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ORIGINAL ARTICLE

A Study on the Development of the Tool for the Performance Appraisal for Companies Employing Persons with Disabilities

: Centering on the Development of the Tool for the Performance Appraisal for Companies Employing Persons with Disabilities in the Aspect of Social Contribution

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ABSTRACT

This study aimed to develop the tool to comprehensively evaluate the performance of companies employing persons with disabilities in the aspect of social contribution, based on the draft of the Tool for the Performance Appraisal of Companies Employing Persons with Disabilities in the Aspect of Social Contribution by KIM and HAN (2015).

Based on the results of the consultation with the experts on the employment of persons with disabilities, the draft that was composed of 12 items of three categories has been modified to the 10 items of three categories including ❶Compliance and social norm (2items), ❷Guarantee of human right and prohibition of discrimination (4items), ❸Community resources development (4 items).

In the results of the verification of reliability through the values of Cronbach's α based on the data from Japan and South Korea, the values of Cronbach's α of three categories showed the high degrees of reliability. And, construct validity was verified using the goodness-of-fit of the SEM analysis based on the data from Japan and South Korea. In the result, all the values of goodness-of-fit indices ranged within the acceptable level.

<Key-words>

companies employing persons with disabilities, performance appraisal, social contribution, verification of the reliability and validity

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I . Introduction

According to the research of Kudo et al.(2006), more companies have actively increased the employment of persons with disabilities as they take their Corporate Social Responsibility(CSR) seriously, which may be because the number of companies who have considered or opened the employment of persons with disabilities as their goals or results of CSR has increased.

In this study, the CSR refers to the management philosophy that the company should take the ethical and legal responsibilities as well as the economical ones (the maximization of interest) for its sustainable development, even though there are various definitions of the CSR. In this aspect, it can be said that the employment of persons with disabilities can be definitely regarded as the way of practicing the CSR of companies, because it may enable the companies to take their ethical and legal responsibilities while contributing to the improvement of employment rate and labor conditions of persons with disabilities and the protection of their human rights and observing the employment quota system.

In the meantime, many precedent studies including Kayahara (1996) and Aoyama (1997) suggested that most of the companies considered the employment of persons with disabilities as the negative counterpart of their economical goals, since the employment of persons with disabilities would cause the productivity loss or additional cost burden to companies, which would make them fail to accomplish the maximization of interest in the aspect of the management. However, Okamoto and Umetsu (2006) who have empirically analyzed the relationship between company's CSR and their financial performance argued that they found the positive relationship between them. Suto and Takehara (2008) also suggested that the financial performance of the companies with higher level of social performances was better than that with lower level of social performances, which also showed statistical significance. Furthermore, in the aspect of economic profit, the cost that is involved in implementing the CSR, e.g. the employment of persons with disabilities, can be regarded as the cost to internalize external costs and to avoid the distributional conflict; when the maximization of interest of companies maximizes the social welfare, the resources may be efficiently distributed. In other words, the CSR is meaningful in the areas that the governments cannot solve the environmental conflict or distributional conflicts. Moreover, the CSR may be considered as the indispensable business activity for the sustainable management in the society with the social mood focusing on the economic democratization (economic equality) or environmental issues (Heal, 2005).

Based on the above-mentioned meanings of the CSR that have been derived from the precedent studies in the aspects of economy and management, the employment of persons with disabilities can be conclusively regarded as the business activity to accomplish the economic responsibility as well as the ethical and legal responsibilities.

To improve the effectivity and efficiency of business activities, they need to be administered and improved through the performance appraisal. In this context, Kim (2016) developed the tool that enables to evaluate the management performance that has been produced through the employment of persons with disabilities based on the case analysis and empirical analysis. Kim and Han (2015)¹ also analyzed the performance of companies who have hired persons with disabilities through the case analysis. There, however, was the limitation that Kim and Han didn't develop the tool that would enable to comprehensively evaluate their performance and only showed the case analysis.

Therefore, this study aimed to develop the tool that enables to evaluate the performance of the companies employing persons with disabilities in the aspect of social contribution based on the study results of Kim and Han.

II. Methods

This study aimed to verify the content validity, reliability and construct validity of the Development Draft of the Outcome Evaluation Tool for Companies Employing Persons with disabilities in Japan and Korea, which is the outcome of the research of Kim and Han (2015). The tests were conducted for South Korea and Japan and the methods to test them were as follows.

1. Content validity

The questionnaires for the first survey were distributed to the experts on the employment of persons with disabilities in South Korea and Japan between June 1 and June 30 in 2015 for one month. The distribution and collection of questionnaires were implemented by e-mail or mail (Table 1).

2. Reliability and Construct validity

The questionnaires for the second survey were distributed to the 320 experts on the employment of persons with disabilities in South Korea and Japan between July 6 and August 10 in 2015 for about one month. The distribution and collection of questionnaires were implemented by e-mail or mail (Table 2).

For the verification of reliability, the value of Cronbach's α was measured via SPSS 17.0. For the verification of construct validity, the structural equation modeling (SEM) was used via AMOS 23.0.

¹ Moonjung Kim & Changwan Han(2015) The Development Draft of the Outcome Evaluation Tool for Companies Employing Persons with disabilities in Japan and Korea: The Development Draft Evaluation Tool to the Social Contribution Outcome and Evaluation Index to the Management Outcome', *Asian Journal Human Services* ,8, 90-106.

<Table 1> Verification of Content Validity

Country	Japan	South Korea
Number of Experts	12 experts on the employment of persons with disabilities ¹⁾	10 experts on the employment of persons with disabilities
Structure of Questionnaire	<p>The questionnaire was composed of three categories as follows:</p> <p>I. The concept of the Tool for the Performance Appraisal for Companies Employing Persons with Disabilities in the Aspect of Social Contribution and its contents</p> <p>II. The evaluation of the content validity of the Tool for the Performance Appraisal for Companies Employing Persons with Disabilities in the Aspect of Social Contribution</p> <p>The questionnaire was composed of three categories with 13 items including ❶ Guarantee of human right and prohibition of discrimination, ❷ Community resource development and ❸ Compliance</p> <p>III. The assessment of the tasks to promote the employment of persons with disabilities</p>	
Distribution of Questionnaire	-Distributed to individuals or groups in person before interviewing	-Distributed by email or mail
Collection of Questionnaire	-Collected in person right after interviewing. -Collected by e-mail or mail	-Collected by email or mail

- 1) Experts on the employment of persons with disabilities refer to the persons who have studied the employment of persons with disabilities in the universities or research institutes or employees or employers who have performed the jobs related to it.

<Table 2> Verification of the Reliability and Construct Validity

Country	Japan	South Korea
Number of Experts	120 experts on the employment of persons with disabilities	200 experts on the employment of persons with disabilities
Structure of Questionnaire	<p>The questionnaire was composed of three categories as follows:</p> <p>I. The concept of the tool for the Performance Appraisal for Companies Employing Persons with Disabilities in the Aspect of Social Contribution and its contents</p> <p>II. The Performance Appraisal for Companies Employing Persons with Disabilities in the Aspect of Social Contribution</p> <p>The questionnaire was composed of three categories with 10 items including ❶ Compliance and social norm, ❷ Guarantee of human right and prohibition of discrimination, ❸ Community resource development</p> <p>III. The assessment of the tasks to promote the employment of persons with disabilities</p>	
Distribution of Questionnaire	-Distributed to individuals or groups in person before interviewing	-Distributed by email or mail
Collection of Questionnaire	-Collected in person right after interviewing -Collected by e-mail or mail	-Collected by email or mail

III. Results

1. Verification of Content validity

1) Demographic Information on the Respondents of the First Survey

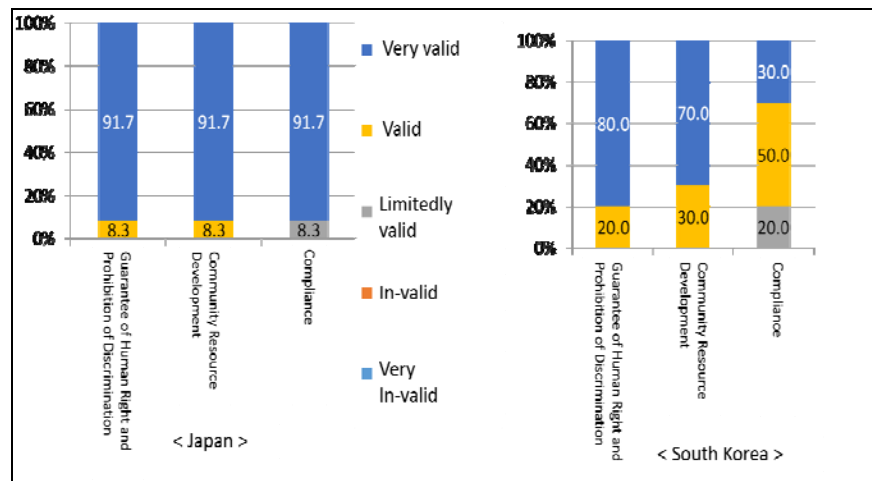
For the verification of content validity, the first survey was conducted for 22 experts on the employment of persons with disabilities in South Korea and Japan. The demographic information on them is shown in Table 3. The information included whether they have disabilities or not as well as their gender, age and occupation. As for the respondents' occupation, the percentages of researchers (58.3%) in Japan and university professors (40.0%) in South Korea who have studied the employment of persons with disabilities accounted for the largest percentage among total respondents.

<Table 3> Demographic Information on the Respondents to Content Validity

Characteristics	Japan	South Korea
Gender	Male: 6 (50.0%) Female: 6 (50.0%)	Male: 2 (20.0%) Female: 8 (80.0%)
Age (mean)	33.7	36.8
With or without disabilities	With disabilities: 1 (8.3%) Without disabilities: 11 (91.7%)	With disabilities: 1 (10.0%) Without disabilities: 9 (90.0%)
Occupation	Professor: 4 (33.3%) Researcher: 7 (58.3%) Employees or employers who have performed the jobs related to the employment of persons with disabilities: 1 (8.3%)	Professor: 4 (40.0%) Researcher: 3 (30.0%) Employees or employers who have performed the jobs related to the employment of persons with disabilities: 3 (30.0%)
Total	12 (100.0%)	10 (100.0%)

2) The Verification of Content Validity of Three Categories

The content validity of three categories including ❶ Guarantee of human right and prohibition of discrimination, ❷ Development of community resources and ❸ Compliance to evaluate the performance of companies employing persons with disabilities in the aspect of social contribution was verified based on the consultation with experts. Their opinions that were provided based on the five-level scale are shown in Figure 1; very valid, valid, limitedly valid, in-valid and very in-valid.



<Figure 1> Verification of the Content Validity of Three Categories

In the results of analyzing the content validity based on the consultations with the experts on the employment of persons with disabilities in South Korea and Japan, it was verified that the contents of all the three categories are valid. There, however, was an opinion that the division of the categories needs to be modified more clearly, because the compliance already include the category of 'the guarantee of human right and prohibition of discrimination'.

3) Verification of Content Validity of 12 Items

The content validity of 12 items from three categories including ❶ Guarantee of human right and prohibition of discrimination (four items), ❷ Development of community resources (four items) and ❸ Compliance (five items) to evaluate the performance of companies employing persons with disabilities in the aspect of social contribution was verified based on the consultation with experts who provided their opinions about them; the composition, contents and word choice were evaluated.

First, the content validity of the four items in the category of ❶ Guarantee of human right and Prohibition of discrimination² was evaluated based on the five-level scales. In results, it was verified that all the four items were valid (Figure 2). As for the Q1, however, there was an opinion that the target of the measures and plans for the guarantee of human right was not clarified, so it may not be considered as the performance for the employment of persons with disabilities.

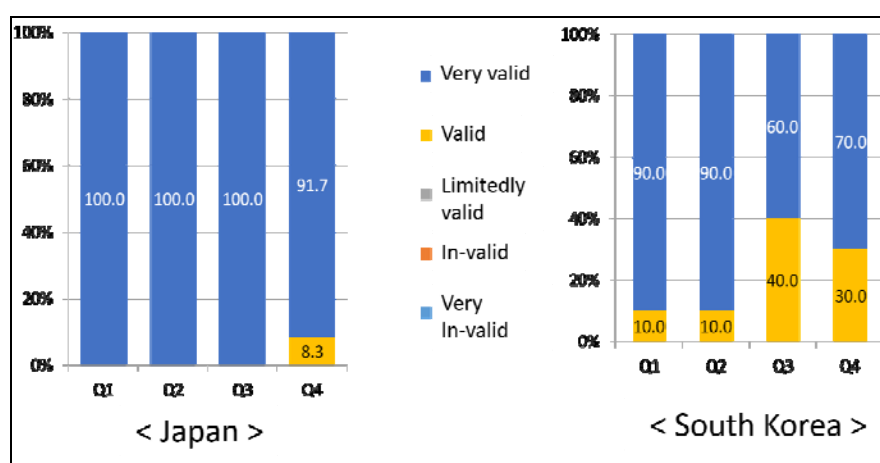
² The category of ❶ Guarantee of human right and prohibition of discrimination was composed of four items;

Q1. Have the measures and plans for the guarantee of human right been prepared?

Q2. Have the education for understanding the disabilities been implemented?

Q3. Have the working conditions that take the characteristics of disabilities into consideration been provided?

Q4. Have the fair human resource management without the discrimination against disabilities been implemented?



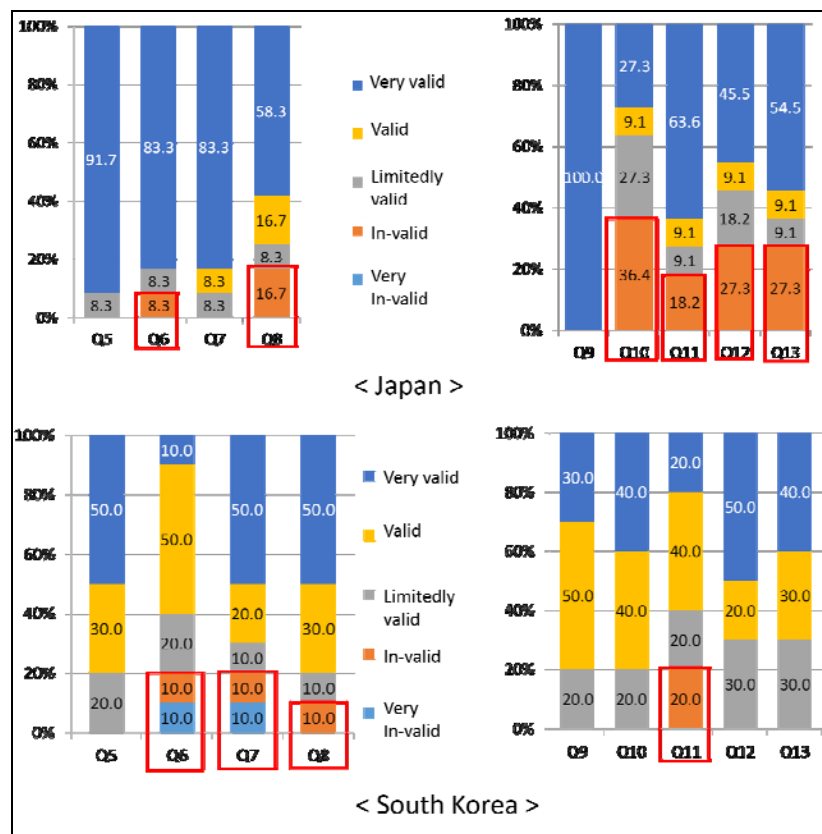
<Figure 2> Verification of Content Validity of the Items of Q1 to Q4

As for the four items of ②Development of community resources³ and five items of ③Compliance⁴, it was concluded that the majority of the items of the second and third categories were not valid (Figure 3). As for the Q6, Q8 and Q11, the opinions that three items of Q6, Q8 and Q11 were not valid were suggested in both countries; 1) the definitions of the words were not clear; and 2) the connection between the items and their categories was not clear. As for the Q10, Q11, Q12 and Q13, the opinions were suggested that 1) the meanings of each item are overlapped and 2) the supplementary explanation about the words needs to be added.

³ The category of ②Development of community resources was composed of four items;
Q5. Have the community organizations been networked?
Q6. Have the efforts to enable persons with disabilities to develop their competence taken?

Q7. Have the know-how and information on the employment of persons with disabilities been provided?
Q8. Have the opportunities to enable community members to participate in voluntary works been provided?

⁴ The category of ③Compliance is composed of five items;
Q9. Have the employment quota rate for persons with disabilities been maintained and heightened?
Q10. Have the barrier-free working environments been made?
Q11. Have the trust relationship with stakeholders been established?
Q12. Have the efforts to build the diversity in society been taken?
Q13. Have the efforts to establish the business climate that is open to the employment of persons with disabilities been taken?



<Figure 3> Verification of Content Validity of the Items of Q5 to Q13

Based on the analysis of the results of the verification of content validity via the first survey for experts, the items of the Tool for the Performance Appraisal of Companies Employing Persons with Disabilities in the Aspect of Social Contribution were reorganized as shown in Table 4.

<Table 4> Items of the Performance Appraisal of Companies Employing Persons with Disabilities in the Aspect of Social Contribution based on the Analysis of Content Validity

Compliance • Social Norms	Q1	Have the employment quota rate for persons with disabilities been attained pursuant to the Act on Employment Promotion for Disabled Persons?
	Q2	Have the plans or policies to maintain and settle the employment rate of persons with disabilities been established?
Guarantee of Human Right • Prohibition of Discrimination	Q3	Have the <u>diversity</u> has been attained by planning and implementing the education for understanding persons with disabilities? ※ <i>Diversity in society refers to the acknowledgment and respect of the characteristics such as age, gender, disabilities, etc. and the embracement of diverse people of abilities.</i>
	Q4	Have the <u>working conditions (provision of personnel)</u> that the characteristics of disabilities are taken into consideration been provided? ※ <i>The working conditions that the characteristics of disabilities are taken into consideration refer to the working environments that provide personnel who can assist the job performance of persons with disabilities or improve it, for example, sign language interpreter, job coach and vocational life counselor for employees with disabilities.</i>
	Q5	Have the <u>barrier-free</u> working environments been made? ※ <i>Barrier-free refers to providing the assistance to help persons with disabilities settle in workplaces by installing or modifying equipments, purchasing assistant aids, etc.</i>
	Q6	Has the <u>fair labor management</u> regardless of with or without disabilities been practiced? ※ <i>Fair labor management refers to fairly providing employees with the opportunities including employment, working hours, wage, promotion, working conditions, etc.</i>
Community Resource Development	Q7	Have the <u>community organizations been networked</u> ? ※ <i>The networking of community organization refers to connect community organizations including community welfare centers, NPO, private educational organizations (special school, etc.), the Korea Employment Agency for the Disabled, etc. to employ persons with disabilities, maintain the employment and settle them in workplaces.</i>
	Q8	Has the sheltered-workplace for the disabled been installed to activate the community? Or have a number of persons with disabilities been employed?
	Q9	Have the programs to develop the competence of employees with disabilities been implemented or planned? ※ <i>The development of competence of persons with disabilities refers to the vocational training and practices to utilize the human resource with disabilities.</i>
	Q10	Have the efforts to provide the opportunity for voluntary works of community members been taken through the <u>events</u> ? ※ <i>Events refers to the seminar, workshop, presentation meeting, etc. that deal with the employment of persons with disabilities.</i>

2. The Verification of Reliability

1) The Demographic Information on the Respondents for the Second Survey

Based on the analysis results of content validity, the second survey was conducted to verify the reliability and construct validity of the indicators of the Performance Appraisal of Companies Employing Persons with Disabilities in the Aspect of Social Contribution (Table 4). The statistics about the demographic information on respondents are shown in Table 5.

The second survey was conducted for 120 experts in Japan and 200 experts in South Korea and the return rates were 65% (78 responded) in Japan and 94%(177 responded) in South Korea. Finally the completed 77 questionnaires in Japan and 177 questionnaires in South Korea were used to verify the reliability and construct validity.

<Table 5> The Demographic Information on Reliability and Construct validity

		Age (year)		Gender		Disabilities		Occupation		Work Experience (year)	
		Japan	South Korea	Japan	South Korea	Japan	South Korea	Japan	South Korea	Japan	South Korea
N	Valid	73	173	73	175	73	171	73	169	66	152
	Missing	4	4	4	2	4	6	4	8	11	25
Mean		44.0	35.8	-		-		-		15.5	7.8
Median		44.0	34.0	-		-		-		15.2	6.4
Std. Deviation		11.5	9.7	-		-		-		10.3	6.3
Minimum		20	21.0	1	1	1	1	1	1	0.3	0.1
Maximum		69	61.0	2	2	2	2	3	3	40.3	30.0
Percentiles	25	37.5	28.0	-		-		-		6.9	2.0
	50	44.0	34.0	-		-		-		15.2	6.4
	75	49.5	42.6	-		-		-		20.5	11.0

2) Verification of Reliability

Based on the evaluation of 10 items of three categories were evaluated based on the five-level scale such as very valid, valid, limitedly valid, in-valid and very in-valid, the value of Cronbach's α was measured. Generally when the value of Cronbach's α is beyond 0.80, the tool can be considered as one with high reliability (=the high degree of internal consistency) (Koshiho, 2014).

As for the values of Cronbach's α that were measured with the data(n=77) from Japan, the values of Cronbach's α of three categories showed the high degrees of reliability as follows; ❶Compliance • social norms=0.876, ❷Guarantee of human right • prohibition of discrimination=0.857 and ❸Community resource development=0.848. The reliability of ❶compliance • social norms was highest(Table 6).

As for the values of Cronbach's α that were measured with the data(=177) from South

Korea, the values of Cronbach's α of three categories showed the high degrees of reliability as follows: ❶ Compliance • social norms=0.844', ❷ Guarantee of human right • prohibition of discrimination=0.904 and ❸ Community resource development=0.874. The reliability of the four items of ❷ Guarantee of human right • prohibition of discrimination was highest (Table 7).

<Table 6> Values of Cronbach's α of the Tool for Performance Appraisal of Companies Employing Persons with Disabilities in the Aspect of Social Contribution (Japan) (n=77)

Constructs	Mean	SD	Corrected Item-Total Correlation	Cronbach's alpha if item deleted	Cronbach's alpha
❶ Compliance • Social Norms					.876
Q1	2.58	1.351	.784		
Q2	2.31	1.217	.784		
❷ Guarantee of Human Right • Prohibition of Discrimination					.857
Q3	2.23	1.202	.731	.805	
Q4	2.56	1.343	.805	.771	
Q5	2.38	1.203	.574	.869	
Q6	2.18	1.073	.713	.816	
❸ Community Resource Development					.848
Q7	2.39	1.090	.669	.815	
Q8	2.03	1.063	.770	.769	
Q9	2.04	1.019	.783	.765	
Q10	1.92	.943	.534	.865	

<Table 7> Values of Cronbach's α of the Tool for Performance Appraisal of Companies Employing Persons with Disabilities in the Aspect of Social Contribution (South Korea) (n=177)

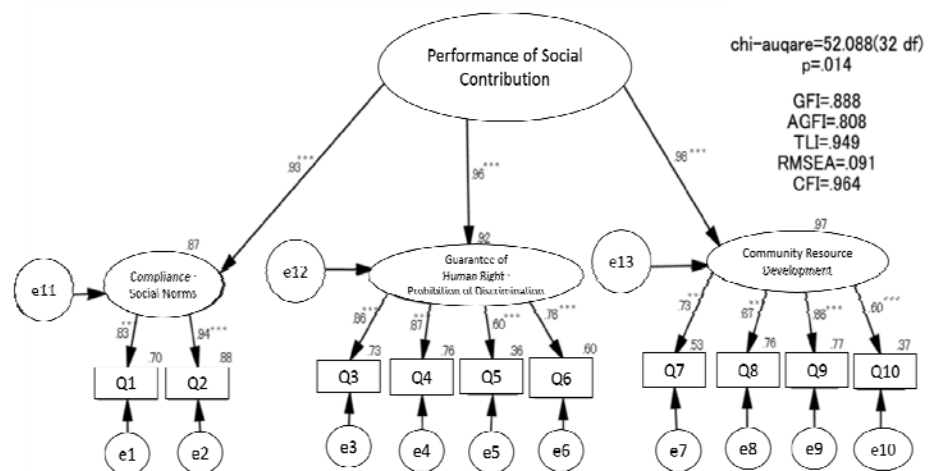
Constructs	Mean	SD	Corrected Item-Total Correlation	Cronbach's alpha if item deleted	Cronbach's alpha
❶ Compliance • Social Norms					.844
Q1	2.91	.943	.730		
Q2	2.68	.907	.730		
❷ Guarantee of Human Right • Prohibition of Discrimination					.904
Q3	2.59	.979	.761	.886	
Q4	2.68	.930	.808	.868	
Q5	2.74	.983	.770	.882	
Q6	2.51	.893	.806	.870	
❸ Community Resource Development					.874
Q7	2.85	.962	.666	.865	
Q8	2.69	.934	.788	.814	
Q9	2.53	.840	.780	.821	
Q10	2.34	.903	.694	.852	

3. Verification of Construct validity

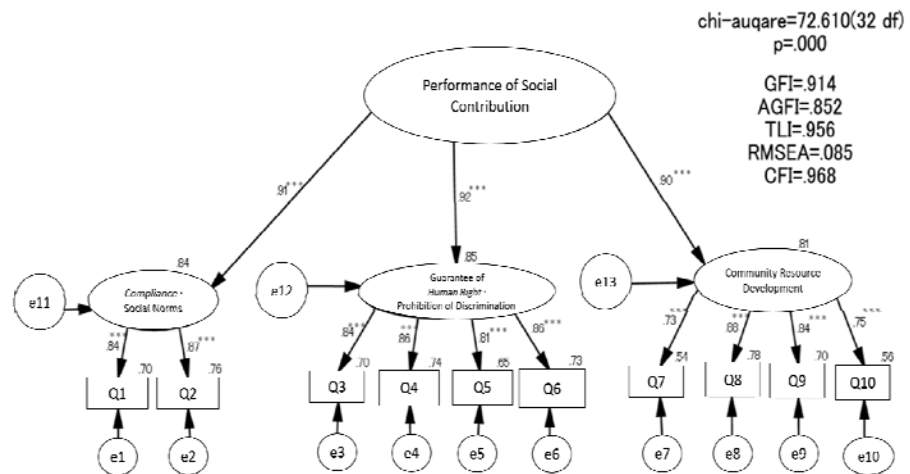
Based on the evaluation of 10 items of three categories were evaluated based on the five-level scale such as very valid, valid, limitedly valid, in-valid and very in-valid, the SEM analysis was conducted. Even though there are over 50 indices for SEM's goodness of fit, this study used GFI (goodness-of-fit index), AGFI (adjusted goodness-of-fit index), CFI (comparative fit index), RMSEA (root-mean-square error of approximation) and TLI (Tucker-Lewis index).

First, using the data (n=77) from Japan, the SEM analysis was conducted for the Tool for the Performance Appraisal of Companies Employing Persons with Disabilities in the Aspect of Social Contribution. In results, all the values of goodness-of-fit indices ranged within the acceptable level; GFI=0.888, AGFI=0.808, CFI=0.964, RMSEA=0.091 and TLI=0.949 (Figure 4).

Next, using the data (n=177) from South Korea, the SEM analysis was conducted for the Tool for the Performance Appraisal of Companies Employing Persons with Disabilities in the Aspect of Social Contribution. In results, all the values of goodness-of-fit indices ranged within the acceptable level; GFI=0.914, AGFI=0.852, CFI=0.968, RMSEA=0.085 and TLI=0.956 (Figure 5).



<Figure 4> SEM Analysis of the Tool for Performance Appraisal of Companies Employing Persons with Disabilities in the Aspect of Social Contribution (Japan) (n=77)



<Figure 5> SEM Analysis of the Tool for Performance Appraisal of Companies Employing Persons with Disabilities in the Aspect of Social Contribution (South Korea) (n=177)

IV. Considerations and Conclusions

This study aimed to develop the tool to comprehensively evaluate the performance of companies employing persons with disabilities in the aspect of social contribution. Since the development of the tool has been attempted for the first time, it is critical to verify the construct and contents of the Tool. Therefore, based on the draft of the Tool for the Performance Appraisal of Companies Employing Persons with Disabilities in the Aspect of Social Contribution by Kim and Han (2015), the content validity, reliability and construct validity were empirically verified.

The content validity of 12 items of three categories from the draft of the Tool such as ❶ Guarantee of human right and prohibition of discrimination (three items), ❷ Community resource development (four items), ❸ Compliance (five items) were verified. In the results of the consultation with experts on the employment of persons with disabilities of South Korea and Japan, the content validity of three categories was verified. However, the result that the majority of 12 items of three categories were not valid came out. The reasons were as follows; 1) the definitions of the words of items were not clear, 2) the relationship between each category and its items was not clear, 3) the several overlapped contents were included and 4) the supplementary explanation about the words in the items needed to be added. Based on the results of the consultation with the experts on the employment of persons with disabilities, the draft that was composed of 12 items of three categories has been modified to the 10 items of three categories including ❶ Compliance and social norm(two items), ❷ Guarantee of human right and prohibition of discrimination (four items), ❸ Community resources development (four items).

And then the reliability and construct validity of the modified tool of 10 items of three categories were verified.

In the results of the verification of reliability through the values of Cronbach's α based on the data from Japan, the values of Cronbach's α of three categories showed the high degrees of reliability as follows; ❶Compliance • social Norms=0.876', ❷Guarantee of human right • prohibition of discrimination=0.857 and ❸Community resource development=0.848. The reliability of two items of ❶Compliance • social norms was highest.

In the results of the verification of reliability through the values of Cronbach's α based on the data from South Korea, the values of Cronbach's α of three categories showed the high degrees of reliability as follows; ❶Compliance • social norms=0.844, ❷Guarantee of human right • prohibition of discrimination=0.904 and ❸Community resource development=0.874. The reliability of four items of ❷Guarantee of human right • prohibition of discrimination was highest. Conclusively the reliability of the Tool was verified based on the data from South Korea and Japan.

The construct validity of the Tool was verified using the goodness-of-fit of the SEM analysis. Based on the data from Japan, all the values of goodness-of-fit indices ranged within the acceptable level; GFI=0.888, AGFI=0.808, CFI=0.964, RMSEA=0.091 and TLI=0.949. And based on the data from South Korea, all the values of goodness-of-fit indices ranged within the acceptable level; GFI=0.914, AGFI=0.852, CFI=0.968, RMSEA=0.085 and TLI=0.956. Conclusively the construct validity of the Tool was verified based on the data from South Korea and Japan.

Finally the Tool for the Performance Appraisal of Companies Employing Persons with Disabilities in the Aspect of Social Contribution that may be used in South Korea and Japan has been developed based on the results of the verification of content validity, reliability and construct validity. That is, the performance of companies employing persons with disabilities in the aspect of social contribution can be evaluated based on the three categories including ❶Compliance • social norms (two items) ❷Guarantee of human right • prohibition of discrimination (four items) and ❸Community resource development (four items)(Figure 6).

However, there were the financial and time limitations, which made the collection of enough data to verify content validity, reliability and construct validity difficult. Therefore, the further verification of reliability and validity of this Tool needs to be conducted by more experts on persons with disabilities. Furthermore, the research to clarify the performance in the aspect of economic results as well as social contribution needs to be conducted in the future.

Performance Appraisal Tool for Companies Employing Persons with Disabilities in the Aspect of Social Contribution						
1) This is tool for the performance appraisal for companies employing persons with disabilities in the aspect of social contribution. 2) Please check the (O) corresponding to the answer that you think is most appropriate for each question between Q1 and Q10.						
Total ①+②+③					/100	
① Compliance • Social Norms						
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q1	Have the employment quota rate for persons with disabilities been attained pursuant to the Act on Employment Promotion for Disabled Persons?	5	4	3	2	1
Q2	Have the plans or policies to maintain and settle the employment rate of persons with disabilities been established?	5	4	3	2	1
① Total Score of Compliance • Social Norms					/20	
② Guarantee of Human Right • Prohibition of Discrimination						
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q3	Have the <u>diversity</u> has been attained by planning and implementing the education for understanding persons with disabilities? <i>※ Diversity in society refers to the acknowledgment and respect of the characteristics such as age, gender, disabilities, etc. and the embracement of diverse people of abilities.</i>	5	4	3	2	1
Q4	Have the <u>working conditions</u> (provision of personnel) that the characteristics of disabilities are taken into consideration been provided? <i>※ The working conditions that the characteristics of disabilities are taken into consideration refer to the working environments that provide personnel who can assist the job performance of persons with disabilities or improve it, for example, sign language interpreter, job coach and vocational life counselor for employees with disabilities.</i>	5	4	3	2	1
Q5	Have the <u>barrier-free</u> working environments been made? <i>※ Barrier-free refers to providing the assistance to help persons with disabilities settle in workplaces by installing or modifying equipments, purchasing assistant aids, etc.</i>	5	4	3	2	1
Q6	Has the <u>fair labor management</u> regardless of with or without disabilities been practiced? <i>※ Fair labor management refers to fairly providing employees with the opportunities including employment, working hours, wage, promotion, working conditions, etc.</i>	5	4	3	2	1
② Total Score of Guarantee of Human Right • Prohibition of Discrimination					/40	
③ Community Resource Development						
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q7	Have the <u>community organizations</u> been networked? <i>※ The networking of community organization refers to connect community organizations including community welfare centers, NPO, private educational organizations (special school, etc.), the Korea Employment Agency for the Disabled, etc. to employ persons with disabilities, maintain the employment and settle them in workplaces.</i>	5	4	3	2	1
Q8	Has the sheltered-workplace for the disabled been installed to activate the community? Or have a number of persons with disabilities been employed?	5	4	3	2	1
Q9	Have the programs to develop the competence of employees with disabilities been implemented or planned? <i>※ The development of competence of persons with disabilities refers to the vocational training and practices to utilize the human resource with disabilities.</i>	5	4	3	2	1
Q10	Have the efforts to provide the opportunity for voluntary works of community members been taken through the events? <i>※ Events refers to the seminar, workshop, presentation meeting, etc. that deal with the employment of persons with disabilities.</i>	5	4	3	2	1
③ Total Score of Community Resource Development					/40	
Calculation		• Please do the sum of three sub-totals. • Each answer of questions can be changed to the corresponding score; strongly agree=10, agree=8, neutral=6, disagree=4, strongly disagree=2.				

<Figure 6> Tool for the Performance Appraisal for Companies Employing Persons with Disabilities in the Aspect of Social Contribution

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Asian Journal of Human Services

VOL.10 April 2016

CONTENTS

ORIGINAL ARTICLES

Exploring the benefits and uses of musical experiences in the context of dementia care.....	Kagari SHIBAZAKI, et al.	1
---	--------------------------	---

Indices of Undernutrition in the Care-dependent Elderly.....	Yuko FUJIO, et al.	16
--	--------------------	----

A Study on the Development of the Tool for the Performance Appraisal for Companies Employing Persons with Disabilities : Centering on the Development of the Tool for the Performance Appraisal for Companies Employing Persons with Disabilities in the Aspect of Social Contribution.....	Moonjung KIM	25
---	--------------	----

The Definition and Current State of the Education for Children with Developmental Disabilities and the Tasks for the Education for Them in the Aspects of System and Policy.....	Haejin KWON, et al.	41
---	---------------------	----

Research of the Effect of Social Service User's Perceived Adequacy of Cost on Service Satisfaction : Focusing on the user of Community Service Investment.....	Ikuno MATSUDA, et al.	57
---	-----------------------	----

The Performance Verification of Foreign Language Activity Using TPR for the Elementary Students with Intellectual Disabilities.....	Minami KINJO, et al.	68
--	----------------------	----

Comparing Employment Quota Systems for Disabled People between Korea and Japan.....	Sunwoo LEE, et al.	83
---	--------------------	----

SHORT PAPER

A Study on the Standardization of the SNEAT : The Verification of Reliability and Validity of the SNEAT based on the Data from Miyagi Prefecture...	Changwan HAN, et al.	93
--	----------------------	----

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