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Research Article

Human Resource Management Practices on Inclusive Employment for Persons With Disabilities (PWDs) in the Philippines

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ABSTRACT

This study described and examined Human Resource Management practices on inclusive employment for Persons With Disabilities (PWDs) among selected Non-Government Organizations in the Philippines. There were 38 randomly selected Non-Government Organizations in the Philippines which participated in the study. Meanwhile, this study utilized descriptive correlational research. Survey-questionnaire and unstructured interviews were used as the main and secondary research tools of the study. Results revealed that Human Resource Management practices in the employment of Persons with Disabilities among selected Non-Government Organizations in the Philippines offered wide employment opportunities for PWDs. They were compensated equally based on the nature and accomplishments of their work. Hence, they were selected and recruited based on their potentials and skills while emphasizing the prevailing policies on inclusivity and equal work opportunities. Thus, NGOs provided efficient training and development programs towards professional development of PWDs as employees. Further, HR officer implemented policies and regulations that maintained and protected the health and safety status of the PWDs. In addition, productivity was seen as the most advantageous aspect of PWDs in the performance of their work while adjustment to workplace became the most disadvantageous aspect encountered by Human Resource Officers to their PWDs employees.

Keywords: *Human Resource Management, Inclusive Employment, Non-Government Organization, Practices, PWDs*

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Introduction

Human resource management plays an integral and essential part in any recognized institutions even classified as private and public entities. Every institution is functional and operational based on the manner how people in the workplace fulfill their duties and responsibilities as they engage actively towards the attainment of the institutions' goals and objectives. Verily, in the words of Choudly (2016) which he discussed that Human Resource Management as a contributory machinery that bridge the company towards the fulfillment of its thrusts and objectives. Meanwhile, employees and other personnel in a business organization among others compete internally and externally to maintain harmonious balance in the pursuit of progressive and sustainable organization.

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Apparently, Human Resource Management practices are well known as managing and handling people in the organization, a process which through the management builds a workforce and tries to create a human performance that the organization needs. Reynokis (2020) stated that HR practices are the means through which human resources personnel can develop the leadership of the staff. This occurs through the practice of developing extensive training courses and motivational programs, such as devising systems to direct and assist management in performing ongoing performance appraisals. Human Resource promotes a diverse workforce, and equal opportunity for people who have access to a specific work, this includes the inclusive employment for people with disabilities.

On one hand, in an organization, employment of distinct individuals in terms of talents and skills is commonly done to ensure sound operations within the organization. As such, inclusive employment profounded a diverse workforce wherein employees felts valued, welcome, and included in the workforce instead of isolated. In the scientific study of Poses

(2019) which he defined that inclusive workplace as an avenue that accommodate all kinds of differences and disabilities feel welcome and valued for their contributions. It was a place where people with disabilities both visible and invisible disabilities have the same opportunities for advancement as their co-workers. Several studies showed that despite the right to work in an environment, which is open, inclusive and accessible to Persons With Disabilities (PWDs). The employment rate of persons with disabilities (PWDs) was much lower than for people without disabilities (European Commission, 2017). Many organizations were afraid to hire people with disabilities on the belief they were lacking in capabilities they could not perform well and may have caused troubles.

Based on the 2010 Census of Population and Housing. In the Philippines, 92.1 million households, around 1.4 million or 1.57 percent have a disability. Moreover, PWDs are among the vulnerable groups that need the utmost attention from the government (Narido and Tacadao, 2016). Persons with disabilities (PWDs) comprised one-sixth or 15 percent of the world's population. About 785 million men and women with disabilities or 80 percent are of working age. Further, Kash (2019) under RA 10524, Persons with disabilities (PWDs) refer to individuals who suffer long-term physical, mental, intellectual, or sensory impairments which, upon interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others.

In view of its legality, specific types of disabilities were mentioned as provided for RA No. 7277 or otherwise known as *"An Act for Rehabilitation, Self-Development and Self Reliance of Disabled Person and Their Integration Into The Mainstream Of Society And For Other Purposes"* in which these were; psychosocial disability, disability due to chronic illness, learning disability, mental disability, visual disability, orthopaedic disability, and communication disability. Hence, RA 10524 and its IRR provided equal work opportunities to PWDs and at the same time, incentivizing the private sector for its participation. More than the incentive, integrating PWDs in the workforce means rehabilitation,

self-development, self-reliance and affirmation of PWDs as productive members of society.

Since there were rapid changes and continuous adaptation of these changes, every organization maximizes and utilizes its human resource to take active part in the operation and administration of the organization. One of distinct organization being known in the Philippine settings was the existence of Non-Government Organizations. Consequently, it actively operated and leveraged its Human Resources.

Based from the study of Lavina (2018) which she concluded that Non-Governmental Organizations (NGOs) have been founded to deliver value for the communities and society through service, education and some form of contribution that makes the community a better place for everyone. However, its mission can only be achieved when there are equally talented and committed people who can deliver which is possible through Human Resource.

The study objectively observed that inclusive employment among Non-Government Organizations were practiced and implemented. Further, it observed that this may posed implications to the Human Resources whereas NGOs were equipped with career management towards sustainable growth of the organization and welfare of its people. It was imperative that HRM practitioners, employees, management & organizational leaders understand the meaning of disability as a diversity factor in the workplace and the potential effect of disability on critical HRM practices related to job attraction, selection, retention, training & termination (Cotter, 2017).

In view of the foregoing condition, the goal of this study was to investigate how Human Resource Management Practices and inclusive employment influenced the employability of PWDs by examining the theory of HR practices as one factor that affects the employment of PWD and with the inclusive workplace theory of Maslow Hierarchy of Needs, a mediator between the HR practices and inclusive workplace that would create inclusive employment

of the PWDs, considering the advantages and disadvantages of employment of PWDs.

Perhaps, the study further focused on the influences which HR (Human Resource) officers manifested as practices and how inclusive workplace to the employment of PWDs were managed and executed on the basis of governance and management.

The study examined Human Resource Management practices on inclusive employment in selected Non-Government Organizations for Persons With Disabilities (PWDs) in the Philippines. Specifically, it examined the profile of the respondents in terms of line of business, services and number of years in operation. Further, it described and examined Human resource management practices on inclusive employment in terms of compensation, recruitment and selection, training and development and health and safety in the workplace. Also, analysis on the relationship between Human Resource Management practices and inclusive employment for persons with disability (PWDs) in selected non-government organizations in the Philippines were established.

Methods

This study utilized descriptive correlational quantitative research design in order to answer the research questions. This study examined if there was a significant relationship between Human Resource Management Practices and Inclusive Employment for Persons with Disabilities in Selected Non-Government Organizations in the Philippines.

Researcher-made questionnaire was utilized as the primary tool of the researcher. Survey-questionnaire underwent comprehensive pretesting among non-included NGOs in the study, with reliability result of .956 which verbally described as *excellent*. In addition, there were thirty-eight (38) NGOs which were represented by their Human Resource Officers, served as the subject respondents of the study.

Results and Discussion

Profile of NGOs

Table 1. Line of Business of Non-Government Organizations and Services Offered

Line of Business	f	%
1. BPO	7	18.40
2. Food Industry	6	15.80
3. Recruitment	6	15.80
4. Manufacturing	2	5.30
5. Retail	2	5.30
6. Hospitality Industry	3	7.90
7. Accounting	2	5.30
8. Automotives	1	2.60
9. ICT	2	5.30
10. Furniture	1	2.60
11. Law Firm	1	2.60
12. Administrative Work	1	2.60
13. Consumer Baking	1	2.60
14. Health Institution	1	2.60
15. Online Selling	1	2.60
16. Delivery	1	2.60
TOTAL	38	100

Services Offered	f	%
1. Customer Service	7	18.40
2. Food Services	12	31.60
3. Administrative Assistance	4	10.50
4. Virtual Assistance	4	10.50
5. Consultancy	3	7.90
6. Sales	1	2.60
7. Medical Services	1	2.60
8. Telecommunication	3	7.90
9. Baking	1	2.60
10. Construction	1	2.60
11. Auto Repair	1	2.60
TOTAL	38	100.00

Profile of NGOs in terms of their Line of Business. It can be seen that BPO or Business Process Outsourcing is the most frequent Line of Business of NGOs with a frequency of 7 (18.4%) out of 38 respondents. Thus, the Food Industry with a frequency of 6 (15.8%) out of 38 respondents. Third highest most frequency in terms of Line of Business of NGOs were recruitment agencies with a frequency of 6 (15.8%) out of 38 respondents.

Services Offered. Food Services was the most frequent service that was offered by NGOs with a frequency of 12 (31.6%) out of 38 total number of respondents. Further, Administrative Assistance/Hiring which garnered a frequency of 4 (10.5%) out of 38 total number of respondents. NGOs were inclined more on Virtual Assistance and Services which garnered a total frequency of 4 (10.5%) out of 38 total number of respondents.

Table 2. Number of Years in Operations of NGOs

Number of Years in Operation	f	%
1. Not more than 5 years	22	57.89
2. 6-15	10	26.31
3. 16-25	3	7.89
4. more than 25	3	7.89
TOTAL	38	100

Business Operation of NGOs. There were 22 out of 38 respondents answered that they were operating for more than 5 years in operation (57.89%). Meanwhile, 10 out of 38 respondents answered that they were within 6-15 years in operation, having garnered a percentage of 26.32%. 3 out of 38 respondents

answered that they are within 16-25 years in operation, garnered a percentage of 7.9%. Hence, there were 2 (5.26%) showed that they were more than 25 years in operation. While 1 or equal to 2.63% was unable to respond with the question given.

Table 3. Human Resource Management Practices

Human Resource Management Practices

Aspect	Mean Score	VI
1. Compensation	4.47	Extremely Satisfied
2. Recruitment and Selection	4.50	Extremely Satisfied
3. Training and Development	4.30	Strongly Agree
4. Health and Safety	4.52	Strongly Agree
Grand Mean	4.44	Highly Practiced

Compensation of PWDs. PWDs employees were extremely satisfied in terms of the HR practices related to Compensation of PWD employees in their workplace. It garnered a mean score of 4.47 which was verbally interpreted to Extremely Satisfied. According to the IRR of Republic Act 7277 which was the Magna Carta for Disabled Persons. Pursuant to cited law, it provided that the hiring, promotion, or dismissal of workers, employee remuneration, job training, and other terms and conditions of employment, no individual or entity, whether public or private, must discriminate against a qualified handicapped person on the basis of disability. Providing a qualified handicapped employee with lesser pay, salary, wage, or other forms of remuneration and fringe benefits due to his disability as compared to a worker performing the same type and quantity of labor but who was not impaired. According to the legislation, a handicapped employee was entitled to the same pay, perks, fringe benefits, incentives or allowances, and other employee benefits as any other eligible employee.

Recruitment. It garnered a mean score of 4.50 which meant that PWD employees in NGOs were extremely satisfied with the HR Practices related to PWD Recruitment. According to Kono (2019), a person with disabilities (PWD) in the Philippines faces a variety of challenges, including poverty, a lack of financial and environmental access to quality education, and so on. Although the government was aware of the poorly organized services and was even unable to respond to his requirements, it was hesitant to address them. Efforts by the government and non-governmental organizations (NGOs), including self-help groups operated by PWDs, were insufficient to train or equip a PWD for competitive and long-term work.

Training and Development. It garnered a mean score of 4.30 which was verbally interpreted to Strongly Agree. HR personnel in NGOs agreed that their training practices for PWD employees were well-suited and inclusive enough for PWDs. Trainers recognized their responsibilities to trainees with disabilities since they created significant impact on the trainees'

future. Hence, their work provided handicapped individuals with opportunities for self-sufficiency, food security, and enhanced quality of life. Supported by FAO (2016) states that, the actions of learners in their communities must be taken into account throughout training. Rice planting and harvesting are the busiest seasons of the year for farmers in Asia, making training difficult to arrange during these times. Trainees must be made aware of their own particular limitations and potential, they must never let others decide what they can and cannot achieve. To foster trade, sharing, conversation, compassion, and emotional growth, training sessions should be held in the style of a huge family reunion. In order to understand how to overcome some of the challenges and improve their quality of life, trainees must learn to listen to the experiences of others.

Health and Safety in the Workplace. Accordingly, this aspect garnered a mean score of 4.52 which was verbally interpreted as strongly agree. HR personnel in NGOs observed that PWDs in their workplace were well taken care of in terms of their health and safety. As what HSENI (2019) stated in their published article, health and safety regulations should not be used as a justification for discriminating against employees, nor should it be used to hinder handicapped individuals from getting or keeping jobs. There was no legal requirement to conduct a separate risk assessment for handicapped people. If a worker with a disability was discovered, the existing risk assessment should be reviewed to ensure that it would address dangers that may be present for PWDs in the workplace.

Table 4. Advantages Encountered by HR as Experienced by PWDs in NGOs

Advantages Encountered by HR Officers as Experienced by PWDs in NGOs		
Aspect	Mean Score	VI
1. Reliable	4.42	Strongly Agree
2. Productive	4.47	Strongly Agree
3. Health and Safe Conscious	4.44	Strongly Agree
4. Work Enthusiasts	4.44	Strongly Agree
5. Efficiency Adaptability	4.44	Strongly Agree
Grand Mean	4.44	Strongly Agree

Advantages Encountered by HR Officers as Experienced by PWDs in NGOs. The mean score of 4.47, HR personnel among NGOs strongly agreed to the statement that PWD employees were productive. With the mean score of 4.44, HR personnel in NGOs strongly agree that having PWD employees posed safety and they were adaptive. Hence, PWDs were efficient in the performance of their work. According to the study conducted by Katha (2019), it was stated that if PWDs were well-integrated

into the workforce, they could more productive than their peers. They were also recognized for being more timely, industrious, loyal, and truthful, as well as having a low absenteeism rate. While Indian businesses were focused on finding new methods to engage their employees, they were also aware that in the education and corporate learnings of their employees about PWDs which included their talents and skills.

Table 5. Disadvantages Encountered by HR Officers as Experienced by PWDs in NGOs

Disadvantages Encountered by HR Officers as Experienced by PWDs in NGOs		
Aspect	Mean Score	VI
1. Adjustment	4.07	Agree
2. Discrimination	3.63	Agree
3. Health Concern	3.86	Agree
Grand Mean	3.85	Agree

Disadvantages Encountered by HR Officers as Experienced by PWDs in NGOs. With the highest mean score of 4.07 out of 3 statements, HR personnel in NGOs agreed to the statement that having PWD employees meant that there should be maximum adjustment in the workplace which they concretely observed as a disadvantageous. According to recent official figures by Burton (2021), there were around 13.3 million disabled persons in the United Kingdom. Almost one out of every five persons falls within this category. As a result, it was probable that employers had or would hire people with disabilities in the future. Employers were required to make reasonable workplace adaptations to accommodate individuals with impairments. Leaders, managers and

employers met their responsibilities since employees with disabilities required assistance to enhance their working circumstances, and job seekers deserved equal access to job possibilities. Modifications to the workplace that allowed persons with impairments to work comfortably and securely were referred to as reasonable adjustments. Implementing new equipment or allowing for more flexible working arrangements, for example. They were also related to developing job applications that are easily accessible to applicants with certain qualifications. Accessible applications were critical because they provided equitable employment possibilities to persons with impairments.

Table 6. Relationship of Human Resource Practices between Inclusive Employment

Relationship Between Human Resource Practices and Inclusive Employment		
Variables	Correlation Coefficient	p-value
Correlation of HR practices and Inclusive Employment	0.784	<0.005

Relationship between Human Resource Management Practices and Inclusive Employment for PWDs. Based from the results, there was significant relationship between Human Resource Management Practices and Inclusive Employment for Persons with Disability. According Zulmi (2021), at their workplace, management practices for personnel with disabilities have been carried out in an inclusive manner by following disability inclusion principles. Furthermore, laws and policies governing the management of handicapped personnel were compliant with the relevant laws applicable therewith. Acceptance and support, communication, flexibility, work-family culture, workload, and workplace physical circumstances were all factors that had implicated the management of individuals with disabilities. Their workplace's inclusive Human Resource Management practices had a positive impact on both employees and their firm.

Conclusion

Human Resource Management practices in the employment of Persons with Disabilities

among selected Non-Government Organizations in the Philippines offered wide employment opportunities for PWDs. They were compensated equally based on the nature and accomplishments of their work. Hence, they were selected and recruited based on their potentials and skills while emphasizing the prevailing policies on inclusivity and equal work opportunities moreso, NGOs provided efficient training and development programs towards professional development of PWDs as employees. Further, HR officer implemented policies and regulations that maintain and protect health and safety status of the PWDs. In addition, productivity was seen as the most advantageous aspect of PWDs in the performance of their work while adjustment to workplace became the most disadvantageous aspect encountered by Human Resource Officers to their PWDs employees.

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