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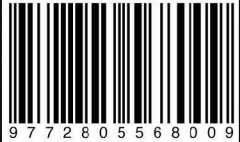
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Managers' Consideration in Integrating Employees *with Disability at the Workplace*

It is well said that we live in a dynamic and rapidly changing world, which has a significant impact on the way organizations are managed. The workforce has become more diverse in terms of gender, race, ethnicity and ability type of employees. Thus, the role of managers is very important in leading others through unpredictable changes and issues. Managers should utilize their skill to understand and communicate effectively with others, which can be adapted to a wide variety of situations. Failure to make the best adjustments for the people in an organization will lead to managers facing significant unwelcome consequences

To some people, hiring people with disabilities (PWD) requires rethinking accommodation adjustments. At certain stages, this may become a crucial recruitment decision. In this case, managers need to make complex decisions to ensure the successful application of integrating employees with disabilities. This "complexity" has caused the lower rate of PWD employment compared to other populations. The Malaysian government has continuously reviewed and proposed many beneficial actions regarding the welfare of PWDs to increase their numbers in the workplace. One of the efforts is through the release of the latest and important revised Disability Act 2008 that has promising objectives toward full participation



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Employing individuals with disabilities requires specific attention, particularly in terms of human resource management policy and improving the company's bottom line. This includes disability awareness, training and consultation, career development, recruitment, and accommodation. This is of utmost importance, as most workplaces are not adjusted to accommodate PWDs. Therefore, changes and considerations made to these policies demonstrate that managers are committed to the successful inclusion of PWDs in the workplace, not just fulfilling their social responsibility rhetorically as urged by the government.

Employees with disabilities are usually found to be loyal to their work. This is

and equality among PWDs in the country. The Disability Act 2008 was developed to address the rights of PWDs to:

1. acknowledge and accept the principle that PWDs deserve equal rights and opportunities to fully participate in the community.
2. ensure that PWDs enjoy equitable rights, opportunity and access within the country's law
3. eradicate discrimination towards any individual due to his or her disability
4. educate and enhance societal awareness on PWDs' rights

After a few decades since the act's implementation, there are still a large number of PWDs who are excluded from employment. However, besides generating employment for those with disabilities, one could not deny the difficulties and issues that may arise. At the moment, little improvements can be seen in the employment opportunities given and the development for PWDs in both public and private sectors due to various factors such as lack of facilities at work, problems with the infrastructure and workplace, as well as indirect discrimination by co-workers. On the other hand, employers are reluctant to make work adjustments as it is perceived as costly.

Despite the challenges in hiring PWDs, maintaining a sense of humanity is still necessary. It is important to show kindness to one another and to live well together so that people can be treated humanely in relationships of mutual respect. Hence, many efforts can be made to encourage the participation of PWDs, including management consideration, support from coworkers, policies and regulations, and organizational climate. However, this article will explain the role of management consideration in helping PWDs in the workplace, as employment can enable them to live independently without relying entirely on charity. Additionally, financial resources can provide PWDs with higher chances of becoming involved in mainstream society by increasing their social networks, sense of efficacy, and inclusion.

based on the fact that having a job is a significant opportunity for them, as their chances of employment are often slim. Additionally, switching jobs is not easy for them, especially finding one that suits their disability. Thus, to thrive in their employment, a supportive working environment, especially from their manager, is ultimately needed. This includes handling their emotional needs to motivate them and helping them be more persistent in tackling future challenging tasks.

Additionally, it is important to develop a high-quality relationship between supervisors and employees with disabilities to increase their job embeddedness with their current employer. Therefore, organizations may find it useful to reconsider policies and procedures specifically for employees with disabilities in the workplace to ensure that enforcement is understood and consistently applied throughout the organization. Unbiased policies should be carefully monitored to ensure their implementation, thereby emphasizing the importance of hiring individuals with disabilities.

Managing employees with disabilities involves adjusting norms and intentions differently from handling non-disabled employees, enabling them to fulfill their untapped potential. Improving decisions around employing individuals with disabilities must prioritize fixing "people" rather than "places". Managers should be supportive, engage in open interaction, and listen attentively to the concerns of employees with disabilities to make informed decisions. Recruiting, hiring, and retaining PWD can provide companies with several competitive advantages while demonstrating their commitment to inclusion.

This article lays out a foundational platform for the manager-employee relationship in organizations, specifically addressing employees with disabilities. Recognizing that individuals with disabilities possess diverse abilities necessitates varied management approaches from managers. The mutual benefits derived from a positive relationship between employees with disabilities and their managers should be carefully considered. It is believed that managers' attitudes and behaviors have a significant impact on PWDs in the workplace. Therefore, thoughtful consideration is crucial in hiring employees with disabilities based on their work capabilities rather than seeking sympathy from others.

Abraham Lincoln once said, "No man is good enough to govern another man without that other's consent." This highlights the importance of respectful and consent-driven management practices. Good workplaces are built on effective management that shows profound consideration and adaptation for both challenges and individuals. Awareness of our actions can either enhance or erode the quality of life for PWDs. Therefore, fostering understanding within ourselves is essential to promote humanity and inclusivity throughout society.



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