

Chapter 95

Organizational–Cultural Elements for Improved Workplace Performance of Disabled Individuals

Halis Sakız

Mardin Artuklu University, Turkey

ABSTRACT

This chapter embarks from the increasing number of disabled individuals in private companies and public institutions and examines the working conditions of disabled employees in these organizations. Although this case is relevant to a considerable number of international contexts, the author focuses on Turkey as a case, illustrative of countries going through similar processes. The author starts by providing an introduction followed by literature on organizational culture. Next, the author discusses the recent legislation regarding the employment of disabled individuals and discusses with literature on their workplace performance. Next, the author focuses on the relationships between the organizational culture and workplace performance of disabled employees. Finally, the author concludes by recommendations for future practice to enhance performance of disabled employees and future research to conduct robust studies in the area. The chapter assumes that organizations can enhance performance of everyone by creating an inclusive culture surrounded by elements involving positive attitudes, equity, equality, and beliefs of productivity.

INTRODUCTION

The awareness towards the need for an inclusive society around the world has led to the development of numerous social policy activities that aim to include disabled individuals within the social system. The main targets of these activities have been to expand participation of disabled individuals within the social system by providing them with medical, educational (special and inclusive) and vocational

DOI: 10.4018/978-1-6684-3542-7.ch095

opportunities. In this process, employment is considered an important element of social inclusion and participation of disabled individuals.

In order to ensure participation of disabled individuals in the labor force, various vocational services are offered to disabled individuals, often through vocational rehabilitation (Seyyar, 2008). However, the negative and biased perceptions of disabled individuals as ‘naturally unable’ as well as the inability to produce adequate legislation in relation to their employment have led to ignorance of the workforce of disabled individuals. Nevertheless, through employment, disabled individuals can not only get financial autonomy, but participate within the mainstream society by enhancing their networks, civic skills, status and relationships, and feelings of confidence, efficacy, belonging and inclusion (Schur, Kruse, & Blanck, 2005). On the other hand, the community can benefit from the contribution of disabled individuals to recognition of human rights, development of countries’ economic status and reduction of unemployment, poverty and marginalization of disadvantaged individuals (Wehman, 2011).

For a country, positive action and a performance of high quality are the most effective means of escaping the vicious circle of marginalization, poverty and social exclusion. However, several organizational barriers stand against achievement of these aims. A significant barrier is an organizational culture which involves negative attitudes, beliefs, perceptions and practices towards employees, and thus undermines the organizational efficacy by disempowering and demotivating employees. Therefore, the aim of this chapter is to investigate cultural elements within an organization that impact performance of disabled employees. The current state of Turkey in the employment conditions of disabled individuals is selected as a case, representing countries experiencing similar legislative and practical conditions.

VARIOUS DEFINITIONS OF CULTURE

Culture is a complex phenomenon and understood in various ways, for example, as preserving its own character independent from the dominant culture and having its own distinctive features; as a sub-unit on which larger ethnic and national cultural characteristics are reflected; as an illusory notion (Prosser, 1999), and as a social experience (Corbett, 2001). For decades, concepts such as atmosphere, climate, and ethos have been used interchangeably with culture (Deal & Peterson, 2009). Culture is often used for the unwritten norms, rules, traditions, and expectations which impact almost every aspect of an entity. Culture is reflected on the way people think, believe, interact, and behave.

Culture might possess unique characteristics that might develop within its own small culture. However, cultures might be influenced by the external factors that shape them (Corbett, 2001), such as pressures resulting from the competitiveness of the social and economic systems and national legislation. In addition, culture is based on the beliefs, values, and the organizational arrangements of a particular institution. There is close association between the culture of an organization and the nature of the practices because practices in an organization are impacted by the goals, traditions, and philosophies of an organization.

WORKPLACE CULTURE

The workplace is often considered as the second most important social unit in a person’s life, following the family (Irvine & Lupart, 2008). The workplace of individuals is similar to and part of their social environment whereby they share common feelings, norms and behaviors (Attridge, 2009). Within their

18 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/organizational-cultural-elements-for-improved-workplace-performance-of-disabled-individuals/289148

Related Content

Resistance and Counter-Zones of Indistinction

Funda Çoban (2021). *International Journal of Political Activism and Engagement* (pp. 34-45).

www.irma-international.org/article/resistance-and-counter-zones-of-indistinction/282511

Impact of COVID-19 on Sex Workers and the Transgender Population in India

Akanksha Singhand Anu Dandona (2021). *Handbook of Research on the Impact of COVID-19 on Marginalized Populations and Support for the Future* (pp. 270-283).

www.irma-international.org/chapter/impact-of-covid-19-on-sex-workers-and-the-transgender-population-in-india/281424

Emotional Management in Spanish Institutions: When Institutional Trust Draws New Horizons

Simone Belli (2017). *International Journal of Civic Engagement and Social Change* (pp. 48-60).

www.irma-international.org/article/emotional-management-in-spanish-institutions/191237

Diversity Beyond Disability: The Potential for Peacemaking Pedagogy and Practice

York Williams (2021). *Research Anthology on Culturally Responsive Teaching and Learning* (pp. 167-180).

www.irma-international.org/chapter/diversity-beyond-disability/284756

OUIP: Ontology Based User Profile for Impairment Person in Dynamic Situation Aware Social Networks

Ali Kourtiche, Sidi mohamed Benslimaneand Sofiane Boukli Hacene (2022). *Research Anthology on Physical and Intellectual Disabilities in an Inclusive Society* (pp. 848-872).

www.irma-international.org/chapter/ouip/289097