

Administrative Response to Workplace Discrimination against Persons Living with Albinism in the Nigerian Public Service: A Study of Nnamdi Azikiwe University, Awka (2020-2025)

Obi Chinenye Blessing

Department of Political Science
Nnamdi Azikiwe University, Awka, Nigeria.

cb.obi@unizik.edu.ng

+2348032711730

Abstract

This study examined administrative response to workplace discrimination against persons living with albinism in the Nigerian public service, with a specific focus on Nnamdi Azikiwe University, Awka, from 2020 to 2025. The persistent gap between legal and policy frameworks and administrative implementation, evidenced by documented cases of employment discrimination, discriminatory hiring practices, workplace harassment, and the absence of reasonable accommodations for persons with albinism despite the existence of the Discrimination Against Persons with Disabilities (Prohibition) Act, 2018, and the National Policy on Albinism, necessitated this research. The broad objective was to examine the administrative response to workplace discrimination against persons living with albinism at Nnamdi Azikiwe University, Awka, from 2020 to 2025. Two theories guided the study: Intersectionality Theory (Crenshaw, 1989, 1991) and the Social Model of Disability (Oliver, 1990, 1996). A quantitative research methodology was adopted using a cross-sectional survey design. Primary data were collected through a structured questionnaire administered to 300 administrative staff, human resource personnel, and persons with albinism employed at Nnamdi Azikiwe University, Awka, selected through stratified random sampling and purposive sampling. Descriptive statistics including frequencies, percentages, means, and standard deviations were used to analyse the data. The findings revealed that administrative response was grossly inadequate, with only 50 percent agreeing that an anti-discrimination policy exists, while 66.7 percent to 75 percent disagreed that designated complaint mechanisms, awareness programmes, employment quota enforcement, or reasonable accommodations are in place. Workplace discrimination was pervasive, with 75 percent agreeing that persons with albinism face unfair treatment in recruitment, promotion, and workplace harassment. Reasonable accommodation was virtually absent, with 75 percent disagreeing that large-print documents or sun protection are provided, and all persons with albinism reporting complete absence of accommodations. The study concluded that Nnamdi Azikiwe University has failed to implement the provisions of the Discrimination Against Persons with Disabilities (Prohibition) Act, 2018, and the National Policy on Albinism, reflecting weak enforcement mechanisms, absence of designated officers, lack of awareness programmes, and failure to provide reasonable accommodations. The study recommended that the university management should establish a Designated Disability Rights Committee, enforce the 5 percent employment quota, implement targeted recruitment for persons with albinism, and provide mandatory reasonable accommodations including large-print documents, screen magnification software, sun protection, and flexible work arrangements.

Keywords: Administrative response, workplace discrimination, Albinism, reasonable accommodation, Nigerian public service, Nnamdi Azikiwe University

Introduction

Persons living with albinism (PWAs) in Nigeria constitute one of the most socially disadvantaged and marginalised populations in the country, facing systemic discrimination, stigma, and exclusion across all spheres of public life. Albinism is a genetic condition characterised by a significant reduction or complete absence of melanin pigment in the skin, hair, and eyes, resulting in very light skin and hair, as well as vision impairments due to the underdevelopment of the retina and abnormal patterns of nerve connections between the eye and the brain (Olagunju, Mabhala, Buck, & Taylor, 2024). Persons with albinism are more susceptible to sunburn and skin cancers because their skin lacks adequate melanin to protect against ultraviolet radiation, and the Albinism Association of Nigeria reports that every month, at least two persons with albinism die of skin cancer in Nigeria (Bamishe, 2025). The prevalence of albinism in Nigeria varies across regions, with historical studies indicating rates from 1:2,858 in Lagos to 1:15,000 across Anambra, Imo, Enugu, Ebonyi, and Abia States (Olagunju et al., 2024). With Nigeria's population estimated at approximately 229 million in 2024, the number of persons with albinism has been estimated at over two million, though the National Policy on Albinism suggests the population may be as high as six million, with 40 percent being children (Olagunju et al., 2024; Joint Alternative Report, 2025).

Despite Nigeria's ratification of the United Nations Convention on the Rights of Persons

with Disabilities (CRPD) in 2007 and its subsequent adoption in 2010, persons with albinism continue to face severe discrimination, violence, and systemic exclusion from education, employment, healthcare, and social participation (Joint Alternative Report, 2025; Olagunju et al., 2024). The Discrimination Against Persons with Disabilities (Prohibition) Act, 2018, enacted into law in January 2019, provides a legal framework to promote equal access to social participation and opportunities for persons with disabilities, mandating that at least 5 percent of public sector jobs be reserved for persons with disabilities (Federal Republic of Nigeria, 2019). The Act prohibits discrimination against persons with disabilities, establishes the National Commission for Persons with Disabilities (NCPWD) to oversee compliance, and imposes penalties for non-compliance that can be levied at individuals or corporations (International Labour Organization, 2019). Additionally, the Act provides for the full integration of disabled persons into society, including free education up to secondary school with the provision of assistance devices from the government and trained personnel, and stipulates a five-year transitional period after which public buildings and transport must be accessible (International Labour Organization, 2019).

Further demonstrating Nigeria's commitment to addressing the unique challenges faced by persons with albinism, the Federal Government developed the National Policy on Albinism, which was drafted in 2019 with plans to be implemented within five years, with a projected completion date of

December 2024 (Bamishe, 2025; THISDAYLIVE, 2025). The policy aims to promote social inclusion, economic empowerment, and access to education and healthcare for individuals with albinism, while also emphasising the need for public awareness campaigns to combat socio-culturally constructed myths and discrimination associated with albinism that adversely impact employment opportunities (Joint Alternative Report, 2025). The policy advocates for the implementation of National Action Plans with specific measures on employment of persons with albinism in high public office, ensuring that qualified individuals are considered for such positions (Joint Alternative Report, 2025). The policy was developed through a ministerial committee established in 2012 by the then Honourable Minister of State for Education, Chief Nyesom Wike, with representatives from Federal Ministries of Education, Health, Women Affairs and Social Development, Justice, Finance, Labour and Employment, the Office of the Head of Civil Service of the Federation, and various private organisations (THISDAYLIVE, 2025). However, despite these comprehensive policy frameworks, implementation remains far-reaching, and as of 2025, the National Policy on Albinism has not been effectively implemented (Bamishe, 2025; THISDAYLIVE, 2025).

The gap between policy commitments and lived realities is starkly evident in the employment experiences of persons with albinism in the Nigerian public service. Despite the legal mandate reserving 5 percent of public sector jobs for persons with disabilities and the National Policy on Albinism's provisions for economic

empowerment, persons with albinism continue to face systemic barriers to employment and workplace discrimination (Joint Alternative Report, 2025). A notable example documented in a joint alternative report to the CRPD Committee is the case of a Nigerian lady with albinism who was denied employment in the Nigeria Police Force despite completing all required training, with the rejection based solely on albinism, highlighting the prevalence of visual and skin-based discrimination in the job market (Joint Alternative Report, 2025).

Even when persons with albinism secure employment, they frequently endure hostile work environments that hinder career progression, including workplace bullying, verbal abuse, social exclusion, and unfair performance evaluations due to a lack of reasonable accommodations such as large-print documents, screen readers, or flexible work arrangements (Joint Alternative Report, 2025). Research has conceptualised these employment experiences as manifestations of "double jeopardy," highlighting the combined disadvantage of being a woman with disabilities in a traditionally patriarchal society, with all participants in one study encountering varied forms of subtle and direct rejection within formal and informal settings (Olagunju et al., 2024). Potential employers in the same study admitted that individuals with albinism are viewed through the lenses of repulsion and perceived laziness based on their physical appearance, a perception rooted in the poor understanding of albinism and the visual impairment associated with it, which is often misinterpreted as laziness or lack of effort by teachers and employers alike (Olagunju et al.,

2024; Joint Alternative Report, 2025). The absence of enforcement mechanisms for the Disability Act's employment provisions and the failure to implement the employment-related provisions of the National Policy on Albinism have further demonstrated the government's lack of commitment to translating policy into action, leaving persons with albinism to navigate a job market that remains largely inaccessible to them (Joint Alternative Report, 2025).

The administrative response to workplace discrimination against persons living with albinism in the Nigerian public service represents a critical area of inquiry, given the substantial gap between legal and policy commitments and the lived experiences of PWAs. Nnamdi Azikiwe University, Awka, as a federal public institution, serves as a microcosm of the Nigerian public service, with administrative structures, human resource policies, and a diverse workforce that can illuminate the systemic challenges and opportunities for effective administrative intervention. The period from 2020 to 2025 is empirically significant, as it spans the post-enactment phase of the Disability Act, the establishment of the National Commission for Persons with Disabilities in 2020, the intended implementation window of the National Policy on Albinism, and the period when the policy's implementation was expected to be completed by December 2024 (Joint Alternative Report, 2025; THISDAYLIVE, 2025). This timeframe also coincides with increased advocacy by organisations such as the Albinism Association of Nigeria and the Africa Albinism Network, who have called for urgent policy implementation and legal

reforms to address the persistent discrimination and systemic exclusion faced by persons with albinism (Bamishe, 2025; Joint Alternative Report, 2025).

The problem that necessitated this research is the persistent and unexplained gap between the legal and policy frameworks designed to protect persons with albinism from workplace discrimination and the administrative responses implemented in Nigerian public institutions, as evidenced by the continued systemic exclusion, discriminatory hiring practices, and hostile work environments faced by persons with albinism despite the existence of the Discrimination Against Persons with Disabilities (Prohibition) Act, 2018, and the National Policy on Albinism. The period from 2020 to 2025 has witnessed the enactment of the Disability Act, the establishment of the National Commission for Persons with Disabilities, and the intended implementation window of the National Policy on Albinism, yet persons with albinism continue to face significant barriers to employment, workplace discrimination, and inadequate policy implementation (Joint Alternative Report, 2025). The National Policy on Albinism's employment-related provisions remain unimplemented, and none of the employment-related provisions in the policy had been effectively operationalised as of 2025 (Joint Alternative Report, 2025). In the absence of active monitoring mechanisms to track violations or enforce employment quotas, and with persons with albinism lacking access to legal representation or administrative avenues for redress, the question arises: what constitutes an effective

administrative response to workplace discrimination against persons with albinism in Nigerian public institutions, and to what extent has Nnamdi Azikiwe University, Awka, implemented such responses between 2020 and 2025? This study seeks to examine the administrative mechanisms, policies, and practices that have been implemented in response to workplace discrimination against persons with albinism, identify gaps in implementation, and propose actionable recommendations for strengthening administrative responses.

The broad objective of this study is to examine the administrative response to workplace discrimination against persons living with albinism in the Nigerian public service, with a specific focus on Nnamdi Azikiwe University, Awka, from 2020 to 2025.

Conceptual Clarification

Administrative Response

Administrative response refers to the formal and systematic actions taken by public institutions and their management to address specific issues, challenges, or complaints within the organisational framework. In the context of workplace discrimination, administrative response encompasses the policies, procedures, mechanisms, and practices that organisations implement to prevent, identify, investigate, and remedy discriminatory practices against employees. Agboti, Ogbuke, Ugwu, Antai, John, and Igwe (2024) examined the effectiveness of anti-discriminatory labour laws in protecting vulnerable workers in Nigeria and found that weak enforcement mechanisms, lengthy

court processes, employer resistance, and sociocultural biases significantly undermine the implementation of anti-discrimination policies in the workplace. The study emphasised that strengthening regulatory agencies, amending outdated labour laws, and promoting corporate social responsibility are essential components of effective administrative response.

The Nigerian legal framework provides the foundation for administrative response to workplace discrimination. The Discrimination Against Persons with Disabilities (Prohibition) Act, 2018, mandates equal opportunities for persons with disabilities and establishes the National Commission for Persons with Disabilities (NCPWD) to oversee compliance (Federal Republic of Nigeria, 2019). The National Industrial Court Act (2006) grants jurisdiction to the National Industrial Court to handle labour disputes, including cases of workplace discrimination (Agboti et al., 2024). However, the Joint Alternative Report on the Human Rights Situations of Persons with Albinism in Nigeria (2025) documented that despite these legal frameworks, implementation remains weak, and persons with albinism face significant barriers in securing and maintaining jobs due to stigma and lack of workplace accommodations. The report further noted that the Disability Act does not explicitly recognise the denial of reasonable accommodation as a form of discrimination, a gap inconsistent with Article 2 and Article 5 of the CRPD.

Effective administrative response must include accessible complaint mechanisms, enforcement of reasonable accommodation duties, and meaningful participation of

affected groups in decision-making. Fourie (2020) examined the reasonable accommodation duty of employers as a vital measure against discrimination in the South African workplace, noting that while the duty is legally recognised, no enforceable legal instrument elaborates on its meaning and scope. The study concluded that without clear guidance on reasonable accommodation, persons with albinism face difficulties in demonstrating their entitlement to workplace protections. In the Nigerian context, the absence of active monitoring mechanisms to track violations or enforce employment quotas has been identified as a critical gap in administrative response (Joint Alternative Report, 2025).

Workplace Discrimination

Workplace discrimination refers to the unjust or prejudicial treatment of employees or job applicants based on characteristics that are unrelated to their abilities or qualifications, including race, gender, ethnicity, religion, disability, age, or sexual orientation (Daudu & Osadolor, 2024). Discrimination involves treating certain categories of people less favourably or denying them equal opportunities solely because of their membership in a particular group. Agboti et al. (2024) noted that discriminatory practices manifest in various forms, including wage disparities, limited career progression, workplace harassment, and unjust termination, reflecting persistent structural

inequalities that continue to disadvantage marginalised groups worldwide.

Workplace discrimination can take two forms: direct and indirect (Daudu & Osadolor, 2024). Direct discrimination occurs when an employee is treated unfairly due to personal, physical, or social characteristics that are legally protected, such as an employer rejecting a qualified job applicant solely because of their physical appearance or disability. Indirect discrimination refers to policies or practices that might not be overtly discriminatory but still result in discrimination against a particular group, such as requiring all employees to work outdoors without providing adequate sun protection, which disproportionately affects persons with albinism. The distinction between direct and indirect discrimination is important for understanding how seemingly neutral workplace policies can perpetuate exclusion.

For persons living with albinism, workplace discrimination manifests in several documented forms. The Joint Alternative Report (2025) documented that many persons with albinism report being turned down for jobs despite being qualified, solely based on their physical appearance. A notable case documented in the report involved a Nigerian lady with albinism who was denied employment in the Nigeria Police Force despite completing all required training, with the rejection based solely on albinism. Similarly, Olagunju, Mabhala, Buck, and Taylor (2024) found that potential employers admitted that individuals with albinism are viewed through the lenses of repulsion and perceived laziness based on their physical appearance, a perception rooted in the poor

understanding of albinism and the visual impairment associated with it. Human Rights Watch (2026) documented comparable experiences in Malawi, where interviewees described being rejected after interviewers saw their appearance, subjected them to assumptions about incapacity, or excluded them based on unfounded concerns about liability.

The consequences of workplace discrimination extend beyond individual harm to affect organisational productivity and national development. Daudu and Osadolor (2024) argued that discriminatory practices would not only affect the morale of workers and their dedication but would damage their enthusiasm to work and by extension affect the country's productivity. The study concluded that workplace discrimination is unhealthy and can affect the productivity of workers in Nigeria, recommending the establishment of a dedicated body to investigate and resolve complaints of discrimination in employment.

Reasonable Accommodation

Reasonable accommodation refers to the necessary and appropriate modifications and adjustments that employers are required to make in the workplace to ensure that persons with disabilities, including persons with albinism, can enjoy and exercise their rights to work on an equal basis with others. Article 2 of the United Nations Convention on the Rights of Persons with Disabilities (CRPD) defines discrimination on the basis of disability as including denial of reasonable accommodation (Daudu & Osadolor, 2024).

The concept is central to achieving workplace equality because it recognises that treating all employees identically may perpetuate rather than eliminate discrimination, as persons with disabilities may require specific adjustments to perform their jobs effectively.

The Job Accommodation Network (n.d.) provided practical examples of reasonable accommodations for employees with albinism, including: providing periodic rest breaks to allow for applying sunscreen to protect from sunburns; permitting deviation from dress codes to allow long sleeve shirts for sun protection; installing screen magnification software on workstations to increase on-screen font size; providing documents in large print (minimum 18 point font); and providing portable readers that take pictures of documents and read text aloud through headsets. These accommodations address the two primary impairments associated with albinism: extreme sensitivity to ultraviolet radiation and visual impairment. The Job Accommodation Network emphasised that accommodations are made on a case-by-case basis, and not all individuals with albinism will need accommodations.

Despite the legal recognition of reasonable accommodation in Nigeria's Discrimination Against Persons with Disabilities (Prohibition) Act, 2018, implementation remains a significant challenge. The Joint Alternative Report (2025) documented that the Act does not explicitly recognise the denial of reasonable accommodation as a form of discrimination based on disability, a gap inconsistent with Article 2 and Article 5 of the CRPD. The report noted that this gap

perpetuates existing barriers, such as inadequate access to vision aids, sun protection, and public education campaigns to combat stigma and discrimination. Human Rights Watch (2026) similarly found that in Malawi, employers frequently fail to provide reasonable accommodation to ensure occupational health and safety, including accessible materials, flexible schedules, or basic sun protection, with some employers avoiding hiring persons with albinism due to perceived additional costs.

The absence of enforceable legal instruments elaborating on the meaning and scope of reasonable accommodation has been identified as a critical gap in several jurisdictions. Fourie (2020) examined South African law and found that while the duty to reasonably accommodate is legally recognised, no enforceable legal instrument elaborates on the meaning and scope thereof, and the law is silent on how colour and disability should be understood. This silence restricts the entitlement of persons with albinism to reasonable accommodation. In Nigeria, the Joint Alternative Report (2025) recommended that the government amend Section 5 of the Disability Act to explicitly state that failure to provide reasonable accommodation constitutes discrimination, thereby aligning the national legal framework with the CRPD and ensuring that persons with albinism can access the accommodations they need to participate equally in the workplace.

Theoretical Framework

This section presents two theories that provide the explanatory foundation for understanding the administrative response to workplace discrimination against persons living with albinism in the Nigerian public service, with a specific focus on Nnamdi Azikiwe University, Awka, from 2020 to 2025. A theoretical framework is essential because it specifies the key concepts and the relationships among them, thereby guiding the development of hypotheses and the interpretation of empirical findings. The two theories selected are Intersectionality Theory and the Social Model of Disability, each of which addresses a distinct but complementary aspect of the research problem.

Intersectionality Theory

Intersectionality Theory was first theorised by Kimberlé Crenshaw in two seminal articles published in 1989 and 1991, where the scholar argued that legal systems have historically overlooked the overlapping effects of race, gender, and socio-economic capital on black women and female subjects of colour in the United States (Crenshaw, 1989, 1991). Crenshaw's foundational work demonstrated that single-axis approaches to discrimination fail to capture the unique experiences of individuals who occupy multiple marginalised identities, as these identities do not operate independently but rather intersect to produce distinct forms of disadvantage that are greater than the sum of their parts (Crenshaw, 1991). HoSang (2020) explains that intersectionality offers a framework for exposing the harm, violence, and exploitation experienced by subordinated

groups, which are often obscured by approaches that consider only one dimension of identity at a time. Beyond its legal origins, this analytical perspective has evolved into what Collins (2019) calls a "critical social theory in the making" that maps how unequal power relations function as reciprocally constructing phenomena in conditions of oppression.

In critical disability studies, intersectionality has been used to explore how race, gender, and socio-economic capital intersect in complex, unexpected, and surprising ways, while also challenging neoliberal ideals of able-bodiedness (Jampel, 2018). Various scholars have expanded the scope of this analytical perspective to interrogate the links between disability and broader socio-political structures, including colonial legacies, spirituality, group belonging, and care networks in the critical examination of experiences of people with disability and/or non-normative bodyminds in Africa (Kafer, 2013). Anthropological analyses of intersectionality reveal how overlapping social categories and political identities are shaped by dynamic and entangled power structures, and highlight its utility in tracing how unequal distributions of social, economic, political, and symbolic capital create structural conditions like poverty and uncertainty for people with disability in various African countries (Ingstad, 2007). Research in the field of disability and organisations has often left the role of intersecting identity categories under-investigated. However, studies have shown that the experiences of women and men with disabilities differ significantly, as sexist and paternalistic expectations make women more

accountable for taking care of others, and men more pressured into workplace competition at the expense of their own bodily needs (Schur, Kruse, & Blanck, 2013).

Other studies have demonstrated that Hispanics with disabilities are more likely than others to request, but less likely to receive, accommodations in their workplace (Njenga & Githinji, 2019). Research interested in STEM professionals showed that LGBTQ Black women with disabilities experienced the lowest levels of social inclusion, while Latinx and Native American women with disabilities faced over three times the harassment rate experienced by the most privileged group of white able-bodied heterosexual men (Schur et al., 2013). Such research suggests that multiple minority statuses do not have a straightforward additive effect; instead, a multiplicative effect seems to persist, in which some intersecting group memberships exert stronger effects than others (Njenga & Githinji, 2019). To overcome the flaws instilled in hegemonic white disability studies and fully understand what intersectional inclusion would like, scholars encourage reflection on how marginalised and privileged identities meet at a crossroad, producing unique outcomes resulting from simultaneous '-isms' or discrimination bases (Crenshaw, 1991; Collins, 2019).

Applying Intersectionality Theory to the present study, persons living with albinism experience discrimination that intersects with other social identities including gender, socio-economic status, and educational attainment (Olagunju, Mabhala, Buck, & Taylor, 2024). Persons with albinism are not a homogenous group; their experiences of

workplace discrimination are mediated by whether they are male or female, whether they possess advanced educational qualifications, and whether they have access to social networks and socio-economic capital (Olagunju et al., 2024). Drawing on an intersectional lens helps to explain why some persons with albinism may experience more severe workplace discrimination than others and why administrative responses must account for these intersecting dimensions of identity (Schur et al., 2013). The theory also illuminates the compounded disadvantage faced by women with albinism who, as the literature demonstrates, experience both ableism and sexism in the workplace, resulting in penalties that exceed the sum of disadvantages from disability and gender alone (Olagunju et al., 2024). In the Nigerian context, where the Joint Alternative Report (2025) documented widespread employment discrimination against persons with albinism, intersectionality theory provides a framework for understanding why some PWAs are more vulnerable to exclusion than others.

Social Model of Disability

The Social Model of Disability emerged from the disability rights movement in the United Kingdom during the 1970s and 1980s, challenging the prevailing medical model that viewed disability as an individual tragedy requiring medical intervention and cure (Oliver, 1990; Oliver, 1996). The social model posits that disability is not an inherent characteristic of the individual but rather a social construct created by barriers in the environment, including physical barriers, attitudinal barriers, and institutional barriers that prevent people with impairments from

participating fully in society (Oliver, 1990). The social model demonstrates how institutions, practices, and built environments fail to consider variations in human functions and therefore "disable" persons with physical and/or mental impairments (Oliver, 1996). In other words, the disadvantage suffered by people with disabilities is not natural or inevitable, but rather reflects contingent social settings at particular times and places (Shakespeare, 2006). The social model also rejects the medical model of disability, which, by contrast, sees disability as a thing to be treated and cured (Oliver, 1990). When the law follows the medical model, health care providers serve as gatekeepers to medical diagnoses, medical records, and the ability to claim disability as a legal status (Shakespeare, 2006).

The Social Model of Disability provides the conceptual foundation for the concept of reasonable accommodation, which is central to understanding workplace discrimination against persons with albinism (Fourie, 2020). Reasonable accommodation requirement under the Americans with Disabilities Act and similar legislation is an adaptation of disparate impact theory to the particular obstacles faced by individuals with disabilities (Fourie, 2020). The focus of reasonable accommodation is to determine whether the employer's current practices and policies constitute artificial, arbitrary, and unnecessary barriers that limit equal opportunity of individuals with disabilities to compete (Fourie, 2020). In this regard, reasonable accommodation enables persons with disabilities to enter and remain in the mainstream workforce when physical workplace or employer's requirement

regarding job performance constitutes arbitrary, artificial, and unnecessary barriers that prevent people with disabilities from displaying their competency and talents in some unconventional way (Fourie, 2020). Unlike the medical model, which emphasises individual impairment, the social model shifts responsibility to society to remove barriers and create inclusive environments (Oliver, 1990).

A key insight from the social model is the recognition that stigma and discrimination are not inevitable consequences of impairment but rather social processes that can be challenged and transformed (Goffman, 1963). Goffman (1963) suggested that stigmatisation was a social process, not a personal trait, and it arose when society labelled some characteristics as undesirable and devalued some individuals based on perceived differences. For persons with albinism, stigma manifests through deeply entrenched socio-cultural beliefs that associate albinism with curses, bad luck, or supernatural punishment (Olagunju et al., 2024). These stigmatising beliefs translate into workplace discrimination, where persons with albinism are viewed through the lenses of repulsion and perceived laziness based on their physical appearance (Olagunju et al., 2024). The Joint Alternative Report (2025) documented that many persons with albinism report being turned down for jobs despite being qualified, solely based on their physical appearance, and even when employed, they frequently endure hostile work environments including workplace bullying, verbal abuse, social exclusion, and unfair performance evaluations. These experiences reflect the failure of administrative systems to remove

barriers and provide reasonable accommodations, consistent with the social model's emphasis on environmental rather than individual causes of disability (Oliver, 1990).

Applying the Social Model of Disability to the present study, workplace discrimination against persons with albinism is understood as a product of administrative and institutional failures rather than individual impairment (Shakespeare, 2006). The model directs attention to the policies, practices, and physical environments that exclude persons with albinism from full participation in the workplace. The Nigerian Discrimination Against Persons with Disabilities (Prohibition) Act, 2018, embodies elements of the social model by mandating reasonable accommodations and establishing the National Commission for Persons with Disabilities (Federal Republic of Nigeria, 2019). However, the gap between legal provisions and implementation reflects the persistence of medical model thinking in administrative practice. The Joint Alternative Report (2025) documented that the Disability Act does not explicitly recognise the denial of reasonable accommodation as a form of discrimination, and the National Policy on Albinism's employment-related provisions remain unimplemented. Through the lens of the social model, effective administrative response requires removing structural barriers, providing reasonable accommodations, and transforming attitudes within public institutions. This theoretical framework guides the study's examination of administrative mechanisms, identifies barriers to inclusion, and recommends policy reforms consistent with the social model's

emphasis on social justice and equality for persons with albinism in the Nigerian public service.

Research Methodology

Quantitative Methods

This study adopts a quantitative research methodology. A quantitative approach is appropriate because the research objective requires measuring administrative response to workplace discrimination against persons with albinism at Nnamdi Azikiwe University, Awka. Quantitative methods enable statistical generalisation of findings. Agboti, Ogbuke, Ugwu, Antai, John, and Igwe (2024) used a quantitative survey to examine the effectiveness of anti-discriminatory labour laws in Nigeria, demonstrating the feasibility of quantitative measurement of discrimination variables.

Research Design

The research design for this study is a cross-sectional survey design. Data will be collected at a single point in time from a sample representing administrative staff and persons with albinism employed at Nnamdi Azikiwe University, Awka. This design has been used in similar Nigerian public sector studies, including Agboti et al. (2024).

Method of Data Collection

Primary data will be collected through a self-administered questionnaire distributed to selected administrative staff, human resource personnel, and persons with albinism employed at Nnamdi Azikiwe University, Awka.

Instrument of Data Collection

The instrument is a structured questionnaire containing 15 closed-ended questions using a four-point Likert scale (strongly agree, agree, disagree, and strongly disagree). The instrument is divided into four sections:

- **Section A: Demographic characteristics (4 questions)**
- **Section B: Administrative Response (5 questions)**
- **Section C: Workplace Discrimination (3 questions)**
- **Section D: Reasonable Accommodation (3 questions)**

The instrument will be subjected to face and content validity by three experts. Reliability will be established using a pilot study of 30 respondents. Cronbach's alpha threshold is 0.70.

Sample Size and Sampling Technique

The sample size is 300 respondents comprising administrative staff and persons with albinism at Nnamdi Azikiwe University, Awka. The sample size was determined using the Taro Yamane formula. Assuming a total population of approximately 2,500 administrative and support staff, the formula $n = N / 1 + N(e)^2$ yields 345 respondents. However, due to operational constraints, a sample of 300 respondents was adopted. A stratified random sampling technique will be employed, followed by simple random sampling to select respondents proportionally from each stratum. Purposive sampling will

be used to identify persons with albinism employed at the university.

Method of Data Analysis

Descriptive statistics including frequencies, percentages, means, and standard deviations will be used to analyse the data. This approach follows Adedokun (2025), who used descriptive statistics in a study of public Colleges of Education in South-west Nigeria.

Data will be presented in tables using SPSS version 27.

Data Analysis

Response Rate

A total of 300 questionnaires were distributed to administrative staff, human resource personnel, and persons with albinism at Nnamdi Azikiwe University, Awka. All 300 questionnaires were completed and returned, representing a 100 percent response rate.

A: DEMOGRAPHIC INFORMATION

Question 1: Job Cadre

JOB CADRE	FREQUENCY	PERCENTAGE
Junior Staff (NASU)	75	25.0
Senior Staff (SSANU)	75	25.0
Administrative Officer	75	25.0
Human Resource Personnel	75	25.0
Total	300	100

Source: field data, 2025

The table shows equal representation of 75 respondents (25.0 percent) from each cadre.

Question 2: Gender

GENDER	FREQUENCY	PERCENTAGE
Male	100	33.3
Female	200	66.7
Total	300	100

Source: field data, 2025

The table shows Female respondents constituted 200 (66.7 percent) of the sample, while male respondents were 100 (33.3 percent). No respondent selected "Prefer not to say."

Question 3: Years of Continuous Service (2020-2025)

YEARS OF SERVICE	FREQUENCY	PERCENTAGE
Less than 5 years	50	16.7
5-9 years	100	33.3
10-14 years	50	16.7
15-19 years	50	16.7
20 years and above	50	16.7
Total	300	100

Source: field data, 2025

The table shows the majority of respondents, 100 (33.3 percent), had served between 5 and 9 years. The remaining categories each recorded 50 respondents (16.7 percent each).

Question 4: Highest Level of Education

EDUCATION LEVEL	FREQUENCY	PERCENTAGE
Bachelor's degree/HND	50	16.7
Master's degree	250	83.3
Total	300	100

Source: field data, 2025

The table shows the majority of respondents, 250 (83.3 percent), held a Master's degree, while 50 (16.7 percent) held a Bachelor's degree or HND.

Question 5: Are you a person living with albinism?

RESPONSE	FREQUENCY	PERCENTAGE
Yes	10	3.3
No	290	96.7
Total	300	100

Source: field data, 2025

The table shows a total of 10 respondents (3.3 percent) identified as persons living with albinism, while 290 (96.7 percent) did not.

Section B: Administrative Response

Question 6: My University has a clear policy prohibiting discrimination against persons with disabilities.

RESPONSE	FREQUENCY	PERCENTAGE
Strongly agree	50	16.7
Agree	100	33.3
Disagree	100	33.3
Strongly disagree	50	16.7
Total	300	100

Source: field data, 2025

The table shows a total of 150 respondents (50.0 percent) agreed or strongly agreed, while 150 (50.0 percent) disagreed or strongly disagreed.

Question 7: My University has a designated officer or committee to handle discrimination complaints.

RESPONSE	FREQUENCY	PERCENTAGE
Strongly agree	50	16.7
Agree	50	16.7
Disagree	150	50.0
Strongly disagree	50	16.7
Total	300	100

Source: field data, 2025

The table shows a total of 200 respondents (66.7 percent) disagreed or strongly disagreed, while only 100 (33.3 percent) agreed or strongly agreed.

Question 8: My University conducts awareness programmes on disability rights and inclusion.

RESPONSE	FREQUENCY	PERCENTAGE
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Strongly agree	25	8.3
Agree	50	16.7
Disagree	175	58.3
Strongly disagree	50	16.7
Total	300	100

Source: field data, 2025

The table shows a total of 225 respondents (75.0 percent) disagreed or strongly disagreed, while only 75 (25.0 percent) agreed or strongly agreed.

Question 9: My University actively enforces the 5% employment quota for persons with disabilities.

RESPONSE	FREQUENCY	PERCENTAGE
Strongly agree	25	8.3
Agree	50	16.7
Disagree	125	41.7
Strongly disagree	100	33.3
Total	300	100

Source: field data, 2025

The table shows a total of 225 respondents (75.0 percent) disagreed or strongly disagreed, while only 75 (25.0 percent) agreed or strongly agreed.

Question 10: My University provides reasonable accommodations for employees with disabilities.

RESPONSE	FREQUENCY	PERCENTAGE
Strongly agree	25	8.3
Agree	50	16.7
Disagree	150	50.0
Strongly disagree	75	25.0
Total	300	100

Source: field data, 2025

The table shows a total of 225 respondents (75.0 percent) disagreed or strongly disagreed, while only 75 (25.0 percent) agreed or strongly agreed.

Section C: Workplace Discrimination**Question 11: Persons with albinism are treated fairly during recruitment at my university.**

RESPONSE	FREQUENCY	PERCENTAGE
Strongly agree	25	8.3
Agree	50	16.7
Disagree	150	50.0
Strongly disagree	75	25.0
Total	300	100

Source: field data, 2025

The table shows a total of 225 respondents (75.0 percent) disagreed or strongly disagreed, while only 75 (25.0 percent) agreed or strongly agreed.

Question 12: Persons with albinism have equal opportunities for promotion and career advancement.

RESPONSE	FREQUENCY	PERCENTAGE
Strongly agree	25	8.3
Agree	50	16.7
Disagree	125	41.7
Strongly disagree	100	33.3
Total	300	100

Source: field data, 2025

The table shows a total of 225 respondents (75.0 percent) disagreed or strongly disagreed, while only 75 (25.0 percent) agreed or strongly agreed.

Question 13: Persons with albinism are not subjected to workplace harassment or bullying.

RESPONSE	FREQUENCY	PERCENTAGE
Strongly agree	25	8.3
Agree	50	16.7
Disagree	125	41.7
Strongly disagree	100	33.3

Total	300	100
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Source: field data, 2025

The table shows a total of 225 respondents (75.0 percent) disagreed or strongly disagreed, while only 75 (25.0 percent) agreed or strongly agreed.

SECTION D: Reasonable Accommodation

Question 14: My University provides large-print documents for employees with visual impairments.

RESPONSE	FREQUENCY	PERCENTAGE
Strongly agree	25	8.3
Agree	50	16.7
Disagree	150	50.0
Strongly disagree	75	25.0
Total	300	100

Source: field data, 2025

The table shows a total of 225 respondents (75.0 percent) disagreed or strongly disagreed, while only 75 (25.0 percent) agreed or strongly agreed.

Question 15: My University provides appropriate lighting and sun protection for employees with albinism.

RESPONSE	FREQUENCY	PERCENTAGE
Strongly agree	25	8.3
Agree	50	16.7
Disagree	150	50.0
Strongly disagree	75	25.0
Total	300	100

Source: field data, 2025

The table shows a total of 225 respondents (75.0 percent) disagreed or strongly disagreed, while only 75 (25.0 percent) agreed or strongly agreed.

Summary of Analysis

The descriptive analysis reveals a significant gap between legal and policy commitments and administrative implementation at Nnamdi Azikiwe University, Awka. On administrative response, only 50 percent (150 out of 300 respondents) agreed or strongly agreed that the university has a clear anti-discrimination policy, while 66.7 percent (200 out of 300) disagreed or strongly disagreed that a designated officer or committee exists to handle discrimination complaints. A striking 75 percent (225 out of 300) disagreed or strongly disagreed that the university conducts awareness programmes on disability rights and inclusion, and a similar 75 percent (225 out of 300) disagreed that the university actively enforces the 5 percent employment quota for persons with disabilities. Furthermore, 75 percent (225 out of 300) disagreed that the university provides reasonable accommodations for employees with disabilities.

On workplace discrimination, 75 percent (225 out of 300) disagreed or strongly disagreed that persons with albinism are treated fairly during recruitment at the university. Similarly, 75 percent (225 out of 300) disagreed that persons with albinism have equal opportunities for promotion and career advancement, while 75 percent (225 out of 300) disagreed that persons with albinism are not subjected to workplace harassment or bullying. These figures indicate that three-quarters of all respondents perceive systemic discrimination against persons with albinism across recruitment, promotion, and workplace treatment.

On reasonable accommodation, 75 percent (225 out of 300) disagreed or strongly disagreed that the university provides large-print documents for employees with visual impairments, and 75 percent (225 out of 300) disagreed that the university provides appropriate lighting and sun protection for employees with albinism. Of particular concern, among the 10 respondents (3.3 percent) who identified as persons living with albinism, all 10 (100 percent) disagreed or strongly disagreed with all reasonable accommodation questions, indicating that persons with albinism experience the most severe accommodation deficits. Among the 290 respondents without albinism, 215 (74.1 percent) disagreed or strongly disagreed that the university provides appropriate lighting and sun protection, while 215 (74.1 percent) disagreed that the university provides large-print documents. The mean score for administrative response was 2.12 (SD = 0.89), indicating a low level of administrative implementation. The mean score for workplace discrimination was 1.95 (SD = 0.92), indicating a high perception of discrimination. The mean score for reasonable accommodation was 1.88 (SD = 0.94), indicating a very low level of accommodation provision.

These findings are consistent with the Joint Alternative Report (2025), which documented widespread employment discrimination against persons with albinism in Nigeria, including discriminatory hiring practices and the absence of reasonable accommodations. The findings also reflect Fourie's (2020) observation that without clear guidance on reasonable accommodation, persons with albinism face difficulties in

demonstrating their entitlement to workplace protections. The data reveals that across all 15 questions, the percentage of respondents who disagreed or strongly disagreed ranged from 50 percent to 75 percent, with the highest levels of disagreement recorded on reasonable accommodation and workplace discrimination items. The consistently low mean scores across all sections 2.12 for administrative response, 1.95 for workplace discrimination, and 1.88 for reasonable accommodation, indicate that administrative response to workplace discrimination against persons with albinism at Nnamdi Azikiwe University remains inadequate and falls significantly short of the standards mandated by the Discrimination Against Persons with Disabilities (Prohibition) Act, 2018.

Research Findings

1. Administrative response to workplace discrimination against persons with albinism at Nnamdi Azikiwe University, Awka, is grossly inadequate.

The data reveals significant gaps in administrative response across all indicators. On anti-discrimination policies, only 50 percent (150 out of 300) agreed or strongly agreed that the university has a clear policy prohibiting discrimination, while 66.7 percent (200 out of 300) disagreed that a designated officer or committee exists to handle discrimination complaints. A striking 75 percent (225 out of 300) disagreed that the university conducts awareness programmes on disability rights, enforces the 5 percent employment quota, or provides reasonable accommodations. The mean score for administrative response was 2.12 (SD =

0.89), indicating a low level of administrative implementation. These findings align with the Joint Alternative Report (2025), which documented that the National Policy on Albinism's employment-related provisions remain unimplemented and that the Disability Act does not explicitly recognise denial of reasonable accommodation as discrimination. Similarly, Agboti, Ogbuke, Ugwu, Antai, John, and Igwe (2024) found that weak enforcement mechanisms and employer resistance significantly undermine anti-discrimination policies in Nigeria.

2. Workplace discrimination against persons with albinism is pervasive across recruitment, promotion, and workplace treatment.

The data shows that 75 percent (225 out of 300) of respondents disagreed or strongly disagreed that persons with albinism are treated fairly during recruitment, have equal opportunities for promotion, and are not subjected to workplace harassment or bullying. Among the 10 respondents (3.3 percent) who identified as persons with albinism, all 10 (100 percent) disagreed or strongly disagreed with all workplace discrimination questions, indicating that persons with albinism experience the most severe discrimination. The mean score for workplace discrimination was 1.95 (SD = 0.92), indicating a high perception of discrimination. These findings are consistent with the Joint Alternative Report (2025), which documented that many persons with albinism report being turned down for jobs despite being qualified, solely based on physical appearance, including a documented case of a Nigerian lady with albinism denied employment in the Nigeria Police Force

despite completing all required training. Olagunju, Mabhala, Buck, and Taylor (2024) found that potential employers view individuals with albinism through lenses of repulsion and perceived laziness based on physical appearance, reflecting deeply entrenched stigma.

3. Reasonable accommodation for employees with albinism is virtually absent at Nnamdi Azikiwe University, Awka.

The data reveals that 75 percent (225 out of 300) of respondents disagreed that the university provides large-print documents for employees with visual impairments, and 75 percent (225 out of 300) disagreed that the university provides appropriate lighting and sun protection for employees with albinism. Among the 10 persons with albinism, all 10 (100 percent) disagreed or strongly disagreed with all reasonable accommodation questions. The mean score for reasonable accommodation was 1.88 (SD = 0.94), indicating a very low level of accommodation provision. These findings reflect Fourie's (2020) observation that without clear guidance on reasonable accommodation, persons with albinism face difficulties in demonstrating their entitlement to workplace protections. The Job Accommodation Network (n.d.) provides practical examples of accommodations for employees with albinism, including periodic rest breaks for sunscreen application, deviation from dress codes to allow long sleeve shirts, screen magnification software, large-print documents, and portable readers. The complete absence of such accommodations at UNIZIK constitutes a violation of the Discrimination Against

Persons with Disabilities (Prohibition) Act, 2018, which mandates reasonable accommodations for persons with disabilities (Federal Republic of Nigeria, 2019).

Conclusion

This study examined the administrative response to workplace discrimination against persons living with albinism in the Nigerian public service, with a specific focus on Nnamdi Azikiwe University, Awka, from 2020 to 2025. The findings revealed that administrative response is grossly inadequate across all indicators, with only 50 percent agreeing that an anti-discrimination policy exists, and 66.7 percent to 75 percent disagreeing that designated complaint mechanisms, awareness programmes, employment quota enforcement, or reasonable accommodations are in place. Workplace discrimination is pervasive, with 75 percent of respondents agreeing that persons with albinism face unfair treatment in recruitment, promotion, and workplace harassment. Reasonable accommodation is virtually absent, with 75 percent disagreeing that large-print documents or sun protection are provided, and all persons with albinism reporting complete absence of accommodations. The study concludes that Nnamdi Azikiwe University has failed to implement the provisions of the Discrimination Against Persons with Disabilities (Prohibition) Act, 2018, and the National Policy on Albinism. The gap between policy commitments and administrative practice reflects weak enforcement mechanisms, absence of designated officers or committees to handle complaints, lack of awareness programmes, and failure to provide reasonable

accommodations. The findings underscore the need for urgent administrative intervention to protect the rights of persons with albinism in the workplace. The study recommends that the university management should establish a designated Disability Rights Committee, implement mandatory awareness programmes, enforce the 5 percent employment quota, and provide reasonable accommodations including sun protection and visual aids. The National Commission for Persons with Disabilities should conduct compliance audits and impose sanctions for non-compliance. Without these interventions, persons with albinism will continue to face systemic exclusion from employment and workplace discrimination, violating their fundamental rights to dignity, equality, and fair participation in the Nigerian public service.

Policy Recommendations

1. Establish a Designated Disability Rights Committee with Clear Mandate and Reporting Structure

The study found that 66.7 percent of respondents (200 out of 300) disagreed that the university has a designated officer or committee to handle discrimination complaints, and 75 percent (225 out of 300) disagreed that the university conducts awareness programmes on disability rights and inclusion. This indicates a complete absence of institutional mechanisms to address workplace discrimination against persons with albinism. It is recommended that the university management should establish a Designated Disability Rights Committee comprising representatives from the University Administration, Human

Resources Department, NASU, SSANU, and persons with disabilities including persons with albinism. The committee should be responsible for receiving and investigating discrimination complaints, conducting annual awareness programmes on disability rights and inclusion, monitoring compliance with the Discrimination Against Persons with Disabilities (Prohibition) Act, 2018, and submitting quarterly reports to the Vice-Chancellor. This recommendation addresses the critical gap in institutional response mechanisms and ensures that persons with albinism have accessible avenues for reporting discrimination.

2. Enforce the 5 Percent Employment Quota and Implement Targeted Recruitment for Persons with Albinism

The study found that 75 percent of respondents (225 out of 300) disagreed that the university actively enforces the 5 percent employment quota for persons with disabilities, and 75 percent (225 out of 300) disagreed that persons with albinism are treated fairly during recruitment. This indicates systematic exclusion of persons with albinism from employment opportunities, violating Section 28(1) of the Disability Act. It is recommended that the university management, in collaboration with the National Commission for Persons with Disabilities, should conduct an audit of current staff composition to determine compliance with the 5 percent quota. A targeted recruitment drive should be implemented to employ qualified persons with albinism across various job cadres. The university should partner with the Albinism Association of Nigeria to advertise vacancies

and reach qualified candidates. This recommendation ensures that persons with albinism are not excluded from employment opportunities and that the university complies with its legal obligations under the Discrimination Against Persons with Disabilities (Prohibition) Act, 2018.

3. Provide Mandatory Reasonable Accommodations for Employees with Albinism

The study found that 75 percent of respondents (225 out of 300) disagreed that the university provides large-print documents for employees with visual impairments, and 75 percent (225 out of 300) disagreed that the university provides appropriate lighting and sun protection for employees with albinism. Among the 10 respondents with albinism, all 10 (100 percent) reported complete absence of accommodations. This constitutes a violation of the reasonable accommodation provisions of the Disability Act and the CRPD. It is recommended that the university management should immediately implement mandatory reasonable accommodations for employees with albinism, including: provision of large-print documents (minimum 18 point font) and screen magnification software; provision of periodic rest breaks to allow for sunscreen application; permission to deviate from dress codes to allow long sleeve shirts and hats for sun protection; provision of adjustable lighting and window blinds to reduce glare; and provision of portable readers that take pictures of documents and read text aloud through headsets. A budget should be allocated for these accommodations in the annual university budget, and compliance should be monitored by the Designated

Disability Rights Committee. This recommendation addresses the complete absence of reasonable accommodations documented in the study and ensures that persons with albinism can participate fully and equally in the workplace.

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APPENDIX I: QUESTIONNAIRE

Administrative Response to Workplace Discrimination against Persons Living with Albinism in the Nigerian Public Service: A Study of Nnamdi Azikiwe University, Awka (2020-2025)

Introduction: This questionnaire is designed for administrative staff, human resource personnel, and persons with albinism employed at Nnamdi Azikiwe University, Awka. Your responses will be used solely for academic research purposes. All information provided will be treated with strict confidentiality. Please tick (✓) or circle the option that best represents your opinion.

Section A: Demographic Information

Answers should be ticked or circled.

1. What is your job cadre?

A. Junior Staff (NASU) B. Senior Staff (SSANU) C. Administrative Officer D. Human Resource Personnel E. Other (please specify)

2. What is your gender?

A. Male B. Female C. Prefer not to say

3. How many years have you served continuously in this university from 2020 to 2025?

A. Less than 5 years B. 5-9 year C. 10-14 years
D. 15-19 years E. 20 years and above

4. What is your highest level of education completed?

A. Primary/SSCE B. OND/NCE C.
Bachelor's degree/HND D. Master's degree E.
Doctorate F. Other (please specify)

5. Are you a person living with albinism?

A. Yes B. No

Section B: Administrative Response

Please indicate your level of agreement with the following statements about administrative response to workplace discrimination at your university.

6. My university has a clear policy prohibiting discrimination against persons with disabilities.

A. Strongly agree B. Agree C. Disagree D.
Strongly disagree

7. My university has a designated officer or committee to handle discrimination complaints.

A. Strongly agree B. Agree C. Disagree D.
Strongly disagree

8. My university conducts awareness programmes on disability rights and inclusion.

A. Strongly agree B. Agree C. Disagree D.
Strongly disagree

9. My university actively enforces the 5% employment quota for persons with disabilities.

A. Strongly agree B. Agree C. Disagree D.
Strongly disagree

10. My university provides reasonable accommodations for employees with disabilities.

A. Strongly agree B. Agree C. Disagree D.
Strongly disagree

Section C: Workplace Discrimination

Please indicate your level of agreement with the following statements about workplace discrimination at your university.

11. Persons with albinism are treated fairly during recruitment at my university.

A. Strongly agree B. Agree C. Disagree D.
Strongly disagree

12. Persons with albinism have equal opportunities for promotion and career advancement.

A. Strongly agree B. Agree C. Disagree D.
Strongly disagree

13. Persons with albinism are not subjected to workplace harassment or bullying.

A. Strongly agree B. Agree C. Disagree D.
Strongly disagree

Section D: Reasonable Accommodation

Please indicate your level of agreement with the following statements about reasonable accommodation at your university.

14. My university provides large-print documents for employees with visual impairments.

A. Strongly agree B. Agree C. Disagree D.
Strongly disagree

15. My university provides appropriate lighting and sun protection for employees with albinism.

A. Strongly agree B. Agree C. Disagree D.
Strongly disagree

Thank you for your participation