CHAPTER 1

GENERAL INTRODUCTION

"We live in a time of chaos, marked by breath-taking technological advances, tectonic cultural and political shifts, and vigorous international competition. Our workforce grows more diverse every day, while our attitudes about work are constantly changing. At the same time customers are demanding intensive service in near-perfect quality. Everything has to be better, cheaper, faster."

Robert H Rosen with Paul B Brown, 1996
Leading people transforming business from the inside out.
New York, Viking Penguin, p10.

1.1.   BACKGROUND TO THE RESEARCH

The Commission for Employment Equity (2004:x) indicated that it is of particular concern that employers are not paying enough attention to the disability dimension of employment equity. Employment statistics released by the Commission (2004:x) indicated that persons with disabilities remain at "about 1%" of the total workforce.

A more detailed analysis would show that the employment statistics of persons with disabilities are actually declining. This declining trend is taking place within the context of employment equity emanating from the Constitution of the Republic of South Africa, 108 of 1996 (Constitution, 1996) and the Employment Equity Act, 55 of 1998 (EEA) which aim to achieve equity in the workplace and ensure equal opportunity to all South Africans.

Persons with disabilities have to find employment in a complex and success-driven work environment. At the same time organisations are continuously searching for more effective approaches to grow or maintaining themselves in a competitive environment. This may constrain the employment of persons with disabilities, especially in the present recessionary economic climate.

Veldsman (2003:33) contends that "… the environments of organisations have moved from being relatively stable, simple, orderly, predictable and local to one of discontinuous change, complexity, chaos, ambiguity and globalisation. Relentless

responsiveness, innovation, speed, flexibility, cost-effectiveness and value-add have become critical success criteria. Within this environment many organisations are converting themselves from rigid, self-sufficient, command-and-control, information-starved, functionally based, localised entities driven by objectives, standards and plans into virtual, responsive, empowering, information rich, distributed global value networks guided by vision, values, beliefs and road maps."

The employment of persons with disabilities occurs within a new world view of inter-connectedness. Slabbert (2004:1) warns that companies worldwide have no choice but to address the impact and the reality of globalisation if they want to survive in the "global village". This implies that companies are striving towards "world-class" status or achieving a position of optimum competitiveness. It is, however, also a well-known fact that there are two streams of thinking regarding this striving of companies in the "global village". On the one hand, there is a school of thought that believes that through globalisation, companies ascend to "world-class" status, resulting in more job opportunities, economic growth and prosperity. On the other hand, there is a group of people who think that the globalisation process causes poverty, loss of jobs and the exploitation of underprivileged people, which includes persons with disabilities, by powers of superior knowledge and capital.

Both ways of thinking have an element of truth in them. Companies cannot operate successfully outside the mainstream of globalisation – but companies are also embedded in the broader community. This implies that companies have a responsibility towards the socio-economic upliftment of the broader community, including persons with disabilities, in order to ensure stability and community wellness. However, this broader responsibility does not imply "social hand-outs" or "window dressing" in the form of traditional social responsibility and social investment projects.

Companies should rather see involvement with persons with disabilities and investment as part of their overall business strategy, the underlying reason being that no company can become a "world-class" competitive role player in the "global village" if such a company has to function in an unstable community characterised by poverty, unemployment and crime. It is therefore of critical importance that

employers accept the challenge of balancing organisational wealth and community wellness in such a manner that they ensure economic sustainability and growth for their companies in the "global village".

Slabbert (2004:1) reasons further that in South Africa, the complexity and importance of the challenge is, *inter alia,* highlighted by:

➢ A widening gap between socio-economic expectations and realities – a gap that can, if not managed properly, result in a "revolution within a revolution" in which the benefits of a successful and democratic political transformation are neutralised by an emotional socio-economic "revolution" which is often the forerunner of "civil war" in Africa.

➢ A national economy in which the shrinking job creation ability of the formal economic sector (large companies) and an "underdeveloped" entrepreneurial economy (small and medium-sized enterprises) is substituted by a thriving crime and informal survivalist economy.

➢ A socio-economic backlog in the form of a high unemployment rate, which is steadily worsened by the impact of globalisation. Organisational restructuring and retrenchment, for example, become synonymous with the striving for cost-effectiveness and competitiveness in the "global village".

➢ A political drive for transformation in the form of equity, black economic empowerment and affirmative action.

➢ Some trade union officials who have yet to adapt to a "new" strategic role rather than a conflict orientation in their workplace approach.

The question that now arises is how to overcome the aforementioned pitfalls in such a manner that they neither affect the economic sustainability of companies nor enhance the socio-economic problems, of especially persons with disabilities in the South African community.

Within this "environment", persons with disabilities do not have an equitable opportunity to find employment. Organisations employ only "the best" employees to fit into the "environment" sketched above.

The Commission for Employment Equity, in addition to the analysis of the Employment Equity Reports submitted by employers who employ more than 150 employees, also conducted workplace site visits. Following these site visits it made a number of observations, of which the most significant are that there is a limited understanding amongst employers of disability and that employers are also under the impression that accommodating an employee with a disability, would result in a serious financial burden (2004:6, 7).

According to the Editorial of the Journal Alter (2007:7) marked changes in disability concepts have occurred during a 40-year period of intense social and economic changes in Europe and the world. Policies have developed from individual or medical models to social models and from institutionalisation to deinstitutionalisation and normalisation, and then to civil rights and autonomy. In such period of rapid change, intellectuals have an important responsibility to build new frameworks that can guide the development of structures and programmes appropriate to changing situations.

This extract, intended for a European context, is also relevant to the South African context. The significant difference is that the changes in the South African context have occurred over a much shorter period, namely since the political change in 1994. This rapid change, combined with a lack of research, leads to high expectations and disappointing outcomes, resulting in frustration for persons with disabilities.

Disability, amongst others, is a cause and consequence of poverty: poor people are more likely to have a disability and persons with disabilities are more likely to be poor. The World Health Organisation (WHO) estimated that 7 to 10% of the world's population live with a disability. Various aspects of poverty affect persons with disabilities: in general they have little financial means, but they also have no political power and they face discrimination at all levels of society (Handbook "Making PRSP Inclusive" 2008:1).

Siegel (1994:1) indicates that employment involves more than economic policy, political movements and human rights. It also relates closely to poverty and basic

human needs and human nature. He continues (p2) that unemployment is a subject that lends it to ideological and partisan conflicts because it lies at the nexus of such issues as the scope of government responsibility and private power, of equity and inequity based on gender, class and race. Disability could certainly be added since individuals with disabilities belong to the poorest of the poor (Eide and Loeb 2005:5, Quinn & Degner 2002:10).

Ahuja (1989) stresses that economic independence is the most important single factor that can lead to equalisation of opportunity and meaningful existence with self-respect and dignity.

The human resource management and labour relations profession has an active role to play in resolving this dilemma. According to Brewster et al (2008:2) organisations now require human resource management and labour relations to play an active role in the fight to be successful and remain competitive by amongst others, finding creative ways to add value to the business. One such area of value adding is the employment of persons with disabilities.

In summary it can be stated that persons with disabilities are relatively underemployed in South Africa and there is no indication that the employment of persons with disabilities are about to improve (refer to Chapter 6 for a full discussion on the prevalence of persons with disabilities).

1.2   RESEARCH PROBLEM STATEMENT

The discussion up to now indicates that persons with disabilities are underemployed and that organisations do not know which constraints contribute to this underemployment problem.

Cooper and Schindler (2003:14) argue that "The purpose of the research - the problem involved or the decision to be made – should be clearly defined and sharply delineated in terms as unambiguous as possible. The statement of the decision problem (in the context of this research the term "research problem" is used) should include its scope, its limitations, and the precise meaning of all words and terms

significant to the research." The thesis according to Cooper and Schindler (2003) is how research in business can assist managers to make better informed decisions when they face management dilemma's or decision-making problems.

McGuigan (1983:23, 24) and Kerlinger (1986:16) mention that there are a number of criteria to which a clearly stated research problem should comply, namely:

➢ The research problem should express a relation between two or more variables. It asks, in effect, questions such as: Is A related to B? How are A and B related to C? How is A related to B under conditions C and D? This relationship between variables, as well as the variables itself, are not always easily identified. Kerlinger (1986:16) indicates that not all research problems clearly have two or more variables.

➢ The research problem should be stated clearly and unambiguously in question form. It is also pointed out that the purpose of the research is not necessarily the same as the research problem.

➢ The research problem should be such as to imply empirical testing. A problem that does not contain implications for testing its stated relation or relations, is not a scientific problem. This statement is specifically relevant to quantitative research. It is pointed out that this criterion is often difficult to satisfy.

McGuigan (1983:5) indicates further that the research problem is usually best stated in the form of a question. Babbie and Mouton (2001:69) is being very practical when he states that posing problems properly is often more difficult than answering them. A properly posed question often seems to answer itself. Jansen (2007:3 to 5) surmises that a good research question has many different features. It should be:

➢ Concise and to the point;
➢ clear;
➢ operationalisable;
➢ open-ended;
➢ elegant;
➢ timely;
➢ theoretically rich;
➢ puzzle features;

- ➤   self-explanatory; and
- ➤   grammatically rich.

Jansen continuous that above all, a good research problem has panache.

In considering the abovementioned authors the research problem to be addressed by this research (the management dilemma) is formulated as follows:

Persons with disabilities generally have a lot to offer to the South African economy and to employers, but they are unable to do so due to a number of constraints: what are these constraints and how can these constraints be addressed?

1.3   RESEARCH QUESTIONS

The main research question (Table 1) is whether there are constraints that inhibit the employment of persons with disabilities in organisations? If so, what are these constraints and how can they be addressed?

This is the broad, overall question to which an answer is sought (Jansen 2007:7). The main research question is not singular but multi-dimensional and it cascades down into several secondary or supportive research questions. Each secondary question is an alternative question which, when answered, assists to solve the primary research question. The secondary question is also more specific and gives added focus to the main research question (Jansen 2007:12).

Maree and Van der Westhuizen (2007:26) indicate that the primary research question should be linked to the statement of purpose and similarly the secondary research questions need to be closely linked to the primary questions. In an effort to order the research questions into logical categories, six research areas have been identified. These research questions and research areas have been identified by researching the available literature and from the experience of the researcher in managing persons with disabilities in the South African employment context. These areas are as follows:

- ➤   Defining disability for employment purposes;

- ➢ usefulness of the South African disability management framework for employment purposes;
- ➢ perceptions concerning persons with disabilities in employment;
- ➢ availability of disability management policy and capacity in organisations;
- ➢ the impact of certain human resource management policies on the employment of persons with disabilities, namely -
- o recruitment and selection;
- o training and development;
- o performance management;
- o employee retention strategy;
- o labour relations management strategy;
- o exit management strategy; and
- ➢ the willingness of employers to reasonably accommodate persons with disabilities in the workplace.

These research areas have been broken down into more detailed research questions and are presented in Table 1 as follows:

Table 1: Research questions and research areas

RESEARCH QUESTIONS (PRIMARY)					
Are there constraints that inhibit the employment of persons with disabilities in organisations? If so, what are these constraints and how can they be addressed?					
AREAS COVERED BY THE SECONDARY RESEARCH QUESTIONS					
AREA 1:	**AREA 2:**	**AREA 3:**	**AREA 4:**	**AREA 5:**	**AREA 6:**
Defining disability for employment purposes.	Usefulness of the SA disability management framework for employment purposes.	Perceptions concerning persons with disabilities in employment.	Availability of disability management policy and capacity in organisations.	The impact of human resource management policies on the employment of persons with disabilities.	The willingness of employers to reasonably accommodate persons with disabilities in the workplace.
SECONDARY RESEARCH QUESTIONS					
Is the definition of disability as set out in the EEA useful in managing disability in the employment context?	Do managers and human resource practitioners utilise the South African legislative and policy framework?	Are the perceptions which employers and persons with disabilities have of each other a constraint in the employment of persons with disabilities?	Is disability policy available in South African organisations and do organisations have capacity to implement it?	Does human resource management practices contribute to the employment of persons with disabilities or does it constrain it?	Do respondent organisations have a policy on reasonable accommodation?
Do respondents agree with this definition?	Do managers and human resource management and labour relations practitioners understand the legislation and policy framework?		Do organisations have policies on employment of persons with disabilities?	What methods do respondent organisations follow to recruit persons with disabilities?	How much money would respondent organisations be willing to spend on reasonable accommodation?
Does this definition include all categories of disability?			Are these policies used?	What role do specific human resource management practices play in employing persons with disabilities?	Would respondent organisations be willing to utilise experts to assist with reasonable accommodation?
Does this definition assist in dealing with issues of disability in employment?			Do organisations have a disability ombudsman in its employ?	How should these practices be changed to facilitate the increased employment of persons with disabilities?	
			What role do human resource management practitioners play in disability management?		

The six research areas and the research questions (primary and secondary) will be addressed through the literature study and the survey method. The findings will identify constraints to the employment of persons with disabilities. The constraints will form the basis of the strategy for the employment of persons with disabilities, which is the objective of this research.

It should be emphasised that use is not made of hypotheses in this thesis. Cooper and Schindler (2003:13) indicate that the classical concept of basic research does call for hypothesis, but in applied research such a narrow definition omits at least two types of investigation that are highly valued, namely exploratory and descriptive research. The reasons for this decision in the research design and methodology are as follows:

➢ The research problem is clearly stated in question form and it is supported by several research questions; and

➢ the main objective of this thesis is to develop a strategy and this strategy is not dependant on the relationship between variables but rather on the significance of the response to the various research questions by knowledgeable respondents.

1.4   RESEARCH OBJECTIVES

The research problem gave rise to the formulation of the following research objectives:

The main objective is to identify constraints in the employment of persons with disabilities and to develop an integrated generic employment strategy that can be used in any organisation and at a macro/national level.

Implementation of this strategy should result in the increased employment of persons with disabilities. The generic strategy, which accommodates the various types of disabilities in a variety of industries and workplaces, will be compiled after the constraints in the existing legal framework, policies and organisation procedures have been identified from the literature review and the questionnaire type survey of 84 respondents who are knowledgeable in disability issues. The identified constraints will be used as basis from which improvements can be made and an employment strategy will be developed.

The purpose of the research is particularly relevant within the subject fields of human resource management and labour relations management.

1.5   THESIS STATEMENT

The thesis statement of this research is as contained in the research problem statement, research questions and the research objectives.   The exclusion of persons with disabilities from economic activity often leads to dependence on state-funded social security while they are able and willing to work and be economically independent. Persons with disabilities are a designated group in terms of section 1 of the EEA which requires, *inter alia*, that unfair discrimination must be eliminated (section 5).   Failure by employers to eradicate unfair discrimination and by implication the constraints preventing the employment of persons with disabilities, is in violation of the EEA, which could lead to the introduction of punitive measures (section 50).

From the perspective of the human resource management and labour relations profession it is also argued that by identifying possible constraints to the employment of persons with disabilities, a generic organisation employment strategy can be compiled that should be used to enhance the employment of persons with disabilities.

1.6   DELINEATION

The scope of the research is delineated to emphasise the employment of persons with disabilities. Disability management is a field of research which spans many disciplines, namely sociology, psychology, medicine and law, to name but a few. The study of persons in employment, named human resource management and labour relations, interfaces at various levels with other fields of research. It has its own body of knowledge which has developed as part of management sciences.

Disability manifests in different forms and is generally categorised as follows:
- Sight disabilities;
- hearing disabilities;
- mental disabilities;
- physical disabilities; and
- intellectual disabilities.

The different forms of disability have developed specialised definitions, strategies and procedures which suit their specific circumstances. This research is not intended to deal with each form of disability in detail but it deals with disability in general. Where relevant, specific categories of disability will be discussed.

The constraints will be investigated within the context of the South African labour relations framework and human resource management practices.

1.7   LIMITATIONS

Hofstee (2006:117) describes the limitations in the research method as those aspects that separate the research from perfection. He also mentions that all research methods have limitations. The research method used for this research has the following limitations:

➢   The gathering of information using the survey method has limitations which are well documented. These limitations, and the strategy to mitigate it, will be discussed in Chapter 8.

➢   The respondents targeted to complete the questionnaire are managers, human resource management and labour relations practitioners and persons with disabilities, who have knowledge and experience of disability management and employment. The targeted groups are therefore not listed in a single convenient source. They would have to be identified using networks and organisations to which such persons would belong. This poses a limitation as the number of such available individuals is limited and therefore identifying a large number of respondents would not be realistic. This limitation gives rise to the challenge of generalisation of the findings of the research.

➢   The relative small sample of respondents (84) is probably not representative of the total number of persons knowledgeable on disability issues in South Africa. This will contribute towards the research having a more exploratory character notwithstanding the application of a quantitative method such as a questionnaire survey. The limitation in the sample will also lead to the application of mainly descriptive statistics and the exclusion of advanced

statistical calculations.   To minimise this limitation qualitative Content Analysis (ATLAS.ti) will be used in conjunction with the survey to obtain more depth in the results.

➢ The strategy which will be formulated as an objective of this research would be generic in nature and would focus on the employment of persons with a variety of disabilities.   Although the strategy to be developed will not deal separately with each category of disability, the need at present is for a strategy which is generic by nature.

➢ The strategy is intended to be a plan to lead to the increased employment of persons with disabilities.   The strategy does not provide all the answers and the implementers of this plan will therefore have to develop detailed policies and procedures to deal with areas identified in the strategy.

1.8   DEFINITION OF TERMS AND CONCEPTS

The importance of adequate definitions in science cannot be over-emphasised.   The main functions of good definitions are to clarify the phenomenon under investigation and to allow unambiguous communication (McGuigan 1983:29).   Due to the relevance and complexity of the construct "disability" and some of the other important terms used in this research, it was deemed appropriate to dedicate a separate chapter (Chapter 2) to this discussion.

1.9   UNDERLYING ASSUMPTIONS

The research will be conducted against the background of a number of assumptions. These assumptions are potential risks to the research which, if not mitigated, could influence the results of the research.   The research will be conducted through literature research and a questionnaire completed by individuals who are knowledgeable in disability management or any aspect thereof.   This is a purposive population, which inherently necessitate certain assumptions.

These assumptions are as follows:

➢ The ability of a respondent with a disability to read and understand the research questionnaire and to write a usable response is an assumption

which is made. Should the researcher establish that it is not possible for a respondent with a disability to participate in the research, the necessary steps would be taken to reasonably accommodate the disability of the respondent. For example, the questionnaire would be made available in Braille to persons with visual impairments.

➢ Certain organisations targeted to complete the questionnaire are reactionary by nature and aim to gain political support. This could result in a slight bias since members thereof could respond to questions in such a manner as to advance their own cause. This assumption will be managed by alerting respondents to this and requesting them to respond as honestly as possible.

➢ Disability management is a relatively unknown field of research for many organisations, its managers and human resources practitioners. The lack of knowledge may lead to respondents finding it difficult to respond to the more technical questions in the questionnaire. This assumption will be managed through the selection of organisations which do have disability management programmes in place. The researcher will engage organisations to establish this fact.

➢ Persons with disabilities are seen as a vulnerable group and the participation of persons with disabilities may be very limited if they are not confident that the research will benefit them. To manage this assumption, a number of organisations for persons with disabilities will be approached to endorse the research and to indicate such endorsement to their members. Once the endorsements have been received, the questionnaires will be sent to their members.

➢ Organisations to which persons with disabilities belong generally hold the view that their previous efforts to eliminate the constraints that persons with disabilities are facing, have failed and that they have been misused for purposes not beneficial to them. This scepticism could lead these organisations to view the research as just another of those similar efforts. The participation levels could be severely influenced by this assumption. As a result the research questionnaires would be distributed over a longer period of time and by means of personal and motivating engagements with key role-players in these organisations.

1.10   SIGNIFICANCE OF THE RESEARCH

A generic strategy for the employment of persons with disabilities will provide a framework and give direction to human resource practitioners and managers to create a culture of disability awareness. It would create an understanding of disability and the management thereof in the workplace and provide a step by step approach in respect of the main human resource management and labour relations practices. Through the effective implementation of this strategy the actions of managers and human resource management and labour relations practitioners will significantly improve the employment of the disabled populace. Human resource management and labour relations practitioners should be equipped to understand the legislative and policy frameworks which describe disability management and how to implement it in South African workplaces.

The impact of this strategy will also enhance the awareness that the disabled populace is a marginalised group and should create an organisational environment that will lead to increased employment of persons with disabilities and subsequently to improved quality of life.

1.11   DISABILITY MANAGEMENT LITERATURE REVIEW RESEARCH FRAMEWORK

The literature research will be conducted through the analysis of a large number of international and national policy documents, legislation, codes of good practice and other topical literature from different fields of research. The literature, selected on a topical basis and not by means of date and author, is varied and does not fit into a singular structure which allows for the seamless integration thereof.

Mouton (2001:86) applies certain criteria to a literature review or body of scholarship, which he argues a literature review should be named. These criteria suggest that a literature review should be -

➢   exhaustive in covering the main aspects of the research;
➢   fair in its treatment of authors;
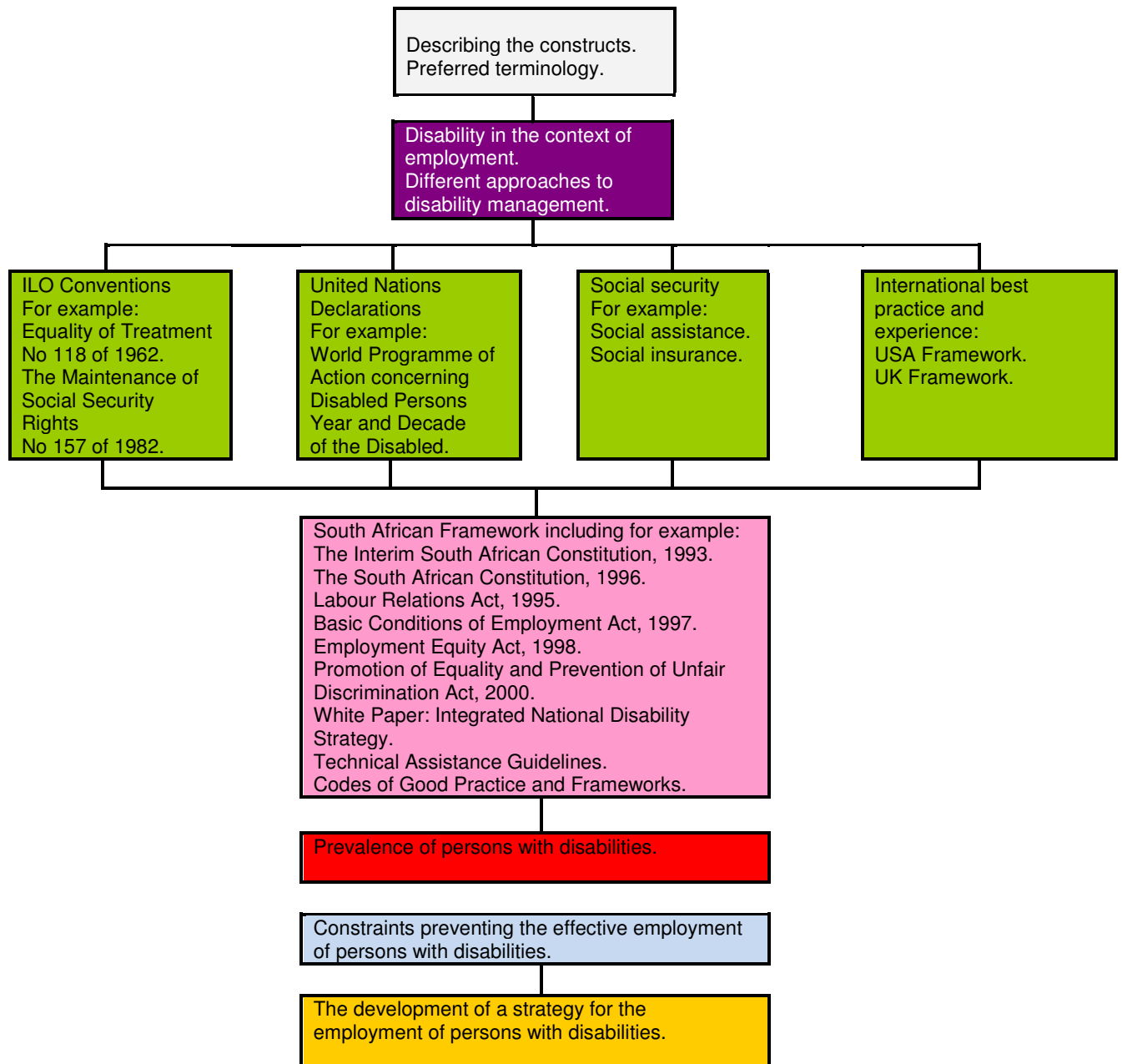➢   topical and not dated;

- using books and scientific journals and not be confined to internet resources; and

- well organised.

Crème and Lea (2003:119) stress the point that the researcher does not need to tell the reader every little detail about the topic under discussion. Applying these criteria to the research of a topic which is not standardised in international terms, is a challenge. Disability management is also a field of research which is multi-disciplinary and is found in many fields of research ranging from medicine to engineering. Very little has been written in the human resource management and labour relations fields of research and therefore it will be necessary to explore the body of scholarship of other fields of research. This inevitably led to an elaborate literature review.

To create order, a research framework which is used to categorise all the literature and to create a proper context, was developed (see Table 2). Apart from the categorisation of the literature the framework also assists in guiding the literature review into areas of relevance and assists to maintain focus. The categorisation follows a deductive process moving from the general to the specific.

The research framework is divided into six main areas which are highlighted in different colours. The colours are merely for categorisation purposes and have no meaning *per se*. Each of the six main areas is divided into sub-areas which are the most important components of the main area. The research framework is depicted in Table 2 and is discussed in more detail below:

Table 2: Disability management literature review research framework

Describing the constructs.
Preferred terminology.

Disability in the context of employment.
Different approaches to disability management.

| ILO Conventions For example: Equality of Treatment No 118 of 1962. The Maintenance of Social Security Rights No 157 of 1982. | United Nations Declarations For example: World Programme of Action concerning Disabled Persons Year and Decade of the Disabled. | Social security For example: Social assistance. Social insurance. | International best practice and experience: USA Framework. UK Framework. |

South African Framework including for example:
The Interim South African Constitution, 1993.
The South African Constitution, 1996.
Labour Relations Act, 1995.
Basic Conditions of Employment Act, 1997.
Employment Equity Act, 1998.
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000.
White Paper: Integrated National Disability Strategy.
Technical Assistance Guidelines.
Codes of Good Practice and Frameworks.

Prevalence of persons with disabilities.

Constraints preventing the effective employment of persons with disabilities.

The development of a strategy for the employment of persons with disabilities.

The six areas are described as follows:

➢ Area 1: In this area (as depicted in grey) the various constructs and terminology to be used in this research are discussed.

➢ Area 2: In this area (as depicted in purple) disability in the context of employment and the different approaches to disability management are discussed. The sources of information are mainly international academic literature which originated in the sociology, medicine and law fields of research.

- Area 3: In this area (as depicted in green) the international employment and disability management policy framework originating from, amongst others, the International Labour Organisation, United Nations and social security field of study are discussed. The sources of information are mainly literature issued by these organisations and literature related to social security law and practice.

- Area 4: This area (as depicted in pink) describes the South African legal and policy framework relating to disability management. The sources of information are mainly South African statutes, codes of good practice and policy and strategy documents.

- Area 5: In this area (as depicted in red) the prevalence of persons with disabilities in South Africa, with reference to their employment, will be discussed.

- Area 6: This area (as depicted in blue) describes the different constraints preventing the effective employment of persons with disabilities. The sources of information are published and unpublished articles and field work conducted by a number of students completing the Honours Degree in Human Resource Management at the University of Pretoria.

- Area 7: In this area (as depicted in gold) the strategy to employ persons with disabilities are presented and discussed. The strategy will be developed by utilising the literature research of the preceding chapters as well as the research findings.

Table 2 will be repeated as part of the introduction in each of the literature review chapters to assist the reader to follow the literature review.

1.12   CHAPTERS OF THE THESIS

Hofstee (2006:43) states that it is an imperative to have a good dissertation structure. "It's what will make sure that you don't get lost in the writing of your dissertation and that your readers won't get lost in the reading of it." The dissertation structure in this research follows the standard or classical approach. Each chapter begins with an introduction which indicates the critical issues discussed in each chapter and it concludes with a summary reflecting on the critical findings.

The presentation of the chapters in this dissertation is as follows:

➢ Chapter 1: General Introduction: This chapter provides the background information, the purpose of the research and the research objectives. The problem statement or management dilemma is defined and the significance thereof is discussed. The assumptions, as potential risks to the research, are discussed and the strategies to mitigate each of the risks are elaborated upon. A disability management research framework is presented. The purpose of this framework is to orientate the reader on the content and provide the foundations for the research questions.

➢ Chapter 2: Constructs and Terminology: This chapter aims to describe the various constructs and terminology used in this research to ensure operationalisation of the constructs and the terminology used.

➢ Chapter 3: Disability in the Context of Employment: This literature review chapter focuses on area two of the disability management literature review research framework as set out in Table 2 above, namely the different approaches to disability management.

➢ Chapter 4: International Disability Management Policy Framework: This literature review chapter focuses on the relevant Conventions of the International Labour Organisation (ILO) and the relevant Declarations of the United Nations (UN). Social security and the significant strands of social security as they relate to the employment of persons with disabilities are detailed. International best practice models of disability management are also discussed.

➢ Chapter 5: South African Disability Management Policy Framework: This literature review chapter focuses on the South African disability management framework.

➢ Chapter 6: Prevalence of Persons with Disabilities in South Africa: Prevalence is discussed by means of graphs detailing the most important trends.

➢ Chapter 7: Constraints in the effective employment of persons with disabilities: This chapter focuses on area six of the disability management framework as set out in Table 2, namely the constraints that prevent the

employment of persons with disabilities. These constraints, organised in accordance with the employment cycle, analyse the effect of the various human resource management practices on the employment of persons with disabilities. The chapter provides the main content and context for the development of the research questionnaire.

➢ Chapter 8: Research Design and Methodology: This chapter describes the research method, its design and the reasons why the specific research design is selected.

➢ Chapter 9: Research Findings and Discussion.

➢ Chapter 10: Conclusion, Human Resource Management Strategy, Reflection and Recommendations.

1.13   SUMMARY

The contribution of this chapter to the research process and the development of a strategy to employ persons with disabilities can be summarised as follows:

➢ Persons with disabilities are regarded as the poorest of the poor and are generally employed in inferior positions.

➢ Employers are, due to constraints yet unknown, indolent to employ persons with disabilities.

➢ Positive trends have been seen in the changing representativeness of the Black and women target groups as identified by the EEA.

➢ The same trends have not been seen in respect of persons with disabilities as a designated group.

➢ The value attached to becoming representative in terms of disability is relatively low, and most employers do not expend much effort in this area because the business case for employing persons with disabilities has not been made.

➢ In this research the relevant literature will be studied and data gathered through a questionnaire completed by a purposive sample of managers, human resources management practitioners and persons with disabilities.

➢ The research problem to be addressed by this research is that persons with disabilities generally have a lot to offer to the South African economy and to employers, but they are unable to do so due to a number of constraints.

- The main research question is not singular but multi-dimensional and it cascades down into several secondary or supportive research questions.

- The main objective is to identify constraints in the employment of persons with disabilities and to develop an integrated generic employment strategy that can be used in any organisation and at a macro/national level.

- Implementation of this strategy should result in the increased employment of persons with disabilities.

- The generic strategy, which accommodates the various types of disabilities in a variety of industries and workplaces, will be compiled after the constraints in the existing legal framework, policies and organisation procedures have been identified from the literature review and the questionnaire type survey of 84 respondents who are knowledgeable in disability issues.

- The strategy for the employment of persons with disabilities will provide a framework and give direction to human resource practitioners and managers to create a culture of disability awareness.

- Through the effective implementation of this strategy the actions of managers and human resource management practitioners will significantly improve the employment of the disabled populace.

- This chapter also presented a literary review research framework which is used to categorise all the literature and to create a proper context and the chapters in this dissertation.

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CHAPTER 2
CONSTRUCTS AND TERMINOLOGY

"We often talk pretty casually about social science concepts such as prejudice, alienation . . . but it is necessary to clarify what we mean by these concepts in order to draw meaningful conclusions about them" (Babbie and Mouton 2001:99).
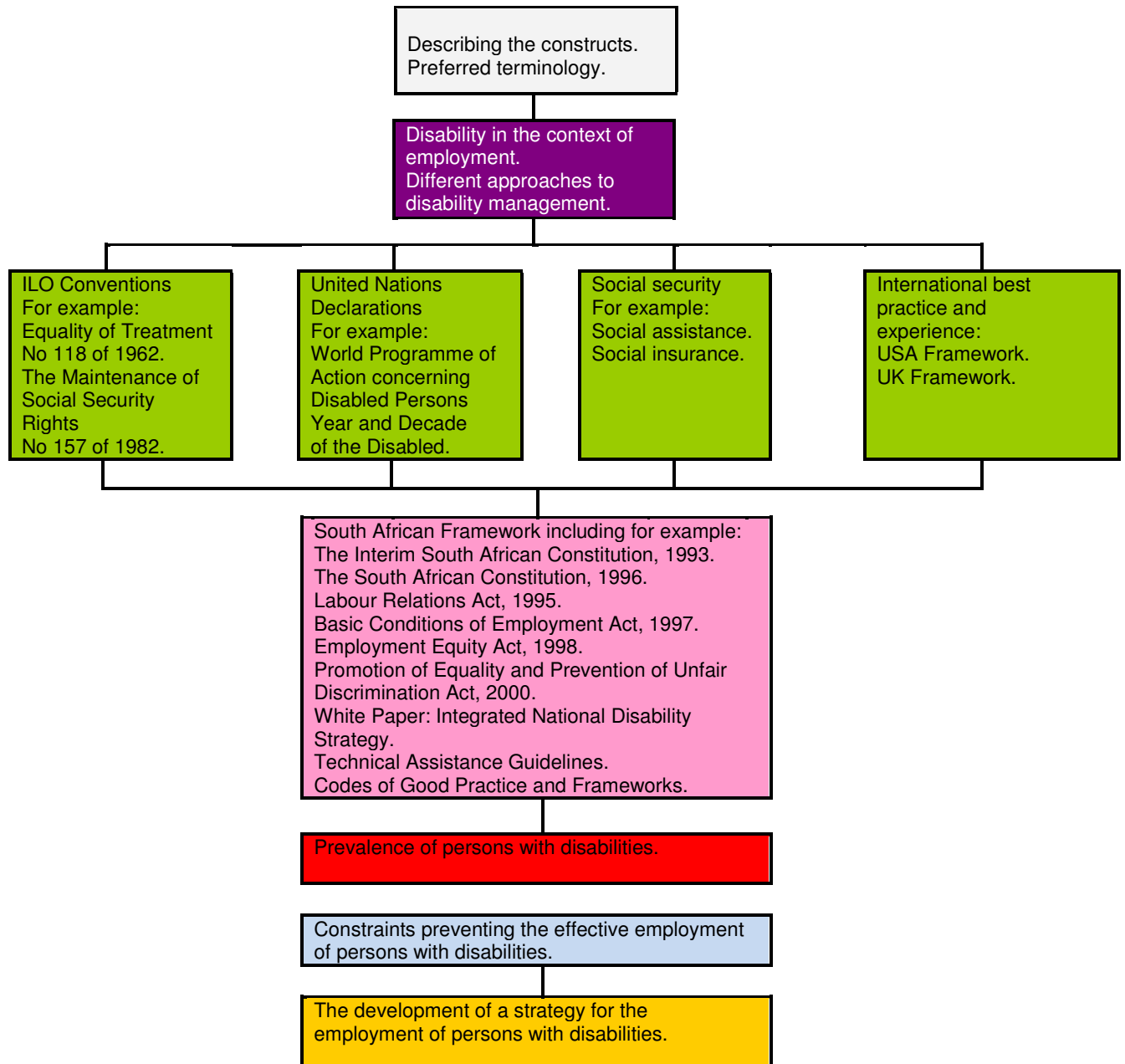
2.1.   INTRODUCTION

In this chapter disability and other relevant constructs which are central to this research will be discussed. Disability issues are not commonly discussed in South Africa. This results in a limited understanding of the issues and a general lack of information. This also affects the human resource management and labour relations profession which ultimately affects the employment numbers of persons with disabilities.

The constructs labour relations management, the various human resource management and labour relations practices and disability are discussed in detail due to the relevance thereof to the research. This research aims to integrate these three fields of study by means of the strategy for the employment of persons with disabilities. The strategy will provide a framework and give direction to human resource practitioners and managers to create a culture of disability awareness. It would create an understanding of disability and the management thereof in the workplace and provide a step by step approach in respect of the main human resource management and labour relations practices.

The terminology used in addressing persons with disabilities and related matters reflects the attitudes displayed towards persons with disabilities. Unfamiliarity with terms may also make it difficult to engage sensibly with a person with disabilities. It is particularly relevant for human resource management and labour relations practitioners to become familiar with the proper terminology to use and not to use. The reasons why certain terminology should not be used are also elaborated upon.

The relative position of the discussion of the constructs and terminology in the overall literature review research framework is presented in light grey in Table 3.

Table 3: Disability management literature review research framework

Describing the constructs. Preferred terminology.

| Disability in the context of employment. Different approaches to disability management. |

| ILO Conventions For example: Equality of Treatment No 118 of 1962. The Maintenance of Social Security Rights No 157 of 1982. | United Nations Declarations For example: World Programme of Action concerning Disabled Persons Year and Decade of the Disabled. | Social security For example: Social assistance. Social insurance. | International best practice and experience: USA Framework. UK Framework. |

South African Framework including for example:
The Interim South African Constitution, 1993.
The South African Constitution, 1996.
Labour Relations Act, 1995.
Basic Conditions of Employment Act, 1997.
Employment Equity Act, 1998.
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000.
White Paper: Integrated National Disability Strategy.
Technical Assistance Guidelines.
Codes of Good Practice and Frameworks.

Prevalence of persons with disabilities.

Constraints preventing the effective employment of persons with disabilities.

The development of a strategy for the employment of persons with disabilities.

2.2 MOTIVATION FOR THE DISCUSSION OF THE RELEVANT CONSTRUCTS

Kerlinger (1986:27) defines a construct as a concept having been deliberately and consciously invented or adopted for a special scientific purpose. Babbie and Mouton (2001:113) further describes the process of conceptualisation as starting with an initial set of anticipated meanings which can be refined during data collection and

interpretation. The set of anticipated meanings is refined into a nominal definition and refined further into an operational definition.

Effective research requires that there must be clarity of the constructs and the terminology used. The research area is specialised and different fields of research focus on disability management. This results in different interpretation of concepts. The matter is further complicated in South Africa because the concept of unfair discrimination in terms of disability is entrenched in the Constitution, 1996 and several other employment Acts. This gives persons with disabilities legal protection against any form of discrimination. Human resource management and labour relations practitioners therefore need to be familiar with this complex framework and the meaning of the various terms.

Throughout this research terminology is used which is not described *per se* because it is commonly understood and the common understanding is sufficient for purposes of this research. The constructs which have been deemed relevant for further discussion are those emanating from the research problem specifically, namely:

➢ Disability;
➢ disability management;
➢ labour relations;
➢ various human resource management practices;
➢ constraints;
➢ disability management strategy; and
➢ reasonable accommodation.

The relevant constructs are discussed below.

2.3. THE CONSTRUCT: DISABILITY

The construct disability is a composite construct, compiled specifically to accommodate the relevant discussions of disability for this research. The South African government admitted that one of the reasons for the failure to integrate disability management into mainstream government statistical processes is the fact that statistics and the prevalence of disability, tend to be unreliable due to varying

definitions of disability (INDS 1997:1, Prevalence of Disability in South Africa 2005:8, Annual Report Employment Equity Commission 2007/08). This is not only a South African problem but an international problem as well. Huijboom et al (2009) in the Dutch Coalition on Disability and Development 2009 annual report (www.dcdd.nl) compared the manner in which Dutch Development Aid organisations look at disability and mention in the limitations of the research (Annexure III – p153) the following:

"Niet alle organisaties hanteren dezelfde definitie van disability, en in sommige gevallen gebruikt een organisatie in 2008 een andere difinitie dan tijdens de nulmeting. Hierdoor waren sommige vergelijkingen niet goed te maken, of was een verandering heel groot terwijl het daadwerkelijke beleid van een organisatie niet veel was veranderd".

Interest groups have for some time now struggled with an acceptable definition of disability. Policymakers and service providers are usually quick to point out not only the advantages, but in fact the necessity, of categorising disabled persons into clearly defined groups for the purposes of service delivery, education, social security and employment equity planning (Prevalence of People with Disabilities 2005:8).

Albert (2004:2) states that for those unfamiliar with this subject it might seem surprising that something apparently as obvious as the definition of disability should excite controversy.

According to CHPI and SAFCD in Social Security Policy Options for Persons with Disabilities in South Africa (2001:6), "(t)he definition of disability is dependent upon the theoretical construct used to understand disability. This results in "measuring" disability along different parameters, depending on the outlook currently within the (South African) Social Security system, disability is measured and defined entirely and only by the Medical Profession. Their interpretation determine receipt of a grant or not."

Descriptions like "impairment", "disability", "crippled" and "handicap" are some of the common terms used to describe persons with disabilities. The distinction between these terms and when which term should be used, if at all, is not apparent. The use

of these terms is also not standardised. The interpretation of these terms mainly depends on the perspective of the user and the disability model and field of research which guides the user's perspective. As communities or groups were formed with a disability focus, more definitions were developed. The communities or groups typically consist of individuals who share the problems of access and opportunity that are more commonly found among persons who have physical, cognitive, sensory or mental impairments. The definitions they developed most often reflect these realities.

According to Kaplan (date unknown) the United Nations uses a definition of disability that is different from the Americans with Disabilities Act, 1990 of the USA (ADA). It uses the following definitions:

➤ Impairment: Any loss of abnormality of psychological, or anatomical structure or function.

➤ Disability: Any restriction or lack (resulting from an impairment) of ability to perform an activity in the manner or within the range considered normal for a human being.

➤ Handicap: A disadvantage for a given individual, resulting from an impairment or disability, that limits or prevents the fulfilment of a role that is normal, depending on age, sex, social and cultural factors, for that individual.

Kaplan summarises that a "handicap is therefore a function of the relationship between disabled persons and their environment. It occurs when they encounter cultural, physical or social barriers which prevent their access to the various systems of society that are available to other citizens. Thus, handicap is the loss or limitation of opportunities to take part in the life of the community on an equal level with others."

During working sessions with disabled employees in an endeavour to define disability for policy and human resources management purposes the conclusion often is that a single definition would not be found and that, in the view of employees with disabilities, it is not necessary to have a single definition for disability. The view of participants was that time is wasted in trying to find a common definition as there

are many other more important things to do for persons with disabilities which can have a greater impact (DLA unpublished working session paper, 1997).

The Disability Rights Movement nationally and internationally, adopted the slogan: "Nothing about us, without us!" (Seoul Declaration, 2007). The belief is that if the decision-making process is inclusive, decisions will be made which are beneficial to persons with disabilities, and that a definition would then not be required.

The different models of disability and the varying interpretation of the different definitions make it impossible to manage employees with disability consistently. In the South African context the EEA does not define disability *per se* but defines "people with disabilities" as follows: "'people with disabilities' means people who have a long-term or recurring physical or mental impairment which substantially limits their prospects of entry into, or advancement in, employment" (section 1 of the EEA).

The EEA definition highlights the following concepts:
➢ An impairment;
➢ the impairment must be physical or mental;
➢ the impairment must be long-term or recurring;
➢ the impairment must substantially limit a person's ability to get a job; and
➢ the impairment must substantially limit a person's advancement in (current) employment (section 1 of the EEA, Disability Code (SA), TAG, and Christianson 2007:164).

The terms "impairment", "physical impairment" and "mental impairment" are not defined in the EEA. The Disability Code (SA), which was issued in terms of the EEA, provides some clarity and defines these terms as follows:
➢ An impairment may either be physical or mental or a combination of both.
➢ Physical impairment means a partial or total loss of a bodily function or part of the body. It includes sensory impairments, such as being deaf, hearing impaired or visually impaired.

> Mental impairment means a clinically recognised condition or illness that affects a person's thought processes, judgement or emotions (Disability Code, item 5.1.1).

The Disability Code (SA), item 5.1.3 (iv), excludes certain conditions. These exclusions are not exhaustive and other conditions may be added. The listed conditions include:

> Sexual behaviour disorders that are against public policy;
> self-imposed body adornments such as tattoos and body piercing;
> compulsive gambling, tendency to steal or light fires;
> disorders that affect a person's mental or physical state if they are caused by current use of illegal drugs or alcohol, unless the affected person is participating in a recognised programme of treatment; and
> normal deviations in height, weight, strength, conventional physical and mental characteristics and common personality traits.

In contextualising the South African definition it is useful to consider the definitions used by the USA and the UK. The ADA defines "disability" as follows:

"Disability means, with respect to an individual –

(1)   A physical or mental impairment that substantially limits one or more of the major life activities of such individual;

(2)   a record of such an impairment; or

(3)   being regarded as having such an impairment" (12103.2 of the ADA as quoted by Christianson 2007:164).

The ADA definition refers to all individuals generally and is not employment specific. It also refers to all major activities and not just employment. The ADA definition provides for a past record of impairment as well as for persons who are perceived by others as having an impairment. It also includes instances where such impairment does not in fact exist, but is merely perceived to exist (Christianson 2007:164, 165).

In addition to the above (general) ADA definition the employment regulations issued by the Equal Employment Opportunity Commission (EEOC) in terms of the ADA, defines physical impairment as:

"(1) Any physiological disorder, or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory (including speech organs), cardiovascular, reproductive, digestive, genito-urinary, hemic, and lymphatic, skin and endocrine;" (section 1630.2 (h) (1) Definitions of the EEOC: ADA Employment Regulations as quoted by Christianson 2007:166).

The above definition would include, among others, "orthopaedic problems; visual, speech and hearing impairments; cerebral palsy; epilepsy; muscular dystrophy; multiple sclerosis; heart disease; diabetes; mental retardation; emotional illness; specific learning disabilities; past drug addiction; and alcoholism" (James G Frierson Employer's Guide to the Americans with Disabilities Act (1992) at as quoted by Christianson 2007:166).

The ADA defines mental impairment as "[a]ny mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities" (section 1630.2 (h)(2)). Unlike the South African Disability Code, there is no reference in the ADA to a "clinically well-recognised illness" (Christianson 2007:166).

The ADA has no specific reference to long-term or recurring but rather refers to "a record of such impairment" which by implication means that the impairment has occurred previously or has been long-term (Christianson 2007:167, 168).

The ADA refers to a disability as an impairment that "substantially limits one or more of the major life activities of such individual". The ADA explains that the term "substantially limits" means that the disabled person is unable to perform a major life activity that the average person in the general population can perform or the condition, manner or duration under which the disabled person can perform such activity is significantly restricted" (section 1630.2 (j) of the EEOC: ADA Employment

Regulations). It follows therefore that it is the impaired individual that must be examined and not just the impairment in the abstract (Frierson 53 as quoted by Christianson 2007:169). In terms of ADA there is no disability if there is no restriction (Christianson 2007:169).

The UK definition of disability is contained in their Disability Discrimination Act, 1995 (DDA) and it defines disability and a disabled person as follows.
"(1) Subject to the provisions of Schedule 1, a person has a disability for the purposes of this Act if he has a physical or mental impairment which has a substantial and long-term adverse effect on his ability to carry out normal day-to-day activities.
(2) In this Act "disabled person" means a person who has a disability"
(section 1 of the DDA, Christianson 2007:165).

The DDA, like the EEA and the ADA, distinguishes between physical and mental impairments. Similar to the ADA the DDA applies to all persons and not just to employees. The definition further requires that the impairment should have a "substantial and long-term adverse effect" on the "normal day-to-day activities" of the person concerned (Christianson 2007:164).

The DDA, unlike the ADA, does not expand specifically upon the definition of physical and mental impairment. However, the relevant Minister, in explaining the DDA, indicated that "[the] terms physical and mental are intended to be seen in their widest sense and should comprehensively cover all forms of impairment" (Gooding 1996:11 as quoted by Christianson 2007:166).

Schedule 1 to the DDA defines "mental impairment" as including "an impairment resulting from or consisting of mental illness only if the illness is a clinically well-recognised illness.

The introduction of the World Health Organisation's International Classification Framework (ICF) may suggest that a more integrative model is emerging within the international community (Seelman 2004:1). This integrative model adjusts for some of the criticisms of the other models and is already influential in country-based policy,

research and professional training (Seelman 2004:1). Within the ICF the definition of disability was acceptable to the DPI and was proposed for use (Mulcachy, 2005).

The ICF aims to provide a unified and standard language and framework for the description of health and health-related states. The domains contained in the ICF can be seen as health and health-related domains. These domains are described from the perspective of the body, the individual and society in two basic lists, namely:

➢ Body functions and structures; and
➢ activities and participation.

These terms replace the formerly used terms "impairment", "disability" and "handicap" and extend the classification to allow positive experiences to be described.

The ICF encompasses all aspects of human health and some health-relevant components of well-being, and describes them in terms of "health domains" and "health-related domains". Examples of health domains include seeing, hearing, walking, learning and remembering, while examples of health-related domains include transportation, education and social interaction.

It structures the information in a meaningful, interrelated and easily accessible way. Information is organised in two parts and each part has two sub-parts as set out in Table 4 below.

Table 4: Structure of the information categorisation of the ICF

Functioning and disability.	Body.	Body functions and systems.
		Body structures.
	Activities and participation.	
Contextual factors.	Environmental factors.	
	Personal factors.	

(Source: WHO, Introduction to the ICF 2001)

A person's, and specifically an employee's, functioning and disability are conceived as a dynamic interaction between health conditions (diseases, disorders, injuries, traumas, etc.) and contextual factors. As indicated above, contextual factors include both personal and environmental factors as essential components of the classification. Each component can be expressed in both positive and negative terms.

The unit of classification falls within health and health-related domains, and the description is always made within the context of environmental and personal factors. The health and health-related states of an individual are recorded by selecting the appropriate code and then adding numeric codes, termed qualifiers, which specify the extent or the magnitude of the functioning or disability or the extent to which an environmental factor is a facilitator or a barrier.

It is not apparent why the DPI supports the ICF. The ICF does not assist in defining disability in a non-inhibiting way. It still harnesses the medical model thinking. The ICF is also extremely complicated to use and it may not be practical to utilise such a complex tool in a work environment.

According to Altman and Bernstein (2008:5), disability is recognised as a multidimensional and dynamic concept. Jahiel, 2007 indicates that there is common agreement that no single and acceptable social definition of disability exists. These views are supported when considering the foregoing discussion.

Jahiel, 2007 and Albrecht and DeVlieger, 1999 indicated further that disability is discussed mostly either in terms of function or of social labelling but seldom in terms of its relationship to the quality of life of persons in situations of disability. Jahiel does not use the term "persons with disabilities" because it has a medical connotation (Finkelstein, 1980) or "disabled person" which conveys the social origins of disability. The term "atypical person" was first used by Depoy and Gibson, 2004. According to Jahiel this has the advantage of referring to a person's body, intellect and emotions not in a medical context, but rather in societal reactions to the features (or presumed features) of an individual within the total population (Jahiel, 2007:26).

From the preceding discussion Jahiel, 2007 further defines disability as follows: "Disability is the set of limits imposed by the interaction of the social and physical environment with persons who are atypical in body, intelligence or emotions on these persons activities, social interactions, pleasure, happiness, self-respect, identity, freedom, independence, safety, social and economic status or even ability to survive to the extent that these limits differ from those that are imposed on persons who are not atypical". Jahiel's definition is useful since it:

➢   Reflects social model thinking;

➢   reflects the interaction of a person with the social or physical environments; and

➢   reflects on the relevant "limits" imposed on persons in normal life, including working life.

A criticism is the use of the words "atypical" and "not typical". Jahiel does not elaborate further on why he prefers these words. The word "atypical" more closely reflects the normative approach, which is medical model thinking. The phrase "persons with disabilities" is a well-established concept, popularised by the disability movement and could rather be used than the phrase "atypical"

One of the most recent South African definitions is found in the Regulations for Electronic Communications, Broadcasting and Postal Sectors to meet the Need of Persons with Disabilities (Notice 765 of 2007 – Government Gazette No 29986 dated 14 June 2007) which defines persons with disabilities as "…individuals who are limited in one or more functional activities. This may be seeing, hearing, communicating, moving, learning or other intellectual and emotional activities. The impairment may be permanent, recurring or transitory. It may be sensory, physical, cognitive or psychological."

Since this research is within the labour relations field of study, the permanency or temporary nature of a limit is of significant relevance. This aspect should therefore be included in the definition.

The definition further does not refer to employment specifically, which is a requirement for this research. The EEA is helpful in this regard with the phrase "substantially limits their prospects of entry into, or advancement in, employment".

The consideration of these criticisms and other definitions together with the research analysis will be considered in developing a strategy to employ persons with disabilities.

For purposes of this research the concept "disability" needs to have a meaning which is accepted. To adopt a different definition than the official South African definition would cause difficulties in the survey process which forms part of the research phase of the study. It was subsequently decided that the concept "disability" would be regarded to mean the same as "people with disabilities" as defined in section 1 of the EEA.

The inadequacies of this definition are seen as a significant contributor to the difficulties experienced by persons with disabilities in finding meaningful employment. The definition is based on the medical model and views the impairment as the cause of the inability to attain success or promotion in the workplace (CHPI and SAFCD 2001:18 and 19). However, the operationalisation of the term "disability" for purposes of this research and the recommendation to amend the definition of persons with disabilities for employment purposes must be distinguished from each other. It could result in a different understanding amongst respondents if the description is changed in the beginning of the research. The definition requires to be changed but recommendations to this effect will be made as part of the research findings and conclusions.

Apart from the definitions discussed above, the disabled or handicapped population of South Africa can be divided into specific sub-groups relating to the nature of the disability.

Types of disabilities:
➢ Disability can be physical, mental or multiple disabilities that include both types of disabilities;

- ➢ physical disabilities include blindness, deafness, paraplegia, quadriplegia, deformation, amputation and cerebral palsy; and
- ➢ mental disabilities.

A person can be disabled from birth due to a genetic disorder, complications during birth or substance abuse by the mother and disability can also be acquired as a result of an accident, attempted suicide, a gunshot wound, a medical condition (such as a stroke, arthritis or epilepsy) or natural disasters (http://www.saps.gov. za/docs_publs/publications/pamphlets/disability.htm).

2.4   THE CONSTRUCT: DISABILITY MANAGEMENT

The construct disability management is a composite construct compiled specifically as a collective term for all the actions that human resource management practitioners should take related to the employment of persons with disabilities. Similar to the concept "human resource management and labour relations" referring to all the aspects relating to the employment of persons by organisations, disability management refers to all those human resource management and labour relations issues related to the employment of persons with disabilities specifically. In practical terms disability management would answer the question: how do I manage persons with disability in the workplace?

2.5   THE CONSTRUCT: LABOUR RELATIONS

Similar to the construct disability, a single generally acceptable definition of labour relations does not exist.   Various definitions have evolved over time reflecting variables relevant at the time. The first South African definition of labour relations which is relevant to the current era is the Wiehahn definition. This definition was drafted within the context of the beginning of the South African political changes. Wiehahn defined labour relations as a multi-dimensional complexity of relationships that exist in and emanate from the work situation in an organisational context, within the parameters of a socio-economic ideology which are determined by the state (Wiehahn 1982:443). The "socio-economic ideology" as well as the "complexity of

relationships" were depicting the reality of the time namely political instability, labour unrest and greater awareness of discrimination and a human rights culture. This era marks the beginning of the formalisation of labour relations as an inclusive system in South Africa.

Salamon (1989:1) describes an industrial society as a highly complex and dynamic arrangement of differentiated groups, activities and institutional relationships intertwined with a variety of attitudes and expectations. Slabbert et al (1990) confirms the systems approach by defining industrial relations as the establishment, development and maintenance of an acceptable, mutually advantageous interaction system between employers and workers under the protection of the state.

Bendix (1996:4) on the other hand approaches the definition from an academic perspective, namely that industrial relations may be described as encompassing a "study of relationships, the work situation and working man, the problems and issues of modern industrialised and industrialising society and of certain processes, structures, institutions and regulations, all of which are placed or occur within a specific social, political, economic and historical context and none of which can or should be studied in isolation." The definition by Bendix, similar to the Wiehahn definition, reflects some of the complexities of the political and human rights transformation processes in South Africa at the time, but also contextualises it within the historical context of South Africa. The emphasis on the study of relationships is also very relevant, especially in researching the employment of persons with disabilities.

Swanepoel et al (1998:611 as quoted by Ehlers 2002:124) builds onto the abovementioned definitions and includes the concept "balancing the various interests." His definition is as follows: "Labour relations as a topic in management science is viewed as being concerned with the relations (primarily collective but also to a lesser extent individual) between employer/s (and/or manager/s as the representatives of the employers) and workers (and/or their representatives such as trade unions) which develop from employment relationships and which are essentially concerned with balancing the various interests of, and regulating the levels of cooperation and conflict between, the parties involved. In all of this, the

government and its relevant representatives, institutions, structures, systems and laws obviously play an important, though secondary role." The role of government, which is made out to be a secondary role, deviates from the concept of a three-party relationship in which all three parties are seen as equal partners, or at least government is seen as the "referee" in ensuring the balance between the employer and employee parties.

Finnemore (1998:1) indicates quite rightly that there is no simple definition of labour relations, because the term has come to include many things in both the public and private sectors, and wherever persons are employed to do work. Thus it includes relations *inter alia* in hospitals, schools, factories, shops, offices, on farms and even in the home between domestics and their employers. This definition confirms the multi-dimensionality of the labour relations field of research.

Grosset and Venter (1998:3) mention that the area of research is the practice of the constantly changing relationship between the parties to the labour relationship, and the various regulations, processes and structures which govern that relationship.

Morley et al (2006:2) indicate that the traditional definitions of industrial relations (Dunlop 1958) stress the rules governing the employment relationship. Over time the rules alter due to changes in the external environment including in areas such as the distribution of power in the wider society and employer-labour strategies. In short, the study of industrial relations is concerned with who makes the rules governing worker-management relations in the workplace, the nature of these rules and how they are administered and regulated.

Nel and Van Rooyen (1993:18) define "Industrial relations" as the relationship and interaction between workers and management, the structures designed to formalise the relationship and the systems created to support the interaction as a complex system of individual and collective actions as well as formal and informal relationships existing between the state, employers, employees and related institutions, concerning all aspects of the employment relationship.

Ehlers (2003:5) defines labour relations as those practices related to the continuous process of establishing and maintaining harmonious individual and/or collective labour relations, through various formal and/or informal communication processes and the application of rules, procedures, agreements, regulations, laws and/or power. These processes are aimed at facilitating the achievement of various individual, group, organisational and societal outcomes which require specific behaviour related to required levels of performance by organisational stakeholders who pursue common and conflicting objectives. The behaviour of stakeholders will be influenced by multiple variables that exist in a dynamic internal and external environment.

The main components of the definition by Ehlers (2003) and its relevance to the employment of persons with disabilities are described below:

➢ Practices – the exact nature of the practices is not indicated in the definition itself but it is clarified in the validated labour relations model which Ehlers developed as part of his research. These practices include all the human resource management and labour relations practices which are typically found in an organisation which employs people to work, namely recruitment, selection, placement, dismissal and others. These practices are equally applicable to persons with disabilities and to persons who are not disabled and these practices do have an impact on the employment (or unemployment) of persons with disabilities;

➢ continuous process – the process or systems approach as adopted by Anstey (1991), Slabbert et al (1990) and others is also reflected in this definition. The emphasis on the continuity of the process is implying the evolving nature of labour relations and the momentum which is inherent in the process;

➢ establish and maintain harmonious relations – what is meant by "harmonious relations" is not clearly stated. The literal meaning can be attached to it, namely that people work together to achieve a common set of objectives. The definition by Swanepoel et al (1998) describes this aspect in more detail, namely that it is about "balancing the various interests of, and regulating the levels of cooperation and conflict between, the parties involved". In the normal labour relations arena this aspect can be explained by using an

example of wage negotiations: The employees and their representatives demand a wage increase and the employers respond with an offer which is lower. Parties then negotiate, using their respective positions of power to come to some agreement. Should this not be possible the government, through its structures, like the CCMA, intervenes;

➤ application of legislation and rules includes the Constitution, 1996, the EEA and other disability management related policies; and

➤ achieve various outcomes – in the typical labour relations sense this outcome is commonly interpreted as referring to basic conditions of employment outcomes and continued productivity.

In modern society work is central to a person's existence. People must work to continue to live, namely to earn money to buy a shelter, food, clothes and many other essentials (Bendix 1996:5). This also applies to persons with disabilities, perhaps even more so because to a large extent, persons with disabilities are regarded as amongst the poorest of the poor in South Africa at present.

In researching issues of disability management the approach to describing harmonious relations is not helpful since disability management is at present not an area of priority of either employers or labour unions. According to Ramaphosa (1994:83) there can be little doubt that trade unions and Cosatu in particular, have played a critical role in driving the political negotiations process preceding the 1994-elections forward, and keeping the process on track when the forces of reaction have attempted to place roadblocks in the way of democratisation. As the most organised sector of the mass movement, the unions have spear-headed the active involvement of civil society in the political process. In doing this, they have demanded that the process should belong to all the people of South Africa.

To make disability management a priority for employers and labour unions in terms of labour relations, is therefore possible.

The study of the employment of persons with disabilities therefore belongs to the labour relations field of study. Although the employment of persons with disabilities is not prominent on the agenda of the respective employers and employee

organisations in South Africa at present, the objective of this research is to develop a strategy to ensure that more persons with disabilities are employed in future. The development of the strategy will be guided by the respective components or elements emanating from the definitions of labour relations as described above.

The construct labour relations is therefore operationalised as per the definitions of Ehlers, 2003 and Swanepoel et al, 1998 and the main components of this definition and its relevance to the employment of persons with disabilities as discussed above.

2.6   THE CONSTRUCT: CONSTRAINTS

The term often used to describe the challenges that persons with disabilities experience is "barrier". The literal meaning of the word barrier is a fence or other obstacle that bars advance or access. It is further described to also mean an obstacle or circumstance that keeps people or things apart like a class barrier or a language barrier (Revised & Updated Illustrated Oxford Dictionary, 2003:72). The term "barrier" has become a common term which describes a large number of reasons, either perceived or real, why persons with disabilities are prevented from exercising their right to the opportunity to gain a living by working on an equal basis with others.

The process of affirming the rights of persons with disabilities in South Africa is well underway although it has not yet achieved maturity. To use a term like "barrier" which implies a sense of permanency would contradict the efforts being made to affirm the rights of persons with disabilities and therefore the word "constraint" is preferred for purposes of this research. The word constraint is described as the act or result of constraining or being constrained or a restriction (Revised & Updated Illustrated Oxford Dictionary, 2003:180).

The construct "constraints" is operationalised for purposes of this research to refer to those perceptions, policies, practices or management decisions which causes the deserving disabled job applicant to be unsuccessful in his or her application for employment or promotion. It is acknowledged that persons with disabilities do experience many constraints in their everyday life like obtaining access to buildings,

parking areas, etc., but in the context of this thesis constraints relate to those aspects which prevent a person with disabilities from being employed or from being given an equal opportunity to be successful in his or her employment.

2.7   VARIOUS HUMAN RESOURCE MANAGEMENT PRACTICES

Middlemist et al (1983:5) define "Personnel management" as the integration and coordination of human resources in order to move effectively towards desired objectives.   They further describe "personnel management activities" as those managerial processes that relate people (employees) to their various jobs and to the organisation that employs them including:

➢   Planning, designing and evaluating employees' jobs, relating some jobs to other jobs, and determining how many people are needed to staff the jobs;

➢   recruiting, selecting, training, developing and motivating employees to perform jobs effectively; and

➢   providing satisfactory relationships between the organisation and people through fringe benefits, labour relations and quality of worklife programmes.

Since the formulation of this definition the human resource management and labour relations field of study has evolved significantly (Brewster et al 2008:2-4).   The evolution of business management has required management and human resource management and labour relations practitioners to become partners in decision-making and to share accountability for organising the work to be performed, including where and the manner in which it is to be performed (Brewster et al 2008:3).   Ulrich (1997 as in Brewster et al 2008:4) is further of the opinion that for human resource management professionals to be successful, they will have to play at least four different roles, namely strategic partner, administrative expert, employee champion and change agent.   The success of a human resource management practitioner requires that the practitioner:

➢   Becomes involved with line managers in strategy formulation and implementation, resulting in the design of human resource management strategies that will support the overall organisational strategy;

➢   becomes an expert in the way work is organised and executed;

- becomes involved in reducing costs through administrative efficiency, while at the same time maintaining high quality by delivering state-of-the-art and innovative human resource management practices;
- becomes a reliable representative for employees when dealing with concerns that affect the employment relationship;
- becomes involved in efforts to enhance employee engagement; and
- becomes an agent for continuous organisational and cultural transformation (Brewster et al 2008:3).

If all these tasks are done well, the human resource management practitioner will receive the recognition he or she deserves within the organisation (Brewster et al 2008:3).

Within the context of the employment of persons with disabilities, like in the case of any other employee, all the human resource management practices are relevant. However, in order to achieve focus and maximum impact for the strategy to employ persons with disabilities, which will be developed as part of this research, human resource management practices have been analysed to determine which practices would likely constrain employing persons with disabilities more significantly. The most significant human resource management practice identified is "talent management" since it is the practice which identifies the individual to be employed and ensures that the individual stays employed.

According to Brewster et al (2008:15) the pressure on the human resource management function to become innovative and relevant in a demanding environment has begun in the late 1990's. Due to this pressure the concept of talent management emerged during early 2000.

According to Schweyer (2004 as in Brewster et al 2008:15,16) talent management can be defined as follows:
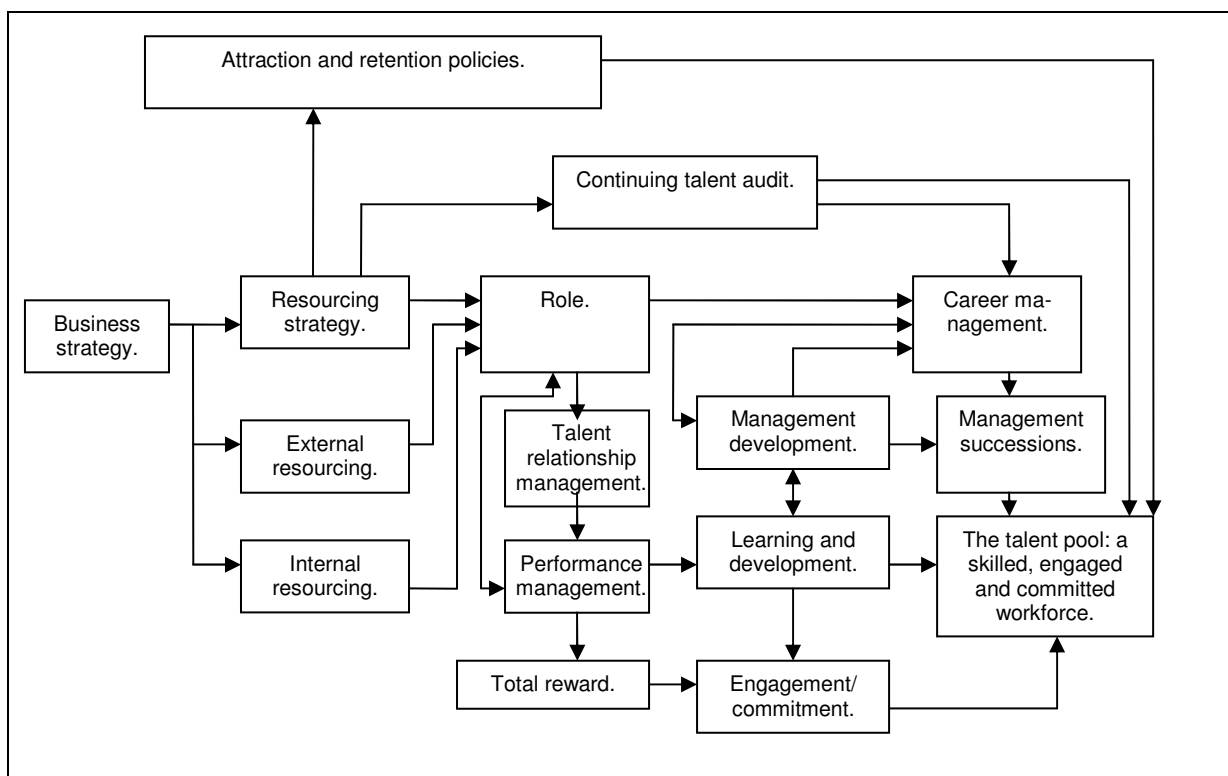
"….the sourcing (finding talent); screening (sorting of qualified and unqualified applicants); selection (assessment/testing, interviewing, reference/background checking etc. of applicants); on-boarding (offer generation/acceptance,

badging/security, payroll, facilities etc.); retention (measures to keep the talent that contributes to the success of the organisation); development (training, growth, assignments, etc.); deployment (optimal assignment of staff to projects, lateral opportunities, promotions, etc.); and renewal of the workforce with analysis and planning as the adhesive, overarching ingredient."

Brewster et al (2008:16) concludes that talent management is the use of an integrated set of human resource management activities to ensure that an organisation attracts, retains, motivates and develops the talented people it needs now and in the future. He also indicates that the approach is not new but it bundles activities together to produce a more coherent whole.

Armstrong (2006:391 as in Brewster et al 2008:16) identifies the various elements of talent management and their relative interaction as set out in Table 5 below.

Table 5: The elements of talent management

Source: Armstrong (2006 as in Brewster et al 2008:16).

The relevance of talent management to the employment of persons with disabilities and specifically to the development of a strategy to employ persons with disabilities

is significant since it "bundles" together all the aspects which lead to the employment of people, and in the context of this research, specifically persons with disabilities (see Brewster et al above).

An area requiring further description is learning and development. Holland and De Cieri (2006) regard training (which is learning and development) as the planned or systematic efforts made by an employer to facilitate employees' learning of the knowledge, skills and behaviour required to perform their jobs. Learning and development refer to the skills development of employees to ensure that they possess the necessary skills to perform their work effectively. The necessary skills referred to in this context is two-fold and include the learning and development of persons with disabilities to develop their job related competencies and further to managers and other employees to manage disability issues effectively in the workplace.

Performance management is also of material significance to the employment of persons with disabilities. It can be defined as a holistic approach and process towards the effective management of individuals and groups to ensure that their shared goals, as well as the organisational strategic objectives are achieved.

This process of performance management generally entails the following:
➢ Clarification and communication of organisational strategic objectives;
➢ the alignment of individual and group goals with the organisational objectives;
➢ the monitoring and measurement of individual and group performance;
➢ the early identification and reporting of deviations;
➢ the development of action plans to correct the deviations;
➢ the coaching and mentoring of individuals and groups; and
➢ the review of individual and group performance, and the re-evaluation of organisational processes.

Performance management therefore refers to the process of setting strategic objectives and performance standards, monitoring the achievement or otherwise of the strategic objectives and performance standards and the rewards or penalties

which will flow from the achievement or non-achievement of the performance standards by the individual employee. Apart from the significance of performance management to achieve organisational strategic objectives it is also a very important management tool.

Employee attraction and retention policies refer to the initiatives an employer takes to attract and retain deserving employees. Such initiatives could include share options, performance bonuses, personalised salary scales and other initiatives to compensate an employee. The total compensation package may be described in various ways. Henderson (2005), for instance, classifies compensation package into eight dimensions:

➢ Pay for work and performance;

➢ pay for time not worked;

➢ disability income continuation;

➢ deferred income;

➢ loss-of-job income continuation;

➢ health, accident liability protection;

➢ spouse (family) income continuation; and

➢ income equivalent payments.

Within the context of disability management employee attraction and compensation is very important. It is firstly an equality and rights-based issue, which is discussed extensively in the chapters to follow. Secondly, it is about an employer's attractiveness to persons with disabilities. An employee would apply for a position in an organisation which appears to be attractive.

2.8 THE CONSTRUCT: DISABILITY MANAGEMENT STRATEGY

According to the Illustrated Oxford Dictionary (2003:822) "strategy" means the art of war, especially planning the movement of troops into favourable positions, a plan of

action or policy in business or politics. "Strategy" comes from the Greek word stratēgia for generalship.

According to Porter (1996: 68) strategy is the creation of a unique and valuable position, involving a different set of activities. In this sense, human resource management has a crucial role in building and not just supporting, business strategies.

Mintzberg (1987) provides five different definitions of strategy, all beginning with the letter "P" namely:

➢ Strategy is a plan, a consciously intended course of action, a guideline (or set of guidelines) to deal with a situation. It has two essential characteristics, namely it is developed consciously and purposefully.

➢ Strategy is a ploy, a specific "manoeuvre" intended to outwit an opponent or competitor.

➢ Strategy is a pattern or consistency in behaviour.

➢ Strategy is a position or a means of locating an organisation in its "environment". In ecological terms, strategy becomes a "niche". Position is usefully identified with respect to competitors (literally so in the military, where position becomes the site of the battle).

➢ Strategy is a perspective which looks inside the organisation and it becomes ingrained in the way people in the organisation perceive the world.

Mintzberg reasons that each of these definitions adds important elements to the understanding of strategy. It encourages the asking of fundamental questions about organisations in general.

A human resource management strategy expresses the intentions of an organisation about how it should manage its human resources. These intentions provide the basis for plans, developments and programmes for managing change. Typical questions the human resource management professional would ask when participating in the strategy process would be:

➢ What sort of people do we need in the business to achieve our mission?

➢ How can the required changes to our culture and value system be achieved?

> What are the implications of those plans for the future structure, HR systems, and resource requirements? (Brewster et al 2008:80).

Swamy (as in Brewster et al 2008:16) indicates that organisations can categorise strategic imperatives into two broad categories:

> An aspiration-driven imperative which consists of two components, namely a growth imperative (e.g. a merger or acquisition) and an efficiency-imperative (e.g. informal restructuring). The aspiration imperative thus comes from within.

> A situation-driven imperative which comes from external forces, e.g. a government-facilitated imperative (e.g. regulatory change) or a market-led imperative (e.g. cost-cutting to remain competitive).

Kaplan (date unknown) mentions that a gap arises due to a disconnection in most companies between strategy formulation and strategy execution. Seven out of eight companies in a global sample of 1,854 have failed to achieve profitable growth, though more than 90% of these companies had detailed strategic plans. The research determined that the disconnect between strategy and performance is due to the occurrence that most organisations do not have a strategy execution process. Many have strategic plans, but no coherent approach to manage the execution of those plans. Consequently, many key management processes remain disconnected from strategy.

According to Gay (2005:6) Franklin Covey asked 11 000 people in the US workforce about their strategy execution discipline. He found that more than 50% of employees working in large organisations are not focused on where the company wants to go, while 19% said they set goals about which they are passionate. Only 9% believed they had a clear line of sight between their own tasks and the organisation's most important tasks. In answering the question how a company achieves strategy Gay indicated that: "Strategies don't win unless there is rigorous execution. The workforce has to be helped to understand the "compass" and to be supported to execute the strategy. They need to perform, and to do that they will need a set of workforce interventions".

The objective of the research, namely to increase the employment of persons with disabilities requires a long-term plan of action which is intended to outwit the constraints which persons with disabilities experience in finding employment. The strategy will suggest consistent behavior from human resource management practitioners and managers to change the negative perceptions which may exist in employing persons with disabilities and ensure that the disability management strategy is implemented in a dedicated manner.

2.9   PREFERRED DISABILITY MANAGEMENT TERMINOLOGY

Language reflects the social context in which terminology is developed and used. It therefore reflects the values and attitudes of that context, and plays an important role in reinforcing values and attitudes that lead to discrimination against and segregation of particular groups in society. Language can therefore be used as a powerful tool to facilitate change and bring about new values, attitudes and social integration. In the workplace which, in South Africa especially, is a gathering of diverse groups of people, the use of certain terminology is even more important. The use of terminology describing certain race groups in particular, has led to explosive situations, labour disputes, alleged unfair discrimination referrals to the Human Rights Commission and has in some instances also led to dismissals.

Persons with disabilities generally and employees with disabilities in particular are very sensitive to the use of language and terminology. Terminology has the effect of labelling persons with disabilities, stereotyping them, discriminating against them and ultimately creating a culture of non-acceptance. Certain terms can also be demeaning. The incorrect terminology describing persons with disabilities does not have the same explosive effect as terminology describing race at present, but as disability awareness is increasing it is likely to escalate in importance. It is also appropriate that persons and employees with disabilities are treated in a respectful and decent manner and employers should take steps to ensure that this do happen in practice. Unfamiliarity with certain terms may also make it uncomfortable for persons who are not sure of the acceptable manner in which persons with disabilities should be addressed.

Hendriks (2009:10) advises that with regard to development work in general, working *with* should always be used instead of working *for,* to emphasise popular participation and rights instead of charity approaches. She also indicates that she prefers not to use the random geographical division of North and South but rather "developed' and "developing" countries to distinguish countries that mostly give aid and technical assistance, and countries that mostly receive it. She also stresses that in terms of vocabulary, stigmatising words like "retard" or "invalid" are out of the question and she prefers referring to "blind" or "low vision" people instead of "people with a visual impairment" which may not be entirely politically correct but much more comfortable. These preferences do exist and it creates uncertainty for individuals not familiar with this area.

In the context of this research therefore, human resource management practitioners may find it difficult to engage with unfamiliar terrain if they are not certain of the correct terminology to use and the reasons why. In drafting policy documents, misinterpretation could easily result if terminology is not commonly understood.

According to the Disability Etiquette Handbook of the City of San Antonio (date unknown – www.sanantonio.org) "….persons with disabilities are foremost people. Only secondarily do they have one or more disability condition, hence they prefer to be referred to as persons with disabilities". The preferred terminology as it relates to the English language is consequently discussed in Table 6 below.

Table 6: Preferred and unacceptable terminology

PREFERRED TERMINOLOGY	UNACCEPTABLE TERMINOLOGY	REASONS TO AVOID UN-ACCEPTABLE TERMINOLOGY
Disabled person. Persons with disabilities. Person with a disability. Employee with a disability. Employees with disabilities.	Physically challenged. Deformed. Deformity. Birth defect. Cripple. Crippled. Differently-abled. Defective. Defect. Deformed. Vegetable.	Cast disabilities as a negative and the image conveyed is of a twisted, deformed, useless body. These words are offensive, dehumanising, degrading and stigmatising.

PREFERRED TERMINOLOGY	UNACCEPTABLE TERMINOLOGY	REASONS TO AVOID UN-ACCEPTABLE TERMINOLOGY
Disabilities, a general term used for functional limitations that interfere with a person's ability, for example to walk, hear or lift. It may refer to a physical, mental or sensory condition.	Handicap.	Handicap derives from the phrase "cap in hand", referring to a beggar.
	Suffers from.	Indicates ongoing pain and torment which is not accurate.
	Afflicted with.	Denotes a disease. A disability is not an affliction.
Persons who had a spinal cord injury, polio, a stroke, a person who has multiple sclerosis, etc.	Victim of.	Persons with disabilities do not like to be perceived as victims. It creates the impression that they are helpless.
Uses a wheelchair.	Wheelchair-bound. Confined to a wheelchair.	Wheelchairs are a convenient mode of transportation, not prisons. They are viewed as liberating. Bound/confined belies the fact that many persons with motor disabilities engage in activities without their wheelchairs like driving and sleeping.
Able-bodied. Persons without disabilities.	Normal. Whole.	"Healthy" when used to contrast with "disabled" implies that the person with a disability is unhealthy. Many persons with disabilities have excellent health.
Deaf (with a capital D). Deafness, hearing impaired. "Deafness" refers to a person who has a total loss of hearing. "Hearing impairment" refers to a person who has a partial loss of hearing within a range from slight to severe. "Hard of hearing" describes a hearing impaired person who communicates through speaking and speech-reading, and who usually has listening and hearing abilities adequate for ordinary telephone communication. Many hard of hearing individuals use a hearing aid.	Deaf-mute. Deaf and Dumb.	The inability to hear or speak does not indicate a level of intelligence.
Person with Down Syndrome.	Mongol. Mongoloid.	

PREFERRED TERMINOLOGY	UNACCEPTABLE TERMINOLOGY	REASONS TO AVOID UN-ACCEPTABLE TERMINOLOGY
Person with an intellectual disability. Person with a psychiatric disability. Person who has a mental or developmental disability.	Mentally retarded. Mentally challenged. Insane. Slow learner. Learning disabled. Brain damaged. Retarded. Moron. Imbecile. Idiot.	These terms are offensive.
Person with cerebral palsy. Persons with spinal cord injuries.	Cerebral palsied. Spinal cord injured. Spastic.	Don't identify persons solely by their disability.
Person with epilepsy. Child with a seizure disorder.	Epileptic (either as a noun or adjective).	
Person of short stature.	Dwarf. Midget.	
Man/women with paraplegia. He/she has quadriplegia.	Paraplegic or quadriplegic (either as a noun or adjective).	

(Adjusted from: City of San Antonio Disability Handbook – www.sanantonio.gov /planning/disability_handbook/deh12.asp;
Digh (year unknown) in A Pocket Guide on Disability Equity,
Digh 1999 in Misplaced Modifiers: Respectful Language Improves Accuracy; and
Disability Language and Etiquette, Barking and Dagenheim Council, 2001).

The use of the appropriate terminology could only be internalised through awareness training in the workplace. This matter will be addressed in the strategy detailed in Chapter 10.

2.10 SUMMARY

The contribution of this chapter to the research process and the development of a strategy to employ persons with disabilities can be summarised as follows:

➢ The chapter conceptualises the most commonly used constructs in this research in order to create clarity when used.

➢ The constructs identified are those which have been identified by the researcher as causing confusion in the minds of human resource management and labour relations practitioners and managers when considering appointing persons with disabilities.

- The constructs disability is operationalised to mean persons who have a long term or recurring physical or mental impairment which substantially limits their prospects of entry into, or advancement in employment.

- According to Altman, 2001, Madons, 2006 and Jahiel, 2007 there is common agreement that no single and acceptable social definition of disability exists.

- Jahiel, 2007 and Albrecht and DeVlieger, 1999 indicated further that disability is discussed mostly either in terms of function or of social labelling but seldom in terms of its relationship to the quality of life of persons in situations of disability.

- For purposes of this research the concept "disability" needs to have a meaning which is accepted. To adopt a different definition than the official South African definition would cause difficulties in the survey process which forms part of the research phase of the study. It was subsequently decided that the concept "disability" would be regarded to mean the same as "persons with disabilities" as defined in section 1 of the EEA.

- The inadequacies of this definition are seen as a significant contributor to the difficulties experienced by persons with disabilities in finding meaningful employment. The definition is based on the medical model and views the impairment as the cause of the inability to attain success or promotion in the workplace (CHPI and SAFCD 2001:18 and 19). However, the operationalisation of the term "disability" for purposes of this research and the recommendation to amend the definition of persons with disabilities for employment purposes must be distinguished from each other. It could result in a different understanding amongst respondents if the description is changed in the beginning of the research. The definition requires to be changed but recommendations to this effect will be made as part of the research findings and conclusions.

- The construct disability management is a composite construct compiled specifically as a collective term for all the actions that human resource management and labour relations practitioners should take related to the employment of persons with disabilities. Similar to the concept "human resource and labour relations management" referring to all the aspects relating to the employment of persons by organisations, disability management refers to all those human resource management and labour

relations issues related to the employment of persons with disabilities specifically.

- Various definitions of labour relations have evolved over time reflecting variables relevant at the time. The first South African definition of labour relations which is relevant to the current era is the Wiehahn definition.

- The study of the employment of persons with disabilities is belonging to the labour relations field of study. Although the employment of persons with disabilities is not prominent on the agenda of the respective employers and employee organisations in South Africa at present, the objective of this research is to develop a strategy to ensure that more persons with disabilities are employed in future.

- The construct labour relations is operationalised as per the definitions of Ehlers, 2003 and Swanepoel, 1998 and the main components of this definition and its relevance to the employment of persons with disabilities as discussed above.

- Labour relations are defined as those practices related to the continuous process of establishing and maintaining harmonious individual and/or collective labour relations, through various formal and/or informal communication processes and the application of rules, procedures, agreements, regulations, laws and/or power. These processes are aimed at facilitating the achievement of various individual, group, organisational and societal outcomes which require specific behaviour related to required levels of performance by organisational stakeholders who pursue common and conflicting objectives. The behaviour of stakeholders will be influenced by multiple variables that exist in a dynamic internal and external environment.

- In modern society work is central to a person's existence. People must work to continue to live, namely to earn money to buy a shelter, food, clothes and many other essentials (Bendix 1989:5).

- The word constraint is described as the act or result of constraining or being constrained or a restriction (Revised & Updated Illustrated Oxford Dictionary, 2003:180).

- The construct "constraints" is operationalised for purposes of this research to refer to those perceptions, policies, practices or management decisions

which cause the deserving disabled job applicant to be unsuccessful in his or her application for employment or promotion.

➢ The relevance of talent management to the employment of persons with disabilities and specifically to the development of a strategy to employ persons with disabilities is significant since it "bundles" together all the aspects which lead to the employment of people, and in the context of this research, specifically persons with disabilities.

➢ The objective of the research, namely to increase the employment of persons with disabilities requires a long-term plan of action which is intended to outwit the constraints which persons with disabilities experience in finding employment. The strategy will suggest consistent behaviour from human resource management and labour relations practitioners and managers to change the negative perceptions which may exist in employing persons with disabilities.

➢ Human resource management and labour relations practitioners may find it difficult to engage with unfamiliar terrain if they are not certain of the correct terminology to use and the reasons why. In drafting policy documents, misinterpretation could easily result if terminology is not commonly understood.

➢ Language is a powerful tool to facilitate change and bring about new values, attitudes and social integration and persons with disabilities generally and employees in particular, are very sensitive to the use of language and terminology.

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