

Human Resource Practices For Physically Challenged Employees: Basis For Intervention Program

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Abstract: This research investigation focus to establish the relationship between level of HR practices such as skills, educational attainment, age, and sex of physically challenged people (PCPs) that may influence employment preferences in the BPO industry and to develop an intervention program for human resource practitioners. According to the study of Robert Katz, Kurt Fischer, and Zheng Yan's Theories on Skills Approach, which recognize to the cognitive abilities as a required qualification for physically challenged people. This study used a quantitative research design using frequencies, sums, averages, and multiple regression. The HR Practitioners, HR Managers, and HR Supervisors of private institution analyzed the ten skills that PCP should acquire, their preferred educational attainment, and type of disabilities that employers may consider to be employ. The existence of discrimination despite of crafted local and international laws on PCP, particularly on age and disability, is a fact. Communication, collaboration, and the ability to analyze industry computer and software applications are required in both soft and hard skills, and the researcher designed the PCP's a program for physically challenged individuals for the improvement of their skills and its human resource process on recruitment and selection processes, respectively

Keywords: Hiring, Recruitment and Selection, Soft skills and Hard skills, Employment of PCPs, problems of the workforce, RA10524.

1. Introduction

Globalization expands opportunities for physically challenged individuals to interact with others in the workplace. Employment provides opportunities for social participation in addition to income. Designing, investing on applications systems and designate infrastructure for physically challenged individuals that result to disadvantage for a small enterprises or businesses but an investment for all stakeholders. A Diverse work and balance organizations or institutions can generate more effective and efficient business solutions. Many businesses have discovered that by hiring physically challenged individuals can surpass the normal human being, they are better and able to comprehend and serve the customers with disabled people [1]. Hiring physically challenged employee can satisfy the varied requirements of diverse environment and customer needs that enables businesses to develop a better, hardworking, and flexible PCP's, furthermore it also enhances their reputation, and expand their market share.

Over a billion individuals, or 15 % of the global population, was considered handicapped, and the emerging concern of disabled people and highly significant concern in developing nations. In the article of World bank (2021) Twenty percent of the projected global population, or between one hundred ten to one hundred ninety million individuals, have experiencing significant disabilities. In the increased global awareness of disability-inclusive development United Nation CRPD (2016) on the rights and welfare of physically challenged individuals the United Nations on Disability promotes and protect the complete integration of physically challenged individual in the diverse acceptance in our society [1], [2]. The United Nation Commission on the Rights Persons with Disabilities (2016) emphasize significant role in the international development in resolving the rights and privileges of physically challenged people. The investigation has shown that the environment plays a crucial role in shaping the experience and severity of disability. The

hindrance of complete and effective participation of individuals with disabilities in society on an equal basis is often caused by inaccessible environments. The identification and removal of barriers that hinder the daily lives of individuals with disabilities can lead to improvements in social participation [2].

In line with the United Nations Department of Economics and Social Affairs, The seventeen (17) Sustainable Development of United Nation, it is clear that the presence of a disability should not serve as a basis for withholding access to development programming or the attainment of human rights. The Sustainable Development Goals (SDGs) framework incorporates a set of targets that specifically address individuals with disabilities, comprising seven targets. Additionally, six further targets encompass includes the physically challenged people [3].

WHO-World Bank WRD- Report on Disability (2021), Discussed and examine the evidence regarding the global situation of people with disabilities [4]. The report contains topic-specific on health situation and condition, improvement, and rehabilitation, support and assistance, conducive environments and infrastructure facilities, diverse and equal rights on education, and equal opportunity for employment, followed by articles in identifying the type of disability. Each articles and sections of the report contains a discussions on the problem encountered and research studies relevant on illustrating how the other countries have been successful in overcoming and institutionalizing the policies and regulations in fostering a good and ethical practice with the implementation of each countries. In the last part of the report provides nine concrete programs, policy, and practice that recommended for implementation, that possibly lead to significant improvement, and advancements in the social welfare and development of people with disabilities.

According to the International Labour Organization International Labour Organization on Disability and Work(2017), an estimated 386 million individuals of working age across the globe are affected by disability . According to recent studies, the unemployment rate for individuals with disabilities in certain nations can reach up to 80 percent. It is a common assumption among employers that people with disabilities are incapable of working. The Asia-Pacific region has a significant population of physically challenged individual, who considered one of the most vulnerable and marginalized social groups. These individuals are at risk of being excluded from the benefits and outcomes of social, economic, and environmental development in their respective countries. The estimated number of people with disabilities in the region is approximately 690 million. Individuals with disabilities face challenges in achieving complete and efficient involvement in various domains of society, such as the workforce, political engagement, education, and social welfare. United Nation ESCAP, (2018) [5],[6].

The Convention on Rights of Persons with Disabilities (2006) outlines the fundamental liberties and human rights of people with disabilities and enables them to live with respect for their inherent dignity. The Convention serves as the foundation for the Incheon Strategy to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific, which serves as the governing framework for disability-inclusive development in the region [7]. Its ten objectives employ a rights-based approach to the social, economic, and political inclusion of people with disabilities in an effort to remove barriers to their complete participation in society. Due to the fact that in the 2017 report on disability marks the halfway point of the current Asian and Pacific Decade of Persons with Disabilities, 2013–2022, and the implementation of the Significant Strategies, this article provides policymakers in the region with comprehensive data to enhance their evidence-based policymaking for the remaining five years of the Decade. As a result of from the ESCAP report on the investigation using survey to governments, civic organization, international institutions, and research and development organization.

In the report of Labor Market Intelligence Report (2020). The process of integrating persons with disabilities (PWDs) into the workforce is subject to diverse prerequisites, owing to the distinct obstacles that impede their economic productivity. According to the International Labour Organization (2003), various factors hinder the equal involvement of physically challenged individual in the labour force or human capital [8]. These factors include social, economic, physical, and political conditions, among others.

1. The presence of negative attitudes towards individuals with disabilities can be attributed to a variety of factors, including ignorance, perpetuation of myths and stereotypes, fear, lack of visibility, and insufficient sensitivity and knowledge in physically challenged individual.;
2. Problems of disparate employment and training opportunities has been identified as a significant concern in various studies and reports. The research indicates that certain groups of individuals may face barriers that limit their ability to access training and employment

opportunities, resulting in disparities in employment outcomes. These disparities may be influenced by factors such as socioeconomic status, race, gender, and geographic location. The impact of these disparities on individuals and society as a whole underscores the need for further investigation and intervention to address this issue.;

3. Buildings, communication networks, and modes of transportation that are inaccessible;
4. Unavailability of assistive devices, technologies, support services, and knowledge and information;
5. Psycho-social challenges resulting from years of discrimination and marginalization;
6. Lack of policy assistance, including legislation and enforcement, and;
7. Comprehensive implementation initiatives for the employment and training provisions.

According to the findings of the Philippine Statistics Office - National Disability Prevalence Survey conducted in 2016, around 12% of individuals aged 15 years and above in the Philippines encountered severe disability. The study found that a significant proportion of individuals, approximately 47%, experienced moderate disability, while only 23% reported mild disability [9]. The research findings indicate that a significant proportion of the population, specifically 19%, did not exhibit any form of disability. The disability prevalence rate in this study pertains to the percentage of individuals who have been identified as having severe disabilities. The research aims to promote inclusive workplaces in the Philippines by encouraging employers to diversify their perspectives through the involvement in hiring of physically challenged individual. The investigation seeks to foster a more inclusive work environment by advocating for the inclusivity of physically challenged individuals in the workforce.

Crafted program believes that physically challenged individual have the ability to provide and commit to the continuous growth and development of any organization, just like any other employee [10]. This year, the company's email support account employed deaf and hard-of-hearing candidates as customer service representatives. The finance and recruitment departments also provided internship opportunities. The candidates were recruited based on their skills, which included English communication, customer service, and computer proficiency. These are the same criteria utilized by the company for all applicants. (Team Orange, 2018).

The BPO company has demonstrated that there is a place for accomodation for physically challenged individuals in the corporate world, prompting in Unilab Foundation to recognize it as one of its industry partners for inclusive employment through Project Inclusion [10]. The partners were honored at the Bayanihan Center in Pasig City, with Me-Ann Bataillon, director of recruitment, accepting the award on behalf of the organization.

According to the most recent survey conducted by the National Statistics Authority, also known as the Philippine Statistics Authority, in 2010, approximately twenty for thousand two hundred eighty four individuals, or roughly 1 9/100 % of the total population of the Province of Bulacan,

were disabled, a decrease from 1995 (1.58 percent). The percentage of females with a disability was found to be 52.15 percent higher than that of males. 44.21 percent of 2010 Census respondents reported low vision as their primary disability. According to the report around 8.73 percent suffering from mental disability, followed by 8.27 percent from mental retardation, 6.08 percent from partial blindness, and lastly 6.03 percent from cerebral palsy or quadriplegia. (NSO,2010). The phenomenon of disability is understood as a complex interplay between the health condition of individuals, including but not limited to cerebral palsy, Down syndrome, and melancholy, and various personal and environmental factors [19]. These factors may include negative attitudes, lack of accessibility in transportation and public facilities, and limited social support.

This publication from the Economic and Social Commission for Asia and the Pacific (ESCAP) provides baseline information on the Incheon Strategy's indicators [6]. It also measures the progress made to date in ensuring the rights of people with disabilities in regional development efforts. Therefore, the analysis identifies areas where individuals with disabilities continue to be excluded. The purpose of this work is to accelerate efforts to ensure their full participation in society by 2022 while constructing a resilient, sustainable, and inclusive world for everyone.

W. Alex Edmonds and T. Kenedy (2017) suggests that addressing concern and problem of the inability of physically challenged individual (PCPs) to take part based on appropriate ability, education, and credentials can be achieved by enabling them to develop their intellectual and physical potential. Furthermore, from the investigation the expenses incurred in educating and assimilating individuals with disabilities in the short run will be exceeded by the future benefits both individual and community [11]. The dearth of accessible physical environments and transportation, assistive technologies and devices, and adapted modes of communication, service delivery gaps, and prejudice and stigma are barriers to achieving complete social and economic inclusion for individuals with disabilities. Research indicates that physically challenged individuals are at a higher risk of experiencing negative socioeconomic outcomes, including lower levels of education, poorer health outcomes, decreased employment rates, and increased poverty rates.

Research has shown that poverty can heighten the likelihood of disability due to various factors such as malnutrition, insufficient access to education and healthcare, hazardous working conditions, exposure to environmental pollution, and limited access to safe water and sanitation. Individuals with disabilities are more susceptible of experiencing poverty because of lack of opportunity in employment and education opportunities, reduced wages, and increased expenses associated with living with a disability. According to the investigation of India's National Centre for the Promotion of Employment for Disabled People reveals that the employment requirements of persons with disabilities remain unfulfilled, despite the "People with Disabilities" Act that reserves 3 percent of government jobs for them [12]. According to recent research, the private sector in India has only employed approximately 100,000 individuals out of the estimated 70 million people with disabilities.

(NCPEDP,2018).

In this study, the researcher should craft a specific basis or guidelines or recommendations to the Human Resource Practitioners as to what qualifications are needed in hiring physically challenged people. Also, the Employers should craft or draft a policy in lieu on the consideration to level or qualifications in terms of skills related to physically challenged individual who is looking for employment. Based on the empirical observation and reading from the related studies and related literature, it was found that people who are physically challenged are more effective and efficient in performing their jobs or work tasks in their workplace.

One of the problems being encountered by the physically challenged people is not being qualified for the reason that the set of issued qualifications is discriminatory because the said crafted policies are not manifesting inclusivity for physically challenged people. Given such a backdrop of physically challenged people's employment issues, This research addresses the question of what qualifications of physically challenged individual should possess in order to obtain employment. It seeks the different organizations or institutions to identify what business organization like retail, restaurant, government institutions, or others that acknowledge the employability of PCP's.

Employing individuals with physically challenged individuals was a challenge for businesses. Due to PWDs' inherent limitations, management was compelled to view them as a problem, and reluctantly employing them. The decrease employment report among PCPs regardless of their ability to perform and work particularly on complex job which rely and manage to answer and investigate of researcher on what specific qualifications ask to required for PCPs applicant to meet the same qualification in the non-disabled employees without using different requirements or skills.

2. Literature Review

The role of labor is a fundamental aspect of human existence, and in numerous cultures, the ability to engage in labor is considered a crucial way for individuals to make meaningful contributions to their communities. Despite the presence of national, regional, and international laws, as well as the efforts of international bodies and Disabled Peoples' Organizations (DPOs), individuals with disabilities worldwide are still being deprived of their right to work. Statistical data reveals that the rates of unemployment, underemployment, and economic inactivity among persons with disabilities are considerably higher than those among other workers [13].

Policies and Guidelines (According to Article 27 of Work and Employment: CRPD [13])

1. Prohibiting discrimination- In all employment-related matters, including recruitment, hiring, and employment conditions, the continuation of work, professional development, and a safe and healthy work environment and;
2. Protecting, on an equal basis with others, the rights of physically challenged individuals and favourable working conditions, including equal opportunities and equal remuneration for work of equal value, safe and

- healthy working conditions, including protection from harassment, and the resolution of grievances.;
3. Ensuring that physically challenged individuals can exercise their labor and trade union rights on par with others;
 4. Providing effective access to general technical and vocational guidance programs, placement services, and vocational and continuing education for physically challenged individuals;
 5. Promoting employment opportunities and career advancement for physically challenged individual in the labor market, and offering assistance in locating, securing, retaining, and returning to work.

RIGHT TO PHYSICALLY CHALLENGED INDIVIDUAL TO BE EMPLOYED[13]

1. Increasing opportunities for self-employment, entrepreneurship, the formation of cooperatives, and launching a business;
2. Employment for physically challenged individual in government institution;
3. Ensuring the employment of people with disabilities in the private sector through appropriate policies and measures, such as affirmative action programs, incentives, and other measures;
4. Providing conducive environment and better workplace for physically challenged individual ;
5. Facilitating the acquisition of employment experience by individuals with disabilities in the open labor force;
6. Promoting vocational and professional rehabilitation, job retention and return-to-work program for persons with disabilities.

The Convention on the Rights of Persons with Disabilities and its Optional Protocol (the Convention) became effective in May 2008, as per the United Nations. The objective of this study is to examine the extent to which all physically challenged individual have rights and freedoms, without any form of discrimination. The Convention acknowledges that disabilities increases from the interplay between a health condition and the surrounding environment, despite not providing an explicit definition of the term [2]. The WHO policy employability of physically challenged individuals are based on the Convention, UN General Assembly Resolutions 61/106 and 62/170, and the policy statement on the "Employment of Persons with Disabilities in the United Nations Workplace." This policy outlines the overall context, guiding principles, and key features for the employment of persons with disabilities in agencies across the UN Common System. The policy was endorsed by the Chief Executives Board Human Resources Network in June 2009.

The policy is situated within the wider context of the World Health Organization's (WHO, 2017) diversity management. It is a manifestation of the organization's strict stance against any form of stigma and discrimination [13]. The World Health Organization (WHO) is dedicated to ensuring equitable access to employment opportunities, career progression, and job security within the organization. WHO acknowledges that it is advantageous to attract and retain a talented and diverse workforce that mirrors the varied demographics of society, including individuals with disabilities. The study aims to investigate the commitment of the organization towards promoting a workplace culture that

upholds fair practices and safeguards the rights of individuals with disabilities. The research seeks to explore how the organization ensures that such individuals are treated with dignity and respect and are provided with equal terms and conditions of employment. The principle of equality does not always require uniform treatment of individuals.

The CRPD protocol are based on the principle of universal recognition of the dignity of persons with disabilities. The State Parties are required to ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity [6]. Despite the various obstacles such as social, economic, physical, and political conditions that hinder the participation of physically challenged individual (PCPs) in the labor force of the Philippines, there exist enterprises and organizations that have successfully employed PCPs. According to recent studies, physically challenged individuals (PCPs) have been found to be employed in the agricultural sector in various capacities such as farmers, farm laborers, and livestock and poultry farmers. The workforce comprises individuals who are engaged in various occupations, including professional and technical works.

In the investigation by Pandey (2018) investigated. There has been a growing interest among corporations in the importance of hiring individuals with disabilities. The extent to which individuals with disabilities are effectively integrated into the workforce is contingent upon the organizational policies and perspectives regarding their integration into conventional employment [14]. The study will involve utilizing an electronic database to identify relevant articles, theses, literary works, news articles, and other sources, including government gazettes and company handbooks. These sources will be analyzed to determine the organizational practices of IT and BPO companies in relation to the hiring of individuals with disabilities.

Physically Challenge People (PCPs) or PWD are defined by Republic Act (RA) 10524 as " All people who suffer a long-term physical, and other identified impairment based on the DOH Categories that, when coalesce situation or problem encountered, may intercept in and effective participation in society on equilibrium principles [16]. In the study of Rall, (2016) research, the hiring of individuals with disabilities is considered both a civil rights matter and a pragmatic concern for corporations, government finances, and the broader community. The employment of individuals with disabilities can provide benefits to businesses such as decreased attrition rates, heightened the productiveness, and access to a wider pool of talent. Imperial (2017) reported that a significant majority of the 1.4 million Filipinos with disabilities, specifically 85 percent, experience an unequal playing field [16] [17].

In the investigation conducted by the Philippine Institute of Development Studies in 2018, the lack of self-esteem and pessimism among persons with disabilities (PWDs) hindered their participation in mainstream employment. Some individuals held the belief that there were no employment opportunities available to them, while others experienced social anxiety and felt uncomfortable with the prospect of engaging with others outside of their home environment

[18]. Mina (2018) found that a significant proportion of persons with disabilities (PWDs) in both rural and urban areas are involved in unstable employment. A significant portion of individuals with disabilities who are employed fall under the category of own-account employees, meaning they are essentially self-employed. Additionally, a minority of these individuals work as unpaid family workers [18]. According to research, a portion of persons with disabilities (PWDs) who hold jobs are categorized as informally employed. This is due to their status as temporary laborers lacking formal employment agreements, seasonal workers, or daily hires. These occupations lack employment stability. Thus, the government can provide these groups of PWDs with skill development training and then follow up with employment or livelihood assistance programs. Supported employment programs may also be considered for those who desire job security [18].

In the report of 2016 National Population Census conducted by the National Statistics Office (2010), there were 942,098 people with disabilities, or 1.23 percent of the total population of 76,504,068. In comparison to the general population, 57.12% of the disabled population is employed [19].

According to the Regional Report of Asia from the Asian Development Bank Briefs - International Disability Monitoring in 2018, there were findings related to disability in the region. The causes of disability are multifactorial and can be attributed to a variety of factors, including genetic predisposition, environmental factors, lifestyle choices, and accidents or injuries [22]. Extensive research has been conducted to identify the underlying mechanisms and risk factors associated with different forms of disabilities, such as physical, cognitive, and sensory impairments. Understanding the complex interplay between these factors is crucial for developing effective prevention strategies and interventions to improve the quality of life for physically challenged individuals [20]. The Department of Health has identified malnutrition and unsanitary living conditions as the primary causes of disability, especially among children, due to high poverty rates. These issues are particularly prevalent among urban slum inhabitants. Research indicates that impoverished urban communities and rural areas with limited or inaccessible health services have the highest prevalence of disability among 0-14-year-old children.

Riesena, Morgana, and Griffin (2018) have reported that there is an increase in the occurrence of successful employment outcomes for individuals with disabilities. These are civil liberties that reduce social barriers for individuals with disabilities [21]. The promotion of equal education, economic, and employment opportunities has become an integral part of the culture of the Philippines. In 2013, Republic Act No. 10524 was passed to amend Republic Act No. 7277, commonly referred to as the Magna Carta for Persons with Disabilities (PWDs), with the aim of enhancing this policy [26]. The legislation mandates that government organizations reserve a minimum of 1 percent of their overall job openings for physically challenged people.

The Magna Carta of Persons with Disabilities grants specific rights and benefits to individuals with disabilities, particularly in relation to employment. It ensures that equal

employment opportunities are provided to them. The research indicates that individuals with disabilities should not be excluded from appropriate employment opportunities. The employment terms and conditions must be applied equally to disabled workers who meet the necessary qualifications. It is necessary to provide identical compensation, privileges, benefits, perquisite benefits, incentives, or provisions to individuals with disabilities as those provided to qualified able-bodied individuals. According to Shaw et al.'s (2017) research, it is suggested that HRM needs to be re-evaluated and adjusted to become more inclusive of "difference." The study suggests that HR professionals should adopt a balanced approach between competitive strategies and social responsibilities, while avoiding managerial discourse to establish credibility [31]. The present study posits that organizations bear a responsibility towards the communities they operate in and should adopt a range of diverse approaches to fulfil this obligation. According to Fujimoto et al. (2014), research suggests that diverse organizations have a higher likelihood of achieving competitive advantage through the utilization of marketplace opportunities, enhanced creativity, and improved team problem-solving abilities [29].

The Philippines is a developing market economy and one of the most populous nations on the globe, with a population of 92.3 million. In the report of 2010 National Statistics Authority in Population and Housing Report and World Report on Disability, the prevalence of disability in the Philippines ranges from 1.6% to 28.2%. These disparities in estimates are primarily attributable to the variety of methodologies used to measure disability [31]. According to previous studies (Beyer et al., 2010; Tschopp et al., 2017), employment has been found to enhance productivity, foster economic stability, improve social relations, increase well-being, and promote a higher quality of life for individuals [18]. These benefits suggest that employment is advantageous for all members of society.

Inclusion of disability in the Philippine Constitution of 1987 The state shall implement an integrated and comprehensive approach to health development that aims to make essential commodities, health care, and other social services affordable for all citizens. Priority shall be given to the needs of the disadvantaged, the ailing, the elderly, the handicapped, women, and children. The law should make every effort by ensuring the medical and other social services needed to the indigent." Article XIII, Section 11 of the Philippines Constitution of 1987 Requires the establishment of a special agency for persons with disabilities (currently the National Council on the Welfare of Disabled Persons) in order to facilitate their rehabilitation and integration into mainstream society through self-sufficiency. (Sec. 13, Art. XIII, 1987 Philippine Constitution) The perception of reality, not reality itself, influences the behavior of individuals [22].

As per Denzin's (2017) citation of Donald T. Campbell's research, it is recommended that employers provide individuals with disabilities with employment opportunities, assess their strengths, and avoid outright rejection [23].) ue to the behavior or attitude observed by the HR professional.

Philippine Republic Act 10524: The Magna Carta for for People with Disability

According to Moscoso's (2017) research, the Magna Carta provides employment rights and other privileges to persons with disabilities. According to historical records, the Magna Carta document includes provisions that ensure equal employment opportunities [24]. According to the law, individuals with disabilities must not be deprived of suitable employment prospects.

The employment terms and conditions must be applied equally to disabled workers who meet the necessary qualifications. It is imperative that individuals with disabilities receive equivalent compensation, privileges, benefits, perquisite benefits, incentives, or provisions as those provided to qualified able-bodied individuals. PWDs are individuals who have long-term physical, intellectual, mental, or sensory impairments that, when combined with various barriers, may hinder their full and effective participation in society on an equal basis. This definition is in line with the provisions of RA 10754 [24] [27].

According to Riesena, Morgana, and Griffin's (2018) research, policy and practice are being informed by ongoing research efforts. The research focus has shifted from a supply-side approach, which prepares physically challenged individual for employability or acceptance in work, to a demand-side principle or technique, which prepares employers and industries for hiring and accommodating workers with disabilities in the new global economy [21]. The research findings indicate that the behavior of Filipino employers towards hiring persons with disabilities (PWDs) are influenced by the job type or position being applied for, as well as the associated costs and administrative requirements. Additionally, social costs related to PWD employment also play a role in shaping employer attitudes. The observation can be made that in the Philippines, similar to other countries, there is a tendency for businesses by identifying and classifying the hiring of physically challenged people (PCPs) for positions that do not require professional qualifications or involve manual labor.

In these instances, PWDs should receive equal rights and privileges as similarly qualified able-bodied individuals. Recognizing the right of persons with disabilities to work on an equal basis with others and to fully participate in mainstream society, the purpose of this IRR is to provide persons with disabilities with equal employment opportunities and equal pay for work of equal value. To this purpose, the state shall facilitate access for the labor market information, capacity-building initiatives, and wage employment for persons with disabilities (IRR of RA 10524) [26]. People with disabilities are employed at a rate that is less than half that of their non-disabled peers, according to Erickson, Lee, and von Schrader (2017), and the current economic climate makes it even more difficult for people with disabilities to obtain employment, according to Kaye (2017) [29] [30]. In regards to the use of job applicant screeners, three primary concerns were addressed. These are emerging issues that may have significant effects (positive or negative) on the employment of individuals with disabilities. (2018) American Association of People With Disabilities

Stephan A. Boehm and David J. G. Dwertmann (2018) Increasing demographic diversity is one of the main workforce trends, but there is conflicting evidence regarding its effects. The focus is on age and disability heterogeneity, two aspects of diversity that are on the rise and share significant similarities but have not yet received the attention they merit. The study outlines the similarities and differences between age and disability, reviews the literature on the effects of age and disability diversity on performance, and concludes with a conceptual model containing variables that moderate the effects of age and disability diversity on performance. We argue that to create a single-edged organization, particular attention should be paid to three types of moderators:

- (a) Leadership behavior, including leader-member exchange, transformational leadership, health-focused leadership, and top management leadership;
- (b) Organizational climates, including diversity climate, climate for inclusion, and age-diversity climate; and
- (c) Human resources practices, including diversity-related HR practices, age-specific HR practices, and age-inclusive HR practices. In conclusion, I provide an outlook on future research in the disciplines of age and disability diversity, as well as practical suggestions for managers and organizations.

Seven Categories of Disability The seven kinds of disabilities recognized by Philippine law are listed in RA No. 7277. These include psychosocial disability, chronic illness-related disability, cognitive disability, mental disability, visual impairment, orthopedic impairment, and communication disability.

NCDA(2017) These types are defined under Department of Health A.O. No.2017-0008.

Psychosocial Disability. Any acquired behavioral, cognitive, emotional, or social impairment that limits one or more activities necessary for effective interpersonal transactions and other civilizing processes or activities for daily living, such as but not limited to deviancy or anti-social behavior.

Chronic Illness. It refers to a group of health conditions that last a long time. It may get slowly worse over time or may become permanent, or it may lead to death. It may cause permanent change to the body and it will certainly affect the person's quality of life.

Learning Disability. This refers to any disorder in one or more of the basic psychological processes - perception, comprehension, and thinking. This disorder is involved in understanding or in using spoken or written language.

Mental Disability. The disability resulting from organic brain syndrome like mental retardation acquired lesions of the central nervous system or dementia. Mental disabilities also include mental illnesses like psychotic or non-psychotic disorders.

Visual Disability. This refers to any impairment of visual functioning even after treatment and/or standard refractive correction, with visual acuity in the better eye of less than 6/18 for low vision and 3/60 for the blind or a visual field of fewer than 10 degrees from the point of fixation. A certain

level of visual impairment is defined as legal blindness. One is legally blind when the best-corrected central visual acuity in the better eye is 6/60 or worse or side vision of 20 degrees or less in the better eye.

Orthopedic Disability. This refers to any deformity in the joints, muscles and limbs

Communication Disability. This refers to any impairment in the process of speech, language or hearing. Communication Disability is further broken down into two types [31]. The first type is hearing impairment; wherein there is a total or partial loss of hearing function which impede the communication process essential to language, educational, social and/or cultural interaction; The second type is speech and language impairment which means one or more speech/language disorders of voice, articulation, rhythm and/or the receptive or and expressive processes of language.

A PWD can also be classified as a qualified person with a disability, which includes a person with a disability who, with reasonable accommodations, can perform the essential functions of the position he or she holds or seeks.

The IRR further stipulates that hiring and employment conditions for individuals with disabilities must consider their welfare [25]. In other words, accommodating people with disabilities should not impose an excessive or unequal burden. It must guarantee the equal enjoyment of all fundamental rights by people with disabilities. As much as is feasible, a PWD's work schedule should be modified to benefit the employee.

Equal Employment Opportunity

Opportunities for suitable employment must be made available to all qualified PWDs. Efforts shall be made to provide qualified PWDs with equal opportunity in the selection process based on government-mandated qualifications and private-sector requirements. (IRR of RA 10524) No individual with experiencing impairment or categorized as handicapped shall be denied access to suitable employment opportunities [24] [25] [26].

A qualified employee with a disability shall be subject to the same employment terms and conditions, as well as the same compensation, privileges, benefits, perquisite benefits, incentives, or allowances, as an employee without a disability. A person with a disability shall not be subject to discrimination in all employment-related matters, including conditions of recruitment, recruiting, and employment, the continuation of employment, career advancement, and secure and healthy working conditions.

Legal Compliance

Compliance with the Law for Government Agencies At least one percent (1%) of all regular and non-regular government positions must be reserved for individuals with disabilities. A fractional portion of at least one percent (1%) of the total plantilla positions in a government agency shall be considered one (1) reserved position for individuals with disabilities.

Government agencies that presently employ at least one percent (1%) of their total positions with people with disabilities are in compliance with the law. Thus, any government agency can employ more individuals with disabilities. For private businesses. Businesses with more than one hundred (100) employees are encouraged to reserve at least one percent of all positions for individuals with disabilities [24] [25] [26]. In other words, private companies can hire more individuals with disabilities than the law mandates.

Standards and qualifications for government agencies similarly to how the fitness of an able-bodied applicant is initially determined based on the qualification standards established for the position, the appointing officer shall initially determine the fitness of a PWD based on the qualification standards established for the position. After a preliminary determination that a PWD meets the requirements outlined in the qualification standards for the position in question, said PWD will be screened and evaluated by the Selection Committee of the relevant agency.

PWDs appointed to non-career positions, including casual employees, must meet all qualification requirements, excluding civil service eligibility, unless the positions are covered by special laws such as Republic Act No. 1080, also known as An Act Declaring the Bar and Board Examinations as Civil Service Examinations. When appointing a person with a disability, the appointing officer must always adhere to the Civil Service Rule and Labor Laws.

In accordance with the Magna Carta for Persons with Disabilities, private companies employing people with disabilities shall be eligible for incentives. To encourage the active participation of the private sector in promoting the welfare of people with disabilities, private entities that employ PWDs must be provided with adequate incentives. Employers of PWDs, whether as ordinary employees or as apprentices, are entitled to an additional deduction from their aggregate income equal to twenty-five (25%) percent of the total amount paid to PWDs as salaries [32]. The private organization must provide certification from the Department of Labor and Employment that these PWD are in their employ. The Philippine-Department of Labor and Employment and the Department of Health are required to certify the PWD's disability, qualifications, and skills.

Arce (2018) conducted an investigation on PWD employment and found that employers exhibit ambivalent attitudes towards hiring PWDs [33]. According to recent research, although many companies express willingness to hire individuals with disabilities, their immediate supervisors often harbor doubts regarding their capacity to work autonomously. The objective of this research was to address the lack of information regarding the level of acceptance of individuals with disabilities in the workplace. The purpose of this study was to increase public understanding of the challenges faced by people with disabilities in this domain. The research aimed to examine the underlying factors that influence employers' attitudes towards individuals with disabilities (PWDs) in specific employment settings and how these factors impact the probability of hiring PWDs in organizations. The investigation focus to establish and examine the attitudes of Filipino employers towards the

employment of persons with disabilities (PWDs) by analyzing the factors identified in previous research studies such as Chi & Qu (2003), Graffam et al. (2018), and Mansour (2018). These factors include individual, cost, management, social, and negative stereotype factors.

This research investigated whether there were variations in employers' perceptions of persons with disabilities (PWDs) based on specific employer characteristics such as industry, number of employees, and prior employment history of PWDs, as well as PWD worker characteristics including gender, position applied for, type of disability, highest educational attainment, and prior work experience. The objective of this study is to evaluate the effectiveness of policy guidelines for human resource practices concerning employees with physical disabilities. The talents of potential employees with disabilities are given appropriate consideration by employers in Bulacan province, encompassing both private and public institutions or agencies.

2.1 Conceptual Framework

Historically, the input-process-output model has been the predominant approach to understanding and explaining team performance, and it continues to exert a significant influence on group research today. The framework is based on traditional systems theory, which states that the overall structure of a system is just as essential in determining how effectively it will function as its individual parts. Similarly, the IPO model has a causal structure in which outputs are a function of multiple group processes, which in turn are influenced by a large number of input variables.

In the conceptual paradigm, the input shows that the profile of the company is a requirement to the level of practices if they have a relationship in hiring physically challenged people; the process would be the sequence of steps in collecting the data from the informants and lastly the output that is the recommendation on how the companies can draft the policies and guidelines in hiring physically challenged people.

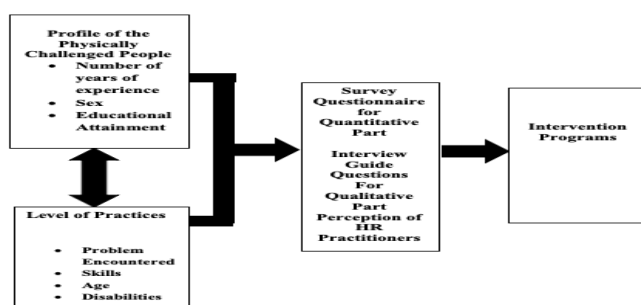


Figure 1. Conceptual Paradigm of the Study

Research Problem

This research study aimed to ascertain the human resource practices for physically challenged people for the basis for intervention programs and to discover their practices and policies towards physically challenged people, and to investigate the level of practices of hr practitioner and be describe in the following research problems:

1. What is the demographic profile of the hr practitioners in terms of:
 - 1.1 type of industry;
 - 1.2 total number of current employees;
 - 1.3 The total number of current employees with a disability?
2. What profile of PCPs does a company prefer in hiring physically challenged people in regard to:
 - 2.1 years of work experience;
 - 2.2 gender; and
 - 2.3 Educational attainment?
3. What is the level of practices toward hiring physically challenged people in terms of:
 - 3.1 problem encountered;
 - 3.2 qualifications in soft skill/s;
 - 3.3 qualifications in hard skills;
 - 3.4 age; and
 - 3.5 disabilities?
4. What is the HR Perception towards hiring physically challenged people?
5. There is significant relationship between the level of practices toward hiring physically challenged people when grouped data according to profile of PCP's in relation to gender, years of work experience, and educational attainment?
6. What human resource hiring policy can be crafted that would help the HR practitioners in the recruitment and selection of physically challenged people?

Hypothesis of the Study

The following null hypothesis was tested at a .05 level of significance:

Ho: There is no significant relationship between the level of Practice and the profile when grouped according to the profile of physically challenged people.

3. Research Methodology

The researcher used a quantitative design. The technique consists of one phase, which is a quantitative research design. The researcher will first collect and analyze quantitative (numerical) value data.

Locale of the Study

In investigation process, the researchers used the purposive sampling technique. Business Processing Outsourcing (BPO) companies from the Province of Bulacan have been chosen. The researcher limited the conduct of the study to the said locale to avoid possible mediating variables such as the difference in culture, tradition, norms, etc., and because of the accessibility and availability of the respondents.

Key informants

The respondents of this study were the Human Resources Practitioners or Human Resource managers of 54 selected large scale private institutions as part of the key informant in the locality of this study. Who practiced the human resource processes primarily in, labor recruitment, selection, policies, and guidelines.

Instrument of the Study

The study used the standardized questionnaire as the main tool to collect and analyze the responses. The instrument used in this study was adopted by researcher which is form of survey questionnaire that developed based on various related literature, specifically on the preference of the human resource practitioners in crafting the policies and guidelines for hiring physically challenged people. The first part of the research questionnaire which adopted from UPHD- Calamba Campus with the validation from both internal and external validation confirmed by the authors [38]. Second part which adopted from the study in SLU Baguio School of Accountancy and Business with have gone through the reliability test subject in 25 people with the Cronbach's Alpha of .88. Both authors allow the researcher to use to investigate the research problem and local.

Data Gathering Procedure

The mode of data gathering was the questionnaire method. Each of the key informants was given a well-instructed and standardized set of questions which used the quantitative-inferential Statistics, frequency and percentage distribution were used to measure and described the profile of the chosen respondents and the range of the relationship between Human Resource Practitioners in Employment decisions, Practices, Guidelines and Policies towards Hiring of Physically challenged people in the whole Province of Bulacan. The survey questionnaire was given to the respondents through Google Forms or onsite. The respondents of this study are the human resource practitioners or human resource managers in BPO Industry in Bulacan.

Data Processing and Statistical Treatment

This investigation process utilized the quantitative research design where the data was undergo the process of analyzing and examine the accuracy and integrity of the data for distinct interpretation in quantitative results, which used the sums, frequencies, percentage mean scores, and multiple regression. In which the results will use to determine whether the respondents' perception/preference of HR Practitioners towards hiring Physically challenged employees/ people is significantly associated with HR Practices and Policies and the profile to the level of practices, respectively.

3.1 Results and Discussion

I. Demographic Profile

It could be gathered from the data presented in Table 1 that the majority of the respondents come from IT/Software Services, which is comprised of 24 companies representing 44.44 percent of the total respondents. Forty-two point fifty-nine percent come from Customer Interaction Services. Five points fifty-six percent come from Back Office Services, while the 3.70 percent come from Finance/Accounting Services with an identical 1.85 percent share of the total respondent population.

Table 1

Distribution of the Respondents According to BPO Type of Industry

<i>Indicator</i>	<i>Frequency</i>	<i>Percentage</i>
Customer Interaction Services	23	42.59 %
Back Office Services	3	5.56 %
IT/Software Services	24	44.44 %
Finance/Accounting Services	2	3.70 %
HR Services	1	1.85 %
Knowledge Services	1	1.85 %
	54	100.00

Table 2 presents the respondents' profiles based on the number of employees. It could be gleaned from the data presented that the majority of the respondents, or 17 business establishments or 31.48 percent of the total, have between 500 to 999 workers, while 27.78 percent of the respondents or 15 businesses employ between 50 to 99 employees. Eight establishments representing fourteen-point eighty-one percent of the total claim to have hired from 100 to 499 workers and while the 14 respondent-company representing 25.93% of the total respondents has hired less than ten (10 to 49) employees.

Table 2

Distribution of the Respondents According to the Total Number of Current Employees

<i>Indicator</i>	<i>Frequency</i>	<i>Percentage</i>
10-49	14	25.93 %
50-99	15	27.78 %
100-499	8	14.81 %
500-999	17	31.48 %
	54	100.00 %

It could be culled from the data presented in Table 3 that of the 54 business establishments with physically challenged people currently employed, 24 or 44.44 percent have more than 5 disabled persons carrying out tasks for the company. Meanwhile, 20 companies representing 37.04 percent have at least one PWD employed, and Ten businesses currently employ three PWDs as their workers.

Table 3

Distribution of the Respondents According to the Total Number of Current Employees with Disabilities

<i>Indicator</i>	<i>Frequency</i>	<i>Percentage</i>
1	20	37.04 %
2	0	0.00 %
3	10	18.52 %
4	0	0.00 %
5	0	0.00 %
more than 5	24	44.44 %
	54	100.00 %

II. Profile of Physically Challenged Employee

It could be culled from the data demonstrated in Table 4 that a minority of the respondent companies do not mind employing physically challenged people who do have not so

much working experience as 11 of them or 20.37% would accept as employees physically challenged people who have been working for less than a year; while thirty-three companies prefer to employ physically challenged people with at least three to five years experience, and the highest majority of the respondents with 33 businesses or 61.11 percent would accept the work experience with at least one to two years work.

Table 4

Distribution of the Respondents According to the Preferred Profile of BPO Companies in Hiring Physically Challenged People in terms of Years of Work Experience

Indicator	Frequency	Percentage
below 1 year	11	20.37 %
1-2 years	33	61.11 %
3-5 years	10	18.52 %
more than 5 years	0	0.00 %
	54	100.00 %

Table 5 present the companies' gender preference when it comes to physically challenged people increasing their chances of being employed. Apparently, companies are agreeable that gender increases physically challenged people's chance of becoming employed. Out of the 54 respondent-company, 11 expressed their preference for males. At the same time, 43 of the respondent companies claimed that they have no preference as to gender but will accommodate employment to choose both males and females.

Table 5

Distribution of the Respondents According to the Preferred Profile of BPO Companies in Hiring Physically Challenged People in terms of Gender

Indicator	Frequency	Percentage
Male	11	20.37 %
Female	0	0.00 %
Not Required	43	79.63 %
	54	100.00 %

Table 6 presents the respondent companies' preference for physically challenged people's educational attainment. It could be culled from the data presented in the Table that 27 companies claim that physically challenged people having a college degree and beyond would increase /her chance of employment in the company, while ten business establishments would even hire Post Graduate courses. Seven-teen business establishments would consider high school graduates, while no company would be willing to take in elementary graduates and still no establishment expressed that they have no educational attainment requirement for physically challenged people to land a post in their company.

Table 6

Distribution of the Respondents According to the Preferred Profile of BPO Companies in Hiring Physically Challenged People in terms of Educational Attainment

Indicator	Frequency	Percentage
Not Required	0	0.00 %
Elementary	0	0.00 %
High School	17	31.48 %
Vocational	0	0.00 %
College Graduate	27	50.00 %
Post Graduate (10	18.52 %
Masterte or		
Doctorate		
	54	100.00 %

III. Level of practices towards hiring physically challenged people.

Level of practices towards hiring physically challenged people in terms of problems encountered. It could be gleaned from the results presented in Table 7 that overall, respondents are Serious that statement indicators of the level of practices towards hiring physically challenged people in terms of the problem encountered are Considered with overall a mean of 4.14.

Five out of six indicators of the problem encountered obtained ratings of Serious, which could be inferred as respondents considering indicator statements as Considered when it comes to a problem encountered. The said statements include: Some problems encountered by HR Practitioners in negative categories Behavioral (Item 1) with an obtained mean score of 4.20; Negative attitude Item (2) \bar{x} = 3.98; Lack of self-esteem (Item 3) with resulting mean of 3.96 and Item 4, that there is the possibility of bullying of colleagues that other employees are made uncomfortable by PWDs, with obtained mean of 4.16. On the other point of, HR practitioners are likely to accept physically challenged people with a computed mean of 3.76.

On the other hand, the highest indicator obtained was Highly Serious, with a computed mean of 4.78, which is the problem encountered by HR Practitioners in terms of hiring physically challenged people is Highly Considered.

This is a manifestation of the statement of the United Nations Convention on Rights of Persons with Disabilities (2012) that PWDs are frequently not considered potential employees due to myth and prejudice that continue to limit understanding and acceptance of disability, as averred in Karen Markel et al. (2016) that typical problem face by the PWDs is stereotyping. Some employers and employees alike think that they have diminished capacity, and Dass (2017) further attested that they might need more resources to achieve the same outcomes compared to non-disabled persons [2] [34] [36].

Table 7

Distribution of the Respondents According to the Level of Practices in Hiring Physically Challenged People in terms of Problems Encountered

Indicator	Weighted Mean	Description	Interpretation
Behavioral Negative Attitude	4.20	S	Serious
Lack of Self-Esteem	3.98	S	Serious
Acceptance of Colleagues	3.96	S	Serious
Possible Bullying of Colleagues	3.76	S	Serious
Discrimination	4.16	S	Serious
Overall Mean	4.78	HS	Highly Serious
	4.14	S	Serious

Level of practices towards hiring physically challenged people in terms of Qualification in soft skills. It could be gleaned from Table 8 that, as a whole, the respondents were required with item statements relevant to their perception of HR practitioners in hiring physically challenged employees for their recruitment and selection in terms of qualification of soft skills as proven by the obtained overall mean of 4.27, also interpreted as required.

Of the six items, respondents found two items as highly required. Therefore, it means that the recruitment and selection process of physically challenged people is highly required. These are Statement number 4 and 5, which states that the HR practitioner's qualification in soft skills is teamwork, creativity and problem-solving skills, with the resulting mean score of 4.58.

Meanwhile, two other statements were also found to be identical required by respondents. Respondents with statements expressing that HR practitioners' requirements for physically challenged applicants are communication (item 1), and Decision Making (item 2), with a resulting mean of 4.18.

Respondents also required leadership skills as one of the qualifications of physically challenged applicants (item 3, \bar{x} =3.82).

According to Santili S et al. (2018), Despite the undoubted agreement which has been given to the recognition of rights of employment and decent work for all people, with and without disability, the International Labour Organization (World employment and social outlook: trends 2016. International Labour Organization, Geneva, 2016) states that the structural weaknesses in the global economy led to a considerable gap between the richest and poorest segments of the world population as well as that the right to decent work remains a situation far from being realized in various contexts. Based on this, the study examines the employment difficulties of people with disability as well as vulnerability and emphasizes the importance of decent work for personal well-being [36] [5]. Taking into account the need and importance of promoting the conditions for decent work for people with disability, they focused on individual and

contextual career interventions that could be developed to improve work and social inclusion. Specifically, as regards interventions toward people with disability, vulnerability and the relevance of soft skills regarding interventions in the context, they focused on actions to promote a culture of inclusion and better working conditions for everyone.

Table 8

Distribution of the Respondents According to the Level of Practices in Hiring Physically Challenged People in terms of Qualifications in Soft Skills

Indicator	Weighted Mean	Description	Interpretation
Communication Decision Making	4.18	R	Required
Leadership Skills	4.18	R	Required
Team-work	3.82	R	Required
Team-work	4.58	HR	Highly Required
Creativity and Problem Solving Skills	4.58	HR	Highly Required
Overall Mean	4.27	R	Required

Level of practices towards hiring physically challenged people in terms of Qualification in Hard skills. It could be gleaned from Table 9 that, as a whole, the respondents required item statements relevant to their perception of HR practitioners in hiring physically challenged employees for their employee recruitment and selection in terms of qualification of hard skills as proven by the obtained overall mean of 3.75, also interpreted as required.

Of the five items, respondents found two items as required. Therefore, it means that the recruitment and selection process of physically challenged people is highly required. These are Statement number 4 and 5, which states that the HR practitioner's qualification in hard skills is planning skills and Logical/Mathematical/Numeracy Skills, with the resulting mean score of 4.18 and 3.98, respectively.

Meanwhile, two others statements were also found to be identical required by respondents. Respondents with statements expressing that HR practitioner's requirements for physically challenged applicants are Computer Application Skills (item 1) and Analyzing Data for Practical Application (item 2), with a resulting mean of 3.80.

Lastly, one of the respondent responses moderately required that in Working, Linguistics Skills (Bilingual, Trilingual Multi-Lingual) is the least important qualification of physically challenged applicants (item 3, \bar{x} =3.00).

According to the study by Omar K et al. (2022), Employability and other generic skills are fostered through both formal and informal learning starting from school up to higher education, and it does not stop there when the learning environment is actively conducted in the working environment through training and upskilling courses [37]. Skills are not only for employment but also to act as a catalyst to one's potential and contribute successfully to

enterprise strategic directions. Today's global market requires more than just vast knowledge and employability skills such as critical thinking and problem-solving, creativity and invention, cooperation, and communication are becoming increasingly vital. It is proven that some basic skills acquired during studies are essential such as communications, writing, digital, critical thinking and analytical skills and practical skills.

Since employability skills are highly valued by employers, it is becoming increasingly important for graduates to be able to demonstrate the development of their skills, as well as their understanding of the nature and role of these skills in the workplace. PWD have to expend their resources and develop their skills portfolio to be used in the selection of applicants. In this situation, stakeholders were concerned about how a portfolio approach to employability skills would be relevant for them to hire PWD and create a more inclusive environment in their organization.

Table 9

Distribution of the Respondents According to the Level of Practices in Hiring Physically Challenged People in terms of Qualifications in Hard Skills

Indicator	Weighted Mean	Description	Interpretation
Computer Skills	3.80	R	Required
Application Analyzing Data for Practical Application	3.80	R	Required
Working Linguistics Skills (Bilingual, Trilingual)	3.00	MR	Moderately Required
Multi-Lingual	4.18	R	Required
Planning Skills	3.98	R	Required
Logical/Mathematical/Numeracy Skills	3.75	R	Required
Overall Mean	3.75	R	Required

Level of practices towards hiring physically challenged people in terms of Acceptable Age. Table 10 presents data on respondents' perception of employment qualification in terms of Acceptable Age. It could be gathered that overall, respondents moderately preferred and that they perceived that the statements relevant to acceptable age are partially preferred, which is supported by the obtained mean score of 3.12.

Of the five items, three got a rating of preferred, which is interpreted as Acceptable age for physically challenged applicants: item 1, between 18-27 with obtained mean of 3.36, item 2, Between 28-37 of 3.30, and Between 38-47 (Item 3) with the mean results of 3.20.

The sole item which got a rating of Moderately preferred was item 4, which states that the acceptable age is between 48-57, with a mean score of 3.02. at the same time, the least priority of the HR practitioners in hiring physically challenged people in terms of Acceptable Age (item 5) is between 58 and above, with the computed mean of 2.20 interpreted as Less required.

According to the study by Alson J. et al. (2019), the Human Resource Officers, Managers and Supervisors showed a

preference for the younger workforce of PWD's [38]. Persons with Disabilities should develop practicable soft and applicable hard skills at a very young age.

Table 10

Distribution of the Respondents According to the Level of Practices in Hiring Physically Challenged People in terms of Acceptable Age.

Indicator	Weighted Mean	Description	Interpretation
Between 18-27	3.36	P	Preferred
Between 28-37	3.80	P	Preferred
Between 38-47	3.20	P	Preferred
Between 48-57	3.02	MP	Moderately Preferred
Between 58 and Above	2.20	LP	Less Preferred
Overall Mean	3.12	MR	Moderately Preferred

Level of practices towards hiring physically challenged people in terms of Disabilities. It could be gleaned from the results presented in Table 11 that overall, respondents Less Considered that statement indicators of HR practitioner's requirements in hiring physically challenged applicants in terms of disabilities is least considered or priority for the selection and recruitment process with the overall mean of 3.55.

Four out of 5 indicators of Disabilities obtained Less Considered, which could be inferred as respondents considering indicator statements as the least priority of physically challenged applicants. The said statement include: some physically challenged applicants have (item 4) learning disability with an obtained mean score of 3.80; Hearing impairment (item 2) with \bar{x} =1.46; Any Disability (item 5) with resulting the mean of 3.58 and item 1, Visual impairment, with obtained mean of 3.56.

On the other hand, the minority of the items obtained a Moderate Considered rating with a mean score of 3.04. This means that the respondents' perception of hiring physically challenged people in their respective companies or business establishments is partially considered.

According to the study by Alson J. Et al (2019). There is a general reluctance of Human Resource Officers, Managers and Supervisors to hire persons with disabilities. Only disabilities that do not directly affect work processes are considered employable. Some employers still see disabilities like being mute and deaf as hindrances to productive employment. It appears that government efforts and laws are not sufficient in providing employment as income-generating for persons with a disability, as articulated. (Mina, 2018) [38] [18]

Table 11

Distribution of the Respondents According to the Level of Practices in Hiring Physically Challenged People in terms of Disabilities.

<i>Indicator</i>	<i>Weighted Mean</i>	<i>Description</i>	<i>Interpretation</i>
Visual Impairment	3.56	LC	Less Considered
Hearing Impairment	3.76	LC	Less Considered
Motor Disability	3.04	MC	Moderately Considered
Learning Disability	3.80	LC	Less Considered
Any Disability	3.58	LC	Less Considered
Overall Mean	3.55	LC	Less Considered

HR Perception of hiring physically challenged applicants.

Table 12 presents data on respondents' HR perception of hiring physically challenged applicants. It could be gathered that overall, respondents Agree and that the perceived statements relevant to HR perceptions are acceptable, which is supported by the obtained mean score of 2.74.

Ten out of 25 indicators of HR perceptions obtained ratings of Disagree, which could be inferred as respondents considering indicator statements as unacceptable when it comes to HR perceptions in relation to the hiring process of physically challenged people. The said statements include: PWDs quit their jobs sooner than other employees (item 9) with resulting mean of 2.40; Other employees are not likely to interact with PWDs in the workplace or elsewhere(item 10, $\bar{x} = 2.40$); PWDs make other employees uncomfortable (item 12) with computed value of 2.20; PWDs are willing to take on less desirable jobs in the company (item 13, $\bar{x} = 2.20$); Customers show negative responses or discomfort toward PWDs in the company (item 15), with the obtained mean of 2.38; (Item 17)Employing PWDs takes jobs away from non-handicapped individuals ($\bar{x} = 2.16$); Working with a PWD gives unnecessary challenge or burden to other employee (item 19, $\bar{x} = 2.02$); Other employees feel that the separation of duties and responsibilities of PWDS is not fair (item 22), with the computed mean of 2.20; from the item 24 the Employment of PWDs would increase business costs ($\bar{x} = 2.20$) and item 25, that working with non-handicapped employees will only frustrate PWDs, with obtained mean of 2.38.

On the other hand, the majority of the items obtained an Agree rating ranging from mean scores of 2.56 to 3.18.

Table 12

Distribution of the Respondents According to HR Perception in Hiring Physically Challenged People

<i>Indicator</i>	<i>Weighted Mean</i>	<i>Description</i>	<i>Interpretation</i>
Employing PWDs enhances the company's image	3.62	SA	Strongly Agree
Exposure to PWDs in job settings promotes positive attitudes in other employees.	3.58	SA	Strongly Agree
Other employees find it frustrating to work with PWDs	2.58	A	Agree
PWDs are usually loyal to the company	3.18	A	Agree
PWDs present absence and punctuality problems to the employer	2.78	A	Agree
Other employees are willing to work with PWDs	3.40	SA	Strongly Agree
Employment enables PWDs to lead relatively normal lives	3.40	SA	Strongly Agree
PWDs display commitment and dedication to their jobs	3.80	SA	Strongly Agree
PWDs quit their jobs sooner than others	2.40	D	Disagree
Other employees are not likely to interact with PWDs in the workplace or elsewhere	2.40	D	Disagree
PWDs cooperate more on the job	3.00	A	Agree
PWDs make other employees uncomfortable	2.20	D	Disagree
PWDs are willing to take on less desirable jobs in the company	2.20	D	Disagree
PWDs are dependable employees	2.56	A	Agree
Customers show negative responses or discomfort toward PWDs in the company	2.38	D	Disagree
PWDs require closer supervision in the	2.56		

workplace		A	Agree
Employing PWDs takes jobs away from non-handicapped individuals	2.16	D	Disagree
Income from employment can change the quality of life for PWDs	2.78	A	Agree
Working with a PWD gives unnecessary challenges or burdens to another employee	2.02	D	Disagree
It's fair to make special accommodations for PWDs in the workplace	3.16	A	Agree
Most of the company are concerned over additional health and safety measures in hiring PWDs	2.98	A	Agree
Other employees feel that the separation of duties and responsibilities of PWDS is not fair	2.20	D	Disagree
Companies enjoy tax reductions from the government in hiring PWDs	2.56	A	Agree
Employment of PWDs would increase business costs	2.20	D	Disagree
Working with non-handicapped employees will only frustrate PWDs	2.38	D	Disagree
Overall Mean	2.74	A	Agree

This means that the respondents' perception of hiring physically challenged applicants in their respective companies or business establishments is Acceptable. Respondents perceive that, first and foremost, Other employees find it frustrating to work with PWDs (item 3, \bar{x} =2.58). In item 5 the PWDs are usually loyal to the company with the computed mean of 3.18. PWDs present absence and punctuality problems to the employer(item 6, \bar{x} =2.78). HR practitioners have their perception about PWDs cooperate more on the job (item 11) with the obtained mean of 3.00. Data from the respondents show the same results from items 14 and 18 PWDs are dependable employees, and PWDs require closer supervision in the workplace, with the obtained mean of 2.56. The item which got a rating of Agree was item 6, which states that employment income can change the PWDs' quality of life, with a mean score of 3.78. Respondents also Agree that they may enjoy tax reduction in hiring PWDs (item 23, \bar{x} =2.94), interpreted as Acceptable, while they Agree that it is just fair to accommodate PWDs in the workplace (item 20, \bar{x} =3.92), and that provision of additional health and safety measures in hiring PWDs is y Acceptable, therefore meriting an Agree rating. (item 21, \bar{x} =3.92).

Meanwhile, five others statements were also found Highly Acceptable by the respondents. Respondents Strongly Agree with the statement expressing that Employing PWDs enhances the company image (item 1), with the obtained mean of 3.62; Exposing to PWDs in a job setting promotes positive attitudes in other employees (item 2, \bar{x} =3.58). Respondents also have identical results, Other employees are willing to work with PWDs(item 6), and Employment enables PWDs to lead relatively normal lives(item 7), with the obtained mean of 3.40 and that PWDs display commitment and dedication to their jobs (item 8), with a resulting mean of 3.80.

According to the study by Barba (2014), Negative attitudes towards employees with disabilities result in discrimination. Companies, agencies and organizations are composed of individuals with their own attitudes and beliefs about people with disabilities. Some able-bodied co-workers may think that disability can be contagious. Some women may also fear that they would give birth to a child with a similar disability. Employers do not hire workers with disabilities and discriminate against them on the basis that they cannot perform essential functions. Most employers prefer employees that are flexible and able to do more than one task. They fear that employees with disabilities can not perform to full capacity. The employers' associated disability with poor health; they viewed them as people who would most often report for duty sick, needing time off for doctor's appointment

According to Torralba, cited by Imperial (2017), persons with disability (PWDs) make good assets in the workplace, contrary to a deeply-rooted stigma that they are mere liabilities. After the passage of a law that expands reserved positions for PWDs, more businesses in the Philippines are championing disability inclusion in the workplace, recognizing skills, loyalty and resilience unique to PWDs.

Table 13 shows the significant relationship between gender and qualifications in soft skills in hiring physically challenged people. The results revealed that the computed multiple r in terms of gender and qualifications in soft skills is 0.5960. The computed value of r^2 is 0.3552, which suggested that approximately 35.52% was explained by its association with gender and qualifications in soft skills by physically challenged people with a computed standard error of 0.5170. Since the p-value is 0.1987, a figure which is greater than the significance level set at 0.05, therefore, it revealed that there was a significant relationship between

gender and qualifications in soft skills in hiring physically challenged people and that the null hypothesis was rejected.

Table 13

Significant Relationship between Gender and Qualifications in Soft Skills in Hiring Physically Challenged People

<i>Indicator</i>	<i>Value</i>
Multiple R	0.5960
R square	0.3552
Standard Error	0.5170
P-value	0.1987
Decision	Reject the null hypothesis

Table 14 shows the significant relationship between gender and qualifications in hard skills in hiring physically challenged people. The results revealed that the computed multiple r in terms of gender and qualifications in hard skills is 0.6243. The computed value of r^2 is 0.3898, which suggested that approximately 38.98% was explained by its association with gender and qualifications in hard skills by physically challenged people with a computed standard error of 0.6878. Since the p-value is 0.4540, a figure which is greater than the significance level set at 0.05, therefore, it revealed that there was a significant relationship between gender and qualifications in hard skills in hiring physically challenged people and that the null hypothesis was rejected.

Table 14

Significant Relationship between Gender and Qualifications in Hard Skills in Hiring Physically Challenged People

<i>Indicator</i>	<i>Value</i>
Multiple R	0.6243
R square	0.3898
Standard Error	0.6878
P-value	0.4540
Decision	Reject the null hypothesis

Table 15 shows the significant relationship between gender and acceptable age in hiring physically challenged people. The results revealed that the computed multiple r in terms of gender and acceptable age is 0.6676. The computed value of r^2 is 0.4457, which suggested that approximately 44.47% was explained by its association with gender and acceptable age by physically challenged people with a computed standard error of 0.9772. Since the p-value is 0.3520, a figure which is greater than the significance level set at 0.05, therefore, it revealed that there was a significant relationship between gender and acceptable age in hiring physically challenged people and that the null hypothesis was rejected.

Table 15

Significant Relationship between Gender and Acceptable Age in Hiring Physically Challenged People

<i>Indicator</i>	<i>Value</i>
Multiple R	0.6676
R square	0.4457
Standard Error	0.9772
P-value	0.3520
Decision	Reject the null hypothesis

Table 16 shows the significant relationship between gender and disabilities in hiring physically challenged people. The results revealed that the computed multiple r in terms of gender and disabilities is 0.6207. The computed value of r^2 is 0.3853, which suggests that approximately 38.53% was explained by its association with gender and disabilities by physically challenged people with a computed standard error of 0.8222. Since the p-value is 0.5506, a figure which is greater than the significance level set at 0.05, therefore, it revealed that there was a significant relationship between gender and disabilities in hiring physically challenged people and that the null hypothesis was rejected.

Table 16

Significant Relationship between Gender and Disabilities in Hiring Physically Challenged People

<i>Indicator</i>	<i>Value</i>
Multiple R	0.6207
R square	0.3853
Standard Error	0.8222
P-value	0.5506
Decision	Reject the null hypothesis

Table 17 shows the significant relationship between educational attainment and problems encountered in hiring physically challenged people. The results revealed that the computed multiple r in terms of educational attainment and problems encountered is 0.0460. The computed value of r^2 is 0.0021, which suggested that approximately 0.21% was explained by its association with educational attainment and problems encountered by physically challenged people with a computed standard error of 0.8432. Since the p-value is 0.7413, a figure which is greater than the significance level set at 0.05, therefore, it revealed that there was a significant relationship between educational attainment and problems encountered in hiring physically challenged people and that the null hypothesis was rejected.

Table 17

Significant Relationship between Educational Attainment and Problems Encountered in Hiring Physically Challenged People

<i>Indicator</i>	<i>Value</i>
Multiple R	0.0460
R square	0.0021
Standard Error	0.8432
P-value	0.7413
Decision	Reject the null hypothesis

Table 18 shows the significant relationship between educational attainment and qualifications in soft skills in hiring physically challenged people. The results revealed that the computed multiple r in terms of educational attainment and qualifications in soft skills was 0.1190. The computed value of r^2 was 0.0142, which suggested that approximately 1.42% was explained by its association with educational attainment and qualifications in soft skills by physically challenged people with a computed standard error of 0.6392. Since the p-value is 0.3914, a figure which is greater than the significance level set at 0.05, therefore, it revealed that there was a significant relationship between the educational attainment and qualifications in soft skills in hiring

physically challenged people and that the null hypothesis was rejected.

Table 18

Significant Relationship between Educational Attainment and Qualifications in Soft Skills in Hiring Physically Challenged People

Indicator	Value
Multiple R	0.1190
R square	0.0142
Standard Error	0.6392
P-value	0.3914
Decision	Reject the null hypothesis

Table 20 shows the significant relationship between educational attainment and qualifications in hard skills in hiring physically challenged people. The results revealed that the computed multiple r in terms of educational attainment and qualifications in hard skills was 0.2970. The computed value of r^2 was 0.8810, which suggested that approximately 88.10% was explained by its association with educational attainment and qualifications in hard skills by physically challenged people with a computed standard error of 0.8806. Since the p-value is 0.4624, a figure which is greater than the significance level set at 0.05, therefore, it revealed that there was a significant relationship between educational attainment and qualifications in hard skills in hiring physically challenged people and that the null hypothesis was rejected.

Table 19

Significant Relationship between Educational Attainment and Qualifications in Hard Skills in Hiring Physically Challenged People

Indicator	Value
Multiple R	0.2970
R square	0.8810
Standard Error	0.8806
P-value	0.4624
Decision	Reject the null hypothesis

Table 20 shows the significant relationship between educational attainment and acceptable age in hiring physically challenged people. The results revealed that the computed multiple r in terms of educational attainment and acceptable age was 0.1545. The computed value of r^2 was 0.0239, which suggested that approximately 2.39% was explained by its association with educational attainment and acceptable age by physically challenged people, with a computed standard error of 1.2968. Since the p-value is 0.2646, a figure which is greater than the significance level set at 0.05, therefore, it revealed that there was a significant relationship between educational attainment and acceptable age in hiring physically challenged people and that the null hypothesis was rejected.

Table 20

Significant Relationship between Educational Attainment and Acceptable Age in Hiring Physically Challenged People

Indicator	Value
Multiple R	0.1545
R square	0.0239
Standard Error	1.2968
P-value	0.2646
Decision	Reject the null hypothesis

Table 21 shows the significant relationship between educational attainment and disabilities in hiring physically challenged people. The results revealed that the computed multiple r in terms of educational attainment and disabilities was 0.1884. The computed value of r^2 was 0.0355, which suggested that approximately 3.55% was explained by its association with educational attainment and disabilities by physically challenged people with a computed standard error of 1.0299. Since the p-value is 0.1725, a figure which is greater than the significance level set at 0.05, therefore, it revealed that there was a significant relationship between educational attainment and disabilities in hiring physically challenged people and that the null hypothesis was rejected.

Table 21

Significant Relationship between Educational Attainment and Disabilities in Hiring Physically Challenged People

Indicator	Value
Multiple R	0.1884
R square	0.0355
Standard Error	1.0299
P-value	0.1725
Decision	Reject the null hypothesis

Synthesis

During the investigation process, the author found issues in the BPO Industry, specifically professional, technical, scientific, administrative, and support service companies associated with human resource recruitment and selection as well as in physically challenged employees.

Informants were asked if their thoughts about the existing problems in an organization were primarily concerned with recruitment and selection related to job culture and other forms of prejudice.

Most of the respondents identified a number of problems in different combinations. The Informants discussed and gave their thoughts on hiring physically challenged people. The data from the open-ended questionnaires and the follow-up interviews revealed that these are the factors to be considered in hiring physically challenged people. After a thorough evaluation of their notions, four themes or categories emerged: negative attitude, stereotyping and discrimination.

Attribution Error. The tendency to underestimate the influence of external factors and overestimate the influence of internal or personal factors in the behavior of others.

Stereotyping. Based on the participant's perception of stereotyping, this refers to judging someone on the basis of

one's perception of the group to which the person belongs. Negative stereotypes of employers and employees influence the treatment of people with disabilities in the workforce.

Moreover, work pressure functions as a boundary condition that shapes the relationship between stereotypes and inclusive behavior in such a way that the relationship is stronger when work pressure is low.

Negative attitudes and Stereotyping towards employees with disabilities result in discrimination. Companies, agencies and organizations are composed of individuals with their own attitudes and beliefs about people with disabilities. Some able-bodied co-workers may think that disability can be contagious. Some women may also fear that they would give birth to a child with a similar disability.

Misconceptions harbored by the employers, the employee and the public create an attitude that regards PWDs as second-class citizens. This may signify that they are not taken as part of the productive community despite having gone through tertiary education and acquired the appropriate qualifications and the necessary skills for the job, as asserted by Barba et al. (2014). Owing to this, potential employers often regard them as incapable of accomplishing tasks.

In some situations, employers may even fear persons with disabilities as employees, not knowing what to say when they meet them in the work environment, or they may also fear that their customers or clients are not comfortable with employees with disabilities.

The employers may also have vague concerns about the image of the company or may worry that their customers or members of the public that deal with the employee may have some reluctance or uneasiness to deal with the employee. Barba, M. et al. (2014).

Work is central in peoples' lives, but for people with disabilities, employment might be hindered due to stereotypes and attitudes of their coworkers. Our premise is that if inclusive behavior is displayed, people with disabilities should become better integrated into their work team and inclusion will be facilitated.

Therefore, this study set out to examine how and when stereotype warmth and competence toward people with disabilities relate to inclusive behavior. Also stereotypes toward people with disabilities need not necessarily lead to prejudice and thus have a negative connotation. Better still, it might lead to an array of positive behavior.

That is, the way stereotypes are interpreted depends on the cognitive appraisal of coworkers who will check their opinion on the willingness to display. Nelissen, P. et al. (2015).

PCP's Employment & Workplace Accommodations. The Informants recognized that employers could provide better access to buildings, information and transportation to help PCPs with adaptation to employment. Having PCPs in the organization leads to inclusivity in the workplace. Inclusive practices have a positive impact on corporate reputation and

elevate consumers' conception of an organization that hires people with disabilities.

The Republic Act 10524 (As Amended Republic Act 7277 or Magna Carta of PWD makes it illegal to discriminate against persons with disabilities in any aspect of employment. Under Republic Act, employers are required to "make reasonable adjustments" for workers with disabilities.

Such adjustments included allocating employees with disabilities to work with someone else, transferring employees with disabilities to another post or another place of work, making adjustments to the working environment, providing modified equipment, making instructions and manuals more accessible and providing a reader or interpreter.

That this type of approach to the employment of persons with disabilities does not only end on paper but also mandates employers to make ecological adjustments to enhance the functionality of employees with disability.

PWDs are therefore recruited for employment by virtue of their abilities and on equal opportunity criteria with persons without disabilities. The IRR further provides that the conditions of hiring and employment of PWDs should be made with the welfare of PWDs in mind.

This means that the accommodation of PWDs should not impose undue or disproportionate burden but must ensure the exercise of equal opportunity for PWDs in all fundamental rights. As may be practicable, a work schedule given to a PWD should be modified to favor the employee.

RA 10524 and its IRR aim to provide equal work opportunities to PWDs and, at the same time, incentivize the private sector for its participation. More than the incentive, integrating PWDs into the workforce means rehabilitation, self-development, self-reliance and affirmation of PWDs as productive members of society.

2. Qualifications in Hiring Physically Challenged People

The researcher determined that other BPO companies were acquainted with different phases of their hiring activities. These are all specific in the stages of strategic hiring. After that, another stage highlighted the position of organizational obligations by the respondents.

At this level, the respondents stressed the availability of a job, administrative responsibilities and the possible number of employees required for the specific qualifications or requirements that they have. Specifically, the skills or abilities that would HR look for.

The data from the open-ended questionnaires and the follow-up interviews revealed that these are the factors to be considered in hiring physically challenged people. After a thorough evaluation of their notions, four themes or categories emerged: Determination and creativity, knowledge and understanding, and dedication

Industry Skills and Abilities. Skills and Ability define as the capacity of the person to learn or acquire skills, it is also

the individual's capacity to perform the various tasks in work.

Determination and creativity. Determination is spurred by a growing philosophical base.

The Informants recognized that they need to emphasize the balance of the freedom of choice for the physically challenged people with the rights and needs of individuals.

They further argued that decisions regarding the determination, creativity, skills and willingness to join the workforce and also should be recognized to have fair judgment between normal people and physically challenged people for their career development and transition.

There is still a focus on interests and values when assessing the individual living with a disability. There is also an emphasis on assessing a variety of skills, including academic, communication (e.g., expressive, receptive, symbolic), learning styles, self-management skills, problem-solving skills, and planning and organization skills. The main focus is on identifying strengths, assets, and transferable skills.

A transferable skills analysis is an in-depth assessment procedure of one's education and work history in order to identify a full range of capabilities that can later be applied to a new and different work environment. This process of identification should also be done in a manner that empowers a PWD to feel efficacious about their capabilities and skill sets. You may also recall from earlier sections that transferable skills were identified as positive facilitators to the career development of PWD (Jans et al., 2012).

Moreover, according to Alson J. et al. (2019), Employers generally prefer PWD's with a variety of soft or human skills like teamwork, problem-solving, communication, and decision-making. Hard skills, especially the ability to draft plans, data analysis and computer applications, are considered priority requirements for PWD's by human resource officers, managers and supervisors. Mathematical abilities would surely be a competitive advantage.

Knowledge and Understanding. The Informants recognized that the physically challenged people assess the qualifications that can be specified job abilities or knowledge through education, hands-on experience, or training. In practice, hard skills are either the technical skills needed to perform a certain job or a general set of expertise.

Having said that, gender and disability influence the ways in which supply and demand-side factors contribute to labour market inequalities (Pettinicchio & Maroto, 2017), in general, PWDs have to face many obstacles and challenges in gaining required skills by the industrial player in order to place them in the workforce.

Factor includes:

- (i) unsuitable vacancies concerning PWD types of disabilities,
- (ii) lack of incentives provided by the employer,
- (iii) unequal access to on-job training and mentoring,
- (iv) lack of skills,

- (v) lack of PWD facilities in the building,
- (vi) lack of accessible information,
- (vii) poor transportation services,
- (viii) lack of assistive devices and support services,
- (ix) complicated in employment processes, and
- (x) lack of supportive legal environment

Verulava & Bedianashvili, (2021). Therefore, it is essential for PWD's to have a variety of skills that possibly help them to be part of Malaysia's economic growth.

Dedication. Work engagement is a positive and fulfilling work-related state of mind characterized by vigor, dedication and absorption that fluctuates from day to day within the same person. The Informants recognized that the physically challenged people that employees who are more open to experiences, dedication and playfulness will be more engaged and creative in their workplaces.

In addition, It shows that physically challenged people using proactive work strategies such as self-management and job crafting would explain the well-being and work behavior of physically challenged people in their workplaces.

Dedications reflect the meaningfulness and enthusiasm derive from their work. According to Scharp Y. et al. (2019), employees whose personalities matched their proactively designed work environment were especially engaged and creative at work.

The physically challenged people as a new daily proactive, dedicated, behavioral work orientation, which enables employees to proactively boost their well-being. The study of Scharp Y. et al. (2019) found that PWD promotes creativity through work engagement, particularly for employees whose personalities reflect a need for such bottom-up job design.

4. Acceptable Age and Disability in Hiring Physically Challenged People

In the present age of an incredibly unpredictable business environment, drug manufacturers have a robust hiring process. It has been described as a comprehensive and specific process of obtaining prospective employees into their company as such because those procedures are laid down in their frameworks and regulations, commonly called organizational policy.

The data from the open-ended questionnaires and the follow-up interviews revealed that these are the factors to be considered in hiring physically challenged people. After a thorough evaluation of their notions, four themes or categories emerged: Working-Age, Disability

Working Age. Statistics also showed that the majority of PWDs belong to the working-age group (15-64 years old).

Agas 18 to 35 years old. The Informants gauged and recognized that the physically challenged people are suffering restrictions of different abilities because of the type of disabilities that they have, which results in hindrance to being hired in the organization, including the acceptable age work requirements.

According to Alson J. et al (2019). The human resource officer showed that they preferred a younger workforce of physically challenged people.

Republic Act No. 10911 or the Anti-Age Discrimination in Employment Act states that employers are prohibited from discriminating the employment of an applicant and a worker in terms of age through any forms of publication or advertisement relating to employment or declining employment application, promotion, or training opportunities due to the individual’s age. The DOLE issued the IRR on February 2, 2017. (DOLE,2019)

Physical Condition. is a challenge to companies. Inherent limitations among PCP’s, tempted management to think of it as a burden, and some hired them with reservations.

Hiring people with disabilities conveys and promotes an inclusive work environment. This encourages empathy in the workplace (a trait that is important to have when working with customers and clients) and can improve the perception of the company from the consumer's point of view.

Inclusion can also have a big impact on how employees feel about their workplace. Employees who felt included and

thought their company valued diversity were 80% more likely to say they worked for a high-performing organization.

In addition, hiring people with disabilities communicates social responsibility, demonstrating that the company is interested in broader social issues impacting the community and the people in it. And promoting an inclusive work environment doesn’t stop at hiring. Ensuring employees with disabilities have avenues to leadership can improve company culture from the top down. Herson K.(2021)

Human Resource Proposed Intervention Programs

The researcher suggested some of the human resource intervention programs that can be used in the current human resource hiring practices where physically challenged people are taken into consideration.

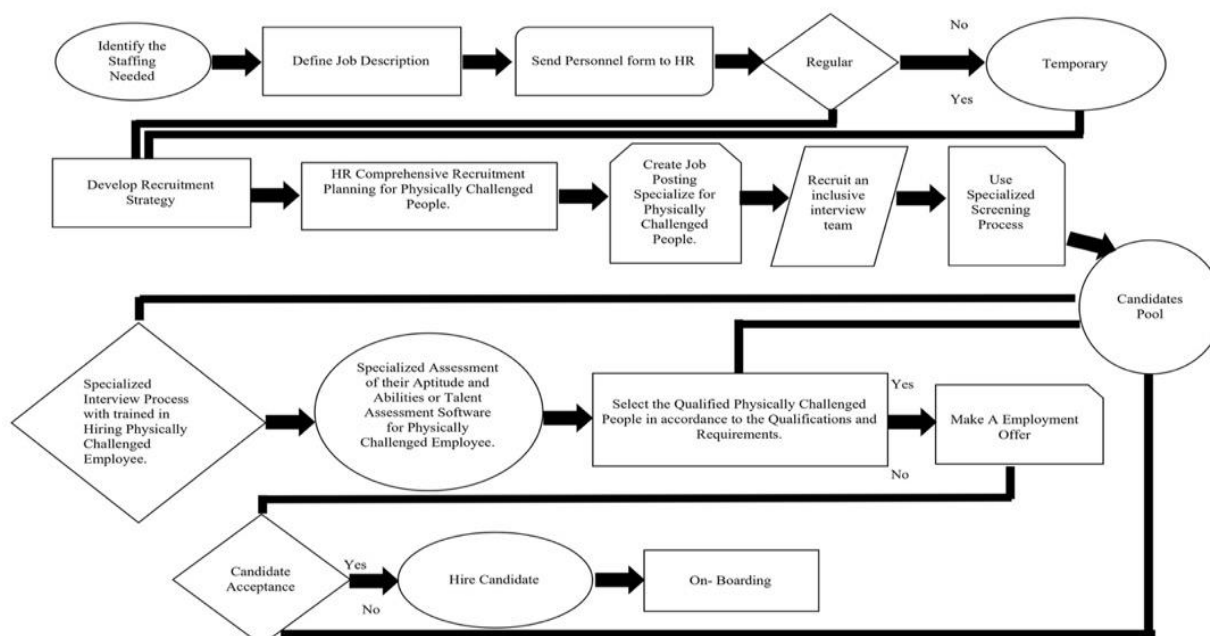
The goal of this proposed intervention program is to streamline HR practices and foster inclusivity, diversity, and innovation. Individuals and organizational administrators will need to provide enhanced instructional feedback and incentives to enhance operational expectations for human resources. Below is a review of the current intervention program for human resources.

<i>Program/Policies/Guidelines</i>	<i>Objectives</i>	<i>Informants</i>	<i>Implementation</i>
A. Revisit HR practices, programs, and policy	To improve and revisit the programs, policies, and guidelines in hiring personnel.	VP in the HR department specialist	The concerned stakeholders shall need to revisit the existing policy of the company in hiring personnel. A workshop, training and a meeting shall need to be considered for the presentation for review, finalization and acceptance of the Executive Committee.
B. Hiring Process of Physically Challenged People.	To develop a hiring policy and guidelines that promote inclusivity, diversity, and anti-discrimination to persons with special needs, particularly applicants who are physically challenged.	VP for Human Resource Department HR Manager and HR Practitioners	Comprehensive planning for the recruitment process of physically challenged employees.
C. Diversity and Equality (DE) Training	To incorporate diversity and equality in the hiring process of the company.	HR, Regional, District and territorial Managers	Establish partnerships and institutional linkages in training physically challenged people and in promoting equality in the institution.
D. NCDA- NHE Project for Physically Challenged People	To identify human rights, growth and equal opportunity for employment, specifically for physically challenged people.	All employees	Three days of seminars participated by DOLE, NGO’s ,DSWD, and other concerned sectors
E. Handicapped Mainstreaming (HM) Training in Human Resource Processes and Systems and Labor Relations	Streamlining (HR) PWD’s or Physically Challenged People awareness activities Incorporating and promoting equality.	HR, Regional, District and territorial Managers	Include human resource practitioners in an eight-day training program.

<p>F. Quota System for the private Sector in Hiring Physically Challenged People.</p>	<p>The Quota System requires the private sector who employ a minimum number of laborers and ensure that a certain percentage of employees are designated individuals with disabilities..</p>	<p>Top Management, HR Practitioners</p>	<p>Depth – Review and Consultation of all concerned pertaining to HR Policy and Practices Towards Physically Challenged Employee. Create Special Committee for Hiring PWDs.</p>
<p>G. Levy and Grant system for Physically Challenged People.</p>	<p>This system requires to give special treatment in hiring Physically Challenged People Specifically:</p> <ul style="list-style-type: none"> • Reporting and Payment of Levies for Employer • Adjustment Allowance for Physically Challenged People • Rewards • Special Adjustment Allowance • Special Rewards for Supporting Physically Challenged People • Special Benefits 	<p>Top Management, HR Practitioners</p>	<p>A week of preparation and policy and advice workshops, including a presentation for review, finalization, and acceptance in the Executive Committee</p>

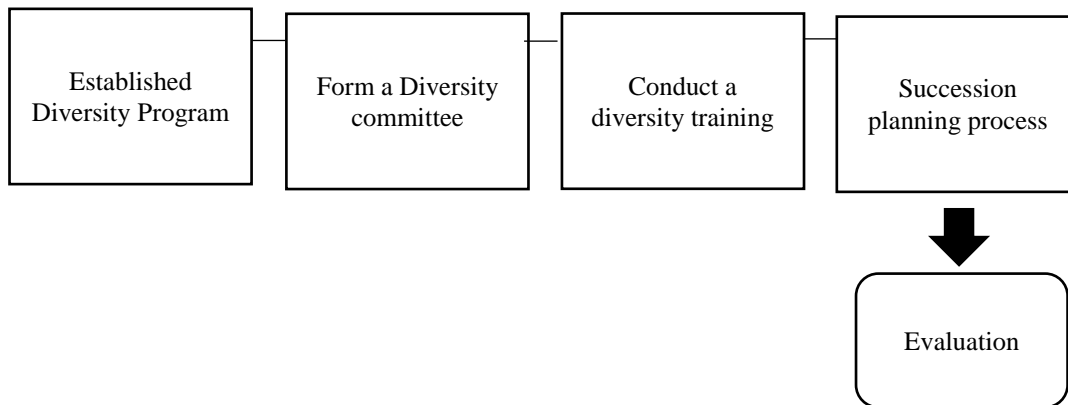
Program A Revisit HR practices, program, and Policy. Review programs and policies on human resources to integrate practices and embrace diversity. It will focus on the issue of the existing development practices in human resources, specifically the incorporation of policies and guidelines as methods of human resources. Throughout recruiting and selection, the study found that there is a lack of programs, policies and guidelines in the program dimension.

Program B. Proposed Hiring Process of Physically Challenged Employee and Etiquette. This Process shows the specialized hiring process for physically challenged employees and other methods or techniques to be considered in recruitment and selection.



Workflow Analysis of Hiring of Physically Challenged Employee

Program B Diversity and Equality (DE) Program. Handicapped equality design and inclusion design. The initiative will focus on managing diversity and supporting equal opportunities for employment. Executives of human resources must create guidance to help understand the role of organization, regulatory framework, and duty in discrimination.



Workflow Analysis of Diversity and Development Process

Program C Non-Handicapped Environment for Physically Challenged Training. A three (3) day or more curriculum and conference will recognize the problem area of human resources and workers within the company, set goals, and learn how to improve opportunities for protected minority members and eradicate the consequences of racial discrimination.

Program D Training on Handicapped Mainstreaming (GM) in Human Resource Processes System and Labor Relation. A unique way to improve PWD's or PCPs' awareness and understanding as a form of training. Both employees should comply with the Philippine company programs and the Human Rights Council's rights and fair practices.

Program E Quota System for the private Sector in Hiring Physically challenged People. is a recruiting process that favors members of a protected group. Quota systems are intended to mitigate the negative effects of neutral-appearing employment practices that have a discriminatory effect on a protected group.

Program F. Levy and Grant system for Physically Challenged People. This method was established to help companies balance the financial responsibilities that come with hiring people with disabilities, as well as to help firms promote and secure hiring people with disabilities.

5. Conclusion

1. HR practitioners prefer no specific qualification in terms of gender, and a younger workforce in hiring physically challenged people below thirty-five years of age is preferred.
2. HR practitioners preferred soft skills over hard skills, particularly teamwork, creativity, and problem-solving skills. Employers also require hard skills like planning skills and logical/mathematical/numeracy skills.
3. There are restrictions in hiring physically challenged people: visual impairment, hearing impairment, learning disability, and other disabilities that are not mentioned in the study. While the motor disability is moderately considered or partially considered.
4. Physically challenged people with a college degree and graduate studies has the highest employability. High school graduates are also considered for employment.
5. Perception of HR practitioners in terms of hiring physically challenged employees. Overall, respondents agree that statement indicators of hiring physically challenged people as interpreted acceptable. However, some indicators of HR Perception obtained Disagree, which inferred as respondents considering indicator statement as unacceptable when it comes to HR Perception. Working with non-handicapped employees will only frustrate PWDs; employment of PWDs would increase business costs, and Working with a PWD gives unnecessary challenges or burdens to other employees.
6. On the basis of the study's findings, it is evident that private-enterprise participation in the employment accommodation of individuals with disabilities is essential. However, the obligation to reserve positions is

more of a suggestion than a requirement. Incentives offered to private companies that employ individuals with disabilities result in a substantial reduction of these entities' tax liability.

6. Recommendation

1. The Physically Challenged People Intervention Program may be utilized in revisiting, improving, and modifying the existing hiring policy of a company where people with special needs are taken into consideration.
2. In hiring and selecting employees, there should be a set of qualifications and policies to be considered, especially for physically challenged people.
3. Private institution should be made aware of the tax incentive benefits that they could derive from the employment of physically challenged people. The employer should provide accommodation, transportation, adaptive equipment, or additional incentives for the dedicated and hardworking, physically challenged employees. Accompanied by the Government Institutions, National Council for Disability Affairs, the Department of Labor and Employment needs to establish an incentive package for companies that employ or hire physically challenged people.
4. Physically challenged people during early stage should have the development of both social and physical abilities is essential. Government agencies required by law to monitor the employability of physically challenged workers should ensure that their employment is primarily based on their skills.
5. Changes in employer hiring practices and policies like equal opportunity for employment, no discrimination,

and protection for physically challenged employees may increase employment among physically challenged people and benefit employers and companies, especially those looking for diversity in their workforces.

6. There is a need for review, amendments, and clarity in our country's existing labor laws regarding the employment of physically challenged people. Advocacy through the disability movement is encouraged by all sectors of the economy. This will promote the implementation of reforms instituted by the responsible departments.
7. For the future researcher, researchers may conduct a parallel study using pure qualitative research design to discuss the employability of physically challenged people further.

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