ROLE OF CORPORATE CULTURE IN CREATING AND REINFORCING OBSTACLES FOR PERSONS WITH DISABILITIES

By

Mahnoor Shafique

Fall 2019-MS HRM 00000319360-NBS

Supervisor

Dr. Asfia Obaid

Department of Human Resources Management

A thesis submitted in partial fulfillment of the requirements for the degree of

MS Human Resources Management (MS HRM)

In

NUST Business School (NBS)

National University of Sciences and Technology (NUST)

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It is certified that final copy of **MS HRM** thesis written by **Ms. Mahnoor Shafique** Registration No. **00000319360** of **2019** has been vetted by undersigned, found complete in all aspects as per NUST Statutes/Regulations/MS Policy, is free of plagiarism, errors, and mistakes and is accepted as fulfillment lor award of MS degree. It is further certified that necessary amendments as pointed out by GEC members s and foreign/local evaluators of the scholar have also been incorporated in the said thesis.

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Declaration

I hereby state that no portion of the work referred to in this dissertation has been submitted in support of an application for another degree or qualification of this or any other University or other institute of learning.

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Abstract

This research explains the issues faced by persons with disabilities in their employment due to corporate culture, and strategies adopted by organization to eliminate those barriers. Moreover, perceptions of PwDs about their inclusion in workplace are also discussed in this study. Target population of this study are disabled employees working in telecommunication company of Pakistan. 14 semi-structured interviews are conducted from PwDs, and 8 from line managers. Prior literature shows that less work has been done on inclusion of PwDs in context of corporate culture in Pakistan. This gap is filled by this research. In addition to this, this research will help policy makers to be more PwD inclusive.

Key Words: Persons with disabilities, workplace obstacles, organizational   strategies, PwD inclusion, perception of PwD

Role of Corporate Culture in Creating and Reinforcing Obstacles for Persons with Disabilities

Chapter# 1

1. Introduction

Awareness regarding disability is increasing globally. United Nations Convention on the Rights of Persons with Disabilities[1] emphasizes that there is a need to curb all forms of discrimination against disabled citizens to allow their full participation. There are numerous challenges that Person(s) with disabilities (PwD) experience in their struggle to acquire and sustain employment. It is evident from United Nations International estimates that 15% of global population is disabled, and 80% of them live in developing states. British Council published a report in 2014 "Moving from the Margins"[2], which states that there are approximately 27 million disabled citizens in Pakistan.

The United Nations defines[3] disability as 'all persons who have long-term physical, mental, intellectual or sensory impairments, which, in interaction with various attitudinal and environmental barriers, hinder their full and effective participation in society on an equal basis with others' (p.3)

According to International Labor Organization (2015)[4], 15% of the world's population live with some kind of disability and most of them are unemployed. In developing countries, Handicap International (2016)[5] reported that 80-90% of PwD who are of working age are noted to be unemployed. Whereas most PwD who are working come under informal sector or are self-employed, it is anticipated that future opportunities for PwD lies in the realm of mainstream employment. As per 2017 census, there are 1 million PwDs in Pakistan and among those 18.93 are crippled[6]. World report[7] in 2011, based on 2002 to 2004 World's health survey estimated that disability prevalence rate in Pakistan in 13.4%.

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[1] United Nations. Convention on the Rights of Persons with Disabilities and Optional Protocol.
[2] *Moving from the margins Mainstreaming persons with disabilities in Pakistan* (Rep.). (2014). British Council.
[3] P. (2012). *The UN Convention on Rights of Persons with Disabilities*. International Paralympic Committee.
[4] REPORTING ON DISABILITY GUIDELINES FOR THE MEDIA (2015) International Labour Organization
[5] ANNUAL REPORT 2016 HANDICAP INTERNATIONAL NETWORK
[6] Pakistan Bureau of Statistics. (2017). *DISABLED POPULATION BY NATURE OF DISABILITY*
[7] World Health Organization and the World Bank Group (2011). World Report on Disability. Geneva: World Health Organization.

Pakistan Poverty Alleviation Fund 2011[8] states that there are 2.8% individuals with physical disability, which is higher than any other form of disability such as hearing/speech impairment, visual impairment, and intellectual impairment. Moreover, Helping Hands for Relief and Development in 2012[9] mentioned that physically impaired individuals account for 19.2%, which is again highest than other impairments. Therefore, physically disabled citizens account for highest proportion than any other form of disability, hence, this thesis will focus on physically disabled citizens. Efforts have been put in by government and employers to include PwD in mainstream employment. The Disabled Persons' (Employment & Rehabilitation) Ordinance[10], Amendments 2012, grants 3% quota in Punjab and 2% in KPK to disabled citizens. The Baluchistan Persons with Disabilities Act, 2017, provides 5% employment quota, and Sindh Disabled Persons Welfare Act, 2014 also provides 5% quota to disabled citizens. Despite all the laws and conventions passed to curb disability and ensure full participation, persons with disabilities (PwD) face challenges in their effort to gain and secure employment.

Disability is associated with stigma and employment outcomes of persons with a disability leave much to be desired. Only a few proactive organizations are striving to meaningfully include PwD in their workforce. Researchers have also started to pay attention to ways which can enhance inclusion of PwD through outlining organizational characteristics and initiatives which influence employee outcomes (Baumgärtner et al., 2015).

Association of negative stereotypes with PwD influence the recruitment rate and their work life, leading to negative and unpleasant workplace experiences such as unfair treatment, reduced promotion and training opportunities etc. Due to this negative and unfair attitude, disabled employees lack required job resources that are necessary for their well-being. Extant research has focused on the attitude of others towards differently abled   employees and overlooked the ways necessary for nurturing perceptions of fair treatment among employees with disabilities as well as their well-being. Despite negative attitudes towards PwD and their negative self-perceptions, PwD actively seek access to employment and training (Zhu et al., 2019).

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[8] Pakistan Poverty Alleviation Fund (2011). Documentation of Disability Data. Islamabad: PPAF.
[9] Helping Hand for Relief and Development (2012). Persons with Disabilities (PWDs) Statistics in Pakistan 2012. Islamabad, Pakistan.
[10] The Disabled Persons' (Employment & Rehabilitation) Ordinance, 1981

Mainstreaming persons with disabilities and their inclusion in workplaces can break the cycle of inequality and exclusion. PwD have an important stake in Pakistan's future, as Pakistan loses £15 billion year on year due to exclusion PwDs.[11]They must be provided with opportunities that enable them to fully take part in education, skills, policymaking, and employment programming. Therefore, it is necessary to foster such working climate that supports employment of disabled citizens. This cultural change comes under transformational change and requires focus on altering employee attitudes and eradicating discriminatory behaviors. The low employment rate of PwD is a crucial area that needs to be investigated in terms of corporate culture because it is the culture that promotes or restricts behaviors and practices (Samant et al., 2009). Literature shows that disability as a form of diversity has recently begun to receive attention (Gould et al., 2020). Corporate culture refers to shared beliefs, norms, behaviors and values within an organization (Schur et al., 2005). It determines how people interact with each other in an organization and it guides actions, behaviors, and attitudes of employees to attain goals (Appelbaum et al., 2008). It shapes ethical values of employees and organizational citizenship behaviors (Baker et al., 2006). When employees have negative beliefs and attitudes, they create poor corporate cultures and limit diversity (Blanck, 2008). As shared beliefs, norms, and values constitute corporate culture, it is necessary to consider how it impacts diversity within an organization (Spataro, 2005).

1.1 Research Gap

This research explores the role that corporate culture plays in creating obstacles for PwDs through workplace design, attitudes and behaviors prevailing in organization, and patterns that exist in organization. According to Heera and Devi (2016), there is a need to explore employment factors such as culture. Moreover, attention must be paid to corporate culture that may impact inclusion of disabled employees (Suresh and Dyaram., 2020). This study fills this gap by exploring role of corporate culture.

Limited research has been done on strategies needed to advance workplace disability inclusion (Gould et al., 2020). This study distinguishes itself from past research that has primarily focused on supply side readiness which means individual readiness i.e. PwDs actively seeking employment

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[11] *Moving from the margins Mainstreaming persons with disabilities in Pakistan* (Rep.). (2014). British Council.

opportunities and did not pay attention to the role that organizational factors can play in disability employment ((Baldridge & Swift, 2013; Bergman., 2016, Gould et al., 2015, 2020). It is important to take into account organizational factors that impact employment of PwDs because organizational practices determine its corporate culture. These practices in turn determine whether they are inclusive or not (ibid, 2020). This thesis aims to fill the gap by focusing on demand side which means organzations's welcoming PwDs through organizational efforts and initiatives, and identifying strategies that bring culture change in order to better support disable employees.

From the review of the literature, it has been observed that very little research has been done in Pakistan on disability inclusion, whereas much research has been done in other countries especially in United States (Beatty et al., 2019). PwDs constitute 1 million[12] of the total population, therefore, it is important to make them part of organization and provide them with opportunities, so they can live independently and can contribute their share in the country's GDP. Companies in which PwDs have been loyal, and exhibited increased productivity and lower turnover, and disability inclusion has been valuable (Kalargyrou, 2014). This study fills this gap as the study is conducted in Pakistani context.

This study provides evidence about how attitudinal and behavioral obstacles created by corporate culture can impact disability inclusion, and how they can be eliminated. It has also been observed from literature review that most of the research provides theoretical justification (Heera and Devi.,2016) whereas, this research provides empirical evidence.

Considering the above mentioned gaps, the study aims to understand:

1. The ways in which corporate culture creates and reinforces impediments for PwDs in an organizational setting.

2. The organizational culture aspects that support to eliminate these barriers.
3. The perceptions of PwDs related to their inclusion in the workforce.

In order to realize the above mentioned objectives, this research seeks to answer the following research questions:

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[12] Pakistan Bureau of Statistics. (2017). *DISABLED POPULATION BY NATURE OF DISABILITY*

1. How does corporate culture create and reinforce impediments to the inclusion of PwDs at the workplace?
2. Which are the strategies organizations adopt to shape their corporate culture to overcome the impediments to inclusion of PwDs in the workforce?
3. How do PwDs perceive their inclusion in the organizational workforce?

1.2 Contribution

This study will add value to the disability literature by offering in-depth understanding of how corporate culture creates or strengthens obstacles to PwDs inclusion, and how these barriers can be eliminated or overcome. In context of Pakistan, research on PwDs is in nascent stage and focuses on basic issues such as deprivation from basic rights such as education and factors that hinder their employment opportunities. To the best of my understanding, there is no research in Pakistan that focuses on role of corporate culture in inclusion of PwDs. Research that has been conducted focuses on attitudes of employers towards hiring of PwDs (Ayub & Shahzad., 2022). Therefore, this research will add to this body of knowledge, as this area also needs attention (Beatty et al., 2019). In addition to that, most of the papers have considered disability in general and any one type of disability is not considered (Zhu et al., 2019). There is need to pay attention to physical disability (Beatty et al., 2019). Physically disabled persons account for highest proportion i.e. 18.93%[13] which is higher than any other disability type. Hence, this thesis will focus only on individuals with physical disability. Physical impairments include individuals having limitations related to mobility, physical activities, dexterity, or stamina. It has also been argued that suggested that qualitative method should be used to study culture (Schur et al., 2005). Therefore, qualitative method will be used in this research to study corporate culture.

1.3 Sequence of the Study

The study consists of five chapters. The first chapter is of introduction which describes the topic, discusses research that has already been done, research gap, objectives of research, significance of research, and contribution that this study makes. The second chapter presents literature review in the form of different themes. Third chapter is that of methodology in which data collection

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[13] Pakistan Bureau of Statistics. (2017). *DISABLED POPULATION BY NATURE OF DISABILITY*

philosophy, tools, methods, processes, analytical intent, and ethical considerations are being discussed. The fourth chapter presents analysis of the data. The last chapter focuses on results of the research, their interpretation, conclusion, and future implications of the research.

Chapter# 2: Literature Review

2. Introduction

Literature in this chapter is presented in the form of broad themes. Corporate culture is the main factor that inhibits or supports PwDs' employment. This aspect has three dimensions i.e. artifacts, values, and assumptions. This is discussed with reference to prior literature. Moreover, disability inclusion is discussed in which perceptions of PwDs are incorporated as it is important to understand what they think of their inclusion. Also, this chapter discusses strategies opted by organizations in order to become more inclusive.

Disability is a broad term used for impairments, participation restrictions, and activity limitations. It involves interaction of individuals with personal factors, environmental factors, and health conditions (World Health Organization).

2.1 Corporate Culture

An organizational culture has three levels i.e. artifacts, norms and espoused values, and assumptions. Artifacts represent highest level of culture. They are visible symbols and are representation of deeper cultural levels such as assumptions, norms, and values. They include organization structure, systems, and physical features such as space arrangements. Norms guide behaviors. They are unwritten rules and can be inferred from interactions between members. Next level includes values, which show that what is important in the organization. Deepest level is assumptions and are taken for-granted. They inform how members think, perceive, and feel (Cummings and Worley., 2009). Different levels of culture reinforce each other. An explicit commitment to hiring disabled employees comes under the second level of culture but it may not necessarily be accepted at a basic level i.e. assumptions (Lawrence, 1987). This can be reflected the in third level i.e. artifacts in which physical space remains inaccessible for disabled individuals, and attitude of workers remain unchanged (Schur et al., 2005).

An organization is well managed when it considers its employees a source of productivity and quality. Employee performance can be determined through level of organizational commitment (Owoyemi et al., 2011). Employee behavior in an organization is affected by corporate culture. It impacts employee commitment in both positive and negative ways. If their commitment is high they will be able to contribute to the success of the organization. Therefore, corporate culture is an

important factor in achieving the objectives and goals of the organization (Ramdhani et al., 2017). It also enables organizations to resolve its issues of integrating human resources and organizational resources in order to adapt to external environment (Pool, 2000). It has been emphasized that corporate culture is important for strategic development of organization, and it is one of the main motivating factors through which the value of human capital can be maximized which is ultimately necessary for organizational success (Aina et al., 2012).

Corporate culture is critical in directing employment outcomes for PwDs. Workplace inclusion can be promoted by three factors which are knowledge, skills, and attitudes (Kwan., 2021).

2.2 Corporate Culture and Disability Inclusion

It is the fundamental right of PwD to be integrated into the corporate culture of workplace (Samant et al., 2009). They studied the impact that social workers have on corporate culture in National Institute for People with Disabilities (NIPD). Social workers are found to have significant role in promoting employment of disabled citizens and positively influence corporate culture. (Ibid., 2009). There are specific attributes through which workplace corporate culture may operate. This includes encouragement of applications from disabled individuals, and presence of practices that reflect environment which is favorable such as making application process accessible for disabled candidates (Jones., 2016, Mudannayake & Weerasinghe., 2021, McKinney & Swartz., 2021).

Workplace culture impact disabled employees. They face numerous discrepancies at work such as less job security, low participation in decision making, less formal and informal trainings, less benefits, and lower pay. Corporate culture that caters needs of all employees are helpful and favorable for disabled employees (Schur et al., 2009).

Beatty et al (2016) in his systemic review on treatment of PwD in organization which included 88 empirical studies found that most of the work on disabled employees has been done in Europe, included 60% of studies conducted in United Stated, 9% in United Kingdom, 5% in Canada, and 5% in India. 70% of the studies showed direct relationship of antecedents mentioned in Stone and Colella's model on treatment of PwD. This framework includes nine variables. Main dependent variable relates to how observers treat PwDs which includes training opportunities, job assignments, helping behavior, pay increase, exclusion from groups or activities, and discriminatory treatment. Six factors were taken into account in this model that impact treatment

of observer include organizational characteristics, observer's attributes, PwD's attributes, legislations, job-related expectations of observers, and nature of job. The relationship between these antecedents and observer's treatment is mediated by observer's psychological consequences such as observer's stereotyping, categorization, affective response, and expectations towards PwDs. Then, responses of PwDs are influences by observer's treatment. Lastly, this model proposes feedback loops which highlight that as a result responses of PwDs influence antecedents (Ibid., 2016). Therefore, this model helps to understand factors and psychological consequences of others behind the way they treat PwDs.

PwD are disadvantaged because of hostile and negative attitude of family members and persons in authority (Naz et al., 2020). Their study was conducted in Pakistan and revealed that majority of PwDs faced financial constraints and transportation issues. They also reported that PwD face a shortage of employment opportunities and also faced discrimination in comparison to those without any disability. They were regarded as having "low capability to work" due to which PwDs felt as second-class employee (Agustin, 2019). Researchers referred it as 'Glass box' to describe the situation in which PwD were somehow able to join the workplace but were not able to integrate and did not have the sense of belongingness. They experienced unspoken barrier due to the feeling of being only hired in order to fulfill quota requirements. This added to their social estrangement that they felt due to stigmatization. Only few organizations have disability inclusive programs. Research indicates that organizations in which people interact with PwDs are more positively related to disability inclusion which overall improves organizational climate, encourages open-mindedness, and promoted teamwork and flexibility because they are provided with opportunities, are not alienated, and are treated without discrimination (Ibid., 2019).

Attitude of employers towards PwDs also depends on socio-demographic factors also such as sex, age, education, and geographical location. PwDs who are male, young, qualified, and reside in cities are more likely to find employment opportunities than those who are old, female, less qualified, and belong to rural areas (Lindsay2011; O'Neillet al.2017). Organizations with poor workplace culture tend to discriminate and exclude PwDs (Schur et al.2009). Those employers who have access to support provided by government in terms of training and wage subsidies, and tax credits are more likely to hire PwDs (De Jonge et al.2001; Houtenville and Kalargyrou2012).

PwDs should be considered as part of solution instead of part of problem in order to improve attitude of others towards them. Multinational enterprises in Norway and UK incorporated disability merely as part of CSR strategy. Few of them show their commitment through statements such as 'equal opportunity employer'. Only a couple of companies made their job applications in accessible format and were willing to provide special accommodation. (Kuznetsova., 2012).

In workplaces, PwDs remain underrepresented. The meaning of inclusion should be strategized by employers to enhance employment prospects for them. Top managers are responsible for broadening or limiting opportunities for them by determining environment of friendliness in organizational structure. Therefore, top leaders act as either status quo gate keepers or change agents (Moore & Huberty., 2020). Friendly culture towards disabled employees is supportive in overcoming stereotypes and biases. Companies in which PwDs have been loyal, and exhibited increased productivity and lower turnover, disability inclusion has been valuable (Kalargyrou, 2014). In retail sector, as compared to non-disabled employees, PwDs showed less turnover (Kearney et al., 2019). Also, PwDs employed in supply chain management also show less rate of turnover than non-disabled employees (Kaletta et al., 2012). In hospitality sector (Asghar et al., 2019) and food industry (Chi & Qu, 2003), PwDs were found to be more loyal, punctual, and dedicated. In Canadian food company, non-disabled employees were reported to have absences double than their disabled colleagues (Fisher & Connelly., 2020).

Marques et al, (2020) explored that conceptions of managers within organizations play a pivotal role in inclusion of PwDs. They shed light on the need of training in order to facilitate PwD inclusion. There are many factors that interfere between hiring organizations and PwDs. These factors include assumptions related to normality of individual and their inclusion. Other factors include perceptions about benefits of hiring PwDs, and relationship building with them. Considering these factors, it was discovered that if PwDs are given relevant and adequate training, they can do their jobs and they do not perform lower than their non-disabled colleagues.

Job retention and performance can be facilitated by reasonable accommodations, adjustments, and work conditions. Feeling of citizenship is incorporated through social recognition which comes from employment. On the other hand, low education, unequal work opportunities, and prejudice pave way for employment exclusion.

To be disability inclusive it is important to focus on equal education opportunities, unbiased process for entering into market, opportunities for career advancements. This will enable PwDs to participate and get social recognition and their rights as citizens are guaranteed this way (Colom & Conceição., 2013)**.** Social inclusion and encouraging PwDs employment is main component of an organization's commitment to its society and employees. MNEs in UK and Norway have incorporated inclusion of disabled employees as part of their CSR strategy. They consider it as their ethical responsibility to include all segments of society and share the economic burden. They emphasized the concept of 'serving all stakeholders' (Kuznetsova and Yalcin, 2017). Inclusion of PwDs and making them part of workforce give organizations a competitive advantage as they are able to get benefit from dedicated, qualified, and loyal employees. Significant potential is offered by disabled employees for success of business, which is untapped by organizations as PwDs can also make up for the shortage of workforce and also bring their competencies to the organization (Miethlich & Oldenburg., 2019). Employment of persons with disabilities is costly to imitate but valuable. The company can gain a competitive advantage if it succeeds to effectively use this resource. Well-established corporate culture is prerequisite for integration of disabled employees. Employment of disabled employees provides access to pool of applicants that is new and can prevent shortage of future requirement of skilled workers (Boris & Anett., 2019). If PwDs are employed with planning, it can be profitable for organization. Prominent success factors include development of relevant practices, courage to accept disability and willingness to mitigate barriers, propagation of inclusive culture, and management's long-term commitment (CSILLAG & GYŐRI., 2016). The sensitivity attached to PwDs can open new customer segments and markets. Hence, inclusion of PwDs as value creation can contribute to company's success in long term and can give company sustainable competitive advantage (Miethlich, 2018).

Medina & Gamero, (2017) highlights the importance of social dialogue between stakeholders which can lead to successful integration. Initiatives such as disability awareness workshops, team development initiatives, and labor process including disability associations and families should be put in place for effective integration of PwDs into work settings.

2.3 Corporate Culture and Barriers for PwDs

Schur et al (2005) conducted a study in United States and discussed social and economic disparities faced by PwD. Employment opportunities of disabled citizens are impacted by aspects of corporate

culture. Organizational culture and practices being followed in the organization affect stress levels among employees. Moreover, he found that employment experience of PwDs is affected by attitudes of supervisors and coworkers. There is a need to change societal attitudes in order to fully incorporate them into the workplace. He also highlighted that in order to improve their employment prospects, there is a need to pay attention to corporate culture.

Obstacles that PwDs face are not mainly because of disability that they have but because of social and physical barriers (Fine and Asch, 1988) such as organizational culture, stereotypical behavior, and negative attitudes of colleagues (Vornholt et al., 2018).

There are obstacles to employment of PwDs even if they have required skills such as misconceptions by management, discriminatory attitudes, limited network development, no accommodation, inaccessible workplace, discriminatory legislation, workplace harassment, and capabilities considered as low (Banks & Polack, 2014). In addition to that, key barriers and facilitators of employment include flexibility of work organizations and work schedules, employer support, training and counselling, and self-advocacy (Nevala et al., 2015).

One of the biggest challenges faced by PwDs is that their needs are not understood, and employers are insensitive and unfamiliar with their needs. They create workplace environments which are unfriendly for disabled employees, as a result of which their mobility is hindered. There is very few evidence in which toilet facilities and parking bays are specially provided to disabled employees (Narayanan., 2018). Another challenge that is faced by PwDs is relationship with colleagues. Their feelings and needs are not understood by them. There is sometimes resistance from colleagues for having a disabled team member. Furthermore, communication between employees is also a challenge which results in conflicts and low productivity (Ibid., 2018).

Stephen et al., (2011) mentions that misunderstanding of task as another challenge that is faced by PwDs. Due to which they feel discriminated against and unappreciated. Besides these challenges, job itself is an obstacle for integration of PwDs. These barriers are in the form of work overload, long working hours, work pressure, and impact of these on their lives (Narayanan., 2018).

Discrimination can be both direct and indirect. Mostly PwDs are not given opportunity to apply for jobs in a particular organization because employers are afraid to hire them. There are many regulations in which it is stated that according to Equal Opportunities Employment Act, disabled

employees should be given equal opportunity. Contrary to this, their employment Is denied due to many reasons. PwDs who have been given job opportunities also face challenges from employers, colleagues, equipment, and environment.

Upson et al., (2021) pointed out barriers and challenges to PwDs employment. Most of them relate to discrimination and prejudice by managers, employees, and management. Documented concerns were also mentioned which relate to the perception that whether PwDs have required skills and knowledge for the job role. Moreover, organizations also perceive that accommodating PwDs is costly. PwDs also have limited access to training through which they can enhance their skills.

Struggle to get recognize is a challenge for disability inclusion. It involves steps that organizations need to take in order to fulfill specific needs. This recognition is believed to be huge organizational commitment to foster disability inclusion (Schur, Kruse, & Blanck, 2013). Moreover, hiring of PwDs is impacted by different factors such as diversity climate of organization, policies and attitudes (Bergman, 2016). Also, performance appraisal is found to be discriminatory because the process is greatly influenced by the raters. There is a need for organizations to develop capabilities that encourage workplace equality and diversity (Sharma and Nisar, 2016).

Pay dissatisfaction has also been observed when variable pay is received by PwD. Management was perceived biased and unfair by PwD when organizational policies and HRM practices such as reward system and career management were not aligned. Unaligned reward system creates dissatisfaction due to pay disparity (Shantz et al., 2018).. Work pressure also shapes stereotypes and relationship that it has with inclusive behavior. When work pressure is low, this relationship is stronger (Nelissen et al., 2016).

Narayanan (2018) mentions that employment opportunities are not evenly distributed and able-bodied citizens enjoy privileges and benefits of employment. Thus, marginalizing differently abled citizens. Somehow, PwDs are perceived to be less competent and incomplete, as a result, not competent enough to be employed in the workforce.

2.4 Corporate Culture and Perceptions of PwDs & Employers

PwDs are now considered as important resources (Vornholt et al., 2018). As a result, attention is being paid to their inclusion, and the value they add and their contributions are being highlighted

(Lindsay et al., 2018). Hiring PwDs is beneficial for the organization. Direct benefits of including them in the workforce include increased productivity and less turnover (Kalargyrou, 2014). But still their employment opportunities are limited because of preconceived images and discrimination that they face (Brown and Kalaitzidis, 2013).

Heera and Devi (2016), examines the literature over past 25 years and discusses the factors that that construct the perceptions of employers towards inclusion of disabled individuals in the workforce. Their perspective is crucial for successful integration of PwD. Type of disability and prior experience of working with disabled employees tend to impact the perceptions. There is a high concern for hiring people with hidden or mental disabilities due to stereotypical assumptions. Moreover, employment quota due to legislation is considered as a burden. Fear of negative interactions and results with customers also hinder their employment (Ibid, 2016).

Employees that have long term disability conditions have more negative perceptions about employers and work itself in terms of satisfaction and commitment (Jones., 2016).

PwDs in arts and sports community organizations in Australia reported that they were treated in both positive and negative ways. They were treated favorable in some places like home, educational institutions, and workplace, which means they were treated with respect, were not discriminated, and were offered help and support. Whereas they were treated unfavorably when they were using public transport. They were stigmatized and faced discriminatory behavior from people (Fujimoto et al., 2013).

PwDs are dissatisfied with their employment as they are often given work that is less than their capabilities. As a result, they lack a feeling of self-fulfillment. Workplace should be adapted according to cognitive and physical abilities of disabled employees so that they feel as valuable employee of organization and are recognized as part of industry (Hüsing et al., 2021).

Employees who think that disable co-worker is responsible for increased workload and enhanced job difficulty, have negative attitudes and reactions towards PwDs. Moreover, non-disabled supervisors like to instruct and give orders to employees with disabilities even when they are given tasks that are not part of job description. Also, PwDs are unable to say "NO' in response to their supervisor's order (Narayanan, 2018).

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Several positive individual and organizational outcomes have been observed due to disability inclusion. It tends to influence commitment, satisfaction, and turnover intention. Coworker and supervisor support, and disability friendly initiatives significantly predict disability inclusion (Heera and Devi., 2019).

2.5 Organizational Strategies for PwD Inclusive Culture

Hiring PwDs is beneficial for the organization. Direct benefits of including them in the workforce include increased productivity and less turnover (Kalargyrou, 2014). To assist PwDs to socially include in work setting is vital rehabilitation goal (Hagner et al., 2015). Integrating disabled in workforce benefits all employees. For example, accommodation practices and introducing flexible schedules for acceptance of disability (Gilbride et al., 2003). To promote inclusiveness, statements outlining the introduction of inclusive culture through specific recruitment plans, training programs descriptions, and having a diverse workforce are included in recruitment plans. To maintain equity and encourage inclusion it is important to have specific recruitment plan for disabled employees (Kaye, Jans, & Jones, 2011).

Selection processes are often discriminatory and discouraging for PwDs. Personal references are supportive tools in hiring of PwDs. Moreover, policy implications such as quota for PwDs have compelling implications. Employers tend to focus on fulfilling stipulations instead of valuing the potential of PwDs. (Huang & Chen, 2015). To prevent obstacles to PwD's employment, the hiring process needs to be accessible. Job advertisements, application process and forms, venue and questions of interview should be appropriate for PwDs. Moreover, psychometric and medical testing, and selection criteria also needs to be non-discriminatory and appropriate (McKinney & Swartz 2021).

There are other strategies other than D&I policies that are critical for career progression of PwDs such as coaching sessions, publishing success stories of PwDs, feedback sessions, and sensitization programs. In addition to that, emphasis is also laid on mentoring and ability building for everyone (Kulkarni, 2016). Barriers to employment of PwDs can be addressed in many ways. Apart from technological and physical modifications, worker autonomy, workplace flexibility, and integration and inclusion strategies are important (Padkapayeva et al., 2017).

Suresh and Dyaram (2020) indicates that different strategies are adopted by organizations, and those organizations which are acceptive of diversity are able to maintain a culture that in inclusive of disabled citizens. These strategies include various functions such as information management, transportation management etc. leadership and organizational climate play an important role in integrating PwD. Moreover, they discussed that there is a need for strategic interventions and clear inclusive policies to cater needs and address barriers that are faced by PwD.

Optimization of HRM and disability management is necessary for an inclusive workplace. This interplay has been missing in the investigation. To make disabled employees more engaging and enact workplace that is inclusive, it is necessary to align soft and hard side of disability management and embed this in culture of the organization (Palumbo, 2023).

In order to be more inclusive, organizations need to have relevant resource groups. This will help the organization to be welcoming towards PwDs (Erickson et al., 2014). Companies have now intentionally started to hire people with disabilities. This strategy dramatically has changed organizational culture and production levels have increased. Leaders used "relationship-based leadership" and transitioned from autocratic leaders to inclusive managers. This inclusive management is the key to successful adaptive organization (Moore et al., 2020). To promote employment of PwDs, two policies are generally adopted. One is "equality of opportunity approach" which is based on laws relating to anti-discrimination and second one is "quota system" (Hasegawa 2007).

In contemporary times, it is priority of organizations to attract, engage, and retain diverse workforce. PwDs can offer benefits to organizations, but they are still underused workforce pool. Therefore, it is of paramount importance to understand factors that are linked with satisfaction of PwDs (Shantz et al., 2018). Training can improve the workplace to meet the needs of PwDs and can help to raise awareness about needs of employees, obligation of employer, and adaptation that is required in workplace. To adapt workplace job design and environment according to individual needs, ergonomics can be helpful (Moody et al., 2017).
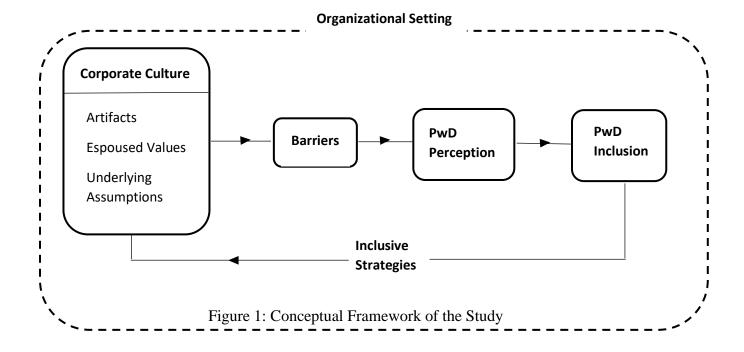
The lower rate of employment of PwDs is due to negative attitudes and misinformation. To reduce prejudice and improve relationship diversity training focusing specifically on disability is needed (Phillips et al., 2016). Barriers to workplace accommodation and disability disclosure were found

at different levels. Individual level barriers include type and severity of disability, advocacy skills, and poor self-concept. Societal level barriers include stigmatization and discrimination, and employment obstacles include no support, working conditions and industry type.

On the other hand, facilitators at individual level include skills of self-advocacy, knowledge about workplace rights and support. On societal level it includes positive and non-discriminatory attitudes towards disabled persons. Employment facilitators include effective communication, training, realization of inclusion benefits (Lindsay et al., 2017). Vohra et al., (2015) suggests some directions through which inclusiveness can be strengthened. These include development of capabilities of PwDs so that they can fight for their rights on their own, making favorable and fair terms and conditions of employment for PwDs, providing mentors and job shadowing for PwD empowerment so that they can perform better, improving inclusion efforts through documentation, and creation of best practices, and investigating lived experiences of PwDs through developing research agenda.

2.6 Conceptual framework

A conceptual framework presents variables and components which help to understand the issue under study. The conceptual framework of this study presents how corporate culture is creating barriers for inclusion of PwDs in mainstream employment, and how these barriers impact and establish their perceptions about inclusion. Moreover, this framework represents strategies adopted by organizations to remove obstacles and become more PwD inclusive.

Organizational Setting

Corporate Culture
Artifacts
Espoused Values
Underlying Assumptions

Barriers → PwD Perception → PwD Inclusion

Inclusive Strategies

Figure 1: Conceptual Framework of the Study

2.7 Summary

This chapter highlighted key challenges faced by persons with disabilities. Elements of corporate culture are discussed in relation to the inclusion of PwD is studied. In addition to this, key challenges faced by PwDs in their employment is discussed. Prominent challenges include negative attitudes, stereotypes, limited socialization, inaccessible workplace, and consideration as less capable. Research shows that attention is being paid to make workplaces more inclusive and PwDs are now started to be considered as valuable resources. Literature also highlighted the positive impact that PwD inclusion has on organizational success such as lower turnover and high productivity. Perceptions of PwDs and employers are also highlighted in research. It is indicated that employers have pre-conceived image about PwDs and they think of them as less capable. PwDs also perceive that they are not included in the workforce in a real sense. Lastly, the research highlights strategies that organizations have adapted for being inclusive. They have mentioned "equality of opportunity approach" and "relationship-based leadership" approach. Moreover, the importance of disability resource groups and trainings is also mentioned. Hiring and selection process also needs to be modified according to the needs of PwDs, so that they can apply for jobs and become part of organizations.

Chapter# 3: Methodology

3. Introduction

This chapter presents an overview of research design opted for this research. It outlines methods used in this research and their applicability and rationality according to research objectives and questions.

There are six sections in this chapter. The first section discusses research philosophy which demonstrates beliefs and assumptions about the creation of knowledge. The second section explains the research design of the study mentioning nature of research. The third section discusses tools and procedures used to collect data for this research. The fourth section presents technique used for deciding sample for collecting data. Fifth section presents analytical intent of this research which is about steps involved in analysis of data. The last section presents ethical considerations involved in this research.

3.1 Research Philosophy

There are different philosophical orientations which can be used according to the nature of research. Ontology and epistemology of research helps to build considerations about reality. Ontology is linked with the nature of reality; epistemology is linked with how reality is constructed.

Ontology is based on two research philosophies i.e. objectivist and subjectivist. This research is based on subjectivist ontological stance. This is because this study is based on participant's responses and their views are analyzed based on the way they construct their experiences (Walker 2015). In-depth data is collected to achieve research objectives using themes and sub themes (Graneheim, Lindgren, & Lundman,2017). This means that interpretation of data depends upon responses of participants who give meaning to phenomenon under study (MsCoy, 2017). For example, this research analyzes the meanings behind views of PwDs regarding their inclusion in workplace. On the other hand, objectivist philosophy deals with phenomenon without interference of social actors.

Mostly qualitative research is linked with interpretive philosophy (Denzin and Lincoln 2011). In this philosophy the researcher makes sense of socially constructed views narrated about the subject

under study. Therefore, the epistemological position of this study is interpretivism. This paradigm focuses on the way humans make sense of the things around them. It deals with discovering underlying meanings of the events which are described in interviews (Vogl, Schmidt & Zartler, 2019). Such philosophy includes direct involvement of researcher in data collection and explore social reality perspectives through in-depth body of knowledge (Myers and Avison 2002).

3.2 Research Design

Research methods used in this research are explained with justification and relevance to research objectives and questions.

Following research objectives are formulated in chapter one.

1. To understand ways in which corporate culture creates and reinforces impediments for PwDs in an organizational setting.

2. To explore how the organizational culture supports to eliminate these barriers.
3. To understand the perceptions of PwDs related to their inclusion in the workforce.

These research objectives are designed keeping in mind following research questions:

1. How does corporate culture create and reinforce impediments to the inclusion of PwDs at the workplace?
2. Which are the strategies organizations adopt to shape their corporate culture to overcome the impediments to inclusion of PWDs in the workforce?
3. How do PwDs perceive their inclusion in the organizational workforce?

There are three different approaches for carrying out management research. These are qualitative, quantitative, and mixed method approach (Creswell 2014).

Qualitative method is used for data collection. This approach helps to interpret opinions, perceptions, ideas, and experiences of participants (Bryman and Bell, 2015).

As the research aims to explore corporate culture whcih is subjective (Schur et al., 2005), this methodology enabled me to get diverse and detailed views from the respondents to understand corporate culture and ways in which it creates barriers for PwDs. In addition to that, qualitative research is useful in studying less explored areas such as interaction between corporate culture and

disability (Aspers & Corte; 2019). PwDs and line managers including managers from Talent Acquisition and Diversity & inclusion team have been interviewed to reduce 'social desirability bias' thus helping to establish generalizability (Saunders et al., 2016).

It is based on cross-sectional research design as the data has been collected at one point in time and no comparison has been drawn to compare perceptions as done in case of longitudinal study. (Spector, 2019). The research is based on inductive approach as it is qualitative in nature.

3.3 Data Collection Tools and Procedures

Qualitative research mostly focuses on understanding human experiences. For this purpose, interviews are most commonly used as method of data collection. Interviews are of three types: structured interviews in which standardized and predetermined questions are used; semi-structured interviews in which list of themes and key questions are available which may vary from respondent to respondent; and unstructured interviews which are informal (Bearman, 2019).

In this research, data collection is done through semi-structured interviews. List of topics and questions was designed to be used for asking participants. This type of interview helps to collect data in detail and also prevents both interviewer and interviewee to deviate from topic under study (Husband 2020). Thus, a semi-structured interview guide was prepared keeping in mind research questions and literature review. This type of interview helped to explore perceptions of PwDs about challenges they face in organization and their perceptions about their inclusion. Moreover, it also helped to get insights into organizational factors that impact their inclusion without deviating from topic and remain aligned with the topic under study.

Interviews can be conducted face to face and by telephone. Telephonic interviews offer a number of advantages like lower cost, access, and speed (Saunders et al., 2016). All the interviews were conducted in a Telecom organisation headquartered in Islamabad, Pakistan. PwDs working in particular organization were residing in cities across country. That is why telephonic interviews were conducted. However, interviews with participants from HR were conducted in person as they were placed in Islamabad. At first, two pilot interviews were conducted with PwDs. They were transcribed and thematic analysis was performed and interview guide was accordingly revised. The remaining interviews were then conducted, on average, interviews lasted 45 to 60 minutes. Interviews were recorded on cellphone which were used for data transcription. Total 14 interviews

were conducted from PwDs and 8 interviews from line managers. Interviews were conducted in Urdu language as it is commonly used and understood in Pakistan. Informed consent was taken from employees and consent form was emailed to them before interview (See Appendix- A).

First demographic information was asked from employees followed by general questions related to their employment experience. This was then followed by questions specific to their special needs. Similarly, while collecting data from line managers, they were first asked about demographic information, then questions related to disabled employees were asked. Some of the questions mentioned in the interview guide include *"How does your organization facilitate employees with different needs?", Do you think management is supportive towards all employees? How they support you in work tasks? How do they provide you additional support?* and *"Do you think that management appreciates the ideas given by employees? Are they heard? Can you share any instance where your idea was implemented?".* Refer to Appendix B and C for interview protocol designed for PwDs and line managers respectively.

To ensure validity of data, interviews were recorded carefully and were saved with participant details. Moreover, during investigation, responses were continually verified by asking questions with different dimensions and taking input from employees about their responses.

3.4 Sample and Sampling Technique

The data was collected from telecommunication company in Pakistan. It is largest integrated Information Communication Technology (ICT) company of Pakistan. The company has its offices across different cities in country and offers largest wireless and wireline services. Particular organization was selected because they gave access to their disability related data and allowed to conduct interviews for academic purpose only. Data given by organization showed that only 19 employees in management category are disabled. Moreover, it includes jobs of various kinds including office jobs and field work. This means that data can be collected from respondents with diverse backgrounds, fields, qualification, and experiences. This data was obtained through 'diversity and inclusion' team of the organization. Refer to Table 1 for information related to PwDs. These employees were placed in different cities of Pakistan.

Convenience sampling was opted for this study. It is defined as "collecting data from participants who are easily available" (Saunders et al., 2016). It is selected because the respondents of the study

are the marginalized community and in Pakistan they are still struggling for their due rights. Also, there is no data available about employment of physically impaired citizens. Therefore, convenience sampling was used as it allowed to collect data from participants based on ease of availability (Emerson 2015).

Telecommunication company gave consent and showed willingness to participate in the study. It was informed that participants of the study include disabled employees and line managers who have worked with them. Table 1 shows list of PWDs who participated in this research. Their gender, designation, and department are mentioned in the table. Table 2 shows information of employees who have worked with PwDs.

Table 1: Information of PwDs

P. No	Designation	Department	Gender
P1	AM (Transport Network Ops - Iv) Dg Khan	Technical	Male
P2	AM (R&C-II) Peshawar	Customer Care	Male
P3	SE (Network O&M - Plaaning & Coordination) Peshawar	Business Operations	Male
P4	AM (Switching Ops - II) Jhelum	Technical	Male
P5	AM (Postpaid Carrier Billing)	Finance	Male
P6	ABM (Tando Adam) Sanghar	Business Operations	Male
P7	AM (Administration) Quetta	Human Resource	Male
P8	Manager (Switching Ops) Loralai/Sibbi	Technical	Male
P9	TO (Engg.)	Technical	Male
P10	Manager (OFAN) KTR I	Technical	Male
P11	AM (E & M Support - I)	Technical	Male
P12	AM	Technical	Female
P13	TO (IT) Lahore	Business Operations	Male
P14	AM	Technical	Male

Source: Diversity & Inclusion team of Organization

Following abbreviations are used in table above:

AM: Assistant Manager

TO: Technical Officer

IT: Information Technology

Engg: Engineer

Ops: Operations

Table 2: Information of Line Managers

P.No	Department	Gender
L1	HR	Female
L2	HR	Female
L3	Information Technology	Male
L4	Business Operations	Male
L5	Information Technology	Male
L6	Business Operations	Male
L7	HR	Male
L8	HR	Female

Source: Diversity & Inclusion team of Organization

Summary of data collection is presented in Table 3.

Participants	No of Interviews
PwDs	14
Line Managers	5
HR	2
Total	21

3.5 Analytical Intent

There are different techniques to analyze qualitative data. Two of them relates to coding of qualitative data. First is thematic analysis in which data is coded and different themes are identified. In this method all data is coded first and then themes and patterns are identified (Braun and Clarke 2006). In template analysis, the proportion of data is coded, then coding template is designed which contains codes and themes (Brooks & King 2012).

Thematic analysis adopted for analyzing data for this research. It is selected because it is accessible, flexible, and systematic approach for analyzing qualitative data (Saunders et al., 2016).

After data was collected, interviews were transcribed. At first, two interviews were transcribed verbatim, and were analyzed by using template analysis. It was done by categorizing similar responses and then assigning them codes. These codes were then merged into broader themes. These themes were then checked for their relevance for research objectives and questions. Data successfully answered research questions hence, very few modifications were made to interview protocols. After this, codes and themes identified through template analysis were applied to interview transcriptions and they were continuously reviewed and modified during the process. After all interviews were analyzed using this methodology in MS Excel. Appendix D shows codes and themes generated during analysis.

3.6 Ethical Considerations

Ethical considerations were kept in mind while conducting this research. Ethics is behavioral standards that guide conduct with subject under study. There are certain principles which were considered while ensuring ethicality of the research such as ensuring privacy and integrity, respect of others, non-maleficence, voluntary participation, informed consent, confidentiality and anonymity, accurate data analysis and reporting findings, and safety of respondents (Saunders et al., 2016).

To ensure integrity and objectivity of the research, it was made sure that data is not deceptive and misrepresented. It was made sure that data was accurately used and analyzed for this research without any biasedness or personal disagreement with the views of respondents.

Moreover, it was of utmost importance while conducting this research to ensure respect of respondents. All of them were reached out with respect and it was made sure that all communication made with them does not hurt their self-respect.

Data was not collected in an intrusive manner that can put any pressure on participants. It was ensured that their anonymity and confidentiality was maintained, it was obtained with their consent and is used for academic purpose only.

Privacy is a key element in ensuring ethicality of the research. Informed consent was obtained from participants and management of the organization was also ensured that data of employees will not be shared. Also, it was made sure that data is analyzed with consideration and findings are reported with accuracy and truthfulness.

Voluntary participation is another important aspect for collecting data. It was ensured that no one was forced to participate in the research and data was collected from those only who showed their willingness. Participants were informed beforehand about the purpose of research, topic of research, and process of data collection. Participants were called prior to conducting interviews to get their consent and formal email was also sent to them. Those employees who refused to participate in research, data was not collected from them. Moreover, informed consent was obtained in which respondents were informed about the topic of research, and purpose of data collection, and approximate duration of interviews.

Responsibility in data analysis and reporting of findings is of significant importance. While performing analysis, privacy and confidentiality of respondents is maintained. Data collected is not altered nor results are falsified.

To ensure the safety of respondents, written consent from management was obtained to collect data from them in order to avoid any conflict. Interview protocol was also shared with EVP of Culture and Transformation to ensure their agreement and avoid any conflict. It was also mentioned to top management of the organization that personal details of respondents and data collected will be kept highly confidential and will not be shared otherwise.

3.7 Summary of Chapter

In this chapter, methodology opted to carry out this research is discussed. This includes research philosophy and research design selected for this study with justifications. Data collection tools and procedures are also discussed in detail followed by explanation of sample and sampling techniques. Then analytical intent of this research is discussed in which process of data analysis is explained. Lastly, this chapter concludes with ethical considerations to ensure authenticity of this research are discussed.

Chapter# 4: Findings and Analysis

4. Introduction

This chapter focuses on comprehensive analysis on the study of the role corporate culture plays in creating and reinforcing obstacles for PwDs. Efforts that the organization puts in for being PwD inclusive are also explored. In addition to that perception of disabled employees about their inclusion is also discussed in this chapter.

First section presents the role of corporate culture in creating impediments for employment of PwDs. The study found that PwDs face challenges in their employment and corporate culture supports their employment to some extent only.

Next section discusses the ways in which management of organization is supporting PwDs to perform their jobs in a better way. These ways include behavior of colleagues and managers, appreciation, and provision of support etc.

In last section, views of PwDs about their job experience are discussed. Moreover, strategies adopted by organization are also presented.

4.1 Key Findings

PwDs face barriers in their employment from successfully securing job to being able to pursuing their career with ease. Detailed analysis with reference to three dimensions of culture i.e., artifacts, espoused values, and assumptions is given. In terms of artifacts, it was found that the organization has visible manifestation of being disability inclusive. Physical space is found to be both facilitating and creating obstacles for PwDs. As employees are placed in different cities, the architecture of office buildings differs from location to location. Owing to the fact that organization has wide geographical spread, it was revealed that head office of organization was more inclusive and needs of disabled employees were catered while designing the office space, ramps were constructed for them, toilets with seats are made available to them. Moreover, there are lifts in the building which can be used by them and if they use wheelchairs, it can be easily operated. However, little attention was paid to regional offices in far flung areas and small cities. For example, in small regional offices there are no lifts and ramps are not made.

In terms of espoused values, it is revealed that organizations have no policies and guidelines related to PwDs are designed by policy makers. Their inclusion and opportunities for employment are not mentioned in advertisements nor they are displayed on their website.

Lastly, discussing assumptions it was found that employees feel it as their moral obligation to support and facilitate PwDs. Their beliefs and unconscious patterns of behavior made them act in a positive way with PwDs.

In addition to that, the efforts and initiatives of organization that they have taken in order to be supportive towards employment of PwDs. It was observed that the organization has now taken steps and is planning to take more initiatives and incorporate inclusiveness in organization processes.

Lastly, perceptions of PwDs in which their views about their inclusion and the way they feel they are treated are discussed. Research shows that PwDs think that they are part of organization, and they are not discriminated because of disability. However, exceptions to data are also discussed.

The detailed analysis discussed below is categorized into following sections:

- Ways in which corporate culture impedes employment of PwDs in terms of artifacts, espoused values, and assumptions.
- The ways in which the organization strives to eliminate those barriers.
- Perception of PwDs about their inclusion in the organization.

The coding reference is created based on the number assigned to the PwDs and line managers. For example, P1 refers to the manager who is assigned number 1 and is a PwD whereas L1 refers to line manager who is assigned number 1. This coding reference is mentioned at the end of each quotation.

4.2 Role of Corporate Culture

This section discusses the obstacles created by corporate culture in employment of PwDs. These obstacles are discussed in terms of three levels of culture i.e., artifacts, espoused values, and assumptions. Then it is discussed how organizational culture supports eliminating those barriers.

This is done by presenting consolidated views of both PwDs and line managers including HR personnels.

4.2.1 Obstacles Created by Corporate Culture and Organizational Support

Data collected through interviews showed that corporate culture creates obstacles for PwDs in many ways which are discussed below. In addition to that, it is also discussed the ways organization is supporting them.

Physical Space

Physical space has been reported to create obstacles for employees working in an organization. All respondents in regional offices complained about inaccessible physical space except Headquarters is Islamabad.

Physically disabled employees faced difficulty in their jobs due to physical impairment they had. It is unfortunate that PwDs are not given any disability related facility in their employment. In regional offices, there are no ramps and elevators. The seating was not on the ground floor and due to the unavailability of elevators it was difficult for him to use stairs.

"The lift is not functional, and it could not be repaired. Due to which I stopped working in my office which was on the sixth floor. I shifted to the ground floor. I was working on LMS. I was working in CTR region and working on network. I have requested multiple times to the higher authorities by writing emails, but my issue was not resolved. I had to stop working so, I asked my manager to relive and transfer me to some other office." (P 9)

Similarly, another respondent mentioned,

"Washrooms are not accessible. I use commode as it is more convenient and safer for a person like me with little mobility but here in our office the washrooms do not have commodes the I have requested multiple times to the higher authorities by writing applications and via portal, but no action has been taken. Commodes are important for other employees too. For instance, we have a colleague who has pain in his joints, and he needs commode but unfortunately, we do not have access to it." (P 11)

However, head office caters needs of physically disabled employees in its architectural design. Regarding this, one of the respondents mentioned that:

"If I talk about headquarters, I have never encountered any problem. I have seen disabled females that use lift easily. I have not seen anybody facing difficulty in headquarters building." (P8)

They mentioned that if their issues were not addressed, they would have resigned because with their special need it was not possible for them to continue their job. Moreover, they were not asked about their special needs or requirements through which they can be facilitated. Respondents highlighted that even if they mentioned their needs themselves, they were not taken into account and organization didn't facilitate them. There was only one incident mentioned by an employee in which management facilitated him by constructing a ramp on stairs that too only outside office after he mentioned to them that it was difficult for him to climb up the stairs.

"There are 6,7 stairs from parking to main door. There is no support for other disabled colleague, admin have constructed the support for him." (P6)

Participants mentioned that organization has no policy for disabled employees due to which no proper action is taken for hiring and facilitating them.

"There is no policy to support people with special needs". (P7)

Divergent views were obtained regarding physical space accessibility. From data it is clear that the organization has made physical space accessible for employees only in headquarter, and regional offices lack those facilities.

Similar views as of PwDs were obtained from line managers. They mentioned that offices in big cities have all facilities such as ramps, railing, and lifts for PwDs. However, these facilities are not present in regional offices where the setup is not new. They mentioned that they accommodate PwDs in their capacity but issues that are to be handled by higher authorities and administration are beyond their control.

Line managers mentioned that for visually impaired employees, the organization assigns a helper with them who helps him in moving around the office. Moreover, team members are also

communicated about the specific needs and special care that is required by their disabled colleagues.

"We have visually impaired intern, and we have provided him with an assistant who helps him to move in and out of office". (L1)

Employee Benefits

The organization provides benefits to its employees which are provided to all employees without any discrimination. Data indicates that equal facilities are provided to all employees such as transport facility is available for everyone. But taking specific need of disabled employees into consideration, PwDs mentioned that there was no customized transport facility available for them and it was not possible for them to use transport available for normal employees. They acknowledged that they were given same facilities as other employees, but they were not tailored according to their needs. So, it was not useful for them. Due to this, most PwDs have arranged their own cars and are using that for their own facilitation. Respondents mentioned that lack of provision of personal transport by organization made it difficult for them to commute. That is why, in order to continue their job, they arranged car for themselves.

"I use my personal four-wheeler bike which is used by disabled persons normally." (P 11)

Participants mentioned that they asked for transport facility according to their need, for example they asked for an additional step for the bus as they were unable to use the bus due to its height. When they mentioned their need to the administrative department, they showed insensitive attitude towards their needs. They were not willing to facilitate and asked them to accept these challenges. However, the issue was resolved after interference of the team manager.

"When I joined, I faced a lot of issues with conveyance. I needed help with that. My home is far from the office. I was unable to arrange for van and the bus is high. I told the GM that there is an automatic step with the bus that goes in and out. He then talked to management and he arranged for me." (P 2)

Another respondent received no assistance and arranged car in order to continue his job. Lack of disability related facilities emerges as major difficulty in PwDs employment as they mentioned that they would have resigned if their issues were not taken into consideration.

Respondents mention that they faced space and health facility related issues as well. The health facility provided by the organization is at far off place which the respondent found difficult to commute. The organization has its own health centers and has different hospitals and labs on its panel. One of the respondents mentioned that he needed special treatment for his disability, but the organization didn't provide him. He had to pay for himself and only medicines were provided by them. From this it is clear that the company does not go extra mile to facilitate employees with disabilities. Their basic needs such as health are not catered by the organization.

Participants mention that the organization provides equal benefits and opportunities to its employees which are for everyone. No additional needs of PwDs are catered. There is a need for specific benefits for disabled employees. They have additional needs and additional benefits related to their specific need should be provided to them. They also mentioned that employees are supported equally in the organization and no discrimination is made on this basis.

From this it is clear that an organization provides benefits to its employees. These benefits are provided to all employees without any discrimination. Line managers mentioned that standard benefits that are provided by organization are given to all employees including disabled employees. The transport facility is available for all employees, but it is not customized with the needs of PwDs. Internet, credit, health facility, and fuel is provided to everyone. However, these facilities are subject to level of employment but are not discriminated against disability.

Managers also mentioned that facilities that they can provide by themselves such as comfortable seating space, offices near home, and rooms on the ground floor are given to employees. They try their best to accommodate PwDs. One of the instances shared by the line manager includes facilitation of employee for using toilet. In which PwD faced difficulty in using the toilet as it was slippery, and he had physical disability. He requested a carpet which can increase friction. His need was accommodated.

"We accommodate our employees. If any PwD comes to us and mentions their need, we try our best to facilitate them. I remember, there was a disabled employee who reported that due to disability he finds floor slippery in washroom. We arranged carpet for him." (L1)

Hiring Policy

While sharing hiring policies and selection process of the company, respondents mentioned that although disabled employees are welcomed in the interview, they are not hired. Initially they were hired to fulfill quota and later when quota was eliminated, no disabled person was hired. He mentions that organization is biased in hiring disabled employees.

It was also mentioned that, later disabled quota was also eliminated and after that no disabled employee has been hired. Respondents stated that organization had only focused on fulfilling disabled quota and did not consider facilitating them and accommodating their needs.

"No there is no quota anymore. Previously there was a quota for people with disability, but it doesn't not have anymore". (P7)

Line managers mentioned that initially there was disabled quota when organization was a government organization but now as it has been privatized and no specific quota for disabled employees is present. Respondent from Talent Acquisition team and Diversity & Inclusion team mentioned that now organization is taking initiatives to become more inclusive and promote employment of disabled employees. They mentioned that 'Justuju Internship Program'[14] was introduced by D&I team in 2021, in which 10 interns were hired for six weeks. They were placed in different departments and were provided learning opportunities. This year in 2022, they extended internship to six months and hired 25 interns. This is a paid internship and PwDs are placed all over Pakistan I different departments. They mentioned that this way they are encouraging employment of PwDs as this internship is leading to job opportunity for them.

"Previously this aspect has not been given much attention. Now things have changed, we are trying to bring change in the organization. We have started internship programs. Last year we had 3 months program, this year we extended this program to over 6 months." (L2)

Line managers mentioned that PwDs are not discriminated during hiring. They are welcomed and treated as other candidates during hiring. They mentioned that the new internship opportunities that they are offering, they ask about individual's special needs during interview.

Furthermore, when asked about diversity and hiring policy for PwDs, Line managers mentioned that there is no specific hiring policy for PwDs. They do not specifically mention about

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[14] The Quest Internship Program

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encouraging disabled employees in their advertisement. Similarly, there is no diversity statement that mentions or incorporates PwDs. However, Line managers of old PwD employees mentioned that they showed concern for the specific needs of their team members, but they were not asked about their needs during interview. Assistant Manager Talent Acquisition mentions that no special preference is given to disabled employees during hiring. For specific jobs that involve field work, non-disabled employees are preferred. These views coincide with the views of PwDs.

Training Opportunities

Employees shared that organization provided common trainings to everyone. Work-related trainings were arranged for employees but no disability specific trainings were given to employees.

Furthermore, no guidance was given to PwDs related to emergency situations. They did not know how to deal in case of emergency. No training specific to disability and disabled employees is provided by the company.

"Not really. It is out of question because there is no department like this which could work on the needs of people with special needs. I have not heard about any". (P9)

Training opportunities are continually provided to employees. Line managers also mentioned that post-Covid most of the trainings are online which are very easy to attend. There is no physical hassle involved in attending those trainings. They mentioned that work related trainings are available for everyone and are equal for PwDs.

They also mentioned that no disability specific trainings are provided by organization. Line managers view this as an important aspect to which organization should pay attention.

"Work related trainings are provided to employees but no disability specific training has been conducted so far. I believe this is a good thing and such trainings should be conducted" (L1)

Managers mentioned that PwDs are made part of the team. They are treated in such a way in which they feel comfortable. If they require any help from colleagues or managers, they are provided all assistance. Employees are also encouraged to share their learnings and ideas with others. If any idea is worth implementing, it is implemented and PwDs are not discriminated in this matter.

"No no, there is no difference. Whoever performs well is appreciated regardless of disability" (L3)

Disability Representative

Interviewees reported that there is no disability specialist present in the organization. There is no specific team or person in the organization to deal with PwDs specific issues. They mentioned that if there is any representative in the organization their issues will be heard and can be resolved easily. They also mentioned that if representative is also disabled, he will be able to better understand the dynamics and problems of disabled employees. He will be able to empathize with them instead of someone who has not experienced that himself.

"Of course, they should. It would be easier for us to convey our thoughts and discuss our issues." (P9)

Organizational Values

Respondents mention that values of organization do not translate into behaviors. For example, they mention that WE CARE is the value of organization however, disabled are not accommodated. They mentioned that if their needs were catered and they were facilitated, they would have been motivated to perform better. Organization should take care of employee comfort and addressing their needs is their comfort. Organizational values are not translating into behaviors.

Respondents also mentioned that they have mentioned their needs to management and concerned people, but they did not listen to them neither did they address their issues. However, they again appreciated the support of their line managers who extended their support and help in the resolution of their specific need related issues. The lack of provision of facilities on request was reported by almost all respondents. Administration did not inquire about PwDs needs themselves nor did they facilitate them upon request, which acts as an obstacle in their employment.

Unconcerned attitude of administrative department is not encouraging for disabled employees. They do not consider it their responsibility to eliminate them. This is a challenging factor for them as they must assume this responsibility and provide necessary facilities.

4.3 PwD Perceptions and Strategies Adopted to Eliminate these Barriers

Organization culture removes these barriers in different ways and organization is also trying to address those barriers. Apart from this, views and perceptions of PwDs about their employment are important to consider which are presented below.

Compensation

Discussing compensation and benefits of organization, respondents had mixed views. They mentioned that compensation and benefits are same for disabled and non-disabled employees, and they were hired on same pay as of others. None of the respondents mentioned that they faced pay disparity because of disability. Therefore, from this it can be inferred that organization in this regard is treating its employees equally and is not differentiating them.

"There is no difference in pay packages on the basis of disability." (P 11)

Managers mentioned that the salary package offered by the organization is same for all. The slight difference that exists is because of negotiation process during hiring. Otherwise, there is no discrimination related to PwDs while offering salary. They mentioned that salaries are dependent on a number of other factors such as level of employment and employee category such as regular or contractual etc.

Appreciation

Appreciation is an important factor for employee motivation. During data collection, participants reported that they received equal appreciation and recognition from their managers and no discriminatory behavior was reported. According to participants, they are equally appreciated. They mentioned that they have given ideas and suggestions to management and their ideas were implemented also. PwDs have proposed better ways of doing work which has been implemented in organization and has resulted in better performance. This shows that organization values employee' opinions equally and PwDs are not discriminated. This has a positive impact on their job.

"Yes of course our bosses appreciate our ideas. They often accept my ideas and suggestions and appreciate it. Moreover, they guide me where I need their guidance. They also tell me where I do I need to make changes". (P10)

However, respondents mentioned few instances where their ideas were not implemented but they were appreciated. Employees including PwDs were not discouraged from giving ideas. No discrimination in appreciation and implementation of ideas was reported.

"Well, some people get more appreciation than others but there is no discrimination against disabled persons. Even normal people face this too. But nobody does any discrimination due to my or any other's disability. My GM is very good and friendly person. He appreciates me a lot" *(P7)*

Data shows that disabled switched job in current organization because of better opportunity that they found. They switched their jobs when they found jobs in organizations with good working environment and high pay. Respondents also mentioned that job security was one of the reasons they switched job.

Distribution of work

According to research participants, there is fair distribution of work. They mentioned that work matches their qualification and responsibilities have been added with time. No respondent mentioned that disability played any role in distribution of work. Work was assigned on the basis of skills and capabilities. No challenge in job role was reported due to disability.

"There is equality in assignment of tasks. Moreover, the provision in facilities is also same". (P9)

When asked about assigning tasks and work distribution, line managers mentioned that work is assigned based on the capability of the employee. PwDs are not given field work because it involves physical labor which is difficult for them. They are given work keeping in mind their specific needs, but this does not mean that they are discriminated. They are given challenging work and responsibilities are added and their yearly goals are modified. Moreover, they also mention that they are given work according to their qualifications. For example, all interns are placed in departments relevant to their degrees.

"We assign work without discriminating employees. Work is assigned to them fairly on the basis of their qualifications and skills. However, we do not assign field work to PwDs because it requires fitness. This does not mean that we discriminate against them. We assign them other office tasks." (L4)

Manager and Colleague's Support

The manager's support is an important factor in the employment of PwDs. Respondents appreciated the manager's role and the support provided by them. They mentioned that their issues were resolved with the support of their managers and GMs. They mentioned that this additional support was extended due to the moral obligation that their managers felt, otherwise it was not their responsibility. It was the responsibility of the administrative department to facilitate them who were unwilling to provide any support. Unbiased attitude of managers towards disabled and non-disabled employees is also mentioned by participants. The manager's role appeared to play a positive role in the employment of PwDs.

"They always supported and motivated me. They say they we will do whatever we can. They asked me about furniture that I need and my office". (P3)

Talking about previous jobs, one of the respondents mentioned that management showed concern about their specific need on their own at the time of hiring and onboarding.

"It was also very good. I never met CEO directly, but he saw me and especially asked a female to ask me what my requirements are, what things I need there so that I can feel more comfortable. I can tell so they can arrange for me. So, it was very good". (P2)

Colleague's Support

Colleague's support is very important when working together. Respondents mentioned good relationship with their colleagues and also mentioned that they receive support from them. The helping attitude of others was appreciated by employees. They mentioned that others were willing to help and provide guidance. They were not reluctant or hesitant to offer any help. Due to disability, if they had difficulty in lifting equipment in field work, colleagues would extend their help.

"My right hand is disabled so I do all my work with one hand. my seniors are very cooperative, and they never realized me about this that you are disabled teamwork is also very good if I want to ask something they tell me that". (P5)

Respondents also mentioned that they were treated with respect from their colleagues, and they had friendly behavior towards them. Colleagues had brotherly behavior towards disabled employees and cooperate with them. Respondents have also mentioned that they have not faced any different or awkward attitude due to their disability.

"Well, they really treat me equally. I never felt any difference in their behaviour while treating me or any other disabled employee". (P9)

Teamwork

Talking about team behavior, respondents mention that they work in teams. Sharing their experience, they stated that when they work in team, they do not feel alienated. They feel part of the team and all team members take equal responsibility of work. Team members are no reluctant and are willing to help each other. Work is distributed equally among team members, and they do not hesitate to work with disabled colleagues. PwDs are not made to feel weird or left out. They are owned in team and PwDs have also led their teams.

"Well, they really treat me equally. I never felt any difference in their behavior while treating me or any other disabled employee". (P 11).

Participants mentioned that employees are not unequally treated. No difference is made because of disability. Disabled and non-disabled both are treated in same manner. Almost all respondents mentioned that they were treated in the same manner as of non-disabled employees. No discrimination of any type such as distribution of work, appreciation, or in behavior was made. They were also given equal opportunities and facilities.

"There is no such discrimination. Everyone is treated equally. My manager is really good, and he does not do that. I am not working much on systems, and I don't have much access to them. I usually play a supportive role. When we do deployments at night, he is doing that, and I only observe. But in the morning when we get appreciation message, it is for both of us. Sometimes

around 2 am my manager asks me if deployment is going to get long, and I can sleep. But he never mentioned that I left in the middle. We are treated equally". (P 2)

Line managers mentioned that they try their best to not discriminate between anyone and treat everyone equally. They also try to inculcate the same behavior in their teams. But they also mentioned that this can differ from person to person.

Performance Appraisal

All employees, including PwDs are part of annual performance appraisal of organization. Respondents mentioned that appraisal process of organization is unfair and biased grades are given to employees. They shared that they have received annual bonuses, but no increments are given to them. However, they blame the overall system of the organization in biased grading and not disability. However, only one respondent mentioned that his performance grades were impacted due to disability and his manager discriminated against him due to disability. He mentioned that his disability was viewed as an obstacle and his performance was not taken into account while rating overall performance.

"Not really. I believe disability does not play any significant role. But there is a general discrimination which normal people also face at workplace. People sometimes in our society devalue disable persons but I have not experienced this at my workplace. But yes, sometimes I feel that I work for extra hours, and I am available to them 24/7 even at home I am online and available for office services for that I deserve B grade but unfortunately this does not happen." (P 11) not obstacle

Hiring of Disabled Employees

Most of the participants had positive interview experience. While discussing their experience, respondents shared that they did not feel any discriminatory behavior during the interview process. Interviewers had a welcoming attitude, and they are satisfied with the process of interview.

"My interview was in Multan. When I reached, the BoD meeting was held, after the interview they asked me about my disability. They told me that you are talented, and we won't let you go. They asked me if I would like to live in a colony. If I live anywhere else, we can give you transport facility" (P3)

Job satisfaction

Respondents mention that they are satisfied with their job and will not switch job because of disability. They mentioned that even if they at some point switch their job, it will be not because of disability.

*"I am very satisfied with this job. I like working environment. I have no major issues here regarding work, so I really like this job. Highs and lows are part of the job but overall, I am satisfied with it.***"** (P11)

Diversity

Participants expressed that they have seen ethnic and linguistic diversity. There are people belonging to different regions and religions but persons with disabilities are seen rarely.

"Well, I have not seen any case. I have been working here for last 20 minutes, but I did not see any case of hiring of people with special need." (P9)

Few respondents mentioned that they have one or two PwDs working with them in office, but their interaction is limited. Moreover, it was also mentioned that no new disabled employees have been seen hiring. Only few PwDs who were hired earlier are part of the organization. In addition to that, employees were not sure about diversity statement of organization.

They say that they feel part of organization and work with all their heart, and they feel that their needs should be addressed.

Disabled Quota

Data collected showed that PwDs were also hired on merit basis on open quota. One of the respondents mentioned that he applied and was selected on merit basis on an open quota but when he appeared for training, he was asked to submit his documents and shifted his hiring on disabled quota. Another respondent mentioned that he was shifted to PwD quota when his medical was done by the organization. From this, it is clear that PwDs do not lack in competencies or capability and organization also didn't discriminate while hiring. However, due to presence of disabled quota, they utilize and hire employees on it. From this it can be inferred that organization hires PwDs and also have quota for them.

"Well, I was appointed on open merit earlier. But when I appeared in medical, I got rejected and declared as medically unfit. Later on I was hired on the disability quota which was 2.5 percent at that time".(P12)

Summary

This chapter discussed the barriers which have been obtained from data. There are obstacles in physical space of organization. There is no consideration of disabled needs and they are not facilitated, which is barrier foe their inclusion. Organizational strategies like equality in compensation and benefits, promotion of non-discriminatory behavior, and PwD internships etc are discussed. Moreover, this chapter also discusses views of PwDs regarding their employment in organization.

Chapter# 5: Discussion

5. Introduction

This study makes important contribution in diversity inclusion literature. Main objective was to explore the ways corporate culture creates impediments for PwDs and how organization supports to eliminate those obstacles. Data for this research was collected through semi-structured interviews to answer the following research questions: 1) How does corporate culture create and reinforce impediments to the inclusion of PwDs at the workplace? 2) Which are the strategies organizations adopt to shape their corporate culture to overcome the impediments to inclusion of PwD in the workforce? 3)How do PwDs perceive their inclusion in the organizational workforce?

This chapter analyzes key findings and discusses them with respect to already existing literature. First section discusses Obstacles Created by Corporate Culture and support provided by organization. Second section discusses strategies adopted by organization to eliminate barriers.

5.1 Obstacles Created by Corporate Culture

Disabled employees have been part of a marginalized community in Pakistan. They have been striving for their basic rights let alone good employment opportunities. This is also evident from past studies. Previous studies have identified certain ways in which corporate culture impedes the employment of PwDs. They have also pointed out obstacles created by corporate culture.

PwDs face obstacles are not only because of disability that they have but because of social and physical barriers (Fine and Asch, 1988). These barriers include organizational culture, stereotypical behavior, and negative attitudes of colleagues (Vornholt et al., 2018). This view is strengthened by another study conducted by (Santuzzi & Waltz, 2016). Suggests that PwDs have limited employment opportunities and they are associated with stereotypes and negative attitudes. This is true as data collected shows that due to stereotypes attached with persons with disabilities, other employees considered them as incapable and were not willing to work with them. PwDs also faced negative attitudes and faced humiliation from managers. this indicates that there are issues in the employment oof PwDs.

Iwanaga and colleagues (2018) discuses in their study that disability related training is linked with efforts towards inclusion of PwDs. The findings from our study show that no disability related

training is provided in the organization. No such training has been organized for PwDs in which they are informed about how they can deal in different situations. Similarly, no trainings are provided to other employees to educate them how to behave with PwDs and how they can help them in emergency situations. Such trainings are necessary to create awareness among both disabled and non-disabled for their integration and provision of support.

Training is important for PwD inclusion (Marques et al., 2020). Need for such trainings was identified by participants. This shows lack of inclusiveness at organizational level.

PwDs are considered as less capable and they face discrimination as compared to non-disabled employees. Moreover, they have less employment opportunities (Agustin, 2019). Our findings show similar results. It was mentioned that there is no quota for PwDs.

Recruitment plans (Kaye, Jans, & Jones, 2011) and selection processes (Huang & Chen, 2015) are discriminatory and not encouraging towards PwDs. Vacancies advertised by the organization, does not mention that organization is an equal opportunity employer. This is discouraging for PwDs as there are very less job opportunities for them.

One of the biggest challenges faced by PwDs is that there needs are not understood and employers are insensitive and unfamiliar with their needs (Narayanan, 2018). Interviewees also mentioned that the management of organization did not ask about their needs and their additional requirements were not fulfilled. Employing PwDs is not linked to hiring them only. Instead, catering to their special needs and providing them additional facilities is what organizations to in order to be inclusive.

PwDs are not given the opportunity to apply for jobs in organizations because employers are skeptical about hiring them (Narayanan, 2018). It is clear from the findings that organization also do not prioritize to hire employee with disability and preference will be given to non-disabled employees. This creates a barrier in getting employmet

Physical layout of the organization tends to be main obstacle in employment of PwDs (Köseoglu et al., 2021). This relates with the findings of our study. Participants mentioned that physical space was not designed according to their special needs. Regional offices lacked ramps and lifts. It was

difficult for them to climb up the stairs. Even their request to work from ground floor was not entertained. This is major obstacle created by corporate culture for PwDs.

Bam and Ronnie (2020) recommends that there Is a need for having a disability champion in the organization who can advocate for disability equity. This is similar to our findings which indicate that organization lacked disability representative. Relevant resource group is required to be present in organization so that it can be more inclusive (Erickson et al., 2014). Our findings indicate that this is missing in organization. Presence of PwD specialist helps in understanding needs of PwDs easily and their issues get resolved. Absence of such resource group also presents obstacle for PwDs.

Participants expressed that there should be a representative, in this way their needs cane be addressed in a better way, and they can be heard.

The main barriers to employing PWPDs include firms' lack of intent to employ people with disabilities (PWDs), the physical layout of organizations.

5.2. Strategies to Shape Corporate Culture

Bezyak et al. (2020) investigated strategies for disability inclusion including internship programs which indicated that such initiatives are positively related to intention of hiring PwDs. This synchronizes with our findings as respondents from HR in this research also mentioned that organization has introduced disability internship for such individuals in which they are placed in different departments to gain hands on experience. This was narrated that organization is now focusing on being inclusive towards this ignored segment of society and is now creating opportunities for them. Such efforts are positive step towards inclusion of disabled employees.

Our findings indicate that stereotypes and negative attitudes are not attached with PwDs. Rather they are treated with respect and are not discriminated. They are not treated as aliens and a sense of belongingness with organization and within teams has been reported. According to respondents, they have experienced friendly and cooperative behavior from their colleagues and management, and they do not feel as if they are treated differently.

Findings from the study of Fraser et al. (2011) mentioned that beliefs of management create an environment that is either supportive or discouraging towards employment of PwDs. This is

similar to what participants of this study have mentioned. They perceive themselves to be part of the organization because the attitude of their management is non-discriminatory, and their behavior is supportive towards their employment. That is why, they do not feel alienated. So, our study also supports this argument.

Deepanjana Varshney (2022) also discuss that disabled employees feel that management has preconceived notions about their capability which makes them unsatisfied as they believe that this will hinder their opportunities for career advancement. However, findings of this research indicate that this is not the case and management is supportive towards their employment. Respondents expressed their satisfaction and mentioned that their managers have supported them way more than organization itself. Managers tried to facilitate them and fulfill their needs, moreover, they also expressed gratitude towards behavior of their management as they made them feel part of their teams and fully supported them in their work.

Previous research conducted by McKinney and Swartz (2019) indicate that PwDs face barriers in their integration within organization. Our findings indicate that although there are barriers in physical space of the organization and architectural aspect is ignored in regional offices, but attitude and behavior of colleagues and management has made them feel integrated within team and organization. They do not feel left out or discriminated. This aspect was found to be the main reason behind their satisfaction.

5.3 Perception of PwDs

Employees that have long term disability conditions have more negative perceptions about employers and work itself in terms of satisfaction and commitment (Jones., 2016). PwD reported that they were treated in both positive and negative ways. (Fujimoto et al., 2013). Current study unveils the perceptions of disabled employees. It was mentioned that by particpants that managers and colleagues are supported towards them and do not show any discriminatory behavior. They feel that they are equally treated and their work is equally appreciated. This show positive treatment of PwDs. However, few respondents also mentioned that they faced hostile attitude and humiliation in hands of managers. their disability was made fun of and people treated them as like they were incapable. These findings aligned with prior research that there is evidence of both positive and negative treatment faced by PwDs.

Their employment opportunities are limited because of preconceived image and discrimination that they face (Brown and Kalaitzidis, 2013). Our participants also mention that they think if organization has to hire from disabled and non-disabled candidate, they will hire non-disabled one. This perception of theirs show that they also think that organization do not prefer to hire them.

5.4 Contribution of the Study

This study adds value to the disability literature by offering in-depth understanding of ways in which corporate culture creates or strengthens obstacles to PwD, and how these barriers can be eliminated or overcome. In context of Pakistan, research on PwDs is in nascent stage and focuses on basic issues such as deprivation from basic rights such as education and factors that hinder their employment opportunities. Therefore, this research contributes in understanding efforts of organization and perceptions of PwDs. It has contributed in revealing the aspects of corporate culture that are facilitating employment of PwDs and factors that hinder their employment. Through this study, companies can understand where they need to put in ore efforts and how they can better facilitate them.

As the research gap identified that mobility disability needs to be studied in depth, this study focused on physical disability type hence, indicating how physical space is creating problems for PwDs.

This study will help Pakistani companies to be more disability inclusive and how they can create environment that encourages persons with disabilities.

In addition to that, most of the papers have considered disability in general and any one type of disability is not considered, however, focus of this study was physically impaired individuals.

5.5 Implications of the Study

From this research, numerous insights can be deduced. Inclusion of PwDs is important and necessity of the time.

5.5.1 Practical Implications

To successfully include PwDs in organization, it is important for organization to improve its corporate culture and devise policies and strategies to improve their working experience. Organizations should devise hiring policies specific to PwDs in which they should actually mean

to hire. In addition to this, as data indicates that special needs are not catered by providing additional disability related facilities, organizations need to devise package of facilities in which additional facilities tailored to their needs should be provided to them because only then disability inclusion will be possible. Another important aspect that organizations need to pay attention to is having a disability related representative or resource group. This will help PwDs feel heard, and their needs will be better understood. Thorough analysis of data shows that formal process and initiatives are missing which should be put in place so that perceptions of PwDs for their inclusion can be improved. This research will help human resource personnels to alter HR practices such as talent acquisition and training in order to be PwD inclusive.

5.5.2 Theoretical Implications

This study has theoretical implications as well. The role of corporate culture in creating impediments for PwDs has been discussed in this research. Thus, assisting stakeholders to take relevant actions for making the workplace more inclusive. This research adds to the less explored dimension of diversity inclusion in Pakistan. This adds to the debate of organizational efforts in becoming PwD exclusive. Moreover, diversity inclusion with focus on disability inclusion should be made part of educational curriculum in order to create awareness, and this study provides foundation for that. Policy makers can work on PwDs to ensure equal opportunities are provided to them and can design policy manuals based on findings of this research.

5.6 Limitations of Study

There are some limitations to the study. First, there are number of factors such as education attainment, technology, lack of opportunities etc that impact employment of PwDs, but this study focused on corporate culture only. Second, data has been collected from the telecom sector only, other sectors should also be considered as PwDs are working in different organizations even if they are small in number. Moreover, only management employees are part of this research whereas organizations have non-management disabled employees also. It was also observed that line managers were reluctant to participate in this research and as they knew data had been collected from PwDs also, they became conscious. Consequently, a lot of effort was put in to gather data from them. Lastly, this study was limited to physically disabled employees only.

5.7 Future Research

This research explored the role of corporate culture, research should be conducted by taking into account other variables, for example, technological interventions. This will help to shed light on other obstacles and will help in making workplaces more inclusive.

There is very limited research on PwDs conducted in Pakistan and this research focused mainly on physical disability, future research should be conducted taking into different disability types such as visual impairment and intellectual disability. This is important because around 27 million people in Pakistan are disabled and they lack employment opportunities. This will help to understand obstacles from the perspective of employees who have other disability types.

In addition to that impact of disability specific facilities should be explored as our data indicates that this is widely missing in organization. The role of inclusive HR practices also needs attention and future research can be conducted on this as our study highlights importance of it.

As organizations have both management and non-management employees such as assistants and clerical staff, future researchers may consider conducting research on non-management employees as they are also part of the organization. This will help to get better insights into experiences of PwDs and what organizations can do for their inclusion.

Moreover, as PwDs have very low participation in the workforce, identifying them and getting access to them was an issue. in Pakistan, there is difference in culture of public and private organization. They have different policies and practices, comparative study between public and private sector can also be carried out to get insights into how differently PwDs are treated and difference in their perceptions in both sectors can be assessed. This will give insights into obstacles and strategies from both sectors and ultimately will provide data for resolution of issue.

5.8 Summary

In a nutshell, this chapter presented obstacles created by corporate culture and explains how employment of PwDs is difficult for them. Further, strategies adopted by organizations to integrate PwDs and eliminate these barriers is mentioned. There is lack of opportunities for PwDs and those which are available are not much inclusive. Organiztaion is now paying attention to facilitate PwDs but there is a long way to go. Discussion concludes with perceptions of PwDs. They think that

they are only hired, and their needs are not catered. In addition to that, this section presents contribution and implications, and limitations of this study, and future research directions,

6. Conclusion

The framework of this study helped us to achieve objectives of this research; understanding perceptions of PwDs and how corporate culture hinders and supports their employment. Findings of this study revealed that corporate culture indeed creates impediments for PwDs. In big cities like Islamabad attention was paid to architectural design of office building w.r.t PwDs, whereas small offices lacked such designs. Values and beliefs of employees were found to be generally positive towards PwDs as they were supportive towards them, and no discrimination was made. Organizations also has fair policies and procedures which are equal and same for everyone. Additional facilities specific to special needs are missing in organization which are important to facilitate PwDs. They themselves arranged facilities such as transport in order to continue their jobs. PwDs were found to be capable and competitive as data showed that their work responsibilities were continually increased. Colleagues were also found to be friendly with their disabled team members and did not behave differently with them. Data revealed that organization is now paying more attention to be more inclusive. They lack policies specific to PwDs and disabled quota has also been eliminated. But now they are focusing on streamlining their processes and paying more attention to include PwDs in their workforce. They have started initiates such as internship programs only for PwDs. In such programs they inquire about their needs and have facilitated them such as providing translators to them and assigned assistants with visually impaired interns. This was lacking when employees were hires 15 to 20 years ago but now things have changed. Perceptions of PwDs were generally found to be positive and they did not mention anything other than facilities that is missing due to disability. Finally, the study provides suggestions about how corporate culture can be improved for PwDs through which their employment can be facilitated.

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Appendix A: Consent Form

Hi, my name is Mahnoor Shafique. I am doing my MS Human Resource Management from NUST Business School, NUST, Islamabad. As part of my degree program, I am working on my dissertation thesis titled as "*Role of Corporate Culture in Creating and Reinforcing Obstacles for Persons with Disabilities*".

I am researching the way corporate culture is impacting the employment of disabled employees. Semi structured interviews will be conducted which will take 20-30 minutes approximately. The interview has four parts. First part is related to the basic information related to the employee. Second part relates to understanding in which ways corporate culture creates and reinforces obstacles for PwDs. This includes questions related to artifacts, values, norms, and assumptions. Third part is related to the ways in which organizational culture helps to remove those barriers. Last part is related to the perceptions of PwDs regarding their inclusion at workplace.

All the information that you will provide will be kept highly confidential and will only be shared with my research supervisor in order to review my work. Participation in this research is voluntary and you can choose not to answer any individual questions or all questions. You may terminate the interview at any time. However, I hope that you will participate in this research since your views are important.

Are you willing to participate in this research by giving online/in-person interview?	Yes	No
At this time, do you have any research related questions that you want to ask?	Yes	No
Do you give your permission to record the interview?	Yes	No
Verbal consent obtained by the interviewer	Yes	No

Interviewee Pseudonym: Date:

Appendix B: Interview Guide for Persons with Disabilities

Demographics	Participant's response
Age	
Gender	
Ethnicity	
Marital Status. Single Married	
Living arrangement Nuclear Joint	
Number of children	
Education	
Kind of disability	
Duration of work experience	
Name of Organization	

1) I want to ask you about your professional career.

- When did you start?
- Where have you worked before?
- What kind of jobs/roles have you performed?
- If worked somewhere before, why you switched job?
  - How was the working environment there?
  - Do they supported and facilitated persons with special needs?
  - How was your relationship with your colleagues and management?
  - What prompted you to join this job?
- Time period of current and previous job.

2) Explain your working experience in your current organization?

3) Does your organization has diversity in workforce?

- Type of diversity (Gender, marginalized etc).
- Does your organization prioritize hiring people with special needs?

4) How does your organization facilitate employees with different needs?

- Disability in their diversity statement?
- Policies, hiring policy
- accessible toilets
- special ramps
- any resting place
- transportation facility and is that facility customized/designed
- disability employee resource group

5) Are you given work that matches your qualification? Does your organization have challenging job design? Do you feel challenged at workplace?

6) Do you think employees here are managed equally?

- When you say managed equally/unequally what comes to your mind. Give example.
- Do you think you are managed keeping in mind your needs?
- Do you think you are treated at par with other employees?

7) Can you share your organization's policies related to compensation and benefits? If diff/same give examples.

- Are there any particular benefits for persons with specific needs e.g. returning mothers?
- In your job, are you eligible for any type of performance-based pay, such as individual or group bonuses, or any type of profit sharing?

8) How is your relationship with colleagues? Share experience.

- Relationship with colleagues
  - How is their behavior?
  - Do they engage with each other and you?
  - How they help in making new/old employees comfortable and at ease?
  - How they work in work performance?
- Relationship with management
  - Do you think management is supportive towards all employees? How they support you in work tasks? How do they provide you additional support?

- o Are performance goals at par with your qualification?
  - Equal appreciation
  - Equal training/promotion opportunities
  - Training to cope with different situations, Disability related training
  - Any specialist in the organization
- o In your opinion, are there any problems that you face with your employer/management because of disability
- o Do you think that management appreciates the ideas given by employees? Are they heard? Can you share any instance where your idea was implemented?
- o In your organizations do employees work in teams or individually? If you are part of a team, do you feel part of it or you feel disconnected? Whatever option you chose elaborate with example.
9) Other than what we have discussed, do you want to add challenges that you have faced in your current or previous job/organization?
  - Specific to your needs

* Is there anything else you would like to add which cab help in this research?

Thank you for your time!

Appendix C: Interview Guide for Line Manager

Demographics	Participant's response
Age	
Gender	
Ethnicity	
Marital Status	
Education	
Duration of working with PwD	
Name of Organization	
Deals/Works with what kind of disability?	

1) Can you share core values of your organization?
   - What do you think which values are practiced as norms? Example that these values translate into behaviors and norms.
2) How is your organizational culture and policies supportive towards diversity?
   - Are these policies written?
   - Which practices support these policies?
   - How you make them feel comfortable?
   - Efforts of the organization.
3) Does your organization prioritize hiring people with special needs?
   - What empowers managers to integrate and develop employees with disabilities?
   - Approximately, what is the number of disabled employees working in your organization?
   - What is their hiring rate?
   - Are there both male and female disabled employees hired in the organization?
   - Management/non-management staff? Their level of management?
   - How long they stay with the organization?
   - Do you find them equally capable in doing their job?

4) How has the organization facilitated the employment of employees with special needs?

- disability in their diversity statement?
- Policies, hiring policy
- accessible toilets
- special ramps
- any resting place
- transportation facility and is that facility customized/designed.
- disability employee resource group

5) How do you ensure to create environment and culture in which PwDs are supported that they are treated equally by colleagues and management?

- Share examples.

Do you think employees here are managed equally?

- Face or experience any sort of discrimination? If yes, please give example.

6) Does your organization provide training to PwDs?

- To cope with different situations
- To non-disabled employees for better understanding PwDs
- Any specialist in the organization

7) How you look at the career and salary progress of employees? How your company ensures that PwDs share compensation and benefits similar to other employees?

- Are employees given equally challenging roles? How do you compensate this in case of PwDs.

* Is there anything else you would like to add which cab help in this research?

Thank you for your time!

Appendix D: Codes and Themes

1st Order Codes	2nd Order Codes	Themes
better opportunity	Better Opportunity	Better Job Opportunity
exciting opportunity		
Good working environment		
good working experience		
Easy previous job	Easy Job	
high pay	High Pay	
no resting area	No disability related facility,	Lack of disability specific facility
no customized transport, no facilities		
Same dealings + Insensitive organizational attitude	Non-considerate attitude	
Special need not considered		
good specific need related experience	Need addressed	Provision of support
Made special arrangements		
Additional support through top management		
comfortable space	Physical space tailored according to needs	Accessible physical space
space physically designed		
presence of lifts and ramps		
day to day issues tackled		
no accessibility issue		
customized transport facility		
physical space issue	Issues related to physical space	Not feasible physical space
No elevators		
Transport issue		
Restroom issue		
Commute issue		
Health facility issue		

Inaccessible health facility		
physical space issue		
Inaccessible health facility		
poor working environment and facilities		
Lack of restrooms		
Bad working environment		
Management's support	Provisioning of support from management	Supportive Management
Good management		
Management's guidance		
Management's support		
Management's unbiased attitude	Management's unbiased attitude	
Good relationship with colleagues	Provisioning of support from colleagues	Coulleague's Support
Colleagues' support		
equal appreciation	Appreciation and recognition from management	Management's equal appreciation
Manager's appreciation		
Management's recognition		
no challenging job design	No challenging job design	Work matches KSAs
work matches qualification	Work matches qualification	
Work matches skillset		
fair work assignment		
responsibilities added	No discrimination	
undiscriminated work assignment		
No disability related issue		
Work matches capabilities		
no specific need related training	No disability training	Lack of disability training
no emergency situation training		
no emergency guidance		

Common training	Training for everyone	
gender diversity	lack of PwDs	Not PwD Inclusive
No disabled employees		
PwDs internship	PwD interns	
ethnic diversity		
No diversity statement	No diversity statement	
no specialist	No representative	Lack of representative
need of specialist		
No representative		
no different attitude	Welcoming attitude in interview	Welcoming during interview
welcoming attitude		
good onboarding experience		
no issue faced		
fair selection process	Fair selection	Divergent views about hiring
unbiased hiring process		
Discrimination in hiring process	Biased hiring	
No hiring of disabled employee		
No disabled employee hired		
Biased hiring attitude		
same benefits and same increments	No discriminatory compensation and benefits	Same compensation and benefits
same promotion opportunities		
equal pay		
no disability related promotion issue		
equal benefits for all	Equal support, benefits, and opportunities	Equally managed employees
equal support		
Equal appreciation		
Equal opportunities		
disabled quota required	no disabled quota	Absence of disability quota
previously Disabled quota		

old disabled employees		
non-disability related attitude	Same treatment for all employees	Equal treatment
Equal treatment		
no unequal treatment		
job satisfaction	Job satisfaction	Job satisfaction
disability, not a reason to switch		
unsure about values	values contradicting with behaviours	values not translating into behaviours
values not translating into behaviours		
feel part of organization	feel part of organization	Feel integrated
work wholeheartedly		