

# Structural Factors Hinder Sustainable Employment of Visually Impaired Persons: A Qualitative Approach

Faiza Jaleel<sup>1</sup>, Prof. Dr. Abid Hussain Ch.<sup>2</sup>

<sup>1</sup>Institute of Special Education, University of the Punjab, Lahore, Pakistan

<sup>1</sup>Department of Special Education, University of Education, Lahore, Pakistan

<sup>2</sup>Department of Education, University of Lahore, Lahore, Pakistan

\*Corresponding author email: Faiza.jaleel@ue.edu.pk

## ABSTRACT

*One of the basic rights of human beings is to gain sustainable employment, in which both parties i.e. employee and employer gain mutual benefit. It is the duty of employer and organization to facilitate their visually impaired employees with accessible and comfortable structural factors. The basic aim of this study was to explore "structural factors hinder sustainable employment of visually impaired persons". Study aimed to investigate the basic objective i.e. exploration of structural factors hinders sustainable employment of visually impaired persons. Study was qualitative in nature. Case study was used as research design. Qualitative research paradigm was used for in-depth study of structural factors hinder sustainable employment of visually impaired persons. The population of this study comprised of visually impaired employees from special education school department and higher education institutions. Sample was selected by using purposive sampling technique. A sample of 15 employees with visual impairment were selected from different educational institutions. A semi-structured interview protocol was used as a research instrument. Interview protocol was validated by field experts. Researcher approached respondents, take their consent and administer semi-structured interview. Interviews were recorded with consent of respondents and field notes were also noted. Thematic analysis technique was used to analyze the qualitative data. It was concluded that visually impaired employees face structural barriers hinder their employment at work place.*

## KEYWORDS

Structural Factors, Employment, Visual Impairment, Employee.

## JOURNAL INFO

HISTORY: Received: May 27, 2023

Accepted: June 26, 2023

Published: June 30, 2023

## INTRODUCTION

Employer and organizational structure facilitate the sustainable employment for their workers by providing effective work plan and environment mediations. Results of the study revealed that to sustain employment for workers, one of the most important approach is to encourage and motivate them so that they are skillful and encouraged; it is possible through a helpful, recompensing, progressive and thought-provoking work environment. Employers and organizations are suggested to spend in manpower and this approach fulfill the requirements and needs of senior sections of staff (Dam, Vuuren, & Kemps, 2017).

There are some factors that impede employment and progress rate of individual at job place i.e. great variation in supply demand, official and locational aspects. Progress rate facilitation need contribution of employers, employee and shareholders especially for those who are at risk of elimination from job placement and those with poor working abilities (Devins, et al., 2011).

According to Mohrman & Worley (2010), connecting the concept of sustainability to employment requires companies to try to set up work in a way that nourishes rather than exploits their human resources so that they may be employed in the future. Thus, a manageable HRM system should be decisively affecting maintainable business. As per Van Vuuren (2012), supportable business is characterized as the degree to which laborers are prepared to do and can keep working both now and later. It's crucial to remember that sustainable employment applies to employees of all ages, even though it's commonly mentioned regarding an aging workforce (Van Vuuren & Van Dam, 2013). One of the most important model that supports sustainable employment as human and civilian rights. It also facilitate and support the easy accessibility to such rights. It is important to understand the social model of disability as source of dealing discernment, biasness and prejudgements about the persons with special needs. This model also help persons with special needs to express their experience faced in society i.e. at educational institutions, job place and public places (Finkelstein, 2001).

As individual goes through different phases of life, they need to learn the compensating strategies, adjust and pursue the individual and development based goals as life changing breaks (Heckhausen, Wrosch & Schulz, 2010). People who have incapacities are more likely to suffer from mental health issues such as low self-concept and low self-esteem, which further inhibit their ability to look for work. Persons with impairments are aware of the possibility of discrimination at a young age in contexts like school, training, and employment. These kinds of insecure feelings can give rise to a self-limiting conservatism, which, in the long term, can have a negative impact on a person's professional aspirations and employment opportunities (Baltes & Dickson, 2001).



There was a lack of information regarding how to select and hire disabled people, what kinds of facilities to provide, and how to deal with situations (Greenbaum, Granham, and Scales, 2019). According to Solstad and Schreuer (2011), organizations showed evidence of this issue when they determined an employee's requirements for accommodations solely on the basis of a medical diagnosis rather than the employee's level of function or needs. According to Scott, Falkmer, Girdler, & Falkmer (2015), the recognition of a wide variety of certificates and diplomas (Darrah, Magill-Evans & Galambos, 2010) and the absence of funding to assist employees and employers in becoming more aware of disabilities intensified this issue.

Employability consider not only individual aspects (including employee's abilities and characteristics and employment searching), but also personal circumstances and exterior aspects. Specifically, these aspects have close two-way relationship with each other (McQuaid, & Lindsay, 2005).

A recent systematic review of requests for accommodation for people with disabilities revealed that it is not enough to simply order facilities through regulations and guidelines and that the requirements of a person with a disability ought to come first during the time spent obliging them. People with visual impairments now have major job options thanks to a leader who saw the need for mutual accommodation, removed structural obstacles, and made fair logistical allowances in addition to other accommodations. This research justifies providing clear guidance since it may affect how to provide essential workplaces to people with inadequacies. Overall, the primary goal of this investigation was to highlight the special occupations that advocates for persons who are blind have not considered (Campbell, 2009).

Golub (2006) investigated the factors that helped employees have successful work experiences from an employer's perspective. Candidates should also demonstrate their proficiency and have unique approaches for resolving work-related details and transportation concerns during interviews.

Employability is a lifetime matter and it's not possible that each of the individual is perfect as an employee. There would be some other factors of an individual's employability that may get advantage from enhancement (Pool, & Sewell 2007). Van Dam (2004) Although a person's capacity to stay or find a job may also be impacted by the features of the labor market, it is well known that a person's talents, skills, and knowledge influence their employability and involvement in the labor market (Semeijn et al, 2015).

### **OBJECTIVES OF THE STUDY**

The objectives of the study were to:

- Exploration of structural factors hinders sustainable employment of visually impaired employees.
- Investigate the norms, values, ideology, hierarchies of power and financial factors hinder sustainable employment of visually impaired employees

### **QUESTIONS OF THE STUDY**

The questions of the study were:

- What are the structural factors that hinder sustainable employment of visually impaired employees?
- What are the norms, values, ideology, hierarchies of power and financial factors hinder sustainable employment of visually impaired employees?

### **METHODOLOGY**

#### **RESEARCH DESIGN**

Case study research design was used to explore the “structural factors that hinder sustainable employment of visually impaired employees”

#### **POPULATION OF THE STUDY**

Population of the study comprised of visually impaired employees serving in educational institutions of Punjab province.

#### **SAMPLE OF THE STUDY**

A sample of 15 visually impaired employees was collected from different educational sectors i.e. special education schools, higher education institutions. Sample comprised of visually impaired employees both from public and private sector. Seven visually impaired employees were from special education school department, four were from college level and four were from university level. Both male and female teachers were included in study.

#### **INSTRUMENTS**

A semi structured interview protocol was used as research instrument. Semi structured interview protocol was developed by the researchers. Interview protocol was comprised of 14 semi structured statements. Demographic variables were also the part of interview protocol. Instrument was validated by the field experts. Suggestions and recommendations offered by field experts were incorporated in interview protocol.



Figure 1. *Theoretical framework of study* (French, 2017)

## DATA COLLECTION

Researchers approach visually impaired employees and firstly contact them to take consent for interview recordings. Researchers after getting consent conduct semi structured interviews through face to face meeting. Interviews were recorded with consent, researchers also take memos and notes. Interviews were conducted until the researchers start collecting the repetitive answers and data reached its saturated point.

## ANALYSIS AND DISCUSSION

Data was analyzed by using thematic analysis. Recorded interviews were transcribed first and then transcribed interviews were translated. Researchers read the translated interviews thoroughly again and again to get the deep insight. After thorough reading sub-themes were generated. Based on sub-themes, themes were formulated.

The results of the study were:

In results the term used VI stands for Visually Impaired.

## STRUCTURAL FACTORS

### NORMS

#### i. How employer's behavior hinders your employment?

- VI employee 1: I think it is the ability of persons with visual impairment to avoid limitations of blindness and try to interact with their sighted colleagues. I think that, if I am not trying to interact with my sighted colleagues, then obviously my colleagues show different attitude towards me. If I am good in my performance at work place, then everyone could be satisfied.
- VI employee 5: my employer always shows positive behavior towards me. He always tries to accommodate me according to my needs.
- VI employee 7: I feel excluded by behavior of my employer, due to his lack of awareness regarding my special needs. Sometimes, my employer did not take any action regarding my requirements and need fulfillments at work place, and he try to avoid and remain silent.
- VI employee 9: Commanding style and attitude of my employer is a barrier for my sustainable employment. There is need of training and awareness for employers to remove the barriers at work place.
- VI employee 13: At my work place my employer and other authorities are supportive. Their support is a source of courage for me. But in the beginning of my job my employer always mentions my name as external invigilator in examination duty, and my employer always used to forward my name in examination duty. I always send email and

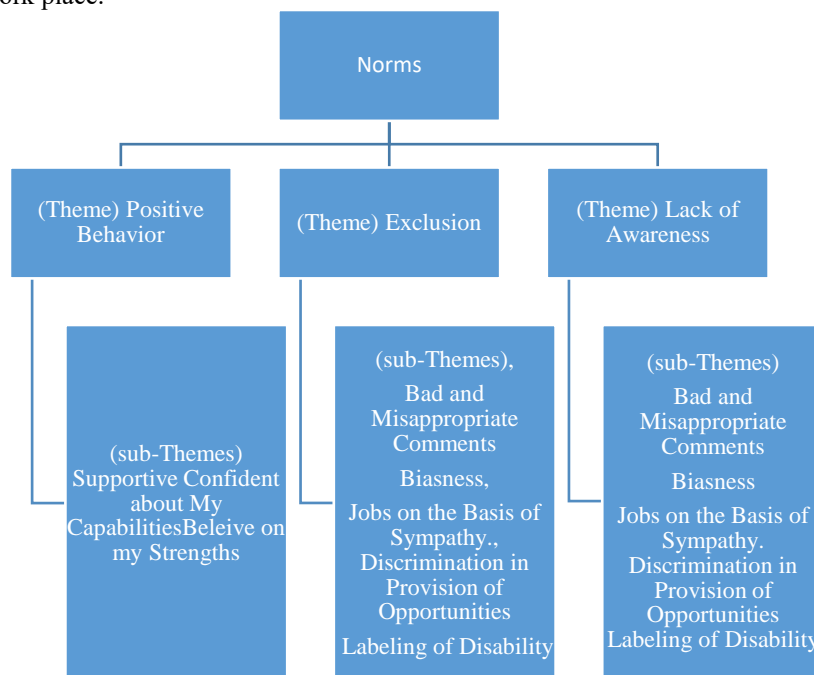
request to remove my name from that duty. I think my employer should inform examination department, that I could not perform examination duty due to restrictions of visual impairment.

**ii. How behavior of colleagues hinders your employment?**

- VI employee 2: At my work place sometimes, I heard bad and misappropriate comments from sighted colleagues. But, majority sighted colleagues show encouraging behavior towards me. Most of the sighted colleagues are positive, but some colleagues show biasness towards special persons. They think that persons with visual impairment are wrong and they get their jobs based on sympathy.

**iii. How discrimination affect your sustainable employment?**

- VI employee 1: My employer and sighted colleagues show discrimination during the provision of opportunities and offering different tasks. They did discrimination, because they think that I am not able to avail opportunities and cannot perform up to the mark. But, one of my employers consider my abilities and believe that I can fulfill my duties with some accommodations and adaptations. Even in era of modern technology some of the colleagues still think that visual impairment is a major restriction in work performance.
- VI employee 4: I think it is the responsibility of an employee to come forward and avail opportunities at work place. Because, at work place no one push you towards opportunities. However, mostly colleagues appreciate me and encourage me for the attainment of different bright chances at work place.  
VI employee 9: I think labeling of disability make me excluded at work place and most of the opportunities, I could not avail due to this discrimination. As most of the opportunities are in the form of images and we cannot access the images. So, when such type of images circulated among sighted employees, employees with visual impairment miss the opportunities due to inaccessibility of images.
- VI employee 14: I am very much confident about my capabilities and strengths. Because, of my special abilities I can attain all goods at my work place and no one can discriminate me based on my visual impairment. So, I think it depends upon employee with visual impairment to show his/her special abilities to employer and sighted colleagues, so that they can accept us at work place.



**Figure 2. Themes and sub-themes were generated on the basis of sub-indicator (Norms).**

**VALUES**

- i. How your employer discusses problems with you to find solution?
  - VI employee 3: My employer provide motivation and always provide a chance to discuss potential solutions of problems. Our employer tries to engage all employees in team work and try to avoid discrimination at maximum level. Mostly employers prefer to interact with employees, but sometimes they avoid communication. But, I prefer to convey my employer about the hurdles faced at work place.
- ii. What type of opportunities provided to you in seeking solutions of problems?

- VI employee 1: As our country is developing country. LRE (Least Restrictive Environment) is not provided and even no facilities are available for employees with visual impairment. In such working environment sustainable employment is difficult. I think govt. should take steps for the provision of least restrictive environment for the employees with visual impairment.
  - VI employee 4: My employer trust on my skills and abilities. I participated at maximum level in different co-curricular activities, I am also work as teaching practice supervisor, and I was the part of Braille proficiency test committee.
  - VI employee 7: Yes, I try to engage myself in work place activities. At my workplace, I am the only employee who is Braille expert, my colleagues and employer have meetings with me regarding Braille literacy. I feel motivated when I taught my employer and colleagues about Braille literacy. I am also the member of college council, co-curricular activities and student affair committee.
  - VI employee 15: My employer aware about my communication skills, he often appreciates my communication skills and he asked me to deliver lectures on communication skills for students. It is the source of integrity for me to organize such key sessions for my institution's students and confidence of my employer on my abilities is a source of inspiration for me.
- iii. What type of liability procedures used for you at work place?
- VI employee 2: Liability procedures are relatively different. My employer considers the punctuality of staff as serious concern. During my work experience, I never involved in any unethical and serious matter that require answerability.
  - VI employee 6: In our institution yearly teacher evaluation is done to assess the performance of a teacher, employer take remarks mostly from students like student observations about your instruction, attendance and regularity. We are also answerable regarding our class room management and time management at work place.
  - VI employee 8: As I am govt. employee, and in my organization, there is only set of expectations that employees need to meet and fulfill. I also have some experience working in private organization, in private organization they provide work-based incentive.
- iv. What type of problems you faced at work place to follow discipline?
- VI employee 1: I think at my work place I feel burdened due to intensive work load. Due to increased burden and extra duties, I feel that my students may suffer. Moreover, I face problem to reach my work place in time. As I am blind person I need sighted guide help and I am dependent on sighted guide for my arrival at work place. It makes me bound and I often reach late on my duty. I also face difficulty to be punctual and manage time at my work place.
  - VI employee 5: It is difficult for me to follow timings of my organization in severe weathering conditions. In such cases I feel that I did not follow discipline, rules and regulations. At my work place I also face problems regarding transport facility. So, I must manage and make a booking of a ride for me to reach my work place. I think there should be the availability of free transport for employees with visual impairment.
  - VI employee 9: Sometimes, I think about my dependence on my sighted colleagues, I conclude that I am dependent on my sighted colleagues to follow some rules, regulations and disciplinary measures, and I waited for the availability of my sighted colleagues. Sometimes I have to wait for long.
  - VI employee 11: Sometimes, it is a problem for me to maintain discipline in my classroom, because some students try to cheat me and take the benefit of my visual impairment. In such case, I try to use my auditory sense at maximum level and I took help from one of my trusted students. However, I felt that visual impairment has some restrictions and challenges.
  - VI employee 15: I feel that students try to maintain discipline in class room of a teacher with visual impairment. I also try to manage classroom discipline. There are two doors in my classroom, usually one of the doors of my classroom I kept close and use the other one for student's entrance and exit. I strictly ask the students to inform me before their entrance and exit, so that it would be easy for me to spot their movements and actions.

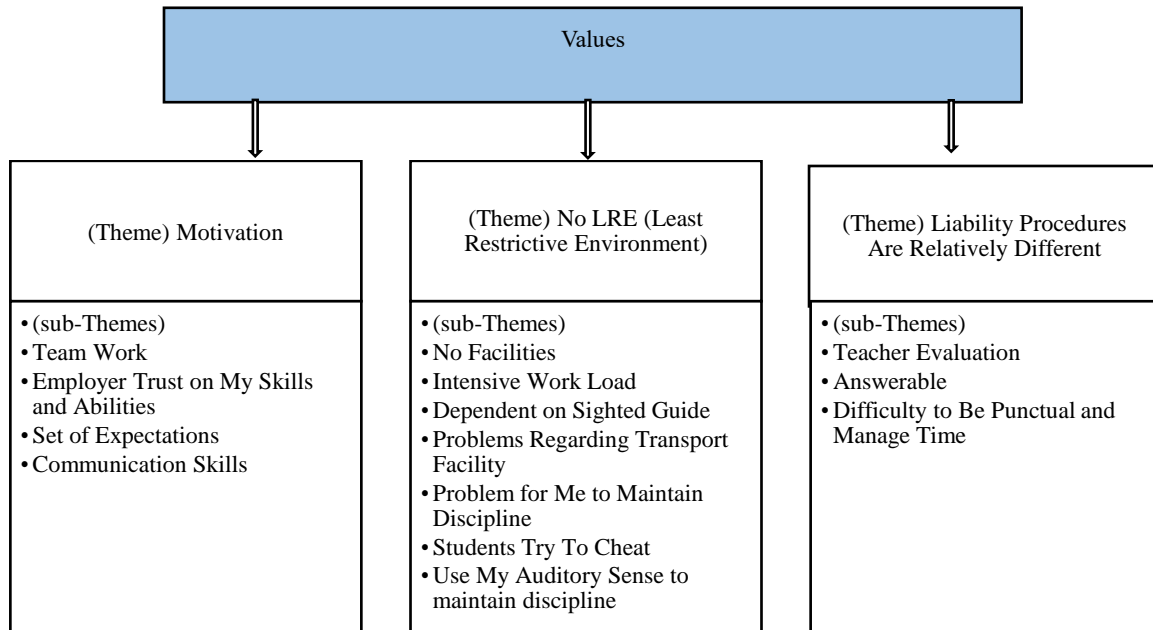


Figure 3. Themes and sub-themes were generated on the basis of sub-indicator (Values).

**IDEOLOGY**

- i. What type of ideology followed at work place to deal with visually impaired employees?
  - VI employee 4: I am working as a lecturer in special education college, but in my college my employer and sighted colleagues believe that employees with visual impairment are not able to perform well at work place. I believe that with my best performance and abilities I can change belief system of my employer and colleagues.
  - VI employee 7: In my organization employer and sighted colleagues follow typical belief system about blindness e.g. they think that persons with visual impairment get their jobs by doing strikes and protest. I think there is need of proper trainings of employers and sighted colleagues to deal with employees with visual impairment and understand their needs and requirements.  
VI employee 11: My employer sometimes provides relaxation and favor based on my visual impairment. I think that it is our duty to change the mind set and ideology of employers and other staff about employees with visual impairment. We must make our own identification on the basis of our work performance, rather than on the basis of sympathy and charity. Moreover, we need to understand that all persons with visual impairment are not same, so we should not label all persons with visual impairment with the same tag.
  - VI employee 14: As an employee with visual impairment, I face different type of attitudes and feelings of sighted person. There are different types of opinions and diverse feelings. Some of the individuals think that persons with visual impairment do not deserve high rank posts. On the other hand, some individuals have different opinion, they think that persons with visual impairment doing high rank jobs are the source of inspiration for young people.
- ii. What type of views you faced at work place regarding your impairment?
  - VI employee 3: Some of the persons with visual impairment just want to get job for the sake of salary, they come to the work place for attendance and did not show any work performance. Such employees set negative examples about abilities of persons with visual impairment. Due to such examples society has a belief system that persons with visual impairment clear their different examinations with the help of writers and get their jobs, and they do not have capability to perform well at work place.
  - VI employee 9: I think with the help of awareness people think differently about the persons with visual impairment. They think that employees with visual impairment have the same capacity in comparison of their sighted colleagues. Most of the time my employer shows cooperative behavior towards my special needs, but sometimes I face rigid behavior of employees and employer, they did not provide any relaxation.
- iii. How your employer guide you in different matters at work place?
  - VI employee 1: Most of the time employer and sighted colleagues show cooperation towards my special needs. By the grace of ALLAH ALMIGHTY, I have good experience with my employer, whenever I need my employer always provide guidance. At my first job my employer was a very kind person and I believe that all of qualities that I acquired is because of my 1<sup>st</sup> employer’s guidance and supervision. She always helps me to find out the ways to perform in a

best way and she helped me in completion of different assignments. She also gives me opportunity to perform duty of event management.

- VI employee 6: I face problems at my work place, I think that mostly employer and even district education officer does not have complete understanding and awareness regarding the needs of employees with visual impairment. They mostly asked employees with visual impairment to demand the resources according to their needs and then they try to provide the resources accordingly.  
VI employee 8: My employer never provide help and guidelines about any assigned duty. He just used to assign duty and provide deadlines without any flexibility and relaxation for me. Mostly, I face difficulties to complete the assigned task then I used to take help from my sighted colleagues.
- VI employee 12: I have ability to perform any duty, but in some cases I have some restrictions. For example, when my employer assigned a duty of invigilator then I need an assistance of sighted person. In the start it is difficult for me to manage my classroom, but with the passage of time I become a trained teacher to handle and manage my class room very effectively.

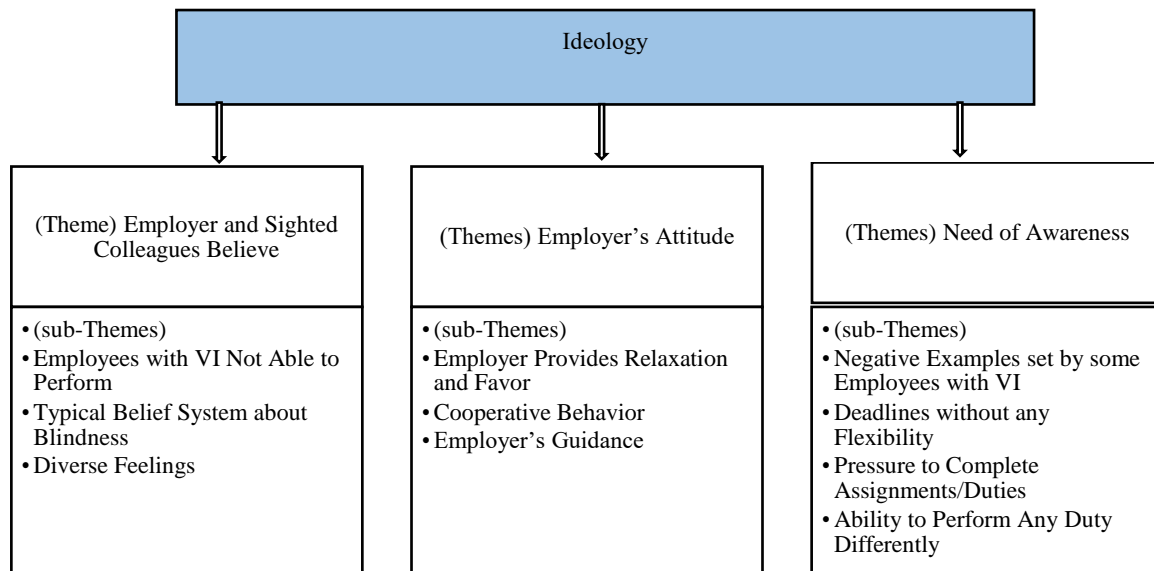
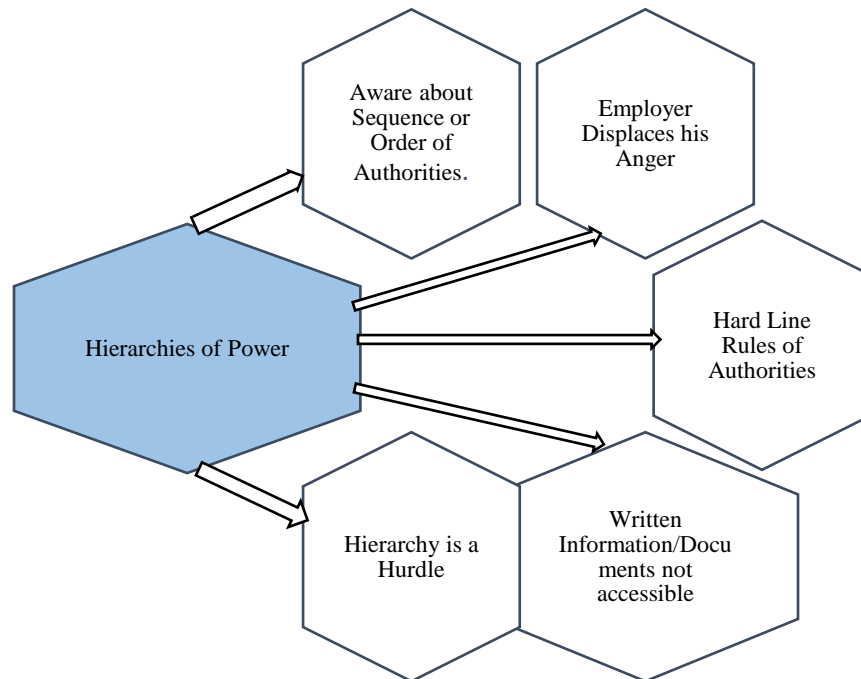


Figure 4. Themes and sub-themes were generated on the basis of sub-indicator (Ideology).

**HIERARCHIES OF POWER**

- i. Channel of authorities are clear to you at work place.
  - VI employee 2: Yes, I am aware about the sequence or order of authorities. I know about my boundaries and I approach the authorities through proper channel. Normally, I used to present my problems and documents first to my immediate boss i.e. principal or head, then he used to forward my documents to higher authorities.
  - VI employee 6: There is serious problem that I mostly face at my work place is non-accessibility of documents. So, first I need to convert all my documents in accessible format and get to know what is written in document. After understanding of written information, then I used to forward it to higher authorities.
- ii. What hurdles you faced to follow hierarchies of authorities?
  - VI employee 4: I never face problem to follow hierarchy of power at my work place. However, my employer sometimes displaces his anger on me and show that he is our boss, I think it's normal. My belief is when your boss assigns a duty as an employee you have to fulfil it with all protocols because it's your responsibility.
  - VI employee 7: There are some very hard line rules in my organization especially transfer rules. Because I faced problems of doing job out of station. As a female blind employee, it was very difficult for me to travel on daily basis. Job placement was very far from my home station. Often, I put my application for my transfer to home station, but authorities did not show any cooperation and flexibility.
  - VI employee 10: Written information is mostly inaccessible for persons with visual impairment. Sometimes, we request or hire a sighted person for help to make document accessible for us. I feel we are dependent on sighted persons for such type of tasks only due to inaccessibility.
  - VI employee 14: For some tasks hierarchy is a hurdle for me and I as an employee with visual impairment feel difficulty to follow, but we have to obey because it is designed by government. Sometimes, authorities show

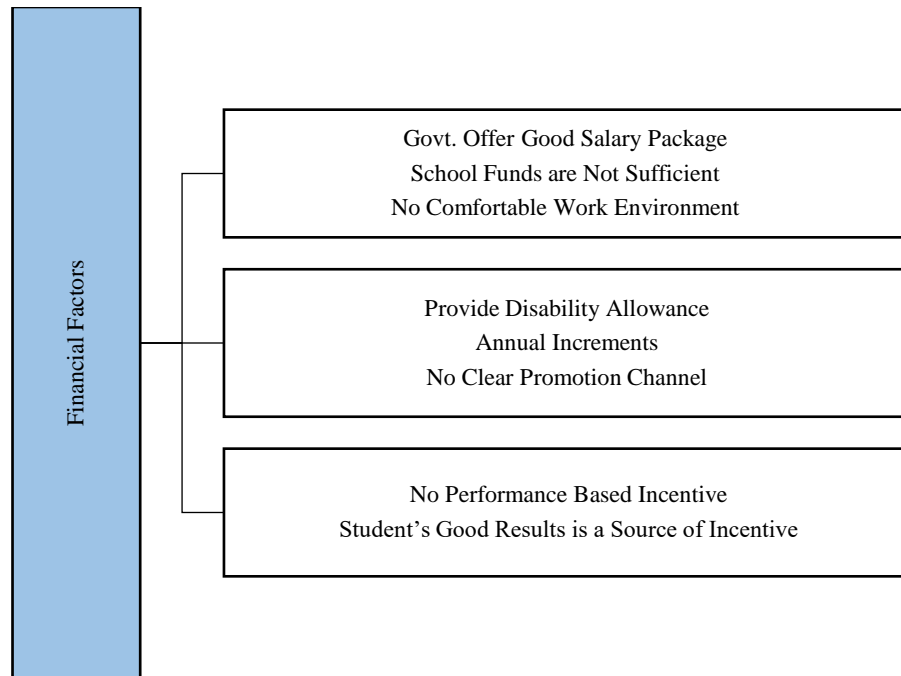
cooperation towards blind employees but in some cases i.e. regularity they showed rigid rules without any relaxation.



**Figure 5. Themes and sub-themes were generated on the basis of sub-indicator (Hierarchies of Power).**

**FINANCIAL FACTORS**

- i. What financial hurdles you faced at work place?
  - VI employee 2: Being an employee with visual impairment, I need to arrange my conveyance to reach at work place, which is expensive for me. So, managing transport is a problem for me I must arrange a driver and petrol to reach at work place.
  - VI employee 5: I am govt. employee, and I have good salary package. So, I am satisfied with my salary package. But school funds are not enough to fulfill the needs of students e.g. we suffer to manage braille papers, braille kit and stylus for students with visual impairment. In such circumstances it is difficult for me to teach students efficiently.
  - VI employee 12: I think at work place work environment for employees must be comfortable. I need mental and physical comfort at work place to give my best performance. But in my organization, there is no facility of air-conditioned rooms in summer, no heater facility in cold weather. My organization does not have enough budget to provide comfortable work environment to the employees.
- ii. What type of incentives you received at job place?
  - VI employee 1: Govt. pay handsome amount as increment. For employees with visual impairment Govt. pay 5000 as an increment. Govt. also provide disability allowance and some other allowances. We get incentives as per Govt. rules. We also get yearly increments in December and June.
  - VI employee 5: We get annual increments but on the other hand there is no clear route to promote the employees. I think it is a serious problem for us to continue our job without any clear promotion channel.
  - VI employee 13: We did not get any amount as performance-based incentive. Employer appreciate our performance and mention good performances in meetings. Our student’s good results in exams is a source of incentive for us. Our employer sometime provides certificates as vote of appreciation.



**Figure 6. Themes and sub-themes were generated on the basis of sub-indicator (Financial Factors).**

**DISCUSSION**

Results of the present study revealed that there were some of the impeding structural factors for the sustainable employment of persons with visual impairment. Impeding factors included bad and misappropriate comments at job place, biasness, belief system that employees with visual impairment got their jobs on the basis of sympathy, discrimination in provision of opportunities, labeling of disability, commanding style of employer, lack of training of employers and sighted colleagues to deal with employees with visual impairment and opportunities are in the form of images. At job place some of the sighted colleagues and employer think that visual impairment was a major restriction in fulfilling the job specifications. Aligned with one of the previous study revealed that access and adjustment is important at work place for employees with visual impairment. All equipment, resources and documented information must be in accessible format for all employees. Even employers must motivate employees with visual impairment to train their sighted colleagues about the proper use of assistive technologies (Golub, 2006).

Some of the other barriers faced at work place by employees with visual impairment were intensive work load, dependency on sighted guide, problems to arrange transport on daily basis. Employees with visual impairment responded that they faced problem to maintain discipline in classroom and students try to cheat them in the classroom they use auditory sense to maintain discipline. Some of the respondents added that their employer was supportive to them and show confidence on their abilities and strength. They added that they participated in team work at work place and try to fulfill the expectations of their employer. Some of the employees responded that their communication skills facilitate them at work place. Accountability measures used at work place included teacher evaluation and accountability for not following the punctuality and time management.

Some of the respondents reported that their employer and sighted colleagues have typical belief system about persons with visual impairment and believe that employees with visual impairment were not able to perform well at work place. Aligned with the findings of the study reported that discernment, non-availability of facilities, non-availability of required technology and lack of awareness for the employees with visual impairment. These hurdles need to address. While some of the positive points highlighted in the study were individual capabilities of persons with visual impairment, easy approach to assistive technology for employees with visual impairment (Wolffe, & Spungin 2002).

They reported that they faced diverse feelings of others at job place, sometime employer provide relaxation and favors in different matters. Further, employer showed cooperation and also guide employees with visual impairment when needed, but sometimes showed rigidity for the completion of tasks. Further, some of the employees with visual impairment set negative examples by demanding extra favors and relaxation at work place.

Study revealed that employees with visual impairment well aware about the hierarchy of authority to follow, they respond that their authorities showed hard line rules in some matters i.e. in transfer rules even for employees with visual impairment and they feel hierarchy was a hurdle. Sometimes, they faced displacement of anger from authorities. Results showed that employees especially Govt. employees with visual impairment received good salary package and incentives. But, they did

not have clear promotion channel to sustain their employment. They did not receive performance-based incentive, but student's good results worked as a source of motivation for them. Further, respondents added that funds were not enough to provide comfortable work environment.

## CONCLUSION

Study revealed some of the important structural factors that hinder sustainable employment of employees with visual impairment. Employer and sighted colleagues showed diverse feelings, sometimes they showed positive behavior, provide proper guidance but sometimes showed rigidity. Employees with visual impairment feel excluded at work place. It was concluded that there was lack of awareness regarding the needs of persons with visual impairment. There was no least restrictive environment at work place, inaccessible work place environment and buildings and no comfortable work environment was provided to employees with visual impairment.

Accountability measures were also used for blind employees without any flexibility. Sometimes, higher authorities showed hardline rules for blind employees. There was no proper promotion channel at work place which would be the source of demotivation for employees. However, Govt. employees were satisfied with their salary package and employees reported that student's good results were a source of motivation for them.

## RECOMMENDATIONS

Based on results following recommendations were drawn:

1. Training workshops may be arranged for employers and sighted colleagues of visually impaired employees to understand the needs and requirements of visually impaired employees at work place.
2. Accessibility and accommodation should be the main focus of organizations to adjust their visually impaired employees.
3. Least Restrictive Environment should be provided to visually impaired employees.
4. Clear promotion channels should be provided for visually impaired employees to keep them motivated for sustainable employment.
5. Awareness may be provided to the general public about visually impaired employees by using different channels to change typical beliefs and ideology set by our society.
6. Exclusion at work place should be addressed by providing equity based opportunities to visually impaired employees.

## CREDIT AUTHOR STATEMENT

**Faiza Jaleel:** Conceptualization, Methodology, Data curation, Investigation, Writing- Original draft preparation, Software, Writing- Reviewing and Editing **Prof. Dr. Abid Hussain Ch.:** Visualization, Supervision, Validation.

## COMPLIANCE WITH ETHICAL STANDARDS:

It is declared that all authors don't have any conflict of interest. It is also declared that this article does not contain any studies with human participants or animals performed by any of the authors. Furthermore, informed consent was obtained from all individual participants included in the study.

## REFERENCES

- Baltes, B. B., & Dickson, M. W. (2001). Using life-span models in industrial-organizational psychology: The theory of selective optimization with compensation. *Applied Developmental Science*, 5, 51–62.
- Campbell, F. (2009). *Contours of ableism: The production of disability and abledness*. Springer.
- Devins, D., Bickerstaffe, T., Nunn, A., Mitchell, B., McQuaid, R., Egdell, V., & Lindsay, C. (2011). The role of skills from worklessness to sustainable employment with progression. Project Report. UK Commission for Employment and Skills, 147.
- Darrah, J., Magill-Evans, J., & Galambos, N. L. (2010). Community Services for Young Adults with Motor Disabilities: A Paradox. *Disability and Rehabilitation*, 32, 223–229.
- Finkelstein, V. (2001). The social model of disability repossessed. *Manchester Coalition of Disabled People*, 1, 1-5.
- French, S. (2017). *Disabled people and employment: A study of the working lives of visually impaired physiotherapists*. Routledge.
- Greenbaum, B., Granham, S., & Scales, W. (2019). Occupational and Social Status after College. *Journal of Learning Disabilities*, 29, 167–173.
- Golub, D. B. (2006). A model of successful work experience for employees who are visually impaired: The results of a study. *Journal of Visual Impairment & Blindness*, 100(12), 715-725.
- Heckhausen, J., Wrosch, C., & Schulz, R. (2010). A motivational theory of life-span development. *Psychological review*, 117(1), 32.
- McQuaid, R. W., & Lindsay, C. (2005). The concept of employability. *Urban Studies*, 42(2), 197-219.

- Mohrman, S. A., & Worley, C. G. (2010). The organizational sustainability journey. *Organizational Dynamics*, 39, 289–294.
- Pool, L. D., & Sewell, P. (2007). The key to employability: developing a practical model of graduate employability. *Education and Training*, 49(4), 277-289.
- Solstad, V. J., & Schreuer, N. (2011). Policy in Action: Stories on the Workplace Accommodation Process. *Journal of Disability Policy Studies*, 22, 95–105.
- Scott, M., Falkmer, M., Girdler, S., & Falkmer, T. (2015). Viewpoints on factors for successful employment for adults with autism spectrum disorder. *PloS one*, 10(10), e0139281.
- Semeijn, J. H., et al. (2015). Sustainable labor participation and sustainable careers. In A. VosDe, B. I. J. M. HeijdenVan der (Eds.), *The handbook of research on sustainable careers*. Cheltenham: Edward Elgar Publishing.
- Van Vuuren, T. (2012). Vitality management: One does not need to be ill to get better! *Gedrag & Organisatie*, 25, 400–418.
- Van Vuuren, T., & Van Dam, K. (2013). Sustainable employability by vitalizing: The importance of development opportunities and challenging work for workers' sustainable employability. *Career Development International*, 22(3), 280-299.
- Van Dam, K. (2004). Antecedents and consequences of employability orientation. *European Journal of Work and Organizational Psychology*, 13, 29–51.
- Wolffe, K. E., & Spungin, S. J. (2002). A glance at worldwide employment of people with visual impairments. *Journal of Visual Impairment & Blindness*, 96(4), 245-253.