete and appointments were made with the participants who were willing to participate in an interview. Recruitment letters as an invitation for SASSA-KZN employees to participate in the study were circulated (Appendix C).

#### **3.8.2 Survey method**

“While survey research refers to a particular type of empirical research, many different kinds of surveys exist, we might include under this term census of populations, public opinion polls, market research studies of consumer preferences, academic studies of prejudice, epidemiological studies, and so forth” (Babbie, 1990:51). Babbie (1990) states that the survey method may be used in an enquiry to explore components of a situation and in this case, it assisted in a holistic assessment of SASSA as an organization regarding the position of DAP. He also states that surveys have an additional objective of making explanatory assertions about the population. “The purpose of a survey might be to estimate the proportion of persons that use a product, or to estimate the number of acres per farm or the total acres or crop land, or estimate the proportion of punch cards that are in error” (Hansen, Hurwitz and Madow, 1993:11).

A survey method was used to collect data from the SASSA employees using self-administered questionnaires to 56 (Fifty six) individuals (see appendix D). The questionnaire was standardized to ensure that all respondents received a common questionnaire for relevant data to be supplied to the questions. Questionnaires were distributed to respondents who provided data reflecting their personal perceptions, views and experience in working with DAP or as an employer of DAP. Scaled item in the choices in the questionnaires which allowed a fairly accurate assessment of beliefs and opinions was utilised.

For this part of data collection, 169 questionnaires consisting of five sections were distributed. Section A concentrated on demographics and section B to section E concentrated on the workers' perceptions of the employment of DAP. Fifty six of completed questionnaires were returned.

### 3.8.2.1 Measurement

To gather information regarding knowledge, attitudes, perceptions, beliefs and views of the respondents regarding the employment of DAP, a Likert scale was used. Respondents were expected to indicate their levels of agreement to statements by indicating on a five-point scale whether they; 1=strongly disagreed, 2=disagreed, 3=somewhat agreed, 4=Agreed and 5=strongly agreed

### 3.8.3 Semi-structured in-depth interviews

“An interview is a person-to-person interaction, either face-to-face or over a telephone, between an interviewer and respondent(s) in which an interviewer poses questions to the other party in order to prompt information or opinions from them” (Kumar, 2011:144). The study used semi-structured in-depth interviews. This interview format gave respondents freedom to express themselves fully and allowed the interviewer space to pursue lines of enquiry opened up by the interview (see appendix E). “Semi-structured interview was suitable because it allowed rich and detailed information to be collected and creates a quality context of the phenomenon under study” (Rule & John, 2011:65). Participants for the semi-structured in-depth interviews were 5 (Five) members of SASSA staff from Human Capital Management and District Managers. Individual interviews were conducted with them. The purpose of the interviews was to gain insight into the factors that influence SAASA’s inclusion of DAP in KwaZulu-Natal region workforce.

## **3.9 Data quality control**

### **3.9.1 Confirmability**

This refers to how well the data collected support the findings and interpretation of the study. This avoids the biasness of the researcher where he /she could come to unfounded conclusions through his/her assumptions or pre-determination. To ensure trustworthiness the researcher utilized raw data, process notes, survey and themes that were developed. The researcher further used data obtained from interviews to confirm data which had been collected during the survey.

### **3.9.2 Credibility**

This refers to the accuracy of the researcher's interpretation of data provided by the participants. The credibility of findings presented is guided, in part; by the time the researcher has spent with the respondents in order to understand their responses to questions clearly. The researchers, therefore, asked probing questions to get accurate responses and to get clarity where there was no clear understanding of the response.

### **3.9.3 Dependability**

Du Plooy-Cilliers, Davis, and Bezuidenhout (2014) indicate that dependability means the quality of the process which takes place between data collection, data analysis and the theory generated from the data collected. The researcher analysed data, examined documents, analysed interview transcripts to determine if the study answered research questions and came up with conclusions and recommend.

### **3.9.4 Transferability**

This means that the findings can be applied to a similar situation and deliver the same results. This means that the results and analysis of the study can be applied beyond the current research (Du Plooy-Cilliers *et al.*, 2014). Transferability was ensured by collecting enough and comprehensive data from SASSA-KZN employees and reporting the date with sufficient detail and precision.

### **3.9.5 Validity and Reliability**

The same questionnaire was used for all respondents to collect data about their understanding of the employment of DAP. "When assessing if the research method or instrument is reliable, you

need to ask whether the same results would be produced if the research would be repeated by a different researcher at a different time using the same method or instrument”, (Du Ploy-Cilliers *et al*, 2014:254). Validity confirms if the findings reflect what is actually happening in a given situation. Internal validity indicates whether the research method used will answer the questions of the study. Du Plooy-Cilliers *et al.*, (2017) further states that the external validity focuses on the ability to generalise findings from a specific sample to a larger population.

### **3.10 Data Analysis**

Data analysis is the process by which meaning is obtained from the collected data (Ghauri & Gronhaug, 2002:122), and it involves examination of raw data with the objective of drawing conclusions about the information presented. Data analysis methods which are appropriate to quantitative and qualitative methods were utilised for this research.

#### **3.10.1 The quantitative data analysis**

For quantitative data analysis, the researcher made use of descriptive and inferential statistics. Graphs were used to represent responses of the participants to research questions and their sub-themes. Graphs displayed percentages of the respondents ranging from strongly disagree, disagree, somewhat agree, agree and strongly agree and further provided statements. Quantitative data were analysed using the SPSS computer program. Findings are presented using frequency tables and graphic representations such as graphs and tables as required. Qualitative data collected has been analysed using thematic analysis. According to Braun & Clarke (2006) thematic analysis is a method of identifying, analysing, interpreting and reporting significant patterns or themes within data where a theme captures something relevant about data. Thematic analysis is related to the research question and represents some level of relationship or meaning within the data. Thematic analysis is deemed suitable for qualitative data analysis because the technique allows for concise organization and detailed description of collected data. The researcher used fifteen tables in which comparisons were drawn between the sub-theme of the research question and demographic information. The chi square test was used to determine the relation between the demographic characteristics of the respondents and their perceptions.

### **3.10.2 Qualitative data analysis**

Qualitative data analysis entails the involvement of the reduction, organization, interpretation and substantiation of data (Du Plooy-Cilliers *et al*, 2014). The researcher opted for content analysis as his method to utilize in this study. It was utilized to explore and identify overt and covert themes and patens fixed or connected to the qualitative data. There are five steps required to analyse data qualitatively and they are discussed hereunder.

#### **3.10.2.1 The organization of data**

After transcribing data which was collected through interviews the researcher studied the interview guide (Appendix E) and focused on questions which the study was attempting to answer. The researcher listened to recorded interviews, copied and noted the recurring words, ideas, concepts and themes in the recordings.

#### **3.10.2.2 Finding and organizing ideas and concepts**

The researcher noted various answers responded to in each question and made note of the words and expressions which had been used most frequently. He then rearranged these words into codes and categories. Coding means marking different sections of the data as being instances of, or relevant to one or more of the themes (Blanche, Durrheim and Painter, 2007).

#### **3.10.2.3 Building over-arching themes in the data**

The researcher gathered all relevant concepts, codes, ideas and formed one theme for the discrimination and marginalization of DAP.

#### **3.10.2.4 Establishing possible and plausible explanation of the findings**

The researcher tried to find out if the findings answered the research questions by consulting responses provided by the respondents and participants in the study.

## **3.11 Ethical Considerations**

Mouton (2009) highlights that an ethical issue in a research is primarily based on the agreement between researchers on what is right and what is wrong. This forms an agreement on what is moral

and what is not. Ethical considerations were attended to by firstly obtaining ethical approval for the study from the University of KwaZulu Natal Research Ethics Committee (Appendix C). A gatekeeper letter was obtained from SASSA Regional Executive Manager in KZN (Appendix A).

### 3.11.1 Informed consent

A document and information about the study were circulated to participants to confirm that their participation is voluntary. It was also to confirm that they were free to withdraw their participation at any time they wish to do so. Assurance that information provided for the study would be kept confidential and that their identities would not be disclosed. Participants were asked to sign the consent form where they were to indicate whether they were willing to be recorded by audio, photographic or video equipment (See appendix B1 and B2).

### 3.11.2 Privacy

Participants of the qualitative method were given an opportunity to decide where and when they preferred the interviews to be held. The researcher gave an assurance that he would not comment on their emotions, beliefs, personal attitudes, opinions, habits, doubts and fears, and these were not communicated to any other person. The researcher ensured that any sensitive information provided either through interviews or the questionnaire would not be made public.

### 3.11.3 Avoiding harm

The researcher ensured that the participants are not exposed to conditions which would cause participants to recall painful memories. He avoided interviewing participants when there were other counterparts present as this would embarrass the participant. Participants may feel that their contributions are less intelligent when in a group and therefore they could opt to participate as individuals. Participants completed questionnaires in their own time and at their own place and were not expected to indicate their identities because they would feel that their future at the workplace could be threatened due to their honest responses. Du Plooy-Cilliers *et al*, (2014) provide guidance that the researcher should be very clear in advance before the participant gives consent about the nature of the research if the process will involve a sensitive topic.

#### **3.11.4 Deception**

The researcher debriefed his respondents in the consent form and letter where he clearly indicated the purpose of the study. He also provided background on the reasons for asking questions in the questionnaire. He ensured that the respondents understood what the intentions of the study were.

### **3.12 Limitations of the study**

Du Plooy-Cilliers *et al* (2014) indicate that limitations can be described as challenges or limits in a study which are beyond the control of the researcher like time frames, cooperation of participants, financial resources and access to information among others. The study findings are subject to two limitations. The study sample involved levels from the General Manager and all levels below him but the general manager (Level 14) and senior managers (Level 13) could not be available during the research period due to their tight schedules. This has an influence because these subjects are the ones involved in the formulation and interpretation of policies and would have provided in-depth information on the employability and employment of DAP. From the 169 questionnaires which were distributed only 56 completed questionnaires were returned. However, other management levels below Level 14 and 13 contributed to the study. They were contributing towards the collection of data from management to the lowest levels of the organization SASSA-KZN. Contributions were relevant because management which contributed are the ones who directly interact with DAP. They are in a better position to observe issues around infrastructure, impact of policy implementation and relationships in the workplace. They are also the ones who receive newly employed staff and have knowledge of the DAP employees' turnover.

### **3.13 Summary of the chapter**

This chapter presented methods used to collect data which would assist in addressing research objectives and research questions. Which stood up in chapter two. It explained the relevance and advantages of using the mixed research methods which are quantitative and qualitative methods. It specified the study site and the sampling strategies and reasons why sites and samples were identified. This chapter further explained instruments which would be used to collect data and these were questionnaires and semi-structured in-depth interviews. Chapter three also discussed issues on data quality control and data analysis for the mixed methods which would assist in the analysis of data collected. Issues of ethical consideration were discussed to data collected and both the participants and respondents during the research processes. The chapter concluded by providing

information on the limitations of the study but explained the value of data collected in answering the research objectives even though there were limitations

## **CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS**

### **4.1 Introduction**

The major objective of the study was to assess the organizational inclusion in the employment of DAP by SASSA in KZN. The aim of this chapter is to clarify and discuss data collected when the interviews were conducted and from the questionnaires completed by the respondents. The chapter analyses graphs and tables to present data. It also gives an account of the key findings of the study.

The chapter provides a summary of the demographic information of the respondents. Following this introduction, it presents the data related to the four related questions. Firstly, the chapter presents the data gathered from the respondents in relation to policies which should be designed to accommodate DAP in SASSA-KZN. Secondly, the chapter presents information obtained from the respondents in relation to perceptions of SASSA-KZN management about the employment of DAP. Thirdly, the chapter presents information gathered from the respondents in relation to SASSA-KZN employee perceptions about the implementation of the Employment Equity Act (Act 55 of 1998) towards the employment of DAP. Fourthly, the chapter presents information gathered from the respondents in relation to the extent to which the physical infrastructure at SASSA-KZN accommodates the needs of DAP. Finally, a synopsis of the study is provided.

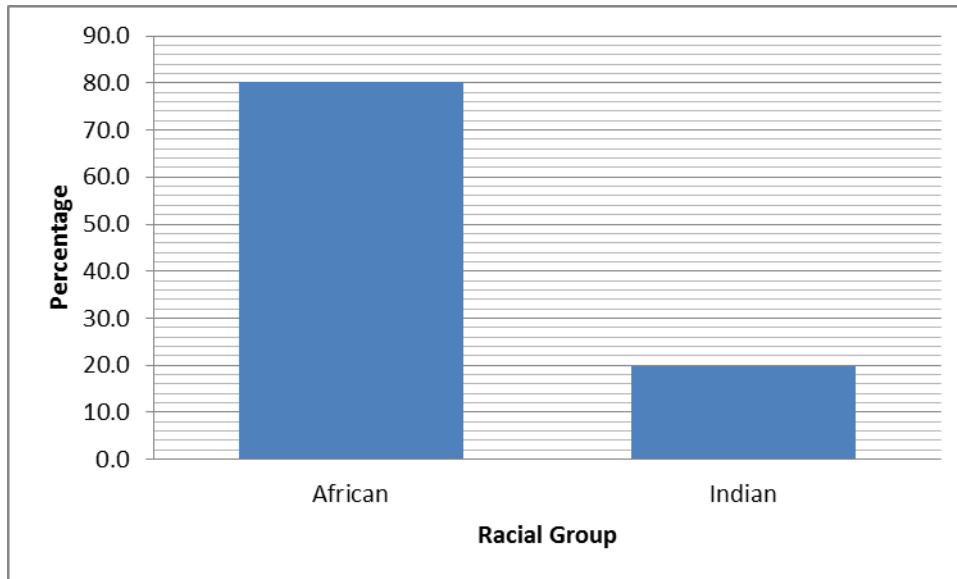
### **4.2 Biographical information**

This section analysed the biographical information of the participants and has six subsections which are: racial group, gender, age, the level of employment, service at SASSA-KZN in years and different ability, refer to appendix A.

#### **4.2.1 Racial group**

The racial group can influence the understanding of the employment of DAP since there are differences in beliefs ranging from one racial group to the other. The racial class has an influence on the level of understanding by employees towards the employment of DAP. SASSA-KZN has employees of all races but out of all employees who were given an opportunity to participate only Africans and Indians participated.

Respondents were required to provide information about their race groups. Graph 4-1 shows a racial group of the respondents in SASSA-KZN.



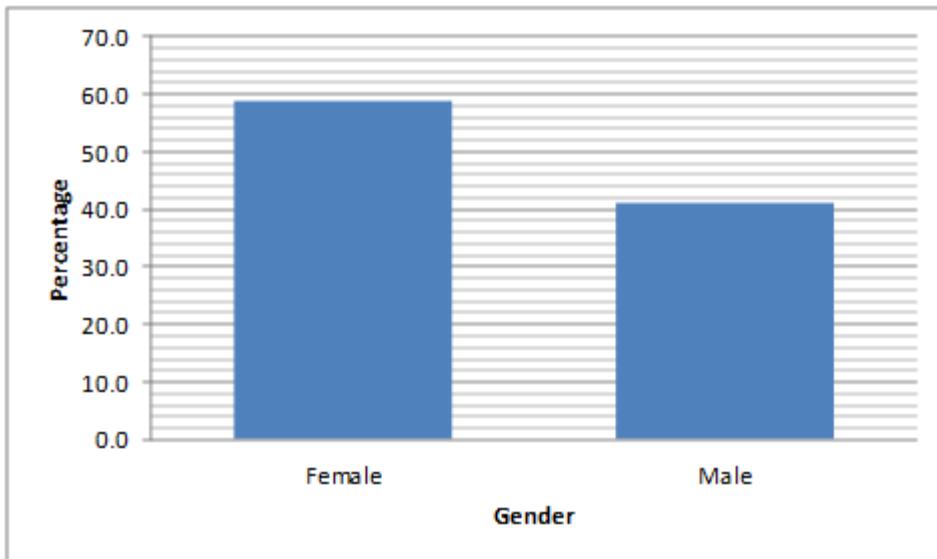
**Graph 4-1: Classification of respondents according to racial group**

Graph 4-1 shows that 80.4% of respondents were Africans whilst 19.6% of respondents were Indians. 0% of whites and coloured employees of SASSA-KZN participated in the survey.

#### 4.2.2 Gender

Gender has an effect on the perception of the employment of DAP whereby one gender may feel uncomfortable working with a different gender.

Respondents were required to provide information about their gender. Graph 4-2 shows the gender of the respondents who participated in the study.



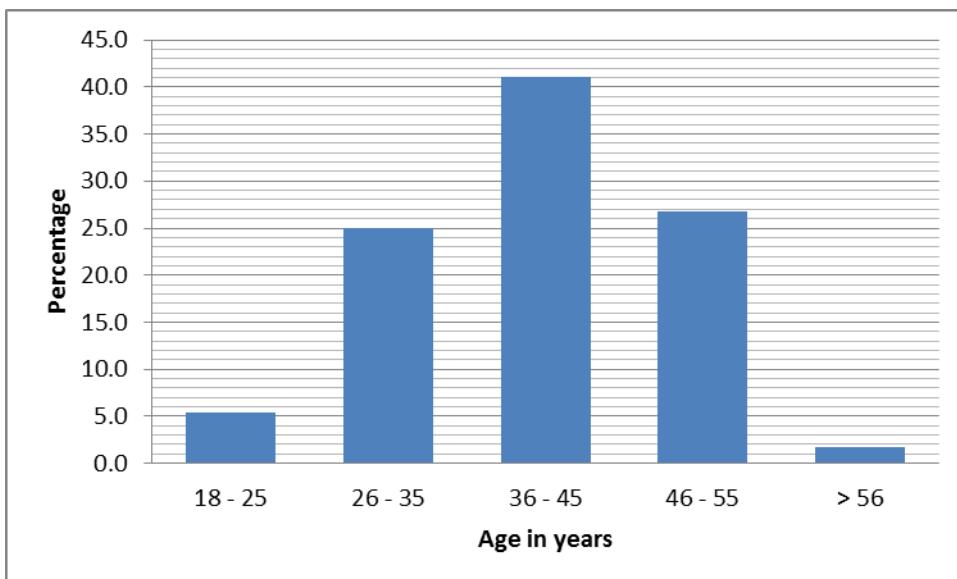
**Graph 4-2: Classification of respondents according to gender**

Graph 4-2 shows that out of 56 participants who used an opportunity to participate in a survey, 58.9% of respondents were females whilst 41.1% were males. The variance shows that more females were willing to contribute to the assessment of organizational inclusion in the employment of DAP in SASSA-KZN.

#### 4.2.3 Age of respondents in years

Age of the respondents can influence their understanding and implementation of the policies. It can also influence their perceptions towards the employment of DAP and subsequently their relationship in the workplace.

Respondents were required to provide information about their age in years. Graph 4-3 shows the age of respondents in years.



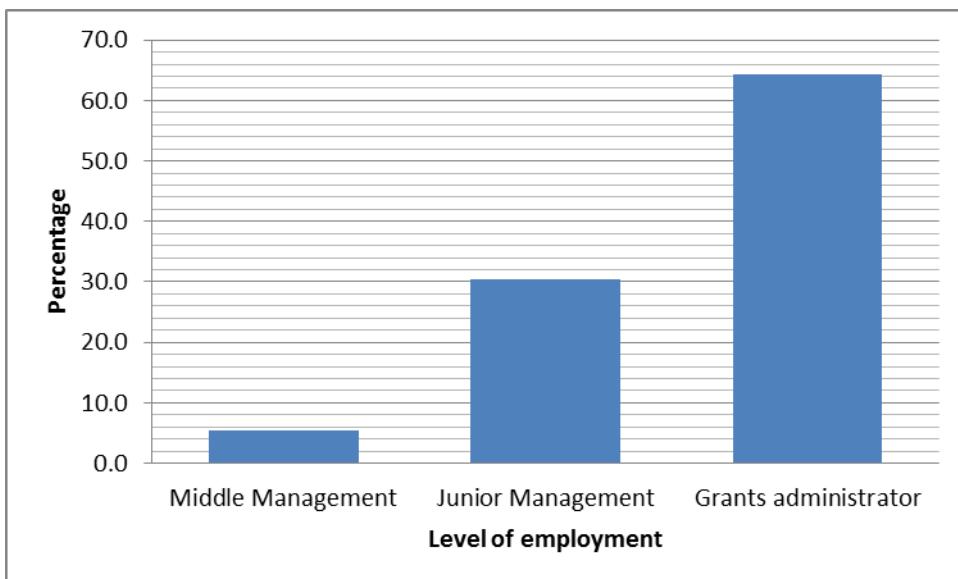
**Graph 4-3: Classification of respondents according to age in years**

Graph 4-3 shows that 5.4% of respondents were between 18 and 25 years of age, whilst 25.0% were between 26 and 35 years of age, 41.1% were between 36 and 45 years of age, 26.8% were respondents between 46 and 55 years of age and 1.8% were respondents from 56 years of age and above. As can be seen from graph 4-3, a high percentage of respondents (92.9%) aged between 25 and 55 years of age were mature and could be expected to implement government policies effectively and to understand diversity in the workplace.

#### 4.2.4 Level of employment in SASSA-KZN

The level of employment of respondents indicates the kind of the job they perform in the organization. Some employees were at the operational level and others at managerial level. The nature of responses one may expect to receive from these different levels within the Agency regarding the employment of DAP may not be the same.

Respondents were required to provide information about their levels of employment in SASSA-KZN. Graph 4-4 shows the levels of employment in SASSA-KZN.

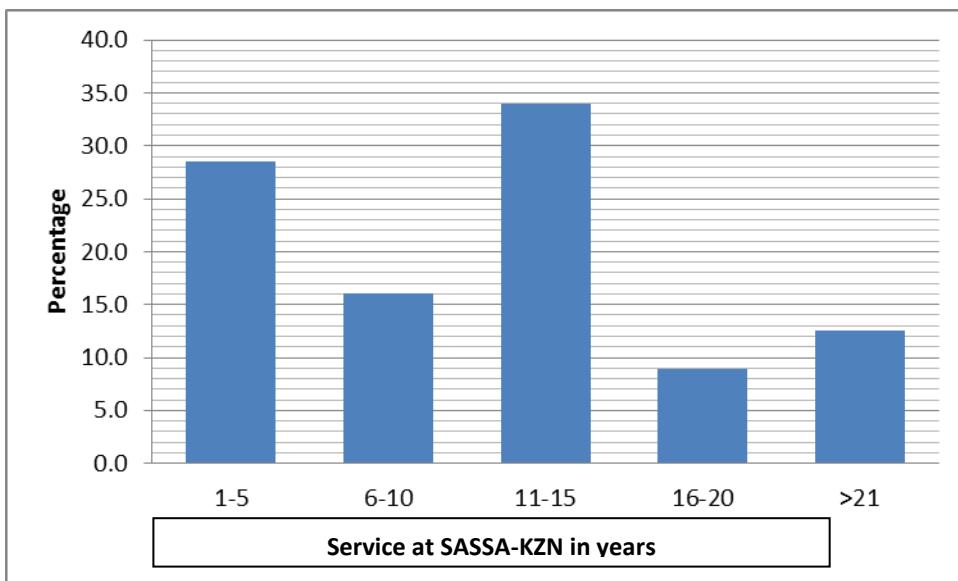


**Graph 4-4: The classification of respondents according to the level of employment**

Graph 4-4 shows that 5.4% of respondents were in middle management whilst 30.4% of respondents were Junior Management and 64.3% of respondents were granted administrators categorized as other in the questionnaires. The majority of respondents (64.3%) granted administrators which are not at the level of government policy implementation level in terms of the employment of DAP. The survey was intended for categories ranging from senior management, Middle Management, Junior Management, Human Capital Management practitioners and other levels in SASSA which includes Grants Administrators classified as clerks.

#### 4.2.5 Service at SASSA-KZN in years

The researcher noted the importance of knowing the experience of the respondents in SASSA-KZN because that would influence their understanding of the employment of DAP in line with the policies and the Employment Equity Act 55 of 1998. Graph 4-5 shows the service at SASSA-KZN in years.

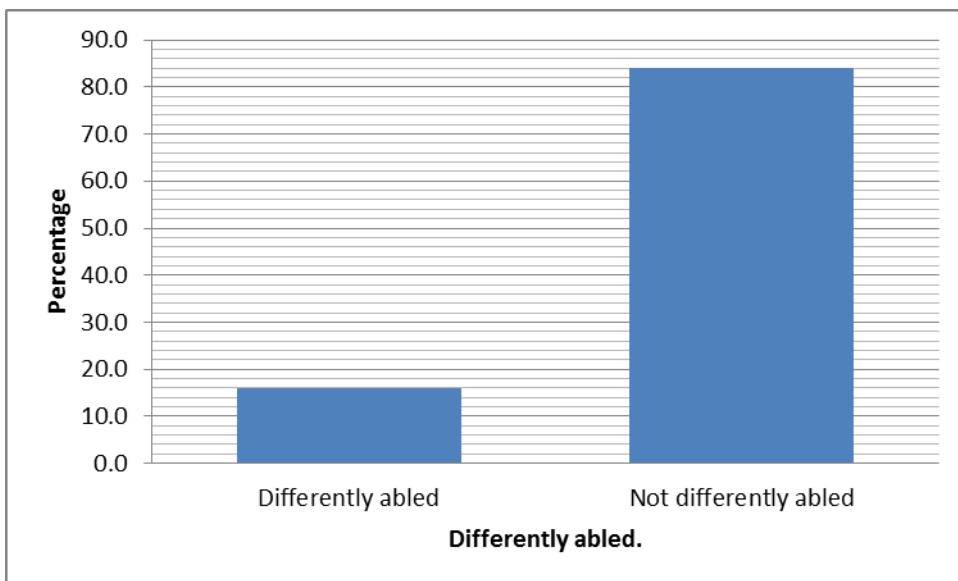


**Graph 4-5: Service at SASSA-KZN in years**

Graph 4-5 shows that a percentage of respondents which shows that 28.6% had a service of 1 to 5 years whilst 16.1% of respondents had a service of 6 to 10 years, 33.9% of respondents had a service of 11 to 15 years 8.9% of respondents had a service of 16 to 20 years and 12.5% of respondents had a service above 21 years at SASSA-KZN. As can be noted in graph 4-5, the majority of respondents (71.4%) were seasoned employees who could implement government policies.

#### 4.2.6 Classification of employees according to their ability

It was important for the researcher to obtain information from both the categories of ability so that the actual understanding of the concept can be established. Respondents were requested to indicate whether they are differently abled or not. Graph 4-6 shows a percentage of respondents who are differently abled and those who are not differently abled.



**Graph 4-6: Classification of respondents according to their ability**

Graph 4-6 shows that 16.1% of respondents were differently abled whilst 83.9% of respondents were not differently abled. The interpretation of the table indicates a huge gap in participation between the differently abled and not differently abled which limits contributions on the views which would assist in the assessment of organizational inclusion in the employment of DAP by SASSA-KZN. However, graph 4-6 shows the majority of respondents (83.9%) who do not have impairments. These are people who are expected provide information in order to address the argument of organizational inclusion in the employment of DAP in SASSA-KZN.

This section has discussed the demographic information of the respondents, on the assumption that it will influence the organizational inclusion in the employment of DAP. The respondent's racial group, gender, age, employment level, service in years and ability might influence the employment of DAP.

The next section of this dissertation is concerned with the answering of research questions and achievement of research objectives. The subheadings are organised by the use of statements that reflect the research questions and objectives, which are parallel. This is shown in sections 4.3 to 4.6. Both quantitative and qualitative data are included in relevant subsections. The survey questionnaire also included open-ended questions. Those responses are depicted in the relevant subsections. The letter 'R' followed by the number of the survey respondent shows the code for

responses to open-ended questions (for example, R1). The responses to interview questions are demonstrated by the letter 'I' followed by the number signifying the interviewee (for instance, I1).

### **4.3 Influence of policies on the employment of DAP in SASSA-KZN**

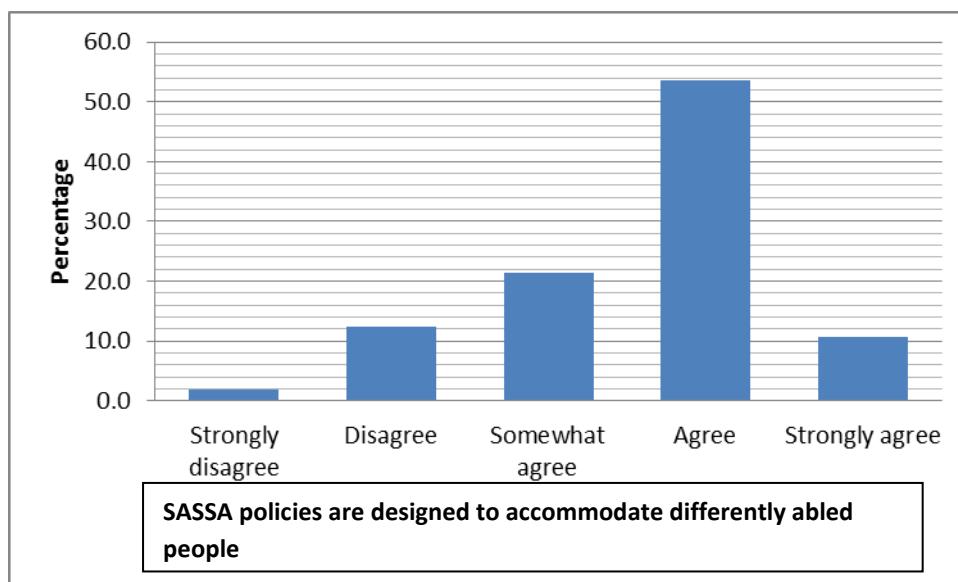
The first research question in this study in line with the conceptual framework sought to understand how SASSA policies influence the employment of DAP in KZN. This section follows the survey questionnaire and has four subsections to which the respondents had to respond and they are:

- (1) Adequacy of SASSA-KZN policies to accommodate DAP;
- (2) Policies supporting programmes designed specifically for DAP;
- (3) SASSA-KZN documented employee support programmes designed specifically for DAP; and
- (4) conducting of the skills audit by SASSA-KZN to put a skills development plan in place.

Each is discussed in turn.

#### **4.3.1 SASSA-KZN policies are adequately designed to accommodate DAP**

Policies give guidance to organizations towards compliance with acts and government prescripts. The correct interpretation of the Employment Equity Act 55 of 1998 provides guidance for the formulation of adequate Departmental policies and regulations with the involvement of employees across the board. Respondents were asked if SASSA-KZN policies are designed to accommodate DAP. Graph 4-7 shows the perceptions of the respondents on whether or not, in the opinion of the respondents, SASSA-KZN policies are designed to accommodate DAP.



**Graph 4-7 SASSA policies are designed to accommodate differently abled people**

Graph 4-7 shows that more than half of the respondents, fifty four percent (53.6%) agreed while eleven percent (10.7%) of respondents strongly agreed. Thirteen percent (12.5%) disagreed. Some respondents (21.4%) somewhat agreed with the statement. A very small portion (1.8%) strongly disagreed with the statement.

The question of the adequacy of policies drew mixed feelings from the participants' comments on questionnaires as reflected below:

Although policies are in place, they are very limiting in so far as coverage (R 3).

I am not aware of any policy addressing disability issues and some offices are not well established for DAP (R 11).

It is still a haphazard approach and is not adequate (R 20).

SASSA does not have specific policies designed for people with disabilities R 28).

My Local office does not have the policy and does not accommodate Differently Abled People (R 36).

During a face-to-face interview, respondents were required to confirm if DAP is represented in the job levels fairly in line with the policy and the Employment Equity Act 55 of 1998. One of the respondents remarked as follows:

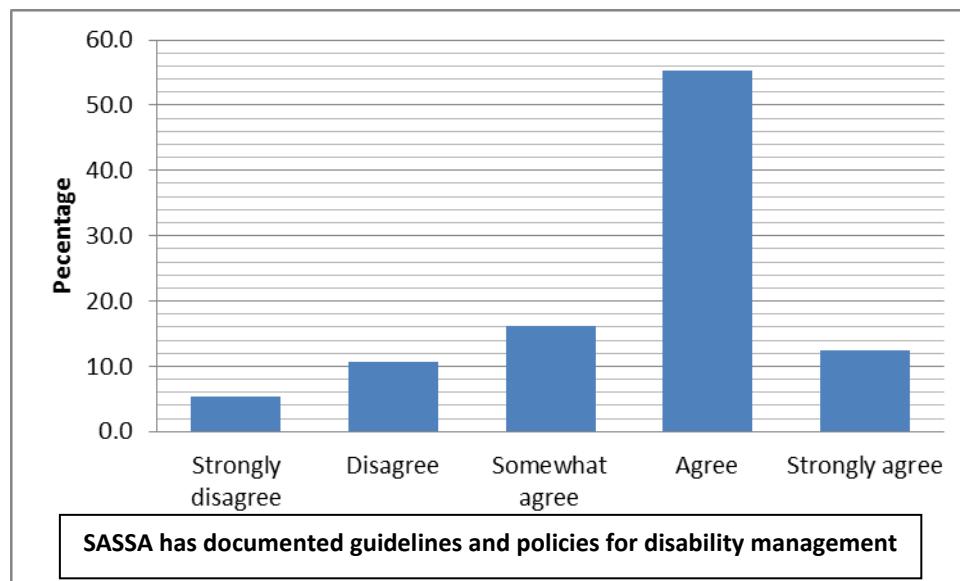
I would say not, currently not for now but it is work in progress (I 1).

Taken together, comments and interview responses are overall assumption that SASSA policies adequately are designed to accommodate DAP. This is confirmed by statistical results of the majority (65%) which is a combination of respondents who agreed and those who strongly agreed. However, comments by some respondents indicate that SASSA-KZN policies do not have a remarkable impact in the employment and welfare of DAP. Some comments indicate that there are no policies which give an indication that there is poor communication at SASSA-KZN. The issue of policies is very critical in an organization because they drive the direction of the organization.

#### **4.3.2 SASSA-KZN has documented guidelines supporting disability management**

The assessment of the organizational inclusion in the employment of DAP entails establishing whether or not an organization has a disability management policy. The disability management

policy supports organizations in sustaining the implementing the Employment Equity Act 55 of 1998 and ensures the welfare of DAP in the workplace. Respondents were asked whether SASSA-KZN has documented guidelines and policies supporting disability management. Graph 4-8 show whether or not, in the opinion of the respondents, SASSA-KZN has documented guidelines and policies supporting disability management. Organizations need Disability Management policy in order to accommodate DAP.



**Graph 4-8: SASSA has documented guidelines and policies for disability management**

It is noted from the statistical data that SASSA-KZN has documented guidelines and policies supporting disability management. Graph 4-8 indicates that more than half of the respondents, fifty five percent (55.4%) agreed that SASSA-KZN has documented guidelines and policies for disability management which is an indication that SASSA-KZN is moving towards accommodating DAP. Also, twelve percent (12.4%) of respondents strongly agreed with the statement with sixteen percent (16.1%) who somewhat agreed. A minimum of eleven percent (10.7%) of respondents disagreed with the lowest fraction of five percent (5.4%) who strongly disagreed. Participants were requested to comment on whether SASSA has documented guidelines and policies supporting disability management and they responded as follows:

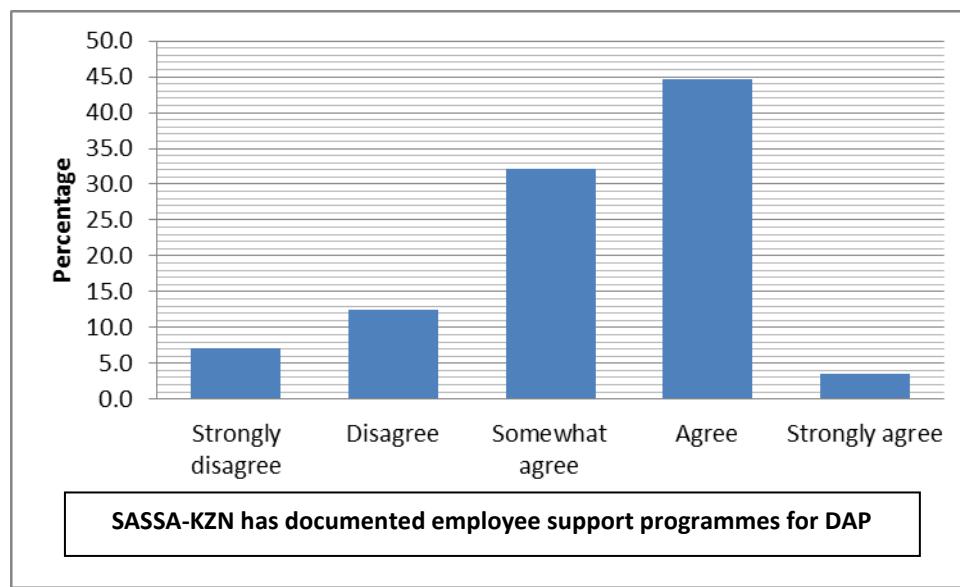
I have never seen that document (R24).

No. If they do, those documents are not communicated with [to] the staff (R28).

Taking both statistical data and the responses provided it is evident that SASSA-KZN has documented guidelines and policies supporting disability management. A majority of sixty eight percent (67.8%) strongly agreed and agreed that SASSA has documented guidelines and policies supporting disability management while sixteen percent (16.1%) did not agree with the statement. There is sixteen percent (16.1%) of respondents who somewhat agreed that SASSA-KZN has documented guidelines and policies supporting disability management.

#### 4.3.3 SASSA has documented employee support programmes designed for DAP

Organizations are required to have documented support programmes designed for DAP for their wellness in line with the Employment Equity Act 55 of 1998. It is imperative that the impact of these programmes have to be assessed. These documented support programmes would assist organizations in the annual reporting and assess themselves as to whether they are compliant with the act or not. Respondents were asked if SASSA-KZN has implemented documented employee support programmes designed especially for DAP. Graph 4-9 shows whether or not SASSA-KZN has, in the opinion of the respondents, implemented documented support programmes designed especially for DAP.



**Graph 4-9: SASSA-KZN has documented employee support programmes for DAP**

Graph 4-9 shows that forty five percent (44.6%) of respondents agreed with the statement with an addition of four percent (3.6%) who strongly agreed. A minimum of seven percent (7.1%) of

respondents strongly disagreed and thirteen percent 12.5% of respondents disagreed. However, thirty two percent (32.1%) of respondents somewhat agreed.

During a face to face interview respondents were asked whether SASSA-KZN has documented employee support programmes designed specifically for DAP and three out of five responded as follows:

I am not aware of such programmes (R28).

I have not heard of any programmes so far (R 1).

At the moment I would say not that I know of but we would love to have these programmes and see them working and benefiting the disabled employees (R 3).

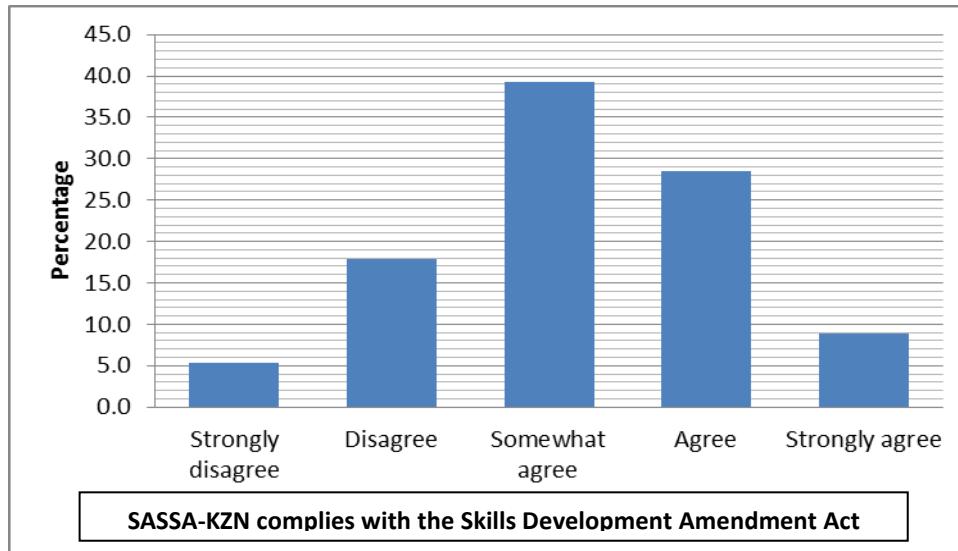
SASSA does not have specific programmes for disabled persons currently because our numbers of DAP are not that large that would allow for SASSA to have specific programmes however we normally treat them normally into our normal stream, so there is no specific program for disabled persons (R 5).

Taking from the above responses it is evident that SASSA-KZN does have documented support programmes designed specifically for DAP. Evidence to that effect is that forty two percent (48.2%) of respondents agreed SASSA-KZN has documented employee support programmes specifically for DAP. Only 19.6% disagreed with the statement. Surprisingly there is 32.1% of respondents who somewhat agreed. The common theme in all the four statements is that some participants are not aware of such programmes. This means that even if policies were there they would not be implemented because they were not communicated effectively to employees.

#### 4.3.4 SASSA complies with the Skills Development Amendment Act 37 of 2008

SASSA provides opportunities for Internship and employs contract workers in line with the EPWP (Extended Public Works Programme) which is intended to develop them and provide them with experience which would make them competitive and employable. It is worth noting that the Skills Development Amendment Act 37 of 2008 promotes the development and improvement of the skills in the workforce and to provide for ‘learnerships’ that lead to recognized occupational qualifications, among other purposes. Organizations are expected to comply with this act for the development of their employees and future employees. Respondents were asked if SASSA complies with the Skills Development Amendment Act 37 of 2008. Graph 4-10 shows whether or

not, in the opinion of the respondents, SASSA-KZN complies with the Skills Development Amendment Act 37 of 2008.



**Graph 4-10: SASSA-KZN complies with the Skills Development Amendment Act 37 of 2008**

Graph 4-10 indicates statistics which provide responses to the statement. A twenty nine percent (28.6%) of respondents agreed and nine percent (8.9%) strongly agreed. A minimum of five percent (5.4%) of respondents strongly disagreed and seventeen percent (17.9%) disagreed. Thirty two percent (32%) somewhat agreed.

Participants were requested to provide comments on whether or not SASSA-KZN complies with the Skills Development Amendment Act 37 of 2008 and three participants commented as follows:

Not as often as SASSA can do but it is adequate for now (R18).

Skills audit at SASSA is a rare process which is conducted strictly for compliance purposes (R2).

I am uncertain whether SASSA-KZN complies with the skills development Act (R35).

Statistical data collected and comments indicate that SASSA-KZN complies with the Skills Development Amendment Act 37 of 2008. A summary of statistics shows that thirty eight percent (37.5) support the statement and this percentage includes those who agreed and those who strongly disagreed. Statistics also show twenty percent (19.6%) of respondents who did not agree. There is a large percentage balance of thirty two percent (32.1%) who somewhat agreed. This could be an indication that a large number of employees are not aware of the Skills Development Amendment

Act 37 of 2008. Development of DAP skills positively impacts on the organizational inclusion in the employment of DAP because their skills have to be developed to a point where they are employable and graduate from being employed on a contract basis and being permanently employed.

This section has discussed how SASSA-KZN policies influence the employment of DAP in KZN with the assumption that these policies would effectively be implemented towards accommodating all DAP in the workplace. Government policies have to be correctly interpreted by management, effectively implemented, monitored and the impact assessment conducted hence the next section discusses the perception of management about the employment of DAP.

#### **4.4 Perceptions of SASSA-KZN management on the employment of DAP**

The management perception in the employment of DAP is key as it influences the effective implementation of the Employment Equity Act 55 of 1998 and review of policies to create a conducive environment for all inclusive of DAP. To establish the perceptions of management about the employment of DAP, SASSA-KZN Management has relevant recruitment and selection strategy for DAP, this section has eight subsections (4.4.1 to 4.4.8) which follows the survey questionnaire:

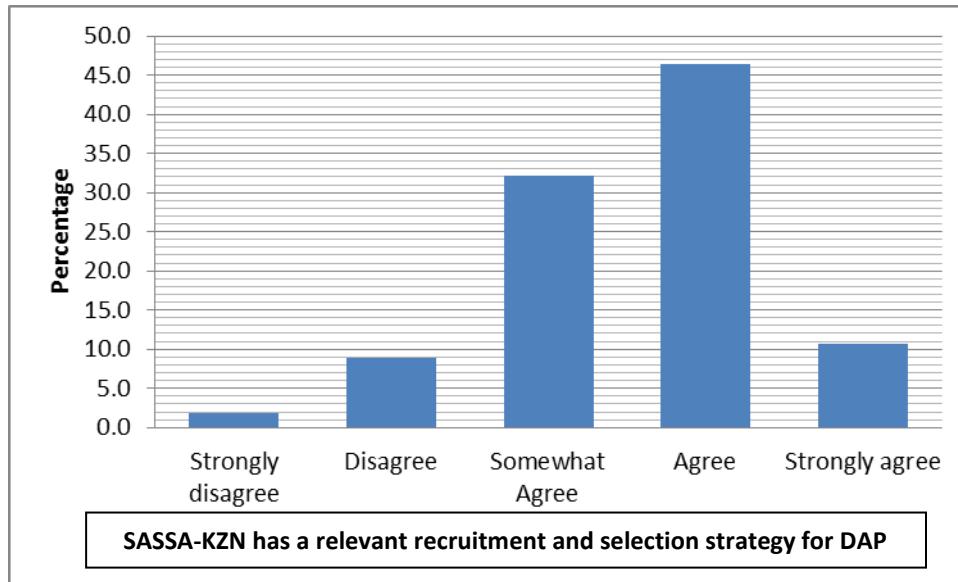
- (1) Management at SASSA has a relevant recruitment and selection strategy which addresses the employment of differently abled people,
- (2) Differently abled people can be more productive working independently at SASSA,
- (3) Differently abled people have to be treated differently from other people because they have limitations in doing their work like any other person,
- (4) Differently abled people can do their work like any other person in SASSA with training programmes available, subsection 4 was further broken down to collect data on DAP with (a) mental health difficulties, (b) DAP with intellectual impairment, (c) DAP with visual, hearing or speech impairment and (d) DAP with physical difficulties,
- (5) Employment of differently abled people has cost implications whereby there could possible workplace adjustments required to accommodate DAP,
- (6) Differently abled people require more time off to take care of their health-related issues as compared to other employees,

- (7) Differently abled people need special attention, as they cannot perform their duties independently like any other employees,
- (8) It is gainful to employ DAP because they are efficient in performing their duties with diligence.

#### 4.4.1 SASSA-KZN has relevant recruitment and selection strategy for DAP

Recruitment and selection is a complex process, which requires organizational management to have a relevant strategy in order to deal with this complexity.

Respondents were asked whether SASSA-KZN management has relevant recruitment and selection strategy. Graph 4-11 shows whether SASSA-KZN management has a relevant recruitment and selection strategy in the opinion of the respondents.



**Graph 4-11: SASSA-KZN has a relevant recruitment and selection strategy for DAP**

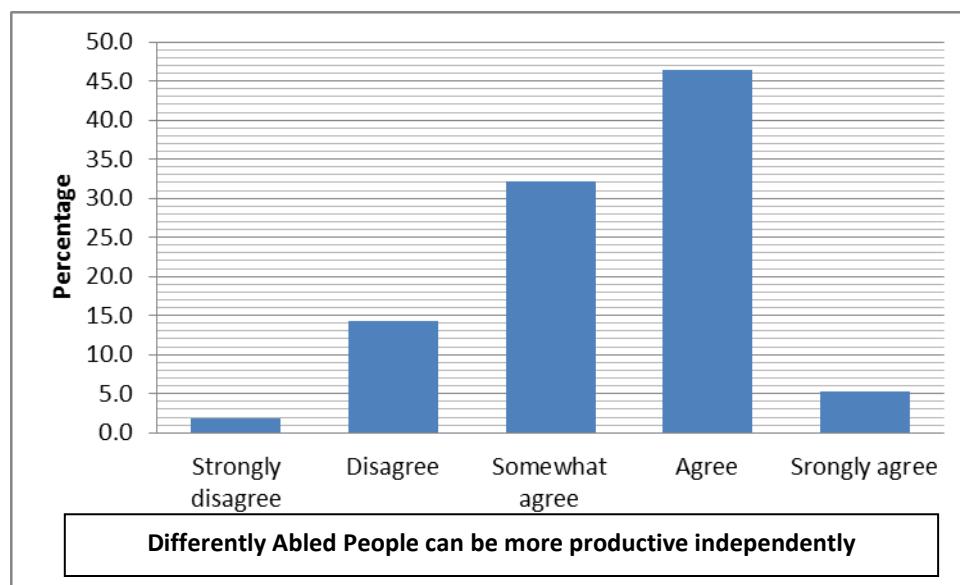
Data analysis shows that forty six percent (46.4%) of respondents agreed and eleven percent (10.7%) of respondents strongly agreed. Two percent (1.8%) of respondents strongly disagreed and nine percent (8.9%) of respondents disagreed. Thirty two percent (32.1%) of respondents somewhat agreed. After ticking in the boxes of questionnaires, participants were further required to provide their comments on whether SASSA-KZN management has a relevant recruitment and selection strategy and one participant commented as follows:

I would not know for sure as it depends on SASSA adverts (R53).

Collected and analysed data show that most of the respondents agree that SASSA-KZN management has a relevant recruitment and selection strategy for DAP since the majority (57.1%) of respondents agreed (A combination of agreed and strongly agreed). However, one respondent commented that he did not know about the existence of the SASSA-KZN management recruitment and selection strategy. A minimum of 10.7% did not agree (A combination of strongly disagreed and disagreed with 32.1% of respondents who were not sure.

#### 4.4.2 DAP can be more productive working independently at SASSA-KZN

Organizations benefit positively when employees can work independently without requiring constant supervision because management will have time to attend to strategic areas. Being able to work independently and being productive displays growth and developed skills. Respondents were asked if DAP can be more productive working independently at SASSA. Graph 4-12 shows whether DAP can be more productive working independently at SASSA in the opinion of the respondents.



**Graph 4-12: DAP can be more productive working independently at SASSA-KZN**

Graph 4-12 shows a clear understanding of perceptions concerning the employment of DAP as 46.4% of respondents agree and 5.4% of respondents strongly agreed. A minimum of 1.8% of respondents strongly disagree, 14.3% of respondents disagree with the balance of 32.1% somewhat

agreed. Percentages indicate that only 16.1% (A combination of strongly disagreed and disagreed) of participants do not totally agree that DAP can be more productive working independently at SASSA.

Participants provided the following comments in their survey questionnaires:

Although they have a certain degree of independence, they need assistance in terms of understanding policies and using PCs and systems (R2).

Currently, we do not have required specifications to accommodate partially sighted employees (R7).

They can be productive provided they are given a chance to execute their duties effectively to gain confidence (R10).

That can happen if you provide resources and give them time (R4).

During the face-to-face interviews respondents provided the following answers when they were asked if DAP can be more productive working independently at SASSA:

The challenge that I have heard most of the time especially about partially sighted people is that they have challenges in using computers (I 4).

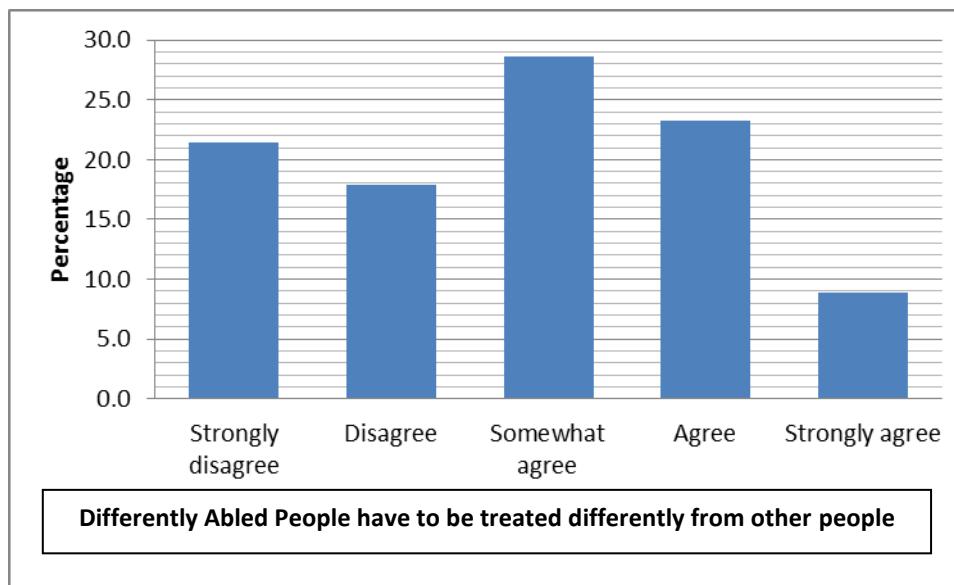
I would safely say they have challenges in performing one hundred per cent but they try their best obviously not poor and not good but they try their best in performing fairly (I 5).

Statistical graphs and comments based on participants' responses during the face-to-face interviews show that DAPs need support in terms of policies that result in the provision of, required specifications to accommodate them and opportunities to display their potential given more time so that they can be more productive. Taken together there is confirmation that DAP can be more productive working independently at SASSA-KZN since a majority of 51.8% which is a combination of those who strongly agreed and those who agreed indicated that management believes in the employment of DAP. The important factor that emerges from this is that support is essential.

#### 4.4.3 DAP have to be treated differently from other people due to their limitations

The workplace dynamics have an effect on the management of employees which is influenced by the diversity of the workforce and the environment they work in. There are workplace conflicts when there are employees who are treated differently from others in most cases.

Respondents were asked whether DAP have to be treated differently from other people because they have limitations in doing their work like any other person. Graph 4-13 shows whether or not, in the opinion of the respondents, DAP have to be treated differently from other people because they have limitations in doing their work like any other person.



**Graph 4-13: Differently Abled People have to be treated differently from other people**

Graph 4-13 shows that DAP do not need to be treated differently because 21.4% of respondents strongly disagree, 17.9% of respondents disagree when compared with 23.2% of respondents who agreed and 8.9% of respondents strongly agreed. There is a balance of 28.6% of respondents who somewhat agreed on which meant that they are not sure. Participants provided their opinions on the treatment of DAP in the workplace and their responses were as follows:

Some of the disabled people can be treated differently depending on their disability (R10).

Some of the people with disability need to be treated differently, e.g. blind persons (R4).

Their work situation has to be suitable for disabled persons. They cannot perform their duties as normal employees (R50).

They only need to be provided with safe and conducive working environment but not to be treated differently (R28).

Working with DAP requires a degree of patience although they have limitations. They should be given sufficient training with regards to the work they will be performing. DAP are accomplishing great things globally. They are a force to be reckoned with (R2).

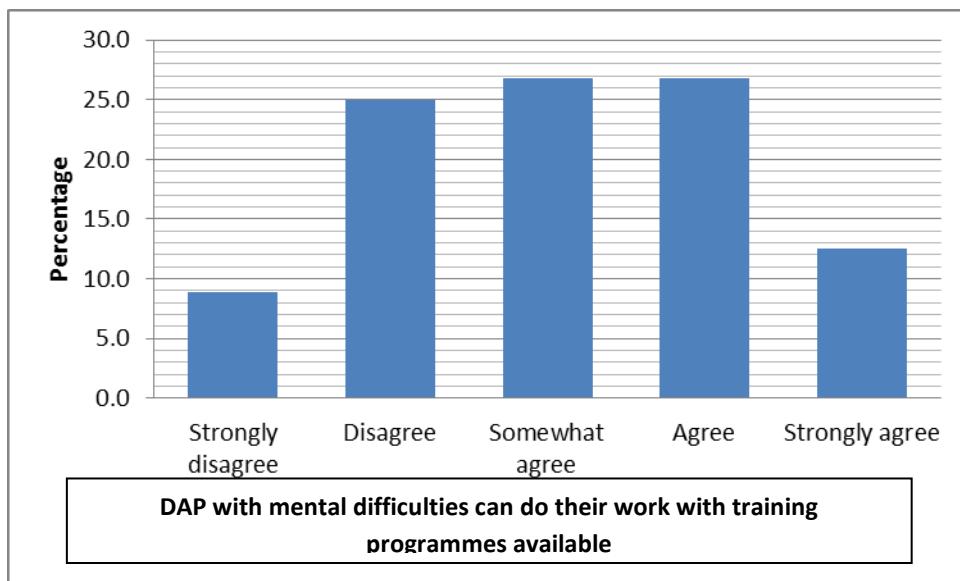
Taken together, responses from participants in the survey and their comments indicate that DAP should not be treated differently. A majority of 39.3% (A combination of strongly disagree and disagree) of respondents did not agree with the statement as compared to 32.1% (A combination of those who agreed and those who strongly agreed). However, Organizations should be cautioned that treatment of employees differently has a negative impact on the relationship in the workforce.

#### **4.4.4 DAP can do their work in SASSA-KZN with training programmes available**

Organizations are required to employ people with different abilities hence the study intends to establish whether or not people with different abilities can perform their duties like any other person. This subsection was broken down to establish whether DAP can do their work like any other person at SASSA with training programmes available even if they have (1) mental difficulties, (2) intellectual impairments, (3) visual, hearing or speech impairment and (4) physical difficulties.

##### **4.4.4.1 DAP with mental difficulties can do their work**

Employees may have mental difficulties which might affect their performance in the workplace. Respondents were asked whether DAP with mental difficulties can do their work with training programmes available. Graph 4-14 shows whether or not, in the opinion of the respondents, DAP with mental difficulties can do their work with training programmes available.



**Graph 4-14: DAP with mental difficulties can do their work**

Graph 4-14 confirms the statement since a majority (26.8%) of respondents agreed and 12.5% of respondents strongly agreed compared to a minority of 8.9% of respondents who strongly disagree and 25.0% of respondents who disagreed. There is a majority of 26.8% of respondents somewhat agree which indicates that they are not sure. Participants were asked to further provide comments whether DAP with mental difficulties can do their work with training programmes available and they provided the following responses:

People with mental difficulties have to be monitored all the time to execute their duties, so it will be time consuming to recruit and train such people (R 10).

Employees with mental health difficulties cannot cope with stressful situations (R 28).

Their emotional instability may affect their relations with customers (R 35).

Statistics show that the majority of respondents 39.3% (A combination of respondents who agreed and those who strongly agreed) agreed that DAP with mental difficulties can do their work with training programmes available when compared with a minority of 33.9% (A combination of strongly disagree and disagreed). However, one respondent's comment indicated that DAP should be monitored. The second respondent indicated a concern about emotional instability of DAP. Table 4-1 shows classification of respondents to the statement as follows:

**Table 4-1 Responses disaggregated by race: DAP with mental difficulties can do their work**

		DAP with mental difficulties can do their work.					Total	
Racial group	African	Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree		
Racial group	African	Count	5	11	11	12	6	45
		% within Racial group	11.1%	24.4%	24.4%	26.7%	13.3%	100.0%
		% within DAP with mental difficulties can do their work with training programmes available.	100.0%	78.6%	73.3%	80.0%	85.7%	80.4%
		% of Total	8.9%	19.6%	19.6%	21.4%	10.7%	80.4%
	Indian	Count	0	3	4	3	1	11
		% within Racial group	0.0%	27.3%	36.4%	27.3%	9.1%	100.0%
		% within DAP with mental difficulties can do their work with training programmes available.	0.0%	21.4%	26.7%	20.0%	14.3%	19.6%
		% of Total	0.0%	5.4%	7.1%	5.4%	1.8%	19.6%
Total		Count	5	14	15	15	7	56
		% within Racial group	8.9%	25.0%	26.8%	26.8%	12.5%	100.0%
		DAP with mental difficulties can do their work.					Total	
		Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree		
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	8.9%	25.0%	26.8%	26.8%	12.5%	100.0%	

Racial statistical analysis indicated the following:

Table 4-1 shows that out of seven (7) respondents to the statement that DAP with mental difficulties can do their work with training available, a maximum of six (6) African respondents constituting 85.7% and one (1) Indian constituting 14.3% strongly agreed with the statement.

**Table 4-2 Responses disaggregated by gender: DAP with mental difficulties can do their work**

			DAP with mental difficulties can do their work.					Total
Gender	Female		Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	
		Count	2	10	7	10	4	33
Gender	Female	% within Gender	6.1%	30.3%	21.2%	30.3%	12.1%	100.0%
		% within DAP with mental difficulties can do their work with training programmes available.	40.0%	71.4%	46.7%	66.7%	57.1%	58.9%
		% of Total	3.6%	17.9%	12.5%	17.9%	7.1%	58.9%
		Count	3	4	8	5	3	23
Gender	Male	% within Gender	13.0%	17.4%	34.8%	21.7%	13.0%	100.0%
		% within DAP with mental difficulties can do their work with training programmes available.	60.0%	28.6%	53.3%	33.3%	42.9%	41.1%
		% of Total	5.4%	7.1%	14.3%	8.9%	5.4%	41.1%
		Count	5	14	15	15	7	56
Total		% within Gender	8.9%	25.0%	26.8%	26.8%	12.5%	100.0%
		% within DAP with mental difficulties can do their work with training programmes available.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	8.9%	25.0%	26.8%	26.8%	12.5%	100.0%

Source: Researcher's fieldwork 2016

Gender statistics indicated the following:

According to Table 4-2 of the statistical data, it is evident that management has positive perceptions towards the employment of DAP. It also needs to be pointed out that a majority of 10 female respondents out of 15 respondents who agreed with the statement on the returned completed questionnaires constituted a percentage of 66.7% and 5 respondents constituting 33.3% were males. Four female respondents constituting 57.1% strongly agreed compared to 3 males who constituted 42.9% of the seven (7) respondents. This report shows that more females have confidence that DAP with mental difficulties can do their work with training available.

**Table 4-3 Responses disaggregated by age in years: DAP with mental difficulties can do their work**

			DAP with mental difficulties can do their work.					Total
Age in years	18 - 25		Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	
18 - 25	Count		1	0	1	1	0	3
18 - 25	% within Age in years		33.3%	0.0%	33.3%	33.3%	0.0%	100.0%
18 - 25	% within DAP with mental difficulties can do their work with training programmes available.		20.0%	0.0%	6.7%	6.7%	0.0%	5.4%
18 - 25	% of Total		1.8%	0.0%	1.8%	1.8%	0.0%	5.4%
26 - 35	Count		1	5	2	4	2	14
26 - 35	% within Age in years		7.1%	35.7%	14.3%	28.6%	14.3%	100.0%
26 - 35	% within DAP with mental difficulties can do their work with training programmes available.		20.0%	35.7%	13.3%	26.7%	28.6%	25.0%
26 - 35	% of Total		1.8%	8.9%	3.6%	7.1%	3.6%	25.0%
36 - 45	Count		3	7	7	3	3	23
36 - 45	% within Age in years		13.0%	30.4%	30.4%	13.0%	13.0%	100.0%
36 - 45	% within DAP with mental difficulties can do their work with training programmes available.		60.0%	50.0%	46.7%	20.0%	42.9%	41.1%
36 - 45	% of Total		5.4%	12.5%	12.5%	5.4%	5.4%	41.1%
46 - 55	Count		0	2	4	7	2	15
46 - 55	% within Age in years		0.0%	13.3%	26.7%	46.7%	13.3%	100.0%
46 - 55	% within DAP with mental difficulties can do their work with training programmes available.		0.0%	14.3%	26.7%	46.7%	28.6%	26.8%
46 - 55	% of Total		0.0%	3.6%	7.1%	12.5%	3.6%	26.8%
> 56	Count		0	0	1	0	0	1
> 56	% within Age in years		0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
> 56	% within DAP with mental difficulties can do their work with training programmes available.		0.0%	0.0%	6.7%	0.0%	0.0%	1.8%
> 56	% of Total		0.0%	0.0%	1.8%	0.0%	0.0%	1.8%
Total	Count		5	14	15	15	7	56
Total	% within Age in years		8.9%	25.0%	26.8%	26.8%	12.5%	100.0%
Total	% within DAP with mental difficulties can do their work with training programmes available.		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Total	% of Total		8.9%	25.0%	26.8%	26.8%	12.5%	100.0%

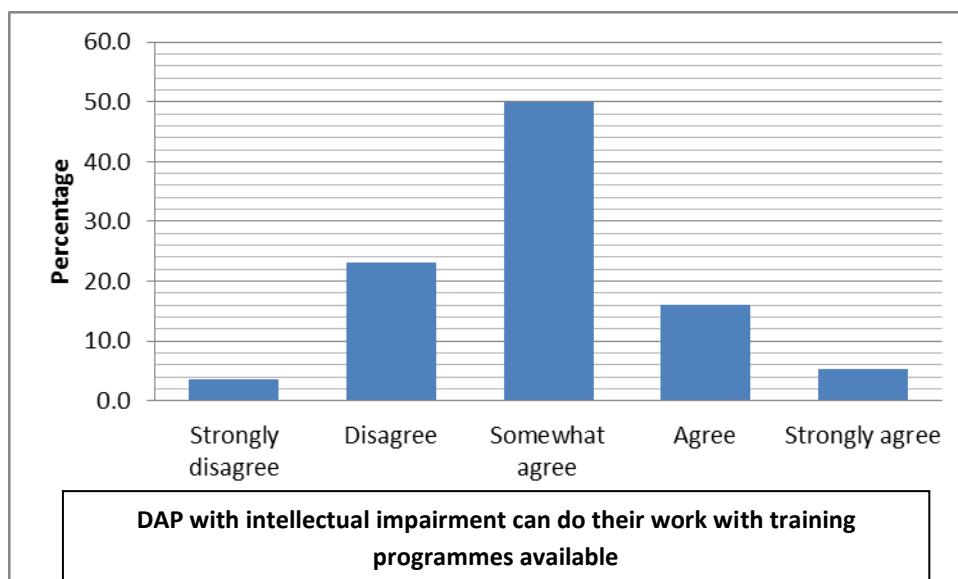
Source: Researcher's fieldwork 2016

Age in years indicated the following:

According to Table 4-3 of the total statistical data, it is evident that management has positive perceptions towards the employment of DAP. To validate this, it needs to be pointed out that there were 15 respondents, who constituted 26%, who somewhat agreed that DAP with mental difficulties can do their work with training programmes available. Out of these, there were seven (7) respondents aged between 36 and 45 years constituting a majority of 46.7% plus 4 respondents aged between 46 to 55 years of age constituting 26.7%.

#### 4.4.4.2 DAP with intellectual impairment can do their work

Employees may have different levels of intellectual impairment which may affect their performance in the workplace. Respondents were asked if DAP with intellectual impairment can do their work with training programmes available. Graph 4-15 shows whether or not, in the opinion of the respondents, DAP with intellectual impairment can do their work with training programmes available.



**Graph 4-15: DAP with intellectual impairment can do their work**

Graph 4-15 analysis indicates that respondents do not agree with the statement since 3.6% of respondents strongly disagreed, 23.2% of respondents disagreed while a minimum of 16.4% of respondents agreed and 5.4% of respondents strongly agreed. There is a majority of respondents (50.0%) who somewhat agreed to mean that they were not sure.

Participants were required to provide comments about the question and they responded as follows:

They may be prone to make mistakes (R35).

Without being biased, SASSA needs officials who are of sound intellect. There are financial decisions to be taken which have serious repercussions (R2).

The statistical analysis and comments by participants indicate that DAP with intellectual impairment cannot perform their duties as expected as 26.8% (A combination of those who strongly disagreed and those who disagreed) had a different perception against 21.8% (A combination of those who agreed and those who strongly agreed). What is common in the comments is that DAP with intellectual impairment might make mistakes which might have a negative impact on the performance of the organization. This means that DAP with such conditions stand limited chances to be employed. Respondents to this statement were further categorized as follows:

**Table 4-4 Responses disaggregated by race: DAP with intellectual impairment can do their work**

			DAP with intellectual impairment can do their work.					Total	
			Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree		
Racial group	African	Count	2	10	22	8	2	44	
		% within Racial group	4.5%	22.7%	50.0%	18.2%	4.5%	100.0%	
		% within DAP with intellectual impairment can do their work with training programmes available.	100.0%	76.9%	78.6%	88.9%	66.7%	80.0%	
		% of Total	3.6%	18.2%	40.0%	14.5%	3.6%	80.0%	
	Indian	Count	0	3	6	1	1	11	
		% within Racial group	0.0%	27.3%	54.5%	9.1%	9.1%	100.0%	
		% within DAP with intellectual impairment can do their work with training programmes available.	0.0%	23.1%	21.4%	11.1%	33.3%	20.0%	
		% of Total	0.0%	5.5%	10.9%	1.8%	1.8%	20.0%	
Total		Count	2	13	28	9	3	55	
		% within Racial group	3.6%	23.6%	50.9%	16.4%	5.5%	100.0%	
		% within DAP with intellectual impairment can do their work with training programmes available.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	3.6%	23.6%	50.9%	16.4%	5.5%	100.0%	

Researcher's fieldwork 2016

Racial statistical analysis indicated the following:

African respondents: 4.5% strongly disagreed, 22.7% disagreed, 50.0% somewhat agreed, 18.2% agreed and 4.5% strongly agreed.

Indian respondents: 0.0% strongly disagreed, 27.3% disagreed, 54.5% somewhat agreed, 9.1% agreed and 9.1% strongly agreed.

Table 4-4 shows that a majority of 28 respondents out of 56 which constitutes 50.9% of respondents somewhat agreed that DAP with intellectual impairment can do their work with training provided. Respondents who somewhat agreed were 22 Africans who constituted 78.6% and 6 Indians who constituted 21.4% of the 56 respondents who returned completed questionnaires.

**Table 4-5 Responses disaggregated by gender: DAP with intellectual impairment can do their work**

			DAP with intellectual impairment can do their work.					Total	
Gender	Female	Count	Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree		
		% within Gender	3.1%	31.3%	43.8%	15.6%	6.3%	100.0%	
Gender	Female	% within DAP with intellectual impairment can do their work with training programmes available.	50.0%	76.9%	50.0%	55.6%	66.7%	58.2%	
		% of Total	1.8%	18.2%	25.5%	9.1%	3.6%	58.2%	
	Male	Count	1	3	14	4	1	23	
		% within Gender	4.3%	13.0%	60.9%	17.4%	4.3%	100.0%	
		% within DAP with intellectual impairment can do their work with training programmes available.	50.0%	23.1%	50.0%	44.4%	33.3%	41.8%	
		% of Total	1.8%	5.5%	25.5%	7.3%	1.8%	41.8%	
Total		Count	2	13	28	9	3	55	
		% within Gender	3.6%	23.6%	50.9%	16.4%	5.5%	100.0%	
		% within DAP with intellectual impairment do their work with training programmes available.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	3.6%	23.6%	50.9%	16.4%	5.5%	100.0%	

Source: Researcher's fieldwork 2016

Gender statistical analysis indicated the following:

Table 4-5 indicates that a total majority of 50.9% of respondents somewhat agreed that DAP with intellectual impairment can do their work with training available. Outstandingly, fourteen respondents (14) constituting 50% of the respondents were female and another fourteen (14) respondents constituting 50% were male. This indicates that SASSA-KZN management has a positive perception of the employment of DAP.

**Table 4-6 Responses disaggregated by age in years: DAP with intellectual impairment can do their work**

		DAP with intellectual impairment can do their work.					Total		
		Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree			
Age in years	18 - 25	Count	0	0	2	1	0	3	
		% within Age in years	0.0%	0.0%	66.7%	33.3%	0.0%	100.0%	
		% within DAP with intellectual impairment can do their work with training programmes available.	0.0%	0.0%	7.1%	11.1%	0.0%	5.5%	
		% of Total	0.0%	0.0%	3.6%	1.8%	0.0%	5.5%	
	26 - 35	Count	1	5	3	4	1	14	
		% within Age in years	7.1%	35.7%	21.4%	28.6%	7.1%	100.0%	
		% within DAP with intellectual impairment can do their work with training programmes available.	50.0%	38.5%	10.7%	44.4%	33.3%	25.5%	
		% of Total	1.8%	9.1%	5.5%	7.3%	1.8%	25.5%	
	36 - 45	Count	1	5	14	1	2	23	
		% within Age in years	4.3%	21.7%	60.9%	4.3%	8.7%	100.0%	
		% within DAP with intellectual impairment can do their work with training programmes available?	50.0%	38.5%	50.0%	11.1%	66.7%	41.8%	
		% of Total	1.8%	9.1%	25.5%	1.8%	3.6%	41.8%	
	46 - 55	Count	0	3	8	3	0	14	
		% within Age in years	0.0%	21.4%	57.1%	21.4%	0.0%	100.0%	
		% within DAP with intellectual impairment can do their work with training programmes available.	0.0%	23.1%	28.6%	33.3%	0.0%	25.5%	
		% of Total	0.0%	5.5%	14.5%	5.5%	0.0%	25.5%	
	> 56	Count	0	0	1	0	0	1	
		% within Age in years	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	
		% within DAP with intellectual impairment can do their work with training programmes available.	0.0%	0.0%	3.6%	0.0%	0.0%	1.8%	
		% of Total	0.0%	0.0%	1.8%	0.0%	0.0%	1.8%	
Total		Count	2	13	28	9	3	55	
		% within Age in years	3.6%	23.6%	50.9%	16.4%	5.5%	100.0%	

Source: Researcher's fieldwork 2016

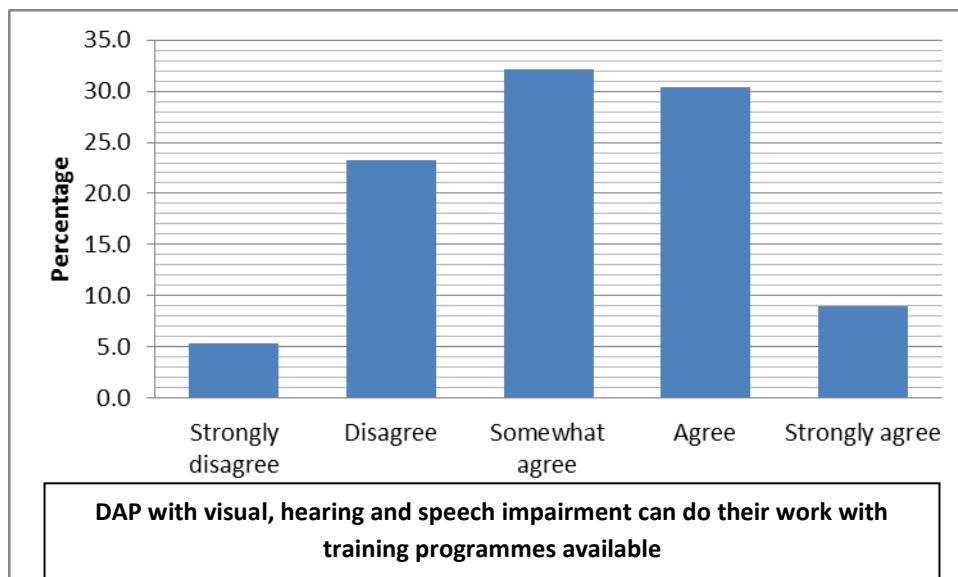
Age in years indicated the following:

Table 4-6 has a total of 28 respondents constituting 50.9% of respondents who somewhat agreed that DAP with intellectual impairment can do their work with training programmes available.

These data show that SASSA-KZN management has positive perceptions towards the employment of DAP. The majority who contributed were 14 respondents between 36 and 45 years of age constituting 50.0% and 8 respondents aged between 45 to 56 years who constituted 28.6%.

#### 4.4.4.3 DAP with visual, hearing and speech problem can do their work

Some employees may have visual, hearing and speech impairment which can have an effect on their performance at work. Respondents were asked if DAP with visual, hearing and speech impairment can do their work with training programmes available. Graph 4-16 shows the opinions of respondents on whether DAP can do their work with training programmes available.



**Graph 4-16: DAP with visual, hearing and speech impairment can do their work**

Graph 4-16 confirms the statement since thirty percent (30.4%) of respondents agreed and nine percent (8.9%) of respondents strongly agreed forming a larger number when combined. Five percent (5.4%) of respondents strongly disagreed and 23.2% of respondents disagreed. There was a balance of 32.1% of respondents who somewhat agree. Participants were required to provide comments and their responses were as follows:

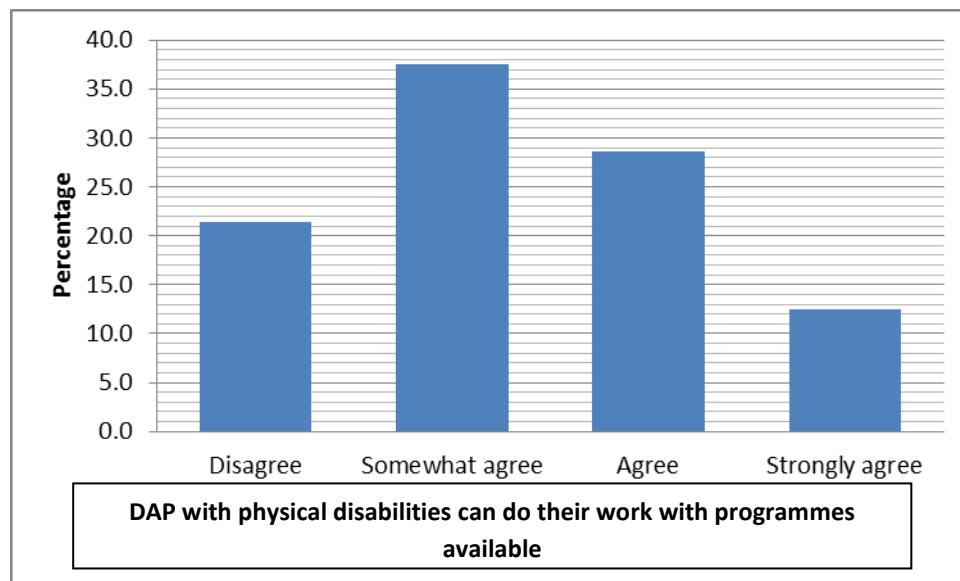
It will be difficult at the operational level for the person to do the daily activities. However, they can work effectively through the assistance of the agency (R10).

It may affect communication or interaction with customers who may not be able to respond to their impairment (R35).

Noting statistical data and comments by the participants it is evident that DAP with visual, hearing and speech impairment can do their work with training programmes available. This was confirmed by a majority of 39.3% (A combination of those who agreed and those who strongly agreed) against 28.6% (A combination of those who strongly disagreed and those who disagreed). However, there are comments indicating that processes in public sectors like SASSA-KZN demand more communication and interaction with customers, therefore, DAP with visual, hearing and speech impairment may not get a chance to compete for employment in SASSA-KZN.

#### 4.4.4.4 DAP with physical difficulties can do their work

The organizational workforce may have employees with physical difficulties which can influence their performance when executing their duties. Respondents were asked if DAP with physical difficulties can do their work with training programmes available. Graph 4-17 shows whether or not, in the opinion of respondents, DAP with physical difficulties can do their work with training programmes available.



**Graph 4-17: DAP with physical difficulties can do their work**

Graph 4-17 shows positive perceptions of employees about the employment of DAP since 28.6% of respondents agreed and 12.5% of respondents strongly agreed as compared to the 0% of respondents who strongly disagreed and 21.4% of respondents who disagreed. There is 37.5% of respondents who somewhat agreed which is an indication that they are not sure.

Participants were expected to further provide comments on whether DAP with physical difficulties can do their work with training programmes available and their responses were as follows:

Infrastructure must be put in place to ensure a smooth work experience (R 2).

I do not see any problem with such people as long as there will be guidance and close supervision (R 10).

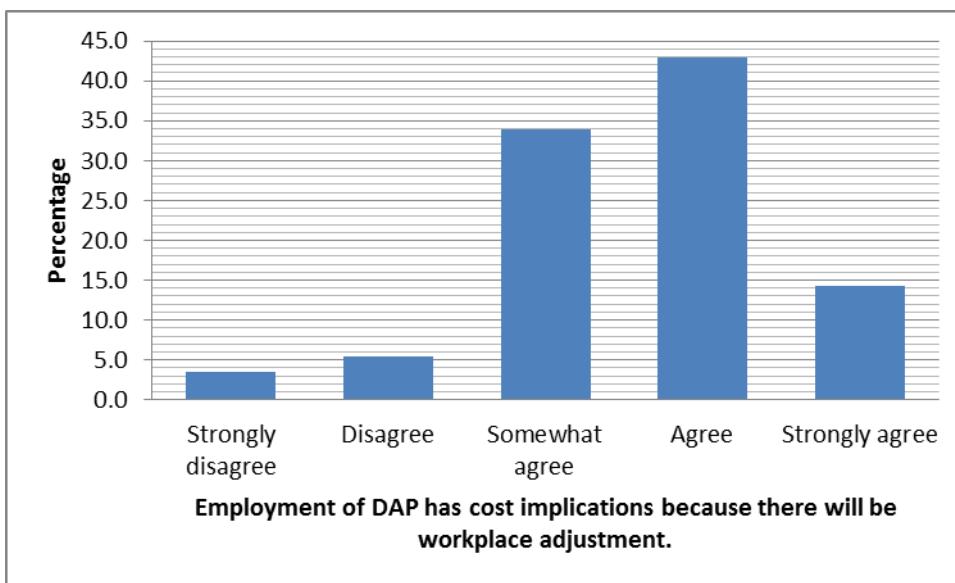
It depends on a physical disability. Some disabilities need an extra support from the employer like an automatic car (R 28).

Provided the office is designed to accommodate wheel chairs but it also depends on the type of physical disability (R 35).

Taken together, data collection shows that DAP with physical impairment can, in the opinion of the respondents, do their work with training programmes available. A majority of 41.1% which is a combination of those who agreed and those who strongly agreed is the evidence against 21.4% who disagreed with the remainder of 37.5% who were not sure. However, what is common in comments by respondents is that the ability of DAP with physical impairments has dependencies. The responses show that DAP with physical impairment might have difficulty in doing their work unless suitable infrastructure and resources can be provided to accommodate their needs.

#### 4.4.5 There are cost implications on the employment of DAP

Organizations may be compelled to improve the workplace environment and make adjustments to accommodate DAP. Respondents were asked whether there are cost implications on the employment of DAP because there will be workplace adjustments required. Graph 4-18 shows whether or not, in the opinion of respondents, employment of DAP has cost implications for the organization to accommodate DAP.



**Graph 4-18: Employment of DAP has cost implications**

Graph 4-18 indicates that employees agree with the statement as 42.9% of the respondents agreed and 14.3% of the respondents strongly agreed as compared to 3.6% of the respondents who strongly disagreed and 5.4% of the respondents who disagreed. There is a variance of 33.9% of the respondents who somewhat agreed. Participants were required to provide comments on this statement and their responses were as follows:

Agree because all work stations such as parking, stairways, passages and office layout must be modified to accommodate disabled employees (R 50).

Because some of the facilities are not designed for DAP, which causes complications (R10).

Building, equipment and vehicles will be required (R 1).

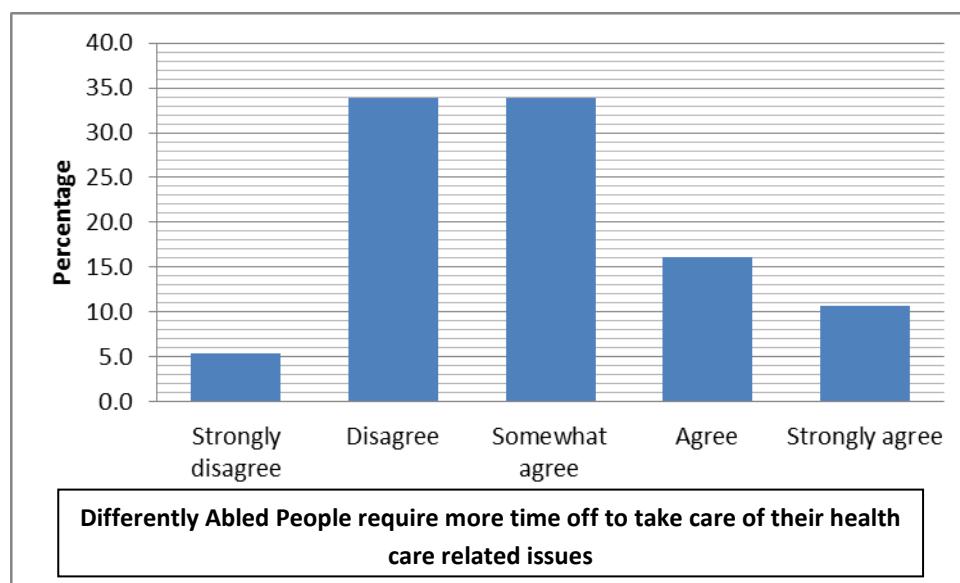
Installation of lifts, wheel chair ramps and specialized computer screens will be needed to accommodate DAP (R 35).

Some conditions need the employer to adjust the working stations which is an extra cost (R 28).

Taken together, both data collected shows that 57.2% (A combination of respondents who agreed and those who strongly agreed) agree that employment of DAP has cost implications. This is echoed by comments that confirm that infrastructure adjustments and procurement of modified equipment will have cost implications. This means that organizations should consider adjustment of infrastructure which is one of SASSA-KZN's challenges in the inclusion of employment of DAP.

#### 4.4.6 More time off for DAP to take care of their health-related issues

DAP may have scheduled consultations with the specialists which might require management to consider time off to allow them to attend appointments. Respondents were asked if DAP require more time off to take care of their health-related issues as compared to other employees. Graph 4-19 shows whether or not these respondents feel that more time off is required by DAP to take care of their health-related issues.



**Graph 4.19: Differently Abled People require more time off for their health issues**

Graph 4.19 shows positive perceptions on the employment of DAP since a majority comprising 5.4% of respondents who strongly disagreed and 33.9% of respondents who disagreed as compared to 16.1% of respondents who agreed and 10.7 who strongly agreed. There is a balance of 33.9% of respondents somewhat agreed. Participants were requested to provide comments on the statement and their responses were as follows:

They need time off because some of them are living normal life like albinism (R 10).

They will need time off because their physical wellbeing is not the same as normal workers (R 50).

Some conditions are worsened by different weather conditions (R 28).

Face to face interviews were conducted with participants as well on the fact that DAP sometimes have to undergo scheduled consultations with specialists like the physiotherapists, audiologists and others. They were also required to comment on the effect of this regarding their relationship with management and other colleagues. Their comments were as follows:

The SASSA development transformation unit has since determined that DAP should be provided with an opportunity to attend the therapists who are paid by SASSA in terms of assisting them in their ailments (I 2).

Consultations that are scheduled with a psychiatrist and all those people (DAP) to see how SASSA can assist them in terms of them performing their duties (I 4).

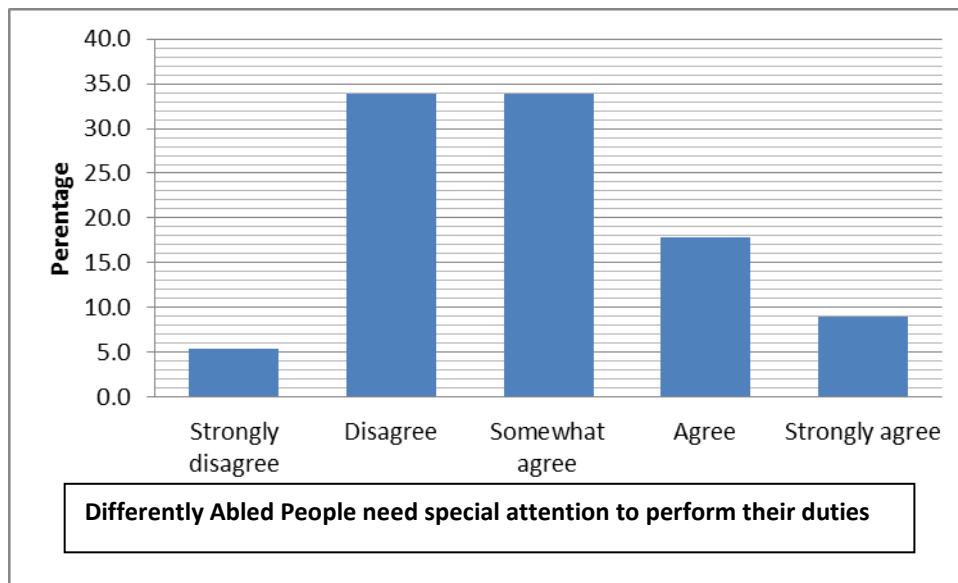
Being a disabled person and obviously knowing that they are not our normal colleagues it does not affect the relationship with the management and colleagues because obviously, we need to accommodate their disabilities because of being sometimes probably slower than the normal persons so we do allow them for the special appointments that they may need to go to consult with their physiotherapists or the audiologists whatever the case may be. Management allows them their special times for, treatment and so forth (I 5).

Both data sources analysed indicated that the majority of respondents i.e. 33.9% (A combination of those who strongly disagreed and those who agreed) are not of the opinion that DAP require more time off to take care of their health-related issues and 5.4% strongly disagree. On the other hand, there are 26.8% who confirm that DAP need more time off to take care of their needs. There is a variance of 33.9% who are not sure about the statement. Comments on questionnaires state that to avoid DAP taking more time off, SASSA has provisions to release them during their scheduled

consultation. The common theme on the four participants is that DAP require consultation with specialists and comments by respondents and responses by participants argue that they should be given time off for this purpose.

#### 4.4.7 DAP need special attention to perform their duties

Organizations may have to give special attention to DAP. Respondents were asked whether DAP need special attention to perform their duties. Graph 4-20 shows whether DAP need special attention to perform their duties.



**Graph 4-20: Differently Abled People need special attention to perform their duties**

Graph 4-20 shows that employees do not agree that DAP need special attention. The evidence is that 5.4% of respondents strongly disagreed, 33.9% of respondents disagreed against 17.9% of respondents who agreed and 8.9% who strongly agreed. There are 33.9% of respondents who somewhat agreed which is an indication that they are not sure. Participants were required to provide comments whether or not DAP need special attention to perform their duties and their responses were as follows:

Most of the disabled people need to be assisted (R 4).

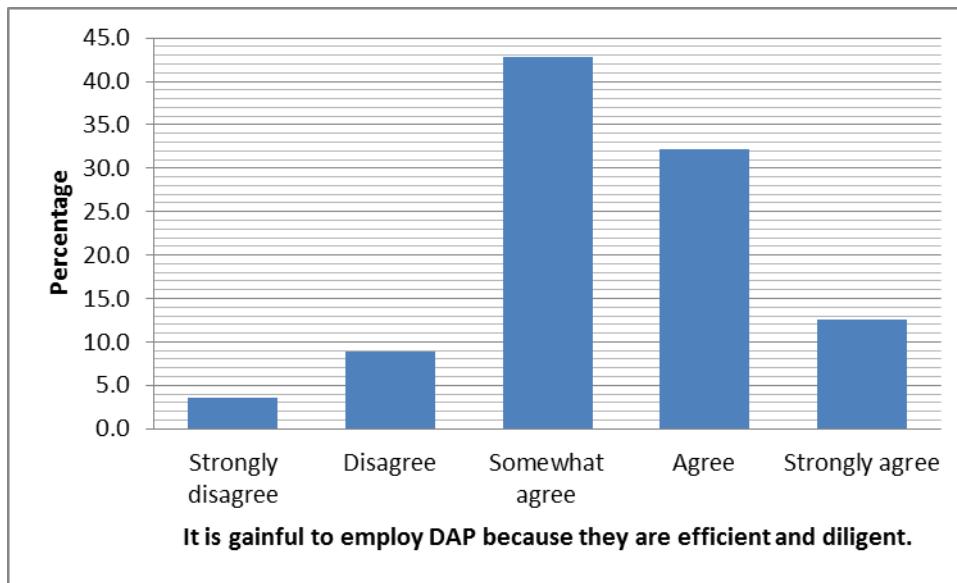
Some do and some do not. It depends on the nature of disability (R 10).

Differently abled people need assistance to a certain extent (R 28).

Data collected and analysed shows that the majority of respondents (39.3%) do not agree that DAP need special attention to perform their duties yet a minority (26.8%) agreed. Comments from three respondents indicated that even though they do not need special attention, support and assistance is required. A combination of all data collected indicates that DAP need special attention.

#### 4.4.8 It is gainful to employ DAP

Organizations need efficient and diligent employees to achieve their objectives and goals in line with the National Strategic Plan. Respondents were asked whether or not it is gainful to employ DAP because they are efficient and diligent. Graph 4-21 shows whether or not, in the opinion of the respondents, it is gainful to employ DAP.



**Graph 4.21: It is gainful to employ DAP**

Graph 4-21 confirms the statement since a majority (32.1%) of respondents agreed and 12.5% of respondents strongly agreed with it against a minority (3.6%) of respondents who strongly disagreed and 8.9% of respondents who disagreed. There is a variance of 42.9% of respondents somewhat agreed which is an indication that they are not sure.

Participants were required to provide comments on the statement and two responded as follows:

I believe that it depends on the nature of disability otherwise they are found to be performing their duties to their best (R 10).

There are people who are able but not efficient. People should be employed because of their skills and competencies (R 28).

It is evident through both sets of data collected that the majority of respondents agree that it is gainful to employ DAP. A combination of the percentage of respondents who agreed and those who strongly agreed (44.6%) agreed with the statement against a combination of those who strongly disagreed and those who disagreed (12.5%). Comments by participants show that efficiency does not depend on the ability of the individual but on the commitment to what the individuals aspire to achieve for the organization.

This section discussed whether it is gainful to employ DAP to be gainfully employed. Implementation of the government employment prescripts appears to have had an influence on the perceptions of the organization of human capital.

The next section will focus on the SASSA-KZN employee perceptions about the implementation of the Employment Equity Act 55 of 1998 on the employment of DAP.

#### **4.5 Employee perceptions on the implementation of the Employment Equity Act**

It is imperative to note that employees might have different perceptions on the implementation of the Employment Equity Act 55 of 1998 which may have an effect in the workplace environment and this could affect the relationship in the workplace. Participants were requested to complete questionnaires and provide their responses to the questions and statements which are tabled in this chapter. Furthermore, face-to-face interviews were conducted to gather more information.

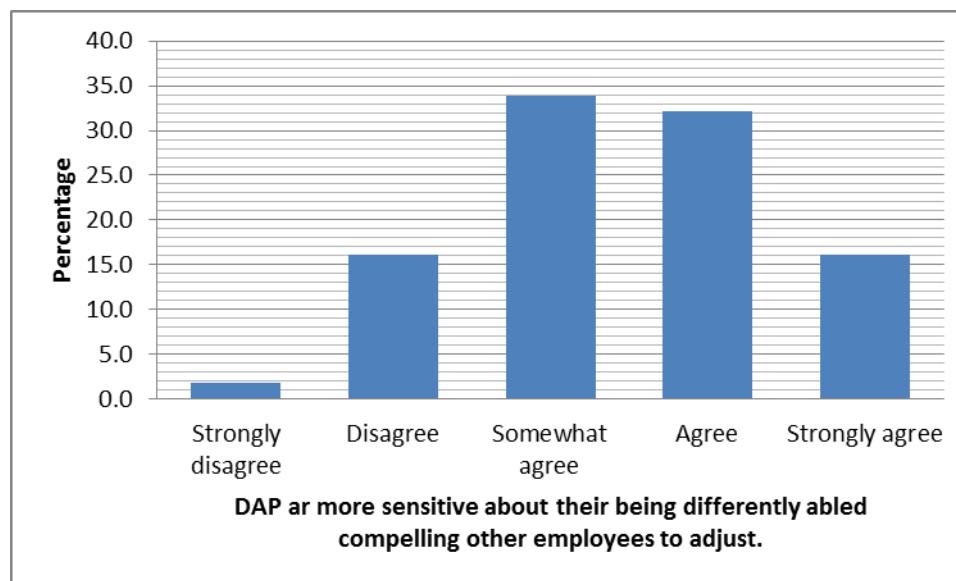
This section has five subsections which aim to address the following statements:

- (1) DAP are sensitive about their being differently abled and this compels other employees to adjust their normal behaviour to accommodate them,

- (2) Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored and supervised closer than those classified as normal so that they can be productive like other employees. Production norms and quality cannot be compromised,
- (3) The employment of DAP will negatively impact on the community confidence and trust in the performance of the organization,
- (4) The organizational performance in terms of service delivery will be negatively affected by employing DAP since other employees will be compelled to perform some of their duties to support them,
- (5) DAP should be encouraged to apply for social grants because it is difficult for them to get educated and be gainfully employed by organizations.

#### 4.5.1 DAP are more sensitive about their being differently abled

Employees may feel compelled to adjust to accommodate DAP who might be sensitive about their being differently abled. Respondents were asked if DAP are more sensitive about their being differently abled compelling other employees to adjust their normal behaviour in an organization to accommodate them. Graph 4-22 shows whether or not DAP are, in the opinion of the respondents, sensitive about their being differently abled compelling other employees to adjust.



**Graph 4-22: DAP are more sensitive about being differently abled**

Graph 4-22 reveals that a majority of 32.1% agreed with the statement and 16.1% strongly agreed against 16.1% who disagree and only 1.8% of respondents strongly disagree. It is surprising to note that a large number of respondents (33.9%) cannot provide their perceptions clearly when they indicate that they are not sure. Respondents were requested to provide comments on the statement and two responses were as follows:

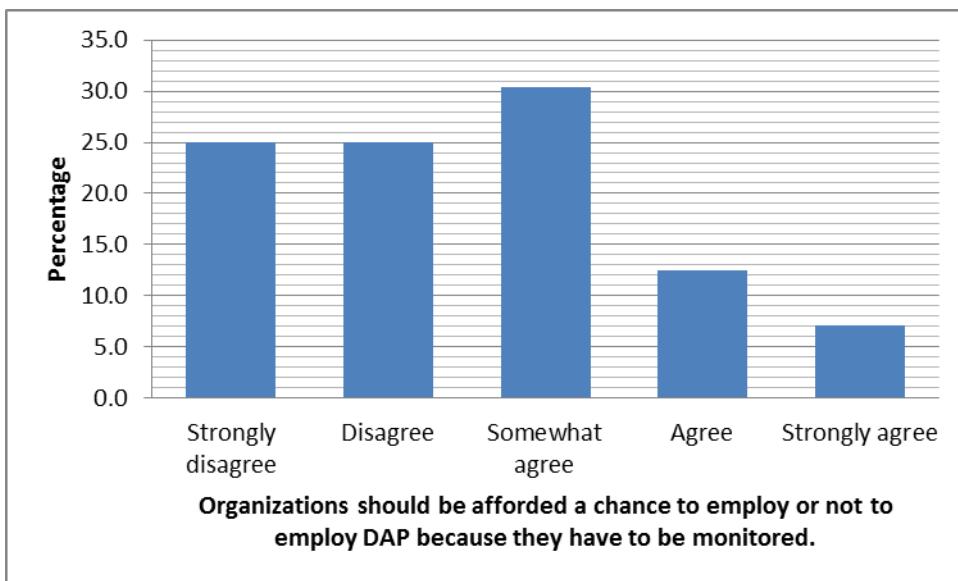
Yes, but the Constitution states that everyone has a right to be treated with respect and dignity without judging the condition of that person (R 24).

This is true to a certain extent when DAP fails to perform due to their disability they tend to be emotional (R 28).

Statistical data analysis shows that the majority of participants (48.2%) which is a combination of respondents who agreed and those who strongly agreed that DAP are more sensitive about being differently abled compelling other employees to adjust to accommodate them. Comments by two respondents on questionnaires agreed that DAP are more sensitive about being differently abled compelling other employees to adjust. This will mean change of attitudes and the manner in which other employees and management have been doing things prior to the employment of DAP.

#### 4.5.2 Organizations should choose to employ or not employ DAP

Organizations may decide to employ or not to employ DAP and attempt to justify reasons and concerns of not employing DAP in compliance with the Employment Equity Act 55 of 1998. Respondents were asked if organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored and supervised closer than those classified as normal so that they can be productive like other employees because production norms cannot be compromised. Graph 4-23 shows whether or not organizations should, in the opinion of the respondents, be afforded a chance to employ or not to employ DAP because they have to be monitored.



**Graph 4-23: Organizations should choose to employ or not employ DAP**

Graph 4-23 show that 25.0% of participants strongly disagree, 25.0% of respondents disagree, 30.4% of respondents somewhat agree, 12.5% of respondents agree and 7.1% of respondents strongly agree.

Participants were required to provide comments on the statement and they responded as follows:

They should not be given a choice. These people can perform their duties confidently even more than normal ones (R 1).

It is a legal requirement to employ differently abled people as per Employee Equity Act (R 35).

We are all citizens of this country. Therefore, we must be given the same opportunities (R 53).

Statistical data show that the majority of participants (50%) which is a combination of those who strongly disagreed and those who disagreed that organizations should be afforded a chance to employ or not to employ DAP. The reason for this response was that they have to be monitored and supervised closer than those classified as normal so that they can be productive like other employees because production norms cannot be compromised. Three respondents also commented that departments should not be given a choice to employ or not to employ DAP. There were 30.4%

of respondents who were not sure. Respondents to this question were further categorized as follows:

**Table 4.7 Responses disaggregated by racial group: Organizations should choose to employ not to employ DAP**

			Organizations should choose to employ or not employ DAP					Total	
			Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree		
Racial group	African	Count	12	12	13	6	2	45	
		% within Racial group	26.7%	26.7%	28.9%	13.3%	4.4%	100.0%	
		% within Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored	85.7%	85.7%	76.5%	85.7%	50.0%	80.4%	
		% of Total	21.4%	21.4%	23.2%	10.7%	3.6%	80.4%	
	Indian	Count	2	2	4	1	2	11	
		% within Racial group	18.2%	18.2%	36.4%	9.1%	18.2%	100.0%	
		% within Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored	14.3%	14.3%	23.5%	14.3%	50.0%	19.6%	
		% of Total	3.6%	3.6%	7.1%	1.8%	3.6%	19.6%	
Total		Count	14	14	17	7	4	56	
		% within Racial group	25.0%	25.0%	30.4%	12.5%	7.1%	100.0%	
		% within Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	25.0%	25.0%	30.4%	12.5%	7.1%	100.0%	

Source: Researcher's fieldwork 2016

Racial statistical analysis indicated the following:

According to Table 4-7 findings of the statistical data indicate positive perceptions of management towards the employment of DAP. Responses on the statement suggesting that organizations should be afforded a chance to employ or not to employ DAP, the table confirms that a total majority of 12 African respondents out of 14 who responded to the statement strongly disagreed constituting 85.7% and 2 Indians who strongly disagreed constituting 14.3%. It needs mentioning that these disparities are due to the number of respondents per racial group.

**Table 4-8 Responses disaggregated by gender: Organizations should choose to employ or not employ DAP**

			Organizations should choose to employ or not employ DAP					Total	
Gender	Female	Count	Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree		
		% within Gender	24.2%	36.4%	18.2%	15.2%	6.1%	100.0%	
Gender	Female	% within Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored	57.1%	85.7%	35.3%	71.4%	50.0%	58.9%	
		% of Total	14.3%	21.4%	10.7%	8.9%	3.6%	58.9%	
	Male	Count	6	2	11	2	2	23	
		% within Gender	26.1%	8.7%	47.8%	8.7%	8.7%	100.0%	
		% within Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored	42.9%	14.3%	64.7%	28.6%	50.0%	41.1%	
		% of Total	10.7%	3.6%	19.6%	3.6%	3.6%	41.1%	
Total		Count	14	14	17	7	4	56	
		% within Gender	25.0%	25.0%	30.4%	12.5%	7.1%	100.0%	
		% within Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	25.0%	25.0%	30.4%	12.5%	7.1%	100.0%	

Source: Researcher's fieldwork 2016

### Gender of respondents

Table 4-8 shows that females form a total of 8 out of 56 respondents constituting 57.1% of those who strongly disagree that organizations should be afforded a chance to employ or not to employ DAP with 6 males constituting 42.9%. Twelve (12) females constituting 85.7% of 56 respondents disagreed and 2 males constituting 14.3% disagreed.

**Table 4-9 Responses disaggregated by age in years: Organizations should choose to employ or not employ DAP**

			Organizations should choose to employ or not to employ DAP.					Total
			Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	
Age in years	18 - 25	Count	0	1	2	0	0	3
		% within Age in years	0.0%	33.3%	66.7%	0.0%	0.0%	100.0%
		% within Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored	0.0%	7.1%	11.8%	0.0%	0.0%	5.4%
		% of Total	0.0%	1.8%	3.6%	0.0%	0.0%	5.4%
	26 - 35	Count	2	6	5	1	0	14
		% within Age in years	14.3%	42.9%	35.7%	7.1%	0.0%	100.0%
		% within Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored	14.3%	42.9%	29.4%	14.3%	0.0%	25.0%
		% of Total	3.6%	10.7%	8.9%	1.8%	0.0%	25.0%
36 – 45	36 – 45	Count	9	2	5	4	3	23
		% within Age in years	39.1%	8.7%	21.7%	17.4%	13.0%	100.0%
		% within Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored	64.3%	14.3%	29.4%	57.1%	75.0%	41.1%
		% of Total	16.1%	3.6%	8.9%	7.1%	5.4%	41.1%

		Organizations should choose to employ or not to employ DAP.					Total
		Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	
46 - 55	Count	3	5	5	1	1	15
	% within Age in years	20.0%	33.3%	33.3%	6.7%	6.7%	100.0%
	% within Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored	21.4%	35.7%	29.4%	14.3%	25.0%	26.8%
	% of Total	5.4%	8.9%	8.9%	1.8%	1.8%	26.8%
> 56	Count	0	0	0	1	0	1
	% within Age in years	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored	0.0%	0.0%	0.0%	14.3%	0.0%	1.8%
	% of Total	0.0%	0.0%	0.0%	1.8%	0.0%	1.8%
Total	Count	14	14	17	7	4	56
	% within Age in years	25.0%	25.0%	30.4%	12.5%	7.1%	100.0%
	% within Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	25.0%	25.0%	30.4%	12.5%	7.1%	100.0%

Source: Researcher's fieldwork 2016

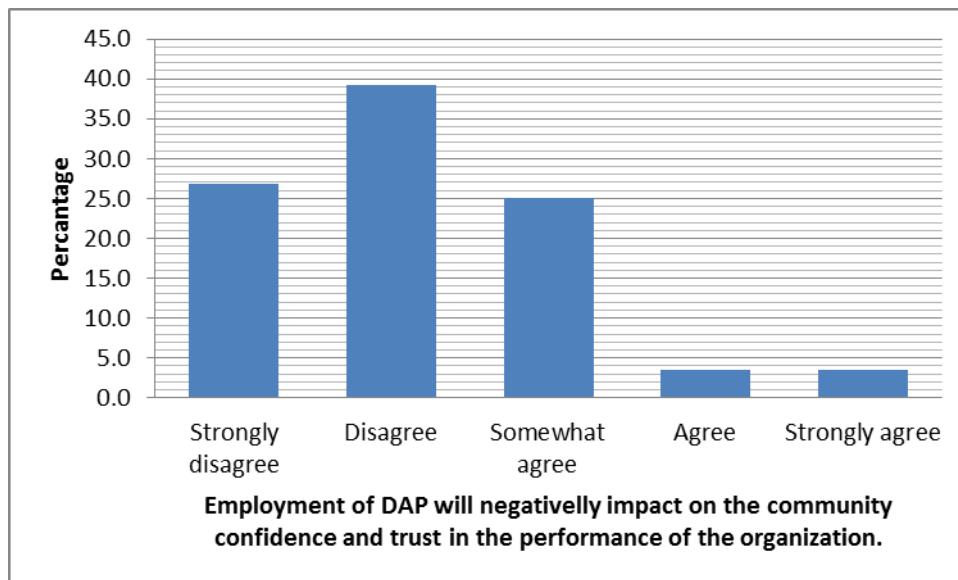
Age in years indicated the following:

Table 4-9 shows that the perception of management on the employment of DAP is positive since six (6) respondents between 26 and 35 years of age formed 42.9% of those who disagreed with the

statement suggesting that organizations should be afforded a chance to employ or not to employ DAP. Nine (9) Respondents between 36 and 45 years of age constituted 64.3% of those who strongly disagreed with the statement. These results indicate that maturity counts a lot in perceptions since the age group is of middle aged SASSA-KZN employees.

#### **4.5.3 Employing DAP will negatively impact on the community confidence and trust**

The study aimed at assessing whether or not the employment of DAP can have a negative impact on the community confidence and trust in the performance of the organization. Respondents were asked if the employment of DAP will negatively impact on the community confidence and trust in the performance of the organization. Graph 4-24 shows whether or not the employment of DAP will, in the opinion of the respondents negatively impact on the community confidence and trust in the performance of the organization.



**Graph 4-24: Employing DAP will negatively impact on the community confidence and trust**

Graph 4-24 shows that 26.8% of respondents strongly disagree, 39.3% of respondents disagree, 25.0% of respondents somewhat agree, 3.6% of respondents agree and 3.6% of respondents strongly agreed. Participants were requested to provide comments on the statement and their responses were as follows:

It is not the mind that is disabled. They can think like all other people, so there is no need not to put trust in them (R 1).

The agency provides a service to vulnerable and disabled people. That will have a negative impact on the other disabled clients (R 10).

No. This will improve the confidence in the DAP and the community with DAP have to educate themselves to understand them (R 24).

It depends on the community and customers' perceptions (R 35).

A majority of respondents (66.1%) which is a combination of those who strongly disagreed and those who disagreed dispute that the employment of DAP will negatively impact on the community confidence and trust in the performance of the organization. However, three out of four respondents' comments strongly asserted that this will not compromise organizational trust and therefore organizations should trust them. Taken together, these data items indicate that the employment of DAP will not, in the opinion of the respondents, negatively impact on the community confidence and trust in the performance of the organization. Respondents to this question were further categorized as follows:

**Table 4-10 Responses disaggregated by race: Employing DAP will negatively impact on the community confidence and trust**

			Employing DAP will negatively impact on the community confidence and trust.					Total	
			Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree		
Racial group	African	Count	13	19	10	1	1	44	
		% within Racial group	29.5%	43.2%	22.7%	2.3%	2.3%	100.0%	
		% within Employment of DAP will negatively impact on the community confidence and trust in the performance of the organization.	86.7%	86.4%	71.4%	50.0%	50.0%	80.0%	
		% of Total	23.6%	34.5%	18.2%	1.8%	1.8%	80.0%	
	Indian	Count	2	3	4	1	1	11	
		% within Racial group	18.2%	27.3%	36.4%	9.1%	9.1%	100.0%	
		% within Employment of DAP will negatively impact on the community confidence and trust in the performance of the organization.	13.3%	13.6%	28.6%	50.0%	50.0%	20.0%	
		% of Total	3.6%	5.5%	7.3%	1.8%	1.8%	20.0%	
Total		Count	15	22	14	2	2	55	
		% within Racial group	27.3%	40.0%	25.5%	3.6%	3.6%	100.0%	
		% within Employment of DAP will negatively impact on the community confidence and trust in the performance of the organization.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	27.3%	40.0%	25.5%	3.6%	3.6%	100.0%	

Source: Researcher's fieldwork 2016

Racial statistics analysis indicated the following:

Table 4-10 shows that 13 African respondents who strongly disagreed constituted 86.7% and 2 Indians constituted 13.3% of the 15 respondents. Nineteen (19) Africans constituted 86.4% and 3 Indians constituted 13.6% of 22 participants who disagreed with the statement that employment of DAP will negatively impact on the community confidence and trust in the performance of the organization. Racial responses show that more Africans have confidence in the employment of DAP within the SASSA-KZN establishment.

**Table 4-11 Responses disaggregated by gender: Employment of DAP will negatively impact on the community confidence and trust**

			Employment of DAP will negatively impact on the community confidence and trust.					Total	
			Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree		
Gender	Female	Count	8	16	6	1	1	32	
		% within Gender	25.0%	50.0%	18.8%	3.1%	3.1%	100.0%	
		% within Employment of DAP will negatively impact on the community confidence and trust in the performance of the organization.	53.3%	72.7%	42.9%	50.0%	50.0%	58.2%	
		% of Total	14.5%	29.1%	10.9%	1.8%	1.8%	58.2%	
	Male	Count	7	6	8	1	1	23	
		% within Gender	30.4%	26.1%	34.8%	4.3%	4.3%	100.0%	
		% within Employment of DAP will negatively impact on the community confidence and trust in the performance of the organization.	46.7%	27.3%	57.1%	50.0%	50.0%	41.8%	
		% of Total	12.7%	10.9%	14.5%	1.8%	1.8%	41.8%	
Total		Count	15	22	14	2	2	55	
		% within Gender	27.3%	40.0%	25.5%	3.6%	3.6%	100.0%	
		% within Employment of DAP will negatively impact on the community confidence and trust in the performance of the organization.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	27.3%	40.0%	25.5%	3.6%	3.6%	100.0%	

Source: Researcher's fieldwork 2016

Gender statistical analysis indicated the following:

Table 4-11 shows that out of 15 respondents who disagreed with the statement that the employment of DAP will negatively impact on the community confidence and trust in the performance of the organization, 8 females constituting 53.3% strongly disagreed and 7 males constituting 46.7% also strongly disagreed. Out of 22 respondents, 16 females constituting 72.7% and 6 males constituting 27.3% disagreed. This indicates a majority of females having confidence in the employment of DAP.

**Table 4-12 Responses disaggregated by age in years: Employing of DAP will negatively impact on the community confidence and trust**

			Employing of DAP will negatively impact on the community confidence and trust.					Total
			Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	
Age in years	18 - 25	Count	0	2	1	0	0	3
		% within Age in years	0.0%	66.7%	33.3%	0.0%	0.0%	100.0%
		% within Employment of DAP will negatively impact on the community confidence and trust in the performance of the organization.	0.0%	9.1%	7.1%	0.0%	0.0%	5.5%
		% of Total	0.0%	3.6%	1.8%	0.0%	0.0%	5.5%
	26 - 35	Count	2	8	4	0	0	14
		% within Age in years	14.3%	57.1%	28.6%	0.0%	0.0%	100.0%
		% within Employment of DAP will negatively impact on the community confidence and trust in the performance of the organization.	13.3%	36.4%	28.6%	0.0%	0.0%	25.5%
		% of Total	3.6%	14.5%	7.3%	0.0%	0.0%	25.5%
	36 - 45	Count	8	6	6	1	1	22
		% within Age in years	36.4%	27.3%	27.3%	4.5%	4.5%	100.0%
		% within Employment of DAP will negatively impact on the community confidence and trust in the performance of the organization.	53.3%	27.3%	42.9%	50.0%	50.0%	40.0%
		% of Total	14.5%	10.9%	10.9%	1.8%	1.8%	40.0%

		Employing of DAP will negatively impact on the community confidence and trust.					Total
		Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	
46 - 55	Count	5	6	2	1	1	15
	% within Age in years	33.3%	40.0%	13.3%	6.7%	6.7%	100.0%
	% within Employment of DAP will negatively impact on the community confidence and trust in the performance of the organization.	33.3%	27.3%	14.3%	50.0%	50.0%	27.3%
	% of Total	9.1%	10.9%	3.6%	1.8%	1.8%	27.3%
> 56	Count	0	0	1	0	0	1
	% within Age in years	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
	% within Employment of DAP will negatively impact on the community confidence and trust in the performance of the organization.	0.0%	0.0%	7.1%	0.0%	0.0%	1.8%
	% of Total	0.0%	0.0%	1.8%	0.0%	0.0%	1.8%
Total		15	22	14	2	2	55
		27.3%	40.0%	25.5%	3.6%	3.6%	100.0%
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		27.3%	40.0%	25.5%	3.6%	3.6%	100.0%

Source: Researcher's fieldwork 2016

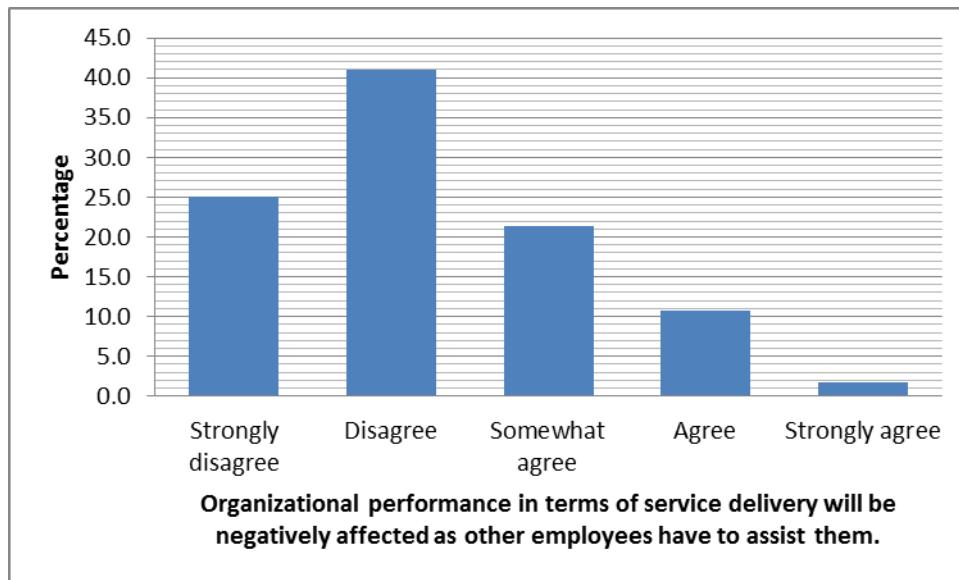
Age in years indicated the following:

Table 4-12 shows that out of 22 respondents, 8 respondents between 26 and 35 years of age constituting 57.1% and six (6) respondents between 36 and 45 years of age constituting 27.3%

disagreed with the statement that the employment of DAP will negatively impact on the community confidence and trust in the performance of the organization. Out of 15 respondents, eight (8) respondents between 36 and 45 years of age constituting 36.4% strongly disagreed with the statement and 5 of the respondents aged between 46 and 55 years of age constituting 33.3% also strongly disagreed with the statement.

#### **4.5.4 Organizational performance will be negatively affected**

Employment of DAP may have an influence in terms of service delivery since it affects other fellow employees either positively or negatively. Respondents were asked whether the organizational performance in terms of service delivery will be negatively affected as other employees have to assist them. Graph 4-25 shows whether organizational performance in terms of service delivery will, in the opinion of the respondents, be negatively affected as other employees have to assist them.



**Graph 4-25: Organizational performance will be negatively affected**

Graph 4-25 shows that 25.0% of respondents strongly disagree, 41.1% of respondents disagree, 21.4% of respondents somewhat agree, 10.7% of respondents agree and 1.8% of respondents strongly agree. Respondents were also required to provide responses about the statements and they responded as follows:

I do not think so because before even they are employed the organization should have made an analysis of fitting them in the work environment according to their impairment (R 1).

Given the correct training, coaching and mentoring they can perform effectively (R 3).

The agency should come up with a strategy on how to manage their performance so that the service provision should not be compromised (R 10).

No. As I said before they are not different from others and they also like to be treated normally (R 24)

Differently abled people need to be placed within an organization where they will be able to perform optimally in spite of their condition (R 35).

Analysis of data shows that more than half of the respondents (66.1%) which is a combination of respondents who strongly disagreed and those who disagreed that organizational performance will be negatively affected by the employment of DAP. Four out of five respondents' comments indicated that organizational performance in terms of service delivery will be negatively affected as other employees have to assist them. Both data items suggest that organizational performance in terms of service delivery will not be negatively affected even though other employees have to assist DAP. It is imperative to mention that DAP have to be managed like any other employees so that they can contribute effectively to the performance of the organization. Respondents to this question were further categorized as follows:

**Table 4-13 Responses disaggregated by race: Organizational performance will be negatively affected**

			Organizational performance will negatively be affected.					Total	
			Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree		
Racial group	African	Count	12	18	9	6	0	45	
		% within Racial group	26.7%	40.0%	20.0%	13.3%	0.0%	100.0%	
		% within Organizational performance in terms of service delivery will be negatively affected as other employees have to assist them	85.7%	78.3%	75.0%	100.0%	0.0%	80.4%	
		% of Total	21.4%	32.1%	16.1%	10.7%	0.0%	80.4%	
	Indian	Count	2	5	3	0	1	11	
		% within Racial group	18.2%	45.5%	27.3%	0.0%	9.1%	100.0%	
		% within Organizational performance in terms of service delivery will be negatively affected as other employees have to assist them	14.3%	21.7%	25.0%	0.0%	100.0%	19.6%	
		% of Total	3.6%	8.9%	5.4%	0.0%	1.8%	19.6%	
Total		Count	14	23	12	6	1	56	
		% within Racial group	25.0%	41.1%	21.4%	10.7%	1.8%	100.0%	
		% within Organizational performance in terms of service delivery will be negatively affected as other employees have to assist them	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	25.0%	41.1%	21.4%	10.7%	1.8%	100.0%	

Source: Researcher's fieldwork 2016

Racial statistical analysis indicated the following:

Table 4-13 shows a total number of 14 respondents out of which 12 Africans constituting 85.75% strongly disagreed with the statement that organizational performance in terms of service delivery will be negatively affected if organizations employ DAP. Two (2) Indians constituting 14.3% of 12 respondents strongly disagreed with the statement. It has further to be reported that 18 Africans constituting 78.3% of 23 respondents disagreed with the statement and five (5) Indians constituting 21.7% disagreed with the statement.

**Table 4-14 Responses disaggregated by gender: Organizational performance will be negatively affected**

			Organizational performance will be affected negatively					Total	
			Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree		
Gender	Female	Count	8	14	5	6	0	33	
		% within Gender	24.2%	42.4%	15.2%	18.2%	0.0%	100.0%	
		% within Organizational performance in terms of service delivery will be affected negatively as other employees have to assist them.	57.1%	60.9%	41.7%	100.0%	0.0%	58.9%	
		% of Total	14.3%	25.0%	8.9%	10.7%	0.0%	58.9%	
	Male	Count	6	9	7	0	1	23	
		% within Gender	26.1%	39.1%	30.4%	0.0%	4.3%	100.0%	
		% within Organizational performance in terms of service delivery will be affected negatively as other employees have to assist them.	42.9%	39.1%	58.3%	0.0%	100.0%	41.1%	
		% of Total	10.7%	16.1%	12.5%	0.0%	1.8%	41.1%	
Total		Count	14	23	12	6	1	56	
		% within Gender	25.0%	41.1%	21.4%	10.7%	1.8%	100.0%	
		% within Organizational performance in terms of service delivery will be affected negatively as other employees have to assist them.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
		% of Total	25.0%	41.1%	21.4%	10.7%	1.8%	100.0%	

Source: Researcher's fieldwork 2016

Gender statistical information was as follows:

Table 4-14 shows that out of 23 respondents to the statement that organizational performance in terms of service delivery will be affected negatively as other employees have to assist DAP, 14 female respondents constituting 60.9% disagreed with the statement and 9 males constituting 39.1% also disagreed with the statement. This indicates that a majority of females have confidence in the employment of DAP within SASSA-KZN.

**Table 4-15 Responses disaggregated by age in years: Organizational performance will be affected negatively**

Age in years			Organizational performance will be affected negatively.					Total
			Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree	
Age in years	18 - 25	Count	0	2	1	0	0	3
		% within Age in years	0.0%	66.7%	33.3%	0.0%	0.0%	100.0%
		% within Organizational performance in terms of service delivery will be affected negatively as other employees have to assist them.	0.0%	8.7%	8.3%	0.0%	0.0%	5.4%
		% of Total	0.0%	3.6%	1.8%	0.0%	0.0%	5.4%
	26 - 35	Count	3	6	4	1	0	14
		% within Age in years	21.4%	42.9%	28.6%	7.1%	0.0%	100.0%
		% within Organizational performance in terms of service delivery will be affected negatively as other employees have to assist them	21.4%	26.1%	33.3%	16.7%	0.0%	25.0%
		% of Total	5.4%	10.7%	7.1%	1.8%	0.0%	25.0%
	36 - 45	Count	8	8	4	2	1	23
		% within Age in years	34.8%	34.8%	17.4%	8.7%	4.3%	100.0%
		% within Organizational performance in terms of service delivery will be affected negatively as other employees have to assist them	57.1%	34.8%	33.3%	33.3%	100.0%	41.1%

		% of Total	14.3%	14.3%	7.1%	3.6%	1.8%	41.1%
		Organizational performance will be affected negatively						Total
		Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree		
46 - 55	Count	3	6	3	3	0	15	
	% within Age in years	20.0%	40.0%	20.0%	20.0%	0.0%	100.0%	
	% within Organizational performance in terms of service delivery will be affected negatively as other employees have to assist them	21.4%	26.1%	25.0%	50.0%	0.0%	26.8%	
	% of Total	5.4%	10.7%	5.4%	5.4%	0.0%	26.8%	
> 56	Count	0	1	0	0	0	1	
	% within Age in years	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	
	% within Organizational performance in terms of service delivery will be affected negatively as other employees have to assist them	0.0%	4.3%	0.0%	0.0%	0.0%	1.8%	
	% of Total	0.0%	1.8%	0.0%	0.0%	0.0%	1.8%	
Total	Count	14	23	12	6	1	56	
	% within Age in years	25.0%	41.1%	21.4%	10.7%	1.8%	100.0%	
	% within Organizational performance in terms of service delivery will be affected negatively as other employees have to assist them	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	25.0%	41.1%	21.4%	10.7%	1.8%	100.0%	

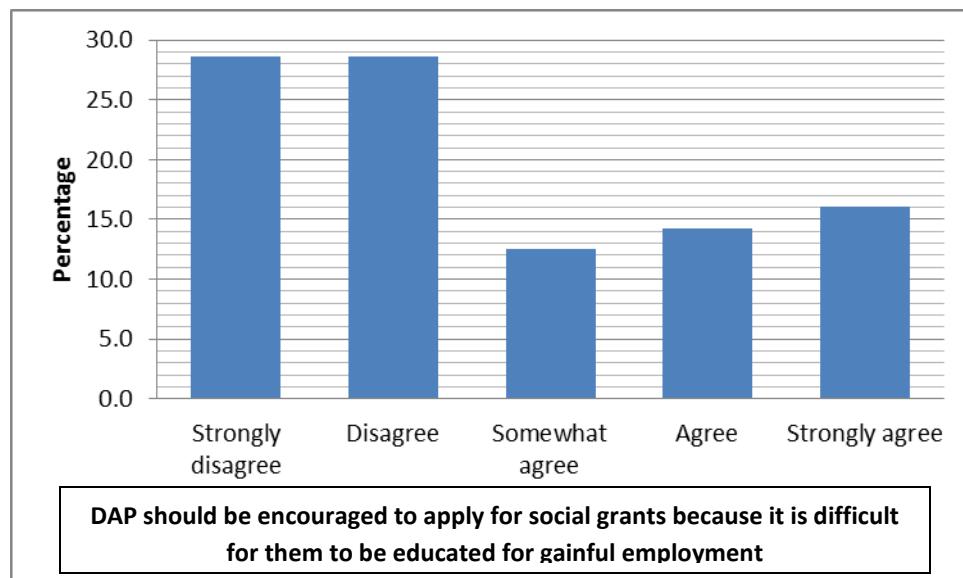
Source: Researcher's fieldwork 2016

Age in years indicated as follows:

Table 4-15 shows that out of 23 respondents to the statement that organizational performance in terms of service delivery will be affected negatively as other employees have to assist DAP, two (2) respondents between 18 and 25 years of age constituting 8.7%, six (6) respondents between 26 and 35 years of age constituting 26.1%, 8 respondents between 36 and 45 years of age constituting 34.8%, six (6) respondents between 46 and 55 years of age constituting 26.1% and one (1) respondent constituting 4.3% disagreed with the statement.

#### **4.5.5 DAP should be encouraged to apply for social grants**

The SASSA-KZN processes and pays social grants to DAP who cannot support themselves due to medical conditions, age and social challenges. These are medical-related grants which are the care dependency grant and a disability grant. These grants assist the beneficiaries to supplement their sources of income so that they can take care of their needs. Differently abled people can rely on these grants as their means of survival. Respondents were asked whether DAP should be encouraged to apply for social grants because it is difficult for them to be educated for gainful employment. Graph 4.26 shows whether or not DAP should, in the opinion of the respondents, be encouraged to apply for Social Grants because it is difficult for them to be educated for gainful employment.



**Graph 4-26: DAP should be encouraged to apply for social grants**

Graph 4-26 indicate that 28.6% of respondents strongly disagree, 28.6% of respondents disagree, 12.5% of respondents somewhat agree, 14.3% of respondents agree and 16.1% of respondents strongly agreed. Participants were required to provide comments when they were completing questionnaires and they commented as follows:

There are so many duties which can be performed by differently abled people. They can even hold management positions (R 1).

Equal opportunities should be afforded to all RSA categories (R 3).

No. They should be encouraged to be independent and educate themselves as they do now (R 24).

DAP can get to any level of education and they can perform any task without other colleagues' assistance (R 28).

Education at all levels makes provision for Differently abled people to obtain education (R 35).

Organizations should be encouraged to provide more job opportunities for Differently abled people (R 50).

Statistical data collected shows that the majority of participants (57.2%) which are a combination of respondents who strongly disagreed and those who disagreed that DAP should be encouraged to apply for social grants because it is difficult for them to be educated for gainful employment. All six respondents' comments agree that DAP can and should be given an opportunity to compete and gain employment instead of encouraging them to apply for social grants. Taken together these findings indicate that DAP should not, in the opinion of the respondents, be encouraged to apply for social grants because of challenges in providing them with education.

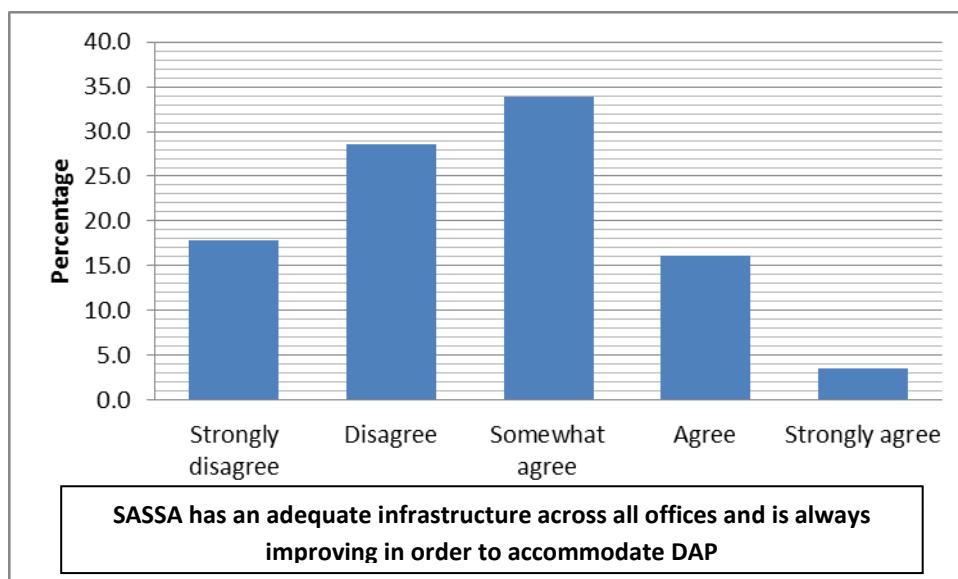
The discussion in this section concentrated on whether or not DAP should be encouraged to apply for social grants because it is difficult for them to be educated for gainful employment. What was common is that they should be exposed to job opportunities. The next session will be addressing physical infrastructure at KZN SASSA towards accommodating the needs of DAP because they have to be provided with employment opportunities as discussed before in this section.

## **4.6 Physical infrastructure at SASSA-KZN to accommodate DAP**

The Employment Equity Act 55 of 1998 (As amended) prescribes that government departments, organizations and private companies are expected to promote the constitutional right of equality and the exercise of true democracy and to eliminate, as far as is practicably possible, unfair discrimination in employment. This will be implemented by employment without discriminating according to race, gender, culture or ability, to mention a few. This section has four subsections based on the following statements: (1) SASSA has an adequate infrastructure across all KZN offices and is always making improvements to accommodate DAP; (2) SASSA provides special training to DAP so that they can use existing infrastructure and resources; (3) Consideration is always taken by SASSA when procuring resources to accommodate DAP, e.g. user-friendly software and vehicles; and (4) SASSA should be making provision for the transportation of DAP to and from work.

### **4.6.1 SASSA-KZN has an adequate infrastructure to accommodate DAP**

Organizations, the private sector and departments, inclusive of SASSA as an Agency, are therefore expected to have adequate infrastructure across all offices and always to improve it to accommodate DAP. Respondents were asked whether or not SASSA has an adequate infrastructure across all offices and is always improving it to accommodate DAP. Graph 4-27 shows whether or not SASSA has, in the opinion of the respondents, an adequate infrastructure across all offices and is always improving it to accommodate DAP.



**Graph 4-27: SASSA-KZN has an adequate infrastructure to accommodate DAP**

Graph 4-27 shows that 17.9% of respondents strongly disagree, 28.6% of respondents disagree, 33.9% of respondents somewhat agree, 16.1% of respondents agree and 3.6% of respondents strongly agree. Participants were expected to provide comments on questionnaires regarding the infrastructure they commented as follows:

Infrastructure is not yet adequate. They are still trying to accommodate them (R 1).

SASSA, in many instances, does not have their own premises which pose serious challenges (R 3).

Some of the facilities are not designed for disabled people (R 10).

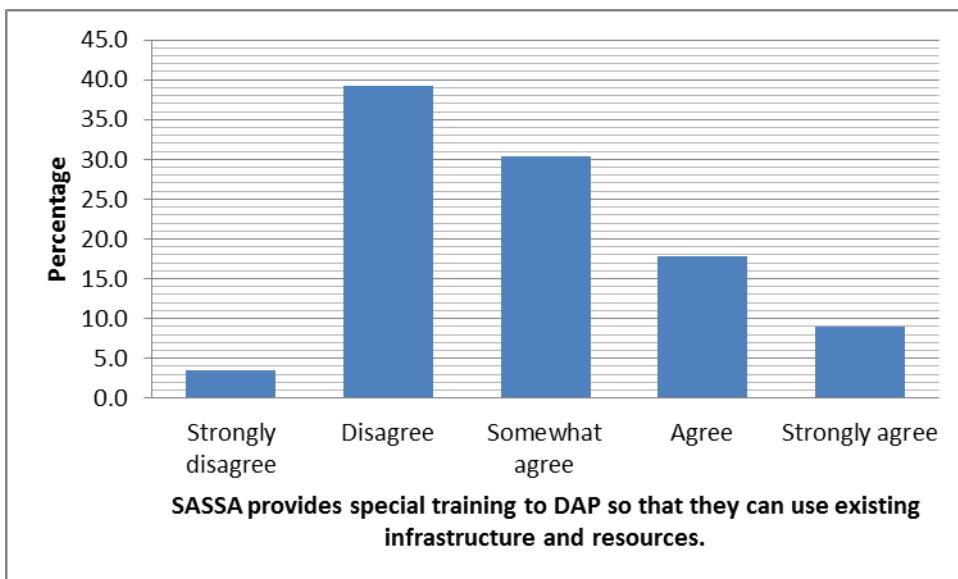
Most of SASSA infrastructure does not accommodate DAP (R 28).

Some offices are using leased buildings that do not adequately accommodate Differently abled people. Some buildings do not have lifts, wheel chair ramps and ablution facilities (R 35).

The common theme in responses from all five respondents was that SASSA-KZN infrastructure is not adequate to accommodate DAP. Evidence to this effect is that 46.5% which is a combination of respondents who strongly disagreed and those who disagreed that infrastructure is conducive for DAP disagreed on this statement against 19.7% which is a combination of those who agreed and those who strongly agreed. However, 33.9% of participants were not sure whether they agreed or not. Taking both the statistical data and comments analysed together, this shows that SASSA does not, in the opinion of the participants, have an adequate infrastructure across all offices, which is always improving to accommodate DAP.

#### **4.6.2 SASSA-KZN provides special training to DAP**

Organizations should be providing internal special training to DAP when they are employed in the Expanded Public Works Programme (EPWP) or as interns so that they can perform optimally in the workplace and be prepared for employment. Respondents were asked whether SASSA-KZN provides special training to DAP so that they can use existing infrastructure and resources. Graph 4-28 shows whether or not SASSA, in the opinion of the participants, provides special training to DAP so that they can use existing infrastructure and resources.



**Graph 4-28: SASSA-KZN provides special training to DAP**

Graph 4-28 shows that 3.6% of respondents strongly disagreed, 39.3% of respondents disagreed, 30.4% of respondents somewhat agreed, 17.9% of respondents agreed and 8.9% of respondents strongly agreed. Respondents were asked to provide comments on questionnaires regarding the question that SASSA-KZN provides special training to DAP so that they can use existing infrastructure and resources and their responses were as follows:

No special training is offered thus far (R 3).

The organization treats them as normal since there is no existing infrastructure designed specifically for them (R 10).

No training is currently provided by SASSA (R 28).

Our office has not been exposed to such a situation (R 35).

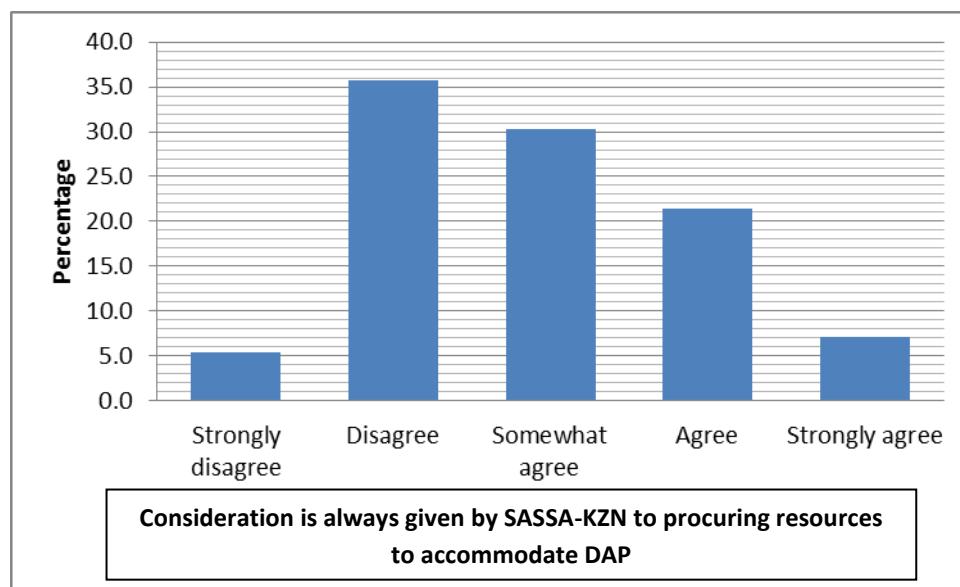
SASSA development programmes are done once in three years R50).

Taking together both types of data collected, it is the common perception that SASSA-KZN does not provide special training to DAP so that they can use existing infrastructure and resources. This is confirmed by 42.9% which is a combination of respondents who strongly disagreed and those who disagreed as compared to 26.8% which is a combination of those who agreed and those who strongly agreed. There is a variance of 30.4% respondents who are neutral. Three comments by

respondents disagreed that training is offered and one stated that programmes are done in three year cycles. This means that DAP are not fully accommodated in the workplace like any other employee.

#### **4.6.3 Consideration of procurement of resources to accommodate DAP**

DAP have to be catered for when the procurement plan is submitted so that they will have resources that will make their working environment conducive. Respondents were asked whether or not consideration is always given to procuring resources to accommodate DAP, e.g. user-friendly computer software and vehicles. Graph 4-29 shows whether or not in the opinion of the participants, consideration is given to procuring resources to accommodate DAP, e.g. user friendly computer software and vehicles.



**Graph 4-29 Consideration to procure resources to accommodate DAP**

Graph 4-29 shows that 5.4% of respondents strongly disagreed, 35.7% of respondents disagreed, 30.4% of respondents somewhat agreed, 21.4% of the respondents agreed and 7.1% of respondents strongly agreed. Respondents were also requested to provide comments on the question and they responded as follows:

There are no vehicles designed for the disabled people. However, there is a circular that recently came out which indicates that they can use their own vehicles and claim for travelling costs (10)

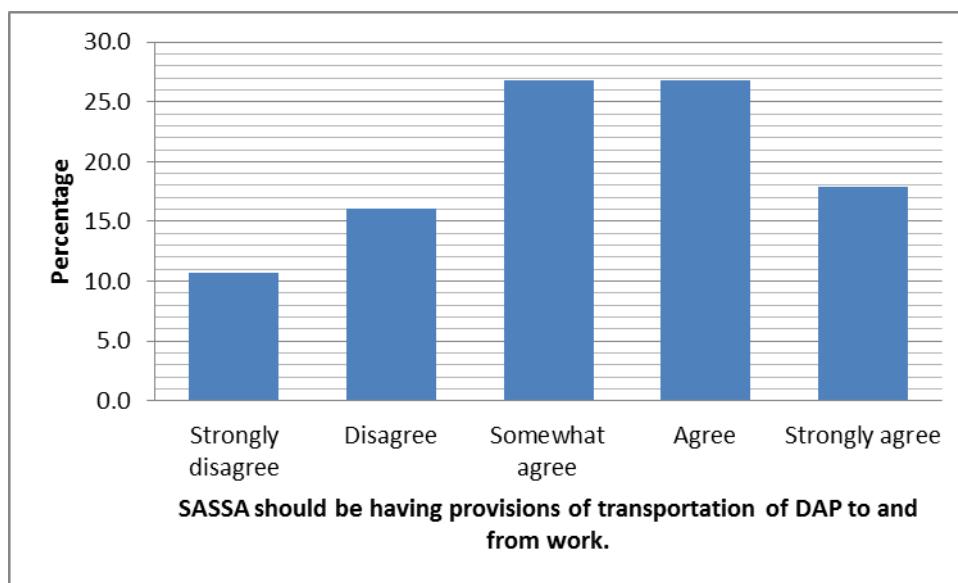
Resources are only designed for normal people (R 28)

There should be customized computers for visually impaired employees (R 35)

Data collected shows that a maximum number of respondents (41.1%) which is a combination of respondents who strongly disagreed and those who disagreed that DAP are considered during procurement in terms of user-friendly software and vehicles, and there was a minimum of respondents (28.5%) composed of those who agreed and those who strongly agreed. There is a variance of 30.4% who remained neutral. Comments from three respondents indicated disagreement citing common comments that no resources are procured for DAP but for normal people. This means that procurement of resources is only planned for other employees.

#### **4.6.4 Provisions for the transportation of DAP to and from work**

Employment and accommodation of DAP involve their mobility to and from work as a supportive gesture, therefore SASSA-KZN should be providing transport for them to go to work and to their place of residence. Respondents were asked if SASSA-KZN should be making provision for the transportation of DAP to and from work. Graph 4-30 shows whether or not; in the opinion of the respondents, SASSA-KZN should be making provisions for the transportation of DAP to and from work.



#### **Graph 4-30: Provisions for transportation of DAP to and from work.**

Graph 4-30 shows that 10.7% of respondents strongly disagreed, 16.1% of respondents disagreed, 26.8% of respondents somewhat agreed, 26.8% of respondents agreed and 17.9% of respondents strongly agreed. Respondents were requested to further provide comments on their questionnaires and they responded as follow:

They should be afforded reasonable accommodation (R 3).

The employee should make means of how to travel to and from work (R 10).

No. There is no need unless the condition is bad (R 24).

Some DAP with scarce skills might be relying on Grant only because they do not have means to use normal transport (R 28).

It depends on the type of the disability (R 35).

A majority of respondents (44.7%) was a combination of respondents who agreed and those who strongly agreed against 26.8% of respondents who strongly disagreed and those who disagreed that SASSA-KZN should be providing for the transportation of DAP to and from work. There was 26.8% who remained neutral bout the comment. Three out of five respondents' comments claim that provision of transport should be conditional. One disagreed stating that they should make their own means to get to work; another stated that there is no need unless the condition is bad and the last one agreed that they should be provided with adequate accommodation. This is one of the areas neglected in accommodating DAP and confirmation that SASSA does not provide means of transport for DAP employees to travel to and from work.

The main aim of the above sections was to focus on data presentation and the following section will focus on the findings from the data collected.

#### **4.7 Discussion**

This section discusses the findings from the data collected. The discussion is around the four broad research questions and is informed by the conceptual framework as described in chapter two.

#### 4.7.1 Policies influence on the employment of DAP in SASSA-KZN

The first question in this study endeavoured to understand how SASSA policies influence the employment of DAP in KZN. Findings of this study reveal that SASSA-KZN has adequate policies. Surprisingly 21% of respondents were not sure whether SASSA-KZN has policies in place or not. This is an indication that there are employees who have no idea how or if SASSA employs DAP or not. However, 64.3% of respondents agreed and 14.3% disagreed. Although only a minimum of 35.7% of the survey respondents do not agree that SASSA-KZN policies are adequate, additional comments by five respondents and a face-to-face response by one participant assert that SASSAKZN policies are inadequate.

Findings further revealed that although there are policies in place, there is inadequate implementation. Policy implementation is of paramount importance because it could open the gateway for DAP inclusion in economic participation. Kemppainen (2011) also reports on the European accessibility policies with its action plan which includes a section called “Participation for all in the knowledge-based economy”. Findings further revealed that employees are not aware of guidelines and policies supporting disability management claiming that they are not communicated to employees even if policies exist. It is critical that employees understand all policies of their organization especially those related to interpersonal relationships in the workplace. Lack of awareness and implementation of policies and documented guidelines could lead to both management and employees not recognizing, and implementing employment equity as expected by the Equity Employment Act 55 of 1998.

#### 4.7.2 Perceptions of SASSA-KZN management about the employment of DAP

The second question asked in this research ventured to establish the perceptions of SASSA-KZN management about the employment of DAP. An overall analysis as per findings for this question displayed that SASSA-KZN management perceive DAP as not adding value to an organization. The finding is derived from responses to the eight areas tested on the perceptions of management and these are:

- (1) SASSA-KZN does not have relevant recruitment and selection strategy for DAP,
- (2) The management perception is that DAP cannot be productive working independently unless they are assisted. This implies that that attention should be given to them differently from others,
- (3) DAP have to be treated differently from other employees,

- (4) On the four categories of impairment which are mental health, intellectual impairment, visual, hearing, and speech impairment and physical impairment, findings were that DAP cannot do their work like other persons in SASSA-KZN even with training provided,
- (5) Employment of DAP has cost implications,
- (6) DAP need more time off to take care of their health-related issues,
- (7) DAP need special attention to perform their tasks and
- (8) It was not agreed that it is gainful to employ DAP.

Findings on these eight areas indicate negative perceptions about the employment of DAP. These findings are consistence with Gustafsson, Peralta and Donermark when they highlight that employers have previous experiences which negatively influence their willingness to employ DAP. They are consistent with Dube (2011) as well when he discloses that the main perception of DAP is that able-bodied employees and management frequently have a judgemental and rejecting attitude towards DAP. He further presents that the current situation permits management to easily rationalize the practice of placing DAP at lower levels on the grounds that it is difficult to find skilled DAP. The findings are that management and employees believe that DAP cannot work independently and need constant monitoring is echoed by Dube (2011) when stating that there is a perception that employing DAP would be a risk for the organization.

In chapter two, Schur *et al.*, (2009) noted that the issue of attitudes towards Differently Abled employees is supported by the employers' own views and further mentions that one fifth (20%) of employers' report that the greatest barrier to differently abled employees finding employment is discrimination, prejudice, or employer reluctance to hire them. Twenty two per cent (22%) of employers' report that attitudes and stereotypes are a barrier to hiring Differently Abled employees in their own firms and 32% of employers' report that it is difficult to change supervisors and co-workers' attitudes (Bruyere, 2000) and 26% of them are not sure what influences the employability of DAP. Gustafsson, Peralta and Donermark (2014) highlight that employers have previous experiences which influence their willingness to employ DAP and the first one is the match between the jobs that are considered suitable for DAP and the personal characteristics desired for the job offered. Maja, Mann, Sing, Steyn and Naidoo (2011) discovered that discrimination against

DAP during the recruitment and selection process is caused by negative attitudes and lack of knowledge and awareness.

#### 4.7.3 SASSA-KZN employee perceptions on the implementation of the Employment Equity Act 55 of 1998

This was a third question of the research which undertook to determine how KZN-SASSA employees perceive the implementation of the Employment Equity Act 55 of 1998 with regard to the employment of DAP (DAP). Findings of the research revealed that the employees do not agree that the implementation of the Employment Equity Act 55 of 1998 would influence the relationships between co-workers and neither would it negatively impact on the community confidence and trust and this means that they have a positive perception about the implementation of the Employment Equity Act. Furthermore, the employees feel that the organizational performance in terms of service delivery will not be negatively affected. These findings are reconcilable with Cavalcoli (2011) who, as mentioned in chapter two, reminded us that another advantage for employers who recruit and employ DAP is that they are known to be experienced problem-solvers with a proven ability to adapt. To emphasize the employees' positive perceptions of the implementation of the Employment Equity Act 55 of 1998, SASSA-KZN employees did not agree that organizations should be afforded a choice to employ or not to employ DAP such that 50% strongly disagreed and 30.4% somewhat agreed. With reference to the findings, an overall indication is that SASSA-KZN employees' perception of the implementation of the Employment Equity Act 55 of 1998 is positive. These findings are significant in that they point to the possibility of SASSA-KZN's full compliance with the implementation of the Employment Equity Act 55 of 1998 and to the possibility of the DAP status being raised to permanent employment.

#### 4.7.4 Improvement of the physical infrastructure at SASSA-KZN towards accommodation of DAP

This was the fourth question for this study which aspired to assess the extent to which the physical infrastructure at KZN-SASSA accommodated the needs of DAP. Findings of the research showed that 46.5% of the respondents disagreed, only agreed 19.7% and 33.9% were not sure. Findings further indicate that although SASSA-KZN has a relevant recruitment strategy, SASSA-KZN infrastructure is not conducive to accommodate the needs of DAP because the procurement plan and facilities management does not accommodate the needs of DAP. Findings are consistent with Colella and Bruyere (2011:478) "Although a great deal of legal and public policy research has

been conducted about the accommodation process, very little research has been done from a psychological perspective". Employees who are differently abled are not provided with transport to travel to work as a support mechanism. These findings contradict with Section 6 of the Promotion of Equality and Prevention of unfair Discrimination Act 4 of 2000 amended by Act 52 of 2002 which states that no person may unfairly discriminate against any person on the grounds of disability including, (a) denying or removing from any person who has a disability, any supporting or enabling facility necessary for the functioning in society, (b) contravening the Code of practice or regulations of the South African Bureau of Standards that govern environmental accessibility, and (c) failing to eliminate obstacles that unfairly limit or restrict persons with disabilities from enjoying equal opportunities or failing to take steps to reasonably accommodate the needs of such persons. On the other hand, these findings are consistent with Dube (2005) when he states that with regard to reasonable accommodation, a number of employers have increasingly become aware of their obligations. However, while there are improvements in the accessibility of new buildings, the minimum standards of compliance, rather than a comprehensive approach to accessibility, are adhered to. The research also discovered that most employers have the belief that accommodation improvement is costly which contradicts what Kaye (2010) asserts that accommodation of DAP cost little or nothing and is generally effective and worth an investment in terms of retaining experienced employees and increasing productivity while improving an organizational culture and conducive work climate. Transportation of employees forms part of the infrastructure more especially for DAP who have challenges to travel to work but the findings are consistent with Chakwiriza (2011) who states that possible advantages of access to workplace opportunities and services are severely reduced for constrained physical abilities. "For an example, where job centres are situated far from areas with high unemployment and transport facilities can be a major constraint to employment thus limiting the ability to travel to interviews and to find out about employment opportunities" (Chakwiriza, 2011:65).

This research was conducted only with SASSA-KZN employees because they understand the SASSA-KZN environment, and further study might need to expand to engage respondents and participants from other departments and organizations which will make generalization more feasible. (Refer to Appendix A for biographical information).

## 4.8 Triangulation

### 4.8.1 Significance of triangulation

According to Denzil (2012) triangulation assists the researcher in generating a deeper understanding of the phenomenon being studied. He also states that each method in mixed methods, whether used in the case study, interviewing, ethnography or survey, has its own complexity. “Purists extended and repeated the argument that qualitative and quantitative methods cannot be combined because of the difference between their underlying paradigm assumptions” Denzil, 2012:84).

**Table 4.16 Triangulation of mixed methods**

Research objective	Survey findings	Interviews findings	Diversion/ Conversion
1. To understand how SASSA policies influence the employment of Differently abled people in KZN.	Findings revealed 64.3% of respondents agreed that SASSA-KZN has adequate policies influencing the employment of DAP. Only 14.7% disagreed.	21% of participants were not sure whether SASSA-KZN has policies in place or not. Some have never seen policies.	This finding indicates a minimal diversion and shows that SASSA-KZN has adequate policies on the employment of DAP. The difference is that some employees are not aware of policies. therefore, education on policies is essential.
2. To establish the perceptions of KZN SASSA managers about the employment of DAP.	Findings revealed that SASSA has relevant recruitment strategy. It is gainful to employ DAP. They can be more productive and need not to be treated differently.	They cannot fully execute their duties. They have to be monitored at all times and need more time-off for medical appointments. There are cost implications since the physical infrastructure has to be improved.	There is diversion between survey and interviews on whether it is gainful to employ DAP. Survey findings indicated that it is gainful and on the contrary interviews indicated that DAP need more time off for medical appointments,

			they have to be closely monitored and that there are cost implications because of infrastructure improvements.
3. To determine how KZN SASSA employees perceive the implementation of the Employment Equity Act with regards to the employment of DAP.	Findings revealed that participants support the employment of DAP and that there are no issues with working with them.	Respondents indicated that it is a constitutional and a legal obligation to employ DAP.	Survey and interviews agree on the employment of DAP which is a conversion on employee perceptions.
4. To assess the extent to which the physical structure at KZN SASSA accommodates the needs of DAP.	Survey results indicated that there is no adequate infrastructure and no procurement plans in place to accommodate DAP.	Interviews revealed that there the infrastructure is not designed for DAP, there are no vehicles procured to accommodate DAP. There is a feeling that they should be provided with transport to work but that is not in place.	There is a conversion on the findings since both the survey and interviews findings reveal that there is no adequate infrastructure and no procurement plans in place to accommodate DAP.

Source: Researcher's own work 2018

#### 4.9 Summary of the chapter

In this chapter data collected was presented and analysed so that a presentation of findings as presented in 4.8 and table 4.16 can be generated on the the assessment of organizational inclusion in the employment of DAP. Triangulation was conducted to try and get a full understanding of the problem. Findings on three research questions and objectives indicate that SASSA-KZN policies are adequate to accommodate DAP, SASSA-KZN employees have positive perceptions on DAP and that SASSA-KZN physical infrastructure accommodates DAP. There was a diversion on SASSA-KZN management perceptions on the employment of DAP. The instrument used to analyse

data was the SPSS programme which generated graphs, tables and statistical information which assisted with findings.

## **CHAPTER FIVE: SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The main aim of the study was to analyse the organizational inclusion of DAP in employment in SASSA-KZN-KZN). The primary goal of this chapter is to provide a summary of the study and to draw conclusions about the study objectives which are: investigation into how SASSA-KZN policies influence the employment of DAP, establishing the perceptions of SASSA-KZN managers about the employment of DAP, determining how SASSA-KZN employees perceive the implementation of the Employment Equity Act with regard to the employment of DAP and to assess the extent to which the physical structure at SASSA-KZN accommodates the needs of DAP. The study also provides recommendations which the study proposes based on the findings and presents the implications of the study for management, employees, human capital practitioners, policy makers and future research.

### **5.2 A summary of the contribution of chapters**

Contributions of the chapters towards providing insight on understanding the phenomenon are as follows:

Chapter one contributed to the background of the study, the preliminary literature review which would serve as the reason why this study was necessary, the problem statement which would outline the necessity of this study. The preliminary literature review of chapter one laid a foundation for the research questions and research objectives which would guide the study. It also provided information on the significance and rationale of the study. Furthermore, chapter one discussed the limitations of the study and at the same time providing contributions of the limitations in understanding challenges towards addressing the phenomenon.

Chapter two contributed to the review of the literature on the phenomenon and discussed findings by previous scholars who have conducted researches. The chapter discussed the definition of concepts for the understanding of the organization, inclusion, and exclusion of DAP, the effects of myths on the employment and employability of DAP. An attempt to make the reader understand what is included or excluded entail in this study. It also discussed the conceptual framework which is organizational inclusion from which the research questions and objectives were crafted. Chapter two further discussed the policy and legal framework to clarify what the prescripts say about

discrimination and its impact on DAP. It used international perspectives on legislation to compare them with South Africa. Barriers affecting the employment of DAP and the benefits of employing them. Chapter two also provided a review of relevant literature which provided information on barriers experienced by DAP.

Chapter three contributed to the study by providing guidance and insight on how the research would be conducted to collect data which would be analysed in chapter four. The research questions and objectives would be answered after the analysis of data is conducted. The chapter outlined the research design and the research methods to be used. A mixed method which is quantitative and qualitative were to be used. Chapter three further discussed the study site and the target population which would be relevant to answer research questions and objectives about the phenomenon being studied. It further explained the data collection methods and the instruments at the same time explaining how data would be controlled. The process of analysing data was explained and ethical issues during the research were explained. Chapter three concluded by articulating the limitations of the study and the summary of the chapter.

Chapter four discussed data presentation and an analysis of collected data using instruments as explained in chapter three of the study. Geographical data was presented and thereafter responses presented by participants and respondents during the research process were analysed. Responses were presented in graphs and tables after being analysed using SPSS programme. Analysed data in chapter four was collected to generate answers to the research questions and objectives as they were identified in chapter one. Chapter four provided findings from analysed collected data. It also provided discussions on the findings and ended by triangulating findings on the survey and in-depth interviews to identify diversions and conversions on responses.

### **5.3 Findings and conclusions regarding the study research questions and objectives**

The results of the study presented in chapter four helped to provide answers to the questions of the study. When reviewing the questions and the objectives which the study was intended to explore, the researcher came to some conclusions which also informed his recommendations. The major objectives and conclusions are highlighted in the next paragraphs.

### 5.3.1 Policies influence the employment of DAP in SASSA-KZN

The first objective of the study was to investigate how SASSA KZN policies influence the employment of DAP. The study was expected to obtain confirmation of the existence of adequate policies to this effect. Although statistical information indicates that SASSA-KZN has policies, comments revealed the reality that respondents are not aware of such policies.

Findings:

- (1) The findings of the study revealed that the policies exist but they do not specifically address issues around the employment of DAP, meaning existing policies are inadequate.
- (2) Employees do not have knowledge of policies addressing the employment of DAP.
- (3) Employees who are aware of policies indicate that such policies are not effectively implemented.

Conclusion: It is concluded that although policies exist, ineffective implementation decreases the influence of such policies on employment of DAP.

### 5.3.2 Perceptions of SASSA-KZN managers in the employment of DAP

The second objective of the study was to investigate the perceptions of SASSA-KZN managers on the employment of DAP.

The study revealed that employees have positive perceptions about the implementation of the Employment Equity Act 55 of 1998 on the employment of DAP. Fifty-six percent (56.1%) do not agree that the employment of DAP will have a negative impact on community confidence and trust in the performance of the organization. This confirms that employees have trust and confidence in the employment of DAP.

Findings:

- (1) With reference to the survey, some management respondents have positive perceptions of the employment of DAP. However, although some responses at management levels have positive perceptions of the employment of DAP, some do not present confidence on DAP. Interviews indicated that DAP need more time off for medical appointments, they have to be closely monitored

- (2) A large number of respondents agree that the employment of DAP has cost implications. This is because the infrastructure has to be improved to accommodate them and the cost of employee wellness programs to support them in the workplace. Leave issues to have financial implications as well. There are other safety measures which need improvement where there are employees with mental and intellectual impairment.
- (3) It has to be remarked that a bigger number of respondents on surveys indicated that they somewhat agreed. This can be interpreted as uncertainty whether employing DAP has cost implications.

Conclusion:

It is concluded from the findings that SASSA-KZN management does not have positive perceptions of the employment of DAP.

### 5.3.3 SASSA-KZN employee perceptions on the implementation of the Employment Equity Act 55 of 1998

The third objective of the study was to investigate SASSA-KZN employee perceptions about the implementation of the Employment Equity Act 55 of 1998 on the employment of DAP. When the SASSA-KZN respondents were asked to respond to whether or not organizations should be afforded a choice to employ or not to employ DAP.

Findings:

- 1) DAP are more sensitive about their condition, however, the study shows that employees are prepared to work with them and that SASSA-KZN employee perceptions are positive towards the implementation of the EEA.
- 2) The study further indicates that the respondents feel that the employment of DAP will not negatively impact on the community confidence and trust in the performance of the organization.

Conclusion:

It is concluded that SASSA-KZN employees have positive perceptions about DAP since they even indicate that the community confidence in the organization will not be affected.

### 5.3.4 The physical infrastructure at SASSA in the accommodation of DAP

The fourth and the last objective was to assess if SASSA-KZN physical infrastructure is adequate for DAP.

Findings:

- 1) The study revealed that even though there are relevant recruitment planning and strategies which require an organization to plan for newly employed, the infrastructure does not accommodate DAP. This is so because the recruitment plan should take cognisance of the fact that DAP who are keen to apply might be suitable candidates, therefore the infrastructure should be ready to accommodate them. The starting point is that DAP should be able to access the interview venue when they respond to invitations.
- 2) Infrastructure involves providing DAP with adequate means of traveling to and from work. The study findings are that SASSA-KZN does not have such provisions for DAP.
- 3) SASSA-KZN does not cater for DAP in its procurement plans whereby resources to be used by DAP are designed to suit their needs.

Conclusion:

The findings can be the basis of the conclusion that SASSA-KZN is not ready to employ DAP because there is no plan in place to accommodate them even if they are employed.

## 5.4 Recommendations

Based on the findings and conclusions of this study, the researcher makes the following recommendations:

- SASSA-KZN provide workshops for all employees and include discussion on policies during the induction of newly employed staff.
- Employment and accommodation of DAP should be in line with the Employment Equity Act 55 of 1998 and their welfare is the responsibility of all SASSA-KZN employees including management. Findings of the study indicate that SASSA-KZN has policies on the employment of DAP but it is clear that there are employees who are not aware of the existence of such

policies. The existence of policies would not be effective if such policies are inadequately disseminated and improperly interpreted clearly across the entire organisation. Some employees indicate that even if they are aware of policies, policy implementation is ineffective. The recommendation to include policy discussion during induction is made because it might happen that employees who indicated that they are not aware of the existence of policies might be new and might have been hired after the relevant workshop on policies had already been presented.

- The issue of Occupational Health and Safety should be considered seriously by SASSA-KZN when addressing the issues on adequate infrastructure.

DAP may feel uncomfortable working in an inadequate environment that affects their safety. According to the findings of this study, SASSA-KZN environment is not adequate for DAP to work in.

- Organizations should provide the infrastructure that accommodates DAP

Survey respondents indicate that DAP are afforded access to infrastructure in a way that meets their physical needs. The study revealed that SASSA-KZN infrastructure is not adequate for DAP. This is a critical area, which SASSA-KZN should address with immediate effect because it will have a negative impact on the retention of DAP. SASSA-KZN might be employing DAP but those which are already in employment might leave the social security agency because of either feeling discriminated against in terms of the lack of adequate resources.

- DAP should not be treated by employers in a way that suggests they are receiving favouritism.

Respondents suggest that showing favouritism to DAP would have a negative impact on the relationship in the workforce because other employees interpret that as favouritism. The best position which SASSA-KZN could take is to empower DAP and always to provide support.

## **5.5 South African policy implications of the study**

The findings have major implications for the employment of DAP by SASSA-KZN. For management and Human Capital management practitioners, the study has the following implications. It may assist human capital management team to learn, interpret and consistently communicate all policies to employees across the board since the current finding is that not all employees are aware of the policies on the employment of DAP. Policy makers within SASSA-KZN may learn to ensure that policies and guidelines are implemented effectively to inculcate

positive attitudes and perceptions among all employees. This will also assist in closing gaps where employees feel that policies are inactive. The public service has an important role to play in accommodating DAP. The department of transport, for example, need to provide transport which will accommodate DAP so that they can travel to and from work when they get employed by any other organization. The department of education should also identify and implement programmes which will develop DAP to a point where they are employable. These programs should begin at the childhood stage and up to formal education at higher institutions. This will reduce discrimination of DAP making them dependent on other people and the Department of social development. With these interventions, DAP will regain their self-esteem and develop a sense of belonging in their country.

### **5.6 Significance of the contribution of this study to the discourse on DAP**

The study provided literature which provided how are expected to perform in order to accommodate DAP in the economic mainstream. It further contributed by exploring literature about what is happening with DAP in terms of employability and being employed. The study discussed barriers that exist in the employment of DAP. The important part of the study was the collection and analysis of data which contributed to understanding the employer's and the employees' perceptions about working with DAP. The study indicates that the organizations need to revisit their Employment Equity plans to evaluate their contributions to the employment of DAP.

### **5.7 Summary of the chapter**

The aim of this chapter was to provide contributions by each chapter on the assessment of organizational inclusion in the employment of DAP and also to provide a summary of the entire study. It discussed the findings of the study and conclusion regarding the research questions and objectives which were designed to study the phenomenon. This chapter provided recommendations and outlined the implications of the study. It has shown that the management is not in line with the true sense of transformation when it comes to the employment of DAP. The study has further shown that the environment within SASSA-KZN is not yet adequate to accommodate DAP. The positive side of the findings is that SASSA-KZN does have policies on employing and supporting DAP but on the negative side they are not adequately communicated and properly implemented for effectiveness. There was a discussion on South African policy implications of the study discussed

in this chapter. The chapter further highlighted the implications and contributions of the study on the transformation of the public service towards the employment of DAP.

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## **Appendix A: Ethical clearance**



14 July 2016

Mr Jerome Thokozani Mkhize 214582457

School of Management, IT and  
Governance Westville Campus

Dear Mr Mkhize

Protocol reference number: HSS/1043/016M

Project Title: The assessment of organizational inclusion in the employment of Differently Abled Peoples (DAP): A case study of the South African Social Security Agency in KwaZulu-Natal

Full Approval — Expedited

Application in response to your application received 12 July 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted FULL APPROVAL.

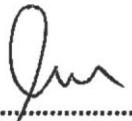
Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

**PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully



.....  
Dr Shanuka Singh (Chair)

Humanities & Social Sciences Research Ethics Committee

Cc Supervisor: Dr FA Ruffin & Dr S Mutereko

Cc. Academic Leader: Professor Brian McArthur

Cc School Administrator: Ms Angela Pearce

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## **Appendix B1: Informed consent letter**

School of Management, College of Law and Management,  
University of KwaZulu-Natal,  
Westville Campus,  
Durban

Dear Participant

### **INFORMED CONSENT LETTER**

My name is Jerome Thokozani Mkhize. I am a Master's degree candidate in Masters in Public Administration studying at the University of KwaZulu-Natal, Westville campus, Durban, South Africa.

I am interested in Assessing organizational inclusion in employment of Differently Abled People (DAP): A case study of the South African Social Security Agency in KwaZulu Natal Region.

Please note that participants will be assured that:

- Your confidentiality is guaranteed, as your inputs will not be attributed to you in person, but reported only as a population member opinion;
- The interview may last for about 1 hour and may be split depending on your preference;
- Data will be stored in secure storage and destroyed after 5 years;
- The research aims to evaluate the effectiveness of your Agency as well as the challenges if any that are experienced at the Agency when it comes to the employment of DAP;
- Any information given by you cannot be used against you, and the collected data will be used for purposes of this research only;
- Data will be stored in secure storage and destroyed after 5 years;
- You have a choice to participate, not participate or stop participating in the research. You will not be penalized for taking such an action;
- Your involvement is purely for academic purposes only, and there are no financial benefits involved; and
- If you are willing to be interviewed, please indicate (by ticking as applicable) whether or not you are willing to allow the interview to be recorded using the following equipment:

	Willing	Not willing
Audio equipment		
Photographic		
Video equipment		

I can be contacted at:

e-mail: [jeromem@sassa.gov.za](mailto:jeromem@sassa.gov.za) or [maranditm55@gmail.com](mailto:maranditm55@gmail.com)

Cell: 0840985965/ 0765224699

My supervisor is Dr. Sybert Mutereko

Discipline of Public Governance

School of Management, Information Technology, and Governance

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e-mail: [sybert@ukzn.ac.za](mailto:sybert@ukzn.ac.za) or [sybermt@yahoo.com](mailto:sybermt@yahoo.com)

You may also contact the Research Office through:

Ms Mariette Snyman

HSSREC Research Office,

Tel: 031 2608350

Thank you for your contribution to this research.

### **DECLARATION**

I \_\_\_\_\_ (Full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participate in the research project.  
I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT: \_\_\_\_\_ DATE: \_\_\_\_\_

## **Appendix B2: Informed Consent Document**

Dear Participant,

My name is Jerome Thokozani Mkhize (Student number: 214582457). I am a Masters candidate studying at the University of KwaZulu-Natal Westville Campus. The title of my research is: Assessing organizational inclusion in employment of Differently Abled People: A case study of the South African Social Security Agency in KwaZulu Natal Region. The aim of the study is:

- To understand how SASSA policies influence the employment of Differently Abled People (DAP) in KZN;
- To establish the perceptions of KZN SASSA managers about the employment of DAP;
- To determine how KZN SASSA employees perceive the implementation of the Employment Equity Act with regards to the employment of DAP; and
- To assess the extent to which the physical infrastructure at KZN SASSA accommodates the needs of DAP.

I am interested in interviewing you so as to share in your experiences and observations on the subject matter.

Please note that:

- The information that you provide will be used for scholarly research only;
- Your participation is entirely voluntary. You have a choice to participate, not to participate or to stop participating in the research. You will not be penalized for taking such an action;
- Your views in this interview will be presented anonymously. Neither your name nor identity will be disclosed in any form in the study;
- The interview will take about one hour;
- The record as well as other items associated with the interview will be held in a password-protected file accessible only to myself and my supervisors. After a period of 5 years, in line with the rules of the university, it will be disposed of by shredding and burning; and
- If you agree to participate please sign the declaration attached to this statement (a separate sheet will be provided for signatures).

I can be contacted at: School of Social Sciences, University of KwaZulu-Natal, Westville Campus.

e-mail: [jeromem@sassa.gov.za](mailto:jeromem@sassa.gov.za) or [maranditm55@gmail.com](mailto:maranditm55@gmail.com);

Cell: +27840985965; +27765224598

My supervisor is Dr. Sybert Mutereko who is located at the School of Social Sciences, Pietermaritzburg Campus of the University of KwaZulu-Natal.

Contact details: email [sybert@ukzn.ac.za](mailto:sybert@ukzn.ac.za) or [sybermt@yahoo.com](mailto:sybermt@yahoo.com),

Phone number: Tele: +27332605070

Cell: +27781933022.

My co-supervisor is Dr. F.A. Ruffin who is located at the School of Social Sciences, Westville Campus of the University of KwaZulu-Natal.

Contact details: email [ruffin@ukzn.ac.za](mailto:ruffin@ukzn.ac.za).

Phone number: Tele: +27312608020

Cell: +27768119595.

The Humanities and Social Sciences Research Ethics Committee contact details are as follows: Ms Mariette Snyman, University of KwaZulu-Natal, Research Office, Tel: +27312603587.

Thank you for your contribution to this research.

## DECLARATION

I..... (*Full names of participant*) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participate in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire. I understand the intention of the research. I hereby agree to participate.

I consent / do not consent to have this interview recorded (if applicable).

.....  
SIGNATURE OF PARTICIPANT

.....  
DATE

## **Appendix C: Recruitment letter for survey**

School of Management, College of Law and Management,  
University of KwaZulu-Natal,  
Westville Campus,  
Durban

Dear South African Social Security Agency (SASSA)

### **INVITATION TO PARTICIPATE IN THE STUDY: THE ASSESSMENT OF ORGANIZATIONAL INCLUSION IN THE EMPLOYMENT OF DIFFERENTLY ABLED PEOPLE (DAP): A CASE STUDY OF THE SOUTH AFRICAN SOCIAL SECURITY AGENCY IN KWAZULU NATAL**

As an employee of the South African Social Security Agency (SASSA) in KwaZulu Natal, you are invited to take part in the above mentioned study. You have been selected for the survey because you work for SASSA-KZN. Your participation will involve giving responses to a questionnaire regarding the employment of Differently Abled People (DAP) in SASSA-KZN. Your participation is valued and would enrich the study as I will draw on your insight and experience to understand the employment of Differently Abled People in SASSA-KZN.

Regards

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Jerome Thokozani Mkhize

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## **Appendix D: Questionnaire**

This questionnaire aims firstly to understand how SASSA policies influence the employment of DAP. Secondly, to establish the perceptions of SASSA management about the employment of DAP. The third aim is to determine how SASSA employee's perception about the implementation of the *Employment Equity Act* influence the employment of DAP and lastly to examine the extent to which the physical infrastructure at SASSA accommodates the needs of DAP.

This research will serve as a lens to examine the organizational inclusion in employment of Differently Abled People especially in SASSA.

Differently Abled People are generally referred to as People with disabilities. The study recognizes that they are abled but in a different way hence they will be referred to as Differently Abled People (DAP).

You are hereby requested to complete this short and simple questionnaire.

Your responses will be treated with confidentiality and will not be discussed with anyone to ensure that you are not victimized in any way because of your honest responses.

The questionnaire has five sections from Section 1 to Section 6.

You are free to leave out questions which you feel you are not comfortable to respond to.

### **SECTION A: Briefly provide the following information which will assist the researcher to understand your background and position in SASSA).**

1. Racial group (*Tick in the appropriate box*)

- African
- Coloured
- Indian
- White
- Other

2. Gender (*Tick in the appropriate box*)

- Female
- Male

3. What is your age? (*Tick in the appropriate box*)

- 18 to 25 years
- 25 to 35 years
- 35 to 45 years
- 45 to 55 years
- 55 and above

4. What is your level of employment within SASSA? (Tick in the appropriate box)

- Senior Management  
 Middle management  
 Junior Management  
 HCM Practitioner  
 Other: (*Specify*) .....

5. How long have you worked for SASSA? (Tick in the appropriate box)

- 1 month to 5 years  
 6 to 10 years  
 11 to 15 years  
 16 to 20 years  
 21 years and above

6. Are you differently abled? (Tick in a box)

Yes	No
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**SECTION B: Questions to be responded to in this section will be attempting to understand how SASSA policies influence the employment of Differently Abled People. Please tick your response in the appropriate box. Your responses will be scaled from 1 to 5 as indicated below and provide comments about your answers:**

1	2	3	4	5
Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree

1. SASSA policies are adequately designed to accommodate differently abled people in all KwaZulu Natal (KZN) offices.

1	2.	3.	4.	5.

(Please provide reasons for your response): .....

.....

2. Organizations are expected to have policies on Disability Management. Does SASSA have documented guidelines and policies supporting disability management?

1	2	3	4	5

(Please provide reasons for your response): .....

- .....
3. SASSA KZN has implemented documented employee support programmes designed specifically for DAP. Provide a few if you agree and state what alternative measures are in place if you do not agree.

1	2	3	4	5

(Please provide reasons for your response): .....

- .....
4. Organizations are expected to comply with the *Skills Development Act 97 of 1998*. If you agree that SASSA complies with this Act, state how often SASSA does a skills audit to put a skills development plan in place.

1	2	3	4	5

(Please provide reasons for your response): .....

.....

**SECTION C: This section aims to establish the perceptions of SASSA management about the employment of DAP. Please tick in a box your response. Your responses will be scaled from 1 to 5 as indicated below:**

1	2	3	4	5
Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree

1. Management at SASSA has a relevant recruitment and selection strategy which addresses the employment of Differently Abled People.

1	2	3	4	5

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2. Differently Abled People can be more productive working independently at SASSA.

1	2	3	4	5

.....  
.....

3. Differently Abled People have to be treated differently from other people because they have limitations in doing their work like any other person.

1	2	3	4	5

4. Do you agree or not that Differently Abled People as categorized in a table below can do their work like any other person in SASSA with the training programmes available?

4.1 Mental health difficulties

1	2	3	4	5

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4.2 Intellectual impairment

1	2	3	4	5

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4.3 Visual, hearing or speech impairment

1	2	3	4	5

.....

.....

4.4 Physical difficulties

1	2	3	4	5

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- 5 Employment of Differently Abled People has cost implications whereby there could be possible workplace adjustment to accommodate DAP.

1	2	3	4	5

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.....

- 6 Differently Abled People require more time off to take care of their health-related issues as compared to other employees.

1	2	3	4	5

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.....

- 7 Differently Abled People need special attention as they cannot perform their duties independently like other employees.

1	2	3	4	5

- 8 It is gainful to employ DAP because they are efficient in performing their duties with diligence.

1	2	3	4	5

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**SECTION D:** This section will try to determine how SASSA employee perceptions about the implementation of the Employment Equity Act 55 of 1998 influence the employment of DAP. You are required to put a tick in a box for your response and provide comments for your response.

Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree
1	2	3	4	5

1. DAP are sensitive about their being differently abled and this compels other employees to adjust their normal behaviour in an organization to accommodate them.

1	2	3	4	5
.....	.....	.....	.....	.....

2. Organizations should be afforded a choice to employ or not to employ DAP because they have to be monitored and supervised closer than those classified as normal so that they can be productive like other employees because production norms and quality cannot be compromised.

1	2	3	4	5
.....	.....	.....	.....	.....

3. The employment of Differently Abled People will negatively impact on the community confidence and trust in the performance of the organization.

1	2	3	4	5
.....	.....	.....	.....	.....

4. The organization's performance in terms of service delivery will be negatively affected by employing Differently Abled People since other employees will be compelled to perform some of their duties to support them.

1	2	3	4	5

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5. Differently Abled People should be encouraged to apply for Social Grants because it is difficult for them to get educated and be gainfully employed by organizations.

1	2	3	4	5

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**SECTION E:** This section will try to examine the extent to which the physical infrastructure at SASSA accommodates the needs of DAP. This will include, among other aspects, building accessibility and resources adapted to be used by DAP. You are required to tick in one block for your response and to provide comments.

Strongly disagree	Disagree	Somewhat agree	Agree	Strongly agree
1	2	3	4	5

1. SASSA has an adequate infrastructure across all KZN offices and always improves it to accommodate Differently Abled People.

1	2	3	4	5

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2. SASSA provides special training to DAP so that they can use existing infrastructure and resources.

1	2	3	4	5

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3. Consideration is always taken by SASSA when procuring resources to accommodate DAP, e.g. user-friendly computer software and vehicles.

1	2	3	4	5

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4. SASSA should be having provisions for the transportation of DAP to and from work.

1	2	3	4	5

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Thank you for participating by completing the questionnaire. You can be assured that this information will be kept confidential by the researcher. SASSA will be provided with a full research report upon completion of the study.

## **Appendix E: Research interview questions**

This interview aims firstly to understand how SASSA policies influence the employment of DAP. Secondly, to establish the perceptions of SASSA management about the employment of DAP. The third aim is to determine how SASSA employees' perception about the implementation of the *Employment Equity Act* influences the employment of DAP and lastly to examine the extent to which the physical infrastructure in SASSA offices accommodates the needs of DAP.

Differently Abled People are generally referred to as People with disabilities. The study recognizes that they are abled but in a different way hence they will be referred to as Differently Abled People (DAP).

You are hereby requested to respond to the interview as honestly as possible. The interview will take less than an hour.

Your responses will be treated with confidentiality and will not be discussed with anyone to ensure that you are not victimized in any way because of your honest responses.

You are free to indicate if you prefer that questions which you feel you are not comfortable with be skipped.

It will be indicated to the respondents that the interview is beginning:

1. How many DAP are employed by SASSA in KwaZulu Natal?
2. Does SASSA have a policy addressing the employment of DAP in place? If so, how is its effective implementation monitored and if not how are employment issues addressed with regard to the employment of DAP.
3. What is the impact of policy implementation by SASSA towards the employment of DAP?
4. Does SASSA have a recruitment plan for DAP when there are vacant posts to be filled? If your answer is yes, what approaches are used?
5. What is the response rate on advertised posts where DAP would be considered as first preference? (*Do not ask this question if the answer is no to question 3*)
6. Does SASSA employ Differently Abled People? Please provide comments about your response.
7. Differently Abled People sometimes have to undergo scheduled consultations with specialists like the physiotherapists, audiologists and others. How does that affect their relationship with management and colleagues?
8. What would be your comment on the number of DAP currently employed in SASSA taking into consideration the prescriptions of the Employment Equity Act 55 of 1998?
9. Using your background and understanding of SASSA staff establishment, would you agree that DAP are represented in the job levels fairly in considering SASSA work processes? (If the answer is no, the follow-up question will be "What improvements would you recommend given an opportunity?")
10. Would you be comfortable to work with Differently Abled People in your unit? Please provide reasons for your answer.
11. Would you prefer that SASSA limit the employment of DAP or increase it as more DAP respond to advertised posts?

12. How would you rate the performance of DAP in SASSA? Provide more information for your answer.

Good                      Fair                      Poor

13. Does SASSA have programmes and benefits designed specifically for DAP internally which in turn would attract others who have not joined the organization?

14. Is SASSA infrastructure conducive for the employment of DAP including the ramps, lifts, floor plan, office and other rooms space, and transport to and from work?

Please support your response and provide inputs if necessary.

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15. There are employees who need resources which are modified to suit their needs in a workplace and these could be computer software and modified motor vehicles among others. Does SASSA have a plan in place to address this? What would be your input if you had an opportunity to participate in decision-making?

16. What would you consider as current or past challenges when working with DAP?

Thank you for your participation.

## DECLARATION

I, Jerome Thokozani Mkhize, declare that:

- The research reported in this dissertation, except where otherwise indicated, is my original research.
- This dissertation has not been submitted for any degree or examination at any other tertiary institution.
- This dissertation does not contain other persons' data; tables; figures and any other information, unless specifically acknowledged as being sourced from other persons.
- This dissertation does not contain other person's writing, unless specifically acknowledged as being sourced from other authors. Where other written sources have been quoted then:
  - (a) Their words have been paraphrased but the general information attributed to them has been referenced;
  - (b) Where their exact words have been utilised, their writing has been placed inside quotation marks and referenced.
- This dissertation does not contain text; graphics or tables copied and pasted from the internet, unless specifically acknowledged, and the source being detailed in the dissertation and in the References section.

Signature:

A handwritten signature in black ink, appearing to read "Mkhize". It is enclosed in a circle, likely a photo of a signature.

Date: 26/11/2018