

## A QUALITATIVE ANALYSIS: WHY PEOPLE WITH DISABILITIES ARE NOT HIRED FOR EXECUTIVE SEATS ON JOB

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### Abstract

About 15% of people worldwide are disabled, and the majority of them work in low-paying, entry-level positions or are unemployed. An examination of the literature reveals that little effort is made to determine the reasons why these individuals are not hired for executive positions. In order to discover gaps on the part of businesses and people with disabilities and to attempt to close these gaps, the goal of this study is to determine the reasons why organizations do not choose such individuals for executive positions. The results indicate that employers have a poor opinion of people with disabilities' talents, and people with disabilities lack confidence in themselves, which prevents them from obtaining executive positions. This study suggests more research on impairments in the workplace and assists executives in identifying the main obstacles that people with disabilities face while trying to obtain executive positions.

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### INTRODUCTION

According to Mitra, Posarac, and Vick (2011), disability is the culmination of impairments, limitations in activities, and restrictions on participation. These characteristics reflect the negative aspects of the relationship between an individual's health and environmental circumstances. More than one billion people, or 15% of the global population, have a disability, according to the 2011 World Health Organization and World Bank study on disability. According to a World Bank-commissioned study, the cost of disability-based exclusion ranges from US \$1.37 trillion to US \$1.94 trillion of global GDP (Metts, 2000). According to Durocher, Lord, and Defranso (2012), just 2% of disabled individuals in poor nations have access to rehabilitation and suitable

basic services. According to the International Classification of Functioning, Disability, and Health (ICF), which was created by the World Health Organization in 2001, impairments are problems with the body's working system, such as significant abnormality or loss; an individual's capacity to perform a task is an activity; and the challenges an individual encounters when performing specific tasks are activity limitations. Participation is the act of immersing oneself in various life situations; participation constraints are the obstacles that one encounters when immersing oneself in circumstances; environmental elements provide the social and physical attitudes that one needs to live and conduct one's life. Particularly

personal factors include gender, age, color, and the history of human life.

According to Mitra, Posarac, and Vick (2011), disability has a negative socioeconomic impact and causes poverty, which in turn affects work, education, household expenses, and health care costs, which in turn affect savings and other aspects of living conditions.

Research (Sajjad, 2008) shows that there are many jobs that disabled people can do (depending on the ease) and disabled people can easily get into work (Brolin, 1982). However, it is difficult to place disabled people in jobs as the skill training programs are not applicable to the job requirements (Vasoo, 2001). According to (Job Creation for Disabled People: A Guide for Worker Organization, 1992), various employers analyze disabled people in terms of their disabilities rather than their abilities. In order to ensure better employment opportunities, joint strategies and cooperative actions by government, workers and employers should be developed by organizations (Manual on Employment and Selective Placement of Disabled Persons, 1989), and fair policies should be adopted by organizations on an equal footing to promote training and suitable employment of disabled persons (Job Creation for Disabled Persons: A Guide for Workers' Organizations, 1992).

The 2006 Convention on the Rights of Persons with Disabilities defines disability as an evolving concept resulting from behavioral and environmental barriers that impede interactions among people with disabilities and their full, effective and equal participation in society. It also calls on signatory states to create legal frameworks to provide equal opportunities for people with disabilities in all areas of life (Forum, 2011). But half of disabled employees ignore their legal rights (SAJJAD, 2008).

### 1. Literature Review:

(Jones, 1997) Discussion According to the ADA (1990), a disability can be defined as a significant limitation in one or more major life functions. (Colella & Stone, 1996) has classified the forms of disability into physical disabilities, mental disabilities, sensory disabilities, learning disabilities,

neurological disabilities and addictions. The percentage of the percentage is used compared to other people from the percentage of people with disabilities with work age (US Census Bureau, 1993). Those with disabilities are at the first immature, low level (DUNN 1981; McNeil & Bannerfield, 1989). In addition, disability with 34 % less than unanimous people (management of technical support to provide employment of American disabled people in 1992). Career advancement opportunities for people with disabilities are inversely correlated with those of other people with disabilities, and only half are employed (Allee & Lewis, 1992).

Employers make accommodations for individual workers because of legal requirements, social pressures, business and economic interests. (Cleveland, Barnes-Farrell, and Latz, 1997)

The ADA discussed accommodations that can be provided in the workplace, such as job restructuring, part-time or modified work schedules, reassignment to vacant positions, modification of training materials or exams, and physical modifications to the workplace or other areas, at the employer's discretion (Jones, 1997).

Accommodations may be provided in the form of personal support services, including assistance with performing work tasks, reading, interpreting, assistance with lifting or reaching to work areas, and assigning simple tasks not directly related to work to coworkers. Accommodations are not support services related to personal care, including using the restroom at work, eating and drinking (Solovieva et al. 2009 Stoddard) 2006; Gummer described five characteristics that may influence investment decisions: type, cost, timing, duration, and impact on others (Gummer, 2001).

Webster defines accommodation in the ways:

1. Adaptation
2. Reconciliation of differences
3. Willingness to favour or services
4. A help or convenience (Cleaveland, 1997)

Evidence shows that employers who have had people with disabilities in the workplace have reported satisfactory performance and that they have had to bear very little cost in accommodating them (Lee, 1996). Rigg, 2005, shows that some of the barriers to people with disabilities entering the

labour market include lack of qualifications, lack of training and experience, inadequate financial support, difficulties with application forms, unsupportive interview structure and inaccessible transport. Furthermore, employment counselors do not have sufficient information about people with disabilities, and employers have incorrect perceptions about the work capabilities of people with disabilities (Burchardt, Lord, & Defranso, 2001). Inaccurate expectations of people with disabilities create a problem and also constitute a barrier to being a good colleague and subordinate. (Cleveland et al, 1997)

As research shows (Feldman, 2004), physical limitations in assigned tasks at work are the most common barriers associated with disabilities (Nietupski & Hamre, 2000; Purcell, 1992). The embarrassment linked to a person with a disability has a negative social impact on the supervisor and colleagues (Breuer, 1998; Goffman, 1955; Colella and Stone, 1996). This pain can avoid interaction or sympathize with people with disabilities (Babbitt et al. , 1979 ; Millington et al., 1994 ; Ressler and Ochs, 2001 ). Low self-esteem and low self-efficacy, i.e. receiving negative feedback, are also barriers to career development, leading people with disabilities to perceive themselves as unsuitable for leadership positions (Burbach and Babbitt, 1990; organizational factors such as the lack of programs that can reduce the severity of disabilities and increase the capabilities and effectiveness of people with disabilities are also barriers to professional growth (Cleveland et al. , 1997).

Research shows (Bickenbach et al. , 1999) Community activists and disability rights advocates argue that disability is a political civil rights issue. As a minority, people with disabilities face discrimination in all areas of life (Eisenberg, Griggins, & Duval, 1982). There may be discrimination in access (limited people's access to jobs) and discrimination in treatment (fewer training opportunities, slower rates of promotion, adverse performance reviews, etc.) (Levitin, Quinn, & Staines, 1971). The limitations that people with disabilities face in education, employment, housing, and transportation are not due to medical reasons, but to societal attitudes toward mistreatment and a

lack of understanding of their needs and abilities (Joe & Gartner, 1987). People with disabilities should not be treated sympathetically, they should be protected by law, and there should be representation and assimilation in politics and social policy (Barren, 1991; Silver, 1994).

### 1.1 Social and Medical views of Disability

The medical model states that a disabled person is deficient. The type of disability is diagnosed and the person is labeled. The person then receives medical treatment to recover from his disability. Resources are not provided to enable him to meet the ordinary needs of life. Sometimes the disabled person is also isolated. If after treatment the person recovers from his disability, it is good, otherwise he is permanently excluded from society because society is reluctant to change to accommodate this disabled person. The social model of disability explains that individuals are respected despite their disabilities; the strengths and needs of people with disabilities are determined and recognized by themselves or others; obstacles are identified and solutions developed to remove them; resources are provided to meet daily needs; parents and professionals are trained to be welcoming to people with disabilities; social connections develop; and society evolves to accommodate the individual (Oliver, 1996).

### 1.2 Pakistan Disability Profile

According to (National Policy for Personality Handicaps, Disability 2002) means the absence of the ability to carry out activities in a manner considered normal. A disabled person means that a person, of trauma, illness or congenital deformation, is to be used for any advantageous profession or employment and includes people who have weakness, raped hearing, physically and mentally protected.

The organization of the Pakistani census, in 1998, the census, defined the categories of disability, as paralyzed, mental delayed, perennial, blind, deaf and stupid handicap. People with disabilities represent 2.49% of the total population. A character with a disability coefficient in Punjab is 55.7%, Sindh 28.4%, NWFP (KPK) 11.1%, Belujistan 4.5% and Islamabad, 0.3% of the

disabled total population. The most common handicap is physical handicap and hearing. The incidence of congenital disabilities is higher in men than in women (in both urban and rural areas) and the same is true for disabilities due to accidents (Ahmad et al., 2011). Pakistan is a signatory to the United Nations Convention on the Rights of Persons with Disabilities and is bound to follow all the regulations proposed in the convention (Ahmad et al., 2011).

In (Sajjad, 2008) it shows that to safeguard safety access of people With disabilities in public places, code of practice (design) will be prepared with Pakistan Council of Architects and Planners (PCAP) and Pakistan Engineering Council (PEC)(Govt of Pakistan, 2002).

Pakistan as a developing country is not providing sufficient opportunities to its disable population, several reasons i.e. lack of education, vocational training and unsupportive infrastructure etc. It is a basic obstacle to forcing people with disabilities to prevent the appropriate job (Ahmed et al. 2011). Pakistani's 1981 disabled (employment and rehabilitation). The percentage of the assignments was made by special people in all workplaces in the state and the private sector, increasing to 2 % in 2002. In accordance with this resolution, the National Council for rehabilitation for persons with disabilities. It was also formed at the Federal and State Level. If any organization don't employ persons with disabilities according to the legal requirement; have to pay fine to the National council (Ahmed et al, 2011).

### 1.3 Employment Conditions Of Persons with Disabilities in Pakistan

The satisfaction coefficient for employee work for employees with disabilities is 70:30 (satisfaction: unhappy). The coefficient of employees with disabilities related to legal rights is 70:30 (I do not know: recognition). The ratio of equality in promotion of people with disabilities is 65:30 (unequal treatment: equal treatment). The ratio of problems employees with hearing loss encounter at work is 80:20 (problems: no problems). The ratio of problems employees with reduced mobility face is 100:0 (problems: no problems) (Sajjad, 2008).

## 2-Methodology:

### 2.1 Data Collection & Analysis:

#### Respondents

Data was collected from 28 men and 2 women. This is because most managerial positions are held by men and not specifically from the human resources department, since most organizations do not have a separate human resources department. However, these people were directly, and sometimes indirectly, involved in the formulation of policies and their implementation, i.e., recruitment, evaluation, and compensation decisions. When we started the interview collection, we analyzed the data after each interview using a qualitative research methodology following grounded theory (Glaser & Strauss, 1967; Corbin & Strauss, 1990; Strauss & Corbin, 1998). During the data collection, we reached a point of data saturation and no new opinions were obtained from the respondents, so we completed the collection of additional data. We tried to collect data from various business organizations, excluding the education sector, such as manufacturing but also the service sector, because in the education sector there are people with disabilities in managerial positions. The respondents we selected were from small, medium and large organizations. (insert Table 1)

#### Interview:

Data for this study were collected using semi-structured interviews, most of which were in video format and then transcribed into a word processing software. Each interview lasted between 20 and 45 minutes. The managers only gave us time during working hours and we had to wait a few minutes to receive a response. Respondents were given the freedom to express their opinions so that there would be no bias in answering the questions. To achieve the aim of the study, five research questions were posed. Table 2 (insert table 2) shows the interview guide that was followed to collect the data.

#### Data Analysis:

The data was analyzed using qualitative methods. We followed grounded theory as outlined in (Glaser & Strauss, 1967; Corbin & Strauss, 1990; Strauss & Corbin, 1998). In grounded theory, we analyzed the data by creating codes and dividing the respondents' comments into units of analysis as outlined in (Strauss & Corbin 1990; Strauss & Corbin 1990; (Strauss & Corbin 1998)). Our analysis process consisted of several phases, i.e. Open Coding, Axile Coding and Selective Coding. In open coding, we made the largest possible codes. In Axile coding we relate codes with each others on the basis of their similarities, realtinoships and on the basis of demographic information. As it is mentioned by (Corbin & Strauss 1990; Strauss & Corbin 1998) to find out the core theme of our analysis we had to move again and again to back and forth of the data to reach out our core catagories as explained by (Corbin & Strauss , 1990). Following grounded theory, we used the qualitative data analysis software (QDAS) QSR Nivo (Bazeley, 2007) to guide the codes and find the final analytical themes. All interviews were imported into Nvivo one by one and had already been transcribed from the videos into text in Word format. Because open coding requires the creation of a large number of codes, in Nvivo we refer to these codes as "nodes." To carry out the next step of axial coding, the data were again analyzed in detail, searched and grouped into different categories as follows:

- Organization culture
- Where persons with disability are indefensive

In the interview that was conducted, if the interrogated one was different, there was a negative or positive opinion on the person with a disability, so the data was executed from the saturation perspective and the category was analyzed individually. An analysis was implemented.

Figure 1 (Insert Fig. 1) is generated by the NVIVO tool and uses a group request to compare the source with the node we created. This diagram shows the relationship between sources and nodes and also shows the frequency of issues that people with disabilities typically face, according to our interviewed respondents.

Figure 2 (insert figure 2) describes the different aspects of organizational culture that could be a barrier to hiring a person with a disability at the executive level, according to respondents with negative and positive views on disability.

The Figure 3 (insert Figure 3) is describing the different situations where disable Persons with disabilities are not able to justify themselves with respect to interviewee with negative and positive views about disable persons with disabilities.

## 2.2-Findings

With the frequency of the factor explained by those questioned, we have reached our main theme and theory which are defined as a selective coding and generated the following models and hypotheses which are linked to existing theory. (Bryman and Bell, 2007)

### Respondents with Positive views:Organizational culture Vs Where persons with disabilities are indefensive

#### 1.Hypothesis for Organizatoinal Culture: Positive view

Paradigms are the major reason that Persons with disabilities are not hired for executive seats on job.

Respondents with positive attitudes towards individuals with disabilities, as shown in Research Model 1 (insert Figure 4), described that the paradigms formed in organizations regarding disability are the main reason for not hiring individuals with disabilities in leadership positions, as quoted by our respondents:

#### Respondent ID2:

"The authorities used may think that the quality of the work will be compromised of their restrictions in the movement and the use of resources, objects."

**Respondent ID 7:** "On the pressure point everybody has a question mark that you are disable and you can't work, it's a perception, right or wrong I don't talk about it, it's a perception that he is disable he can't work."

#### Respondent ID 28:



"There is just only mindset/perception of owners and HR departments that they cannot do tasks properly."

**Respondent ID 12 & 15:**

"There is a perception that they will not be productive which is not true and they can handle executive jobs similar to others but there is need of shifting old paradigm."

These views are supported by the fact that many employers see people with disabilities in terms of their disabilities and not their abilities (Creating Jobs for People with Disabilities: A Guide for Worker Organisations). Furthermore, employment counsellors are not well informed about people with disabilities and employers have a false perception of the functional capabilities of people with disabilities (Burchardt). Lord and Defranso, 2001). On the other hand, people who have actually worked with people with disabilities have shared their experiences (Lee, 1996) as they have only incurred small costs in accommodating them and their performance was also satisfactory. Thus, the work already done also supports our hypothesis that in the context of Pakistan, negative perception leads to non-employment of people with disabilities in management positions.

**2. Hypothesis for Where Person with Disabilities are indefensive: Positive view**

Lack of confidence is the major reason that Persons with disabilities are not hired for executive seats on job.

Respondents with positive attitudes towards people with disabilities, as shown in Research Model 1 (insert Figure 4), described that organizations generally have a lack of trust in people with disabilities when hiring them, which creates doubts about the performance of people with disabilities, leading to the refusal to hire people with disabilities in management positions, as indicated by the respondents.:

**Respondent ID 6:**

"I think the most important thing in a career is confidence. A good looking person may be more confident than a bad looking person. That is, appearance is important. This way of thinking is

established in the market and has nothing to do with work efficiency. Confidence can be natural/God-given or it can be built. It is like you can't make a leader. It is very important what this trust is among people and how you build it.

"Firstly, we don't have educational institutions that give them the confidence to work like a normal person. Even if you are confident, you may think that others will see you, so you don't come forward.."

**Respondent ID 7:**

"Actually you are only looking at the one side there may be problems on the other side the people who have problems in their lives, they may think that the life is over to them, they generate a feeling in them that they can't do anything, can't excel, people always have a sympathy with them, I think these are the main problems that's why these type of people always feel inferiority complex in the society."

"What I think 1st of all is your inner feelings that such people are not confident that, that they can qualify for any designation."

"They actually feel that, they are lacking and people will really make fun of them. If they can qualify they can be at any seat, and this is the only reason."

**Respondent ID 16 & 18:**

"The only thing management needs is your confidence & they ensure that physical disability should not be a hurdle and In my opinion if a person is considering his weakness himself so that weakness will definitely overcome him."

The views of our interviewees supported by (Burbach and Babbitt, 1990; Saunders, 2000) that low self-esteem and low self-efficacy i.e. received negative feedback is also the hurdle in career development and persons with disabilities perceive themselves not suitable for executive post. The existing literature also supports our hypothesis which is in the context of Pakistan that lack of confidence within persons with disabilities leads to non hiring of persons with disabilities for executive seats on job.

**Respondents with Negative views:Organizational culture Vs Where persons with disabilities are in defensive**

### **3.Hypothesis for Organizational Culture: Negative view**

Job Requirements are the major reason that Persons with disabilities are not hired for executive seats on job.

As shown in Research Model 2 (insert Figure 5), respondents who have negative attitudes towards people with disabilities are reluctant to hire people with disabilities in managerial positions due to job requirements, as cited by the interviewees.

#### **Respondent ID 1:**

“Management think that disable people are not suitable for executive posts, because they should be active and perfect person so disable persons can’t be fit or this job.”

#### **Respondent ID 2:**

“An old mind-set exists in organizations where people think that 100 percent fitness of people is necessary to produce good results. Mental fitness is not considered at top.”

#### **Respondent ID 3:**

“In account department; mostly we are required to move outside the office, you have to go to tax office, banks, so might be this can be the reason that in accounts department disable are not hired.”

#### **Respondent ID 24:**

“Mostly this happens that the only reason is that for executives it’s important to keep lines for the customers, to meet them to go on a meeting, in a hotel or a restaurant that is difficult for the disable”

The above beliefs are supported by (Cleaveland et al, 1997) that inaccurate expectations from persons with disabilities result in a problem and also barrier to be a good co-worker & subordinate and also as research in (Feldman , 2004) shows physical limitations on consigned job duties are the barriers that are most commonly associated with disabilities (Nietupski and Hamre , 2000; Purcell , 1992).So existing work done also supports our hypothesis

which is in the context of Pakistan that job requirements are the hurdles of non hiring of persons with disabilities for executive seats on job.

### **4. HYPOTHESIS for Where Person with Disabilities are indefensive : Negative view**

Lack of availability of qualified Persons with disabilities are the major reason that Persons with disabilities are not hired for executive seats on job.

The respondents with negative views regarding persons with disabilities as shown by research model 2 (insert Figure 5) stated that the organizations usually do not find qualified persons with disabilities to fill their executive vacancies so their shared views are quoted as below:

#### **Respondent ID 6:**

“ I personally believe that Pakistan does not have at least an institution that creates people who can improve their skills. There is no such institution. There should be a special institution for them”

#### **Respondent ID 16:**

“First there is a lack of education in our country.”

#### **Respondent ID 19:**

“Qualification is a problem if there is no qualification so there is a problem with the disable.”

The literature also reflects and supports our hypothesis and the views of respondents that people with disabilities are unskilled and unqualified according to research (Dunn, 1981; McNeil and Bannerfield, 1989). (Rigg, 2005) also mentions that some of the barriers to employment of people with disabilities are: lack of qualifications, training and experience.

### **3-Discussion & Conclusion:**

Respondents noted that organizations suggested they had bias when working with people with disabilities. People with disabilities have performed much better than able-bodied people because they believe that in order to survive, they must compete with others to secure their place. Otherwise, people will attribute their performance to their disability, even when differences exist and the average person performs poorly. But the tragedy with this fact is

that no normal person generally considers this fact rationally. The reasons derived from not having disabled people on executive seats are organizational culture and the situations in which disabled people are indefensive include:

- biasness
- job requirements
- job rotation
- lack of motivation
- paradigm, infrastructure
- Lack of awareness
- lack of availability of qualified persons with disabilities
- lack of confidence
- Tolerant behavior among person with disabilities cause lack of advancement opportunities for persons with disabilities.

#### 4. Limitations of the Study.

1. The last census was conducted in 2023 but there was no provision for the participation of persons with disabilities, so reliable facts and figures are not available.

2. It has been difficult to know who is actually involved in developing policies related to selection and promotion, as most organizations do not have a separate HR department.

3. People were afraid to respond because they thought that within days the company owner would raise issues and the company could be sued if it did not comply with the legal requirements regarding the employment of disabled people.

4. There is no good literature review available at the national level.

#### 5. Implications of the Research:

1. This research is helpful in further research about the disability in the job context.

2. This will also helpful for the persons at the executive level to highlight the major issues that the Persons with disabilities are facing.

3. This also helps the employee (disable) and the employer (executive level) to find the better solution of the problems that both of them are facing.

This will also help the policy makers to design such adjustable policies that supports Persons with disabilities at all levels of life.

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**List of Tables**  
**Table 1 Respondents Data**

ID	Total Experience	Designation
1	23	Manager Accounts
2	11	Assistant Internal Audit Manager
3	5	Manager Finance
4	12	General Manager Human Resource
5	7	Customer service Manager
6	6	Manager
7	22	Corporate Head North Assistant Vice President
8	15	Marketing Manager Export
9	7	Contract Executive/Supply Chain
10	9	Country Manager Operations/Human Resource/Accounts
11	17	Vice President Corporate Banking
12	3	Human Resource Executive
13	15	Business Development Manager
14	19	General Manager Human Resource

15	5	Branch Service Manager
16	15	General Manager Marketing
17	7	Manager Corporate Banking
18	21	Assistant vice president
19	30	Marketing & Credit sale Manager
20	30	General Manager Human Resource Department
21	13	Manager Finance
22	2	Human Resource Executive
23	14	Manager Information Technology
24	33	Vice President
25	10	Manager
26	19	General Manager Production
27	1	Human Resource Executive
28	24	General Manager Production
29	12	General Manager Marketing
30	32	General Manager Finance

Table 2: Interview Guide

Sr.No	Question
1	What is your total job experience? And latest designation?
2	Have you employed any disable person in your organization?
3	If yes. How was the performance of that disable person?
4	Do you have to bear any extra cost to accommodate the disable person?
5	In your opinion why do not organizations prefer people with disabilities for executive post?

## Figure Captions

- Figure 1: Sources VsNodes<sup>1</sup>
- Figure 2: Respondent Views Vs Organizational Culture
- Figure 3: Respondent Views Vs Where Persons With Disabilities Are Indefensive
- Figure 4: Research Model 1: Influential Factors Model where respondents have Positive Views
- Figure 5: Research Model 2: Influential Factors Model where respondents have Negative Views

<sup>1</sup>The nodes were generated on the basis of interviewee opinion. The software highlighted the most repetitive word or phenomena used by interviewees and created a picture of cross referencing.

Figure 1

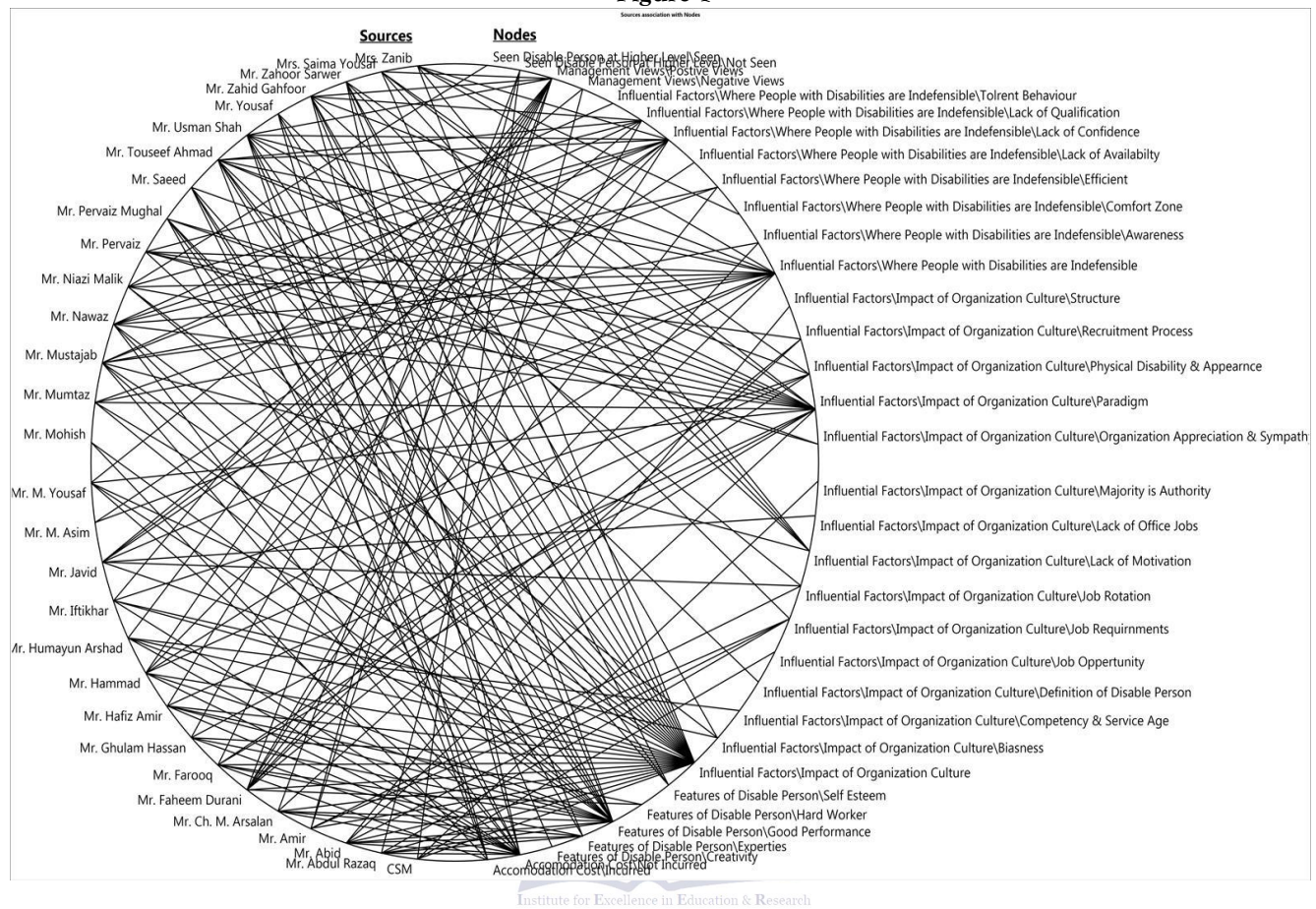


Figure 2

Respondents Views as compare to Impact of Organization Culture - Results Preview

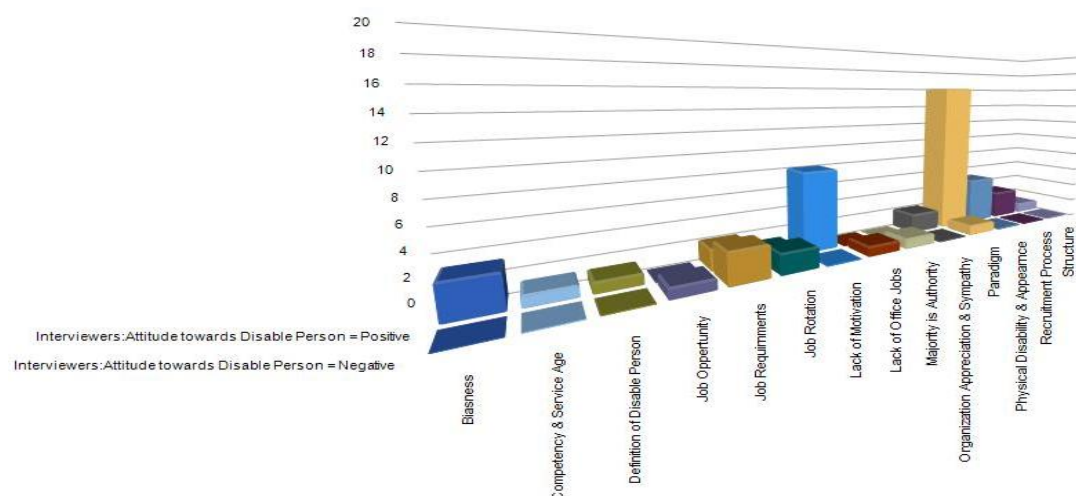




Figure 3

Respondent Views as compare to Where People with Disabilities are Indefensible - Results Preview

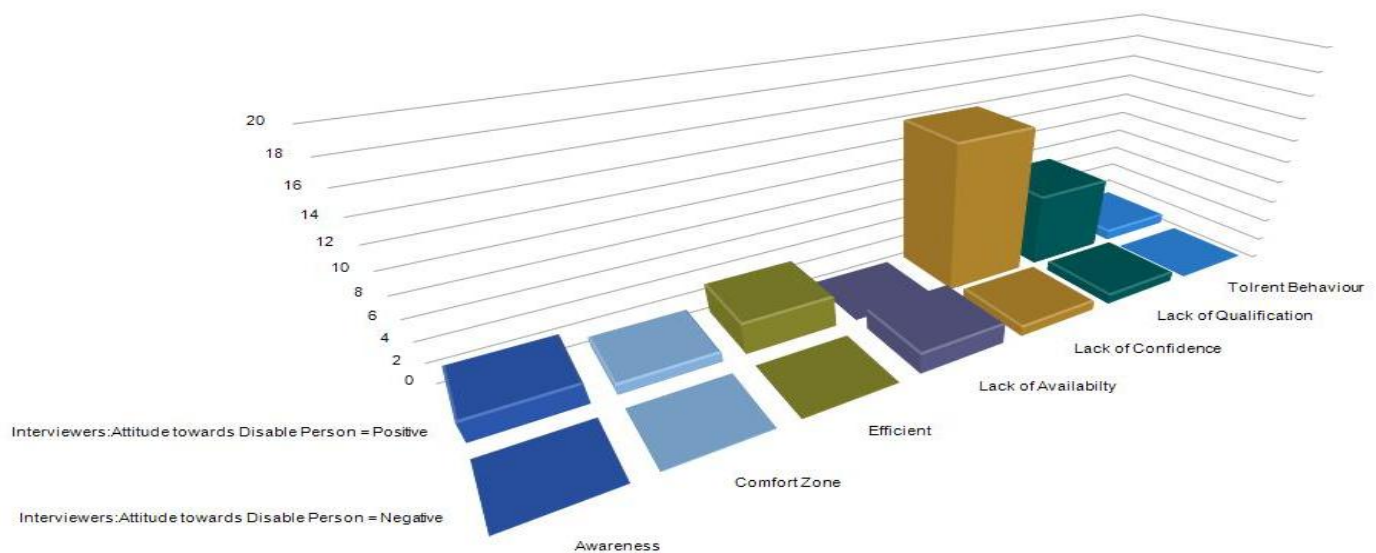


Figure 4

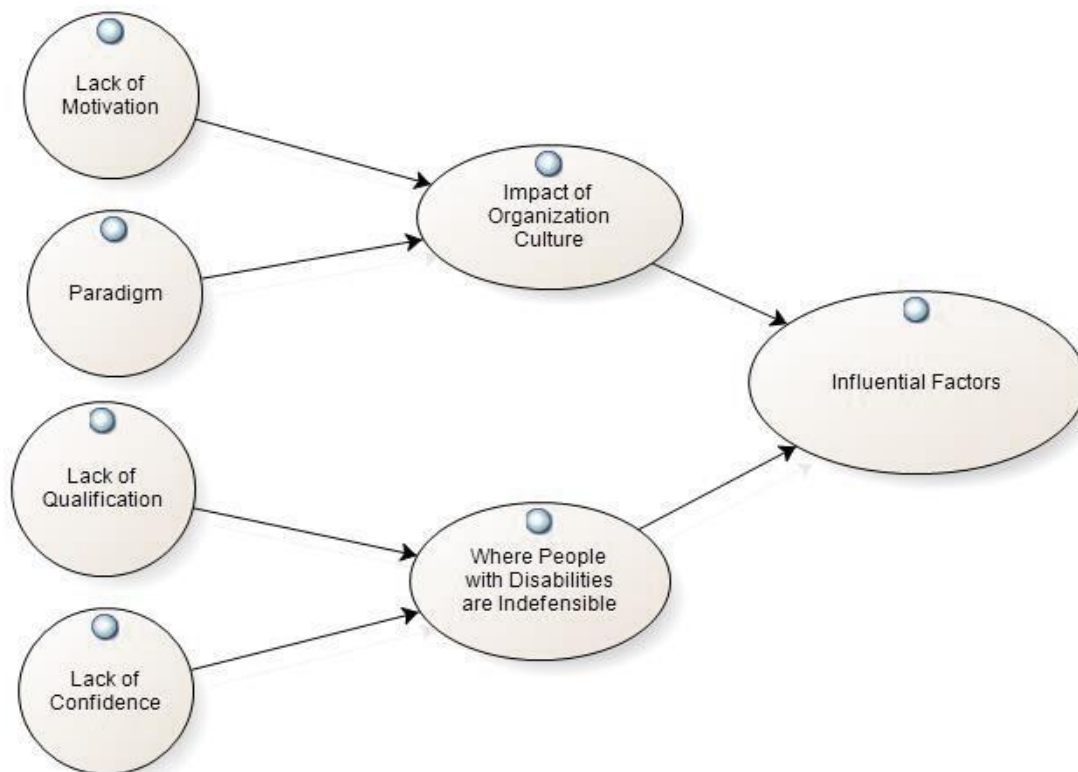




Figure 5

