

**THE ACCOMMODATION OF PEOPLE WITH DISABILITIES WITHIN  
TRANSNET'S WORKFORCE IN KWAZULU-NATAL**

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## DECLARATION

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## ABSTRACT

This research describes the factors influencing the inclusion of people with disabilities within the port environment in South Africa; hence the study was conducted at one of Transnet's major divisions, the Transnet National Port Authority. The inclusion of people with disabilities has been on the country's transformation agenda for some time. The literature review attests to the fact that historically, people with disabilities have been excluded and this phenomenon has translated itself into the labour market. It is for this reason that the inclusion of people with disabilities within organisations became a human rights issue as stated in the South African Employment Equity Act of 2000, the Act critically foregrounds the fact that the corporate world has not to date successfully included people with disabilities in the workplace.

This research has used the model of organisational inclusion to describe factors which influence the inclusion of people with disabilities. The model consists of two components, namely the personal dimension and the organisational environment dimension. Personal dimension constructs have been used to describe the influence of both personal norms and values on the inclusion of people with disabilities, while the organisation environment dimensions have been used to describe the influence of policies, procedures and organisational rewards on the inclusion of people with disabilities.

A probability sample of 361 employees was drawn from an estimated population of 6000 of the Transnet National Port Authority employees in KwaZulu-Natal, using stratified random sampling. The sample comprised employees with disabilities, employees without disabilities, members of management and human resources managers. Self-administered questionnaires with embedded checklists and interviews were used to collect the data. Qualitative data was collected by means of interviews. Only the human resources managers were interviewed because they generally had an in-depth understanding of organisational policies that affect the employment of people with disabilities.

The survey revealed that Transnet was committed to employing people with disabilities. However, beliefs, myths, stereotyping and misconceptions surrounding those with disabilities also act as an impediment to the successful inclusion of people with disabilities within Transnet. Furthermore, the research revealed that the perceived cost of inclusion is a factor

most likely to present more challenges. Furthermore, the results from qualitative analysis indicate that apart from perceived cost, the inclusion of people with disabilities at Transnet has genuine cost implications. It transpired that Transnet procures assets from global Original Equipment Manufacturers, so customisation to cater for people with disabilities can add to the costs of assets that are already expensive.

The literature review acknowledges the important role that policies play in the organisation, as the development of policies is triggered by the gap in the inclusion of people with disabilities. The survey revealed that policies affecting the employment of people with disabilities are not effective in terms of their implementation, as most South African organisations are not on a par with the recommended target of 2%. Both the survey and the qualitative results recognise the significance of organisational procedures. However, organisational procedures cannot assist in achieving a successful inclusion where policies are not effectively implemented.

Another issue is the rewards construct, which reveals that organisational rewards are more important to people with disabilities compared to those without. This could be due to the fact that people with disabilities have special needs and the exclusion experienced by this group has been extended to include organisational rewards. The research findings also endorse the notion that disability issues are not taken seriously by the Government and the corporate sector, as the employment of people with disabilities is being viewed as an onerous liability rather than a priority. Both the survey and qualitative results have revealed that the type of work to be performed also perpetuates exclusion. It emerged that most people with disabilities are not overly involved in Transnet's core areas of business, such as the Crane and Pilot operation. They are mostly found in administrative departments such as human resources and finance. Apart from other divisions, the Transnet Freight Rail division was identified as the division that was unable to include people with disabilities; this exclusion is based on the tasks performed by this division. It also emerged that there is still non-compliance on the part of the company.

## **DEDICATION**

**In memory of my late parents, Wilson and Tryphina Cebisa.**

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## ACRONYMS

ANOVA	Analysis of variance
BCEA	Basic Conditions of Employment Act
BBBEE	Broad-Based Black Economic Empowerment
COSATU	Congress of South African Trade Unions
DoL	Department of Labour
DTI	Department of Trade and Industry
EEA	Employment Equity Act
EE	Employment Equity
EEP	Employment Equity Plans
EO	Equal Opportunity
FASSET	Financial Services Sector
ILO	International Labour Organization
IPMS	Integrated Performance Management System
JAWS	Job Access with Speech
LRA	Labour Relations Act
OEM	Original Equipment Manufacturer
OHSA	Occupational Health and Safety Act
NDF	National Disability Forum
PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination Act
PWD	People with Disabilities
SARS	South African Revenue Service
SOC	State Owned Company
SPSS	Statistical Package for Social Sciences
SOP	Standard Operating Procedures
TE	Transnet Engineering
TP	Transnet Pipeline

TFR	Transnet Freight Rail
TEI	Top Employers Institute
TPT	Transnet Port Terminal
TNPA	Transnet National Ports Authority

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## CHAPTER ONE

### INTRODUCTION AND OVERVIEW OF THE STUDY

#### 1.0 Introduction

Amongst other pressing issues, the under-representation and under-employment of people with disabilities in many South African organisations is an ongoing and major concern. This study primarily focuses on the accommodation of people with disabilities within Transnet's workforce in South Africa, KwaZulu-Natal. Furthermore, the research seeks to discover the factors that influence Transnet's accommodation of people with disabilities. This chapter includes the background of the study, motivation for the study, the objectives of the study, critical questions to be answered in the research, the problem statement, contribution of the study, preliminary literature review, theoretical framework guiding the study, research methodology, the validity of the research instrument, data analysis plan, limitations and delimitations of the study, the outline of chapters and a conclusion.

#### 1.1 Background of the Study

Previous studies on disability employment reveal that people with disabilities (also referred to as PWD) experienced severe exclusion from both labour market and society (Barnes & Mercer, 2008:35). The exclusion disregarded professional qualifications, such that it led to minimal job prospects and opportunities for PWD (White Paper on the Rights of Persons with Disabilities, 2015:10). The exclusion was fuelled and perpetuated in the workplace by labour market misconceptions. PWD experience discrimination and prejudice in respect of employment and promotion opportunities in the workplace. Barclay, Markel and Yugo, (2012) argue that stigmatisation impedes the integration of PWD into the work environment. The study will go beyond stigmatisation by looking at the influence of personal and organisational dimensions on Transnet's inclusion of PWD.

Currently, companies (public, private and state owned) have become more sensitive towards disabilities (McCary, 2005:16). For example, media advertisements (*Sunday Times*, 29 April 2018:13) include a section where companies invite people with disabilities to apply. Despite encouraging PWD to apply for positions, factors influencing their inclusion need to be

understood. A target of 2%, as set down by the Employment Equity Act of 1996, aims at redressing or rectifying past imbalances in recruitment processes and representation in the workplace. However, it should be noted that most organisations have not done enough in terms of accommodating people with disabilities. Recently Transnet employed 138 people with disabilities (Online: transportworldafrica, 2012:1).

Recruiting people with disabilities is reflected in the country's national Employment Equity Act which stipulates that companies should give priority to marginalised groups, which include people with disabilities (Online: transportworldafrica, 2012:1). It is thus vital for Transnet to support government initiatives as they are aimed at integrating PWD into the working environment. The mere fact that most South African organisations have not yet reached the stated target of 2% of people with disabilities as set out in the Employment Equity Act of 1996 is evidence that individuals with disabilities are not gaining sufficient employment (ILO, 2015:1).

Poor representation of PWD in the workplace has been a concern for some time for South African organisations (*The Star Newspaper*, September 7, 2017:6). The inclusion of PWD in the workplace is vital 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. Brewster, Carey, Grobler, Holland and Warnich (2008) emphasise the importance of human resources in gaining a competitive advantage. Brewster et al., (2008) further argue that heterogeneity in teams helps the company to increase its competitive advantage. In addition, recruiting people from different backgrounds benefits the company because companies prefer employing people with different experiences, abilities and intelligences.

Transnet is one of the South African organisations that aims to attain and attract people with disabilities in the workplace (Transnet Sustainability Report, 2017:57). However, Transnet is still far from reaching the 2% target as stated in the Employment Equity Act of 1996. The low absorption of people with disabilities into the labour market remains a cause for concern for both Government and taxpayers (ILO, 2015:1). Hence, this study will contribute by providing insight into the factors that influence Transnet's inclusion of PWD. This study is relevant as all employers are obligated to provide and maintain a working environment that is

conducive for all employees and cater to the needs of employees with disabilities (Occupational Health and Safety Act, no.85 of 1993:4).

## **1.2 Motivation for the Study**

The study was conducted within Transnet because the organisation is constantly expanding to the extent that it has a target of 1% for people with disabilities to be achieved in 2016 (online: worldtransport, 2014:4). The port environment is a unique environment and to date no studies have been conducted on the accommodation or inclusion of PWD in this sector. One of the objectives of this study is to ascertain the factors that influence Transnet's inclusion of people with disabilities; this objective is based on the model of organisation inclusion. The rationale for conducting this study is to contribute to the body of knowledge by exploring the influence of personal and organisational environment dimensions on Transnet's inclusion of PWD within the port environment. This study is significant because a review of academic literature revealed that thus far, no attempt has been made to describe factors that influence the inclusion of PWD within the port environment. Maja, Mann, Singh, Steyn and Naidoo (2011:24–32) attest to the fact that studies on employment of PWD have been conducted in the manufacturing and financial sectors only.

## **1.3 Research Aims**

It should be noted that Transnet had a target of 1% for people with disabilities to be achieved by 2016. However, the Employment Equity Act (EEA) was promulgated in 1996, which stipulates that every employer needs to have at least 2% of people with disabilities in employment. Hence, this study is critical because the inclusion of people with disabilities is one of the country's national priorities. The study may also help South African companies to overcome challenges pertaining to the lack of accommodating employees with disabilities. The central aim of this study is to understand factors that influence Transnet's inclusion of PWD in KwaZulu-Natal.



## **1.4 Objectives of the Study**

The study seeks to describe factors that influence the inclusion of people with disabilities within the port environment. The objectives of the study are divided into two broad categories, namely, the influence of personal dimensions (values and norms) and the organisational environment (policies, procedures and rewards) on the inclusion of people with disabilities.

1. To understand how personal values influence Transnet's inclusion of people with disabilities.
2. To understand how personal norms influence Transnet's inclusion of people with disabilities.
3. To determine the extent to which organisational policies influence Transnet's inclusion of people with disabilities.
4. To understand how organisational procedures influence Transnet's inclusion of people with disabilities.
5. To determine the extent to which organisational rewards influence Transnet's inclusion of people with disabilities.

## **1.5 Key Research Questions**

This section presents the critical research questions that need to be answered in order to achieve the objectives of the study.

1. What are the personal values that influence Transnet's inclusion of people with disabilities?
2. How do personal norms influence Transnet's inclusion of people with disabilities?
3. To what extent do organisational policies influence Transnet's inclusion of people with disabilities?
4. How do organisational procedures influence Transnet's inclusion of people with disabilities?
5. To what extent do organisational rewards influence Transnet's inclusion of people with disabilities?

## **1.6 Problem Statement**

South African organisations aim to attract and attain diversity in the workplace. However, the provision of a reasonable inclusion of PWD presents some challenges for employers (ILO, 2015:1). Reasonable accommodation is both a non-discriminatory and affirmative action requirement (Department of Labour, 2008:1). Transnet has not effected sufficient modifications to the way in which a task is usually performed in order to accommodate PWD (Transnet Annual Report, 2010/2011:4). Existing facilities are not adapted to promote accessibility, such as lifts and building ramps, to ensure wheelchair access. This study attempts to describe and understand factors that influence Transnet's inclusion of PWD. The factors that influence Transnet's inclusion of PWD are unknown.

## **1.7 Contribution of the Study**

Research on accommodating people with disabilities within Transnet's National Port Authority division has not been conducted to date. As this research is driven by gaps in the existing empirical literature, the study attempted to address factors influencing Transnet's inclusion of people with disabilities. This study contributes to the re-contextualization of an existing model of organisational inclusion and its applicability to the new situation, that is, the port environment. At a methodological level, the combination of two methods, that is, the questionnaire with the embedded checklist and interview, will contribute to achieving the research aims more effectively. A checklist has been developed to test the accommodation of people with disabilities, but it may also help other organisations and institutions by highlighting the importance of accommodating types of disabilities within a port environment / infrastructure.

## **1.8 Preliminary Literature Review**

The term 'people with disabilities' (PWD) will be used throughout the thesis as the preferred term (White Paper on the Rights of Persons with Disabilities, 2015:11). Disability refers to a state of being whereby an individual is unable to participate in a given society on an equal level with others due to social and environmental barriers (White Paper on the Rights of Persons with Disabilities, 2015:11).

### **1.8.1 Argument for the Inclusion of People with Disabilities**

The inclusion of PWD in the workplace is vital for the image and performance of a company (McCary, 2005:16). A corporate image is regarded as an important, intangible asset to any business organisation. Amongst the advantages for including PWD in the workplace, the potential for a diverse range of skills and talents may benefit South African organisations. Despite the under-representation of PWD in the workplace, employers miss the opportunity to attract new skills that such designated group possesses. The inclusion of PWD is viewed as a way of gaining loyalty and commitment; in turn this may help to support business objectives (Employing People with Disabilities, 2013:1).

The benefits of employing PWD are immediate and measurable. Research findings of the study conducted by the Australian Government emphasized the fact that the possibility of PWD being injured at work are slightly less than other employees (Employing People with Disabilities, 2013:1). Similarly, studies also found that there are no significant differences in performance and productivity of PWD compared to the able-bodied worker (Maja et al. 2011:24–32).

### **1.8.2 Argument Against the Inclusion of People with Disabilities**

Heterogeneity in teams has often been highlighted as one of the factors that can reduce intra-group cohesiveness. Conflict and confusion could be the result of a lack of intra-group cohesiveness. On the other hand, PWD can improve creativity and innovation through the team members' wider range of perspectives. The other misconception about PWD is the issue of performance (Bradshaw, 2017:13).

Employer misconceptions have been cited as one of the impediments to the full inclusion of PWD in the workforce (Bradshaw, 2017:13). Misconceptions about PWD include, amongst others, the cost factor. These perceived additional costs comprise workplace adjustments, sick leave and compliance with the Occupational Health and Safety Act (OHSA). Furthermore, Lengnick-Hall, Gaunt and Kulkarni (2008) argue that amongst the reasons for not employing PWD are the issues of skills, ability to perform physical tasks, health care costs and provision of reasonable accommodation. Hence, the objective of this study is to understand factors that influence Transnet's inclusion of PWD.

### **1.8.3 The Role of People with Disabilities in the Organisation**

Although South African organisations experience a number of barriers when recruiting and integrating PWD into its workforce, many benefits were also emphasised (Maja, et al, 2011:24–32). Brenda (2010) further argues that South African organisations, which actively manage diversity and disability issues, can create better organisational performance, effectiveness and efficiency. Powell (2004) notes that when referring to a diverse workforce, the emphasis should be placed on treating every employee equally and fairly. Employment is a right of citizenship and a social determinant of health (Conradie and Holtzhausen, 2009: 274–275). However, Mathis, Jackson and Valentine (2016) stress the importance of valuing and harnessing workforce diversity, and it is hence crucial to develop a strategy to accommodate employees with disabilities. However, the presence of barriers in the workplace makes it difficult to accommodate PWD and to perform at an optimum level.

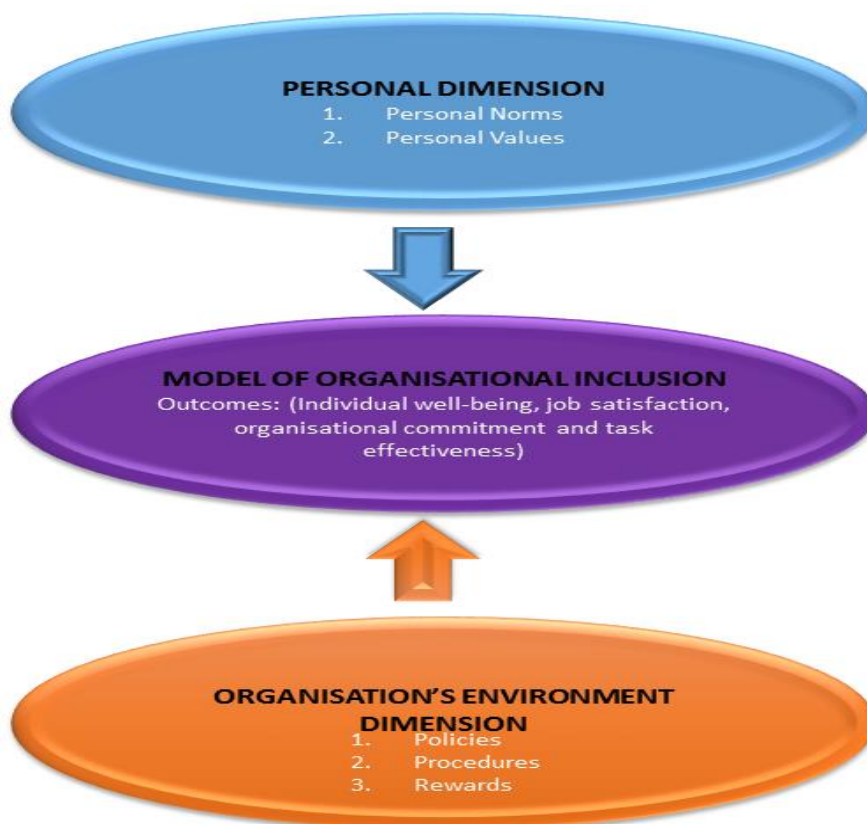
### **1.8.4 People with Disabilities and Legislation**

Constitutional principles and labour legislation in South Africa, in particular the Labour Relations Act and Employment Equity Act, have adopted the human rights approach (South African Human Rights Commission, 2017:7). These legislations recognise and acknowledge that PWD are equal citizens and should therefore enjoy equal rights and responsibilities (South African Human Rights Commission, 2017:7). The Employment Equity Act (EEA) focuses on addressing inequality through these rights and emphasising procedures and regulation (Cascio, 1998:78). The EEA also provides a framework for implementing affirmative action. It is clearly stated that an employer must ensure designated groups such as PWD have equal opportunities in the workplace. Existing legislation and policies influence the employment of PWD, thus one of the objectives of the study is to discover the influence of the labour legislation, human resources policies, practices and code of conduct regarding the employment of PWD in Transnet.

## 1.9 The Theoretical Framework Guiding this Study

This study employed the model of organisational inclusion to study factors influencing the inclusion of PWD within Transnet. The model of organisational inclusion is introduced in this chapter, but is discussed in detail in chapter four. This model was used as a theoretical lens for this study, as research objectives and questions are informed by these theories.

### A model of organisational inclusion (Mor Barak, 2008: 47–68)



### Construct 1: Personal Dimension

For an individual to be included or excluded in the organisational system will depend on the result of the interplay between the personal characteristics that affect his/her values and norms (the personal dimension) (Mor Barak, 2008:47–68). The research objective and questions 1 and 2 are informed by this construct.

## **Construct 2: Organisational Dimension**

An organisation's environment dimension consists of policies, procedures and rewards. Ivancevich (2010:17) points out that policies, procedures and rewards are prescribed by the type of culture that characterises a specific organisation. Stone and Williams (1997) state that human management practices create obstacles for PWD, hence, this construct will enable the researcher to understand the influence of labour legislation, human resources policies, practices and code of conduct on Transnet's inclusion of people with disabilities. Research questions and objectives 3, 4 and 5 are informed by this construct of organisational inclusion.

## **Construct 3: Outcome Variable**

As presented in this model, the interaction between the personal dimension and the organisational dimension produces the outcome variable. The attitudinal and behavioural outcome comprises well-being, job satisfaction, organisational commitment and task effectiveness. These attitudinal and behavioural outcomes are produced by the way in which an individual perceives inclusion or exclusion (Mor Barak, 2008:47–68).

### **1.10 Research Philosophy**

The study on the factors influencing the inclusion of PWD within Transnet is underpinned by pragmatism. This philosophical approach provides an opportunity to investigate whether the knowledge gained about the factors influencing the inclusion of PWD at Transnet can be transferred to other setting. Furthermore, this approach gives an option to explore the potential for working back and forth between the kinds of knowledge produced under the separate banners of quantitative and qualitative research (Morgan, 2012:48–76). Doyle, Brady and Byrne (2009) support this view that the philosophical underpinning of pragmatism allows and guides mixed methods researchers to use a variety of approaches to answer research questions that cannot be addressed using a singular method.

### **1.11 Research Methodology**

The purpose of this research is to describe and explore factors influencing the inclusion of people with disabilities, and address the issues relating to accommodation for employees with

disabilities within Transnet's workforce in KwaZulu-Natal at three Ports (Durban, Richards Bay and Port Shepstone). Transnet has five major operating divisions, namely, Transnet Freight, Transnet Rail Engineering, Transnet National Port Authority, Transnet Port Terminal and Transnet Pipeline). This study was conducted in one of the Transnet divisions only, namely the National Port Authority, as this division oversees port operations. Currently, the National Port Authority employs 138 people with disabilities (Transnet Sustainability Report, 2017:56–57); thus showing it is possible to have PWD representation. The study will be largely quantitative, with a small qualitative component. Quantitative research methods might also use numbers to represent non-physical phenomena such as intelligence, strength of personal preferences, beliefs and the worth of an employee in the organisation (Creswell and Clark, 2011:207).

### **1.11.1 Research Design**

In this study, both descriptive and exploratory research designs were selected because the study aims at describing and exploring factors influencing the inclusion of people with disabilities within Transnet. The descriptive research design allows the researcher to describe situations and events (Babbie, 2017:92). Creswell (2011) points out that the descriptive design has been viewed as most suitable for quantitative research. However, the exploratory research design was selected to gain an insight into factors influencing the inclusion of PWD at Transnet. Creswell (2011:62) adds that employing both quantitative and qualitative approaches enhance the integrity of findings. Hence, this study also contains an element of qualitative because the data had to be collected using interviews from Transnet's employees who were characterised as information-rich respondents.

### **1.11.2 Sampling Population**

The study focuses on the accommodation of PWD within Transnet's workforce with an estimated population of 6000. Employees with disabilities form part of Transnet's workforce and work alongside their able-bodied colleagues, which is why employees without disabilities will also be referred to in the study. Management and human resource managers were included in the study as the issue of the accommodation of people with disabilities affects every employee in the organisation.

### **1.11.3 Sample Distribution**

In the quantitative study, the results of the research need to be inferred from sample to Transnet's population. Hence, representativeness is critical in this type of the study. Sekaran and Bougie (2016:243) provide a table to determine representative sample size. According to the table, 361 respondents will be regarded as a representative sample for this population. A representative sample is a sample that resembles the total population (Vogt, 2007:77). Transnet's National Port Authority division currently employs about eighty employees with disabilities.

Data was collected from employees across three ports in KwaZulu-Natal, namely at the ports of Durban, Richards Bay and Port Shepstone/ Port Edward). Data was collected from employees without disabilities, employees with disabilities, managers and human resources managers.

Port of Durban - 190 respondents were expected to participate in the study.

Port of Richards Bay -123 respondents, a smaller sample size than Durban, were expected to participate in the study.

Port Shepstone/ Port Edward - in view of the fact that Port Shepstone and Port Edward were regarded as minor in terms of its operations; the sample size for these ports collectively was forty-eight.

### **1.11.4 Sampling Technique**

Probability sampling was used. The stratified random sampling approach was adopted as this sampling technique ensures that the different groups or segments of a population acquire sufficient representation in the sample (de Vos, Strydom, Fouche and Delport, 2011:230). Transnet's National Ports Authority (TNPA) division has been chosen as one of the divisions/clusters of the researcher's target population because it is one of the divisions that employs 138 people with disabilities compared to other Transnet's divisions.



### **1.11.5 Data Collection Procedure**

Secondary sources of data included *inter alia*, books, journal articles, internet sources, legislations and Acts, documents, human resources documents, reports and policies regarding accommodating people with disabilities within Transnet's workforce. Quantitative data was collected through self-administered questionnaires with an embedded checklist, and face-to-face interviews. Quantitative data was collected from permanent employees without disabilities, with disabilities, managers and human resources management. Interviews were also used to collect qualitative data from supervisors and managers, with the aim of obtaining in-depth information.

### **1.12 Data Analysis**

Data analysis included the use of both descriptive and inferential statistics. Descriptive statistical tools include statistics such as frequency counts and percentages for analysing demographic data. The descriptive statistics, such as means and standard deviations, are ways to investigate and explore quantitative evidence, usually one variable at a time, that is, they are usually univariate (Vogt, 2007:11). Further to this, descriptive statistics assist in determining the mean age of a group of Transnet's respondents who answered the questionnaire.

Quantitative data was analysed using inferential statistics as this helped to describe the magnitude and/or direction of observed values, trends, relationships and the probability that they could have occurred by chance (Keller, 2018:5). The Statistical Package for Social Science (SPSS) was used to analyse the collected data. The qualitative data that was gathered from the interviews was coded and categorised using thematic analysis.

### **1.13 Ethical Requirements**

In undertaking this research, ethical considerations played a fundamental role. This research ensured anonymity and confidentiality by obtaining informed consent from participants. Permission was sought from all the Transnet respondents employed at the three ports in KwaZulu-Natal as stated above. The researcher did not raise the expectations of the participants and the respondents were explicitly informed that no benefits were associated

with participating in the study. Transparency and openness regarding the purpose of the study was maintained throughout and this was conveyed to the respondents before they participated in the study. All the respondents were presented with an ethical clearance letter from the University of KwaZulu-Natal before participating in the study. PWD were treated with respect as they were excluded from participating in face-to-face interviews. They were only provided with questionnaires and were distributed to them and they were assured that their responses would remain anonymous.

#### **1.14 Limitations and Delimitations of the Study**

The study, as noted above, was conducted at two major ports (Durban and Richards Bay) and two small ports (Port Shepstone and Port Edward) in KwaZulu-Natal. Collecting data at the Port Shepstone and Port Edward ports presented some challenges because very few employees were based at these ports. Therefore, the results obtained in KwaZulu-Natal cannot be generalized to other provinces.

The gatekeeper's letter and ethical clearance certificates were handed to the respondents before the collection of data. However, employees showed a high degree of reluctance in supplying information. It appeared that the reluctance to provide information emanated from previous experiences employees had with financial advisors and planners from different financial institutions. Transnet employees alluded to the fact that, at one point in time, employees were asked to complete forms without being made aware of the financial implications. Attempts to address social desirability and the fear of the unknown were made. However, most of the respondents opted for the 'agree option' followed by the 'neutral option'. In conclusion, it is significant to note that the data provides sufficient value to shed light on the research questions.

#### **1.15 Overview of the Chapters**

Chapter One provides the introduction and overview of the study. This chapter contains the background to the study. The background to the study addresses the issue of under-employment and under-representation of people with disabilities within Transnet workforce. This chapter also contains the aims and motivation of the study. The low inclusion of PWD within has led to the formulation of the problem statement. The constructs of the model of

organisational inclusion play a significant role in the formulation of the research objectives and research questions. This chapter also outlines the limitations of the study.

Chapter Two describes Transnet and provides an in-depth discussion on the documentation on disabilities, the challenges and issues. This chapter covers the core functions of Transnet as the inclusion of PWD requires a thorough understanding of the port environment. This chapter also addresses the issue of the provision of reasonable accommodation as a failure to modify the work environment, which may reinforce the exclusion of PWD. Chapter two acknowledges, Transnet's high level of commitment to the inclusion of PWD and its initiative to encourage the disclosure of disabilities.

Chapter Three contains the literature review. This chapter draws a distinction between diversity and inclusion. Although a diverse workplace is commended, the issues of inclusion focus on matters of access. This chapter also presents reasons for including people with disabilities and the advantages and disadvantages thereof. Furthermore, this chapter introduces a social model of disabilities with the aim of describing some of the physical environmental barriers. Finally, this chapter covers the organisational performance, and the legislations affecting the employment of PWD.

The focus of Chapter Four is on the theoretical framework that centres on the subject matter of this study, with the aim of providing answers to the research questions. This chapter describes the theory /model of organisational inclusion. As mentioned earlier, the study seeks to describe factors influencing the inclusion of PWD within Transnet's workforce. The constructs of this model form the core of this study.

Chapter Five discusses various policy frameworks and highlights the importance of policies in the organisation as they guide management actions and the activities of the organisation. To describe factors influencing the inclusion of PWD within Transnet, policies play a significant role, as the priorities of the organisations are addressed through policies.

Chapter Six is central to the thesis as it contains the research methodology used. This chapter mainly focuses on aspects such as the research design selected for the study, the population, sampling techniques, sampling frame, research instruments, administration of the instrument, procedure for collection and processing of data and the limitation of the methodology.

Chapter Seven describes the findings from both quantitative and qualitative perspectives. However, the quantitative analysis is dominant. This chapter also covers the various statistical tests that were used to analyse the data.

Chapter Eight focuses on the interpretation of the data and linking findings to literature. This chapter presents results from the quantitative and qualitative analysis and compares the empirical evidence with the literature findings.

Chapter Nine presents the conclusion to the thesis, including recommendations, limitations and contributions based on the outcome of the thesis, and makes a stand for future research into the issue of accommodating people with disabilities in Transnet's workplace.

## **1.16 Conclusion**

This chapter has introduced the background to the study, which revolves around one of the pressing issues, that is, the under-representation and under-employment of PWD within the workplace. Furthermore, this section describes how labour market misconceptions contributed to the exclusion of PWD within the work environment. The chapter also introduced the aims of the study, which is to understand factors influencing the inclusion of PWD within Transnet. The main motivation for the study was to contribute to the existing body of literature by describing and exploring factors influencing Transnet's inclusion of PWD. The preliminary literature reviews have been presented with the aim of debating for and against the inclusion of PWD. This chapter has presented a model of organisational inclusion to study factors influencing the inclusion of PWD. The constructs of the model have been used to formulate research objectives and critical questions to be answered in the study.

The research methodology section and its significance to the study have been discussed briefly. This chapter also covered the type of statistics employed and their relevance to the study; this chapter also discussed identified limitations. Finally, a brief overview of the nine chapters was presented.

## **CHAPTER TWO**

### **PEOPLE WITH DISABILITIES: THE CASE OF TRANSNET**

#### **2.0 Introduction**

This chapter details Transnet's documentation on disabilities, challenges and issues affecting the inclusion of PWD within the organisation. This chapter attempts to ascertain the extent to which Transnet documentation reflects the inclusion of PWD. This section covers the following aspects: port environment, diversity management, reasonable accommodation, confidentiality and disclosure of disabilities, education and disability awareness campaigns, stigmatisation of PWD, training, career advancement and types of disabilities.

#### **2.1 National Ports Authority Functions**

This section presents the functions of one of the major divisions of Transnet, that is, Transnet National Port Authority. In 2002, the South African Port Authority (SAPO) became the Transnet National Port Authority (TNPA). Currently, the TNPA and SAPO exist as two distinct divisions. The NPA, being the landowner, also performs regulatory functions. Transnet Ports Terminal is one of the major five operating divisions of Transnet State Owned Company (SOC). This division performs major functions such as ensuring the safety of port users and the effective and efficient economic functioning of the national port system (Alternative Port Management Structures and Ownership Models, 2014:1).

Firstly, one of the functions of TNPA is the provision of a port infrastructure. The inclusion of people with disabilities at Transnet can also be addressed through infrastructure improvement. The port infrastructure should cater for the employee's diverse needs. An adequate port infrastructure is crucial for the effective functioning of a port (Transnet Sustainability Report, 2017:38). The TNPA is also in charge of maritime resources. The port environment is complex; it is therefore essential that factors influencing the inclusion of PWD within the port environment be considered.

Secondly, ports provide marine-related services, which is one of the important functions of the National Port Authority. Marine services, comprising of pilotage, dredging, navigation system, ship maintenance and ensuring that ships are safe when they enter and leave the port (TNPA, 2006:04). Transnet Sustainability Report (2017:2) further highlights that historically, these services in South Africa used to be provided by the port authority. However, in some ports private providers are sourced to render such services. The study attempts to establish whether the provision of such services has had an impact on the inclusion of PWD. In view of the fact that the maritime industry is growing exponentially, the TNPA Ports Authority plays a vital role in trade facilitation.

Finally, the provision of port services includes the management of port activities and the port regulatory function at all South African ports. Currently, the Transnet National Port Authority is in charge of the country's eight major seaports (TNPA, 2006:4). Although TNPA provides and manages all port activities, it is important not to lose sight of the possible creation of an inclusive environment.

## **2.2 Transnet's Documentary Analysis on Disabilities**

Transnet's documentation on disabilities is discussed at length in this section. This documentation analysis attempts to uncover issues affecting the employment of PWD within Transnet.

### **2.2.1 Managing Diversity**

For an organisation to function effectively, taking of the needs of diverse employees should be prioritised. Lussier (2012) affirms that there is a positive relationship between quality and diversity, such that before organisations can improve the quality of their products or services, they must first understand and address the requirements of all their employees. Transnet's strategic approach to managing diversity includes creating an organisational culture which values employees with disabilities and harnesses it by cultivating respect as well as understanding among diverse employees (Transnet's Employment Equity Policy, 2008:8).

Transnet's purpose was to incorporate diverse values into the organisational policies, procedures and systems (Transnet Employment Equity Policy, 2008:8). Transnet further created a positive environment that enables diverse groups in terms of age, race, income,

ethnicity, place of birth and people with different forms of disabilities to reach their full potential while pursuing their business objectives (Transnet Employment Equity Policy, 2008:8). Transnet acknowledges the importance of including PWD as one of the valuable assets in the organisation.

### **2.2.2 Reasonable Accommodation**

The provision of a favourable workplace environment is the responsibility of every employer including Transnet and it is one of the key success factors as it promotes employee productivity (Chandrasekar, 2011:4). “This can be achieved through making any temporary or permanent adjustment or modification to a job, or to the working, living, or studying environment which does not cause a hardship to the company” (Policy on Students and Staff with Disabilities, 2004:3). Transnet committed itself to reasonably accommodating employees with disabilities, by making modifications to the work environment.

As stated in the Transnet Employment Equity Policy (2008:8), it is essential to adjust the work environment as it helps to create enabling environments for employees with disabilities in which to perform their essential job functions. As stated in the Department of Labour Document (2008), designated employers are solely responsible for accommodating employees with disabilities in terms of their needs. Reasonable accommodation is non-discriminatory and an affirmative action measure. Through accommodation, the person’s capacity to perform the essential function of the job in the organisation can be addressed.

As the study progresses, it is hoped to reveal whether reasonable accommodation is one of the hindrances to the successful inclusion of PWD. As stated in the Job Access (2014), reasonable accommodation encompasses workplace adjustments, such as the re-allocation of duties, adapting the working hours for PWD, modifying training materials, including the provision of mobility, providing a sign language interpreter and other equipment. These are the range of issues that need to be addressed when the inclusion process takes place within an organisation.

In the Transnet Employment Equity Policy of 2008, reasonable accommodation is fundamental in order to ensure that employees with disabilities enjoy the same benefits and privileges of employment as those employees without disabilities. Failure to adapt the work

environment to suit employees with disabilities constitutes unfair discrimination. As stated in the Transnet Employment Equity Policy of 2008, Transnet has stated that it will not discriminate against people with disabilities and will remove all barriers that prevent employment and advancement of employees with disabilities. The onus is on the employer to avoid circumstances that may deny access of employees with disabilities to the workplace.

Failure to make reasonable accommodation for employees with disabilities compounds the problem of discrimination (Job Access, 2014:7). The EEA (2008:8) states that no employer should discriminate against employees, directly or indirectly. Financial constraints have been highlighted as one of the reasons for the failure to make reasonable accommodation (Job Access, 2014:7). Transnet's port environment has been described as complex, and the provision of reasonable accommodation is one of the criteria (Transnet Newsflash, 16 January 2012:1). Thus, it is extremely important for Transnet to ensure that people with disabilities enjoy equal access to benefits and opportunities of employment (Transnet Newsflash, 16 January 2012:1).

### **2.3. Confidentiality and Disclosure of Disabilities**

The issue of confidentiality and disclosure of disabilities may pose a barrier to successful inclusion of people with disabilities at Transnet (Transnet Newsflash, 13 March 2014:1). However, declaration of disabilities within Transnet is a voluntary process (Transnet Newsflash, 13 March 2014:1). Private information about an applicant or employee should be treated as strictly confidential. Employers, including health and medical services personnel, may gather private information about employees only if it is necessary to achieve a legitimate purpose and with the written consent of the person. The accessibility to confidential information should be limited to those members of the workforce on a need to know basis for the benefit of ensuring non-discrimination and affirmative action or for the purpose of safety concerns related to specific individuals and tasks (Department of Labour, 2008:10).

The declaration of any form of disability is encouraged within Transnet as it is in line with Broad-Based Black Economic Empowerment (BBBEE) requirements. BBBEE is essentially a growth strategy, targeting the South African economy's weakest point: inequality. An inclusive approach is necessary to grow the economy therefore a meaningful integration of all



citizens of the country is essential (Department of Trade and Industry, 2013:4). Although the BBBEE strategy is in place, participation of people with disabilities in the economy remains a challenge. BBBEE can be regarded as a growth strategy since it caters for people with disabilities to be included in the economy. The strategy is broad-based, as reflected in the title of the legislation, the Broad Based Black Economic Empowerment Act of 2003. This mirrors the Government's approach, which is to "situate black economic empowerment within the context of a broader national empowerment strategy focused on historically disadvantaged people, and particularly black people, women, the youth, the disabled and rural communities". Through this strategy, people with disabilities can be included and participate in the economy of the country (Broad Based Black Economic Empowerment Act of 2003:20).

One of the core objectives of the BEE policy is to ensure that black people are empowered, to the extent that 51% of enterprises should be black owned and managed (Broad Based Black Economic Empowerment Act of 2003:20). The BEE policy attempts to be inclusive in its approach. Designated groups such as PWD and black people must have substantial management control of the businesses (Frank, Horwitz and Jain, (2011:297–317). Stokes (2010) notes that finance has been a major challenge for black businesses, hence BBBEE highlights the issues pertaining to access of finance for black economic empowerment. Addressing issues of access to economic activities, land, infrastructure, ownership, employment and skills can play a significant role in empowering PWD. The BEE policy addresses the promotion of human resources development of PWD and black people. Mentorships, learnerships and internships have been highlighted as key elements of human resources development.

As the DTI notes, discrimination "is at its most severe when race coincides with gender and /or disability" (The Broad Based Black Economic Empowerment Act of 2003:20). Transnet took the initiative of encouraging all employees to come forward and declare their disabilities, if any. The declaration of disabilities was an obligation as Transnet operates within a legal framework. Therefore, the declaration of disabilities by employees is part of the BEE requirements. Accordingly, it is mandatory for PWD who have declared a disability to produce a medical certification of disability. As stated in the Transnet Newsflash of 16 January 2012, this requirement was applicable to employees who had already declared their disability and those who intended to do so in the future.

On 20 February 2014, Transnet held a National Disability Forum whereby employees were encouraged to voluntarily declare their disabilities. The reasons for declaring disabilities were provided. Amongst the reasons stated, this declaration of disabilities was a Department of Labour and Transnet requirement and employees were compelled to declare their disabilities. This declaration forms part of the Transnet manpower planning and work profile analyses, and is a basic requirement for PWD to receive preferential treatment on career development and advancement across all occupational levels in line with Transnet's EE plan, with special reference to EE targets for people with disabilities (Transnet Newsflash, 2014:1).

Grogan (2008) notes that the Employment Equity Plan may be viewed as one of the important measures that can assist the organisation to identify and eliminate employment barriers that adversely affect people from designated groups such as PWD. The EE plan ensures that employees with disabilities within Transnet enjoy equal opportunities and equitable representation in the workforce. However, the equitable representation of people with disabilities within various occupational levels and categories remains a significant challenge for many organisations .

The importance of disclosing disabilities is one of the cost reduction factors for the company (Transnet Newsflash, 13 March 2014:1). The non-declaration of disabilities could cost companies billions of rands if the person works in an environment where reasonable accommodation factors were not considered. Another reason for the declaration of disabilities is that it is a safety requirement of employees and every employee is obligated to prevent any unnecessary accident/incident which may be caused by an incorrectly assigned employee to a safety critical function or environment with extra precaution, because of the non-declaration of his/her disability.

The declaration of disability is of mutual benefit to both employer and employee in the workplace. For the employee, the working conditions can be adjusted to suit his/her disability. It also benefits the employer by ensuring that employees with disabilities work in a safe environment that ensures and promotes the performance of the disabled worker and thus enables the employer to reasonably accommodate specific needs. From the employer's perspective, the declaration of disabilities is more about provision of support; under no circumstances may it be used against the employee (Transnet Newsflash, 2014:1). The non-declaration of disabilities can defeat the equity purposes. Furthermore, declaring a disability

provides the company with the opportunity to assess their staff profile and address serious compliance issues, if any. Transnet has documented different types of disabilities in terms of a brief description, the type of accommodation required as well as training resources required (Transnet Newsflash, 2014:1).

## **2.4 People with Disabilities and Benefits at Transnet**

Employees with disabilities at Transnet are entitled to various types of benefits. All countries including South Africa have laws that guide employee discretionary benefit practices (Martocchio, 2015:271). In South Africa, employee benefits are emphasised in many documents, such as the Constitution, the Basic Conditions of Employment Act (BCEA), the Employment Equity Act (EEA), Broad-Based Black Economic Empowerment (BBBEE) and the Affirmative Action Act (AAA). Employees with disabilities should have equal access to organisational benefits. It is the obligation of the employer to ensure that benefits schemes do not discriminate, either directly or indirectly, against any applicant or employee with a disability.

Accommodation is not viewed as a benefit, as the employer is obliged to create an environment that is beneficial to all employees within which to perform their duties effectively. Mathis, Jackson and Valentine (2016) emphasise that most South African organisations provide indirect rewards in the form of employee benefits. Employees with disabilities are entitled to all the benefits. Mathis et al. (2016) further argue that employee benefits are important in the organisation as they can be used to create competitive advantage for the organisation. Lussier (2012) points out that benefits are one of the important factors that can be used to achieve employee commitment and retention.

Transnet as a reputable organisation provides a range of benefits to its employees (Transnet Sustainability Report, 2017:10). Employee benefits within the organisation include salaries, other benefits in the form of workman's compensation, social security, disability and unemployment insurance. As companies operate within a legal framework, these benefits are required by law. The types of benefits provided are influenced by law. Any change in legislation and / or political forces influences the structuring of employee benefits. Most South African organizations offer discretionary benefits. Such discretionary benefits include health insurance, paid leave, employee stock ownership plans (ESOPs), and profit sharing, to

more modest "extras" like awarding performance awards and prizes, providing an employee canteen or funding a company outing / social activity (Employee Benefits, 2015:1).

Other than direct wages, there are benefits that are provided by third parties such as the Government. Other benefits contained in the Employee Benefits document (2015) are either mandatory or optional. For example, a perk such as a company car is optional; however, medical aid benefits are mandatory. The other types of benefits may include holiday pay, leave of absence, family responsibility benefits, insurance, medical aid benefits and education assistance. Martocchio (2015) highlights the importance of employee involvement in the benefit determination process. This fundamental issue needs to be addressed by human resources professionals. When including people with disabilities within Transnet's workforce it is important to have a benefits structure which caters for this group.

## **2.5 Education and Awareness Campaigns at Transnet**

Transnet is one of the South African organisations that is obliged to offer education and awareness programs aimed at integrating PWD the workplace (Transnet Newsflash, 13 March 2014:1). Education is viewed as one of the ways that can help employees with disabilities to overcome their fears, myths and negative attitudes about people with disabilities. The National Disability Forum (NDF) in conjunction with Transnet leadership, employees and trade unions conducted a company-wide awareness campaign on disabilities (Transnet Newsflash, 13 March 2014:3). The primary objective of this campaign was to sensitize its stakeholders (both internal and external) about disability issues. It is crucial to create awareness and educate people about accommodating and considering people with disabilities within the work environment.

Stigmatisation and the undignified treatment of people with disabilities is the result of a lack of an education and awareness campaign within the organisation. The NDF was established in 2010 (Transnet Newsflash, 27 September 2013:4) to ensure that PWD are accommodated within the Transnet work environment. It became a concern that the port environment should not hinder the performance of employees with disabilities.

Secondly, the objective of the NDF is to ensure that people with disabilities are given preferential treatment (Transnet Newsflash, 27 September 2013:4). Schreuder and Coetzee (2016) maintain that PWD were in fact being marginalised, such that even the work environment was designed in such a way that the needs of PWD were not catered for. The NDF aims at creating awareness of acceptance of PWD at all work stations across Transnet. The NDF also aims at addressing accessibility issues. It is the responsibility of the company to ensure that all buildings and facilities are accessible to PWD.

Thirdly, ensuring that PWD's are treated with respect and dignity is another objective of the NDF. Disability awareness campaigns play a pivotal role in ensuring PWD receive dignified treatment (Transnet Newsflash, 27 September 2013:4). As stated in the Employment Equity Act, 55 of 1998, section 19, through the analyses of employment policies, practices, procedures, and working environment, employment barriers and the issues of workplace inclusion can be addressed. People with disabilities are from a designated group, which enables the NDF to focus more on issues affecting PWD that were previously not being addressed and thus attempt to address past imbalances Transnet (Newsflash, 27 September 2013:4).

Fourthly, the NDF also aims at addressing the training needs for PWD and to provide Transnet employees with the opportunity to achieve their full potential. Grogan (2016) emphasises the importance of providing all employees with equal opportunities. Wilke (2006) highlights the importance of training as it presents employees with a prime opportunity to be equipped and developed. However, organisations find training and development opportunities expensive as employees lose work time while attending training. However, training and development opportunities provide mutual benefits to both the company and individual employees as it is worthwhile investment.

Finally, the NDF also strives to ensure that PWD are represented across all Transnet occupational levels, particularly at senior and top management levels (Transnet Newsflash, 27 September 2013:4). Under-representation of employees with disabilities within the company remains a significant challenge (Transnet Sustainability Report, 2017:56).

Under- representation of employees with disabilities in Transnet is not an isolated case, as this phenomenon is prevalent in most organisations (Employment Equity Act, 55 of 1998, section 19). It therefore creates a need to study factors that influence inclusion of PWD within Transnet.

## **2.6 The Challenges of Stigmatisation at Transnet**

Stigmatisation can be addressed via the company's education and awareness campaigns. Transnet leadership, employees, and trade unions in conjunction with National Disability Forum (NDF), conducted company-wide awareness campaigns on disabilities in 2014 (Transnet Newsflash, 2014:1). The primary aim is to create awareness and educate employees within the organisation about the significance of accommodating employees with disabilities in the workstations (Transnet Newsflash, 2014:1). Stigmatisation is a challenge because it can lead to negative discrimination (Thornicroft, Diana, Kassam and Sartorius (2007:192–193). Thornicroft et al., (2007) affirm that a stigma contains three elements, namely, ignorance (an awareness problem, prejudice (an attitudinal problem) and discrimination (a behavioural problem). Education, awareness campaigns and training programs are necessary intervention mechanisms to address stigmatising challenges, particularly when it relates to the inclusion of people with disabilities within Transnet's workforce (Transnet Newsflash, 2014:1).

## **2.7 Training, Benefits and Career Advancement**

Training and career advancement are one of Transnet's priorities (Transnet Employment Equity Policy of 2008). Frost (2007), Mathis, Jackson and Valentine (2014) view training as one of the key success factors for an organisation. Erasmus, Loedolff, Mda and Nel (2013) further affirm that training can indeed help the organisation to accomplish its goals. For example, efficiency and improvement in productivity are critical components of the company's strategy; various training programs should be in place. Frost (2007) asserts that training programs present an opportunity to address the employee's skills and weaknesses in the workplace (Mathis et al., 2014:68). Training programs are designed to strengthen skills in order for employees to perform better (Mathis et al., 2014:68). Pulliam (2010) stresses that a positive relationship exists between training offered and Return on Investment (ROI). Training is an investment in human capital and it has a significant strategic value for companies (Erasmus et al., 2013: 27–29). Training is primary in addressing the issues of

inclusion. For instance, employees need to be trained on issues that might affect people with disabilities.

Training is also important in the organisation for morale improvement (Erasmus et al., 2013: 21–22). Training also provides employees with job security and job satisfaction. Job security and job satisfaction in return lead to loyalty, low absenteeism and a low turnover (Mathis et al, 2014: 96–97). Another benefit of training in the organisation is less supervision. Less supervision is required when employees have sufficient training. Thus, time will be saved. Training of employees with disabilities will lead to fewer accidents in the workplace. Proper training results in fewer injuries in the workplace. Training benefits employees in terms of maximising their chances of promotion and the skills acquired during training can improve the efficiency and productivity of the employees and make them more eligible for promotion (Erasmus et al., 2013: 21–22).

### **2.7.1 Basic Grounds for Training**

In the case of newly appointed employees, training can be given with the aim of familiarising them with the organisational mission, vision, rules and regulations and the working conditions. In view of the fact that people with disabilities are generally from disadvantaged background (White Paper on the Rights of Persons with Disabilities, 2015:18). The inclusion of such people is an Affirmative Action Act, an Employment Equity Act and a BBBEE requirement, thus the employer is obliged to provide training. Schreuder and Coetzee (2016) note that an effective training program should promote inclusivity.

South African organisations operate in a dynamic environment. The volatility of the working environment poses a threat to the organisation. This situation creates a need to extend training to the existing employees with the purpose of refreshing and enhancing knowledge. Frost (2007) affirms that if any upgrading and amendments take place in technology; training is necessary to keep abreast with changes in the technological environment. Technology becomes a barrier if it fails to accommodate disabilities.

### **2.7.2 Ways/Methods and Training Categories**

Any form of training should not reinforce the exclusion of people with disabilities. Loewenstein (2007) claims that training is generally imparted in two ways, namely, on-the-job and off-the-job training methods. The primary aim is to equip employees in order to cope with day-to-day operations. On-the-job training is regarded as a cost-effective training method. Another method of training is off-the-job training. This method of training takes place away from employee's workstation. It takes place in the form of workshops, seminars and strategic planning meetings. It is critical for any method of training to be designed in such way that it caters for a diversity of employees (Armstrong, 2011:249).

As mentioned earlier, at Transnet the employees with disabilities are obliged to disclose their disabilities to comply with safety requirements in the workplace (Transnet Newsflash, 2012:1). The Occupation Health and Safety Act stipulates that all employees should be trained on a regular basis on safety issues, for example, fire drills and effective evacuation (Occupation Health and Safety Act, 2008:3). It is also important for an organisation to provide training on inter-personal and problem-solving matters in order to ensure good interpersonal communication and acquire coaching, problem analysis and conflict resolution skills. Mathis et al. (2016) advocate that this type of training is fundamental as it seeks to improve organisational working relationships.

On-the-job and technical training are also important. This training enables employees to improve their performance at work and build relationship with stakeholders Mathis et al (2016:103). An organisation consists of both internal and external stakeholders. Employees are the internal stakeholders of the organisation. Hence it is important for employees to have a good relationship with other employees within the organisation. With the help of technical training, employees will be able build a strong relationship with stakeholders external to the organisation. It is of utmost important for employees within the organisation to be given career training opportunities Mathis et al (2016:103).



### **2.7.3 Levels of Training Needs in the Organisation**

Training needs can be identified at three levels in the organisation, namely at macro, meso and micro levels. Erasmus et al. (2013) point out that at macro level, training can be affected on both national and international levels. The macro environmental forces such as social, political, economic, and technological, legislative and welfare conditions impact on training needs. Any change in these macro environmental forces will have a significant impact on the approach to training followed by an organisation (Erasmus et al., 2013:66–68). For instance, advancement in technology compels the organisation to keep abreast with the latest developments and thus it creates a need for training.

At meso level, the focus is on the training needs at organisational level. Every organisation has an objective to achieve and thus the efficient utilisation of resources is extremely important to realise organisational objectives. Any change in the organisational objectives will give rise to training needs Erasmus et al. (2013:66–68). The training needs within the organisation can be derived from performance difficulties (Ivancevich and Konopaske, 2013:400–402). Such performance problems include a high accident rate, low morale, absenteeism, customer complaints and lack of co-operation among staff. It is crucial for an organisation to offer training to employees with disabilities particularly where performance gaps have been identified.

A micro level training need is found at an operational level of the organisation. It focuses mainly on an individual's work and performance. This level of training is focused on addressing knowledge and skills that an employee requires to perform the task/job. The provision of special training at operational level is required in order to help employees with special needs. Ivancevich and Konopaske (2013) further state that organisations assess the performance of an individual performance to determine which performance areas need to be addressed more conclusively. Organisations use various tools to measure an employee's performance; such tools include the Integrated Performance Management System (IPMS) and Integrated Quality Management Systems (IQMS). IPMS is being adopted by many organisations including private companies and state-owned enterprises. The Department of Education (2013:15) IQMS was adopted by the DoE with the aim to enhance and monitor the education system. All these tools serve the same primary purpose, that is, to develop the

employee. These tools help to determine areas of strengths and weaknesses and to draw up a training program for individual development.

#### **2.7.4 Training and Legal Issues**

Transnet as a business operates within a legal framework and the inclusion of people with disabilities within the workforce has become a constitutional right (FASSET, 2009:17). Du Toit, Erasmus and Strydom (2013) emphasise that any organisational training initiative must be consistent with the legislations of the country. They further point out that for a company to remain relevant in the business environment, considerable external forces are significant, such as macro environmental factors which include economic, political, legislative and technological aspects. Kretzscmar, Prinsloo, Prozesky, Rossouw, Sander, Siebrits, and Woermann (2013) emphasise the importance of corporate governance since it plays a key role in ensuring that the company is more responsive to the diverse needs of its stakeholders.

There are many legal and political issues that must be considered when designing and delivering training. Training programs at Transnet are expected to be inclusive in nature, in such a way that it caters for the needs of PWD. Mathis et al. (2016) further note that failure to accommodate the participation of individuals with disabilities in training can expose South African organisations to Employment Equity Act lawsuits. PWD are from designated groups, so even if there are changes in the technological environment, there should be a way of making it user-friendly to PWD, for example, the development of computers with voice input and designing training material in such a way that PWD are included.

#### **2.8 Types of Disabilities at Transnet**

Transnet has provided a list of disabilities with the aim of providing reasonable accommodation to all persons with disabilities (Refer to appendix 25). It is significant to note that due to the different forms of disabilities, the needs of each person differ as well as the type of training resources required. The inclusion of people with disabilities within the organisation is achievable provided the employer is aware of the type of disability.

## **2.9 Conclusion**

This chapter has discussed the documents on disability issues and challenges pertaining to Transnet. Documents on the functions of the ports, port management and administration, reasonable accommodation, disclosure of disability with Transnet and training have been dealt with in detail. It is essential to describe Transnet's documentation on people with disabilities, as the study is about issues influencing the inclusion of PWD within the Transnet workforce.

Chapter Three focuses on the advantages and disadvantages of including people with disabilities, the legislation and the organisational performance pertaining to PWD at Transnet.

## **CHAPTER THREE**

### **LITERATURE REVIEW**

#### **3.0 Introduction**

The importance of including PWD into the workplace has been on the South African government agenda for transformation. However, it seems impossible to achieve the full representation of PWD in any South African work environment. The target of 2% of PWD appears a non-realizable one. Currently it is not clear whether the target of 2% is unattainable due to non-compliance. As it is crucial for organisations such as Transnet State Owned Company (SOC) to comply with government requirements, this chapter will focus on the following aspects: presentation of literature review on diversity and inclusion within the organisation, advantages and disadvantages of inclusion, organisational performance and legislations affecting employment of PWD.

#### **3.1 Diversity and Inclusion in the Organisation**

As mentioned earlier, the diverse workforce is also beneficial to the employer in terms of improving the company image. The 21<sup>st</sup> century workforce composition in South Africa has drastically changed (Louw and Venter, 2012:180–182). Louw and Venter, (2012); Roberge (2010) further point out that the increase in the number of people from marginalised groups (women, minorities, ethnic background, disabilities) has become an important feature of the labour market. These changes in demographics have compelled South African organisations to change the way in which their businesses are run. Demographic changes should be viewed in a more serious light because of the pressure exerted on them by the Constitution, the Government, political movements and other human rights organisations. These organisations require employers to consider the demographics of the country when it comes to hiring, selection and promotion. Although the terms diversity and inclusion have been used interchangeably, the fact remains that diversity has been replaced with inclusion (Harvey and Kuczynski, 1999:58–59). Kinicki and Williams (2011) view diversity as the term describing workforce composition; for example, a workforce consists of groups from diverse backgrounds.

It is important to note that diversity and inclusion are two distinct terms. Mor Barak and Cherin (1998:47–64) define inclusion in terms of access to information and resources and the extent to which designated groups feel included and have the ability to influence the decision-making processes. These scholars further argue that inclusion in the organisation is viewed in terms of the ability to contribute fully and effectively. Having a diverse workforce does not necessarily imply inclusion. It is important not to lose sight of the fact that individuals from diverse social and cultural groups were often excluded from networks of information and opportunity in organisations. Hence, Mor Barak and Cherin (1998:47–64) emphasise that inclusion has been used in other areas to describe worker participation and empowerment. An inclusion in the organisation goes beyond issues of diversity. It is clear that a company can have a diverse workforce; however, that does not warrant the inclusion of people with disabilities.

### **3.2 Reasons for Hiring Employees with Disabilities**

In South Africa, the hiring of employees with disabilities may be ascribed to a number of reasons. Studies around the world have been conducted on the hiring of people with disabilities. Employers in countries like Taiwan provide numerous reasons for hiring PWD (Huang and Chen, 2014:43–54). Amongst other reasons for hiring PWD, personal experience relating to people with disabilities, economic concerns, charitable perspectives and policy implications were highlighted as being the major issues.

#### **3.2.1 Personal Experience Relating to People with Disabilities**

As mentioned earlier, Transnet as a business operates in an environment that is dynamic. Mathis, Jackson and Valentine (2014) stress that all South African organisations operate in a dynamic environment; the changes in environmental variables will shape its future, such as a population shift or demographic changes. Demographic changes include PWD, so for persons involved in the recruitment, the decision to hire PWD can be influenced by their previous hiring experience (Lengnick-Hall (2007:158–180). However, the hiring of PWD was perceived as a business risk because there are certain business functions that cannot be performed by PWD. This has created the impression that the hiring of PWD is problematic Lengnick–Hall (2007:158–180).

### 3.2.2 Charitable Perspectives

According to Mdladlana (2001) by rights, PWD should be included in the workforce; however, besides the issues of human rights, a charity perspective was put forward as one of the reasons for hiring PWD. Business organisations are part of the society; the charitable perspective is looking at the employment of people with disabilities as a way of giving back to the community. Transnet has participated and performed in numerous social responsibility activities (Transnet Newsflash, 27 September 2013:1). Social responsibility is provided in an association known as Business in the Community (BITC). Business in the Community, (2013:2), Kinicki and Williams (2013:83–87) affirm that corporate (social) responsibility is “... the management of a company's positive impact on society and the environment through its operations, products or services and through its interaction with key stakeholders such as employees, customers, investors and suppliers” .

The South African corporations are expected to go beyond making profit (Kinicki and Williams, 2013:83–87). According to Hellriegel (2012) it is crucial for government and corporate managers to make decisions that nurture, protect, enhance and promote the welfare and well-being of stakeholders and society as a whole. Companies engage in corporate social responsibility activities for a number of reasons; companies bear their share of corporate social responsibility, particularly in a stable economy (Kinicki and Williams, 2013:83–87). Fourie (2014) highlights the importance of the corporate image and its reputation as it reveals how stakeholders view or perceive the company’s products and services. The company image is an intangible asset of the business and it is one of the key success factors Fourie (2014:153). Due to the competitive business environment, it is imperative for many businesses to actively create and communicate a positive image to its stakeholders such as customers, shareholders, the financial community and the public. Generally, the hiring of people with disabilities is believed to be a way of showing the public that companies care about the community.

### 3.2.3 Economic Concerns

In South Africa, the Government through its BBBEE policy attempts to empower people from marginalised groups. Grogan (2015) points out that people with disabilities belong to a designated group. “Designated groups” as explained in the Employment Equity Act, No. 55 of 1998, is the collective term used to refer to Blacks, women and people with disabilities. Mdladlana (2001) further notes that unemployment and unfair discrimination against PWD is mainly due to widespread ignorance, fear and stereotyping. Hence, people with disabilities experience exclusion. As a result, unemployment levels amongst people with disabilities are extremely high. Even those who are employed still occupy an inferior job status (Haung and Chen (2015:43–54). The failure of an organisation to create a more inclusive corporate environment compounds the problem, because that shows a deviation from the stated target of 2% of PWD (Mdladlana, 2001:2). This view is supported by Woolley (2013:15) who suggests a diverse and non-discriminatory environment to accommodate PWD. Organisations should be able to understand how employees respond to people with disabilities, to minimise discriminatory practices and be made aware of the guiding principles in legislation (Mdladlana, 2001:2). The BBBEE and the EEA legislation played a definitive role as these legislations were the impetus for transforming the changing South African business environment.

BBBEE policy promotes inclusivity, as PWD are encouraged to participate actively in the economy of the country, contrary to Taiwan (Haung and Chen, 2015), where most PWD are believed to be capable of being absorbed into the secondary labour market. The activities of the labour market include cleaning, car washing, operating factory equipment and assembling products. In view of the fact that people with disabilities belong to the secondary labour market, this is an indication that the organisations are still ignorant about people with disabilities. Haung and Chen (2015) further point out that employers view the employment of PWD as a stopgap measure, because such groups are considered to ease persistent labour shortages. (National Disability Organisations, 2015:1) The NDO support this view, that the reason for hiring employees with disabilities is that these employees can ease concerns about the supply of labour.

International studies have shown that even Taiwanese companies found it difficult to recruit new employees with disabilities; companies were obliged to give preference to employees who belonged to the secondary labour market. On a positive note, people with disabilities have a low labour turnover when compared with employees without disabilities (Haung and Chen, 2015:43–54). This phenomenon is due to the fact that employees with disabilities remain loyal to their employers and become familiar with their work environment Haung and Chen, 2015:43–54). As a result, Taiwanese employers managed to minimise expenditures incurred from recruiting and retraining staff.

### **3.2.4 Policy Implications**

The South African Constitution plays a significant role as it shapes organisational policies. The Constitution promotes and protects human rights and dignity as its guiding principle. According to Grogan (2015) the constitution was based on restoration and seeking to rectify past imbalances. The affirmative action played a significant role in restoring the rights of people and groups who previously were victims of discrimination and injustice. According to Grogan (2015) the Bill of rights protects PWD as one of the designated groups.

Policies and legislation affecting the inclusion of PWD are informed by the Constitution (FASSET, 2009:1–42). The existences of policies in the organisation play a significant role. Mathis (2014) stresses that policies provide general guidelines for organisational actions. All employment legislation is applicable to the employment of people with disabilities (FASSET, 2009:1–42). The EEA is a key legislation and provides fundamental principles underpinning the legislation. In South Africa, the EEA policy and the BBBEE policy are very clear on issues affecting the employment of PWD. Although most companies are willing to comply with the law, the fine associated with non-compliance is still unclear. It would seem that there is a dire need for policies that address non-compliance issues.

### **3.3 Advantages of Including People with Disabilities**

Transnet acknowledges the benefit of creating an inclusive work environment. Lim (2015) affirms that the importance of diversity in the workplace is crucial as this benefits the business in many ways, as well as the employees and the customers. Businesses need to realise that diversity is an integral part of the business plan, and is important for the success



of the business and the increase in output. The global market consists of clients from diverse cultural backgrounds. Hence, the understanding of diversity issues is essential. Abreu (2014); Schreuder and Coetzee (2016) argue that diversity has the potential to provide an organisation with the following benefits, namely, increased creativity, innovation and increased productivity. Diversity and inclusion are fundamental to the survival of the company.

The Financial Services Sector (FASSET: 1–42) are concerned that the inclusion of PWD within the work environment is still a challenge (FASSET, 2009: 1–42). FASSET took the issues affecting the employment of people with disabilities to another level by designing the Employer Toolkit for Employing People with Disabilities. The primary purpose for designing the Employers Toolkit was to support and encourage employers in the financial services (FASSET) sector to address the under-employment and under-representation of PWD by recruiting, retaining and upskilling PWD, while at the same time, dispelling the myths surrounding the employment of PWD (FASSET, 2009:1–42). Further to that, the said toolkit will also assist employers to have a better understanding of the legislative framework, including the term “disability”, as well as the benefits of employing PWD.

FASSET (2009:1–42) states that a problem-solving skill is one of the benefits of including PWD, as candidates are often incentivised to find creative ways to perform tasks others may take for granted. With so many different and diverse minds coming together, many more solutions can be found as every individual contributes to new ways of thinking, operating, solving problems and decision-making; this will create a conducive environment to work in. The inclusion of PWD within the organisation also leads to increased morale and productivity within the organisation (Creating an Inclusive and Supportive Work Environment, 2016:1). Ingram (2014) points out that a combination of different talents and skills may benefit the organisation in terms of productivity.

Transnet as one of the employers, is solely responsible for ensuring that the work environment is inclusive and communication strategies are adopted to ensure inclusion. Including diverse people in the organisation compels the organisation to find new processes that can lead to improvements in the business. Diverse people can cooperate and find innovative ideas that can make the business the best in the market and provide the best products and service that exceeds the customer’s expectation (Creating an Inclusive and

Supportive Work Environment, 2016:1). Businesses should be innovative in terms of providing an excellent customer service (Creating an Inclusive and Supportive Work Environment, 2016:1).

Jordan (2011) argues that the engagement and inclusion of people from diverse backgrounds and involving them in decision-making can position an organisation to achieve better business results. Business diversity can be regarded as one of the tools to business success. Therefore, businesses should practice business diversity in the work place. Jordan (2011:2) emphasizes that businesses need both diversity and inclusion to be successful. From a cost perspective, the costs of recruiting and training new staff are higher compared to the costs of retaining employees with disabilities.

The inclusion of PWD within the Transnet brings change (Transnet Sustainability Report, 2017:54). Schreuder and Coetzee (2016) affirm that change is crucial as organisations all over the world are characterised by rapid change. Lussier (2012); Sahar (2014) argue that South African organisations that practice diversity can bring about change by attracting employees who are more talented. These are employees most companies would want to retain as an important asset for the business and will make every effort to make them happy, which in turn will motivate these employees to put all their efforts and talents into the business to make it the best in the global market (National Organisation on Disability, 2015:4).

Noonan et al. (2004) point out that much research has been conducted on the subject of PWD, and findings from research show that those with a disability can have very successful careers and can serve as role models and mentors to other people in the workplace. Hernandez et al. (2008) state that loyalty and hard work are attributes which characterize people with disabilities. PWD are also commended for their lower turnover. However, Houtenville & Ruiz, (2011) raise their concerns at the fact that this group continues to have a lower employment rate, are more likely to be under-employed, and have lower workplace earnings compared with their counterparts without a disability. Hernandez et al. (2008) affirm that the mere fact that people with disabilities are still under-represented in the workplace creates the impression that employers continue to have reservations and concerns when hiring PWD. Hunt & Hunt (2004) state that these issues become increasingly significant as people live longer and acquire more disabling conditions.

One of the programs aiming at transforming and promoting inclusivity in the South African workplace, is learnership (Erasmus, et al., 2013:376–377). The introduction of learnership programs serves as a strategy to promote the inclusion of people with disabilities in the workplace. Learnership forms part of work integrated learning. A company can achieved more than twelve points on the BBBEE scorecard by introducing learnership programs that focus on PWD. The learners would also then support the EE target of 2% of employees as PWD for two points. Transnet benefited from engaging in learnership programmes (Transnet Employment Equity, 2008). Learnerships have a significant value as they contribute in creating employment. Therefore, learnerships can address the skills shortage by presenting an opportunity for people with disabilities to fully engage in learnership programmes. Learnership programs can then be used as the vehicle to achieve an inclusive and representative work environment.

### **3.4 Disadvantages of Including People with Disabilities**

There have been numerous misconceptions about the inclusion of PWD in the South African work environment. Gule (2016) argues that people with disabilities find themselves in a disadvantaged position because of barriers to employment such as physical access to business premises. However, Gule (2016) states that the attitude or mental barrier remains an issue that needs to be properly tackled. Blanck (1998) states that a number of researchers affirm that attitudes of employers is one of the key factors which compound the problem of unemployment amongst people with disabilities. Harpur (2015) expresses concerns about the role that can be played by laws and policies in addressing the issues of inclusion.

Harpur (2015) acknowledges that employers can play a critical role in promoting disability inclusive workplaces; however, the wider causes of inequality cannot be completely ignored. Harpur (2015) further claims that disability scholars, particularly those from the social model and human rights schools, contend that ability difference is simply an aspect of human diversity. This ability difference has led to extreme exclusion. The underestimation of people with disabilities to make valuable contributions to the economy has led to the creation of barriers to inclusion. Contrary to that, Kulkarni and Lengnick-Hall (2014) present another barrier to employment of PWD, which is the self-created barrier. This barrier is created by PWD themselves, such as the underestimation of their abilities and lacking in optimism.

PWD also contribute to the problem of accessing the workplace by not being optimistic about their chances for organisational entry (Feldman, 2004:247–274, Klimoski and Donahue, 1997:109–274). In South Africa, PWD experience difficulties entering the workplace due to the inaccurate assessment of the selection process and the underestimation of their abilities (Mdladlana, 2001:28). Hence, it is not possible to draw a conclusion about barriers to organisation entry of PWD.

### **3.4.1 Speed and Productivity**

No company should compromise productivity. For example, if a company wants to maximize profit, growth and gain loyalty, there is no doubt that productivity is primary. Badenhorst-Weiss et al. (2014) affirm that sustainable profitability is impossible without productivity. However, organisations do encounter a number of factors that impede productivity. Core (2013) argues that one of the key success factors is productivity and is the serious concern of any organisation.

Core (2013) emphasises that productive companies have happy and healthy employees, which form the basis of a successful organisation. He stresses that a disability in the work environment refers to the time and pace an employee takes to complete a specific task, when compared to other employees. For example, an employee with a physical disability may find it difficult and take time to move equipment, while a mentally challenged employee may take longer to read and interpret documents. Mdladlana (2001) challenges the issues of productivity and people with disabilities by presenting the view that PWD can demonstrate their ability and contribute equally as other employees without disabilities. Mdladlana (2001); Gule (2016) mention that the onus is on the organisation to remove unfair discriminatory barriers and offer reasonable accommodation for their needs.

### **3.4.2 The Effects of Discrimination on People with Disabilities**

Transnet recognises that the disparities inherited from the past have created major inequalities for most of the country's population (Transnet Employment Equity Policy, 2008:5). This document further reveals that discrimination closes doors for career opportunities for blacks and people with disabilities. The EEA 55 of 1998 states that unfair disability discrimination is perpetuated in many ways. Gobind (2015) argues that unfair discrimination had impacted on

the lives of PWD negatively, such that it went to the extent of making it impossible for the South African corporate environment to include PWD.

The many unfounded assumptions and misconceptions about PWD abilities and performance compounded the discrimination problem in the workplace (Advantages and Disadvantages of Collaboration in the Workplace, 2016:1). It is a fact that employers set criteria for selection that exclude disabled people (Employment Equity Act, 55 of 1998). Sometimes discrimination is due to ignorance, as managers assume that capabilities and limitation of people with disabilities are well known. Kaye, Jans, Jones (2011:526–536) reveal that employers often lack awareness in dealing with employees with disabilities, and this perpetuates discrimination. Further to that, discrimination against PWD can also emanate from the confusion between disabilities and abilities. Dessler, Barkhuizen, Bezuidenhout, De Braine, Du Plessis, Nel, Stanz, Schultz and Van der Walt (2011) posit that an individual disability would have no effect on the ability to perform tasks.

Although discrimination against PWD cannot be completely ignored, it has disadvantaged many in this group (Kaye, et al (2011:526–536). The South African Constitution, the Employment Act, the Affirmative Action Act and other laws have opened doors for the PWD in the South African workplaces; however, for many employers, non-compliance is still an issue as people with disabilities still face discrimination. It remains a critical issue as disability is being confused with the inability to perform certain functions of the organisation. Such situations call for members of a human resources department to intervene and settle conflicts, and the employer may need to invest in awareness programs. Strategic awareness programs need to be designed in such a way that employees are exposed to the consequences of workplace discrimination (Advantages and Disadvantages of Collaboration in the Workplace, 2016:1). Issues of discrimination can be effectively addressed during disability awareness campaigns.

### **3.4.3 Accommodation of People with Disabilities in terms of Infrastructures and Technology**

The inclusion of PWD within Transnet requires different types of reasonable accommodation, which would depend on the job and its essential functions, the work environments and the specific person's impairment (Department of Labour, 2005:13). Martocchio, (2015) and

Thibodeaux, (2016), state that the responsibility rests on the employers to provide reasonable accommodations by adjusting the work environment. For instance, employers may have to install a wheelchair ramp or modify the physical aspects of the employee's workstation. The inclusion of people with disabilities in the organisation demands that the employer makes suitable arrangements for the accommodation of employees with disabilities, which sometimes means a delay in the inclusion process and active employment of people with disabilities within the organisation (Mdladlana, 2001:13–19). The availability of modernized infrastructures within the organisation is important. Efficient infrastructures are sound indicators for the inclusion of employees with disabilities. Inaccessibility of the workplace in terms of infrastructure further disadvantages PWD. It becomes a disadvantage for the employer if the infrastructure poses a serious barrier to the employment of PWD.

Technological forces are external to the organisation, but these forces have a direct impact on the functioning and performance of the business. The impact of these forces can either be positive or negative. Aregbeshola et al. (2011) and Pettinger (2012) note that changes in the technological environment have had some of the most dramatic effects on business. Any commitment to include PWD should also be viewed from a technological perspective. The unpredictability of a technological environment might create a situation whereby technology creates a barrier to people with disabilities. Due to the complexity of a technological environment, employers may be committed to a particular type of technology and make a major investment in equipment and training. Thibodeaux (2016) concurs that technology could also pose some barrier to the inclusion of PWD, as not all workers are familiar with the specific technologies a PWD worker may require; for example, a software specialist may not be familiar with programs such as a speech-recognition program. The infrastructure and technologies may become an issue because not every organisation has available staff to assist employees with disabilities.

#### **3.4.4 Considerations**

As mentioned earlier, the inclusion of PWD requires that Transnet takes various factors into consideration, such as focusing on disadvantages pertaining to disability employment, which would defeat the purpose of workplace inclusiveness. Thibodeaux (2016) concedes that there are some disadvantages regarding employing disabled people in the workplace. However,

much of what people regard as disadvantages are often myths. For instance, people often associate a high rate of absenteeism with disabled workers. This may be due to their perceptions, but in fact Thibodeaux (2016) finds that these PWD workers miss the same or fewer days of work as their non-disabled counterparts. Kaye et al. (2011) assert that these erroneous perceptions cause social discomfort for workers and job applicants with disabilities. Considerations such as absenteeism seem to be one of the factors that negatively influence the inclusion of PWD.

### **3.5 Organisational Performance**

Performance in the organisation is crucial as it guarantees its survival. Griffin (2006) notes that it is of paramount importance for any organisation to reflect on performance, hence performance measurement is the second step in the control process and is an ongoing activity. Chase et al. (2006) observe that two sets of measurements must be used to ensure that organisational performance is adequately measured, namely, from a financial perspective (which includes profitability, return on investments and cash flow), and from an operational perspective, which includes productivity and inventory.

The South African organisations are concerned that the performance of workers with disabilities might not be of a high standard, which in turn could impact negatively on the performance of the organisation (Kaye et al., 2011:526–536). Robbins and Judge (2012) maintain that every organisation has standards to be met; performance is always measured against established standards. The issue of not performing according to the expected standard creates uncertainty to organisational management.

In addition to not meeting standards, Kaye et al. (2011) also find that respondents in the study believe that the inclusion of PWD might lead to problems with illness, absenteeism and performance. Kaye et al. (2011) further mentions that absenteeism or illness has a negative effect on the performance of an organisation, bearing in mind that the quality or quantity of the actual output is likely to suffer. The myths and stereotypes about PWD have created uncertainties about organisational performance. Rinck and Stickney (2003, Peck and Kirkbride (2001) note that the fear of the unknown, or social distance arising from lack of exposure, has been emphasised as another reason why employers are reluctant to employ workers with disabilities.

### **3.6 Legislations Affecting the Employment of People with Disabilities**

This section is intended to scrutinise the number of legislations affecting the employment of PWD within Transnet. To have a thorough understanding of the impact of legislation on the employment of PWD, it is necessary to shed some light on what occurred under the apartheid government. Booysen (2007) states that racial discrimination has been systematically abolished in South Africa since 1980. He further states that a number of significant legislative reform efforts have been initiated. The first attempt to achieve greater social justice and equality and to redress past discrimination came about through the Labour Relations Act of 1995, the Constitution of South Africa, and then the Basic Conditions of Employment Act of 1997 and the Employment Equity Act, which all contain anti-discriminatory provisions.

The Skills Development Act of 1998 and Skills Levies Act of 1999 shifted the focus from Affirmative Action appointments to the recruitment, succession planning, development and training of persons in designated groups (Africans, Coloureds, Indians, women and people with disabilities). The Skills Development Act of 1998 mainly focuses on closing the national gap, which are skills challenges in the labour market (Horwitz et al. 2005:4–32; Rautenbach 2005; Swanepoel, Erasmus, Van Wyk & Schenck 2003; Thomas 2004 (35–38). Mdladlana (2001) notes that prior to 1994, all disabled people irrespective of race or colour were discriminated against and marginalised because of their disability. They had limited access to fundamental socio-economic rights such as employment, education and appropriate health and welfare services. Under apartheid rule discrimination, dehumanisation and marginalisation occurred because disabled people in general were viewed as people who were incapacitated or in need of care, rather than as equal citizens with equal rights and responsibilities.

#### **3.6.1 The Medical Model of Disability**

South African legislation was amended or devised to rectify workplace perceptions about PWD. Models of disabilities illustrate the way disability is viewed. For example, the medical model of disability is based on the cause of that condition; it takes into consideration diagnostic categories such as spinal cord injuries. The functional model, however, does not focus on the cause of the disability, but on the underlying condition where employees with disabilities are unable to perform functional activities such as working independently.

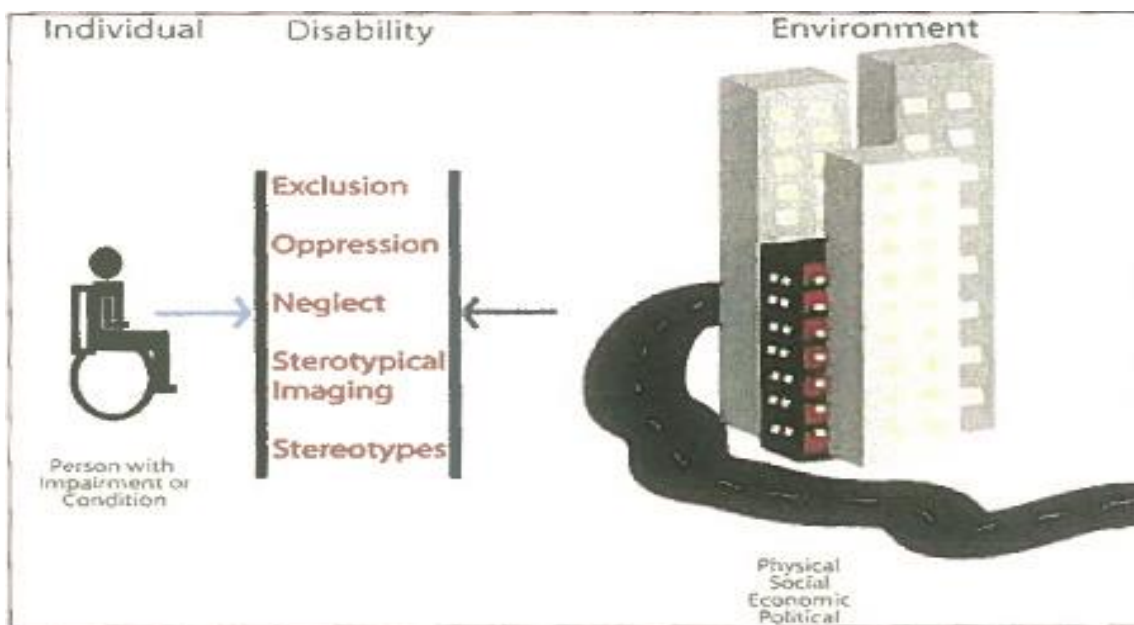


Through the medical model, disability is personalised. The focus is on the person, rather than the challenges he/she experiences when engaging and interacting with the workplace environment. For instance, visual, mobility or hearing impairments is understood as a person’s disability. Carson (2009) states that any predicament that a person with disabilities experiences, is caused by the manner in which the PWD is physically challenged. The society and the environment do not feature anywhere in the medical model of disability.

### 3.6.2 The Social Model of Disability

Models of disabilities include medical and functional models (White Paper on the Rights of Persons with Disabilities, 2015:17). Research on issues affecting PWD have caused a number of social models of disabilities to emerge. Social models of disabilities go beyond the cause of impairment by focusing on the barriers people with disabilities experience when interacting with their work environment. The social model of disability is viewed as a consequence of social disorganisation that creates inaccessible environments.

**Figure 3.1. Graphic Representation of the Social Model of Disability (Drum 2004:29–42)**



The above model illustrates how inaccessible environments can be created. This model relates to Transnet, as issue of inaccessible work environment needs South African employer’s urgent attention. Quadrant 1 represents the individual with disabilities and illustrates how a disabled person experiences disability when attempting to interact with the

environment. Quadrant 2 illustrates the presence of environmental barriers. An individual encounters barrier due to environmental exclusion, oppression, neglect, stereotypical imaginings and stereotypes. Quadrant 3 represents the organisational environment. The business environment includes physical, social, economic, political/ legislative and technological forces. All employees should be able to access their workplace. Employees with disabilities experience disability when excluded from the work site due to inaccessible access points. The lack of ramps, parking facilities, lifts in the building reserved for PWD constitute examples of physical barriers.

Carson (2009) states that people with disabilities have contributed to the creation of the social model. Carson (2009) further states that the way in which society responds to people with disabilities seems to be the primary cause. It is also about the way in which people with disabilities experience the health and welfare system when interacting with the environment. The working environment can make people with disabilities feel isolated. This situation has also led to organisations not giving sufficient consideration to the needs of people with disabilities. Furthermore, this situation shapes the business environment with regards to the inclusion of PWD within the organisations.

As shown in the Figure 1 above, the first environmental variable is the physical environment. The exclusion of people with disabilities within Transnet can also be perpetuated by physical environment barriers as stated in the White Paper on the Rights of Persons with Disabilities (2015:17). Carson (2009) stresses that PWD are still excluded from participation in the mainstream of the economy as a result of many physical, organisational and attitudinal obstacles. These barriers have a detrimental effect on the PWD, such that society exclusion translates into unequal access to information, education, employment, public transport, housing and social/recreational opportunities.

The second environmental variable is the social environment; its impact appears to be unavoidable, as organisations do not have control over these forces. South African organisations operate within the society; social forces exist externally to the organisation, but their impact is felt internally. Badenhorst-Weiss et al. (2014) state that social change includes the size and composition of the population (population growth, market composition, the changing role of women); geographic location and changing life styles and times. Louw and Venter (2012) note social changes and new trends may open new business opportunities;

hence, it is crucial for the business enterprise to be informed about social changes. These social changes exert a major influence on the firm's strategies. The changing role of women and number of people with disabilities entering into the labour market represent new social trends.

The third environmental factor is economic forces such as inflation, level of income, exchange rates and unemployment. People with disabilities experience disability when the society excludes such group and this societal exclusion turns into workplace exclusion, as business is part of the environment. A change in economic forces can present an opportunity or pose a threat to the business. It is well known that the unemployment rate amongst PWD is extremely high (Mdladlana, 2001:2). Du Toit (2005), Lizzoni, (2011) acknowledges that amongst the challenges that confront people with disabilities are *inter alia*, lower educational levels, lower incomes, and higher unemployment. People without disabilities have more opportunities than PWD.

Political and legislative factors exist outside the boundaries of the organisation. These factors are inseparable because legislation is the product of political debate, processes and discussions. Badenhorst-Weiss et al. (2014) maintain that institutions such as the Government, regional services and municipalities and other pressure groups exist in the macro environment and these political or legislative forces impact on the way in which business enterprises carry out their business activities. For instance, compliance is expected from businesses, such as acquiring trade licenses and a South African Revenue Service (SARS) registration and other statutory provisions that protect consumers, such as complying with the South African Bureau of Standards (SABS). In addition, there are laws and regulations that protect employees.

Another important force is technology. Aregbeshola (2011), Brevis and Verba (2015) assert that the technological environment is primarily responsible for changes in the remote environment and furthermore point out that the technological environment is characterised by drastic changes. These changes are often unpredictable. Although technology can be classified in several ways most of the time technology is referred to as the use of computer equipment (hard technology). The other classification of technology, i.e. soft technology, includes the use of technology to perform financial, marketing and other administrative activities. The decision to invest in a particular type of technology is always associated with

risk because new technology may emerge at any time. As illustrated in the model of disability, people may experience disability when the technological environment is not inclusive. In a workplace like Transnet, inclusive technology is significant, for example, computers with voice input and screen readers for people with disabilities. It is important to point out that interventions to promote inclusion have been made through legislation and this plays a significant role in creating an accessible environment for the PWD at Transnet.

Inclusive recruitment practices can assist South African organisations in providing a workplace that does not discriminate against PWD and which is accessible to them. However, the creation of inclusive and accessible work environments present a number of challenges. For instance, there is a wide range of disabilities which *inter alia* include autism, hearing impairment, intellectual disabilities, acquired brain injury and mental health conditions. The existing range of disabilities is vast, and most require very different accommodation requirements. Thus, due to the complexities and organisational dynamics inherent in this wide range of disabilities, not all forms of disabilities can be accommodated by an employer such as Transnet, which often has very specific job requirements. Some of the more common services provided to PWD include Braille services, recorded readings, sign language interpreters and assistive technology such as text to voice converters (Matshediso, 2010:730-744). Transnet also provides a list of a variety of disabilities, acknowledging that their departments cannot accommodate all disabilities due to the nature of their task requirements and functions.

### **3.7 Employment Equity Act of 1998**

The South African Employment Equity Act No. 55 of 1998 was promulgated in 1999. Finnemore (2013:186) states that the main focus of this Act is the eradication of unfair discrimination in any form of hiring, promotion, provision of benefits and retrenchment in the organisation. The South African Employment Equity Act of 1998 is one of the essential legislations with a disability component. Apartheid policies, practices and other discriminatory legislations had a devastating effect on the lives of black people with disabilities in terms of employment, income and education (in the context of the Employment Equity Act, the term 'black' refers to African, Coloured and Indian people). Prior to 1994, South Africa was characterized by inequalities in all spheres of community life. Due to the fact that inequalities existed in society and businesses including Transnet,

operating within the societal structures, the inequalities were translated into the labour market.

The South African Constitution acknowledges that people with disabilities were historically discriminated against. Finnemore (2013) maintains that disabled people have in the past, and may continue to be, discriminated against because of their disability. Owing to the new legislations and policy documents, the inclusion of PWD has become an important consideration. This signalled a major change in the legislative and policy framework. This change has created opportunities to address the inequalities experienced by people with disabilities in the past. Portnoi (2003) argues that due to the experiences of other countries, the EEA seems to affect both employer and employee in significant ways. In the newly formed democratic country of post 1994, the Employment Equity Act EEA of 1998 was passed and proved to be the most contested piece of legislation at the time.

The South African EEA no 55 of 1998 is an important Act because the under-representation of PWD was acknowledged and the main purpose of this Act was to redress inequalities created by the apartheid system, particularly in respect of gender, race and disability. Badenhorst-Weiss et al. (2014) affirm that the workplace should reflect all the demographics of the country. To achieve equality and full representation of people with disabilities in the workplace, the EEA places increasing emphasis on employers to eliminate unfair discrimination in any employment policy and practice. The under-representation of people with disabilities is still a major concern; the only way to acknowledge under-representation is to employ people with disabilities (Dessler, et al., 2011:166).

The South African Employment Equity Act is just one of the legislations which seek to protect employees and job applicants from direct or indirect unfair discrimination, and the inclusion of arbitrary grounds for employment policies and practices, including race, religion, gender, age, HIV status and language. Harassment is also included here (EEA - Section 6(3)). The EEA legislation gives rise to the employment equity targets in such a way that every employer, including Transnet, is required to develop Employment Equity Plans (EEP). It was just an expectation that the plan should be inclusive in the sense that “Disability targets” form part of these plans.” Finnemore (2013) points out that through the EEA, workplaces can be transformed. The inclusion of PWD can be addressed through labour legislations.

### **3.8 Challenges and Barriers to the Implementation of EEA**

The implementation of the South African EEA remains a significant challenge for many organisations in South Africa. After its promulgation in 1998, the EEA No 55 of 1998, expectations were created that South African organisations would start to consider employing PWD. Although 2005 was a target date, the 2% of PWD was not achieved during that period. The target was extended to 2009; however, slow progress has been made. It is important to point out that to date there has been a poor representation of PWD in most South African organisations (Department of Labour, 2001:2). One of the reasons provided for not including PWD was the insufficient pool of suitably qualified PWD and the costs involved in employing such people. The implementation of EEA appears to be a considerable challenge, hence the inclusion of PWD can only be achieved through EEA compliance. Mdladlana (2001:2) maintains that there is a dire need of human resource management in all Government departments.

State owned companies/enterprises (SOC) should start the process of engaging employees with disabilities to assist the South African Government. It is important to note that the proper implementation of EEA and AA programmes can assist the organisation in achieving inclusivity in the workplace. The South African EE and AA implementation program was faced with various barriers at different levels of the organisation; such barriers included individual, organisational and national aspects (Booyesen, 2011: 47–71). At an individual level, the barriers could include people's perceptions, attitudes, stereotypes and expectations. The organisational aspects refer to organisational policies, procedures, culture and management processes. One of the national priorities is to address the skill shortage in the country. Therefore, at national level, skill shortages impede the implementation of the EEA. It is therefore important that barriers identified at each level should be addressed in order to achieve an inclusive work environment.

#### **3.8.1. Barriers at an Individual Level**

Barriers at an individual level hamper the implementation of the South African EEA. Leonard & Grobler (2005) point out that at individual level, attitudes, values, stereotypes, norms, values and perceptions of individuals become a barrier to the implementation of the EEA. These barriers are also referred to as personal factors, which influence the behaviour of the

individual in the market place and work environment. It has been mentioned earlier that the exclusion of PWD in the workplace was often due to these personal factors. Coetzee (2005) maintains that organisational policies or procedures are not responsible for these barriers.

One of barriers that exist at an individual level include perception and misconception of reverse discrimination. Transnet shows a willingness to implement affirmative action measures to achieve an equitable workplace, however, the perception and misconception of discrimination became one of the hindrances to the implementation of this act (Transnet' Employment Equity Policy, 2008:6). Employment equity was to be achieved through the implementation of affirmative action measures. However, according to Coetzee (2005); Thomas (2002:237–55) and Twala (2004:128–147), not all the parties welcomed this step. Twala (2004:128–147) notes that there were many obscurities in as far as the implementations of AA programs were concerned, such as the issue of whether all black people and women were indeed previously disadvantaged. Although the EE and AA programmes are important, perceptions of reverse discrimination at an individual level tend to underestimate the significance of these programmes.

Another barrier at an individual level includes stereotypical challenges. The under-representation of people with disabilities in the workplace may also be ascribed to negative stereotypical notions. Nel, Kirsten, Swanepoel, Erasmus and Poisat (2012:178) affirm that these personal perceptions can impede the implementation of the EE and AA programmes. In turn, this can result in the inadequate inclusion of people with disabilities within the work environment. Thomas (2002) indicates that it cannot be disputed that some people still have a low expectation of PWD abilities. For the EE and AA programmes to be implemented successfully, organisations need to address issues of negative stereotyping.

The appointment and promotion of black employees and PWD are still labelled as EE appointments. Thomas (2002) further notes that some people do not support the concept of merit appointments and promotions. In other words, even if black people and people with disabilities were appointed based on their experience, level of education and skills, the fact remains that employees may deem these groups as a product of Affirmative Action. It goes without saying that, to some people, these groups are not deserving appointments and promotions. The criticism of EE employees is still prevalent and is heightened by negative expectations and suspicion (Thomas, 2002:237–255).

For Transnet to realise profit and productivity, training and development is paramount. There is still a dire need for training and development programmes aimed at assisting people from designated groups. Thomas (2002) points out that these programmes will assist people from designated groups to comply with job requirements and avoid dangers of unrealistic expectations that will increase conflict in companies. Maritz (2002) and Thomas (2002) note that unrealistic expectations encourage people to adopt a culture of entitlement. Even though the organisation recognizes the importance of human rights, it is essential to consider whether the person meets the job requirements. The process of including people with disabilities needs to be done in a transparent manner to avoid unrealistic expectations. The appointment of an individual that is made without considering job requirements will be done at the expense of productivity and profitability.

### **3.8.2 Organisational Aspects**

In South Africa, organisational policies, systems and procedures could pose a barrier to the implementation of the EE. Leonard and Grobler (2005) affirm that at an organisational level, policy and procedures form the barriers to the EE. The organisational aspects such as human resources management systems and procedures exist within the organisation and can play a significant role in removing barriers at individual level. At any organisational level, the following barriers become important aspects of policies and procedures: an increased cost focus on numbers versus transformation, the lack of communication, an incompatible organisational culture, challenging job requirements, management resistance and leadership styles. At an organisational level, these barriers also impact on the inclusion of people with disabilities.

One of barriers at an organisational level include costs factor. Transnet like any other businesses is in the market to maximise profit and the profitability objective is primary, as it justifies the existence of the organisation. From a business point of view, costs should always be minimized to achieve the profitability objective. Thomas (2002) adds that at organisational level, there are high administration costs associated with complying with legislation, and these costs could have a negative impact on organisational growth. Whilst it is important to achieve equity targets, it must not be achieved at the expense of the organisation. Thomas (2002:237) further argue that tokenism or ‘window-dressing’ appointments can cost in terms of providing quality services, training and development costs.



Employment equity targets may be achieved without increasing the costs of training and development.

Another barrier that exists at an organisational level include transformation challenges. The inclusion of PWD within Transnet requires the transformation of the entire workplace. However, transformation can present challenges within the organisation as it entails implementation of EE and AA. Van Aardt, Hewitt, Bendeman, Bezuidenhout, Janse Van Resburg, Naidoo, Van Der Bank and Visser (2011) affirm that change can be exiting and challenging for some workers while others view change as a threat. Organisations may achieve employment equity targets, but it should be accompanied by business transformation strategies. Coetzee (2005) notes that through the reporting requirement of Section 20 of the EEA (No 55 of 1998), strategies designed to meet employment equity targets are being used to evaluate the organisation. Coetzee (2005) further argues that the focus should not be on numbers only, as this will not achieve the transformation sought. Numbers are meaningless if recruited candidates do not contribute meaningfully to the growth and sustainability of the organisation.

Communication is of critical importance to the success of an organisation (Fourie, 2014:246). The successful inclusion of people with disabilities within Transnet requires the removal of communication barriers. Griffin (2006) stresses that other barriers to effective communication involve an organisational context in which the communication occurs. Uys (2003) points out that communication presents unique challenges because the organisation itself consists of a diverse workforce. The mere fact that people are from diverse cultural backgrounds poses barriers to organisational communication. Werner (2007) states diverse cultural backgrounds affect aspects such as languages. Uys (2003) notes that South Africa currently has eleven official languages, roles and responsibilities and the common understanding of terminology is still an issue. Official languages should be extended to include sign language in order to remove barriers to communication. As stated in the EEA No 55 of 1998, employees should be consulted on EEA programmes.

Barriers at organisational level include organisational culture challenge. The inclusion of people with disabilities within Transnet's workforce can be achieved through adopting flexible organisational culture. Organisational culture, in simple terms, refers to 'the way in which things are done around here'. Nelson and Quick (2008:387) defines organisational

culture “as a system of basic assumptions that creates the shared values and beliefs held by members of that organisation”.

Mullins (2005) and Werner (2007) note that these shared values and beliefs manifest in processes and certain aspects of group behaviour. Hodge (2003) avers that organisational culture is a construct that includes both the observable and unobservable characteristics of the organisation. Observable aspects include architecture, behavioural patterns, language and ceremonies. The shared values, norms, beliefs and assumptions of organisation’s members form part of unobservable cultural aspects. All of these aspects are critical when addressing issues pertaining to PWD employment. Employees in the organisation are from diverse cultural backgrounds and it is essential for organisations to have a culture that is compatible with all its employees. The inclusion of people with disabilities should be reflected in the organisational culture. For example, in most South African organisations, including Transnet, English remains the preferred business language; however, it would benefit the business if sign language is incorporated into it.

Transnet commits itself to review policies, procedures and practices to ensure that people with disabilities who meet job requirements are included in the workforce and that their policies do not pose a barrier to employment equity targets (Transnet Employment Equity, 2008:10). Booysen (2007) acknowledges that legislation has been put in place to address unfair discrimination; however, progress in this respect has not been significant, as it has been slow and erratic. Dessler (2013) notes that apartheid discrimination mainly focused on the exclusion of people from the designated groups, particularly people with disabilities but their exclusion was not based on incompetence. Cascio (1998) notes that demanding job requirements have been used as a tool to perpetuate workplace discrimination; for example, if the organisations require a tertiary qualification that are not currently possessed by PWD. In that sense tertiary qualification could hinder the inclusion of PWD. In addition, some organisations also require the applicant to have a certain number of years of experience to fill certain positions. However, it has not conclusively been established that the exclusion of people with disabilities within the company was due to a lack of experience. Whilst job requirements are mandatory in order to attract a suitable candidate, it may become a barrier to the implementation of EE if job requirements are excessively demanding.

Finally, management resistance and leadership style could pose some barriers to the implementation of EE and AA programmes (Booyesen, 2007:47–71), and as result the inclusion of people with disabilities can be affected as it forms part of a diverse workplace. EE and AA programmes were initially introduced to transform the workplace (Nel et al., 2012:180). Kidder, Lankau, Chrobot-Mason, Mollica and Friedman (2004) maintain that even if managers value diversity, the management part of it is still a challenge, which could be due to lack of knowledge regarding workforce diversity issues. One of the findings of the Commission for EE Report (2015) reveals that black people are still under-represented in top and senior management positions. Even at the management level, nothing is mentioned about the representation of PWD in senior management position.

### **3.8.3 National Barriers**

Other barriers to the implementation of South African EEA exist at national level, such as the shortage of skills. Skill shortages have been an ongoing issue in South Africa. The issue of shortage of skills also affected Transnet. Coetzee (2005) observes that the number of individuals available to fill senior positions is still minimal. This could be due to the fact that such individuals were previously disadvantaged. Transnet Sustainability Report (2017:34) reveals that skills shortages remain a challenge, such that Transnet finds it difficult to attract and retain critical skills (more specifically, female employees and PWD) into a highly operational environment.

## **3.9 Affirmative Action and the Development of the Employment Equity Act**

Transnet as one of the designated employers has endeavoured to implement affirmative action measures to achieve an equitable workplace. Portnoi (2003) and Griffin (2006) state that companies today are more concerned about addressing the under-representation of designated groups. Section 2 of the Employment Equity Act 55 of 1998 acknowledges the importance of Affirmative Action measures, as these measures are consistent with the purpose of the Employment Equity Act.

Portnoi (2003) argues that the employment equity legislation consists of two main components: Firstly, redressing unfair discrimination and secondly, redressing past injustices. South African AA programs were designed mainly to address the above-mentioned issues.

Grogan (2015) notes that AA was adopted in many countries including South Africa, however, the South African discourse on affirmative action is derived directly from the United States conception. The exclusion of people with disabilities in the workplace forms part of the injustices of the past. However, it is still unknown how affirmative action measures have influenced the inclusion of people with disabilities. Portnoi (2003) recognizes that people have interpreted AA differently. Portnoi (2003) also acknowledges that AA is a powerful tool to include people who have been discriminated against. It is important to note that South African AA programs promote workforce inclusivity.

Portnoi (2003) and Dupper et al. (2014) argue that affirmative action is not intended to promote radical change in the South African work environment by employing more people from designated groups, by hiring women and PWD. Affirmative action promotes a gradual change with the aim of rectifying labour market security. In this context, affirmative action simply promotes merit appointments. Affirmative action does not guarantee employment based on disabilities, skin colour or gender. However, the employment decision should be based on qualification, training and experience acquired by PWD.

### **3.10. Affirmative Action and Reasonable Accommodation**

The provision of reasonable accommodation forms the foundation of affirmative action measures for PWD (Conradie and Holthausen, 2009:231). Section 42 of the EEA states that an equitable representation of people from designated groups should be promoted, such that PWD can be fully represented in all employment categories and levels. As pointed out earlier in this chapter, the under-employment of people with disabilities still exists at Transnet. However, both AA action measures and the South African EEA claim to strive towards achieving inclusivity in any organisation. Conradie and Holthausen (2009) argue that inclusivity can be achieved through ensuring that the organisational workforce reflects the demographic profile of the national and regional economically active population.

The Promotion of Equality and the Prevention of Unfair Discrimination Act 4 of 2000 (PEPUDA) was enacted by South African Parliament in February 2000. PEPUDA complements affirmative action, where AA is more focused on achieving employment equity; PEPUDA has been adopted to further promote and implement affirmative action. PEPUDA promotes the removal of barriers to employment opportunities. Grogan (2015) notes that the

eradication of economic and social inequalities is at the core of PEPUDA. Horwitz and Jain (2011: 297–317) note that the scope of PEPUDA is much broader than the Employment Equity Act, as it covers issues of unfair practices in other areas of labour and employment, education, health care services and benefits.

### **3.11 The Occupational Health and Safety Act (1993)**

The South African Occupational Health and Safety Act (OHSA) is one of the legislations which affect the employment of PWD. Transnet like any other organisation in South Africa comply with OHSA (Transnet Sustainability Report, 2017:58). The OHSA ensures that employees work in a safe environment. With the inclusion of PWD, safety should be a priority. Nel et al. (2007) point out that the Act covers all areas of employment including those workers who operate machines. The OHSA plays a key role as it covers the monitoring of where the work is performed. Finnemore (2013) states that this Act also makes provision for adding regulations and sanctions where the standards as laid down by the Act are breached. This Act goes beyond the boundaries of the organisation because it also obliges the employer to protect the general public. The inclusion of PWD within the port environment is important in order to create a workplace that is representative. However, the wide range of health and safety issues must be thoroughly considered.

### **3.12 The Skills Development Act 97 of 1998**

South Africa is a country with skills shortages. South African Skills Development Act was introduced to address this shortage in the country. The Skills Development Act (SDA) replaced the Manpower Training Act 56 of 1981. The National Skills Authority and Sector Education and Training Authorities (SETA's ) replaced the former National Training Board. SETA's main task is to establish learnerships, approve skills plans, allocate grants, monitor education and training in the sector and collect and disburse skills development (SETA, 2016:3) . Finnemore (2013); Nel et al. (2007); Grogan (2015) note that the SDA primarily is aimed at improving workforce skills, productivity and promoting self-employment. This Act has created an opportunity for employers to convert the workplace into a learning and training environment. Work experience has been one of the hindrances for the inclusion of PWD in the workplace. Through this Act PWD at Transnet can acquire both experience and

workplace training; hence, the focus of this Act is the addressing of the inclusion of PWD through education and training.

The inclusion of PWD and the skills shortage in the South African labour market are deemed to be national priorities. Grogan (2013) notes that the primary purpose of the SDA is to close the skills gap and increase the levels of investment in education and training. For example, government departments are also required to budget 1 % of personnel costs for training and development. The use of the workplace as a learning environment can provide employees with the necessary skills, especially those who were previously disadvantaged (PWD) and who find it difficult to be employed or to acquire new skills. Through this Act, quality education and training in and for the workplace is ensured.

### **3.13 The Labour Relations Act No. 66 of 1995**

The South African Labour Relations Act (LRA) is another legislation which affects the employment of PWD. The inclusion of PWD within Transnet opens the opportunity for both employer and employee to be exposed to numerous labour legislations. The South African LRA came into effect in November 1996 (Finnemore, 2013:190). This Act seeks to advance economic development, social justice, labour harmony and democracy in the workplace (Finnemore, 2013:190).

### **3.14 Conclusion**

This chapter presents an extensive literature review and a discourse on the reasons for employing PWD. The literature reveals that employers consider various factors before employing PWD. This chapter presented literature which considered the advantages of including PWD. From a human resource perspective it is clear that by including PWD and by investing in diversity, it will improve the overall talent management strategy. This chapter also covered the disadvantages of including PWD. It has been emphasised that no disadvantages are associated with the inclusion of people with disabilities; rather, it is the working environment that disadvantages PWD by creating barriers. In this chapter, social models of disabilities have been discussed with the aim of illustrating how inaccessible environments can be created in the workplace. Finally, the numerous legislations affecting

the employment of PWD specifically introduced to promote inclusion and to transform the workplace have been discussed at length in this chapter.

Numerous scholars have contributed to the discourse on the barriers experienced in the implementation of the Employment Equity (EE) and AA programmes which may occur on various levels. The incorporation of EE and AA programmes into business strategy were shown to play a significant role in removing barriers. It is clear that if these barriers are not adequately addressed, the purpose of achieving an inclusive work environment will be defeated. The next chapter focuses on the model of organisational inclusion significant to this study and will be used as the theoretical lens in this work.

## **CHAPTER FOUR**

### **THEORETICAL FRAMEWORK**

#### **4.0 Introduction**

This chapter focuses on the model or theory of organisational inclusion. This theory forms the foundation of this project and therefore its constructs play a fundamental role in studying factors influencing the inclusion of people with disabilities within the port environment. Further to this, this study uses a model of organisational inclusion with the aim of providing answers to the key research questions. The existing gap in the literature review has led to the formulation of the research objectives and questions, hence, this theory will be used as a theoretical lens for this study as the research objectives and questions are informed by this theory.

#### **4.1 Model of Organisational Inclusion**

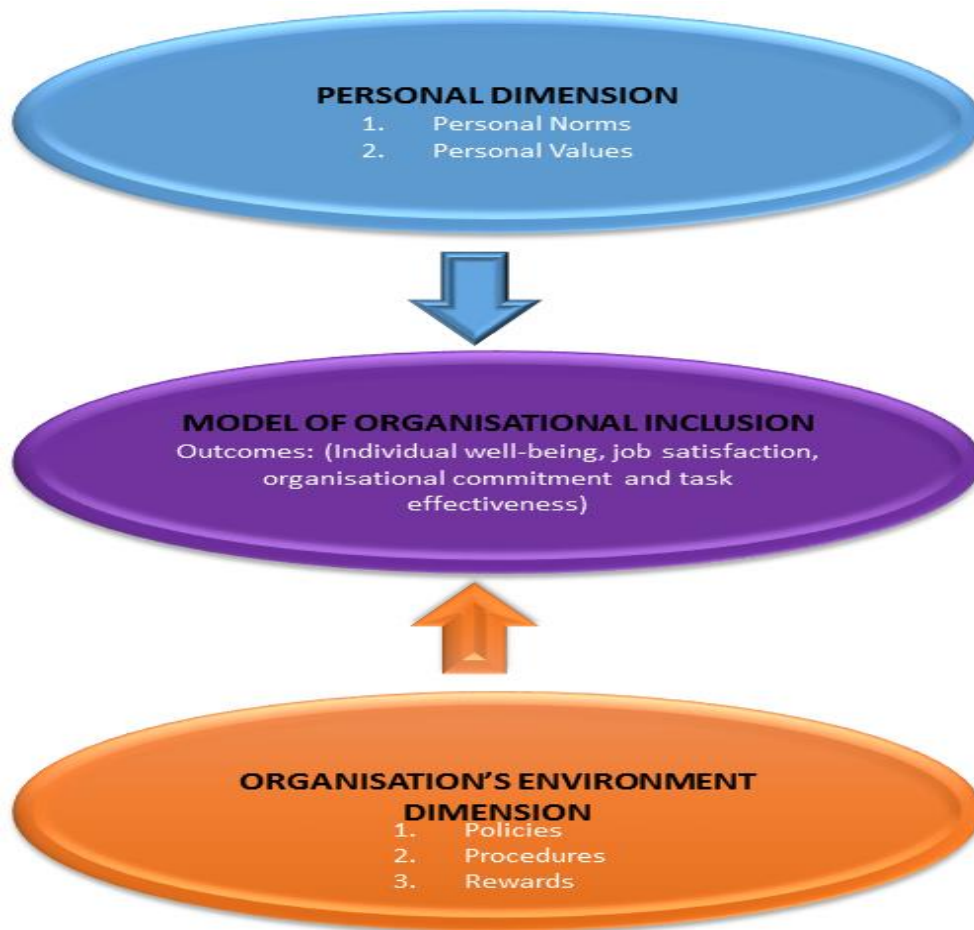
The study uses the model of organisational inclusion to describe factors influencing the inclusion of people with disabilities within Transnet's workforce. The model of organisational inclusion consists of three constructs namely: personal dimension, organisational environment dimension and outcome variable. The personal dimension is divided into two categories, that is, personal norms and values. The organisation environment dimension consists of policies, procedures and rewards.

##### **4.1.1 Overview of other models of inclusivity**

There is a substantial body of literature focusing on how to create an inclusive environment. Most of the models of inclusivity address issues of inclusive learning and teaching material. Karen (2015:13) further provides a model of cultural inclusivity in an online environment. This concept of inclusivity has become more common because it addresses the complexities of building effective inclusive environments in light of a diverse society. The model by Mor Barak (2008:47-68) covers inclusivity from workplace perspectives. Hence, this model of organisational inclusion was chosen because of its relevance to the study.



**Figure 4.1: Model of Organisational Inclusion (Mor Barak, 2008: 47–68)**



#### **4.2 Construct 1: The Personal Dimension**

As illustrated in figure 2 *supra*, the personal dimension consists of two factors, namely personal norms and personal values. At the personal level, the focus will be on how personal norms and values influence the inclusion of PWD. For an individual to be seen as included or excluded in the organisational system, this may depend on the result of the interplay between personal characteristics that affect his/her values and norms (Mor Barak, 2008:47–68). Mor Barak (2008) further notes that the personal dimension was developed to explore the treatment of PWD in an organisation. In this study, however, this construct will provide insight into the influence of personal norms and values regarding Transnet's inclusion of people with disabilities. The research objective and key questions 1 and 2 are informed by this construct.

### 4.2.1 Personal Norms

Personal norms can influence the inclusion of PWD within Transnet workforce to a great extent, provided employees at all levels are exposed to issues pertaining to disability employment. Scholars such as (Steg, De Groot, Dreijerink, Abrahamse and Siero 2011:349–367), affirm that norms shape and govern an individual’s behaviour in society. The definition of norms includes acceptable or unacceptable behaviour deemed appropriate or inappropriate in that society. For instance, if certain behaviour is unacceptable or in conflict with tradition, norms will be developed on the bases of that tradition. Onwezen et al. (2013) stress that self-concept, self-image and personal norms become two sides of the same coin. It should be noted that personal norms are one of the factors which influence the behaviour of individuals in the workplace. A sense of gratification associated with personal norm compliance, while noncompliance with personal norms is associated with negativity (Onwezen et al., 2013:141–153).

Personal norms refer to self-expectations that are based on internalised value (Nelson and Quick, 2008:306). Personal norms make people feel committed and obliged to behave in a certain manner. Mondy and Mondy (2012) add that personal norms can influence behaviour only if it is activated. They further state that activation is the result of the awareness of the consequences of individual behaviour. Activated personal norms can influence the inclusion of PWD as it facilitates behavioural changes.

At an individual level, the inclusion of PWD is determined by how society and people from diverse cultural background view this, because personal norms are based on self-concept, culture and perceptions of the society (Mondy and Mondy, 2012:172). Furthermore, personal norms can influence the inclusion of PWD within the South African organisations if the organisations have made the employees aware of the consequences of certain behaviour. It is essential to ascertain whether personal norms influence the inclusion of people with disabilities within the port environment.

#### **4.2.2 The Influence of Personal Values within the Organisation**

This section describes the influence of personal dimension on the inclusion of PWD within Transnet. The personal dimension also consists of personal values as illustrated in the model of organisational inclusion in figure 2. In any organisation, there are personal factors that influence the behaviour of an individual in the marketplace or workplace. One of these personal factors includes personal values. Reece and Brandt (2008; 2014) define personal values as personal beliefs and preferences that influence individual behaviour. It is important to note that these personal beliefs and preferences influence the way in which the individual views workplace situations. They further argue that personal values are ingrained in the individual's personality and that values and beliefs are the 'glue' that hold together a person's identity and personality.

Values can be defined from a philosophical, psychological and a managerial perspective (Hemingway, 2005:233–249). He argues that the central theme emerging from the literature is that values operate at different levels and that personal values become one of the major drivers of individual behaviour. In this case, the behaviour is a reflection of personal values. From a philosophical point of view, personal values are linked to ethics, which is mainly concerned with the individual's beliefs of what is right and wrong (Kretzschmar, Prinsloo, Prozesky, Rossouw, Sander, Siebrits and Woermann, 2013:19). Ethics are also infused into organisational policies and codes of conduct (Transnet Sustainability Report, 2017:82). The influence of personal values on the inclusion of PWD can also be seen from a psychological perspective. There is a drive or motive that makes the individual behave in a certain way. If the South African organisation commits itself to respect PWD, employees at their levels can follow the same pattern. It is important to note that personal values are also linked to satisfaction or dissatisfaction.

The influence of personal values on Transnet's inclusion of people with disabilities can be viewed from an organisational and managerial perspective. Values reflect the essence of the organisation and reveal what is really important to the company (Jooste, Strydom, Berndt and Du Plessis, 2012:152). It is an undeniable that personal values are also crucial to managerial decision-making, as decision-making is one of the basic tasks of management. Dessler, et al., (2011) emphasise that values are the essence of who we are as human beings. He further states that personal values influence every decision people make, even to the point of how

people choose to make decisions. Personal values play a critical role in the decision-making process within the South African organisation (Rice, 2005:233–241, Agle and Caldwell, 1999:326–387, Miron, Erez and Naveh, 2004:175–199). They further argue that there is convincing evidence that personal values play a crucial role in predicting the actions, behaviour and evaluation of managers in decision-making areas. The decision to include PWD becomes a function of personal values in the organisation.

A study by Dean (2011) affirms that personal values are at the centre of any managerial decision-making. However, Gallo (2012) disputes the notion of purely rational strategic decision-making in organisations due to the fact that human beings form part of the decision making-process. Whether strategic decision-making occurs at a corporate, individual or at a group level, personal values play a significant role. Though the inclusion of PWD in the South African organisations forms part of the Government's transformation agenda, however, it is also necessary to understand how personal values influence the inclusion of people with disabilities.

In this model of organisational inclusion, personal values as one of the constructs will assist in determining the extent to which it influences the inclusion of people with disabilities within the Transnet workforce. McGuire, Garavan, O'Donnell, Saha and Cseh (2008:331–333) stress that: "Personal values are important to the functioning of individuals, organisations and societies. A fundamental assumption underpinning the conception of values is that values will affect the behaviour of individuals which at their turn may affect the decisions individuals take".

Personal values can influence the inclusion of people with disabilities within Transnet, in that the more employees realise that people with disabilities can add value to the work environment, the more likely they will accept inclusion. However, if personal values do not include health, pleasure, recognition, safety, integrity, achievement and honesty, the inclusion becomes a challenge. Kinicki and Williams (2011:79) point out that denying people the right to health and safety becomes an ethical issue.

Greenhaus, Callanan & Godshalk (2007), Parks-Leduc et al. (2015) emphasise that personality traits and personal values are important psychological characteristics, serving as important predictors of various outcomes. The successful inclusion of people with disabilities

within the Transnet workforce can be influenced by personal values. Various authors have defined personal values, however, the term ‘beliefs’ seem to be common amongst all definitions.

### **4.2.3 Sources and Influences that Shape Personal Values**

There are many sources for values, as will be discussed below. Gallo (2012) notes that values sometimes overlap because they emanate from, *inter alia*, the following:

#### **4.2.3.1 Role-based Values**

People adopt and perform different roles in an organisation. Adopted roles are attached to behavioural expectations. Gallo (2012) points out that values are formed based on the role performed by an employee in the organisation. It is important to note that certain roles imply certain values. For example, equity roles will be more concerned with creating a representative workplace. Whilst there is a link between values and functional roles, job function is not the only source of role-based values.

#### **4.2.3.2 Organisational Values**

Transnet as an organisation is greater than its internal stakeholders, i.e. the employees and its management. The primary purpose is to have its members sharing a core set of values. The values commonly found in most South African organisations are, *inter alia*, integrity, respect, creativity, customer focus, involvement, quality, accountability and fairness (Nelson and Quick, 2008:111–113). The alignment of personal values to those of the organisation is necessary, in order to bring about rapid change. These values play a significant role in supporting change in the South African organisation, such as the inclusion of people with disabilities. Gallo (2012) acknowledges that although organisations have a list of shared values, some values go beyond that list, as some values are implicit. For example, the mantra of growth can be a strong, but implicit value. It is important to note that such implicit values play a vital role in decision-making. Organisational values cannot be separated from personal values, in the sense that the commitment from employees can be achieved only if they are fully aware of their own personal values as well as that of the organisation. Aligning

individual and organisational values may be seen as one of the key success factors in the organisation.

#### **4.2.3.3 Ethno/Cultural/Religious Values**

Transnet as an organisation consist of diverse employees who draws values from cultural and religious background. Gallo (2012) points out that cultural and religious values appear to be the most dominant. Since values are regarded as the belief system of individuals, culture and religion become important sources of values. Most individuals belong to a social group with diverse cultures. The individual's position on the inclusion of people with disabilities is often influenced by his/her cultural and religious values.

#### **4.2.3.4 Generational Values**

People with disabilities in South Africa have historically been excluded from participating in the economic activities by various factors and apartheid policies were amongst those factors (Employment Equity Act 55 of 1998). Hence, South African organisations present employees with the opportunity to share values, because both younger and older generations have differing experiences. Schreuder and Coetzee (2016) affirm that the mixture of young and mature people brings different values into the organisation due to their collective experience or exposure to life situations.

#### **4.2.4 Impact of Personal Values on Stages of Group Development**

In South African organisations, such as Transnet, employees are expected to work in teams. The inclusion of PWD within the port environment implies that teams will be more diverse. Personal values play a significant role in each stage of group development. Abudi (2010); Robbins and Judge (2012) affirm that teams move through several distinct stages as suggested by various group dynamics theories.

**Figure 4.2: Stages of Group Development (Abudi, 2010: 1)**



As illustrated in figure 4.2, the first stage in group development is the forming stage. Abudi (2010) argues that the forming stage takes place when teams meet for the first time to discuss a project. This stage is important as members of the team are expected to introduce each other. Thereafter the sharing of information takes place, such as the role and background of an individual member. At this stage, the individual has the opportunity to learn about the project as well as its objectives. The inclusion of PWD becomes necessary at this stage as the team members begin to understand how they might work together. Gallo (2012) notes that at the forming stage, personal values may be suppressed, which in turn influences future interaction and participation.

The second stage is known as storming. In this stage the team begins to work together. This stage is critical as it brings together people who have never worked together before. Hence, this stage is characterised by conflict among members of the organisation. Gallo (2012) points out that the lack of understanding of motives could be the main cause of conflict. At this stage organisational members have more competing ideas because their personal values have not been sufficiently explored. Therefore, it is necessary to note that this stage calls for organisational members to accept each other's opinions. Once these members have acknowledged their differences in opinion, the decision-making process can progress rapidly

and conflict issues can be addressed. The issue of inclusion can be dealt with once organisational members have found a common ground.

The third stage is norming. Gallo (2012) notes that during this stage, members have come to understand each other. This stage is characterised by a major shift from the other stages. The focus is no longer on individual goals. However, the team spirit, working together, becomes the key area of focus. The values of integrity and respect seem to be dominant at this stage. Abudi (2010) affirms that when the team moves into the "norming" stage, teamwork becomes more effective as members begin to attach value to differences and working together as a team becomes more natural. During this stage, the understanding of each other's personal values can play a significant role in the inclusion of PWD, as in this stage, agreement amongst team members is reached. Such agreements include the sharing of information, rules, conflict resolution strategies, tools and processes to complete the job.

The fourth stage is that of performing. The performing stage focuses on team productivity as they understand each other's personal values (Gallo (2012)). Nelson and Quick (2008) further argue that at this stage, there is a clear vision and purpose. This stage is also characterised by the absence of conflict as members begin to trust each other. Abudi (2010) further notes that reaching the performing stage is not guaranteed, as some teams stop at the third stage, that of norming. Even in this stage, there is a possibility that the team may revert back to a previous stage. The final stage is the adjourning stage. This stage is characterised by the completion of the project. Nelson and Quick (2008) point out that members experience a sense of accomplishment and recognition on the completion of a task.

### **4.3 Construct 2: The Organisation's Environmental Dimension**

As illustrated in figure 2, the organisation's environmental dimension consists of organisational policies, procedures and rewards. Hartnell, Ou and Kinicki (2011) note that policies, procedures and rewards prescribe the type of culture that characterises a specific organisation. Stone and Williams (1997) state that human management practices create obstacles for PWD, hence this construct will allow an understanding of the influence of labour legislation, human resources policies, practices and code of conduct on Transnet's inclusion of people with disabilities. Research question 3, 4 and 5 and objectives 3, 4 and 5 are informed by this construct.



Ivancevich (2010) acknowledges that organisations do not operate in a vacuum. External environmental and internal environmental forces influence change in an organisation. External environmental forces refer to those forces that are beyond management control, for example politics, legislation, economics, societal issues and technology. Internal environmental factors consist of the vision, mission, strategy, policies and resources of the organisation. External factors affect the organisation directly, for instance, any change in the political/legislative forces has an impact on the human resources activities of the organisation. Any change in organisational policies should be consistent with government legislation. Ivancevich (2010) further points out that when an organisation makes decisions regarding hiring of PWD, promotion and managing diversity, it must weigh up the impact of Government regulations.

#### **4.3.1 The Importance of Policies in the Organisation**

Transnet has policies, like any other South African organisation, has organisational policies and procedures that provide the strategic link between the company's vision and its day-to-day operations. It is important to note that day-to-day problems can be addressed through effective organisational policies. Ivancevich (2010:17) argues that "policies are general guides that express limits within which action should occur". Furthermore, Welling (2016) argues that the understanding of policies and procedures enables the employees within the organisation to clearly understand responsibilities, powers and functional parameters.

The inclusion of PWD in the workplace should be reflected in the organisation's policies, because policies guide the action of the internal stakeholders (management and employees). Welling (2016) states that policies guide the manager's actions and provide guidelines for acceptable business strategies and objectives. Policies allow decision-makers to craft general strategies on how to handle various business issues; policies are developed to fill the gap.

### **4.3.2 Benefits of Policies and Procedures**

Transnet policies exist to guide the behaviour and actions of the organisation's members. Welling (2016:17) highlights the benefits that policies and procedures provide in the organisation as follows:

- well-designed policies and procedures provide employees with a thorough understanding of the organisation's functional parameters;
- policies and procedures assist employees in the understanding of their responsibilities. This can also benefit the organisation in terms of time saving and resources;
- through the understanding of policies and procedures, the micro-management of staff can be minimised;
- policies and procedures emanate from legislation; hence policies and procedures provide legal protection.

### **4.3.3 The Relationship between Strategy, Objectives, Policies, Procedures and Rules**

Transnet seeks to create an organisation that reflects the diversity of South African society by incorporating PWD into its company strategy. Woolley (2013) concurs with the view that the inclusion of PWD in the workplace requires the incorporation of diversity strategy into corporate strategy. Organisational strategy is essential as it plays a key role in integrating the major objectives, policies and procedures into a cohesive whole. Ivancevich (2010), Robbins and Coulter (2009) further affirm that strategies entail plans on what an organisation will do, what they are in business to do, how they will compete successfully and how they will attract and satisfy their customers in order to achieve their goals. Strategy is the key to success in the organisation.

**Figure 4.3: Relationship between strategy, objectives, policies and procedures and rules (Ivancevich, 2010:17).**



#### **4.3.3.1 Objectives**

Figure 4 illustrates the relationship between strategy, objectives, policies and procedures and rules. Transnet like any other South African organisations, has a number of objectives to achieve. Ivancevich (2010) notes that the objectives of the organisation or department are mandatory, as they provide justification for its existence. For example, if the objective is to increase the number of PWD, it is necessary to consider how this objective can be achieved. The South African Government has devised the Skills Development Act (SDA) as one of the strategies to achieve inclusive work environment objectives.

#### **4.3.3.2 Policies**

The inclusion of PWD at Transnet requires effective organisational policies which must be designed to fill the gap. As stated in the Employment Equity Act 55 of 1998, Apartheid policies impacted negatively on the lives of PWD and recruitment policies are designed to fill the gap created by apartheid policies to rectify the wrongs of the past. As illustrated in figure above, policies are linked to objectives and strategies. Ivancevich (2010) and Lussier (2008) maintain that policies perform the function of directives and guide the thoughts and actions of managers. Further to that, policies play a decisive role in a firm's strategic implementation. Lussier (2008) further argues that although good strategies can be formulated, those strategies will not bear fruit if not implemented. Therefore, for effective implementation of strategies, organisations require suitable structures, policies, resource allocation and reward systems.

Policies are critical to Transnet as one of the South African organisations. Ivancevich (2010) mentions that policies in the organisation perform important functions, namely, they establish independent control over independent action; promote uniformity, ensure consistency, ensure speedy decision-making, minimise conflict practices, reduce uncertainty, provide answers to problems and help managers to make informed decisions.

#### **4.4 The Influence of Organisational Procedures on the Inclusion of People with Disabilities**

The model of organisational inclusion contains policies and procedures that factor in and influence the inclusion of PWD within Transnet. Figure 4 recognises the fact that both policies and procedures are linked to the company vision and its day-to-day operations. Ivancevich (2010) further notes procedures help in providing specific direction in decision-making. Although policies and procedures differ, they complement each other. For instance, any policy that is aimed at the inclusion of people with disabilities may require special procedures to be followed for it to be implemented effectively. Procedures help to identify actions to be taken, provide direction on when to take that action and provide emergency procedures and advice. For instance, should a company intend to recruit people with disabilities, an important procedure may be to address the issues of reasonable accommodation.

Every policy requires certain procedures to be implemented successfully. For instance, recruitment, selection, equal opportunity, health, safety and skills development policies require proper procedures that need to be put in place for effective implementation of policies. Welling (2016) points out that the ultimate goal of every procedure is to ensure that the plan of action required to implement policies is clear. Having a clear understanding of the plan of action may minimise organisational conflict. However, conflict is common in any organisation. Sources of conflict include misunderstandings, resources constraints and vague procedures. Welling (2016) indicates that through a well-written procedure common misunderstanding can be eliminated. The issues, responsibilities and boundaries can be addressed through organisational procedures. Procedures can help the management to prevent and control events in advance. Procedures are important and as such each organisation has its own Standard Operating Procedures (SOPs).

#### **4.5 The Influence of Organisational Rewards on the Inclusion of People with Disabilities**

As illustrated in figure 4 above, an organisational reward is one of the factors which forms part of the organisation's environment dimension. It is also important to mention that rewards may become a right. The inclusion of PWD within Transnet entitles them to certain organisational rewards. Banifield and Kay (2012) argue that rewards become a right largely through the process of managers offering employment and through the prospective employee agreeing to accept the terms embodied in the contract of employment.

Organisational rewards are divided into two broad categories, namely intrinsic and extrinsic rewards. Intrinsic rewards tend to provide personal satisfaction to individuals whereas extrinsic rewards refer to the concrete rewards that an employee receives. Extrinsic rewards consist of monetary rewards such as bonuses, promotion and other benefits that are associated with working for the organisation including pension, health care and a company car.

##### **4.5.1 Forms of Extrinsic Rewards**

As mentioned earlier, Transnet PWD are entitled to benefits, like any other employees in the organisations. Benefits include Salary increases, bonuses, gifts and promotional opportunities.

As discussed above, every employee within the Transnet has the right to a fair salary. A raise in salary is earned. Milkovich, Newman and Gerhart (2011) argue that employees have the Constitutional right to be compensated for any work performed. A salary raise also motivates employees, which can result in an increase in productivity and performance. Transnet also have bonus program designed of all employees. Lussier (2012:420) points out that “The organisations have bonus programs, which play a major role in eliminating the element of asymmetrical information. However, bonuses are sometimes based on performance, which is subjective in nature and it has the potential to develop some elements of bias”. Gifts are another form of extrinsic reward. Gifts are believed to be one of the factors that boost the employee’s self-esteem. Organisations provide gifts to show appreciation and the recognition of work performed.

As mentioned earlier, Transnet is an equal opportunity employer. The inclusion of PWD within Transnet’s work environment would also mean access to promotional opportunities. Promotion motivates employees (Wetherell, 2012:268). Noe (2008) describes promotion as the advancement into positions with greater challenges, more responsibilities and more authority than in the previous position. Greenhaus, Callanan and Godshalk (2007) state that promotion plays a crucial role in achieving the strategic plans of the organisation, as the company’s strategic plans require the movement of personnel to achieve alignment between human resources and strategic needs. They further argue that promoting employees, either within the same function or across units, is one way to ensure that competent, knowledgeable people are placed in key positions within the organisation. PWD are still under-represented at senior management level, hence elevating such a group to a senior level is important.

#### **4.5.2 Forms of Intrinsic Rewards**

Intrinsic rewards include information and feedback. Transnet provides numerous rewards to its employees. Intrinsic rewards consist of psychological rewards and personal rewards. Lussier (2012) argues that personal and psychological satisfaction are important forms of intrinsic rewards to the individual. Information or feedback forms part of intrinsic rewards as it provides personal information to individuals. PWD have the right to information or feedback. Banfield and Kay (2012) stress that feedback and information are significant types of rewards that can contribute to the success of the organisation. Banfield and Kay (2012) is of the view that information and feedback play a crucial role in clarifying any misunderstanding

between participants. Furthermore, these types of rewards provide guidance and create a bond which adds value to the relationship between managers and employees. Therefore, the inclusion of people with disabilities requires the organisational management to reconsider the manner in which information is disseminated or feedback is given. For instance, the feedback report should be written in an accessible format, so that visually challenged employees will also be able to benefit from that report.

Recognition is one of the forms of intrinsic reward especially when the organisation intends to include people from the marginalised group. Gobind (2015) points out that the recognition of employee performance may take various forms, including verbal appreciation. Recognition boosts the employee's self-esteem and contentment which will result in additional contributing efforts. The onus is on the organisational management to appreciate and recognise the contribution made by its employees.

Trust and empowerment is one of the forms of intrinsic rewards. The inclusion of people with disabilities within Transnet shows the level of trust towards PWD's. Nelson and Quick (2008:288) indicate that trust is an essential element in leadership. Leading people requires trust, which is the building block for any relationship. Gobind (2015) further notes that the relationship between employer and employee and their representatives play a key role in establishing conditions of employment. The managers in the organisation express the level of trust by empowering employees, delegating tasks to employees, including those with disabilities.

#### **4.5.3 Linking Rewards to Performance**

The Top Employers Institute (TEI) ranked Transnet as one of South Africa's top employers during October 2016 (Transnet Sustainability Report, 2017:13). Linking rewards to performance is amongst other factors that has led to the TEI to recognise and certify Transnet as a leading employer worldwide for excellent employee conditions. Gobind (2015) argues that employee reward programs are systems set up by South African companies to reward performance and motivate employees on both individual and group level. Lussier (2012) affirms that rewards are considered separately from the normally monthly salary; however, rewards may be financial in nature. For employees to improve their performance in the workplace resources, support systems, policies and procedures need to be in place. It is

crucial for the organisation to create an equitable working environment for PWD, in order to ensure that this group performs better.

#### **4.5.4 Benefits Associated with Performance-Based Rewards**

Transnet acknowledges the significance of performance-based rewards (Transnet sustainability Report, 2017:13). Performance-based rewards deliver some benefits for the organisation. Performance-based rewards provide direct alignment of the employee's objectives to wider business goals. This is critical to the success of any organisation. Through performance-based rewards employers can be in a position to communicate organisational goals and monitor the employee's progress. Another benefit associated with performance-based rewards includes focusing on career development and planning. If individual objectives are properly aligned to business goals, this situation can provide an individual and organisation with the opportunity to focus on learning and development activities, as these activities matter most to the business.

Performance-based rewards at Transnet are also extended to PWD. Performance-based rewards can increase employee engagement and motivation. Hitt, Miller and Colella (2009) support the view that employees achieve higher performance because of the increased motivation. Performance will become a point of focus as long as employees are clear about business expectation and the manner in which feedback is given. Another benefit associated with performance-based rewards is increased cost saving. Targeted learning and development will potentially save the organisation money on unrelated activities, which do not have any direct impact on the goals or success of the organisation. Noe (2008) argues that companies are investing millions in training programs to gain a competitive advantage.

#### **4.6 Construct 3: Outcome Variables**

As presented in figure 2, the model of organisational inclusion shows that the interaction between the personal dimension and the organisation's environment produces outcome variables.

Michàl and Barak (2008:59) argue that:

“The model of organisation inclusion highlights the fact that outcome variables are the product of personal dimensions and organisational environments dimensions. The way in which individuals



perceive inclusion or exclusion can in turn produce attitudinal and behavioural outcomes in the form of well-being and job satisfaction on the one hand, and organisational commitment and task effectiveness on the other”.

## **4.7 Conclusion**

This chapter has looked at the importance of the organisational inclusion model, as it is used as a theoretical lens for this study. The organisational inclusion model consists of three constructs. One of the major objectives of the study is to understand how personal dimensions influence the inclusion of people with disabilities within Transnet. Personal dimensions consist of norms and values. It is important to note that this construct has contributed to an understanding of how personal norms and values influence Transnet’s inclusion of people with disabilities. Literature reviews reveal the importance of personal norms, especially at an individual level. Norms have been described as behaviour that is deemed acceptable and unacceptable in society. Personal norms are formed based on perceptions of self-concept, culture and the society. Therefore, the inclusion of people with disabilities within Transnet requires that society be firstly transformed.

Values form part of the personal dimensions construct. Various authors showed that culture consists of values. It is strongly suggested that values are about belief systems and preferences. Therefore, it is important to note that these personal beliefs and preferences influence the way in which the individual views the workplace.

The organisational dimension or environment is another important construct in the model of organisational inclusion. This construct is linked to the major objective of study, which is to understand how the organisational dimensions influence the inclusion of people with disabilities within Transnet. The organisational environment is made up of policies, procedures and rewards. These components of organisational dimension have assisted in addressing the sub-research objectives.

The literature also reveals that organisational procedures and policies are linked to objectives and strategies. Organisational procedures assist with the implementation of policies.

As discussed, the organisational dimension consists of rewards. The study has shown that that organisation rewards good behaviour. Many of these rewards, if ignored long enough have a profoundly negative effect on organisational operations. The importance of rewards and categories of rewards (intrinsic and extrinsic) in the organisation has been discussed at length. Furthermore, the literature reveals that rewards may become a right. This has an implication for PWD within the organisations as it provides them with the right to entitlement to certain organisational rewards.

Chapter Five will introduce the policy framework, which is essential as Transnet operates within the legal framework.

## **CHAPTER FIVE**

### **THE LEGAL AND POLICY FRAMEWORK AT TRANSNET**

#### **5.0 Introduction**

This chapter focuses on the legal and policy framework at Transnet. Policies provide a legal framework within which the South African organisations operate. Organisational policies play a fundamental role and are always in line with the constitution of the country. There are a number of policies that affect the employment of PWD within Transnet. However, the effectiveness of these policies in terms of implementation has not been established.

#### **5.1 Organisational Policies that Support the Inclusion of People with Disabilities**

Transnet is bound by the Constitution of the Republic of South Africa which contains the Bill of Rights<sup>11</sup> providing for the redress of inequalities experienced by the majority of PWD in South Africa under apartheid (Transnet Sustainability Report, 2017:54). The International Labour Organisation (ILO) (2015) raises the concern that PWD constitute 15% of the world population. However, across the globe this group still experiences a higher rate of unemployment and under-employment than able-bodied persons. The ILO (2015) states that the higher rates of unemployment and labour market inactivity among PWD have contributed to the reduction in productivity. Barriers to education and a lack of skills training are generally viewed as the root causes of the exclusion of PWD.

The ILO (2015) emphasises the importance of the inclusion of PWD in national employment policies. Workplace policies should be aligned with the National Employment Policies (NEP). The Burton Blatt Institute (2012) notes that the policies that support the inclusion of people with disabilities involve several core values, these being representation (which means people with disabilities should be equally represented at all levels in the organisation); secondly, receptivity ( which means policies should emphasise the values of respect for differences in working styles and flexibility in tailoring positions to the strengths and abilities of employees); and finally, policies that support the inclusion of people with disabilities should be based on the values of fairness. Fairness goes beyond equitable access

to all resources and opportunities; it also includes the participation of employees with disabilities in the organisational decision-making process.

The Burton Blatt Institute (2012) stresses that the organisational inclusion policies should contain provisions and guidelines that support the full integration of all employees, including those with disabilities, into an equitably functioning workplace. Inclusive policies are crucial in the organisations as they are geared towards eliminating discrimination or facilitating diversity. The structural and personnel issues, such as workforce training, parking, employment benefits, communication, language and other resources should be taken into consideration when designing organisational inclusion policies.

## **5.2 The Influence of Human Resources Policies on the Inclusion of People with Disabilities**

As stated in the Transnet's Employment Equity Document (2008:5), Transnet is committed to the principles of equity, anti-discrimination and diversity as enshrined in the South African Constitution, LRA and EEA. Transnet's human resources policies are consistent with the above-mentioned legislations. Tarique et al. (2016) points out that at both local and global level, human resources policies seem to play a key role in the development of general guidelines on how individuals and specific human resources activities or initiatives will be managed. Numerous legislations and policies affect the employment of people with disabilities. Claus (2010) notes that the policies and practices, which affect the employment of people with disabilities, are *inter alia*, recruitment and selection, remuneration, employment benefits and terms and conditions of employment, the working environment and facilities, training and development and performance evaluation and promotion.

### **5.2.1 The Recruitment Policies**

Transnet aims to increase representation of black female employees and PWD (Transnet Sustainability Report, 2017:54). Transnet's recruitment policy can play a pivotal role in transforming the workplace. As policies guide the action of managers, it is the duty of the employer to find appropriate staff to appoint in the organisation. However, Mathis et al. (2016:82) argue that the process of selecting effective employees remains a managerial challenge. As stated in the Employment Equity Act of 1996, the employer should provide

reasonable accommodation for employees with disabilities and it needs to be mentioned that reasonable accommodation applies to all applicants as well as existing employees within the organisation. EEA supports the view that employers must make reasonable accommodation for the known disabilities of applicants or employees during the recruitment phase, so that those with disabilities enjoy equal employment opportunities. For example, the site where the interview will take place should be accessible to applicants who are in wheelchairs.

As there are various sources of recruitment, an organisation can recruit existing applicants from within the organisation and externally (from outside the organisation), for example, from media sources, employment agencies, job fairs and educational institutions. Irrespective of the sources of recruitment used by the company, Dupper et al. (2014) stress that it is essential to accommodate PWD during the recruitment and selection process. They further state the disability code makes it clear that the potential duty of the employer during the recruitment process is to ensure that PWD are not disadvantaged as in the past.

Banfield and Kay (2012) maintain that recruitment and selection are vitally important in the organisation and cannot be separated. They maintain that even if the systems, processes and technology of the organisation are in place, it is the employees who are behind any organisational success. In addition, they also stress that without appropriate employee capabilities, knowledge and motivation, individual and organisational performance will suffer. It is therefore essential to the success of the organisation to ensure that recruitment and selection is effective and delivers the highest caliber of employees at optimum cost. An effective recruitment and selection policy may be helpful in ensuring that managers focus on the abilities of people with disabilities, instead of focusing on their disability status.

Transnet's recruitment policies may influence the inclusion of PWD in such a way that the recruitment policy determines the number of PWD the company has. The proper implementation of recruitment policies can yield positive results. Through effective recruitment policies, the workplace environment can be transformed (Carvalho and Santiago, 2010:239–249). As part of the transformation process, most South African organisations used to advertise the company as an affirmative action employer and PWD were encouraged to apply. However, it raised the question as to why the advertisement itself did not invite the inclusion of people with disabilities. During the recruitment process, it is important to ensure that advertisements are accessible to PWD and detailed enough to enable them to make an

informed choice about applying for the job. South African organisations might avoid bias during the recruitment process as bias can perpetuate the exclusion of PWD. Cardy (2014) argues that employers cannot deny a PWD employment opportunities, and that the provision of reasonable accommodation should not be used as a hindrance to the inclusion of PWD.

### 5.2.1.1 An Example of a Transnet Advertisement



- **Salary** R10,500 pm
- **Location** Durban
- **Job Type** Permanent

#### Description

**TransnetPortTerminals** is looking for 60 people to become permanent Port Workers to perform general worker duties within the container terminal. Reference Number: 20000555; Include application letter when applying.

Position outputs: Cleaning of buildings and working area.

Plugging and unplugging of reefer containers.

Opening and closing twist locks.

Monitoring of the reefers.

Medically Fit. Competencies: Business orientated, Outcome driven, Honesty, Integrity, a sense of responsibility, Ethical. Qualifications: Experience: Grade 11. Behavioural Attributes - Safety conscious, Environmental awareness, Conscientious... (Online Transnet Port Terminals Jobs, 2016)

The above advertisement does not mention Transnet as an affirmative action or equal opportunity employer, nor does it invite applications from PWD. Discriminatory advertisements should be avoided. To confirm that organisations such as Transnet are seriously concerned about the employment of PWD, the recruitment advertisement should be inclusive.

### **5.2.2 The Selection Policy**

After the recruitment process, a suitable candidate should be appointed. Mathis et al. (2016) assert that selection is about employing individuals with suitable qualifications to fill a job in an organisation. The inclusion of people with disabilities must also be considered during the selection stage. This begins by determining whether the person is suitably qualified for the job and it is equally important to determine whether the candidate requires to be accommodated in order to perform the essential function of the job effectively.

People with disabilities may be appointed but any accommodation requirements should firstly be taken into consideration. Hence, the selection policy of an organisation calls for employers to closely monitor the selection criteria to ensure that applicants are not discriminated against. It is important to note that accommodation requirements may vary - people with disabilities appointed to work in the Transnet port environment may require accommodation that is completely different from those working in Transnet's financial environment.

Another critical issue when making employment decisions is the way companies gather information about the job applicant. Mathis et al. (2016); Dupper (2014) and Armstrong (1999) assert that most companies gather information about the job applicant through interviews during the selection process. Dupper et al. (2014) argue that although many companies are basing their selection on the interview process, it presents its own challenges, as it is more subjective in nature than the selection criteria.

### **5.2.3 The Promotion Policy**

The promotion policy guides the action of Transnet managers when considering the promotion and advancement of PWD. PWD deserve dignified treatment and this can be achieved through promotion policies that cater for the needs of this group. Brewster, Carey,

Grobler, Holland and Warnich (2008:189–190) argue that if promotion policies are unclear, this could result in conflict and a high turnover of staff. In view of the fact that PWD are still not equitably represented in various Transnet employment categories, it is necessary to have a transparent promotion policy. The merit-based appointment and promotion is always encouraged. Brewster et al. (2008) state that, as with selection and compensation, the key ethical issue in managing the promotion of employees is fairness. They further state that an effective promotion policy ensures that past practices such as favoritism and nepotism are minimised. This policy is there to ensure the advancement of employees based on skills and performance. The promotion policy is in line with other legislation, such as the Employment Equity Act of 1996. According to this legislation, age, gender or disabilities may not be used as criteria to deny the employee his/her promotion.

Discriminatory practices can be minimised through applying promotion criteria. As stated in the EEA, 55 of 1998, the minimum promotion criteria and standards to earn promotions should be clearly defined. For example, people with disabilities need to be made aware of the fact that one requires several years working experience in the company to become eligible for any type of promotion or advancement. As part of the issue of reasonable accommodation, information regarding promotions should also be made accessible to PWD.

Assessing candidates for promotion is often an onerous task. For promotion policies to be effective, it is important for managers to avoid the exclusion of PWD. Grogan (2015:82) points out that consistency is primary; employees who qualify for promotion should be assessed in the same manner and all forms of bias should be avoided at all costs. The proper implementation of the promotion policy is important as it may assist in achieving an equitable representation of PWD across all employment categories within the organisation.

#### **5.2.4 The Occupational Health and Safety Policy**

Any decision to include PWD in the workplace should also be guided by organisational healthy and safety policies. Conradie and Holtzhausen (2009) argue that amongst other policies, the Transnet's Occupational Health and Safety Policy requires the organisation to ensure that the work environment is safe for all its employees. It is important to note that the Transnet's Occupational Health and Safety Policy is derived from numerous directives. To mention a few, these directives include the Constitution of the Republic of South Africa,



1996 (Act No. 108 of 1996); the Occupational Health and Safety Act 85 of 1993 as amended, the Compensation for Occupational Injuries and Diseases Act 130 of 1993, as amended; the Basic Conditions for Employment Act 75 of 1997 as amended, the Labour Relations Act 66 of 1995 as amended and the Employment Equity Act 55 of 1998 as amended. It is notable that all the said directives include references to the employment of PWD.

Employees in the South African organisations have a right to a healthy and safe work environment. The National Department of Health (2016), Mathis et al. (2016) and Dupper et al. (2014) maintain that the OHS Act requires the employer to make sure that reasonable accommodation is in place as the health and safety of employees remain a priority. This implies that it is the duty of the employer to ensure that the workplace is free from hazardous ergonomics, substances and micro-organisms which may cause injury or diseases. The employer must also ensure that employees are appropriately trained in occupational health and safety issues and that the compliance with the requirements of the policy of every employee is monitored.

### **5.2.5 The Equal Employment Opportunity Policy**

Transnet's Equal Opportunity Policy is derived from directives such as The Republic of South African Constitution of 1996 and the Employment Equity Act of 1996. The Equal Opportunity Policy is one of the policies that affect the employment of people with disabilities. Armstrong (1999); Banfield and Kay (2012); Mathis et al. (2016) note that an equal opportunity policy should support the organisation's determination to implement equal opportunities for all, irrespective of sex, race, creed and marital status. The Equal Opportunity Policy states that the organisation will endeavour at all times to provide equal opportunities to people with disabilities. Mathis et al. (2016) further notes that equal employment opportunities require employers to ignore status when taking employment decisions. Any deviation from the equal opportunity policy may cause the organisation move away from achieving a target of 2% of people with disabilities.

It is evident that under-employment and unemployment experienced by PWD can be dealt with through equal opportunity policies. This policy is also important as it aims at closing the gaps created by erstwhile apartheid policies. Hence, Badenhorst-Weiss et al. (2014) are of the view that the workplace should reflect all the demographics of the country. It is important to

note that this policy should guide the managers' decisions for the organization to work towards the elimination of workplace barriers. This can be achieved by applying the EO policy to ensure equality and full representation of people with disabilities in the workplace.

### **5.2.6 The Skills Development Policy**

Transnet's Skills Development Policy is also derived from the Skills Development Act 97 of 1998. The skills development legislation is aimed at bridging the skills and experience gap in the workplace. Hence it is important to abide by the skills development policy to guide the managers' actions and decision when dealing with skills shortages. It is clear from the Government National Skills Development Strategy (2011–2016) NSDS III that one of the pressing challenges is the continuing skills shortages in the artisanal, technical and professional fields that are fundamental to the development and growth of the economy. The skills development policy provides the organisation with the opportunity to turn the workplace into a learning environment. Through this policy, organisations may utilise this opportunity to include PWD under the skills development program.

### **5.2.7 The Performance Appraisal Policy**

The inclusion of people with disabilities within Transnet calls for management to be sensitive towards these groups when addressing performance related issues. The Performance Appraisal Policy guides managerial actions and decisions that pertain to performance related matters. Noe (2008) argues that a performance appraisal is about measuring the employee's performance. Clear performance appraisal policies can increase productivity. Hitt, Miller and Colella (2009) view productivity as one of the determinants of organisational success. Therefore, to achieve productivity it is important for an organisation to have performance management tools in place. Performance appraisal policies are aimed at identifying and bridging the performance gap and should be viewed as a developmental tool rather than a punitive measure. Performance appraisal policies guide the actions of managers when dealing with performance management issues.

Cardy (2014) notes that performance appraisal begins by identifying the dimensions of performance that determine effective performance. Performance appraisals provide employees and line managers with an opportunity to discuss performance related matters

Performance Appraisal (2016:1). Both employees and managers need to reach an agreement on key performance areas. During the performance agreement meeting, all employees, including those with disabilities, should be given an opportunity to identify barriers to their performance. As stated in Transnet's Performance Agreement document (2016:1), the performance appraisal should adhere to principles of fairness and transparency.

### **5.3 Conclusion**

This section on Transnet's legal and policy framework has highlighted the importance of policies in the organisation, as they guide management actions and the activities of the organisation. Furthermore, it was found that policies exist to fill the gaps or address discrepancies in the organisation. As discussed earlier in the study, PWD are under-represented at Transnet; hence, the new policies focus mainly on the inclusion of PWD. However, Transnet should pay more attention to the effective implementation of their policies, as the inclusion of PWD can be achieved through implementation of policies.

Chapter Six will provide a discussion on the research methodology which will focus on the research design selected for the study, the research philosophy, the sampling population, the sampling frame, the determination of the sample size, the study site, the data collection instruments, the procedure for the collection and processing of data and the limitation of the selected methodology.

## **CHAPTER SIX**

### **RESEARCH METHODOLOGY**

#### **6.0 Introduction**

The inclusion of PWD is one of the substantial challenges facing the South African workplace and throughout the country. Hence, this study seeks to describe and explore factors influencing the inclusion of PWD within Transnet. The mixed methods research methodology has been adopted. This chapter presents procedures that were followed to collect and analyse both quantitative and qualitative data. It also presents a discussion of the techniques adopted for the purpose of exploration, together with the research objectives.

#### **6.1 Research Philosophy**

In pragmatism philosophy, the research question and knowledge needed for the discipline (desired outcome) precedes the selection of methodology (Yardley and Bishop, 2015:1). The desired research outcomes guide the selection of methodology (Gray, Grove and Sutherland, 2017:310). Pragmatism philosophy seems to be appropriate when the study uses the methodology of questionnaires and basic statistics. Therefore, the research philosophy underpinning this study is pragmatism. Pragmatism is the best philosophy to underpin mixed methods research as it provides the individual researcher with a freedom of choice, which includes the choice of the methods, techniques and procedures of research, that best meet the researcher's needs and purpose (Creswell and Clark, 2011:43–44). Furthermore, this philosophy allows the use of both quantitative and qualitative data in order to provide the best understanding of a research problem, that is, factors influencing the inclusion of PWD at Transnet.

#### **6.2 Research Methodology**

The study seeks to understand factors that influence the inclusion of PWD within Transnet in KwaZulu-Natal. Understanding these factors can be helpful in addressing issues such as the lack of reasonable accommodation for employees with disabilities within Transnet's workforce in KwaZulu-Natal. Currently, Transnet has three Ports in KwaZulu-Natal, as

previously noted, and five major operating divisions, namely, Transnet Freight, Transnet Rail Engineering, Transnet National Port Authority, Transnet Port Terminal and Transnet Pipeline. This study was conducted in only one of the Transnet divisions, namely the National Port Authority, as this division oversees port operations and employs PWD.

### **6.3 Research Methods**

The choice of research methods is not made randomly; it depends on the research question. Nardi (2014) affirms that the research question is the first consideration, with the relevant method to study this question a secondary consideration. The study on factors influencing the inclusion of PWD at Transnet began with a broad survey to generalise results to a Transnet population and then, followed by face-to-face interviews. The face-to-face interviews helped to obtain views from participants and complement the quantitative survey.

Nardi (2014) asserts that data can be gathered in many ways, but it all depends on the content and focus of the question, the financial implications and the time limit of the project. Royce, Singleton and Bruce (2010) point out that the research process often includes quantitative and qualitative methods or a combination of both. Although this study leaned more towards the quantitative method, the two methods were used to operationalise the research, frequently termed the mixed-methods research. Data collected using the quantitative method provided a general understanding of the problem. However, the need for a qualitative analysis emerged as the researcher intended to obtain in-depth information about factors influencing the inclusion of PWD within Transnet port environment. In this case, qualitative data provided a detailed understanding of the research problem.

A qualitative understanding arises out of studying subjects and exploring the individual's perspective in depth Creswell (2011:161). On the other hand, quantitative research arises from examining large numbers of people and assessing responses to a few variables. Hence, the goal of quantitative research is to generalise. Creswell (2011) further argues that each method provides a different perspective and each of these methods has its limitations.

## **6.4 Research Design**

In this study, both descriptive and exploratory research designs were selected to study factors influencing the inclusion of people with disabilities within Transnet. The descriptive design is the most suitable research design for quantitative research, whereas the exploratory research design is associated with qualitative research.

## **6.5 Research Objectives of the Study**

Each study has an objective to achieve. Research objectives assist in the development of key research questions, questionnaires and interview guides. This study has two main objectives. The primary objective consists of two sub-objectives. The second objective has three sub-objectives. The study seeks to achieve the following objectives as discussed in Chapter One:

1. To understand how personal values influence Transnet's inclusion of people with disabilities.
2. To understand how personal norms influence Transnet's inclusion of people with disabilities.
3. To determine the extent to which the organizational policies influence Transnet's inclusion of people with disabilities.
4. To understand how organisational procedures influence Transnet's inclusion of people with disabilities.
5. To determine the extent to which organisational rewards influence Transnet's inclusion of people with disabilities.

## **6.6 Questionnaire and Questionnaire Design**

Quantitative research plays a key role in quantifying the research problem (Wyse, 2011:1). Through quantitative research, collected data can be transformed into usable statistics. Quantitative research is also used to quantify attitudes, opinions, behaviour and other defined variables. Quantitative research methods allow the researcher to generalise results from the larger sample population. The quantitative research method is applicable to this study, as it seeks to describe factors that influence the inclusion of people with disabilities within Transnet.

The study of quantitative research methods allows the researcher to use numbers to represent non-physical phenomena such as beliefs or the value of an employee in an organisation (Babbie, 2017:424). Quantitative research is most relevant as the study aims to understand the influence of personal and organisational dimensions on Transnet's inclusion of people with disabilities. The personal dimension consists of norms and values and the organisational dimensions consist of policies, procedures and rewards. The quantitative research approach was predominantly used for data collection and for the design of a questionnaire. Quantitative research entails examining the variables based on the hypothesis derived from the theoretical scheme, the cause and effect between the constructs and the generalisation of results beyond the confines of the research samples.

### **6.6.1 Sampling Population**

The goal of the research influences the selection of the sample. Nardi (2014) notes that the goal of the research may be to describe, explain or predict the characteristics of a population. The sample is selected from the population and the term 'sample' always implies the simultaneous existence of the population. The population refers to the total collection of units or elements a researcher wants to analyse. De Vos, et al., (2011:223) argue that 'population' is a term that sets boundaries on the study units. All Transnet employees based in KwaZulu-Natal, fall within the boundaries of the research population. For the study to be feasible, a sample was chosen from this population. In this study, employees working for TNPA were considered as a subset of the population which the researcher was interested in. TNPA was chosen as one of the divisions/clusters of the researcher's target population as it is one of the divisions within Transnet that employs PWD.

The study focuses on the accommodation of people with disabilities within Transnet's workforce, which has an estimated population of 6000 units. Management and human resources managers will also be included in the study as the issues of accommodation of people with disabilities affect every employee in the organisation.

### **6.6.2 Sampling Technique**

The choice of a sampling technique is dependent upon the goal, population and nature of the research. Descriptive research such as this study requires representative samples, and these samples are associated with the probability sampling technique which includes simple random sampling, multi-stage probability sampling and stratified sampling.

Treiman (2009:196) points out that to generalise from a sample to a population, a researcher needs to adopt some form of probability sampling. The study on the factors influencing inclusion of people with disabilities within Transnet uses the probability sampling technique. Strydom et al., (2013) state that the stratified random sampling approach ensures that the different groups or segments of a population can acquire sufficient representation in the sample. Treiman (2009:196) asserts that stratified samples are also more complex than random samples; in stratified samples populations are divided into strata based on certain characteristics such as age, gender, disability status and place of residence. Stratified samples are most relevant as the sample for the research project comprised employees with disabilities, employees without disabilities and management.

### **6.6.3 Sampling Frame**

The sampling frame contains all the elements or all people in the population. The Transnet National Port Authority division has approximately 15000 employees nationally, of which 6000 employees are based in KwaZulu-Natal. In this case, the sampling frame is 6000 employees that are on the permanent payroll of TNPA. The target population was first divided into separate strata. In this study, the sample was stratified by participants' disability status and designation across three ports in KZN. TNPA was regarded as the division with potential participants. Transnet's training and development division was of great assistance as it facilitated the process of selecting participants randomly from each stratum. Hence, a fixed number of questionnaires were distributed to ensure that each group gained sufficient representation.



#### 6.6.4 Sample Size

Representation is very important in achieving the objective of descriptive research. For a study to be representative, the sample size plays a pivotal role. Treiman (2009) asserts that even if the population itself is small, the sample should comprise a reasonable proportion. Large samples allow researchers to make more accurate predictions than smaller samples. Sekaran and Bougie (2017:243) provides a table to determine sample size. According to this table, 361 respondents will be regarded as a representative sample given an estimated population of 6000. The TNPA division currently employs approximately eighty employees with disabilities.

#### 6.6.5 Sample Distribution

As mentioned earlier, the study of the accommodation of PWD focuses on TNPA staff appointed at three ports. The table below shows the calculated sample size per port.

**Table 6.1: Sample Distribution**

Ports	No of employees	Employee Proportion	Sample Size
Durban	3161	52.68%	190
Richards Bay	2051	34.18%	123
Port Shepstone	788	13.13%	48
Total	6000	100%	361

Out of 6000 estimated employees in KwaZulu-Natal, there are 3161 eligible employees in Durban. To calculate a sample size for Port of Durban, the number of eligible employees at Port of Durban was divided by the estimated population (3161/6000); the resultant 52.68% is multiplied by the sample that is considered representative (361x52, 68%) resulting in a total sample of 190. This means that 190 employees based at Port of Durban participated in the study. The same methods have been used to calculate the sample sizes for the other ports. Employees were further stratified according to groups, namely, employees with disabilities,

employees without disabilities and human resources management. A random selection was made from each stratum.

### 6.6.6 Sample Distribution per Site

Within each port, employment is reflected under various categories. This table shows the participation of employees from different categories in the study.

**Table 6.2: Employees per Site**

Ports	Not disabled	Disabled and impaired	Managers	HR Managers	Total
Durban	100	50	30	10	190
Richards Bay	80	20	15	8	123
Port Shepstone and Port Edward	30	5	10	3	48
Total	210	75	55	21	361

### 6.6.7 Study Site

The target population was permanent employees of Transnet National Port Authority based in Durban, Richards Bay and Port Shepstone in KwaZulu-Natal. Port Edward was included under Port Shepstone as it is a small port. Port of Durban is situated in KwaZulu-Natal. It is the busiest port as it is regarded as the main general cargo commercial port in South Africa. It is important to note that the port of Durban handles the majority of the country's container traffic and petroleum imports. The Port of Richards Bay is the busiest port. This port is located approximately 160 km North-East of Durban and 465 km South of Maputo on the

eastern seaboard of South Africa. The Port of Richards Bay is one of South Africa's eight operational commercial ports under the auspices of the Authority with great potential to play a key role in the shaping of South Africa's future growth and prosperity.

Port Shepstone and Port Edward are situated in KwaZulu-Natal, on the South Coast. Port Shepstone and Port Edward oversee the lighthouse and the navigation system. These navigation systems are part of a business unit or subsidiary of Transnet National Port Authority (TNPA). The Lighthouse is under Transnet management and it is one of Transnet National Port Authority's properties. The lighthouse is situated in the town of Port Shepstone on the southern side of the mouth of the uMzimkhulu River, on the KwaZulu-Natal South coast (Transnet National Port Authority, 2015:1).

## **6.7 The Data Collection Process**

### **Phase 1**

Secondary sources of data collection were used. Documents included international journals, relevant articles, company policy documents and documentation on disabilities, challenges, and issues.

### **Phase 2**

Primary data was collected using questionnaires. 361 questionnaires were distributed to obtain data from the employees with and without disabilities as well as human resources managers based at the respective ports.

### **Phase 3**

A checklist was used to test the accommodation of employees with disabilities within Transnet's workforce.

### **Phase 4**

Questionnaires (in English and IsiZulu) were distributed. An accredited translation was used for the IsiZulu written questionnaire. Five employees at middle management level and one at top management level were interviewed. This group of employees were selected based on the fact that they were regarded as information-rich participants

## **6.8 Research Instruments**

Quantitative data was collected using self-administered questionnaires and a checklist to test the accommodation of employees with disabilities within Transnet. The checklist was embedded within the questionnaire and was included on the last page of the questionnaire. De Vos et al., (2011) argue that a check list is a certain type of questionnaire. The check list was used for diagnostic purposes to assess whether facilities to accommodate people with disabilities within Transnet were adequate or not. Quantitative data was collected from all the permanent employees (without disabilities, with disabilities, managers and human resources management). One of the advantages of a questionnaire is that it enables the researcher to collect information from a large number of respondents. Questionnaires can also be used for economic purposes, as they are less costly compared to the other methods such as interviews. Nardi (2014) points out that, questionnaires provide numerous benefits, such as anonymity; they are easier to draw up compared to other studies using similar questions and they can address multiple topics in one survey. However, there are also disadvantages associated with the use of questionnaires, for example low response rates and tiring during the completion of the questionnaire, which leads to errors.

Interviews were also used to collect qualitative data from supervisors and managers with the aim of obtaining in-depth information. Qualitative data was analysed using content thematic analysis. Nardi (2014) notes that the main advantage of this research instrument is that the researcher can explore and probe for additional information, whereas with the questionnaire it is not possible to probe responses. Face-to-face interviews have some limitations, as they are time-consuming and they require making appointments with the employees.

### **6.8.1 Description of the Questionnaire**

To minimize the issues of language barriers, there were two language versions of the questionnaire in English and isiZulu. For instance, an isiZulu version of the questionnaire was prepared in order to accommodate respondents who were non-English speaking. Due to the fact that the research topic had an element of sensitivity, the questionnaires were measured on a five point Likert scale. The Likert scale facilitated the handling of sensitive questions in such a way that respondents were not forced to take a stand on a particular topic. The Likert scale allowed the Transnet's respondents to respond in a degree of agreement or

disagreement. Likert scale was also presented to accommodate neutral or undecided feelings of the respondents. The questionnaire consisted of the following themes such as personal norms, personal values, organisational policies, organisational procedures and organisational rewards. A checklist was used to test the accommodation of people with disabilities. The checklist indicates the adequacy (from 1–5) of the facilities available to accommodate people with disabilities at Transnet, where 1 = inadequate and 5 = adequate.

The questionnaire comprised the following sections:

## **Section A**

### **Biographical Data**

The participants in the research project were asked questions pertaining to their race, age, gender, and disability status, type of disability, marital status, level of education, current position and number of years occupying their current position.

## **Section B**

### **Personal Norms**

The purpose of this section was to find out how personal norms in the organisation influence the inclusion of people with disabilities. This section also assisted in understanding how the inclusion of people with disabilities is viewed in terms of acceptability; the likelihood of creating challenges for other employees and for providing reasonable accommodation.

## **Section C**

### **Personal Values**

This section aimed at understanding the role that personal values play in the organisation and the influence of personal values on the inclusion of people with disabilities at Transnet. It is important to understand whether employees value the employment, contribution and capabilities of people with disabilities or not.

## **Section D**

### **Organisational Policies**

The focus of this section was on the influence of organisational policies on the inclusion of people with disabilities at Transnet. People with disabilities have been excluded from society and from participating in economic activities. Hence, it is necessary to understand how policies influence the inclusion of such groups. This section supports the interrogation of policies that affect the employment of people with disabilities.

## **Section E**

### **Organisational Procedures**

This section aimed at understanding the influence of organisational procedures on the inclusion of people with disabilities. Policies and procedures are inseparable, such that the implementation of policies requires certain procedures to be followed. This section assists in understanding whether or not there are special organisational procedures to be followed when including people with disabilities within the organisation.

## **Section F**

### **Organisational Rewards**

This section aimed at understanding the importance of rewards given to people with disabilities compared to people without disabilities. Organisational rewards comprised salary increases, bonuses, promotions and profit-sharing.

## **Section G**

### **Checklist of Facilities for People with Disabilities**

The facilities available in the organisation should be inclusive, and should cater for the diverse needs of diverse people. The facilities for people with disabilities comprised facilities for the physically challenged, visually challenged and the hearing impaired. This section aimed at investigating whether the facilities for people with disabilities were adequate or inadequate.

#### **6.8.2 Administration of the Questionnaire**

The reliability of the questionnaire was tested by carrying out a pre-test and a re-test on twenty respondents conveniently selected across three ports in KwaZulu-Natal, namely Durban (ten), Richards Bay (six) and Port Shepstone (four) during October 2015. This assisted in improving the reliability of the instrument before field administration. Pilot study played a significant role because the feedback from twenty participants were similar to that of the full sample. The questionnaire instrument proved to be reliable. The fieldwork was scheduled to take place during the period November 2015 to January 2016. The questionnaire was administered to employees with disabilities, employees without disabilities and management at Transnet.

The purpose of the study was shared with the research participants before the completion of the questionnaire. The respondents were guided on how to complete the questionnaires and were requested to mark with an *x* one option per question in the space provided. The target sample was 361; hence, 361 questionnaires were distributed to employees across three ports based in KwaZulu-Natal. The participants had equally chance of being selected. However, the primary focus was on ensuring that each small sub-groups was represented percentage-wise. As mentioned earlier, the target population was divided into strata (disability status and designation). Participants had to be selected randomly within each stratum. Out of 361, only 340 questionnaires were considered acceptable and were subject to analysis. Quantitative data was collected and analysed using the Statistical Package for the Social Sciences (SPSS) and MS Excel.

## **6.9 Data Analysis**

Data analysis included the use of both descriptive and inferential statistics. Descriptive statistical tools included statistics such as frequency counts, measures of central tendency, mean, measures of dispersion and standard deviation (Keller, 2018:4).

## **6.10 Inferential Statistics**

Inferential statistics are regarded as more advanced statistical testing. Inferential statistics are required to draw a meaningful conclusion about the entire population. Miller and Salkind (202); Pallant (2011) affirm that inferential statistics aim to provide information that is not directly included in the collected data. It is the most relevant for quantitative research. In this study, inferential statistics were used for the purpose of estimating population values. It is also important to note that yes or no responses to questions, associations within data (correlations) and estimations may be used in inferential statistics. Inferential statistics also played a significant role in analysing quantitative data (Keller, 2018:5). Inferential statistics consist of one sample t-test and the Chi-square analysis.

In this study, one-sample t-test was used. The application of one-sample t-test helps to determine whether there is a significant agreement or disagreement on the factors influencing the inclusion of people with disabilities. An independent one-sample t-test was used to compare two independent group cases (people with disabilities and people without disabilities).

### **6.10.1 The Cronbach Alpha Coefficient**

In this study the Cronbach Alpha test was applied to test if the composite measures were reliable (Tavakol, 2011:53–55). The Cronbach Alpha test also indicates the reliability and consistency of the research instruments.



## **6.11. Presentation of Qualitative Research**

Though the study leaned more towards quantitative research, the qualitative aspect should also be acknowledged. Qualitative research is primarily exploratory research. Wyse (2011) affirms that qualitative research methods offer several approaches which may be adopted as exploratory investigation for management questions. They are often used to gain an understanding of underlying reasons, opinions and emotions. Cardy (2009) further notes that qualitative research plays a crucial role if the goal is to understand human behaviour in its natural setting and from the viewpoint of those involved. In this case, the qualitative method is more appropriate than the quantitative method.

The qualitative approach has been adopted to explore factors influencing the inclusion of PWD at Transnet. Wyse (2011) supports this view, where he confirms that qualitative research is also used to achieve a deeper understanding of the research problem. The problem of accommodating PWD within Transnet's workforce cannot be addressed with quantitative research only. Hence, in this study, qualitative research was used to obtain in-depth information from the perspectives of the supervisors and management about the factors influencing the inclusion of people with disabilities within Transnet.

### **6.11.1 Sampling Strategies**

In qualitative research, there is an absence of generalising as there is no need to apply the research results to the wider population. Braun and Clarke (2013) note that qualitative research is more concerned with obtaining detailed information from individuals or participants who seem to possess relevant information pertaining to certain subjects. In qualitative research the non-probability sampling technique is more relevant. In this study, a purposive or judgemental sampling technique was chosen. Purposive sampling is one of the forms of the non-probability sampling technique. In this study managers and supervisors employed in the National Port Authority divisions of Transnet were selected to participate in the interview because both managers and supervisors seem to be information-rich participants at Transnet. Managers and supervisors were viewed as respondents who are familiar with the issues and other policies affecting the employment of people with disabilities. Padget (2008)

affirms that in purposive sampling respondents are deliberately selected for their ability to provide the desired information.

### **6.11.2 Qualitative Research Data Collection Instruments**

Qualitative data can be collected through face-to-face interviews, focus group interviews, hard copy returns, email, and online. In this study, the method used to collect qualitative data was via interviews. Interviews constituted the most appropriate qualitative data collection instrument as they presented the opportunity to explore factors influencing the inclusion of PWD at Transnet. Data were collected from information-rich participants including Transnet's human resources managers.

### **6.11.3 Interview questions**

Qualitative data was collected through face-to-face interviews which presented eight questions:

1. How do personal norms influence Transnet's inclusion of PWD?
2. How do personal values influence Transnet's inclusion of PWD?
3. To what extent do organisational policies influence Transnet's inclusion of PWD?
4. How do organisational procedures influence Transnet's inclusion of PWD?
5. To what degree do organisational rewards influence Transnet's inclusion of PWD?
6. Does the cost factor hinder the inclusion of people with disabilities within Transnet?  
Yes / No. Please substantiate.
7. Does the type of task to be performed influence the inclusion of PWD?
8. Does the attitude of the employer towards employees with disabilities influence their decision to employ or not?

### **6.11.4 The Qualitative Data Analysis**

Qualitative data were analysed using a thematic analysis. The respondents' words were used in analysing the qualitative data. Whittaker (2012) argues that thematic analysis is the most commonly used method in qualitative research. Thematic analysis enables the researcher to read actively, searching for patterns and making notes. After their having become more familiar with the data, codes were generated. The list of codes was produced and grouped

into potential themes. Reviewing and refining the themes played a significant role in making a decision about the final set of themes.

## **6.12 Ethical Considerations**

In undertaking this research, ethical considerations were adhered to. Braun and Clarke (2013) emphasise that ethics include the relationship between the researcher, participants, academics, communities and the wider world in which the research is conducted. Whittaker (2012) affirms that the important aspects during the research-planning phase are to address ethical issues and to follow the ethical governance processes. This research ensured anonymity and confidentiality by using pseudonyms where necessary and obtaining informed consent from the Transnet's respondents. Permission was sought from all the respondents (with and without disabilities and human resources managers) employed at the three Ports in KwaZulu-Natal.

Respondents were informed that there were no benefits associated with participating in the study. The researcher did not cause the employees with disabilities any discomfort. There was transparency and openness regarding the purpose of the study which was clearly explained to the respondents before they participated in the study. All the respondents were presented with a gatekeeper's letter from Transnet and an ethical clearance certificate from the University of KwaZulu-Natal before participating in the study.

## **6.13 Conclusion**

Chapter Six presented an in-depth discussion on the techniques adopted for the purpose of this investigation, together with the research objectives. The chapter also provided a detailed explanation on sampling techniques and the various instruments employed to collect both quantitative and qualitative data. A broad overview of the type of statistics employed as well as their relevance to the study was provided; the results of the statistical analysis of the data will be presented in Chapter Seven.

## CHAPTER SEVEN

### PRESENTATION OF RESULTS

#### 7.0 Introduction

This chapter addresses the findings and analysis of the data collected which will serve as the foundation for interpreting the results. This chapter also presents the findings from both quantitative and qualitative data. In this study, quantitative data is used to generalise the sample results to the entire Transnet population. However, qualitative data can shed light on quantitative data. To analyse quantitative data, both descriptive and inferential statistics have been used. Descriptive statistics includes mean, standard deviations and frequencies which are represented in the form of tables and graphs. The analysis of variance (ANOVA) has been used for several independent samples that compare two or more groups of cases in one variable. The one-sample t-test has been used to test whether a mean score is significantly different from the scalar value. An independent sample t-test has been used to compare two independent groups of cases. When the condition of equality of variance is not met for ANOVA, Welch's test is used. Welch included some adjustment to take care of unequal variances. The Welch statistics have played a significant role in analysing the difference in average responses for each construct (personal norms, personal values, policies, procedures and rewards) across three locations of one organisation (the Port of Durban, Richards Bay and Port Shepstone).

The last section of this chapter provides a qualitative data analysis. Thematic analysis was used to analyse qualitative data. This section also provides a detailed explanation on the emerging themes.

#### 7.1 Description of the Study Population

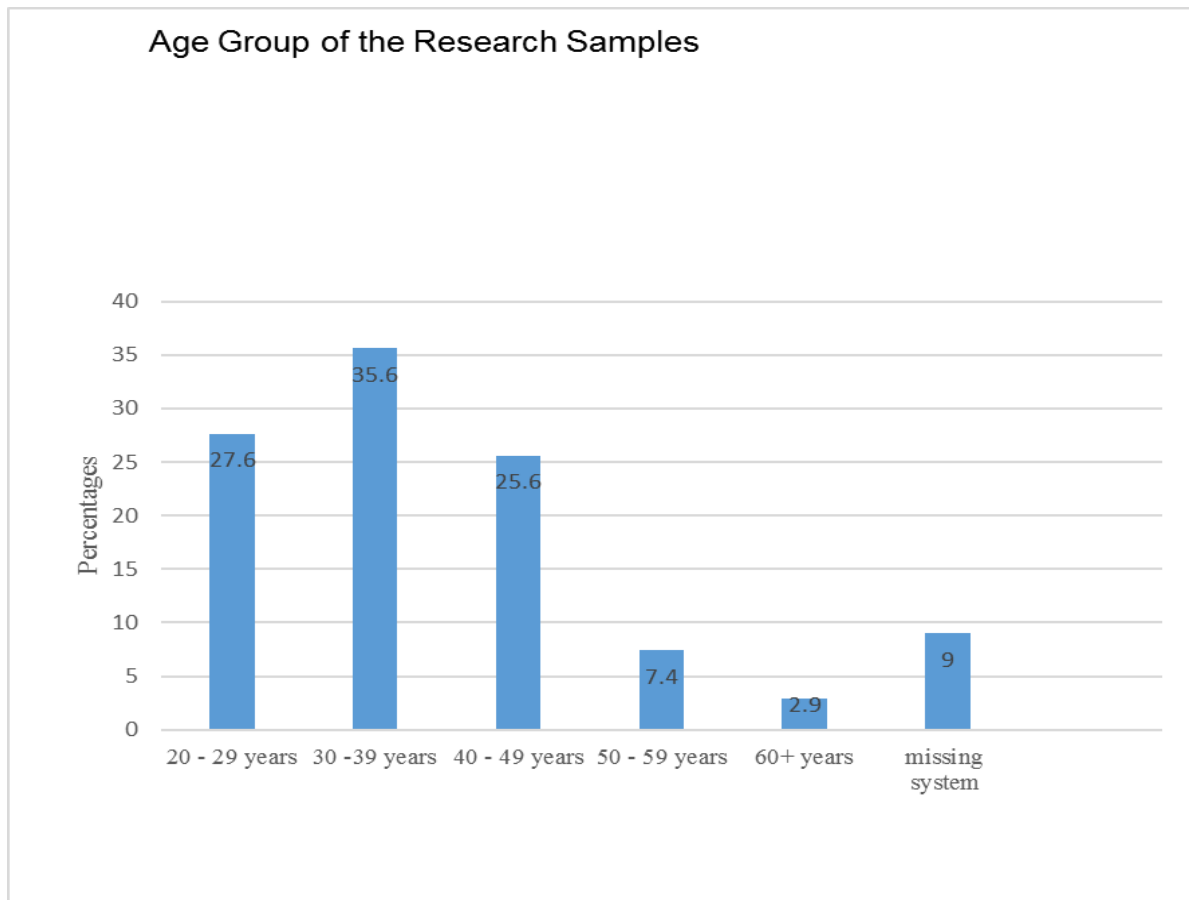
This section describes the research sample population. Both biographic and demographic information is covered to obtain a complete picture of the study population. Biographical data include the respondents' race, age group and gender, whereas the demographic data covers the issues of disability status, marital status and current position. All these variables will be discussed in the tables and figures below.

**Table 7.1: Respondents' Race**

		Frequency	Percent
Valid	Black	277	81.5
	Coloured	27	7.9
	White	10	2.9
	Indian	5	1.5
	Other	2	.6
	Total	321	94.4
Missing	System	19	5.6
Total		340	100.0

Table 7.1 reveals the race group dispersion of the Transnet respondents participating in this project. A high proportion of respondents were black (81.5%), which provides clarity on the demographics of the province in terms of the dominant race group. However, it is important to draw responses from the minority as these groups might hold different views on the factors influencing the inclusion of PWD at Transnet. The missing data, which account for 5.6% occurs because of non-responses by Transnet employees. However, the missing 5.6% does not have a significant effect on the conclusions drawn from this data.

**Figure 7.1: Age Group of the Research Sample**



The above figure 7.1, illustrates the age group dispersion of Transnet’s respondents who participated in this project. Most respondents are between 30–39 years of age, which indicates that 30–39 is the general working age and the issues of workforce inclusion becomes more important. The lowest proportion of respondents is those who are 60 years and over. This could be because the age of exiting the system has been reached, thus the inclusion issues become less important.

## 7.2 Sample Representation by Gender

This section covers the gender dispersion of Transnet’s respondents who participated in this study, that is, 64.2% were male and 36% were females. The fact that a high proportion of respondents were male implies that Transnet, especially the TNPA division, is still predominantly male. It is important to note that females belong to the designated group and might hold a different view on the factors influencing the inclusion of PWD at Transnet compared to their male counterparts. Females and PWD were notably excluded from participating in economic activities in the past; hence, the under-employment of PWD and females is high at Transnet. These findings show an urgent need for rectifying and addressing past imbalances and the programs aimed at the inclusion of people from diverse groups (people with disabilities and females) should be reinforced (Oakley, 2000:321–334).

**Figure 7.2: Respondents’ Disability Status**

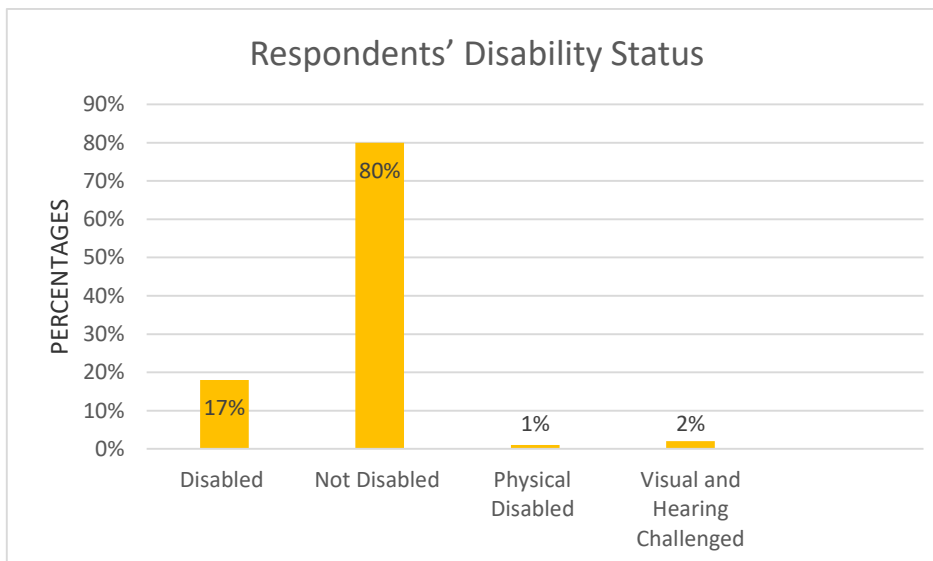


Figure 7.2 illustrates the disability status of participating respondents in this project, that is, 17% are disabled and 80% are not disabled. Some Transnet’s respondents indicated that they are disabled, however, very few Transnet’s respondents disclosed information on the nature of their disability, such as physically (1%), visually and hearing (2%) disabled. As mentioned earlier, from Transnet’s perspective, PWD are encouraged to disclose their type of disability to make provisions for reasonable accommodation.

Since the research topic is sensitive, it is always difficult to obtain adequate responses in such topics. Even though the objectives of this study were clearly explained, this research was met with strong resistance from some disabled Transnet participants. Disclosing information about disabilities remains an issue among employees in South African organisations. This could be due to the stigma and myths attached to PWD. Human (2005:29) points out that stereotyping also presents a challenge, as it gives rise to negative perceptions about others, such as recruiting and individual performance.

**Table 7.2: Respondents' Educational Background**

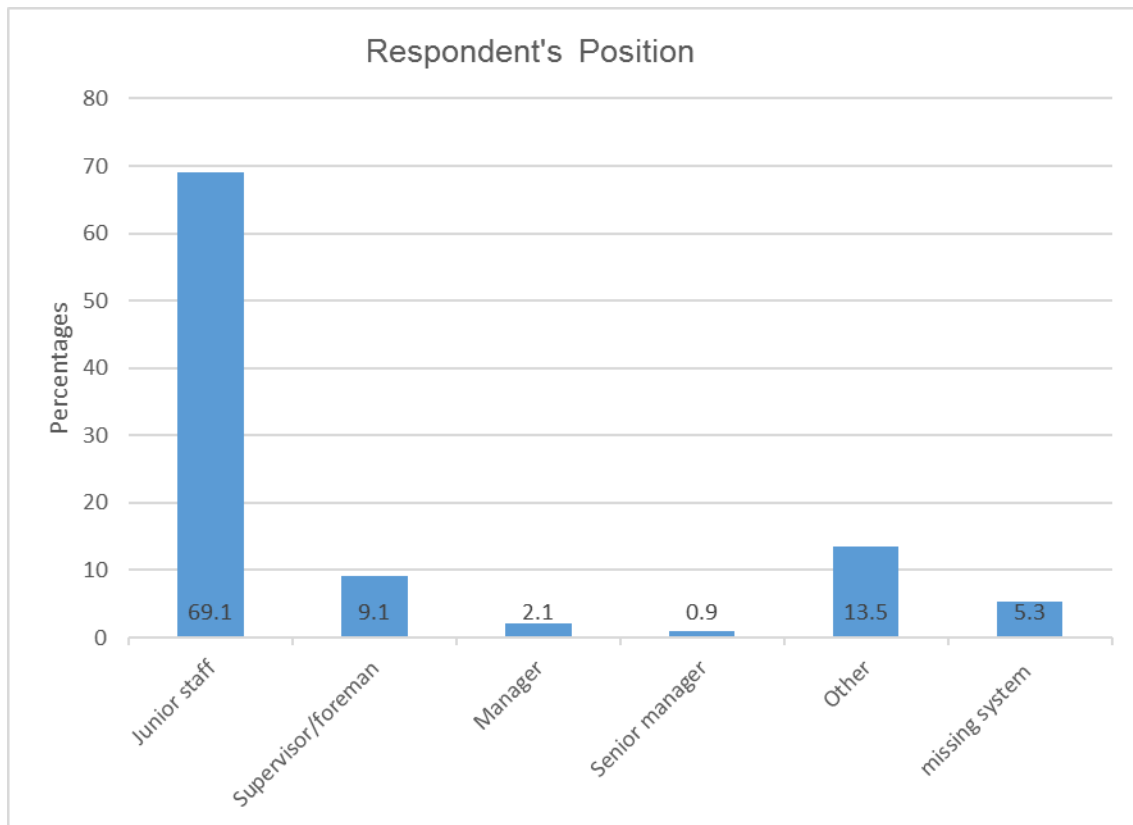
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No formal qualification	71	20.9	21.3	21.3
	Matric	198	58.2	59.5	80.8
	Diploma	47	13.8	14.1	94.9
	Degree	12	3.5	3.6	98.5
	Honours	4	1.2	1.2	99.7
	Masters/PhD	1	.3	.3	100.0
	Total	333	97.9	100.0	
Missing	System	7	2.1		
Total		340	100.0		

Table 7.2 indicates the spread of the respondents' educational background at Transnet. A high proportion of respondents were matriculated (59.5%). Although illiteracy is one of the challenges facing South Africa, the Transnet results are impressive in this regard. The responses from respondents regarding their qualifications are of significance to the study, as it is believed that respondents level of education at Transnet can influence the manner in which the inclusion of PWD is perceived. Education remains the key to successful organisation (Conradie and Holtzhausen, 2009:241–243). Hence, Transnet's Employment Equity Policy (2008:13) emphasises the importance of skills development of employees from designated group.



The above table also indicates a 2.1% missing system value. It can be noted that some Transnet respondents exercised their rights by not responding to this item. However, the conclusion that can be drawn from this data, is that Transnet should invest in its human resources in terms of education.

**Figure 7.3: Respondents' Position in the Company**



In South African organisations, employees belong to different employment categories. The above table indicates the respondents' position in the company. These results reveal that the majority, that is, 73% of the participants, were junior staff, while 2.2% were managers, 0.9% of the participants, were senior managers at Transnet. This finding is important for this project, as it can assist Transnet management in establishing whether senior managers at Transnet hold different views on the factors influencing the inclusion of PWD compared to junior staff members. This could be due to the level of exposure to the issues relating to organisational inclusiveness. The above figure 7.3 also indicates a 5.3% missing response, which could be an indication that employees are less concerned about the employment category to which they belong.

**Table 7.3: Respondents' Work Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1 year	24	7.1	7.2	7.2
	1 - 5 years	192	56.5	57.7	64.9
	6 - 10 years	60	17.6	18.0	82.9
	11 - 15 years	20	5.9	6.0	88.9
	16 - 20 years	13	3.8	3.9	92.8
	>20 years	24	7.1	7.2	100.0
	Total		333	97.9	100.0
Missing	System	7	2.1		
Total		340	100.0		

The above table 7.3 illustrates the experience dispersion of Transnet's respondents in this project. 7.2% represent employees who have been with the company more than twenty years. Those who have been with the company for more than twenty years, shows the level of their loyalty to the organisation and may hold a different view on the factors influencing the inclusion of PWD at Transnet. To conclude this section, the number of people who are recruited into the company exceed those who are exiting the system. This situation presents Transnet with the opportunity implement programs aiming at the inclusion of PWD.

### **7.3 The Influence of Personal Norms on the Inclusion of People with Disabilities**

One of the objectives of the study is to investigate how personal norms influence the inclusion of people with disabilities within the Transnet workforce.

#### **7.3.1 Acceptability of the Inclusion of People with Disabilities**

Primarily, this section seeks to discover how respondents view the inclusion of PWD in terms of acceptability within the organisation.

**Figure 7.4: Organisational Inclusiveness**

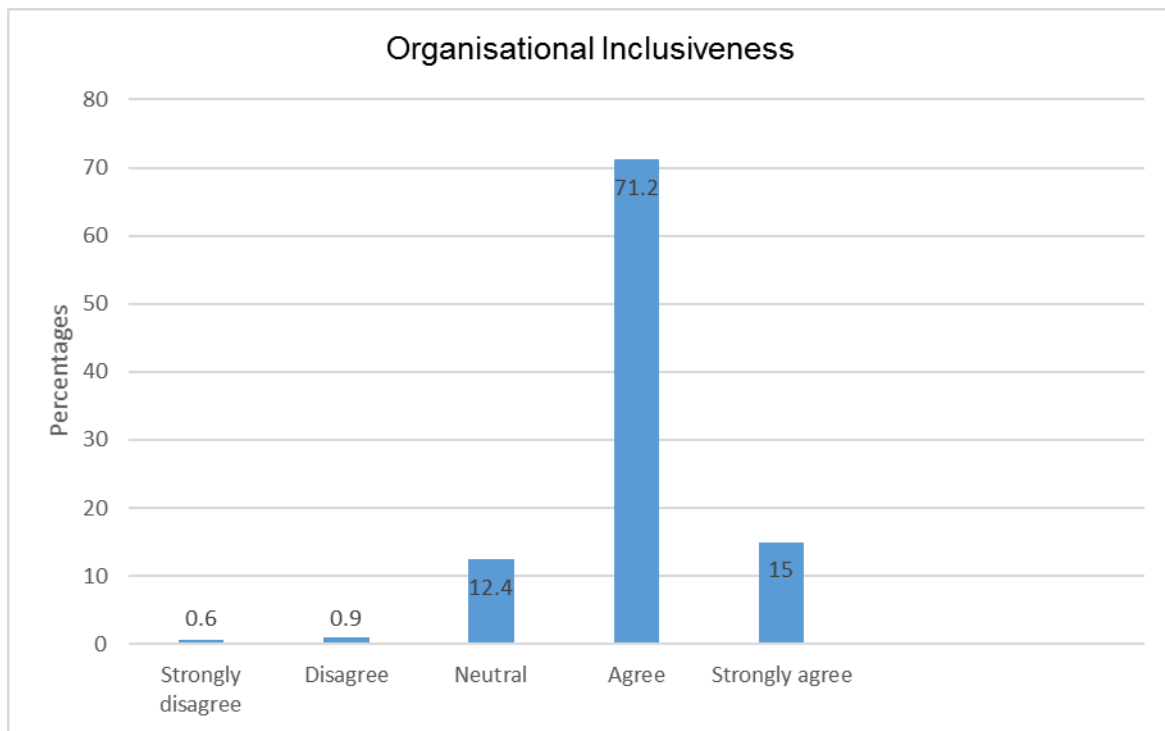


Figure 7.4 reveals that 0.6% of Transnet’s respondents strongly disagree and 0.9% disagree with the view that the inclusion of PWD within Transnet is normal and acceptable. The majority (71.2%) of respondents agree with the statement regarding the acceptability of employees with disabilities within the company. However, the issue of social desirability applies here. Social desirability is one of the challenges researchers face when collecting data using the questionnaire. Transnet’s respondents provided neutral response as they want to make the researchers feel comfortable.

### **7.3.2 Forms of Disabilities and Challenges**

The inclusion of PWD has been viewed from a negative perspective by some employers. This section seeks to discover how different forms of disabilities present challenges to Transnet as one the major employers in the country.

**Table 7.4: Different Forms of Disabilities and Challenges for Employers**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	.3	.9	9	.9
Disagree	26	7.6	7.6	8.5
Neutral	65	19.1	19.1	27.4
Agree	210	61.8	61.8	89.4
Strongly agree	36	10.6	10.6	100
Total	340	100	100	

Table 7.4 reveals the respondents' views on the different forms of disabilities and challenges for employers. The minority (7.6%) of respondents disagree with the view that the inclusion of people with different forms of disabilities is likely to present challenges for employers. It can be deduced that although the inclusion of PWD is acceptable, the majority (61.8%) of Transnet employees still believe that the inclusion of PWD is likely to create challenges. These results are significant as employers who tend to focus more on challenges rather than addressing them, perpetuate the exclusion of PWD within the organisation.

### **7.3.3 Costs of Inclusion**

One of the objectives of any organisation is cost minimisation. The company only realizes profit if the costs are kept at a minimal level. This section investigates perceptions of how costs influence the inclusion of PWD within the Transnet workforce.

**Table 7.5: Costs Associated with the Inclusion of People with Disabilities**

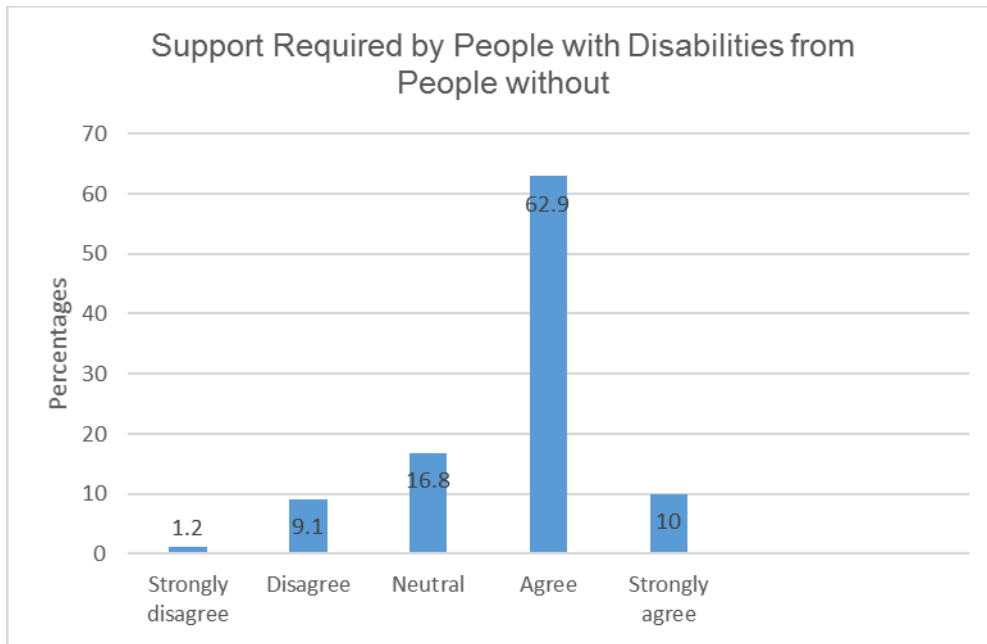
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	.9	.9	.9
	Disagree	29	8.5	8.8	9.7
	Neutral	74	21.8	22.4	32.1
	Agree	188	55.3	57.0	89.1
	Strongly agree	36	10.6	10.9	100.0
	Total	330	97.1	100.0	
Missing	System	10	2.9		
Total		340	100.0		

The costs of including PWD at Transnet has been viewed in terms of providing facilities and making alterations or adjustment on the work environment. A high proportion of Transnet’s respondents (57%) agree with the view that the inclusion of PWD is expensive in terms of providing facilities. However, the minority (8.5%) of Transnet respondents disagree with this view. These results highlight the importance of sensitising employees with disability issues, including the costs and need to cater for the diverse needs of employees. Kaye et al. (2011:534) state that the costs of including PWD go beyond the provision of reasonable accommodation. They further note that the cost concerns also extend to increased premiums for health insurance or worker’s compensation, as well as indirect costs such as extra supervisory time or time needed to complete paperwork and deal with bureaucracy.

**7.3.4 Support Required for People with Disabilities**

The inclusion of PWD requires a support system within the organisation. This section seeks to establish whether people with disabilities require more support from employees without disabilities.

**Figure 7.5: Support Required by People with Disabilities from People without**



The above figure 7.5 illustrates the view of respondents with regard to support required by employees with disabilities from employees without disabilities. The minority (1.2%) of respondents strongly disagree with the statement that employees with disabilities need more attention and assistance from employees without disabilities. However, due to stereotypical perceptions within the South African organisation, the majority (62.9%) perceive the inclusion of PWD more as a burden than an asset. Leonard and Grobler (2005) attest to the fact that negative stereotyping is a barrier to the implementation of the EEA and the inclusion of PWD.

### **7.3.5 Time Factor**

In the organisation, time is a key success factor. Hence, this section seeks to find out if the inclusion of PWD within the Transnet workforce costs the organisation in terms of time required to assist such group.

**Table 7.6: Time Required Assisting People with Disabilities**

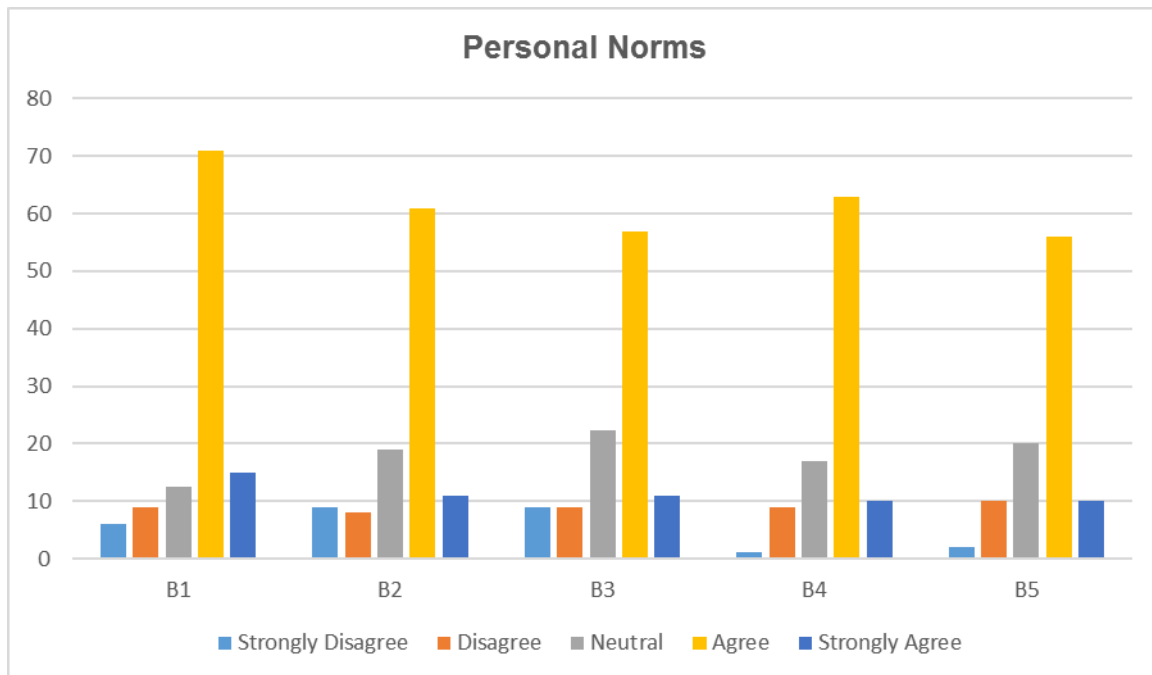
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	7	2.1	2.1	2.1
Disagree	35	10.3	10.3	12.4
Neutral	71	20.9	20.9	33.2
Agree	192	56.5	56.5	89.7
Strongly agree	35	10.3	10.3	100.0
Total	340	100.0	100.0	

A small proportion of respondents (2.1%) strongly disagree with the view that more time is required to assist employees with disabilities at Transnet. Although stereotypes compound the problem of exclusion of PWD in most South African organisations, from management’s point of view, PWD requires extra supervisory time (Kaye et al, 2011:534). However, management should consider the positive aspects such as the performance and productivity of people with disabilities.

### **7.3.6 Average Responses on Personal Norms**

This section seeks to present average responses of the research sample on the question of how personal norms influence the inclusion of people with disabilities.

**Figure 7.6: Average Response on Personal Norms**



ent,  
with neutral response as the second most frequent response. The responses on these questions are significant and imply that personal norms influence the inclusion of PWD at Transnet. However, it can be noted that the motive behind opting for neutral response could be due to avoidance. The next section presents one-sample statistics and one-sample test in order to establish whether there is a significant agreement or not on the question of personal norms construct.

#### 7.4. One-Sample Statistics for Personal Norms

One-sample statistics were administered to establish whether there is significant agreement or disagreement on the issue of personal norms. The following interpretative rule will be followed:

1. If a mean value  $>3$ , it implies significant agreement.
2. If a mean value  $< 3$ , it implies significant disagreement.

Under personal norms, the mean values from one-sample statistics are above 3 for all the questions. It implies that there is significant agreement on the question of acceptability regarding the inclusion of people with disabilities within Transnet; the likelihood of people with disabilities to present more challenges for employers; costs associated with the inclusion



of people with disabilities, support required from people without disabilities and time spent on assisting people with disabilities.

## 7.5 The Influence of Personal Values

This section relates to key research objective number 2. The study seeks to establish how personal values influence the inclusion of people with disabilities within Transnet.

**Table 7.7: Beliefs about Employment of People with Disabilities**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.3	.3	.3
	Disagree	7	2.1	2.1	2.4
	Neutral	13	3.8	3.9	6.2
	Agree	216	63.5	64.1	70.3
	Strongly agree	100	29.4	29.7	100.0
	Total	337	99.1	100.0	
Missing	System	3	.9		
Total		340	100.0		

The above table 7.7, shows that 29.4% of Transnet’s respondents strongly agree with the belief that PWD should be employed at Transnet. These results create the perception that the organisation has made significant progress as far as transformation is concerned. It is a fact that the inclusion of people with disabilities is determined by the beliefs held on PWD.

### 7.5.1 Contribution made by Employees with Disabilities

Employees are viewed as stakeholders who contribute to the success of an organisation. This section seeks to discover if respondents support the notion that employees with disabilities within the organisation also contribute towards its success.

**Table 7.8: Beliefs about the Contribution made by Employees with Disabilities**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.3	.3	.3
	Disagree	6	1.8	1.8	2.1
	Neutral	10	2.9	2.9	5.0
	Agree	223	65.6	65.8	70.8
	Strongly agree	99	29.1	29.2	100.0
	Total	339	99.7	100.0	
Missing	System	1	.3		
Total		340	100.0		

There is an agreement on the statements about the contribution made by employees with disabilities within the organisation, as 29% of Transnet’s respondents strongly agree with the view. These results show that people with disabilities are seen to make significant contributions to the South African organisation. Kearns (2010:43) emphasises the importance of recognition and reward systems in valuing the contribution made by employees.

### 7.5.2 Employers’ Attitudes

Values shape and influence the way certain situations are viewed. The inclusion of PWD requires employers and society at large to change its mind-set regarding PWD. This section investigates how the employer’s attitudes influence the inclusion of people with disabilities.

**Table 7.9: The Inclusion of People with Disabilities and the Employer’s Attitudes**

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Strongly disagree	1	.3	.3	.3
	Disagree	5	1.5	1.5	1.8
	Neutral	32	9.4	9.5	11.3
	Agree	217	63.8	64.6	75.9
	Strongly agree	81	23.8	24.1	100.0
	Total	336	98.8	100.0	
Missing	System	4	1.2		
Total		340	100.0		

As reflected in the above table 7.9, 24% which is not the majority, strongly agree with the view that the employers' attitudes influence the inclusion of PWD. These results show that the inclusion of people with disabilities is influenced by an employer's attitude towards them. An article by Bradshaw (2017:13) attests to the fact that attitudinal barriers prevent a fair and equal inclusion of PWD within South African organisations. A change in the employer's mindset can play a major role to ensure the inclusion of PWD within Transnet.

### 7.5.3 The Capability of People with Disabilities

People with disabilities are still under-employed and under-represented. This could be due to the misconception about capability issues and the role played by PWD within the organisation.

**Table 7.10: The Capabilities of People with Disabilities to Contribute to the Company's success**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	1	.3	.3	.3

	Disagree	5	1.5	1.5	1.8
	Neutral	20	5.9	5.9	7.7
	Agree	230	67.6	68.0	75.7
	Strongly agree	82	24.1	24.3	100.0
	Total	338	99.4	100.0	
Missing	System	2	.6		
Total		340	100.0		

The table 7.10 above indicates that a high proportion of respondents (68%) agree with the view as they believe that PWD can contribute to the success of the organisation in South Africa. Hernandez et al. (2008) view PWD as loyal to the organisation and hence are capable of contributing to the success of the organisation. However, Bradshaw (2017) argues that the problem is society, in that it underestimates the capabilities of PWD. This situation creates low expectations when it comes to the capabilities of PWD.

#### **7.5.4 Treatment of People with Disabilities**

The issues of justice, fairness, rights and equality provide guidance on how employees should be treated in the South African organisations. PWD are still under-represented in all employment categories, hence it is essential to determine how respondents view the treatment of such group.

**Figure 7.7: Employers' Treatment of People with Disabilities**

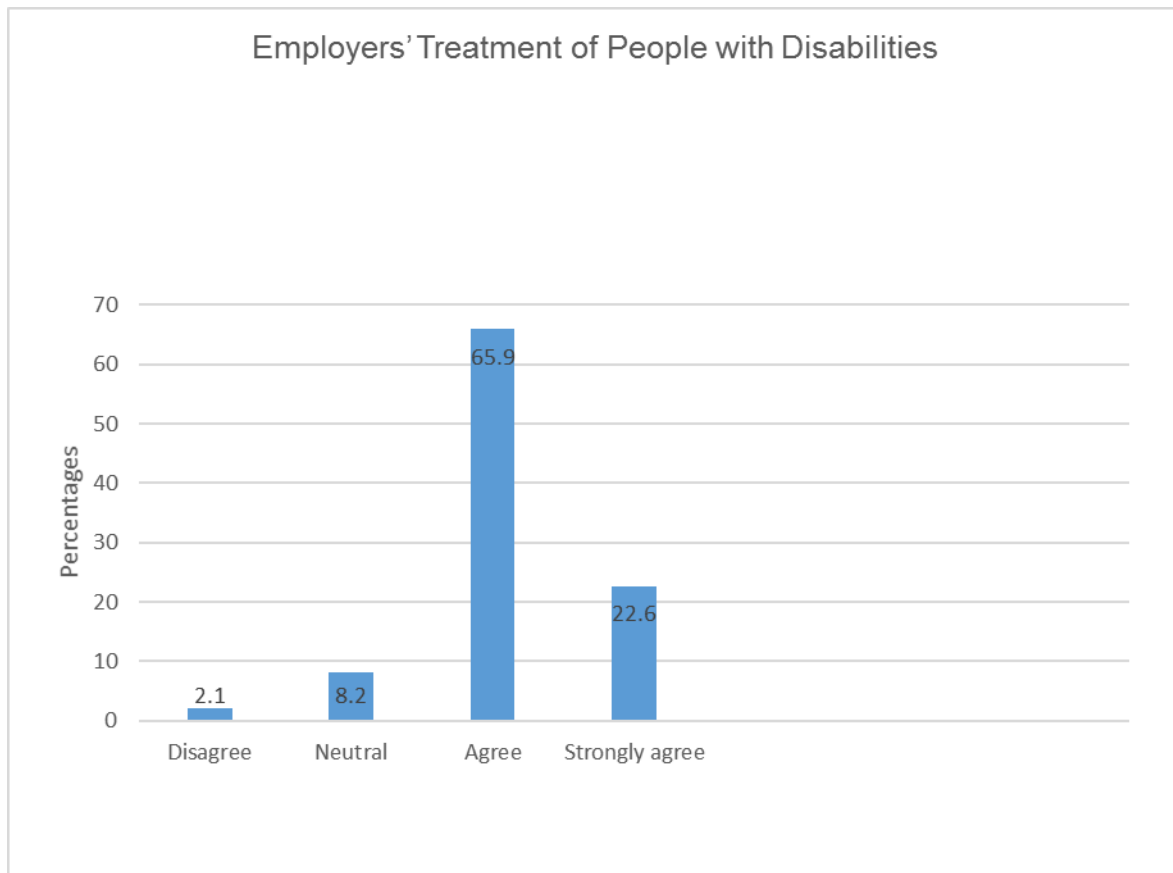


Figure 7.7 shows that 22.6% strongly agree with the view that employees with disabilities are treated equally and fairly within the organisation. These results give the impression that respondents believe that employers treat PWD with dignity at Transnet. Human (2005:43) highlights the importance of treating employees with respect and dignity within the organisation. It is a clear indication that the value of respect is prevalent at Transnet.

### 7.5.5 Employees with Special Needs

This section investigates whether employees with disabilities require special attention at Transnet.

**Table 7.11: Employers' Special Attention to the Needs of People with Disabilities**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.3	.3	.3
	Disagree	10	2.9	3.0	3.3
	Neutral	45	13.2	13.4	16.6
	Agree	204	60.0	60.5	77.2
	Strongly agree	77	22.6	22.8	100.0
	Total	337	99.1	100.0	
Missing	System	3	.9		
Total		340	100.0		

The results evident in Table 1 indicate that 0.3% of respondents strongly disagree, 3.0% disagree and 13.4 % gave a neutral response pertaining to the respondents' beliefs about the employer's special attention to the needs of PWD. It can be noted that a high proportion of respondents (60.5%) agree with the view. These results reveal that the majority of respondents believe that employers at Transnet pay special attention to the needs of PWD.

### **7.5.6 Formal Diversity Training**

Transnet values the diversity of its employees. However, the focus should also be more on inclusiveness. This implies that this company should cater for the needs of diverse people. Employees at all levels require training on diversity issues. Hence, the study seeks to establish how respondents perceive diversity training to accommodate employees with disabilities.

**Table 7.12: Offering Formal Diversity Training to Accommodate Employees with Disabilities**

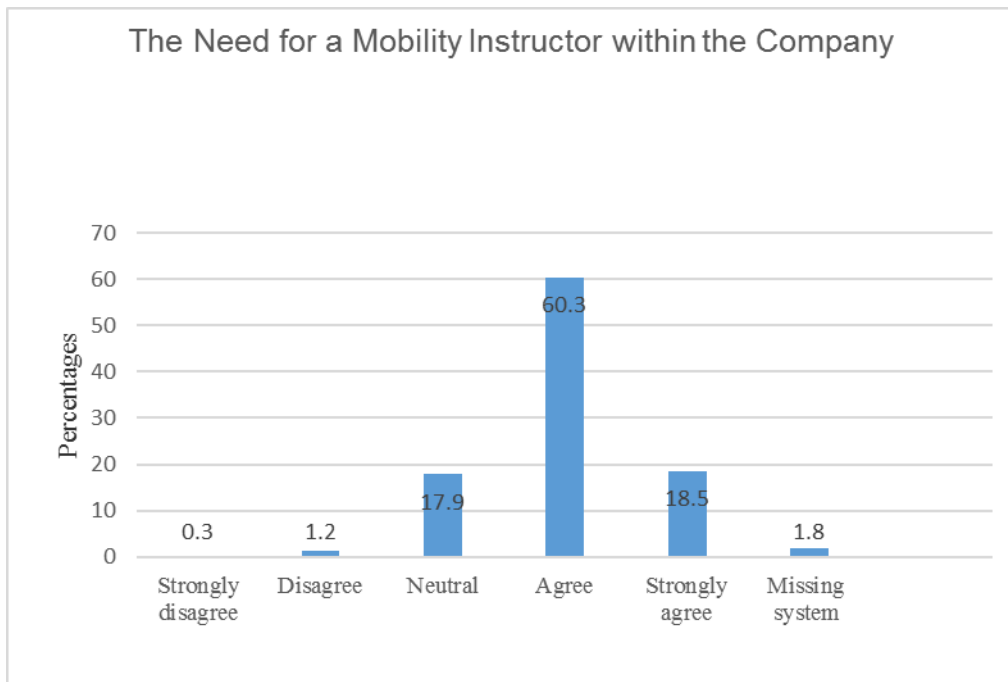
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	2.6	2.7	2.7
	Neutral	50	14.7	14.9	17.6
	Agree	214	62.9	63.9	81.5
	Strongly agree	62	18.2	18.5	100.0
	Total	335	98.5	100.0	
Missing	System	5	1.5		
Total		340	100.0		

Transnet needs to recognise that each employee has different needs within the organisation. Hence, employees require different kinds of support in order to succeed (Mkhize and Perumal, 2011:1023–1757). Given this background, the need for offering formal diversity training emanates from the fact that the workforce itself is diverse. The above table 7.12 reveals that the minority (2.7%) of Transnet’s respondents disagree with the statement about offering formal diversity training as a way of accommodating employees with disabilities, which reflects the urgent need to strengthen the awareness campaigns of employees on diversity issues at Transnet.

### **7.5.7 Mobility Instructor**

The inclusive work environment includes the availability of a mobility instructor’s services (a person who is trained to guide people who are visually challenged). As mentioned earlier in the study, the physical environment is one of the barriers to successful inclusion of people with disabilities within Transnet. This section seeks to find out how Transnet’s respondents view the importance of the inclusion of a mobility instructor in the company.

**Figure 7.8: The Need for a Mobility Instructor within the Company**



The above figure 7.8 demonstrates the responses of the respondents regarding the need for a mobility instructor within the company. The majority of the respondents, that is, 61.4%, agree with the statement. These results confirm that if Transnet intends to achieve inclusivity in its workplace, the need for a mobility instructor should be addressed.

### **7.5.8 Participation in the Decision-Making Process**

A review of Transnet’s literature confirms that people with disabilities have been marginalised in the workplace. This section seeks to discover the opportunities for PWD to participate in company’s decision-making process.



**Table 7.13: Opportunities for People with Disabilities to Participate in the Decision-Making Process**

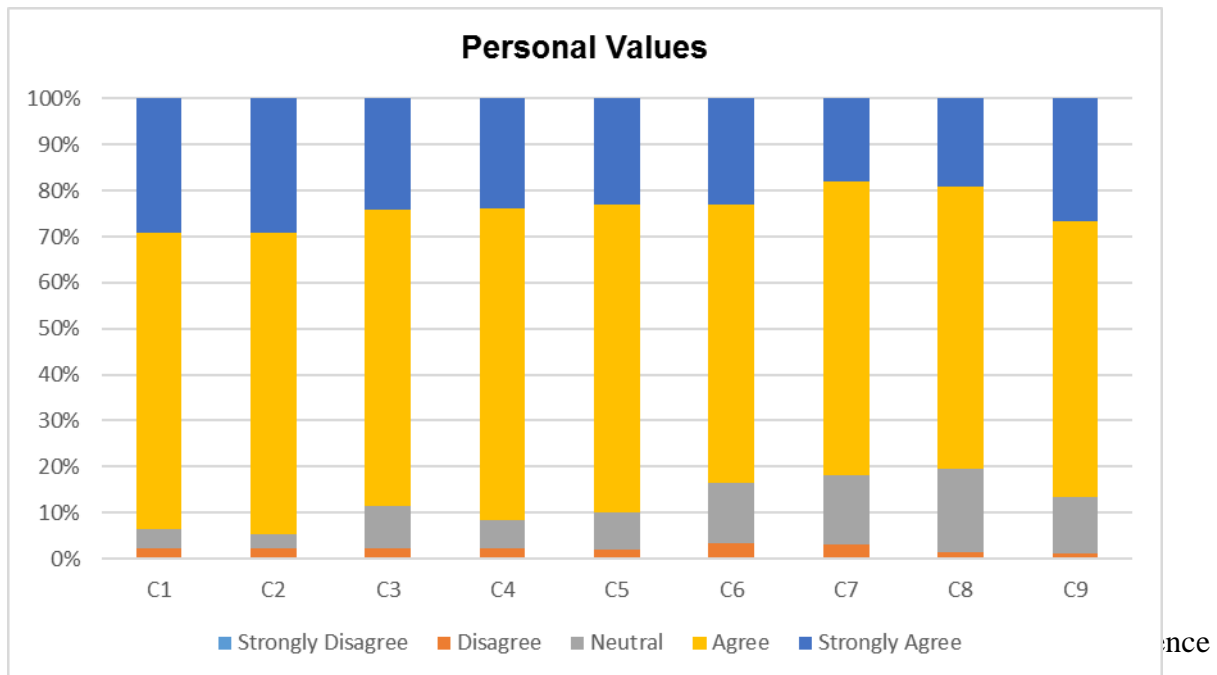
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	1.2	1.2	1.2
	Neutral	41	12.1	12.3	13.5
	Agree	199	58.5	59.6	73.1
	Strongly agree	90	26.5	26.9	100.0
	Total	334	98.2	100.0	
Missing	System	6	1.8		
Total		340	100.0		

In South Africa, an organisation has a number of structures that facilitate the introduction of worker participation, such as work teams and work forums (Conradie and Holtzhausen, 2009:477). The inclusion of PWD at Transnet also covers the opportunity to participate in the decision-making process. The above table reveals that 26.9% of respondents strongly agree with the view that the company encourages PWD to participate in decision-making process. These results are significant as inclusion also implies participating in decision-making.

### **7.5.9 Overall Responses on Personal Values**

One of the objectives of the study is to find out how personal values influence the inclusion of PWD. This section presents the overall responses on the influence of personal values in the inclusion of PWD within Transnet.

**Figure 7.9: Average Responses on Personal Values**



of personal values on the inclusion of PWD. The majority of Transnet’s respondents indicate that personal values play a significant role in the inclusion of PWD within Transnet.

The next section provides a discussion of the statistics used to determine whether there is a significant agreement or not on the questions on personal value construct.

### 7.6 One-Sample Statistics for Personal Values

The SPSS results show that one-sample statistics for the questions on the influence of personal values on the inclusion of people with disabilities within Transnet, has a mean value which is above 3. This mean value indicates that there is a significant agreement that personal values influence the inclusion of people with disabilities. One-sample statistics also confirms that there is statistical significant in all the question on personal value construct.

The one-sample test was also performed for the questions on the influence of personal values on the inclusion of PWD. The primary purpose for performing the one sample test was to find

out whether there is significant agreement or disagreement on the questions under personal values.

## 7.7 The Influence of Organisational Policies on Transnet’s Inclusion of PWD

This primary focus of this section is the influence of organisational policies on the inclusion of PWD at Transnet. Bradshaw (2017:13) argues that barriers include policies and procedures, because policies and procedures tend to be inflexible and exclusionary.

**Table 7.14: The Influence of Organisational Policies**

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
D1 The company has human resource policies, which make inclusion of people with disabilities possible.		1.5	16.6	66.3	16
D2 Recruitment policies favour employment of people with disabilities.	.3	3.2	20.6	63.7	12.1
D3 People with disabilities have access to internal advertisement.	.3	1.2	26.5	60.1	11.9
D4 People with disabilities are encouraged to apply.		1.5	24.4	61.3	12.8
D5 The company is an equal opportunity employer such that people with disabilities are not excluded	.9	3	26.4	58.5	11.3
D6 Transnet recruits from designated /marginalised groups	.6	2.1	34.7	56.1	6.5
D7 Company recruitment is based on merit.	.9	1.8	34.1	55.2	8.0

Section D of the questionnaire is on the influence of organisational policies on the inclusion of PWD at Transnet. The above table reflects the specific items that will be discussed under the headings below.

### 7.7.1 The Human Resources Policies

South African organisations have policies that guide the actions of managers. Human resources policies can play a significant role in facilitating the inclusion process at Transnet. Hence, this section describes the influence of human resources policies on the inclusion of PWD at Transnet. Some Transnet respondents (16%) indicated that they strongly agree with the view that the company has human resources policies, which make the inclusion of people with disabilities within Transnet possible.

### **7.7.2 The Recruitment Policies**

The recruitment policy is an important human resources policy as it guides the actions of managers when recruiting suitable candidates. With regards to recruitment policies, the majority of the participants (63.7%) indicated that Transnet has recruitment policies in place that favour the employment of people with disabilities. However, the reality of the matter is that Transnet has not reached the target of 2% of people with disabilities (Transnet Newsflash, 2012:1).

### **7.7.3 Accessibility to Internal Advertisements**

The inclusive work environment also includes accessibility to advertisements. The advertisements need to be designed in such a way that visually challenged employees are not excluded. 11.9% strongly agree with the view that employees with disabilities have access to internal advertisements in Transnet. However, it is important for an internal advertisement to be inclusive, such that, it should cater for diverse needs of employees at Transnet. For instance, the issues of colour, font and font size of an internal advertisement should always be taken into consideration.

### **7.7.4 Jobs and Promotion Opportunities for People with Disabilities**

In the past PWD were marginalised in terms of jobs and promotion opportunities were limited. The results as per above Table, reveal that 1.5% disagree with the view that PWD are encouraged to apply for jobs and promotions. However, 61.3% agree and 12.8% strongly agree with the statement. A high proportion (61.3%) of Transnet's respondents agrees with the statement that people with disabilities are encouraged to apply. However, PWD are still under-represented at Transnet (Transnet Sustainability Report, 2017:56). He further notes that it is the responsibility of business and State entities to engage with PWD in order to assist the Government to reduce the tax burden.

### **7.7.5 Equal Opportunity Employment**

With the under-representation of PWD, equal employment opportunity seems not to be implemented effectively at Transnet. With regard to equal employment opportunities, 26.4% of the participants gave neutral response. However, the majority (58.5%) of respondent view Transnet as an equal opportunity employer. However, the under-representation of Asians, Whites, women, Coloured and PWD should be acknowledged.

### **7.7.6 The Recruitment of Marginalised Groups**

Transnet is one of the organisation in South Africa, which shows high level of commitment to recruit from marginalised groups (Transnet Sustainability Report, 2017:55). As presented in Table 7.14, 34% of the respondents at Transnet neither agreed nor disagreed with the statement. It gives a clear indication that the level of avoidance was quite high on this statement. However, the results also reveal that a majority (56.1%) of respondents agree with the statement, which states that Transnet recruits from designated or marginalised groups. The recruitment from marginalised groups requires organisational management that is committed to workplace transformation.

### **7.7.7 The Merit-Based Recruitment**

The recruitment of employees should be based on merit and not on other factors such as gender and disability status. Table 7.14, reveals that 0.9% strongly disagree, 1.8% disagree with the view that the company recruitment is based on merit. However, 34.1% gave a neutral response, and 8 % strongly agreed with the view that Transnet prioritises merit-based

recruitment. Although the under-representation of PWD is a concern at Transnet, however, the recruitment process should be ethical and based on merit.

### **7.7.8 Overall Responses on the Influence of Organisational Policies**

This section reflects on the overall responses regarding the influence of organisational policies. As presented in Table above, from questions D 1 to D 7, most respondents agreed with the view that organisation policies play a significant role in the inclusion of people with disabilities within Transnet, followed by respondents who gave neutral responses. Since most of Transnet's respondents agreed with the view that organisational policies are important, thus organisational policies are at the centre of inclusiveness. Lastly, the next section presents one-sample statistics and one-sample test to determine whether there is an agreement or not on the influence of organisational policies on the inclusion of PWD at Transnet.

### **7.8 One-Sample Statistics for Organisational Policies**

One-sample statistics was used for the questions on the influence of organisational policies on the inclusion of people with disabilities. The mean values for questions D1 to D7 are all above 3. However, the mean value for question D1 is the highest (3.96). The results reveal that there is a significant agreement on all the questions on organisational policies (Refer to appendix 11).

### **7.9 The Influence of Organisational Procedures on Transnet's Inclusion of PWD**

For the effective implementation of organisation policies, there must be proper procedures and systems in place. Hence, this section investigates whether organisational procedures influence the inclusion of people with disabilities at Transnet.

**Table 7.15: The Influence of Organisational Procedures**

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
E1 Recruitment processes consider the needs of people with disabilities.	.6	2.1	25.2	60.5	11.6
E2 There is a special orientation program for people with disabilities.	.3	4.4	35.8	50.9	8.6
E3 There is a special leave for people with disabilities.		5	33.9	49.6	11.5
E4 Transnet ensures that health and safety mechanisms are adequate to minimize risk for people with disabilities		1.2	30.8	58.3	9.8
E5 There is special fire evacuation training for employees with disabilities	.3	4.4	36.9	51.6	6.8
E6 There are special opportunities for people with disabilities to present grievances.	.3	6.8	39.3	47.3	6.2
E7 There are training and development programs designed to assist people with disabilities develop their full potential	.9	4.4	32.2	48.2	14.5

The above table reflects a high neutral response across the question on section E of the questionnaire. It can also be noted that agreement percentages seem to be a bit lower than previously. Each item as listed on the table, will be discussed under headings below.

### **7.9.1 The Recruitment Procedures**

The results as per table 7.15 reveal that Transnet has recruitment processes and procedures which take into account the needs of people with disabilities. However, a high number of Transnet's respondents opted for neutral responses, which could be due to the fact that employees at Transnet were not familiar with recruitment procedures. Another reason could also be attributed to avoidance. The onus is on Transnet management to communicate procedures to its stakeholders.

### **7.9.2 Special Orientation Programmes**

An inclusive workplace environment provides for the needs of diverse groups within the organisation. This implies that employees need to be accommodated by providing them with special orientation programs. A small proportion (4.4%) of Transnet respondents disagreed with the statement, whereas 35% Transnet respondents gave neutral answers. These results reveal that there is a need for Transnet to emphasise the importance of orientation, and since the workplace inclusion goes beyond access; inclusion can be reflected on the organisation orientation programs.

### **7.9.3 Leave for People with Disabilities**

Organisational employees are entitled to leave. However, this section seeks to find out whether Transnet provides a special leave dispensation for people with disabilities. Table 7.15 reveals that 5 % disagreed, 33.9% gave a neutral response with the view that there is special leave for people with disabilities. The second highest percentage of participants are those who gave neutral responses. It indicates that employees doubt the issue of special leave for PWD at Transnet. However, 49% of the respondents agreed and 11.5 % strongly agreed with the view. The conclusion that can be drawn from this data is that, there is a need for constant engagement with employees regarding forms of leave available in the organisation.

### **7.9.4 Health and Safety Mechanisms**

It is the responsibility of a company to provide health and safety mechanisms as stated in the Health and Safety Act. The inclusion of people with disabilities within the organisation calls for the organisation to comply with health and safety regulations. With regard to Transnet, the minority (1.2%) of respondents confirmed that health and safety mechanism are inadequate, which is a major concern as the health and safety of employees in the work environment at Transnet is a priority.

### **7.9.5 Fire Evacuation Training**



The fire evacuation drill is essential in any company as it is one of the mechanisms to promote safety in the workplace. The results reveal that most respondents agree that Transnet rules and procedures include PWD in fire evacuation drills.

#### **7.9.6 Presentation of Grievances at Transnet**

The workplace environment is complex; therefore, it is critical for the organisation to provide a platform whereby employees are afforded the opportunity to raise work-related issues. In an organisation, inclusion may also take the form of familiarising employees with grievance procedures. In this case, the proportion of respondents who agreed with the statement is less than 50%, which reflects the urgent need for Transnet management to provide an appropriate platform for the presentation of grievances.

#### **7.9.7 Training and Development Programmes**

The under-employment and under-representation of PWD in all employment categories can be addressed through training and development programs. It is therefore the responsibility of the organisation to design inclusive training and development programs. With regard to table 7.15, the results show that special training and development programs are required to assist people with disabilities in order to develop their full potential. The majority of Transnet's respondents who agreed with the statement were less than 50%, which shows the importance of improving awareness of the training and development programs at Transnet.

#### **7.9.8 The Overall Responses on Organisational Procedures**

All organisations have procedures and systems in place. Most of the respondents agreed that organisation policies play a significant role in influencing the inclusion of people with disabilities within Transnet. Once organisational policies are developed, it calls for organisational procedures that must be consistent with the policies. Table 7.15, from question E 1 to E 7 of the questionnaire, illustrates that most respondents agreed with the statement that organisational procedures play a significant role in influencing the inclusion of people with disabilities at Transnet.

The next section will provide statistical analysis to find out if there is a statistical significance on the question of organisational procedures.

### **7.10 One-Sample Statistics for Organisational Procedures**

One-sample statistics for organisational procedures was obtained to find out if there is a significant agreement on the questions on organisational procedures. One-sample statistics also work with the mean (Refer to appendix 13) and it shows the mean value of 3 which implies that there is a significant agreement to the questions (E 1– E 7) on the influence of organisational procedures on the inclusion of PDW.

### **7.11 The Influence of Organisational Rewards**

This section investigates the influence of organisational rewards on the inclusion of people with disabilities at Transnet. This section also seeks to find out how Transnet participants view the importance of organisational rewards for people with disabilities compared to those without disabilities.

**Table 7.16: The Organisational Rewards**

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
F1 Special career opportunities and promotion are more important to people with disabilities compared to people without disabilities.	7.8	6.9	13.1	59.4	12.8
F2 Long term incentives are an encouragement to remain with a company for employees with disabilities compared to those without disabilities.	7.4	9.8	13.7	59.5	9.5
F3 Profit sharing rewards make employees with disabilities feel more included than they make employees without disabilities.	9.0	8.7	17.3	57.9	7.2
F4 Bonuses are more important to people with disabilities compared to those without disabilities.	10.1	11.3	20.2	47.8	10.7
F5 Additional paid time off is a more important reward for people with disabilities compared to people without disabilities.	8.9	12.2	13.6	54.6	10.7

The above table is based on section F of the questionnaire. The majority of Transnet's respondents opted for neutral response rather than the disagree option. The next section focuses on a discussion of items as presented in the table.

### **7.11.1 Career Opportunities, Promotions and Benefits for People with Disabilities**

The results illustrated in table 7.16 reveal that the majority of respondents (59.4%) believe that special career opportunities and promotions are more important to PWD compared to people without disabilities.

As presented in table above, most of Transnet's respondents agreed with the statement that long-term incentives are more of an encouragement to remain with a company for employees with disabilities compared to those without disabilities. Paul (2012) affirms that fringe benefits such as long-term incentives, profit-sharing rewards, bonuses and additional time off

play a significant role in enhancing employee productivity and job satisfaction, especially for occupations with fewer chances for promotion.

### **7.11.2 Overall Responses on Organisational Rewards**

This section presents the overall responses on the influence of organisational rewards on the inclusion of people with disabilities. From question F 1 to F 5 of the questionnaire, it is noted that most respondents agreed with the view that organisation procedures play a significant role in influencing the inclusion of people with disabilities within Transnet. The next section uses statistical analysis to determine if there is a statistical significant on question on organisational rewards

### **7.12 One-Sample Statistics for Organisational Rewards**

One-sample statistics is used to determine if there is a significant agreement on the questions (refer to appendix 15). It also works with the mean values. All questions on organisational rewards have a mean value above 3. Question F 1 has a high mean value (3.66), which indicates that there is a significant agreement that special career opportunities and promotions are more important to people with disabilities compared to people without disabilities.

### **7.13 One-Sample Statistics and Test for Physical Facilities**

Section G of the questionnaire is concerned with the physical facilities designed to accommodate people with disabilities, using the mean value. This section uses an adequacy rating from 1 to 5. Low scores, that is, 1 to 2, are equated with inadequate physical facilities, whereas high scores, that is, 3 to 4, are associated with adequate facilities. One-sample statistics will be applied.

**Table 7.17: One-Sample Statistics for Physical Facilities**

	N	Mean	Std. Deviation	Std. Error Mean
GP1 Parking facilities designed for people with disabilities.	324	4.18	.927	.052
GP2 Ramps to accommodate people with disabilities.	325	4.11	.864	.048
GP3 Lifts in all buildings.	326	3.97	.952	.053
GP4 Desks specifically designed for employees with disabilities.	326	3.92	.927	.051
GP5 Doors big enough to accommodate people with disabilities.	325	4.09	.939	.052
GP6 Bathrooms to accommodate people with disabilities.	324	3.78	1.019	.057
GP7 Work environment to accommodate employees in wheel chairs.	323	3.84	1.026	.057

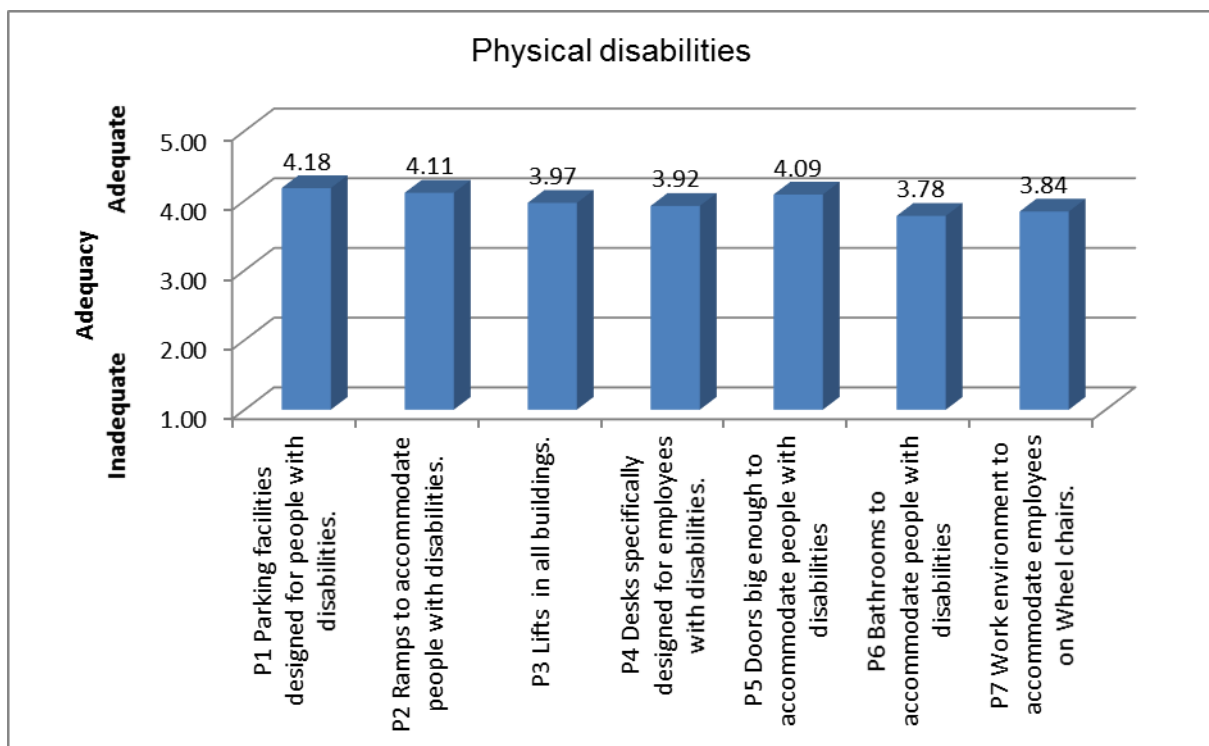
All means are above 3. The results reveal that there is a significant agreement on the questions GP1–GP7. The mean for parking facilities and ramps ranging between 4.11 and 4.18 were also regarded as high positive indicators for the accommodation of PWD at Transnet. The inclusion of PWD at Transnet can be addressed through removing environmental barriers. The inclusiveness should be reflected in the organisation’s physical environment.

This section investigates whether there is a significant agreement on the availability of physical facilities designed for people with disabilities, based on the results from the SPSS. The results from the SPSS output (refer to appendix 18) indicate that there is a significant agreement on all questions that Transnet provides facilities for people with disabilities. The *p* value for all questions is  $p < .0005$ , which shows a statistical significant. In terms of the physical infrastructure and facilities, people with disabilities are included in the Transnet workplace. Loy (2016) confirms that the benefits of workplace accommodation in terms of facilities far outweigh the costs.

## 7.14 Adequacy of Facilities

The results reveal that physical facilities are adequate at Transnet. Bradshaw (2017:13) affirms that the environment itself poses a threat and is a serious barrier to the inclusion of people with disabilities within the organisation. Environmental barriers include an exclusionary and inaccessible infrastructure.

**Figure 7.10: Physical Disabilities Facilities and Infrastructure**



The above figure 7.10 illustrates that any rating that is 3 and above confirms the adequacy of physical disabilities facilities. In terms of physical facilities, employees at Transnet who are physically challenged are adequately accommodated. However, Khumalo (2017) argues that the true measure of diversity is not only linked to the physical environment, but also to the extent to which people with disabilities are fully integrated into the mainstream work environment.

## 7.15 One-Sample Statistics for Visual and Hearing Disabilities

One-sample statistics were also used to determine the adequacy of the facilities for people with visual and hearing disabilities.

**Table 7.18: One-Sample Statistics for Visual and Hearing Disabilities**

	N	Mean	Std. deviation	Std. error mean
GV1 Mobility instructors available for visually challenged employees.	325	2.69	1.000	.055
GV2 Braille printer available for visually challenged employees.	323	2.55	1.006	.056
GV3 Jaws program available to assist employees with disabilities.	323	2.48	1.013	.056
GV4 Screen readers DVD's available for visually challenged employees.	323	2.45	1.029	.057
GH1 Assistive devices to assist employees with hearing problem.	320	2.17	1.059	.059

The means for all the questions (GV1, GV2, GV3, GV4 and GH1) are below 3. This implies that facilities for visual and hearing disabilities are regarded as inadequate. The provision of facilities becomes one of the key success factors for any South African organisation. Facilities for visual and hearing disabilities are critical, as organisations need to provide adequately for this group. This places significant responsibility on Transnet management to pay urgent attention to the needs of employees with visual and hearing disabilities.

## 7.16 Factor Analysis

Factor analysis aids in identification of theoretical constructs and is also used to confirm the accuracy of a theoretical developed construct (Gray, et al., 2017:552). Factor analysis is also used a measurement model for unmeasured variable or construct. The table 7.19 below, provides the summary of factor analysis results.

**Table 7.19: Factor Analysis Results**

Construct	KMO	Variance explained by used factor (%)	Items included	Reliability (alpha)
Norms	.788	64.44	B2 – B5	.888
Values	.875	61.73	C1 – C10	.929
Policies	.825	59.81	D1 – D7	.887
Procedures	.818	54.07	E1 – E7	.850
Rewards	.870	86.65	F1 – F5	.961
Facilities	.885	73.00	P – GP1 – GP7	.919
			VH – GV1 –GV4, GH1	.936

Factor analysis was applied to each construct in order to identify latent factors. These identified factors were then tested for reliability using Cronbach’s alpha. An alpha of  $>.7$  was used to confirm reliability of each measure. Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) is above 0.7 for all the constructs, which indicate that the data was adequate for successful and reliable extraction.

### 7.17 Reliability Analysis (Cronbach Alpha Coefficient)

According to Tavakol and Dennick (2011:53–55) the Cronbach’s Alpha test was developed to measure the reliability of the instrument, in this case the questionnaire. Gray et al., (2017) argue that reliability measures apply when similar results are obtained over time and across situations. This implies that this measure should be free from random errors and it should yield consistent results over time. Tavakol et al. (2008:77–83) affirm that reliability is concerned with the ability of an instrument to measure the constructs consistently. They further argue that the reliability of an instrument is closely associated with its validity. An instrument cannot be valid unless it is reliable. However, Tavakol and Dennick (2011:53–55) argue that the reliability of an instrument does not depend on its validity; they stress that it is possible to objectively measure the reliability of an instrument.



### **7.17.1 Interpretation Rules for the Cronbach Alpha Coefficient**

The interpretation for the Cronbach Alpha values should be done according to certain rules. Tavakol et al. (2008:77–83) express the view that a low value of Alpha could be due to poor inter-relationships between constructs. In this case the constructs include, personal norms, personal values, organisational policies, procedures and rewards. However, they argue that a high value of Alpha may suggest the redundancy of some items as they are testing the same question but under a different guise. The acceptable values of Alpha are as follows:

- If the Cronbach Alpha value is between 0.4 to 0.7, it indicates a medium internal consistency and reliability (Tavakol et al., 2008:77–83).
- If the Cronbach Alpha value is between 0.7 to 0.9, it indicates a high or good internal consistency and reliability (Gray et al., 2017:374).

The table below shows the Chronbach's Alpha value for each construct. The Cronbach's alpha value can be interpreted following the interpretation rules outlined above.

### **7.17.2 Combination of Constructs**

This section provides Cronbach's alpha value for each construct's items and they are recorded and presented according to the sections in the questionnaire.

**Table 7.20: Reliability Statistics for the Combination of Constructs**

Questions	Cronbach's Alpha	N of Items
Question B 2 relates to the inclusion of people with different disabilities that is more likely to create challenges for the organisation. Question B 3 relates to the costs incurred when including people with disabilities, B 4 relates to the assistance required for PWD employees from employees without disabilities and B 5 relates to costs in terms of time spent on assisting people with disabilities	.888	4
Question C 1 relates to the beliefs in employing people with disabilities; C 2 relates to their contribution; C 3 relates to the employer's attitudes; C 4 relates to the capability of contributing; C 5 relates to beliefs about dignified treatment; C 6 relates to the employer's attention to the needs of people with disabilities; C 7 relates to the availability of a person to assist employees with disabilities; C 8 relates to beliefs about offering of diversity training as a way of accommodating employees with disabilities; C 9 relates to the perceptions on the mobility instructor and C 10 relates to the beliefs about the role of the company in encouraging people with disabilities to participate in decision-making.	.929	10
Question D 1 relates to Transnet's human resources policies which may make inclusion of PWD possible; D 2 relates to recruitment policies which favours the employment of PWD; D 3 relates to access to internal advertisement; D 4 relates to encouraging PWD to apply; D 5 relates to equal employment opportunities; D 6 relates recruiting from marginalised group and D7 relates to merit base recruitment.	.887	7
Question E 1-E 7 relates to the influence of organisation procedures on the inclusion of PWD within Transnet.	.850	7
Question F 1-F 5 relates to the importance of organisational rewards for people with disabilities compared to people without disabilities.	.961	5

The above table 7.20 reveals that both personal values (.929) and organisational rewards (.961) constructs have high Cronbach's Alpha value. The high Cronbach's alpha for personal values is due to several items because there is a positive association between Cronbach's alpha coefficient and the number of items. However, the high Cronbach's alpha value for organisational rewards is due to the repetition of words because this question was asked in such a way that respondents were expected to compare the importance of rewards to PWD compared with people without disabilities. Furthermore, the high Cronbach's alpha value for personal value construct can be attributed to the number of items.

Questions B2 – B5 are a measure of what people perceive as the extra time and costs needed when catering for PWD at work. In order to test whether measures are reliable, Cronbach's alpha test is applied in order to ensure that questions are consistently measuring the same variable. B 2, B 3, B 4 and B 5 reveal that the Cronbach's Alpha value is .888, which is above 0.7. The finding indicates that question B2 has a good internal consistency and reliability.

Section C of the questionnaire has the second highest Cronbach's alpha value, as can be observed from Table 25. The reliability analysis results of the questionnaire's continuous study variables for questions C 1, C 2, C 3, C 4, C 5, C 6, C 7, C 8, C 9 and C 10 reveal that the Cronbach's alpha value is .929, which is above 0.7. The finding indicates that the research instrument (questionnaire) has a good internal consistency and reliability.

The influence of the organisational policies on the inclusion of PWD at Transnet were evaluated using section D of the questionnaire items. The reliability analysis results of the questionnaire's continuous study variables for questions D 1, D 2, D 3, D 4, D 5, D 6 and D 7 reveal that the Cronbach's alpha value is .887, which is above 0.7. The finding indicates that the research instrument's (questionnaire) continuously study variables for questions D1 – D 7 have a good internal consistency and reliability.

The reliability analysis results of questionnaire study variables for questions E1, E2, E3, E4, E5, E6 and E7 reveal a Cronbach's Alpha value of .850, which is above 0.7. This finding indicates that this research instrument's (questionnaire) continuous study variables have a good internal consistency and reliability.

Section F of the questionnaire evaluated the importance of organisational rewards to PWD compared to those without disabilities. The items under this section produced the highest Cronbach's alpha value (.961), which is above 0.7. This finding indicates that this research instrument's (questionnaire) continuous study variables have good internal consistency and reliability.

### 7.17.3 Combination of Physical, Visual and Hearing Facilities

As previously stated, the accommodation of PWD at Transnet in terms of availability of physical, visual and hearing facilities was tested using checklist as part of the questionnaire. Hence, this section presents Cronbach's alpha value for physical, visual and hearing facilities.

**Table 7.21: Reliability Statistics for Physical, Visual and Hearing Facilities**

Questions	Cronbach's Alpha	N of Items
Question GP1–GP7 relates to the availability of physical facilities to accommodate physically challenged employees within Transnet.	.919	7
Question GV 1 relates to availability of mobility instructor, GV 2 relates to the availability of a Braille printer for visually challenged employees, GV 3 relates to the availability of the Job Access with Speeches (JAWS) software program designed to assist visually challenged employees to read the computer screen.	.936	5

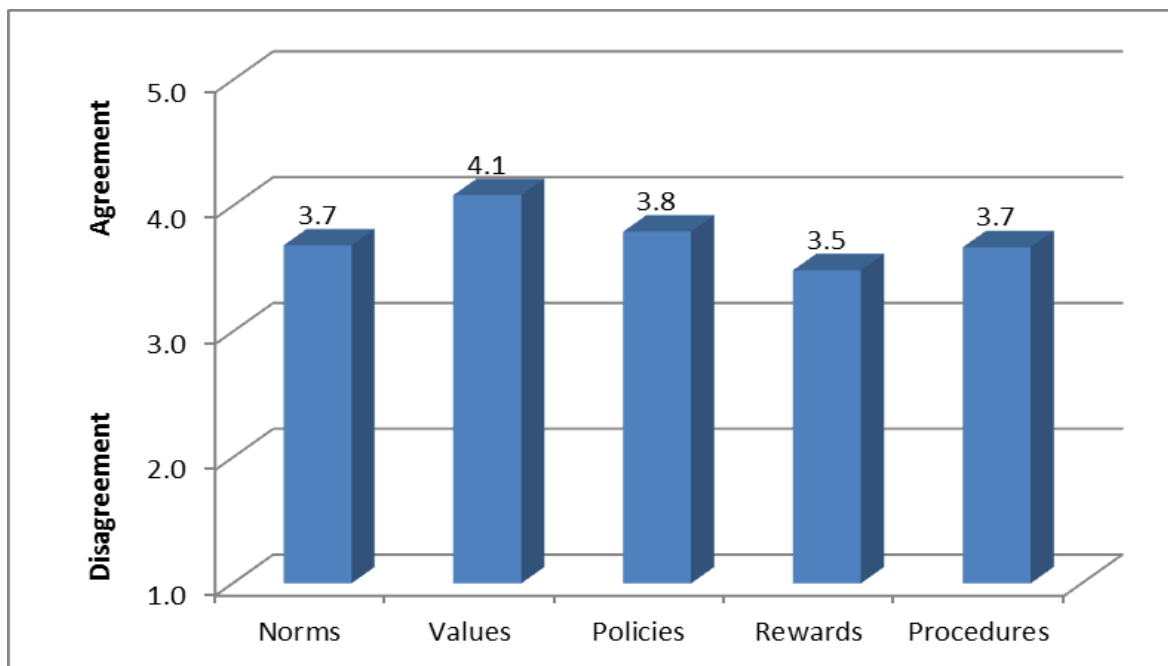
The reliability analysis results of checklist study variables for questions GP 1, GP 2, GP 3, GP 4, GP 5, GP 6 and GP 7 reveal a Cronbach's Alpha value of .919, which is above 0.7. This finding indicates that this research instrument's (questionnaire) continuous study variables have good internal consistency and reliability.

Reliability analysis results of checklist study variables for questions GP 1, GP 2, GP 3, GP 4, GP 5, GP 6 and GP 7 reveal a Cronbach's Alpha value of .919, which is above 0.7. This finding indicates that this research instrument's (questionnaire) continuous study variables have good internal consistency and reliability. It can be noted that all Cronbach's Alpha values are high, which is important as this indicates that the composite measures are reliable.

## 7.18 Average Score for the Questions

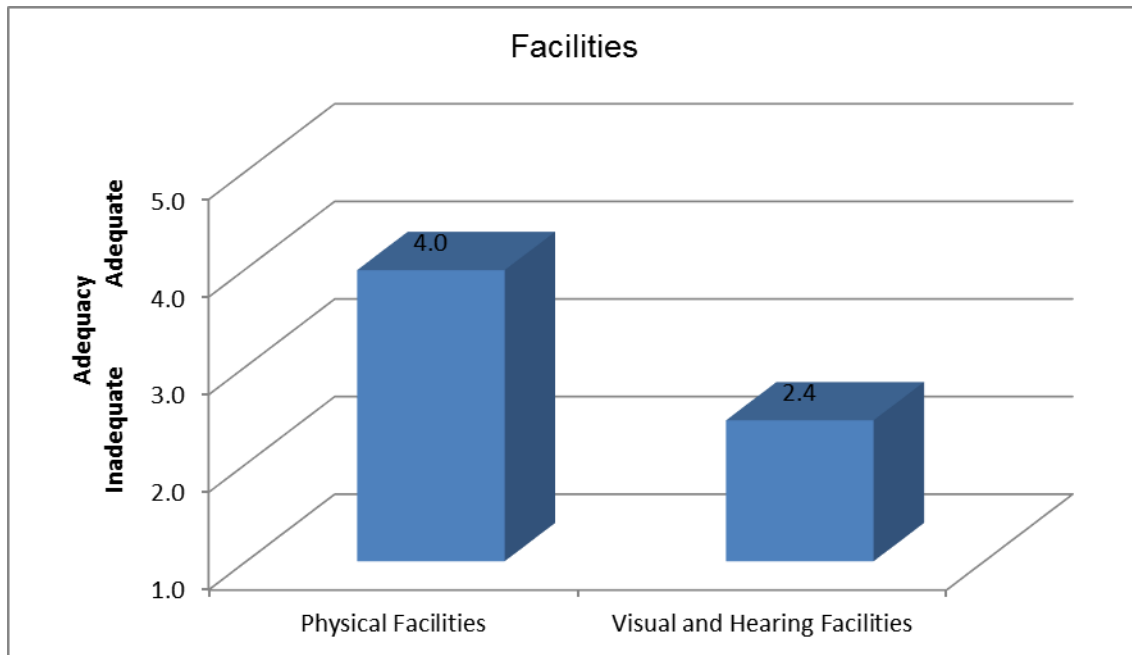
Annexure 21 shows the calculation of the composite measure. Annexure 21 indicates that the mean value for personal norms is 3.6870, personal values is 4.0859, policies is 3.7962, rewards is 3.4892, physical facilities is 3.9830, visual and hearing facilities is 2.4445 and procedures is 3.6719. It can be noted that all mean values are above 3, except the mean value for visual and hearing facilities. All mean values above 3 means that there is a significant agreement that norms, values, policies, rewards and procedures influence the inclusion of people with disabilities within Transnet. For physical facilities, there is a significant agreement that the facilities to accommodate the physically challenged employees are adequate; this is in contrast to visual and hearing facilities, where there is a significant agreement that visual and hearing facilities are inadequate.

**Figure 7.11: Combinations of Constructs**



It can be noted that the mean value for all these constructs is above 3. This indicates that there is a significant agreement that norms, values, policies, rewards and procedures influence the inclusion of people with disabilities. Although the mean value for values (4.1) is higher than the values of other constructs, it shows that there is a significant agreement that values play a vital role in the inclusion of people with disabilities.

**Figure 7.12: Comparisons of Facilities to Accommodate Employees with Disabilities**



The Y axis measures the adequacy of facilities, that is, physical, visual and hearing facilities, whereas the X axis measures the physical facilities (for physically challenged employees), visual and hearing facilities (for visually challenged and hearing-impaired employees). Any figure that is below 3 is referred to as inadequate; if between 3 and 5, it is referred to as adequate. In Figure 7.12, the results reveal that physical facilities have a value of 4.0. This implies that there is a significant agreement that physical facilities are adequate to accommodate employees who are physically challenged, in contrast with visual and hearing facilities, as those facilities are inadequate because they have a value of 2.4, which is below 3. There is an indication that Transnet management needs to address the issue of facilities for visual and hearing-impaired employees as inadequacy impedes the inclusiveness in the organisation.

### **7.19 Group Statistics for Disability Status**

Analysis was carried out on the composite measures to see if there are any significant differences for those with and without disabilities. The independent sample t-test is used for this analysis. Group statistics and the one-sample test for people with disabilities is 3.8724, whereas the mean value on the same construct for people without disabilities is 3.4091 (refer to appendix 22). There is no significant difference across the disability status.

## **7.20 Group Statistics for Gender**

Group statistics for gender was obtained to discover male and female views on certain constructs. All these mean values are above 3 except the mean value for visual and hearing facilities, which is 2.2783 for males and 2.7163 for females (refer to appendix 23). In conclusion, there is no significant difference across gender in the manner which research constructs are being viewed.

## **7.21 Independent Samples**

An analysis of independent samples reveals that both categories of respondents (disabled and people without disabilities) show agreement towards the importance of organisational rewards. However, disabled people agree significantly more than those without disabilities, that rewards are more important to them than to those without disabilities -  $t(164.558) = 4.772, p < .0005$ . Both groups of respondents agree that the physical facilities for PWD are adequate -  $t(136.301) = 2.407, p = .017$ .

The results from the independent samples test (refer to appendix 24) show that while both males and females show agreement, females agree significantly more than males that rewards are more important to people with disabilities than those without disabilities -  $t(330.571) = 4.397, p < .0005$ . While both groups (males and females) agree that the visual and hearing facilities are not adequate, more females than males believe that they are inadequate -  $t(321) = 4.294, p < .0005$ .

## **7.22 Analysis by Location**

This section investigates factors that influence the inclusion of people with disabilities across three locations (Durban, Richards bay and Port Shepstone/Port Edward). The Welch statistic was used to establish whether there is a significant difference in the average responses for each construct across the three locations.

### 7.23 Robust Equality of Means

The Welch statistics are appropriate for reporting the results (refer to appendix 25). These statistics will help in analysing the significant difference in the average responses for each construct across three locations. There is a significant difference in the average responses for the values construct across the three locations (Welch (2, 106.906) = 3.174,  $p=.046$ ). Specifically, there is significantly more agreement that personal values influence the inclusion of people with disabilities in Port Shepstone/Port Edward (4.2791) than in Durban (4.0298). Although Port Shepstone/Port Edward was under-represented, they were more represented on this construct compared to other Ports.

There is a significant difference in the average responses for the policies construct across the three locations (Welch (2, 113.475) = 21.847,  $p<.0005$ ). Specifically, there is significantly more agreement that policies influence the inclusion of people with disabilities in Richards Bay than in Durban (3.7405) and Port Shepstone/Port Edward (3.4805). There is also more agreement in Durban than in Port Edward/Port Shepstone.

There is a significant difference in the average responses for the rewards construct across the three locations (Welch (2, 106.222) = 35.068  $p<.0005$ ). Specifically, there is significantly more agreement that rewards influence the inclusion of people with disabilities in both Durban and Richards Bay than in Port Edward/Port Shepstone (2.1581). It can be generalised from sample results that the entire Durban and Richards Bay Ports respondents believe that organisational rewards play a significant role in the inclusion of PWD.

There is a significant difference in the average responses for the adequacy of physical facilities across the three locations (Welch (2, 94.081) = 8.572  $p<.0005$ ). Specifically, there is significantly more agreement that there are more adequate physical facilities for PWD in Richards Bay than in Durban (3.9905) and Port Edward/Port Shepstone (3.448). In conclusion, there are possibilities that Richards Bay happens to be over-represented on this aspect, hence the higher rate of agreement than at the other Ports.

There is also a significant difference in the average responses for the adequacy of visual and hearing facilities across the three locations (Welch (2, 118.947) = 64.350  $p<.0005$ ). Specifically, there is significantly more agreement that there is an inadequacy with visual and



hearing facilities for people with disabilities in Richards Bay than in Durban (2.4492) and Port Edward/Port Shepstone (1.4341). This significant difference in average responses could be because each port has its own individual needs. Furthermore, the provision of facilities across three ports is not equal.

There is a significant difference in the average responses for the procedure construct across the three locations (Welch (2, 120.466) = 12.419,  $p < .0005$ ). Specifically, there is significantly more agreement that procedures influence the inclusion of people with disabilities in Richards Bay than in Durban (3.6948) and Port Edward/Port Shepstone (3.3526). Richards Bay and Durban agree more than Port Edward and Port Shepstone. The study was conducted in three different locations and the sample size was not equal across the locations. The Port of Durban and Richards Bay seem to be more representative than Port Shepstone and Port Edward. Hence, these results are due to sample variations.

#### **7.24 Analysis by Age**

This section investigates the significance of agreement among the respondents from the different age groups on the factors influencing the inclusion of people with disabilities (refer to appendix 26). The mean value for the age group between 50 – 59 is high for all the constructs (norms, values, policies, rewards and procedures). The results show that there is a significant agreement for the age group between 50 – 59 than in the 20 – 29; 30 – 39; and 40 – 49 age groups. The results indicate that respondents belong to different age groups, which contributes to the way the inclusion of PWD is perceived. Furthermore, the results show that there is no significant difference in the average responses for the norms construct across the different age groups (Welch (4, 52.618) = 4.792,  $p < .002$ ). Respondents of all age groups are of the view that personal norms influence the inclusion of people with disabilities.

The next section presents qualitative findings as a way of shedding light on quantitative findings.

## 7.25 Qualitative Data Analysis

Qualitative data was analysed using a thematic content analysis. Braun and Clarke (2013) affirm that qualitative analysis is guided by an existing theory and theoretical concepts as well as by the researcher’s position, disciplinary knowledge and epistemology. The model of organisational inclusion has been used as the theoretical lens for the study, based on its five constructs as discussed above. Interview questions emanated from these constructs except for the biographical data, as shown in table 7.21. The qualitative data analysis section also reports interviews with selected quotes from the respondents.

**Table 7.22: Respondents Biographical Data**

Gender		Age		Level of education			Respondents position	
Male	Female	30–39	40–49	Matric	Post Matric Qualification	Supervisor	Manager	

The interview was conducted with six respondents, of which five are managers and one a Group Executive at Transnet Property. The respondents in this study comprised four males and two females. Two respondents were between the ages of 30–39, while four respondents were between the ages of 40–49. Regarding the level of education, only one respondent possessed a Matric qualification, while the other five respondents had post matric qualifications. Creswell and Clark (2011:173) confirm that in qualitative research a small number of respondents can be identified and recruited to provide in-depth information about the issues explored in the study. It is important to note that males occupy most managerial or supervisory positions as they are in the majority at Transnet. It is also important to note that most respondents were in their 40’s and mid-40’s which implies that they are familiar with change imperatives and factors affecting the employment of PWD.

### **7.25.1 Respondents' Responses on the Influence of Personal Norms on the Inclusion of People with Disabilities**

Of the six respondents, all but two commented that the inclusion of people with disabilities was the norm within Transnet; however, there were some reservations. Most of this sample provided similar responses to that of the quantitative data. However, not everyone agreed with the responses. Two respondents stated

*“the inclusivity in the workplace is encouraged but it won't bear any fruits if the company fails to level the playing field”* (R 1).

*“The extent to which employees are exposed or in touch with PWD will most likely influence the inclusion of PWD in the Transnet environment and how well they are catered for in the work environment”* (R 1).

The indication from Transnet respondents is that the company needs to make the work place conducive for PWD to perform. Thus, inclusivity in the Transnet workplace implies providing reasonable accommodation for PWD. Another issue is the exposure of employees to PWD. This clearly indicates that Transnet management to expose employees to disability issues must initiate plans. As one respondent stated:

*“The inclusion of people with disabilities is beyond the individual person, it is more of a human rights issue”* (R2).

Transnet, like any other organisation, operates within a legal and legislative framework. It can be deduced from the above response that issues pertaining to disability employment should be handled by Transnet management and in a manner which is consistent with the laws of South African.

### **7.25.2 The Influence of Personal Values on the Inclusion of People with Disabilities at Transnet**

Out of the six respondents, only one respondent elaborated on the influence of personal values on the inclusion of people with disabilities, as follows: *“I believe that people with*

*disabilities are capable of contributing to the company's success. However, this calls for an upgrade of the systems and more support on the side of the company"* (R1).

*"Further to that, the more people feel that people with disabilities add value to the work environment, the more likely they will ensure their inclusion. If personal values do not include respect and acceptance of diversity, inclusion becomes more challenging"* (R1).

The indication is that Transnet management acknowledge the fact that PWD can contribute to Transnet's success. However, for this success to be achieved, the company management needs to provide more in terms of upgrading its infrastructure and systems to cater for PWD.

### **7.25.3 The Influence of Organisational Policies on Transnet's Inclusion of People with Disabilities**

Of the six respondents, all but one commented differently on the question on how policies influence the inclusion of people with disabilities at Transnet. It emerged that there is an agreement among the majority of respondents that any decision to employ people with disabilities could be made with careful policy considerations. However, the monitoring of this implementation remains a substantial challenge. As stated by a respondent:

*"Transnet as an organisation acts within the legislative framework, and always formulates policies that are consistent with the country's legislation. However, policies are not enough in addressing the issues of inclusion; flexible company culture is one of the key issues to the successful inclusion of people with disabilities. In this sense, organisational culture must embrace learning, change and innovation"* (R1).

*"You may have policies, procedures and systems in place; but Transnet's physical work environment does not lend itself to alterations to suit all individual needs. Hence, most people with disabilities are absorbed by the company to occupy administrative positions"* (R1).

It emerged that Transnet cannot rely on policies if it aims to achieve an inclusive work environment. This is a clear indication that Transnet management must adopt a flexible organisational culture as it is at the centre of the inclusion of PWD. The initiatives aiming at including PWD at Transnet indicate the level of commitment by the organisation to bring about change.

The indication from one of the Transnet respondents is that it is impossible to adjust the physical work environment as this presents a substantial challenge. However, Transnet management needs to rise above these challenges.

#### **7.25.4 The Influence of Organisational Procedures on Transnet's Inclusion of People with Disabilities**

Respondents indicated that Transnet has policies like any other organisation. In addition to this, organisations develop rules and procedures for the policies to be implemented effectively. All respondents stated that: *“Management reporting is a key process that enforces the implementation of PWD inclusion as one of Transnet's business priorities”*.

It emerged that Transnet requires proper procedures and processes to ensure that the inclusion of people with disabilities is possible.

#### **7.25.5 The Influence of Organisational Rewards on Transnet's Inclusion of people with disabilities**

Five out of six respondents indicated that the past apartheid policies excluded people from designated groups, especially employees with disabilities who had no access to organisational rewards. One respondent argued that:

*“there are no special rewards for people with disabilities, except that one would like to see the situation whereby the organisation rewards all employees equally”* (R 1).

One of the key issues is that Transnet rewards employees equally, irrespective of whether they are disabled or not. It is a clear indication that Transnet management needs to reward its employees fairly and equally to avoid perpetuating further unnecessary discrimination within the organisation.

### **7.25.6 The Impact of Costs on the Inclusion of People with Disabilities**

The majority of the four respondents commented that the inclusion of people with disabilities do not constitute significant company costs. This means that in any situation cost cannot be used as a factor that hinders the inclusion of PWD at Transnet. Two respondents stated that *“like any other organisation, there are costs incurred, whether you recruit or train employees or not”* (R1 and R6). *Some decisions in the organisation cannot be based on perceived costs”* (R2, 3, 4, 5).

*“Unfortunately, a significant part of Transnet’s operational assets (Locomotives and Cranes) are generally not designed to cater for PWD”* (R 1).

*“This is further compounded by the fact that assets are largely procured from global Original Equipment Manufacturers (OEM’s) and customisation for people with disabilities will entail adding costs to what is already a high cost asset”* (R 1).

The above quotes from respondents (R1, R2, R3, R4, R5 and R6) show that Transnet incurs costs by including PWD in its workforce. However, this group of respondents view costs from different perspectives. It emerged that the costs of inclusion of PWD at Transnet are perceived rather than actual costs. On the contrary, respondents R1 and R6 reveal that Transnet assets are imported, which makes it difficult for those assets to be produced according to customer specification, which can lead to costs escalation. This gives a clear indication that some factors influencing the inclusion of PWD at Transnet are beyond the organisation’s control.

### **7.25.7 The Impact of the Type and Nature of the Task on the Inclusion of People with Disabilities**

All six respondents agreed that a port environment is complex, given the numerous restricted areas within this environment. Hence, when the decision to employ PWD is made, the type of task to be performed is carefully considered. One respondent stated that: *“although it is not a deviation from the policy, there are divisions where the employment of people with disabilities is not possible. “Divisions such as Transnet Freight Rail (RFT), practice*

*legitimate discrimination as it was made clear that people with visual and hearing impairment are not eligible to work in that division” (R 1).*

*“To the best of my knowledge, Transnet is not training any PWD’s in the core skills areas of business such train drivers and pilots” (R 1).*

From the above quotes, it can be deduced that there are functions within the organisation that perpetuate exclusion of PWD at Transnet. Furthermore, PWD will always be associated with administrative functions rather than core functions, due to the nature of certain functions. It is significant to note that in as much as Transnet management attempts to address issues of inclusivity, there will always be some issues that cannot be resolved because of workplace dynamics.

#### **7.25.8 The Influence of the Employer’s Attitude towards Employees with Disabilities**

Three respondents commented that people with disabilities are stigmatised and this reinforces the exclusion of people with disabilities. However, responses from two respondents show that there is a lack of agreement on the influence of the employer’s attitude on the inclusion of people with disabilities. One respondent stated that *“the exclusion mainly was due to policies of that time” (R 1).*

Another respondent stated that *“The exclusion of people had very little to do with the employer’s attitude, but rather, exclusion was due to social ills such as the issue of education and the system that was in place. Management is advised to be as objective as possible when it comes to decision-making” (R 2).*

Finally, another respondent stated that *“Yes, broadly speaking, in Transnet PWD are treated with courtesy but not differently. I believe this ensures that PWD feel included in our work environment and accepted by all employees. However, there is more that the employer can do to demonstrate that PWD can also add value to other core areas besides a support function such as HR” (R3).*

Respondents present different views on the influence of attitudes on the inclusion of PWD at Transnet. Amongst other issues, stigmatisation, policies and social ills were raised. According to these respondents, they agree that the exclusion of PWD has nothing to do with the employer's attitudes towards PWD. However, one respondent alluded to the fact that the failure to involve PWD in core areas of Transnet business is due to the employer's attitude towards PWD. This view is consistent with findings by Nelson and Quick (2008:93) who emphasise that attitudes are an integral part of the world of work. This gives an indication that the involvement of PWD at Transnet is determined by attitudes. Furthermore, Transnet management needs to be persuaded to change their attitudes towards PWD.

## **7.26 Emerging Themes**

It is significant to note that the qualitative analysis explored issues that were not adequately addressed by the quantitative analysis. The emerging themes were as follows: the organisation's systems; the organisation's flexible culture; costs of providing reasonable accommodation to the PWD; procurement of assets from global manufactures; the nature of tasks; objective decision-making and legitimate discrimination.

### **7.26.1 The Organisation's Systems**

South African organisations are viewed as open systems. This is an indication that Transnet does not operate in a vacuum. Transnet obtain its content (raw material, human resources, capital, technology and information) and transforms (activities and operation methods) these into productivity (product and services, human and financial results). The organisational system becomes an umbrella of all the sub-systems and to achieve inclusivity, all these sub-systems must work together (Stevenson, 2009:20). The inclusion of PWD should be reflected in all the subsystems of the organisation. For instance, the organisation's human resources, technology and information should mirror the inclusiveness of PWD.

### **7.26.2 The Flexible Organisational Culture**

The successful inclusion of PWD requires an organisation that is willing to adopt a flexible organisational culture, that is, a culture that promotes change and innovation. Transnet needs a culture that is centred on delivering successful workplace transformation. In a change-



resistant culture, there is an absence of new development and innovation. Thompson, Strickland and Gamble (2005) present the view that some South African organisations exhibit change-resistant cultures; this type of culture is characterised by a number of undesirable or unhealthy behaviours, such as risk, change avoidance and timidity regarding emerging opportunities. However, Venter (2015) is of the view that cultural changes can succeed only if the management team support them. This finding has a significant implication for the research problem as it indicates that the inclusion of PWD requires Transnet management to play a role in adopting a flexible organisational culture.

### **7.26.3 The Procurement of Equipment and Costs**

Every South African organisation requires assets and equipment to carry out its tasks effectively. Transnet invests money in assets and equipment as goods and services are produced using these factors of production. Not all assets can be sourced locally; some Transnet assets are procured from global manufacturers. However, it emerged that the importing of assets and equipment presents some challenges because manufactures produce them with no inclusivity in mind. In this case, assets and equipment perpetuate the exclusion of PWD. This also places a significant responsibility on Transnet management to review its procurement policies and budgets as customisation of equipment to suit for PWD may add to costs.

### **7.26.4 The Organisational Functions**

The functions of South African organisations, including Transnet, are divided into two broad categories, that is, line and support functions. The line function is about the core, whereas support functions include administration. It emerged that Transnet has done exceptionally well in accommodating PWD in its support functions. However, PWD are not accommodated in the core areas of Transnet's business. This emanates from the fact that equipment is sourced from global manufactures. Transnet management has an added responsibility of devising strategies to accommodate PWD in the core functions of its business.

### **7.26.5 Objective Decision-Making and Legitimate Discrimination**

At Transnet, management has the responsibility to make decisions on numerous issues. However, the decision-making process is not always easy, as Transnet management has to consider the issues of ethics and the effect of those decisions on the company stakeholders. It has emerged that with regard to the employment of PWD, Transnet management makes decision in an objective manner, however, there are cases where Transnet management practices legitimate discrimination. For instance, PWD cannot be involved in core areas of business such as driving trains, which may illogically be perceived as discrimination.

### **7.27 Conclusion**

This chapter dealt with the findings in preparation for the interpretation thereof in the next chapter. Descriptive and inferential statistics were used. The results are of value because all the mean values for the constructs are above 3, except for visual and hearing facilities. There is a significant agreement that norms, values, policies, rewards and procedures influence the inclusion of people with disabilities within Transnet. For physical facilities, there is a significant agreement that facilities to accommodate physically challenged employees are adequate. However, facilities for employees who are visually and hearing challenged at Transnet are inadequate. The reliability analysis for all the questions reveals that Cronbach's Alpha value is above 0.7. This is an important research finding as it indicates that the research instrument, the questionnaire continuous study variables for all questions have a good internal consistency and reliability.

It also emerged that the qualitative data added significant value to the study as it explored issues that were not addressed in the quantitative analysis. The qualitative analysis has explored numerous issues that influence the inclusion of people with disabilities, such as the systems within the organisation, the flexible company culture, the organisational functions, objective decision-making and legitimate discrimination. The next chapter focuses on the interpretation of findings from both the quantitative and qualitative data analysis.

## **CHAPTER EIGHT**

### **INTERPRETATION OF FINDINGS**

#### **8.0 Introduction**

This chapter contains the findings obtained from the three locations of the study at the Port of Durban, Richards Bay and Port Shepstone / Port Edward. As this is a mixed method study, this chapter will compare quantitative and qualitative findings. The findings from the empirical study will also be linked to the literature review to draw conclusions and make recommendations in the final chapter.

The study presents the extension to the theory that has been used. It is important to note that the study used a model of organisational inclusion to explore factors influencing the inclusion of PWD at Transnet. The key research questions emanated from the construct of the model, however, some key questions could not be substantially answered through the literature survey; therefore, an empirical study was conducted. These questions, stated in Chapter One and addressed in the empirical study, receive attention below.

#### **8.1 The Influence of Personal Norms on the Inclusion of People with Disabilities**

As stated in Chapter One, the objective of the study is to understand the influence of the personal dimension (personal norms and values) on the inclusion of PWD at Transnet. The results will be discussed in relation to both key research questions and existing knowledge.

##### **Key Question 1**

**How do personal norms influence Transnet's inclusion of people with disabilities?**

##### **8.1.1 Acceptability of People with Disabilities at Transnet**

In most South African organisations, the nature of the diverse and inclusive workforce has been a concern. Hence, most literature on diversity highlights the under-representation of certain groups. However, inclusiveness has become the new focus which attempts to address

the issues of workplace access. The inclusion of PWD at Transnet implies the level of acceptance. The results from the quantitative analysis indicate that Transnet respondents (71.2%) as shown in Figure 7.4, view the inclusion of PWD as acceptable ( $p < .0005$ ). These results have serious implication for the research problem as they confirm the change in mindset of Transnet respondents in the way they view PWD. The inclusion of PWD at Transnet is about bringing change in the organisation; Venter (2015:112) supports this notion, where change has been viewed as the ultimate goal for organisational learning. For the successful inclusion of PWD at Transnet, the organisation needs to create an environment that is conducive for learning. Thus, organisation learning begins with the individuals ability to learn. However, the results from the qualitative analysis highlight that the extent to which Transnet employees are exposed to PWD will most likely influence their behaviour towards the inclusion of PWD at Transnet. From a Transnet management perspective, the focus should be on the level of exposure, which can also influence the level of acceptability of PWD at Transnet. To change the mindset and behaviour of employees towards the inclusion of PWD, Transnet management has a major responsibility to strengthen the initiatives, which aim at exposing employees to PWD inclusion.

Findings from empirical studies support the literature review, as it indicates that personal norms are about acceptable or unacceptable, appropriate or inappropriate behaviour. Personal norms make people feel committed and obliged to behave in a certain manner. Harland et al. (1999:2505–2528) point out that personal norms will influence behaviour only when they are activated. They further state that awareness of the consequences of one's behaviour for the welfare of others, triggers norm activation.

### **8.1.2 Inclusion Challenges**

Due to misconceptions about PWD, the inclusion of PWD has been seen by most South African organisations as challenging. This misconception was perpetuated by the fact that workplace environment has not been transformed, especially the South African port environment to accommodate certain groups. The results from quantitative analysis indicate that a minority (6.7%) of Transnet respondents as shown in Table 7.4, disagree with the statement that inclusion of people with different forms of disabilities is likely to create more challenges for employers. This finding has an implication for the research problem as the inclusion of PWD has been viewed in terms of the challenges it presents in the work

environment. Findings from quantitative analysis also highlight that Transnet respondents have moved beyond the challenges of inclusion of PWD. Furthermore, the results from the quantitative analysis reveal that there is statistical evidence which confirms that there is a significant agreement that the inclusion of people with different forms of disabilities is likely to create more challenges for the employer ( $p < .0005$ ). It is important to note that the results from the quantitative analysis confirm literature findings that attitudes and mental barriers remain a challenge to the successful inclusion of PWD. Gule (2016) supports this view that issues of attitudes, myths and stereotypes become challenges when organisations take the decision to include people with disabilities. However, qualitative analysis results differ from quantitative analysis, in the sense that it shows that the employment of people with disabilities has very little to do with the employer's attitude. The qualitative data shows that management is advised to be as objective as possible when it comes to decision-making. From organisational management perspectives, South African organisations have policies, procedures, rules and code of conduct/ethics in place, which assist them to make informed decisions. Furthermore, it emerged that monitoring compliance has become a concern for most South African organisations. This finding is essential and might resolve the existing controversies in the literature as the inclusion of PWD has been regarded as a function of employer's attitudes.

### **8.1.3 Financial Implications**

In this case, the inclusion of PWD at Transnet is viewed from a cost perspective. The results from the quantitative analysis show that the minority (8.5%) of Transnet respondents as shown in Table 7.5, disagree with the view that inclusion of PWD is expensive. This finding reinforces the study conducted by Loy (2016), in which it consistently shows that not all workplace accommodation is expensive. In fact, the benefits of providing accommodation far outweighed the cost.

This finding has a serious implication for the research problem as costs have been highlighted as one of the main factors which influences the inclusion of PWD at Transnet. A high proportion (57%) of Transnet respondents also indicate that the inclusion of PWD is expensive in terms of providing facilities ( $p < .0005$ ). Findings from both quantitative and qualitative analysis confirm that the inclusion of PWD has financial implications. However, these findings present different perspective on the cost of inclusion. The results from

quantitative findings confine the costs issue to facilities, whereas qualitative results analysis reveal that since Transnet procures its expensive assets from global manufacturers, customisation of the machines can have serious financial implications for the company. Although costs seem to be one of the impediments to the inclusion of PWD at Transnet, South African organisations should not lose sight of the advantages of the inclusion of PWD, such as productivity improvement, retaining of valuable employees, increased staff morale and improved company diversity. The South African EEA of 1998 supports this view and concurs that it is one of the employer's responsibilities to provide reasonable accommodation for employees with disabilities. Therefore, the provision of reasonable accommodation should not be viewed as additional costs to the company.

## **8.2 The Influence of Personal Values on the Inclusion of People with Disabilities**

As stated in the previous chapters, one of the objectives of the study is to understand how personal values influence the inclusion of PWD at Transnet. This section presents discussion on the influence of personal values on the inclusion of PWD from both quantitative and qualitative perspectives.

### **Key Question 2**

**What are the personal values that influence Transnet's inclusion of people with disabilities?**

#### **8.2.1 Contribution of People with Disabilities to the Success of the Organisation**

As stated earlier, one of the primary objectives of South African organisations, including Transnet, is growth maximisation. Hence, South African organisations always attempt to identify key success factors to realize their objectives. This section compares results from quantitative and qualitative analysis on the ability of Transnet employees to contribute to the success of the company. A quantitative results analysis as shown in Table 7.8, indicates that 24.1% of Transnet respondents support the view that PWD contribute to the success of the company. Hernandez et al. (2008) also support this view, however, their argument is based on the loyalty of PWD to the organisation. The loyalty and level of commitment shown by the PWD, make them capable of contributing to company's success. This finding is critical as

doubts about their contribution to success of the company can affect inclusion. Further to that, South African companies sometimes based their hiring decision on capability of that candidate to contribute successfully to the organisation. The results from the SPSS output show that it is statistically significant that PWD are regarded as capable of contributing to the success of the company ( $p < .0005$ ). However, the results from qualitative analysis emphasise the importance of valuing the presence of PWD at Transnet, which in return can make them contribute to success of the organisation. From Transnet management perspective, it is the organisation that must have programmes and initiatives that reinforce the presence of PWD.

### **8.2.2 Treatment of Employees with Disabilities at Transnet**

It is the responsibility of every South African organisation to instil values of respect for one another. The South African Constitution and other labour legislation emphasise the value of respect for all people including organisational employees. With regard to the treatment of PWD at Transnet, quantitative results analysis indicates that quite a small percentage (2.1%) of Transnet's respondents disagree with the view that employers treat employees with disabilities with dignity ( $p < .0005$ ). This finding suggests that organisational management must constantly engage employees on issues pertaining to their treatment at work. However, a qualitative results analysis seems to confirm that the majority view is supportive. A large proportion of the quantitative responses actually agreed with the claim, as does the qualitative data. These claims show that a significant progress has been made by the company to expose employees in all employment categories to the values of respect for each other.

### **8.2.3 Catering for Employees with Special Needs at Transnet**

As mentioned earlier, South African organisations comprise employees with diverse needs. In this study, the catering for PWD needs has been regarded as of paramount importance. The findings from the quantitative analyses indicate that a very small percentage (2.9%) of Transnet respondents as shown in Table 7.11, believe that employers fail to pay special attention to the needs of employees with disabilities ( $p < .0005$ ). However, the majority hold different views. Given the historical background of PWD, this finding presents challenges for the employer, as it suggests that at all levels, the employer must provide suitable platforms to discuss the needs of PWD. However, the results from qualitative data confirm that needs of PWD are taken care of by the company. Hence, most PWD found support in the functioning

of the organisation. Qualitative results analysis is important as it shows that PWD are placed in the departments where it is possible to cater for their needs. In this case, very few respondents held the opposing view and this could be due to a communication break-down between few employees and management. Few employees show a lack of knowledge about the progress that has been made pertaining to the employment of PWD; therefore, the onus is on management to update employees about the effort that have been made to cater for employees with special needs within the organisation.

#### **8.2.4 Inclusive Training**

The Transnet workforce is diverse, which is an indication that some progress is being made to transform the South African work environment. Hence, it is critical to offer training on diversity issues and inclusiveness to cater for the diverse Transnet workforce. The quantitative analysis results as shown in Table 7.12, indicate that the minority (2.7%) of Transnet respondents do not believe that the company should offer formal diversity training ( $p < .0005$ ). This finding suggests that there is still a need to expose employees to issues pertaining to diversity issues. Although Transnet has disability awareness campaigns, the Transnet management still has a long way to go. Transnet must find ways of using disability awareness campaigns as suitable platforms to address the issues of disability training and inclusion.

The findings from the quantitative results analysis also indicate that a high proportion (62.9%) of Transnet respondents believe that the organisation should offer formal diversity training ( $p < .0005$ ). As South African organisations are moving towards a diverse work environment, this gives rise to a need for diverse training. This finding concurs with the literature findings that a diverse work environment requires different kinds of support (Mkhize and Perumal, 2011:1023–1757). It is important to note that different kinds of providing organisational support to PWD cover inclusive training.

#### **8.2.5 Decision-Making**

The inclusion of PWD within Transnet can also be viewed from the perspective of participation in the decision-making process. As shown in Table 7.13, the results from the quantitative analysis indicate that 26.9% of Transnet respondents strongly agree with the



view that the company encourages people with disabilities to participate in the decision-making process ( $p < .0005$ ). In contrast, 12.3% of Transnet respondents opted for a neutral response. These findings from the quantitative results have implications for the research problem, since the accommodation of PWD at Transnet can take the form of participation in the decision-making process. Any organisational initiative aimed at inclusion of PWD, should incorporate opportunities to participate in the decision-making process. This view is supported by Conradie and Haltzhausen (2009), who indicate that workers need to be represented in management and decision-making structures in the organisation.

### **8.3 The Influence of Organisational Policies on the Inclusion of People with Disabilities within Transnet.**

Another objective of the study is to determine the extent to which policies influence the inclusion of PWD at Transnet. This section discusses quantitative and qualitative findings on various organisational policies and then relate these to literature findings.

#### **Key question 3**

**To what extent do organisational policies influence Transnet's inclusion of people with disabilities?**

#### **8.3.1 The Influence of Human Resources Policies**

As shown in Table 7.14, a substantial proportion of Transnet respondents (16%) remained neutral on the influence of policies regarding the inclusion of PWD. Furthermore, the results from the SPSS output indicate that the company has human resource policies which make the inclusion of people with disabilities possible ( $p < .0005$ ). The results from the quantitative analysis raises a concern, because at any level in the organisation employees are expected to have some knowledge about the company's human resources policies. Knowledge of organisational policies empowers employees because the scope of their work or functional parameters are reflected in these policies. Contrary to this, management has a different perspective, as the results from the qualitative analysis show that policies influence the inclusion of PWD at Transnet; management always highlights the need for more inclusion and making PWD an integral part of the entire Transnet workforce. As mentioned earlier,

policies guide the actions of all organisational employees, hence management needs to capacitate employees to understand the importance of policies. Although, organisations have human resources inclusion policies, the monitoring thereof is a substantial challenge.

### **8.3.2 Recruitment Policies**

The recruitment policy is one of the human resources management policies. The inclusion of PWD in the organisation is not an event but a process. The inclusion of PWD must also be incorporated into company recruitment activities. Hence, there is a need for a recruitment policy which will guide the actions of people involved in those activities. The results from the quantitative analysis as illustrated in Table 7.14, confirm that a high proportion of Transnet respondents (63.7%) regarding recruitment policies favour the employment of PWD ( $p < .0005$ ). However, 20.6% of the respondents gave a neutral response, which places more pressure on the organisation to expose lapses on policy issues. Contrary to that, results from the qualitative analysis reveal that inclusivity is at the core of the recruitment policies, so that the information which states that PWD candidates are encouraged to apply should always be reflected in Transnet advertisements. This finding is important as the recruitment policies enable the company to address the demographic composition. At an organisation level, recruitment policies become one of the key drivers of change and the inclusion of PWD at Transnet brings change. Change is prevalent in any South African organisation and is caused by either internal (such as policies) or external factors (economic/political trends). The results from the qualitative analysis confirm that the inclusion of PWD requires flexible organisational culture. This finding adds value to the research so that the form of PWD inclusion must be compatible with organisational culture.

### **8.3.3 Accessibility of Job Advertising at Transnet**

Organisational recruitment policies cover the issue of inclusive advertisements. In South Africa, organisational recruitment policies provide guidelines for the designing of advertisements. Transnet employees must have access to information, including access to advertised positions. The results from the quantitative analysis show that PWD at Transnet have access to internal advertising ( $p < .0005$ ). This finding indicates that Transnet as an organisation is aware of the seriousness of the matter of access to information. However, it emerged that the access to advertisement is not fully inclusive. It is interesting to note that

focus has shifted from access to inclusion. In this case, advertisements should cater for diverse needs of Transnet employees, such as employees with visual challenges. The issues of inclusion in South African organisation can be addressed during the recruitment phase, to curb the under-employment and under-representation of PWD. This finding is significant for this research project as it gives a clear indication that the inclusion of PWD occurs at different stages within the organisation. However, access does not mean inclusion. Most of the advertisements do not accommodate people with visual challenges.

The results from quantitative analysis indicate that the issues of organisational inclusion can be addressed through the recruitment systems. Due to dynamics within the organisation, the way South African companies perform certain activities is subject to change, which compels the organisation to adapt its systems to those changes. Such changes include workforce composition.

#### **8.3.4 Equal Employment Opportunities at Transnet**

South African organisations, including Transnet have put significant measures in place to increase the number of PWD in its workforce. However, the results from quantitative analysis shows that about 26.4% of Transnet participants gave neutral response about equal employment opportunities ( $p < .0005$ ). These results can be attributed to misconception about equal employment opportunities. Although companies have made a significant progress on providing equal employment opportunities, under-representation of marginalised groups (PWD, Asian, women, coloureds and white) still exist. Contrary to that, results from interviews indicate that Transnet has put some measures in place to provide equal employment opportunities to all employees. This finding is significant since it shows that equal employment opportunities are understood differently by employees at different employment categories.

The data from the questionnaire confirm literature findings that the under-representation of PWD at Transnet still exist. Hence, the South African Disability Association has a target of 3%, however, the pace at which the labour market absorbs people with disabilities remains unimpressive (Khumalo, 2017:6). Encouraging people with disabilities to apply should be done to achieve equity targets. The EEA was promulgated in 1996, yet South African companies are far from achieving the target of the required 2% inclusion of employees with

disabilities. As stated in Transnet Sustainability Report (2017), Transnet has taken a positive step towards the inclusion of PWD, such that Transnet had set a target of 1% and it was to be achieved in 2016/2017. It is important to acknowledge the fact that organisations have made some effort to address the issues of PWD inclusion.

#### **8.4 The Influence of Organisational Procedures on Inclusion of People with Disabilities**

One of the constructs of the model of organisational inclusion is organisational procedures. Hence, one of the objectives of the study is to understand the influence of organisational procedures on the inclusion of PWD.

##### **Key question 4**

**How do organisational procedures influence the inclusion of people with disabilities within transnet?**

##### **8.4.1 Health and Safety Procedures**

In general, organisations depend on policies and procedures to function. Once policies have been developed, procedures and systems must be consistent with the policies to support effective implementation. Every organisation in South Africa must comply with health and safety requirements. At an organisational level, the inclusion of PWD has an implication on health and safety procedures. The findings from quantitative analysis indicate that a high proportion (58.3%) of respondents who participated in the survey, as shown in Table 7.15, were of the view that health and safety procedures are inadequate for PWD inclusion.

As mentioned above, quantitative data indicates that health and safety procedures may be inadequate for PWD inclusion, however the results from quantitative data analysis present a different perspective. It emerged that PWD at Transnet are not involved in the core areas of Transnet business, as they are accommodated in support functions such as the Human Resources Department. These findings give a clear indication that PWD are accommodated in areas of business where existing safety and health procedures are adequate.

To conclude this section, it is important to note that both quantitative and qualitative data analysis present a different perspective on this aspect on adequacy of health and safety procedures and mechanisms. In these cases, management has a different perspective from employees, because at management level, where decisions regarding hiring of personnel are being made, management seem to understand the cost implications for not complying with health and safety regulations of the company.

#### **8.4.2 Grievances Management**

The organisational procedures also include the presentation and management of grievances at work. The data from the questionnaire as shown in Table 7.15, indicate that less than 50% of the participants agree with the statement that Transnet provides opportunities to all employees for the presentation of grievances ( $p < .0005$ ). South African organisations have structures that facilitate the management and presentation of grievances. Those structures include union representatives such as shop stewards.

The findings from qualitative results analysis confirm the quantitative finding results. It emerged from the face-to-face interviews that inclusion of PWD at Transnet is not done haphazardly, but with careful consideration of other factors, which include processes and procedures to be followed for the presentation of grievances

#### **8.4.3 Human Resources Investment**

Human resources are regarded as valuable assets in any South African organisation. Organisations such as Transnet invest in human resources in the form of training and development programmes. These training and development programs play a significant role in giving PWD an opportunity to enhance knowledge, skills and level of competency. The findings from quantitative results analysis show that less than 50% participants surveyed are of the view that Transnet has training and development programmes designed to assist people with disabilities to develop their full potential ( $p < .0005$ ). This finding has an implication for the research problem as training and development programmes can be used to address the accommodation of PWD at Transnet.

Contrary to the quantitative data analysis results, the findings from the qualitative results analysis reveals that PWD are trained at Transnet, but their training is biased towards support functions. The differences in these results emanate from the fact that company needs show a commitment to strengthen training and development programmes in order for PWD to realise their full potential.

## **8.5 The Influence of Organisational Rewards on the Inclusion of People with Disabilities within Transnet**

Finally, the objective of the study is to determine the extent of influence of organisational rewards on the inclusion of PWD. This section provides discussion on findings on the influence of organisational rewards on PWD inclusion from both quantitative and qualitative perspectives.

### **Key question 5**

**To what extent do organisational rewards influence the inclusion of people with disabilities within Transnet?**

#### **8.5.1 The Importance of Rewards**

Transnet showed a high level of willingness and commitment to transform its work place. This gives a clear indication that Transnet also commits itself to reward the employees. To determine the extent to which organisational rewards influence the inclusion of PWD, Transnet respondents were asked to rate the importance of organisational rewards (career opportunities and promotions; long-term incentives; profit sharing rewards; bonuses and additional paid time off) to PWD compared to people without disabilities. The results from the questionnaire, as shown in Table 7.16, illustrate that on all organisational rewards statements, 7%-10% of Transnet respondents strongly disagree and 6%-12% disagree with the view that rewards are regarded as important to PWD compared to people without disabilities ( $p < .0005$ ). It is interesting to note that these findings are completely different from other findings as they have more disagreement with the statements. The reason could be organisational employees have a better understanding of reward-related issues compared to other issues.

The results from face-to-face interviews are similar to quantitative results analysis on this aspect of organisational rewards. The findings from the qualitative results analysis reveal that Transnet has no special rewards for PWD. However, the organisation benefits in terms of the good image from public as it embraces diversity. Regarding organisational rewards, Transnet management and employees in other employment categories seem to be on par.

The next section will discuss the accommodation of PWD in terms of physical and visual facilities within Transnet.

### **8.6 The Availability of Physical Facilities**

The provision of physical facilities also shows the level of commitment towards transforming the workplace. The checklist was used to test the accommodation of PWD at Transnet. The checklist consisted of the following facilities: ramps, lifts in all buildings; specially designed desks, doors and bathrooms wide enough to accommodate the disability and a work environment to accommodate employees in wheel chairs. The results from the SPSS output also indicate that there is a significant agreement with the statement on availability of physical facilities ( $p < .0005$ ). Although the results from the checklist indicate adequacy of physical facilities, they do not influence the inclusion of PWD that much, as many South African organisations provide the facilities, yet under-representation and under-employment still exist. Once PWD have been included, the facilities provided should reflect the inclusion. The results from the checklist confirm the findings from literature reviews, which state that the employer is obliged to provide reasonable accommodation for people with disabilities.

### **8.7 The Availability of Facilities for Visually and Hearing Challenged Employees at Transnet**

The provision of reasonable accommodation also includes providing for employees with visual challenges. The results from the SPSS output indicates that there is a significant agreement that mobility instructors should be available for visually challenged employees; braille printers for the visually challenged; Jaws programmes available to assist employees with disabilities; screen readers for DVDs; supporting assistive devices to assist employees ( $p < .0005$ ). Findings also show that these facilities are inadequate, which indicates that

employees with visual and hearing challenges are not accommodated. From a costs point of view, it would be pointless to provide reasonable accommodation if there are no employees who require it. The results from the literature reviews have placed more emphasis on the provision of reasonable accommodation as one of the employer's responsibilities. Further to that, employers are expected to create a conducive work environment. However, the results from qualitative analysis show Transnet associated PWD with support functions and the decision to include them is based more on this aspect than on the ability to provide reasonable accommodation.

## **8.8. Contribution of the Study**

This section discusses the contribution of this thesis. The study contributes to both theoretical and research area levels.

### **8.8.1 Contribution to the Theory**

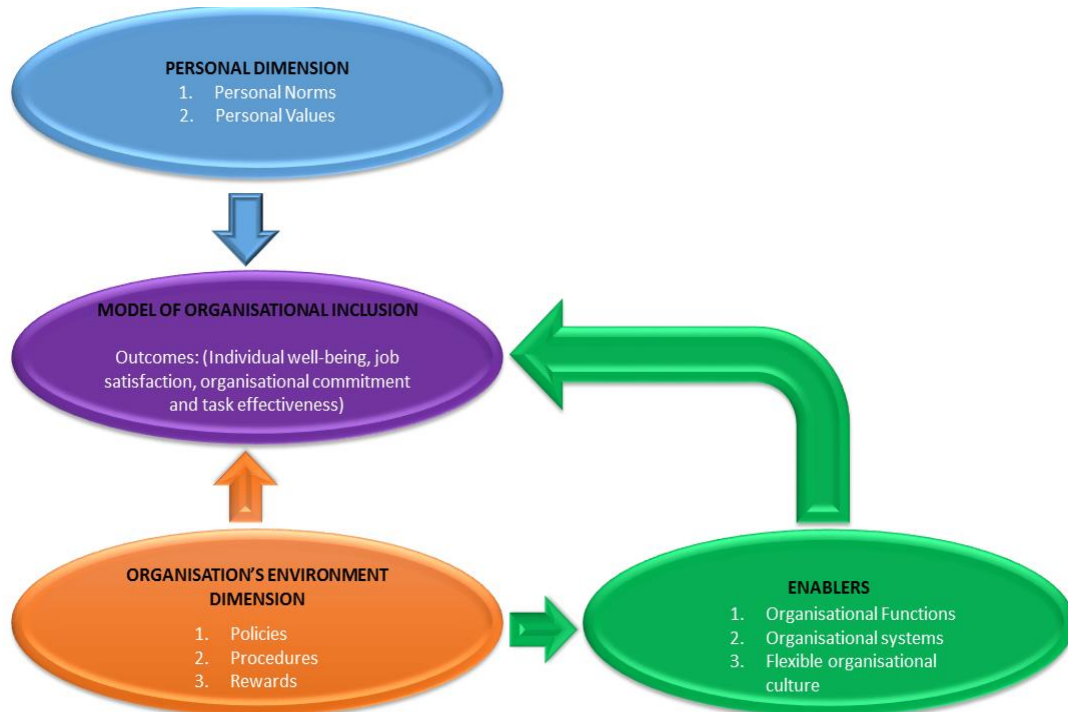
The study on the factors influencing the inclusion of PWD at Transnet has used the model of organisational inclusion, which consist of five constructs (personal norms, personal values, policies, procedures and rewards). The study adds to the existing knowledge by extending the existing model of organisational inclusion as the factors influencing the inclusion of PWD at Transnet are not confined to the constructs identified in that model. The extended model of organisational inclusion covers organisational functions, systems and flexible organisational culture. This study also contributes to the re-contextualization of an existing model of organisational inclusion and its applicability to the Port environment.

## **8.9 Extended Model of Organisational Inclusion**

The study's main ideas, aims and questions are underpinned by the theory of organisational inclusion. The key concepts/constructs of the model have been questioned and explored. Hence, the extended model of organisational inclusion has introduced other aspects which can contribute significantly towards solving identified research problems. The study at Transnet has shown some additional constructs that apply at Transnet. All other South African organisations that face the inclusion of PWD may find these constructs helpful. Further research can test whether the model applies beyond Transnet.



**Figure 7.13: Extended model of Organisational Inclusion**



### 8.9.1 The Personal Dimension

The influence of the personal dimension (personal norms and values) on the inclusion of PWD at Transnet has been questioned and explored. It emerged that both personal norms and values can influence the inclusion of PWD at Transnet, provided South African organisations expose employees to PWD. It then becomes the responsibility of organisational management to instil the values of respect which the employees will learn to value.

### 8.9.2 Organisation’s Environment Dimension

The constructs under the organisational environment dimension were also described and explored. Due to the complexities in the contemporary South African business environment, organisational policies and procedures need to be reviewed. The introduction of new policies and procedures show the level of commitment towards change. Policies and procedures have

played a significant role in transforming the South African work environment in general. However, there are concerns regarding the efficacy of organisational policies in terms of implementation. Another component of the organisation's environment dimension is the rewards. South African organisations reward employee behaviour that significantly contribute to the strategic success of the organisation. Organisational rewards are important to all employees. However, the inclusion of PWD provides Transnet management with the opportunity to outline behaviours that are rewarded by the organisation.

### **8.9.3 Organisational functions**

The model of organisational inclusion has been extended to include enablers. The organisational enablers include functions, systems and culture. It is important to note that these enablers are part of the organisation's environmental dimension. The extended model of organisational inclusion illustrates that the functions are linked to policies. The logic behind this is that policies regulate affairs of any organisations and the absence of policies can produce undesired outcomes such as non-compliance. Transnet policies reinforce the inclusion of PWD, however within the organisation, the function determines the inclusion of PWD. Empirical studies have alluded to the fact that the under-representation of PWD in critical core functions of Transnet business still exist. PWD in South African organisations are more likely to be linked to support functions.

In South Africa, the inclusion of PWD has been won on the policy platform, as most organisations now seem to move from diversity to inclusiveness. The next step is to tackle the influence of the organisational functions on PWD inclusion. The adoption of organisational functions as one of the constructs of the model can enable the South African organisations to address the issue of customisation and the provision of reasonable accommodation. Therefore, it is deemed worthy to study the influence of organisational functions on the inclusion of PWD but not in isolation from policies.

#### **8.9.4 Organisational Systems**

South African organisations have systems in place to support its activities. In an organisation, the systems are always consistent with the policies and procedures. The inclusion of PWD also requires disability-friendly systems. The mere fact that PWD are not represented in other functional areas of business show that the system strengthens the exclusion of PWD. This gives a clear indication that in the organisations the adoption of the business-as-usual attitude is no longer applicable. The complexities in the business environment forces the organisations to change the way it runs its business. Therefore, the extended model of organisational inclusion can be more effective as it can enables the researchers to determine the extent to which the organisational systems construct influence the inclusion of PWD.

#### **8.9.5 Flexible Organisational Culture**

The South African workforce is characterised by cultural diversity. Demographic changes such as PWD inclusion produce this cultural diversity within the organisation. Organisational culture represents the internal context of the organisation. Even some of the values adopted by the organisation emanate from culture. The inclusion of PWD is about transforming the workplace. For successfully inclusion of PWD the organisation needs culture that support change. In the contemporary business environment, the issues of innovation and transformation are at the core. The inclusion of PWD within the organisation can be addressed by looking at it from a flexible organisational culture perspective. Hence, the construct of flexible organisational culture has been included in the extended model of organisational inclusion.

The conclusion that can be reached is that constructs for both the model of organisational inclusion and the extended model are likely to produce the outcome variables such as individual well-being, job satisfaction, organisational commitment and task effectiveness.

#### **8.10 Contribution to Research Area**

The inclusion of PWD becomes an important requirement for all South African organisations. Reviewing empirical studies on the inclusion of PWD shows none was conducted at Transnet in KwaZulu-Natal. The fact that a study on the factors influencing the inclusion of PWD was

conducted within the port environment in KwaZulu-Natal, is of significance. The study has contributed to the body of knowledge as it provides an insight into the factors that must be considered when including PWD in the organisation.

## **8.11 Conclusion**

This chapter has considered the findings from both a quantitative and qualitative point of view. The similarities and differences between quantitative and qualitative findings have been highlighted. Findings from the empirical study were linked to the literature findings in order to draw conclusions and make recommendations in the next chapter. Some results from the empirical study confirm the findings from the literature reviews. It is important to note that the emerging themes from qualitative data added a significant value because the introduction of the extended model may enable the researcher to further explore new constructs.

There has been an acknowledgement that organisations have policies that can play an influential role in addressing issues of PWD inclusion, but the outcomes are not so positive, as most organisations employ less than 1% of PWD. However, organisational policies cannot only be responsible for the poor inclusion of PWD. The issues of inclusion should also be tackled by looking at the internal context of the organisations such as the functions, systems and culture. In addition to the data collection instruments, a checklist was developed to test the accommodation of PWD at Transnet. This checklist also made a significant contribution as the provision facilities are at the centre of PWD inclusion.

The next chapter focuses on the conclusion, limitations and recommendations and also gives a clear indication regarding the attainment of the research objectives.

## **CHAPTER NINE**

### **CONCLUSION, LIMITATIONS AND RECOMMENDATIONS**

#### **9.0 Introduction**

The aim of the study was to understand the factors influencing the inclusion of PWD in Transnet. This chapter provides the findings of the key research questions, general conclusions and recommendations concerning the objectives of the study. It also presents limitations, directions for future research and a brief conclusion. As mentioned earlier in the study, the model of organisational inclusion was used as the theoretical lens for the study.

#### **9.1 Summary of the Major Findings**

This section provides the summary of the major findings pertaining to the key research questions.

##### **9.1.1 The Influence of Personal Dimensions on the Inclusion of People with Disabilities**

The personal dimension model consists of personal norms and personal values.

##### **9.1.2 Personal norms**

The findings from literature reviews highlight that mental and attitudinal barriers remain a challenge to the successful inclusion of PWD. However, as a mitigation strategy to this challenge, employees need to be exposed to acceptable and unacceptable behaviour within the organisation. Personal norms are related to ethics, which play a significant role in shaping behaviour. Findings from the data analysis established that personal norms make people feel committed and obliged to behave in a certain manner. Furthermore, the level of exposure to issues relating to the employment of PWD at Transnet influences the way the inclusion of PWD is viewed. Thus, Transnet has a responsibility to strengthen the programmes that reinforce the inclusion of PWD.

### **9.1.3 Personal Values**

The issues of growth, profitability and productivity remain the main concerns for most South African organisations. There has been an ongoing debate around the issue of PWD productivity. The results from both the literature review and the empirical study indicate that employees and employers value the contribution made by people with disabilities. This shows that personal values influence the inclusion of people with disabilities to a certain extent, due to the existence of attitudinal barriers in an inclusive workplace. However, the onus is on Transnet's management to show that they respect and value the contribution of PWD by having more programmes that aim at instilling values of respect. If this can be achieved, employees in other employment categories could follow suit.

The results from the qualitative analysis indicate that there has been a difference in the way Transnet management view the influence of attitude on the inclusion of PWD. One of the Transnet managers was of the view that attitudes are insignificant when it comes to the inclusion of people with disabilities, because organisational management is required to make objective decisions. The rationale behind this view is that organisational management make decisions in isolation from other personal factors such as attitudes and misconceptions about certain groups of people. Further to that, some members of Transnet management are of the view that organisations have policies that effectively guide the decision-making processes.

Contrary to that, another Transnet manager believes that attitude cannot be ignored when addressing the inclusion of PWD. The reality of the matter is that Transnet management should not make decisions without considering subjective perspectives. Findings from both empirical and literature studies confirm that employers' attitudes remain a barrier to the successful integration of PWD in South African workplaces. The findings from qualitative data indicate that Transnet does not provide PWD with the opportunities to be more involved in critical core areas of its business because of attitudes. However, most South African organisations claim to be concerned about the fact that the workforce is not transformed. This finding has a significant implication for the research problem as it shows that the fundamental structural inequality within South African organisations remains a challenge.

## **9.2 The Influence of Organisational Dimensions on the Inclusion of People with Disabilities**

The model of organisational inclusion was used to study the influence of organisational environment's dimensions on the inclusion of PWD at Transnet. The dimensions of an organisation consist of three factors, namely organisational policies, organisational procedures and organisational rewards. These factors have set the boundaries for the study; hence the findings of each construct will be summarised below.

### **9.2.1 Organisational Policies**

Policies emanate from legislation, as included in the Constitution of South Africa. Literature indicates that failure to abide by the legislative framework is one of the factors that perpetuate the exclusion of people with disabilities. Despite the existence of policies, the results from the empirical study suggest that people with disabilities are still marginalised, which shows that human resource policies are not effectively implemented. Policies influence the inclusion of people with disabilities, such that effective policies in terms of implementation would enable the company not to deviate from the target of 2% of people with disabilities as stated in the EEA. However, South African employers such as Transnet, to their credit, have won the battle on policy platform. The issues relating to the inclusion of PWD are well articulated in South African organisational policies, which gives a clear indication that policies cannot be the only factor responsible for under-representation of PWD at Transnet. In conclusion, the results from the qualitative analysis confirm that, the issue of legitimate discrimination poses a threat to the successful integration of PWD into Transnet's workforce.

### **9.2.2 Organisational Procedures**

The integration of PWD into Transnet workforce involves organisational procedures. Once policies are developed, it is important for any South African organisation to have procedures in place to ensure the implementation of these policies. The results from both the empirical study and literature review indicate that policies require certain procedures in order to be implemented successfully. Transnet has various policies, such as recruitment, selection, equal opportunity, health and safety and skills development. All these organisational policies

require proper procedures for effective implementation. The results from the empirical study indicate that proper procedures play a key role in eliminating conflict and providing a plan of action required to implement policies. Organisational procedures do influence the inclusion of people with disabilities within Transnet. However, the results from quantitative analysis shows that there is an urgent need to familiarise some Transnet employees with health and safety procedures.

### **9.2.3 Organisational Rewards**

An organisational reward is one of the factors which forms part of the South African organisation's environment dimension. The reward construct has been used to study the importance of organisational rewards to PWD compared to people without disabilities. The findings from the literature review acknowledge the importance of organisational rewards, in the sense that most South African organisations associate rewards with behaviour. This view is supported by Banfield and Kay (2012), who argue that rewards can in one sense represent instruments to control employee behaviour within the organisation. Furthermore, findings from the interviews confirm that Transnet management believe that all employees should be remunerated equally with no special benefits for certain group of employees. These findings have an implication for this study, given the history that PWD were excluded and such exclusion implies the exclusion from organisational rewards.

### **9.3 Other Findings**

Although the study was conducted within certain boundaries, the qualitative aspect has enabled other findings to emerge.

#### **9.3.1 Advantages and Disadvantages of Including People with Disabilities**

Integrating PWD into the workforce is about workplace transformation. Numerous advantages for including people with disabilities have been highlighted. Further to this, the findings from the empirical study confirm the literature findings that there are no disadvantages associated with the inclusion of people with disabilities. Society and the environment further disadvantages people with disabilities; for example, South African organisations create an environment that is not conducive for people with disabilities to



perform in. The results from the qualitative analysis confirm that Transnet value the contribution made by PWD. This type of mentality can influence the way South African organisations and society perceive the employment of PWD. Furthermore, the decision to include PWD is made by weighing the pros and cons, which is complicated, as most decisions to include PWD at Transnet are underpinned by attitudes, misconceptions, stereotypes and perceptions.

### **9.3.2 Type of Work**

The internal context of the organisation includes the type of work that must be performed. The findings from the empirical study indicate that another factor that influences the inclusion of PWD within Transnet is the type of work to be performed. It was found during the interviews that one of the major divisions of Transnet, that is, Transnet Freight Rail, cannot accommodate people with disabilities, due to the type of work to be performed. Further to that, PWD has not been integrated successfully because of the lack of involvement with Transnet's core business activities. This finding adds significant value as it highlights another factor which contributes to under-employment of PWD. Understandably, people with visual and hearing impairment cannot be accommodated in certain divisions. In this case, the employer is obliged to comply with workplace health and safety regulations, thus it is important to note that if the costs of inclusion outweigh the benefits, the employer is left with no option but to exclude PWD.

It must be conceded that there are situations where the type of work to be performed reinforces the exclusion of people with disabilities. The inclusion of PWD at Transnet does not mark the end of discrimination, as the type of work to be performed can further perpetuate this practice. Hence, this finding has an implication for research problems, as the type of work can influence the inclusion of PWD at Transnet.

### **9.3.3 Administrative Positions**

The belief that some organisational activities cannot be performed by PWD has hindered the successful integration of PWD into the Transnet workforce. It has emerged that some employers including Transnet practise legitimate discrimination, which has placed more pressure on employers to consider PWD for administrative positions. The findings from the

interviews confirm that the majority of PWD are employed at Transnet National Port Authority (TNPA) as administrative officers. It also emerged that a port environment is complex, and making adjustment to the work environment and machines to suit employees with special needs is a challenge. However, the adjustment of the office environment to accommodate employees with disabilities is less daunting for employers; therefore, most of the PWD become victims of legitimate discrimination. The results from the qualitative analysis also show that proper inclusion of PWD in an organisation needs systems that reinforces inclusion (the way the work or functions are arranged). This finding is significant for this research as it appraises the role that systems can play in integrating PWD into Transnet's workforce.

#### **9.3.4 Facilities for Visually and Physically Challenged Employees**

As mentioned earlier, the inclusion of PWD requires South African company management to be more sensitive towards the needs for visually and physically challenged employees. It should be noted that Transnet is one of those South African organisations deserving commendation in terms of providing facilities for challenged employees. Findings from quantitative analysis confirms that facilities for physically challenged employees at Transnet are adequate. In contrast to facilities for the physically challenged, the results from quantitative analysis reveal that facilities for visual and hearing challenged are inadequate. The inadequacy of facilities become a threat to the successful inclusion of PWD, as the organisational management can use this as a shield and weapon in addressing issues relating to disability employment. Therefore, this finding is significant for this project as it sensitises the Transnet management to the facilities required for the successful inclusion of PWD.

#### **9.4 Limitations**

The research on the study of the factors influencing the inclusion of PWD has led to the identification of following limitations, which could also limit the generalisability of the research results.

- To date no literature is available on factors influencing the inclusion of PWD in the port environment area (Transnet); the researcher had no data for comparison. Data available on studies conducted in other sectors were used in order obtain a broad picture of factors influencing PWD inclusion.

- Some respondents may have misinterpreted some of the questionnaire items while completing the questionnaires. This limitation was addressed by face-to-face interviews.
- Despite the fact that the questionnaire was piloted and respondents had an opportunity to ask for the isiZulu version of the questionnaire, the level of avoidance was extremely high. This situation was managed by assuring respondents that their responses would remain private and confidential.
- Due to the sensitivity element of the research topic, the issue of social desirability and fear of the unknown has tempered the quantitative results analysis. Thus, this situation has put Transnet respondents in a dilemma, such that they may have given responses that are believed to be more likely to please the researcher. This situation could not invalidate research as respondents were encouraged to give honest opinions about the statements.
- The study is characterised by a limited qualitative analysis. However, the findings from the qualitative analysis played a significant role, as it explored numerous issues that were not adequately addressed by the questionnaire.

## **9.5 Recommendations**

The recommendation section forms an important part of the project, because the issues relating to disability employment and integration into the Transnet workforce have been dealt with in detail. However, it is important for this project to provide the best course of action in this situation.

### **9.5.1 Recruitment**

During the recruitment phase, it is of the utmost importance for the organisation to show inclusiveness. The recruitment advertisements should cater for the needs of diverse people and be free from bias. An organisation such as Transnet should increase the recruitment pool of people with disabilities as a strategy to close the skills shortage gap and to address the high rate of unemployment amongst people with disabilities. Addressing the skills shortage and underemployment of people with disabilities is one of the national priorities of the country. However, the findings from the quantitative analysis indicate that legitimate discriminatory

practices pose a threat to the recruitment of people with disabilities. Despite the issue of legitimate discrimination, the alignment of Transnet's policies, programme and strategies to the national priorities of the country is significant in terms of addressing the inclusion of people with disabilities.

### **9.5.2 Catering for Employees with Visual and Hearing Impairment**

It is crucial for an organisation to cater for the diverse disabilities of employees. The employees with visual and hearing impairment should be supported with all the necessary equipment to enhance their performance. There should be audio and computer-assisted support. In this case, the latest technology should be included. The results from interviews indicate that the company needs a flexible organisation culture to cater for the needs of its employees, because a flexible approach in an organisation leads to innovative thinking.

### **9.5.3 Legislative Framework**

Transnet as one of the South African organisations has legislation, which supports the inclusion of PWD. However, the results from the empirical study highlight that one of the reasons for the exclusion of PWD is due to the poor implementation of legislation, which has a direct impact on the employment of PWD. Further to that, legislation often fails to protect the rights of people with disabilities in the sense that South African organisations are not monitored if they are EEA compliant. The White Paper on National Disability Strategy (1997) maintains that legislation creates barriers, preventing equal opportunities for people with disabilities. Thus, the legislation that affects the employment of PWD should be enforced and compliance should be monitored. Policy needs to be strengthened to ensure compliance with legislation.

### **9.5.4 Inclusive Environment**

A successful inclusion of people with disabilities should originate at societal level, as the education system and other facilities in the society should have an element of inclusiveness. This inclusion can then be extrapolated to workplace inclusion as the company is part of the society within which it operates and draws its workforce from, and *vice versa*. It is important to be mindful of the fact that making adjustments to the port environment is a challenge.

However, organisations are advised to adopt a holistic approach when addressing issues of inclusiveness. Furthermore, the inclusiveness of organisational environment should be extended to include organisational culture, organisational functions and systems.

## **9.6 Directions for Future Research**

This section presents future research questions which emanated from the study, which are as follows:

- The impact of a flexible organisational culture on the inclusion of people with disabilities.
- The influence of legitimate discrimination practices on the inclusion of people with disabilities within Transnet.
- Investigating the impact of organisational systems on the inclusion of people with disabilities.
- Investigating the costs of providing reasonable accommodation for people with disabilities.
- The development of strategies to involve people with disabilities in core areas of Transnet.

## **9.7 Conclusion**

This section presents an overview of the study and the conclusion to the thesis. Briefly, Chapter One expounded on the essence of the thesis. Among other issues contained in this chapter, were the background of the study, the research problem, the motivation for the study, preliminary literature reviews and a model of organisational inclusion, research objectives as well as questions, limitation and the delimitation of the study.

The focus of Chapter Two was on Transnet's documentation. It is essential to note that whilst other organisations have shown a lack of urgency towards including people with disabilities, this has not been the case at Transnet. The documents reveal Transnet's level of commitment and willingness to address issues affecting the inclusion of people with disabilities within the organisation. However, it should be mentioned that even well intended documents will not provide a solution regarding the under-representation and under-employment of people with

disabilities. Transnet needs to go beyond well-written documents by focusing on the implementation of legislation.

Chapter Three foregrounded the issues of inclusion and diversity. It emerged that the terms ‘diversity’ and ‘inclusion’ are complementary in the sense that an organisation may have a diverse workforce, but that does not necessarily imply inclusion. The focus of inclusion is on providing access to a diverse workforce within the organisation. Hence this chapter has introduced a social model which addresses issues of physical barriers within the organisation. The social model further stressed the importance of creating a disability-friendly work environment. This chapter also introduced the importance of legislation in addressing organisational access issues.

Chapter Four introduced the theoretical framework for the study. As stated earlier in this chapter, the model of organisational inclusion has been used to study factors influencing the inclusion of PWD within Transnet’s workforce. This model, consisting of the five constructs (personal norms, personal values, organisational policies, procedures and rewards), enabled the researcher to formulate research objectives and questions. However, the qualitative data gave rise to the need to modify the model to include a flexible organisational culture and system.

Chapter Five focused on the legal and policy framework at Transnet. This chapter discussed the policies that affect the inclusion of people with disabilities. As mentioned earlier, policies and procedures guide the actions of managers to achieve inclusiveness within the organisation, thus effective policies in terms of implementation are required.

Chapter Six presented the research methodology. This chapter focused on how the study was conducted and the techniques adopted for investigation, together with the research objectives. The chapter further provided an explanation on the research design and sampling techniques and their relevance and significance to the study. Questionnaires with embedded checklists and interviews were employed to collect both quantitative and qualitative data. This section also showed the type of statistics to be employed in the study.

Chapter Seven reported the findings of the study. As pointed out earlier, descriptive and inferential statistics were used. The descriptive statistics played an essential role in analysing demographic data, whereas inferential statistics were used to determine the values. The mean for all the constructs were above 3, which was interpreted to show a significant agreement among Transnet's respondents that norms, values, policies, rewards and procedures influenced the inclusion of people with disabilities within Transnet. Furthermore, the one-sample statistics have shown similar results as the  $p$  value for all the construct is ( $p < .0005$ ). The qualitative data added a significant value to the study because of the new themes that emerged.

Chapter Eight focused on the interpretation of findings for this project. This chapter compared quantitative and qualitative analyses; these findings were also linked to the literature review. As mentioned earlier in this chapter, some findings from the empirical study confirm the literature findings. Further to that, the empirical study acknowledges the fact that each construct of the model of organisational inclusion can play an influential role in addressing issues of PWD inclusion at Transnet. However, this chapter has set out the contribution to the study by presenting an extended model of organisational inclusion. The themes that emerged from the qualitative data analysis have led to the development of an extended model of organisational inclusion. The new model introduced new constructs (organisational functions, flexible organisational culture and systems) as enablers for successful inclusion of PWD at Transnet. Furthermore, this chapter also highlights the fact that this study also made a significant contribution at methodological level, because the study deemed it necessary to use three data collection instruments *viz* the questionnaire, checklist and face-to-face interviews.

Chapter Nine presented the findings of the key research questions, as well as the recommendations, limitations and directions for future research concerning the objectives of this study. The model of organisational inclusion was used as the theoretical lens for the study as it seems to be relevant to studying the factors influencing the inclusion of people with disabilities within Transnet. The findings from the empirical study highlighted the inclusion of people with disabilities and includes the type of work to be performed, the organisational culture, organisational systems and legitimate discrimination.

In conclusion, the study achieved its stated objectives, which is to understand, describe and explore factors influencing the inclusion of PWD at Transnet. Although Transnet has contributed substantially in terms of providing employment opportunities to PWD, it is hoped that this study will provide Transnet with the opportunity to also change global views, as the issues affecting the inclusion of PWD within South African organisations are not only local, but global in nature.



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## **APPENDICES**

## Annexure 1



20 July 2015

Mr Zwelakhe Cebisa (9402101)  
School of Management, IT and Governance  
Westville Campus

Dear Mr Cebisa,

**Protocol reference number : HSS/0304/015D**

**Project title:** Accommodation of people with disabilities within Transnet's workforce in KwaZulu-Natal

### Full Approval – Committee Reviewed Protocol / Amendment Application

With regards to your response received on 13 July 2015 to our letter of 11 May 2015 and to the request for an amendment, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

#### Amendment:

- Change in Research Methodology

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach/Methods must be reviewed and approved through an amendment /modification prior to its implementation. Please quote the above reference number for all queries relating to this study.

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.

Best wishes for the successful completion of your research protocol.

Yours faithfully

  
.....  
Dr Shenuka Singh (Chair)  
Humanities & Social Sciences Research Ethics Committee

/ms

cc Supervisor: Dr Given Mutinta & Prof B McArthur  
cc Academic Leader Research: Professor B McArthur  
cc School Administrator: Ms Angela Pearce

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Humanities & Social Sciences Research Ethics Committee

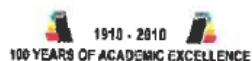
Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

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Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)



Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville



## Annexure 2



June 02, 2014

Mr T. Ntshingila  
Senior Manager  
Transnet National Ports Authority  
P.O. Box 1027  
DURBAN  
4000

Mr T. Ntshingila

### PERMISSION TO CONDUCT RESEARCH AS PART OF THE PhD QUALIFICATION

It is a requirement of our PhD qualification that the student completes a dissertation/thesis based on research in a specific field of study. In this way students are given the opportunity to creatively link and discuss the theoretical aspects of the programme to the practical issues facing organisations in real life settings. Typically a dissertation/thesis necessitates data gathering and the student is using questionnaires and planning on conducting interviews with management officials.

Student name: **Zwelakhe Erick Cebisa (Student No. 9402101)** has chosen to do a research project entitled:  
**Accommodation of people with disabilities within Transnet's workforce in KwaZulu-Natal.**

Your assistance in permitting access to your organization for purposes of this research is most appreciated. Please be assured that all information gained from the research will be treated with the utmost confidentiality. Furthermore, should you wish any result/s or findings from the research "to be restricted" for an agreed period of time, this can be arranged. The confidentiality of information and anonymity of personnel will be strictly adhered to by the student.

I am available at any stage to answer any queries and/or to discuss any aspect of this research project.

If permission is granted, please sign the attached form.

Thank you for your assistance in this regard.

Kind regards,

**Dr. Ziska Fields**

Academic Leader and Lecturer: Management and Entrepreneurship  
School of Management, IT and Governance  
College of Law and Management Studies  
University of KwaZulu-Natal  
M Block, Room M1-205, University Road, Westville Campus  
Cell : +27 84 434 3297  
Email : Fields@ukzn.ac.za

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School of Management, IT & Governance



Gatekeeper's Consent

I Moshe Mlotshi in my capacity as Port Manager hereby give permission to **Student name:**  
Zwelakhe Erick Cebisa (**Student No. 9402101**) to conduct research in my organization.

The student MAY/MAY NOT (delete whichever is not applicable) use the name of the organisation in the dissertation.

Name of Manager/Owner: Moshe Mlotshi

Signature of Manager/Owner: [Signature]

Date: 04/03/2015



**Annexure: 3**

**UNIVERSITY OF KWAZULU-NATAL  
SCHOOL OF MANAGEMENT, IT AND GOVERNANCE**

Dear Respondent,

**Doctor of Management (PhD Research Project)**

**HSSREC RO:** Ms P Ximba (031 260 3587) Email:ximbap@ukzn.ac.za

**Researcher:** Zwelakhe Erick Cebisa (Cell: 0835508421)  
(031 3358130)

**Supervisor:** Dr Given Mutinta (031 260 8854)

**Co-Supervisor:** Prof. Brian McArthur (031 2605605)

I am Zwelakhe Erick Cebisa, a PhD Management student at the **SCHOOL OF MANAGEMENT, IT AND GOVERNANCE**, at the University of KwaZulu-Natal. You are invited to participate in a research project titled **ACCOMMODATION OF PEOPLE WITH DISABILITIES WITHIN THE TRANSNET WORKFORCE IN KWAZULU-NATAL**. The aim of this study is to ESTABLISH THE factors that influence Transnet's inclusion of people with disabilities.

Through your participation, I hope to understand and DISCOVER factors influencing THE inclusion of people with disabilities within THE port environment. The results of the survey are intended to contribute to THE understanding OF accommodating people with disabilities within THE port environment.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the **SCHOOL OF MANAGEMENT, IT AND GOVERNANCE**, University of KwaZulu-Natal.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the CONTACT numbers listed above.

The survey should take you about fourty minutes to complete. I hope you will take the time to complete this survey.

Sincerely,

Investigator's signature \_\_\_\_\_ Date \_\_\_\_\_

**PLEASE TURN OVER**

**Annexure: 4**

**CONSENT FORM**

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

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

I agree to have the interview recorded:

YES	
NO	

**SIGNATURE OF PARTICIPANT .....DATE.....**

**Annexure: 5**

**WELCOMING REMARKS BY RESEARCHER**

I will first greet the respondents and introduce myself and then invite them to do the same.

**PURPOSE OF THE INTERVIEW (MODERATOR)**

I will inform the respondents that all issues to be discussed are of great importance in developing an understanding into factors influencing the inclusion of people with disabilities within Transnet in KwaZulu-Natal. The respondents s will be informed about the duration of the interview which is forty minutes.

I will encourage the respondents to feel free to express their views. Respondents will be reminded that there are no right or wrong answers hence their views are important. I will make it clear that this research is aimed at eliciting more information that would contribute to the understanding of factors influencing the inclusion of people with disabilities within the Transnet workforce and this information will be treated as confidential at all times. Respondents will be informed that they are entitled to their opinions. All respondents will be informed about the expected duration of the interview and a request will be made to record the interview.

## **Interview**

I will begin by posing general questions on the factors regarding the inclusion of people with disabilities within the Transnet workforce in KwaZulu-Natal, then move on to more specific questions as stipulated below:

1. What are the personal values that influence Transnet's inclusion of people with disabilities?
2. How do personal norms influence Transnet's inclusion of people with disabilities?
3. To what extent do organizational policies influence Transnet's inclusion of people with disabilities?
4. How do organizational procedures influence Transnet's inclusion of people with disabilities?
5. To what degree do organizational rewards influence Transnet's inclusion of people with disabilities?

## **CLOSING REMARKS**

I will offer an opportunity for any final comments respondents would like to make.

Thank you very much for your participation. Are there any final comments anyone would to make? The information you provide will help me write my thesis to contribute to a better understanding of factors influencing the inclusion of people with disabilities within the port environment.

**Annexure: 6**

**DECLARATION LETTER**

This is to declare that I, Zwelakhe Cebisa will ensure that the respondent's privacy is respected and protected. I will not use the respondent's name in any of the information received from this study or in any of the research reports. Any information received in the study will be recorded with a code number that will be secured. When the study is completed, the key that shows which code number goes with your name will be destroyed. Respondents have the right to withdraw from the study at any time without any negative consequences.

I also confirm that respondents have the right to withdraw from the study at any time without any negative consequences.

Researcher's Signature:.....

Date: .....

**Annexure: 7**

**QUESTIONNAIRES, CHECKLIST AND INTERVIEW SCHEDULE**

**SECTION A: BIOGRAPHICAL DATA**

**Please mark with an X, ONE option per question below in the space provided.**

Race group

Black	Coloured	White	Indian	Other Specify

1. Age

20-29 years	30-39 years	40-49 years	50-59 years	Over 59 years

3. Gender

Male	Female

4. Disability status

Disabled	
Not disabled	

5 Type of disability (Please respond to all disabilities)

Disability	YES	NO
5.1 Physically challenged		
5.2 Visually challenged		
5.3 Hearing impaired		
5.4 Other (Specify): _____		

6. What is your marital status?

Single	
Married	
Divorced	
Widowed	

7. Please specify your highest formal Qualification?

No formal qualification	Matric	Diploma	Degree	Honours Degree	Masters/ Doctorate

8. Position

Junior Staff	
Supervisor/Foreman	
Manager	
Senior manager	
Other: Please specify _____	



9. How many years have you worked for this company?

Less than 1 year	1–5 years	6–10 years	11–15 years	16–20 years	21–25 years	More than 25 years

10. How long have you held your current position?

Less than 1 year	1–5 years	6–10 years	11–15 years	16–20 years	More than 20 years

**SECTION B: INFLUENCE OF PERSONAL NORMS ON THE INCLUSION OF PEOPLE WITH DISABILITIES.**

Please rate the extent to which you agree with each statement below.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. The inclusion of people with disabilities within Transnet is regarded as something that is normal and acceptable					
2. Inclusion of people with different forms of disabilities is likely to create more challenges for the employers					
3. Inclusion of people with disabilities is expensive in terms of providing facilities					
4. Employees with disabilities need more attention and help from employees without disabilities					
5. Inclusion of people with disabilities is expensive in terms of time spent on assisting them					

**SECTION C: INFLUENCE OF PERSONAL VALUES ON THE INCLUSION OF PEOPLE WITH DISABILITIES.**

Please rate the extent to which you agree with each statement below

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. I believe in employing people with disabilities					
2. I value the contribution made by employees with disabilities					
3. I believe that inclusion of people with disabilities is the result of the employer's positive attitudes towards them.					
4. I believe that people with disabilities are capable of contributing to the success of the company.					
5. I believe that employers treat employees with disabilities with dignity.					
6. I believe that employers pay special attention to the needs of employees with disabilities.					
7. I believe that a specific person should be available to assist employees with					

disabilities.					
8. I believe that the company should offer formal diversity training as a way of accommodating employees with disabilities.					
9. I believe that each company should have a mobility instructor.					
10. I believe that the company encourages people with disabilities to participate in decision-making.					

**SECTION D: INFLUENCE OF ORGANISATIONAL POLICIES ON THE INCLUSION OF PEOPLE WITH DISABILITIES.**

Please rate the extent to which you agree with each statement below

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. The company has human resource policies, which make inclusion of people with disabilities possible.					
2. Recruitment policies favour employment of people with disabilities.					
3. People with disabilities have access to internal advertisement.					
4. People with disabilities are encouraged to apply.					
5. The company is an equal opportunity employer in that people with disabilities are not excluded.					
6. Transnet recruits from designated /marginalized groups					
7. Company recruitment is based on merit.					

**SECTION E: INFLUENCE OF ORGANISATIONAL PROCEDURES ON THE INCLUSION OF PEOPLE WITH DISABILITIES.**

Please rate the extent to which you agree with each statement below

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1. Recruitment processes take into account the needs of people with disabilities.					
2. There is a special orientation program for people with disabilities.					
2. There is a special leave for people with disabilities.					
3. Transnet ensures that health and safety mechanisms are adequate to minimize risk for people with disabilities.					
5. There is special fire evacuation training for employees with disabilities.					
6. There are special opportunities for people with disabilities to present grievances.					
7. There are training and development programs designed to assist people with disabilities develop their full potential.					

**SECTION G: Check list of facilities for people with disabilities**

Indicate the adequacy (from 1 to 5) of the following facilities to accommodate people with disabilities at Transnet, where **1 = inadequate and 5 = adequate**

<b>Facilities for people with disabilities</b>	<b>Rating 1 to 5</b>
<b>Physically challenged</b>	
1. Parking facilities designed for people with disabilities.	
2. Ramps to accommodate people with disabilities.	
3. Lifts in all buildings.	
4. Desks specifically designed for employees with disabilities.	
5. Doors big enough to accommodate people with disabilities	
6. Bathrooms to accommodate people with disabilities	
7. Work environment to accommodate employees on Wheel chairs.	
<b>Visually challenged</b>	
1. Mobility instructors available for visually challenged employees	
2. Braille printer available for visually challenged employees.	
3. Jaws program available to assist employees with disabilities.	
4. Screen readers DVD's available for visually challenged employees.	
<b>Hearing impaired</b>	
1. Assistive devices to assist employees with hearing problem.	

## Interview Schedule

**Project Title: THE ACCOMMODATION OF PEOPLE WITH DISABILITIES  
WITHIN TRANSNET'S WORKFORCE IN KWAZULU-NATAL.**

### 4. Race group

Black	Coloured	White	Indian	Other - Specify

### 5. Age

20-29 years	30-39 years	40-49 years	50-59 years	Over 59 years

### 3. Gender

Male	Female

### 3. Please specify your highest formal Qualification

No formal qualification	Matric	Diploma	Degree	Honours Degree	Masters/ Doctorate



4. Position

Supervisor/Foreman	
Manager	
Senior manager	

1. How do personal norms influence Transnet's inclusion of people with disabilities?

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.....

2. How do personal values influence Transnet's inclusion of people with disabilities?

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.....  
.....

3. To what extent do organisational policies influence Transnet's inclusion of people with disabilities?

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.....  
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4. How do organisational procedures influence Transnet's inclusion of people with disabilities?

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5. To what degree do organizational rewards influence Transnet's inclusion of people with disabilities?

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6. Does a cost hinder the inclusion of people with disabilities within Transnet? Yes/No.  
Please substantiate.

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7. Does the type of task to be performed influence the inclusion of people with disabilities?

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8. Does the attitude of the employer towards employee with disabilities influence the  
inclusion of people with disabilities?

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### Annexure 8: One-Sample Statistics for Personal Norms

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
B1 The inclusion of people with disabilities within Transnet is regarded as something that is normal and acceptable	30.345	339	.000	.991	.93	1.06
B2 Inclusion of people with different forms of disabilities is likely to create more challenges for the employers	17.302	339	.000	.735	.65	.82
B3 Inclusion of people with disabilities is expensive in terms of providing facilities	15.161	329	.000	.682	.59	.77
B4 Employees with disabilities need more attention and help from employees without disabilities	16.237	339	.000	.715	.63	.80
B5 Inclusion of people with disabilities is expensive in terms of time spent on assisting them	13.151	339	.000	.626	.53	.72

### Annexure 9: One-Sample Statistics for Personal Values

	N	Mean		
C1 I believe in employing people with disabilities	337	4.21		
C2 I value the contribution made by employees with disabilities	339	4.22		
C3 I believe that inclusion of people with disabilities is the result of the employer's positive attitudes towards them.	336	4.11		
C4 I believe that people with disabilities are capable of contributing to the success of the company.	338	4.14		
C5 I believe that employers treat employees with disabilities with dignity.	336	4.10		
C6 I believe that employers pay special attention to the needs of employees with disabilities.	337	4.03		
C7 I believe that a specific person should be available to assist employees with disabilities.	334	3.98		
C8 I believe that the company should offer formal diversity training as a way of accommodating employees with disabilities	335	3.98		
C9 I believe that each company should have a mobility instructor.	334	3.97		

### Annexure 10: One-Sample Test for Personal Values

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
C1 I believe in employing people with disabilities	34.918	336	.000	1.208	1.14	1.28
C2 I value the contribution made by employees with disabilities	36.761	338	.000	1.218	1.15	1.28
C3 I believe that inclusion of people with disabilities is the result of the employer's positive attitudes towards them.	31.603	335	.000	1.107	1.04	1.18
C4 I believe that people with disabilities are capable of contributing to the success of the company.	34.717	337	.000	1.145	1.08	1.21
C5 I believe that employers treat employees with disabilities with dignity.	32.571	335	.000	1.104	1.04	1.17
C6 I believe that employers pay special attention to the needs of employees with disabilities.	26.439	336	.000	1.027	.95	1.10
C7 I believe that a specific person should be available to assist employees with disabilities.	22.825	333	.000	.982	.90	1.07
C8 I believe that the company should offer formal diversity training as a way of accommodating employees with disabilities.	27.013	334	.000	.982	.91	1.05
C9 I believe that each company should have a mobility instructor.	26.607	333	.000	.973	.90	1.04
C10 I believe that the company encourages people with disabilities to participate in decision-making.	31.426	333	.000	1.123	1.05	1.19

### Annexure 11: One-Sample Statistics for Policies

	N	Mean	Std. Deviation	Std. Error Mean
D1 The company has human resource policies which make inclusion of people with disabilities possible.	338	3.96	.617	.034
D2 Recruitment policies favour employment of people with disabilities.	339	3.84	.678	.037
D3 People with disabilities have access to internal advertisement.	336	3.82	.654	.036
D4 People with disabilities are encouraged to apply.	336	3.85	.641	.035
D5 The company is an equal opportunity employer such that people with disabilities are not excluded.	337	3.76	.722	.039
D6 Transnet recruits from designated /marginalized groups	337	3.66	.659	.036
D7 Company recruitment is based on merit.	337	3.68	.685	.037

## Annexure 12: One-Sample Test for Policies

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
D1 The company has human resource policies which make inclusion of people with disabilities possible.	28.628	337	.000	.962	.90	1.03
D2 Recruitment policies favour employment of people with disabilities.	22.829	338	.000	.841	.77	.91
D3 People with disabilities have access to internal advertisement.	23.023	335	.000	.821	.75	.89
D4 People with disabilities are encouraged to apply.	24.408	335	.000	.854	.79	.92
D5 The company is an equal opportunity employer such that people with disabilities are not excluded.	19.398	336	.000	.763	.69	.84
D6 Transnet recruits from designated /marginalized groups	18.361	336	.000	.659	.59	.73
D7 Company recruitment is based on merit.	18.126	336	.000	.677	.60	.75

### Annexure 13: One-Sample Statistics for Organisational Procedures

	N	Mean	Std. Deviation	Std. Error Mean
E1 Recruitment processes take into account the needs of people with disabilities.	337	3.80	.684	.037
E2 There is a special orientation program for people with disabilities.	338	3.63	.716	.039
E3 There is a special leave for people with disabilities.	339	3.68	.742	.040
E4 Transnet ensures that health and safety mechanisms are adequate to minimize risk for people with disabilities.	338	3.77	.632	.034
E5 There is special fire evacuation training for employees with disabilities.	339	3.60	.695	.038
E6 There are special opportunities for people with disabilities to present grievances.	338	3.52	.727	.040
E7 There are training and development programs designed to assist people with disabilities develop their full potential.	338	3.71	.800	.044



### Annexure 14: One-Sample Test for Organisational Procedures

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
E1 Recruitment processes take into account the needs of people with disabilities.	21.591	336	.000	.804	.73	.88
E2 There is a special orientation program for people with disabilities.	16.181	337	.000	.630	.55	.71
E3 There is a special leave for people with disabilities.	16.753	338	.000	.676	.60	.75
E4 Transnet ensures that health and safety mechanisms are adequate to minimize risk for people with disabilities.	22.297	337	.000	.766	.70	.83
E5 There is special fire evacuation training for employees with disabilities.	15.943	338	.000	.602	.53	.68
E6 There are special opportunities for people with disabilities to present grievances.	13.236	337	.000	.524	.45	.60
E7 There are training and development programs designed to assist people with disabilities develop their full potential.	16.321	337	.000	.710	.62	.80

### Annexure 15: One-Sample Statistics for Organisational Rewards

	N	Mean	Std. Deviation	Std. Error Mean
F1 Special career opportunities and promotion are more important to people with disabilities compared to people without d	335	3.63	1.047	.057
F2 Long term incentives are more of an encouragement to remain with a company for employees with disabilities compared to	336	3.54	1.042	.057
F3 Profit sharing rewards make employees with disabilities feel more included than they make employees without disabilities	335	3.46	1.051	.057
F4 Bonuses are more important to employees with disabilities compared to employees without disabilities.	337	3.38	1.133	.062
F5 Additional paid time off is a more important reward for people with disabilities compared to people without disabilities	337	3.46	1.115	.061

### Annexure 16: One-Sample Test for Organisational Rewards

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
F1 Special career opportunities and promotion are more important to people with disabilities compared to people without d	10.955	334	.000	.627	.51	.74
F2 Long term incentives are more of an encouragement to remain with a company for employees with disabilities compared to	9.479	335	.000	.539	.43	.65
F3 Profit sharing rewards make employees with disabilities feel more included than they make employees without disabilities	7.952	334	.000	.457	.34	.57
F4 Bonuses are more important to employees with disabilities compared to employees without disabilities.	6.107	336	.000	.377	.26	.50
F5 Additional paid time off is a more important reward for people with disabilities compared to people without disabilities	7.573	336	.000	.460	.34	.58

**Annexure 17: One-Sample Test for Physical Facilities**

	Test Value = 3					
					95% Confidence Interval of the Difference	
	T	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
GP1 Parking facilities designed for people with disabilities.	22.891	323	.000	1.179	1.08	1.28
GP2 Ramps to accommodate people with disabilities.	23.170	324	.000	1.111	1.02	1.21
GP3 Lifts in all buildings.	18.323	325	.000	.966	.86	1.07
GP4 Desks specifically designed for employees with disabilities.	17.990	325	.000	.923	.82	1.02
GP5 Doors big enough to accommodate people with disabilities	20.856	324	.000	1.086	.98	1.19
GP6 Bathrooms to accommodate people with disabilities	13.792	323	.000	.781	.67	.89
GP7 Work environment to accommodate employees on Wheel chairs.	14.751	322	.000	.842	.73	.95

**Annexure 18: One-Sample Test for Visual and Hearing Disabilities**

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
GV1 Mobility instructors available for visually challenged employees	-5.658	324	.000	-.314	-.42	-.20
GV2 Braille printer available for visually challenged employees.	-8.074	322	.000	-.452	-.56	-.34
GV3 Jaws program available to assist employees with disabilities.	-9.225	322	.000	-.520	-.63	-.41
GV4 Screen readers DVD's available for visually challenged employees.	-11.406	322	.000	-.653	-.77	-.54
GH1 Assistive devices to assist employees with hearing problem.	-13.993	319	.000	-.828	-.94	-.71

### Annexure 19: One-Sample Statistics for Composite Measures

Constructs	N	Mean	Std. Deviation	Std. Error Mean
norms	340	3.6870	.71035	.03852
values	339	4.0859	.52749	.02865
policies	339	3.7962	.50930	.02766
rewards	337	3.4892	1.00632	.05482
PFacilities	326	3.9830	.77857	.04312
VHFacilities	325	2.4445	.91092	.05053
PROCEDURES	339	3.6719	.51900	.02819

### Annexure 20: Statistics for Disability Status

	Disability status	N	Mean	Std. Deviation	Std. Error Mean
norms	Disabled	58	3.5991	.62992	.08271
	Not disabled	273	3.7137	.72710	.04401
values	Disabled	58	4.0052	.45438	.05966
	Not disabled	272	4.0990	.54320	.03294
policies	Disabled	58	3.8276	.45472	.05971
	Not disabled	272	3.7944	.51661	.03132
rewards	Disabled	58	3.8724	.54894	.07208
	Not disabled	270	3.4091	1.06900	.06506
PROCEDURES	Disabled	58	3.7857	.46291	.06078
	Not disabled	272	3.6530	.53248	.03229
PFacilities	Disabled	58	3.8177	.49905	.06553
	Not disabled	259	4.0177	.82253	.05111
VHFacilities	Disabled	58	2.3517	.68601	.09008
	Not disabled	258	2.4684	.95918	.05972

## Annexure 21: Group Statistics for Gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean
norms	Male	217	3.7350	.75158	.05102
	Female	121	3.5957	.62728	.05703
values	Male	216	4.1164	.57379	.03904
	Female	121	4.0264	.42538	.03867
policies	Male	216	3.8045	.52423	.03567
	Female	121	3.7816	.48763	.04433
rewards	Male	214	3.3299	1.12176	.07668
	Female	121	3.7657	.69089	.06281
PROCEDURES	Male	216	3.6541	.53776	.03659
	Female	121	3.7005	.48812	.04437
PFacilities	Male	204	3.9620	.87281	.06111
	Female	120	4.0244	.58935	.05380
VHFacilities	Male	203	2.2783	.84772	.05950

## Annexure 22: Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
								95% Confidence Interval of the Difference		
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
norms	Equal variances assumed	.348	.556	-1.114	329	.266	-.11454	.10283	-.31682	.08775
	Equal variances not assumed			-1.223	92.287	.225	-.11454	.09369	-.30061	.07153
values	Equal variances assumed	2.496	.115	-1.227	328	.221	-.09384	.07649	-.24431	.05662
	Equal variances not assumed			-1.377	95.175	.172	-.09384	.06815	-.22913	.04145
policies	Equal variances assumed	1.942	.164	.454	328	.650	.03322	.07324	-.11086	.17730
	Equal variances not assumed			.493	91.240	.623	.03322	.06743	-.10071	.16715
rewards	Equal variances assumed	27.129	.000	3.209	326	.001	.46334	.14441	.17925	.74743
	Equal variances not assumed			4.772	164.558	.000	.46334	.09710	.27162	.65506
Procedur e	Equal variances assumed	2.175	.141	1.761	328	.079	.13270	.07536	-.01555	.28095
	Equal variances not assumed			1.928	92.158	.057	.13270	.06883	-.00399	.26939
PFacilitie s	Equal variances assumed	6.290	.013	-1.779	315	.076	-.20001	.11245	-.42125	.02123
	Equal variances not assumed			-2.407	136.301	.017	-.20001	.08310	-.36435	-.03567
VHFaciliti es	Equal variances assumed	12.038	.001	-.877	314	.381	-.11669	.13306	-.37849	.14512



### Annexure 23: Robust Tests of Equality of Means

		Statistic <sup>a</sup>	df1	df2	Sig.
norms	Welch	.620	2	105.686	.540
values	Welch	3.174	2	106.906	.046
policies	Welch	21.847	2	113.475	.000
rewards	Welch	35.068	2	106.222	.000
PFacilities	Welch	8.577	2	94.081	.000
VHFacilities	Welch	64.350	2	118.947	.000
PROCEDURES	Welch	12.419	2	120.466	.000

**Annexure 24: Analysis by age**

		N	Mean	Std. Deviation
norms	20 - 29 years	94	3.5984	.78905
	30 -39 years	121	3.6570	.70794
	40 - 49 years	87	3.6820	.63915
	50 - 59 years	25	4.0800	.44907
	60+ years	10	3.8750	.80147
	Total	337	3.6850	.70891
values	20 - 29 years	94	4.0957	.62423
	30 -39 years	120	4.1135	.50048
	40 - 49 years	87	4.0494	.41620
	50 - 59 years	25	4.1247	.47385
	60+ years	10	3.9200	.88794
	Total	336	4.0870	.52959
policies	20 - 29 years	94	3.7505	.54526
	30 -39 years	120	3.7863	.47621
	40 - 49 years	87	3.8177	.47863
	50 - 59 years	25	3.9552	.52706
	60+ years	10	3.8000	.79739
	Total	336	3.7974	.51138
rewards	20 - 29 years	94	3.4106	1.03876
	30 -39 years	119	3.4235	1.05579
	40 - 49 years	86	3.5657	.90216
	50 - 59 years	25	3.6800	.91652
	60+ years	10	3.7200	1.28651
	Total	334	3.4846	1.00920
PROCEDURES	20 - 29 years	94	3.6960	.50420
	30 -39 years	120	3.6769	.56717
	40 - 49 years	87	3.5900	.42588
	50 - 59 years	25	3.8480	.56998
	60+ years	10	3.5429	.62015
	Total	336	3.6685	.51935

## Annexure 25: Types of Disabilities at Transnet

No	Disability Type	Short Description	Needs	Training resources requires
1.	Double Amputee-arm	A person who has had one or more limbs removed by amputation	Consideration of a special need "IF" required	None
2.	Double Amputee-hand	A person who has had one or more limbs removed by amputation	Consideration of a special need "IF" required	None
3.	Double Amputee-leg	A person who has had one or more limbs removed by amputation	Accessible building	Lift
4.	Double Amputee-foot	A person who has had one or more limbs removed by amputation	Accessible building	Lift
5.	Single amputee –arm	A person who has had one or more limbs removed by amputation	Consideration of a special need "IF" required	None
6.	Single amputee – hand	A person who has had one or more limbs removed by amputation	Consideration of a special need "IF" required	None
7.	Single amputee –leg	A person who has had one or more limbs removed by amputation	Accessible building	Lift
8.	Single amputee –foot	A person who has had one or more limbs removed by amputation	Accessible building	Lift
9.	Asperger syndrome	An spectrum disorder (ASD)that is characterised by the significance difficulties in social interaction, alongside restricted and repetitive patterns of behaviour and interest	Consideration of a special need "IF" required	None

10.	Epilepsy	Epilepsy is a neurological condition , which affects the nervous system	Consideration of a special need “IF” required	None
11.	Dyslexia	Dyslexia is a learning disorder characterised by problems in processing words into meaningful information. This most strong reflected in difficulty in learning to read	Consideration of a special need “IF” required	None
12.	Dwarfism	Dwarfism is short stature that results from a genetic or medical condition	Accessible building , adjustable chair, Consideration of a special need “IF” required	Lift
13.	Down Syndrome	Down syndrome is a congenital disorder in which a person is born with three copies of chromosome 21(trisomy 21). Clinical features include mild to severe mental retardation , slanting eyes , a broad short skull , broad hands and short fingers	Patient , special attention , use plain language, Consideration of a special need “IF” required	None
14.	Total hearing loss	Total hearing loss is the impairment of the ability to apprehend sound	Intervener, professional supports, quieter area (reduce background noise) teletypewriters. (TTY)	Hearing loop, teletypewriters, sign language, interpretation
15.	Partial hearing loss	Partial hearing loss is any degree of impairment of the ability to apprehend sound	Intervener, professional supports, quieter area (reduce background noise) teletypewriters. (TTY)	Hearing loop, teletypewriters, sign language, interpretation
16.	Ringin g in the ears	Tinnitus is hearing ringing, buzzing, or other sound without an external cause. Patients may experience tinnitus in	Intervener, professional supports, quieter area (reduce background noise) teletypewriters. (TTY)	Hearing loop, teletypewriters, sign language, interpretation

		one or both ears or in the head.		
17.	Urethritis	Inflammation of joints , usually accompanied by pain , swelling and stiffness , and resulting from infection , trauma , degenerative changes , metabolic disturbance , or other causes	Accessible building	Lift
18.	Rheumatoid	Rheumatoid arthritis is a systematic inflammatory disease which manifests itself in multiple joints of the body	Accessible building	Lift
19.	osteoarthritis	Osteoarthritis (OA), which is known as osteoarthrosis or degenerative joint disease (DJD) , is a progressive disorder of the joints caused by gradual loss of cartilage and resulting in the development of bony spurs and cysts at the margins of the joints	Consideration of a special need “IF” required	None
20.	Cerebral palsy	Cerebral palsy (CP)is the term used for a group of non-progressive disorders of movement and posture caused by abnormal development of , or damage to , moto control centres of the brain	Patient, communication board, assistive device	None
21.	Multiple sclerosis	Multiple sclerosis(MS)is a chronic autoimmune disorder affecting movement sensation , and bodily functioning , it is caused by destruction of the myelin in insulation covering nerve fibres	Consideration of a special need “IF” required	None

		(neurons)in the central nervous system ( brain and spinal cord)		
22.	Muscular Dystrophy	Muscular dystrophy is the name for a group of inherited disorder in which strength and muscle bulk gradually decline	Consideration of a special need “IF” required	None
23.	Paralysis	Paralysis is defined as complete loss of strength in an affected limb or muscle group	Professional helper	Lift
24.	Parkinson disease	Parkinson disease (PD) is a progressive movement disorder marked by tremors, rigidity, slow movements (Bradykinesia), and posture instability.it occurs when cells in one of the movement-control centres of the brain begin to die for unknown reasons.	Consideration of a special need (lift) “IF” required	Lift
25.	Stroke	A stroke is the sudden death of brain cells in a localised area due to inadequate blood flow	Consideration of a special need (lift) “IF” required	Lift
26.	Wheelchair Bound	Inability to walk through injury , illness etc and relying on a wheelchair to move around	Accessible building	Lift
27.	Traumatic Brain Injury	Traumatic brain injury occurs when an external mechanical force causes brain dysfunctional	Consideration of a special need “IF” required	None
28.	Alzheimer’s disease	Alzheimer’s disease is a progressive disease that destroys memory and other important mental functions. It’s the	Consideration of a special need “IF” required	None

		most common cause of dementia- a group of brain disorders that results in the loss of intellectual and social skills. These changes are severe enough to interfere with day- to day life.		
29.	anxiety disorder	The anxiety disorder , are group of mental disturbances characterised by anxiety as a central or core symptom	Consideration of a special need “IF” required	None
30.	Bipolar disorder	Bipolar disorder, formerly known as manic depression, is a mood disorder that causes radical emotional changes and mood swings, from manic , restless highs to depression listless lows . most bipolar individuals experience alternating episodes of mania and depression.	Consideration of a special need “IF” required	None
31.	Depression	A state of being depressed marked especially by sadness, inactivity , difficulty with thinking and concentration, a significant increase or decrease in appetite and time spent sleeping , feeling dejection and hopelessness, and sometimes suicidal thoughts or an attempt to commit suicide	Consideration of a special need “IF” required	None
32.	Learning Disability	Any of various cognitive , neurological , or psychological disorder that impede the ability to learn , especially one that interferes with the ability to learn	Patient, need special attention	None

		mathematics or develop language skills		
33.	Memory loss	Memory loss (amnesia) is unusual forgetfulness. You may not be able to remember new events, recall one or more memories of the past , or both	Consideration of a special need “IF” required	None
34.	ObsCompulsive Disorder	A psychoneurotic disorder in which the patient is beset with obsession or compulsions or both and suffers extreme anxiety or depression through failure to think the obsessive thoughts or perform the compelling acts	Consideration of a special need “IF” required	None