

Labour Inclusion of People with Disabilities in Spain: The Effect of Policies and Human Resource Management Systems

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Labour Inclusion of People with Disabilities in Spain: The Effect of Policies and Human Resource Management Systems

This research answered the question of which elements, linked to HR management, facilitate the labour inclusion of people with disabilities. We analysed the existence of policies in different organizations, and the interaction between these policies and the adaptation of the human resource management systems in order to archive effective labour inclusion. Spanish Human Resource managers answered a questionnaire theoretically based on the Human System Audit (HSA) model. Results showed that the existence of a strategic plan for the normalization of disability in the work environment effectively leads to high levels of inclusion. This is especially relevant for those organizations that have not adapted the systems of training, professional development and internal communication to people with disabilities. The added value and newness of this research lies in bringing empirical evidence on the role of a strategic plan to normalize disability in the work environment, a policy with an internal- and external-focus, as a diversity strategy roadmap in the framework of an inclusive culture.

Keywords: labour inclusion; people with disabilities; policies; human resources management systems; effectiveness

Introduction

Several authors such as Shier, Graham, and Jones (2009) or Crudden, Sansing, and Butler (2005), point out the difficulties and deficiencies in labour market inclusion for people with disabilities. United Nations (2006) defines people with disabilities as “those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others” (UN, 2006, p.4). In this sense, some countries such as Spain, establish a minimum of 33% of handicap to be considered a disabled person (Royal Legislative Decree 1/2013, RD 1/2013, 2013).

Laws and global and national regulations have been enacted in order to reduce the high levels of labour exclusion (Boyce, Secker, Johnson, Floyd, Grove, Schneider, & Slade, 2008; Spanish Employment Public Service, 2016).

But, the law is not enough (Kulkarni & Rodrigues, 2014; Romeo, Yepes-Baldó, Barbancho, Pascual, & Pérez, 2016); it is absolutely necessary that society in general, and in a very specific way organizations, commit themselves to full labour inclusion of this group, understood as having the same opportunities and resources for the full participation in the labour market (RD 1/2013, 2013).

Managers are responsible for promoting the employment of disabled people, and a way to do so is by developing a fully inclusive organizational culture, and not only a set of actions more oriented to strict compliance with the law or just a marketing strategy (Riccò & Guerci, 2014). Organizational culture ‘conditions the management of HR processes and, in turn, can be reinforced by them’ (Dolan, Valle Cabrera, Jackson, & Schuler, 2007, p. 8). In this sense, the International Labour Office (ILO, 2010) points out that promoting the employment of people with disabilities requires the strategic design of organizational policies, related to all those guidelines, rules and procedures established by the organization’s management and oriented to achieve previously planned objectives (David, 2010).

In this sense, this research tries to answer the question of which elements, linked to the HR management, facilitate the labour inclusion of people with disabilities. This paper is organized in the following structure. In Theoretical Framework section, we analyze previous studies focused on organizational policies and management systems aimed at labor inclusion of people with disabilities. We end this section with the most important aspects related to the legal framework in order to contextualize our results. Method section presents the methodology adopted in the paper. The results of statistical

analysis are presented in Results section. Finally, the Discussion section includes the discussion of our results, the implication for HR practices, some limitations of the present study and implications for future research.

Theoretical framework

This section analyses, on one hand, the organizational policies and, on the other hand, the human resources management systems, both aimed at the labour inclusion of people with disabilities. Secondly, we present the Human System Audit model, which justifies the link between organizational policies and human resources management systems, as a tool to understand labour inclusion.

Organizational policies for the labour inclusion of people with disabilities

The important role of organizational policies in promoting disability management and inclusion has been pointed out by several authors (Buse, Bernstein, & Bilimoria, 2016; Erickson, von Schrader, Bruyère, & VanLooy, 2014; Tang, MacDermid, Amick, & Beaton, 2011; Williams & Westmorland, 2002). These are a specific kind of diversity management policies, understood as voluntary organizational actions that are designed to create organizational structures to include employees 'who are different than the majority of an organization's workforce' (Mor Barack, Lizano, Kim, Duan, Rhee, Hsiao & Brimhall, 2016, p. 308), as is the case of disabled people.

Following Dahlsrud (2008), it is possible to classify organizational policies as external and internal. Those with an external-focus are oriented towards the local community, business partners and suppliers, customers, public authorities and non-governmental organizations, protecting the environment and fostering philanthropy and volunteerism. On the other hand, those with an internal-focus are directly related to employees' physical and psychological environment, health and welfare, training,

participation in business, equal opportunities and work-life balance (Al-bdour, Nasruddin, & Lin, 2010; Turker, 2009).

Some authors, such as Urcelay (2005) pointed out that organizations should firstly develop the internal ones to achieve an inclusive culture. In this regard, the European Commission (2008) indicated that 93% of European companies have developed internal-focus policies (staffing and management), while only between 50% and 60% had to look for external stakeholder's (suppliers) or community involvement. Nevertheless, it is also necessary to orient organization beyond external stakeholders (Ralston, 2010) to spread the principles and practices of inclusion, advancing jointly towards progress in social matters. The existence of internal- and external-focus policies is necessary but not enough for an effective inclusion of people with disabilities in organizations (Holvino, Ferdman, & Merrill-Sands, 2004; Sabharwal, 2014). The deployment and specification of the organizational policies in different human resource management systems is also necessary (Thompson & Strickland, 2003). The lack of a link between **policies and human resources management systems** may even result in a 'juxtaposition of contrary or contradictory actions, which not only do not add value to the management of the organization in order to achieve Organizational Effectiveness, but can even harm it' (Quijano, 2006, p. 278). **So, if they are not in tune, organizational effectiveness could be negatively affected. Additionally, management systems should be connected to the company strategy and aligned to its values and culture.**

Human resource management systems and labour inclusion of people with disabilities

Several studies have analysed human resource management systems in the context of labour inclusion of people with disabilities (Byrd, 2009; Kulkarni & Lengnick-Hall, 2014; Kulkarni & Rodrigues, 2013; Kulkarni & Scullion, 2014; McDowall-Long, 2004;

Mitra & Kruse, 2016; Procknow & Rocco, 2016; Schur, Kruse, & Blanck, 2013; Sparrow, Farndale, & Scullion, 2013; Yost & Chang, 2009). In general terms, the majority of these studies focused on barriers and problems that these people face to be included and taking into consideration on organizations.

One of the most studied management systems is recruitment. In this regard, researchers and practitioners have analysed discrimination in the recruitment and selection processes against **candidates with disabilities**. Discrimination is based on employers' attitudinal barriers including 'personal prejudices, biases, or stigmatized views that create hurdles for disabled candidates' (Procknow & Rocco, 2016, p. 389), specially related to perceptions of low profitability and productivity (Kulkarni & Lengnick-Hall, 2014; Mitra & Kruse, 2016). Nevertheless, organizations receive external pressures from governments, trade unions, competing organizations and other stakeholders such as customers or providers to recruit people with disabilities. To cope with this, they can adopt an internal focus approach and recruit them. In other cases, when recruitment is not possible, organizations can adopt an external focus approach (donate money to organizations devoted to help people with disabilities but not directly recruit them). Finally, some companies prefer a mixed approach, combining the internal and external approaches (Kulkarni & Rodrigues, 2013).

Barriers not only exist pre-entry to the company but also post-entry. Post-entry barriers related to training, professional development, risk prevention and internal communication management systems were analysed by different authors. Regarding the training management system, the lack of specific and adapted training plans for people with disabilities has been pointed out as the cause that relegates them to a 'second-class status' (Mitra & Kruse, 2016; Procknow & Rocco, 2016; Schur, Kruse, & Blanck, 2013). Kulkarni and Scullion (2014) emphasized the importance of ad hoc pre- and

post-entry training in order to assure a better job adjustment and professional development. Other studies centred their analysis on the diversity training for employees and managers to facilitate inclusion and acceptance of disabled coworkers (Byrd, 2009).

Thirdly, the professional development system is related to career plans, advancement, and promotion. Professional development barriers are directly linked with employers' and coworkers' prejudices related to disabled competences and capability to achieve organizational goals (Kulkarni & Scullion, 2014). Companies with an exclusive approach to talent management tend to devote more efforts to 'high potential employees who can contribute more to achieving organizational goals than other employees' (Kulkarni & Scullion, 2014, p. 2). Contrarily, from a more positive point of view, authors as Yost and Chang (2009) or Sparrow et al. (2013) considered that, in companies with an inclusive approach, employees with disability are considered as having potential to impact on organizational performance. In this line, several studies consider that employees with disabilities are an underestimated pool to take into account (Kulkarni, 2016) and that their talent should be managed in order to help them to be more suitable for promotion or lateral job changes (McDowall-Long, 2004).

Finally, risk prevention and internal communication management systems are analysed in relation with other management systems, such as recruitment or training, due to their transversal nature. In this sense, Harcourt, Lam, & Harcourt (2005) pointed out the difficulties and associated costs of adapting the risk management system as a barrier to recruiting people with disabilities. In relation to the communication system, studies have focused on the disclosure of policies and practices, specially oriented to external stakeholders (Kulkarni & Rodrigues, 2014). Other communication measures

are related to ‘ensure that the voice of employees with disabilities is considered’ (Procknow & Rocco, 2016, p. 396) for the design of training plans.

To overcome barriers for the labour inclusion, alignment between policies and management systems, as a reflection of organizational culture, is necessary (Dolan et al, 2007; Quijano, Navarro, Yepes-Baldó, Berger, & Romeo, 2008).

The Human System Audit as a HR tool to understand labour inclusion

The theoretical basis of the present research is the model of organizational behaviour called Human System Audit (HSA), developed by Quijano and collaborators (Quijano, 2006; Quijano & Navarro, 1999; Quijano, Navarro, Yepes-Baldó, Berger, & Romeo, 2008), and firstly used in this research in the context of inclusion of disabled people.

The HSA model stresses the links between policies and management systems, as expressions of culture, and results in organizations. As shown in Figure 1, all organizations, as open systems, are influenced and influence their environment. As regard labour inclusion, organizations receive context pressures to facilitate this process. In Spain, for example, companies with more than 50 employees should include, at least 2% of people with disabilities. In addition to the legal requirements, organizations are influenced by society and other external stakeholders (competing companies, associations, clients...) and receive pressures to act in a socially responsible way (Wright & Rwabizambuga, 2006).

As a response to environment requirements, organizations analyse the threats and opportunities they face, and the strengths and weaknesses they have in order to define their strategy, their mission and their vision (Quijano et al., 2008). The organizational strategy is based on organizational culture and values, and defines how the company manages its human resources. In this sense, ‘HR management systems

should be connected to the company strategy, oriented to the achievement of the goals it sets, and related to the organization's values and culture' (Quijano et al., 2008, p.97).

Insert Figure 1 above here

Based on the HSA model (Quijano et al., 2008), our main objective is to analyse the effectiveness of organizational policies and HR management systems adaptation for disabled people. For our purpose, we analyse, on one hand, the existence of internal- and external-focus policies for the labour inclusion in different Spanish organizations, and, on the other hand, the interaction between them and the adaptation of the HR management systems to particularities and needs of candidates and employees with disabilities (Figure 2).

Insert Figure 2 above here

The Spanish context

Spain is one of the European Union countries with a lower rate of employment of persons with disabilities (24.3%), standing at more than 50 points below the employment rate for people without disabilities (76.22%) (Spanish National Institute of Statistics, INE, 2014) despite the efforts to develop laws to protect and enhance their labour inclusion. Specifically, this trend was basically driven by the political change in Spain in the late 70s and that led to a fully-fledged state by the application of the Spanish Constitution, which ensured common rights to all citizens (Pallisera, Vilà, & Valls, 2003).

Nowadays, the specific regulatory framework on disability in Spain is the Royal Legislative Decree 1/2013 (RLD 1/2013), 29th November, approving the revised text of the General Law on the rights of persons with disabilities and their social inclusion,

recognizing their dignity. Additionally, to assure their labour inclusion, the RLD 1/2013 refers to the obligation of public or private companies to maintain a minimum 2% of people with disabilities in the total workforce. Failure by the employer is classified as a serious offense.

Nevertheless, the absence of job seekers with disabilities enrolled in the specified occupation or the existence of productive, organizational, technical or economic issues are considered as cases of exceptionality by the law. In these cases, companies have to implement alternative measures to meet the reserve requirement of employment for people with disabilities (Royal Decree 364/2005, 8th April). The alternative measures include the conclusion of a commercial or civil contract with a special employment centre or a self-employed person with disabilities, or making donations and sponsorship, always monetary.

Despite these legal measures, estimations indicate that 69.8% of Spanish companies do not respect the minimum of 2%, 19.5% include between 2% and 5%, and 10.7% are situated over 5% (ODISMET, 2016). Unfortunately, data on alternative measures is not officially available.

Method

Participants

In the present study, respondents were those in charge of personnel management. Depending on the specific characteristics of the participating companies, this role was developed by HR managers, CEOs, and other managers in charge for this issue. Managers from 46 different companies in Spain, as they are an important factor in the definition and deployment of policies and strategies for labour inclusion, were interviewed. The main business sector was the construction/industry (59%). The gender

distribution was uneven, with 71.1% being men (Table 1).

Insert Table 1 above here

Procedure

Prior to the interview, all participating organizations received a letter explaining the procedure and objectives of the research, ensuring the confidentiality of their data and anonymity, and soliciting the participation of the person in charge of personnel management.

Participants were interviewed by telephone. This method, facilitates the logistic management of the research, both for interviewers and respondents (Rahman, 2015). On the other hand, it allows us to obtain additional and complementary information to validate participants` answers (Eriksson & Kovalainen, 2015; Rahman, 2015). In this sense, to achieve well-founded responses, and minimize the intended-actual perception gap (Makhecha, Srinivasan, Prabhu, & Mukherji, 2016), interviewers were trained to conduct telephone interviews, and to request and identify indicators to validate the level of deployment of inclusion policies (from not developed to totally implemented) and adaptation of HR management systems.

Instruments

RSC-D Questionnaire (Romeo, Yepes-Baldó, & Pérez, 2016) was used as interview guide. This questionnaire was developed on the theoretical bases of the HSA, in order to analyse the existence of policies for the inclusion of people with disabilities in the workplace, the level of adaptation of the HR management systems, and effectiveness, understood as the percentage of people with disabilities working in the company from the total workforce.

Policies scale (6 items) of the RSC-D Questionnaire (Romeo, Yepes-Baldó, & Pérez, 2016) was used to analyse the level of deployment of policies in the participating companies. Participants responded on a 4-point Likert-type scale ranging from 1 (*Not developed*) to 4 (*Totally implemented*). The internal consistency of the instrument was .83 (Romeo et al., 2016). The instrument includes policies with an internal- and an external-focus (Table 2). An example of internal-focus is *The company defines commitment and goals oriented to labour inclusion of people with disabilities*. An external-focus policy is *The company develops strategic alliances with organizations specialized in inclusion of people with disabilities*. Finally, the item with an internal-external focus is *There exists a strategic plan to normalize disability*.

HR Management Systems scale (11 items) of the RSC-D Questionnaire was used to analyse the level of adaptation of HR management systems to the needs of people with disabilities. The internal consistency of the instrument was .81 (Romeo et al., 2016). The scale includes dichotomous items (*Not adapted - Adapted*) related to the management systems of recruitment and selection, training, professional development, risk prevention, and internal communication. Recruitment and selection management system analyses the collaboration with job portals specialized in people with disabilities, offering advantages and benefits adapted to their needs, and adapting the selection processes to assure equal opportunities (3 items, e.g. *Recruitment processes are adapted for people with disabilities to participate on equal terms*). As regards training management system, it includes the existence of specific training programs to enhance job competences of employees with disabilities and diversity training for managers for developing greater awareness and sensitivity of diverse issues in the workplace (2 items, e.g. *There are training programs for people with disabilities to develop their skills for the inclusion in the company*). The professional development

management system analyses the existence of career plans and promotion adapted to employees with disabilities (1 item, *There is a specific development plan for employees with disabilities*). Risk prevention management system includes adaptation to the job and work environment (3 items, e.g. *The risk prevention processes are adapted*). The internal communication system is assessed by the adaptation of communication channels and the promotion of awareness of disability (2 items, e.g. *Internal communication systems are adapted to employees with disabilities*).

Finally, we defined effectiveness as the percentage of people with disabilities working in the organization (1 item). Participants answered the question “*What is the percentage of employees with disabilities working in the company?*” Subsequently, we classified the companies into two groups: those who did not reach the minimum established by the Spanish law (2%) (Royal Legislative Decree 1/2013) or accomplished by alternative measures, and companies with higher levels of inclusion (2% or more). All respondents were aware of this data because, to accomplish the legal requirements, it is compulsory to show these figures to the public administration, and only employees with a legal recognition of disability are considered as such.

Data analyses

Firstly, we developed a descriptive analysis of participants, deployment of policies aimed at labour inclusion of people with disabilities, adaptation of HR management systems and effectiveness (levels of inclusion).

Secondly, relations between policies and HR management systems were analysed. Thirdly, group comparisons between companies with high and low levels of labour inclusion of people with disabilities were performed. Fourthly, we analysed the effect of policies on levels of inclusion by controlling HR management systems adaptation.

In all cases, chi-squared tests with Fisher's exact test correction for 2x2 tables were used. When significant relations were found, effect size was calculated using Cramer's V. All analyses were performed using SPSS23.

Results

Descriptive analyses

In general terms, 53.9% of Spanish participating companies had not implemented policies aimed at inclusion of people with disabilities, in 40.1% they were under development or fully implemented and 6% were projecting their implementation. 33.3% of the participating companies claimed to have no one in charge. **This result is similar to SHRM report (2011), where 39% of US companies with 2,500 to 24,999 employees had staff devoted to manage diversity.**

The most developed policies were those oriented to collaboration with the local community and the voluntary sector (61.9%) and the development of strategic alliances (53.7%), both with an external-focus. On the other hand, actions related to the internal-focus of the organization were those with the lowest percentage of development (employees' feedback on disability in internal surveys - 20%, adaptation of the communication plan - 33.3%, definition of commitment and company goals oriented to labour inclusion of people with disabilities - 42.9%). Finally, the internal-external focus on the existence of a strategic plan to normalize disability was developed by 28.6% of the companies (Table 2).

Insert Table 2 above here

The management system with the highest degree of adaptation to employees with disabilities was Risk prevention (73.7%). In contrast, the lowest level of adaptation was seen on the Professional development system (19.5%) (Table 3).

Insert Table 3 above here

Related to organizational effectiveness, 19% of companies had more than 2% of people with disabilities working in the company (High effectiveness). This percentage is lower, but not different statistically, from the available Spanish official data (ODISMET, 2016).

No statistical significant differences were found on sector (Industry/construction vs. Services; $\chi^2=.335$, $p=.694$), scale of operations (National vs. International; $\chi^2=.625$, $p=.695$), and participants' gender ($\chi^2=2.184$, $p=.195$) between companies with high and low levels of effectiveness (Table 1).

37.5% of companies that met the legal requirements (minimum of 2% of employees with disabilities) additionally carry out alternative measures. The most frequent alternative measures developed by the participants were the conclusion of a commercial or civil contract with a special employment centre, or a self-employed person with disabilities (21.4%), and donations and sponsorship, always monetary, for the development of employability and job creation activities for people with disabilities (11.9%).

Relationship between policies and HR management systems

Our results indicated that almost all policies had a relationship with at least one of the HR management systems described. The external-focus policies are the most related to the adaptation of the HR management systems. In this sense, the policies 'collaboration with the local community' and 'development of strategic alliances' had an effect on recruitment ($\chi^2=10.506$, $p=.001$, $V=.506$, $p=.001$; $\chi^2=5.105$, $p=.031$, $V=.357$, $p=.024$) and training management systems adaptation ($\chi^2=10.904$, $p=.001$, $V=.51$, $p=.001$; $\chi^2=12.752$, $p=.001$, $V=.558$, $p<.001$). Additionally, the policy 'development of strategic

alliances' had an effect on internal communication system ($\chi^2=6.866$, $p=.012$, $V=.409$, $p=.009$).

On the other hand, the internal focus-policies were related with the adaptation of internal communication, recruitment and training management system. Specifically, to include employees' feedback on disability in internal surveys was related to internal communication system ($\chi^2=7.391$, $p=.013$, $V=.43$, $p=.013$), adaptation of the communication plan was related to recruitment ($\chi^2=8.428$, $p=.006$, $V=.453$, $p=.004$), and definition of commitment and company goals oriented to labour inclusion of people with disabilities was related to training ($\chi^2=5.477$, $p=.029$, $V=.361$, $p=.019$).

There was an exception related with the policy 'existence of a strategic plan to normalize disability in the labour context'. This policy had no relationship with the adaptation of the HR management systems. Likewise, professional development and risk prevention management systems were not related with the policies analysed.

Relationship between organizational policies and HR management systems with levels of inclusion

We analysed the relationship between the existence of policies and adapted HR management systems with the levels of inclusion. Among policies, only the existence of a strategic plan to normalize disability facilitated significantly the labour inclusion ($\chi^2=5.574$, $p=.031$; $V=.364$, $p=.018$). In this sense, 41.7% of companies with a strategic plan reached high levels of inclusion. Contrarily, only 10% of companies which did not have a strategic plan reached levels over 2% (Table 2). Analysing the relationship between HR management systems adaptation and level of inclusion, non-significant relations were found (Table 3).

Finally, we analysed whether the effect of the policies on the levels of inclusion depended on the adaptation of the HR management systems. Results showed significant

effects again related with the policy ‘existence of a strategic plan to normalize disability in the labour context’. This policy was related with higher levels of labour inclusion in companies where training ($\chi^2=5.716$, $p=.044$, $V=.564$), professional development ($\chi^2=5.738$, $p=.034$, $V=.417$) and internal communication systems ($\chi^2=7.875$, $p=.039$, $V=.661$) were not adapted (Table 4). Furthermore, between 44.4% and 60% of companies with a strategic plan but without adapted HR management systems reached high levels of inclusion. Contrarily, between 91.7% and 100% of companies had neither adapted these HR management systems nor deployed a strategic plan, had low levels of inclusion. There was no relationship between policies and levels of inclusion when HR management systems were adapted.

Insert Table 4 above here

Discussion

This research answered the question of which elements linked to HR management facilitate the labour inclusion of people with disabilities. On the theoretical bases of HSA (Quijano et al, 2008), we analysed the existence of policies aimed at labour inclusion of people with disabilities, the adaptation of HR management systems and the levels of inclusion in Spanish companies.

Our results show that external-focus policies are those closer related with the adaptation of the management systems, specially, recruitment, training and internal communication. On the other hand, each internal-focus policy is only aligned with one specific management system. In this sense, ‘employees’ feedback on disability in internal surveys’ was related with the adaptation of internal communication system, the ‘adaptation of the communication plan’ with recruitment, and ‘defining commitment and company goals oriented to labour inclusion’ with the training system. These results are consistent with HSA model (Quijano et al., 2008) when pointing out that policies

and HR management systems should be aligned in order to achieve organizational goals. Contrarily, the HR management systems of professional development and risk prevention had no relationship with the policies; even though risk prevention is the most adapted system on the participating companies, due to its legal requirements in Spain (Law 31/1995, November 8th).

Additionally, the internal-external focus policy ‘existence of a strategic plan to normalize disability in the labour context’ had no relation with the HR management systems. Nevertheless, among all aspects analysed, only the existence of this policy effectively led to higher levels of inclusion.

The relevance of this result lies in the key role of a policy with a dual internal-external focus, given its strategic nature (Riccò & Guerci, 2014). As Shen, Chanda, D’Netto, and Monga (2009) pointed out, ‘the key to diverse management hinges on strategic thinking’ (p.236). In contrast, external-focus policies, such as ‘collaboration with the local community’ and the ‘establishment of strategic alliances’, although being the most developed and most linked to the adaptation of HR management systems, were not related to the level of inclusion in organizations. This result could indicate that companies tend to prioritize external marketing campaigns linked to their policies (Chaudhri, 2016), even though only those with an internal-focus have a positive effect on employees’ results such as commitment and identification (Pérez, Romeo, & Yepes-Baldó, 2017).

To have a ‘strategic policy for the normalization of disability in the work environment’ is especially relevant for the workplace inclusion in those organizations that have not adapted the management systems of training, professional development and internal communication to people with disabilities. **In conclusion, results suggest that, when the organizational environment has normalized diversity by a strategic**

policy, as a mean to develop an inclusive culture, it is unnecessary to adapt HR management systems to the particularities and diversities of employees (Bilimoria, Joy, & Liang, 2008; Roberson, 2006; Shore, Randel, Chung, Dean, Ehrhart, & Singh, 2011).

By way of illustration, Kulkarni (2016), analysing organizational career development initiatives, pointed out that they ‘should not be specific to persons with a disability; instead should be for all employees as they wanted to signal meritocracy and not engage in positive or negative discrimination’ (Kulkarni, 2016, p. 7). The importance of merit for career development allows no stigmatizing of employees with a disability. From her point of view, and contrarily to other authors (Procknow & Rocco, 2016; Welch, & Jackson, 2007), to design generic training, professional development and internal communication systems allows companies to ensure equal opportunities and accommodate all employees, those with and without disabilities.

Implications for HR practices

Human resources managers are responsible for promoting the employment of disabled people in a normalized inclusive culture environment. Although in different countries, such as Spain, laws to promote their employment have been enacted (Royal Legislative Decree 1/2013, November 29th), it is clear that the law cannot be the only action for access to and the quality of working life of this group. Even in countries like Korea and Japan the obligation employment duty policies have a limited effect in enhancing employment rates of people with disabilities (Lee & Lee, 2016).

The deployment of strategic plans is essential to promote workplace inclusion, not conditioned exclusively by the law, but creating a ‘more inclusive culture of diversity’ (Chavez & Weisinger, 2008, p. 331). Organizational culture determines individual and collective behaviour of members of an organization, constituting the set of assumptions,

beliefs, values and norms that they share (Newstrom & Davis, 1986; Schein, 1986). Hence, the development of an inclusive organizational culture entails that the set of procedures, shared beliefs and values are articulated around the employment of people with disabilities.

The benefits of an inclusive organizational culture have been linked to other organizational effectiveness criteria, broadly defined and including employee attitudes, operational and financial effectiveness (Slater, Weigand, & Zwirlein, 2008). Employee attitudes criteria consist of employees' cognitions toward the organization, such as organizational commitment and job satisfaction. Operational effectiveness criteria represent organizations' innovative products and processes as well as product and service quality. Financial effectiveness criteria encapsulate organizations' pursuit of external measures of success, such as growth (i.e., increase in revenue and/or number of employees) and profitability (Hartnell, Ou, & Kinicki, 2011).

Summing up, it is important to point out that, even though the strategic point of view is the key for labour inclusion of people with disabilities, diversity management 'must involve senior management and mid-level executives, but also line managers and employees, in a process of cultural and organizational change that affects the company's vision, leadership, strategy, policies, practices, measurements, and communications' (Riccò & Guerci, 2014, p. 243).

Limitations of the present study and implications for future research

The limitations of this study arise mainly from the characteristics of the sample and organisations analysed. First, the results may not be totally generalizable because of the small sample size.

Nevertheless, our sample is in accordance with the Spanish Employment Public Service

(2016). It indicates that the services and industry/construction sectors have the highest levels of inclusion of people with disability. Additionally, sample characteristics related to the accomplishments of inclusion rates are similar to official data (ODISMET, 2016). Future research may include data from organizations with different characteristics (sector, size, scale of operations, ownership...).

Secondly, we interviewed top managers, CEOs and human resources (HR) managers of Spanish companies with more than 50 employees, as they are an important factor on the definition and deployment of policies and strategies for the labour inclusion. Even so other studies have focused on the effect of employees' perceptions about policies and HR practices on their commitment and satisfaction (Romeo et al., 2017), the informants in our research can only be the managers, as they have data regarding policies and HR management systems adaptation. *Nevertheless, some kind of social desirability could have biased their answers. To avoid this bias, future studies should include secondary data (RSC reports, GRI reports...) to be paired with managers' answers.*

Despite these limitations, the added value and newness of this research lies in showing that a strategic plan to normalize disability in the work environment, a policy with an internal- and external-focus, is a diversity strategy roadmap in the framework of an inclusive culture (Vila, 2012).

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Table 1. Description of participating companies

Variables		Global sample	Effectiveness		χ^2 (d.f) / V
			High	Low	
Gender	Men	71.1%	14.8%	85.2%	χ^2 (1) = 2.184 V=.24
	Women	28.9%	36.4%	63.6%	
Scale of operations	International	50%	15%	85%	χ^2 (1) = .625 V=.125
	National	50%	25%	75%	
Business sector	Construction/ Industry	59%	17.4%	82.6%	χ^2 (1) = .335 V=.093
	Services	41%	25%	75%	

Note: Effectiveness corresponds to the percentage of people with disabilities working in the organization. *Low* corresponds to companies who reached the minimum established by the Spanish law (2%), and *High* to companies with higher levels of inclusion

Table 2. Organizational policies development

Focus	Item	Effectiveness						χ^2 (d.f) / V
		Global sample		High		Low		
		ND	D	ND	D	ND	D	
External policies	Collaboration with the local community	38.1%	61.9%	37.5%	62.5%	38.2%	61.8%	χ^2 ⁽¹⁾ =.001 V=.006
	Development of strategic alliances	46.3%	53.7%	37.5%	62.5%	48.5%	51.5%	χ^2 ⁽¹⁾ =.312 V=.087
Internal policies	Employees feedback on disability in internal surveys	80%	20%	75%	25%	81.3%	18.8%	χ^2 ⁽¹⁾ =.156 V=.063
	Adaptation of the communication plan	66.7%	33.3%	50%	50%	70.6%	29.4%	χ^2 ⁽¹⁾ =1.235 V=.171
	Defining commitment and company goals oriented to labour inclusion of people with disabilities	57.2%	42.8%	37.5%	62.5%	61.8%	38.2%	χ^2 ⁽¹⁾ =1.557 V=.193
Internal-external policy	Strategic plan to normalize disability	71.4%	28.6%	37.5%	62.5%	79.4%	20.6%	χ^2 ⁽¹⁾ =5.574* V=.364*

ND: Not developed; D: Developed

*p<.05

Note: Effectiveness corresponds to the percentage of people with disabilities working in the organization. *Low* corresponds to companies who reached the minimum established by the Spanish law (2%), and *High* to companies with higher levels of inclusion

Table 3. HR Management Systems adaptation

Management systems	Global sample		Effectiveness				χ^2 (d.f) / V
			High		Low		
	NA	A	NA	A	NA	A	
Recruitment	56.1%	43.9%	62.5%	37.5%	54.5%	45.5%	χ^2 ⁽¹⁾ = .165 V = .064
R1	59.5%	40.5%	75%	25%	55.9%	40.1%	χ^2 ⁽¹⁾ = .982 V = .153
R2	43.9%	56.1%	37.5%	62.5%	45.5%	54.5%	χ^2 ⁽¹⁾ = .165 V = .064
R3	66.7%	33.3%	62.5%	37.5%	67.6%	32.4%	χ^2 ⁽¹⁾ = .77 V = .043
Training	42.9%	57.1%	50%	50%	41.2%	58.8%	χ^2 ⁽¹⁾ = .206 V = .07
T1	73.8%	26.2%	87.5%	12.5%	70.6%	29.4%	χ^2 ⁽¹⁾ = .958 V = .151
T2	42.9%	57.1%	50%	50%	41.2%	58.8%	χ^2 ⁽¹⁾ = .206 V = .07
Professional development PD1	80.5%	19.5%	85.7%	14.3%	79.4%	20.6%	χ^2 ⁽¹⁾ = .147 V = .06
Risk prevention	26.3%	73.7%	14.3%	85.7%	29%	71%	χ^2 ⁽¹⁾ = .64 V = .13
RP1	27.5%	72.5%	0%	100%	33.3%	66.7%	χ^2 ⁽¹⁾ = 3.218 V = .284
RP2	30.8%	69.2%	28.6%	71.4%	31.3%	68.8%	χ^2 ⁽¹⁾ = .019 V = .022
RP3	25%	75%	14.3%	85.7%	27.3%	72.7%	χ^2 ⁽¹⁾ = .519 V = .114
Internal communication	42.9%	57.1%	25%	75%	47.1%	52.9%	χ^2 ⁽¹⁾ = 1.287 V = .175
IC1	45.2%	54.8%	37.5%	62.5%	47.1%	52.9%	χ^2 ⁽¹⁾ = .239 V = .075
IC2	66.7%	33.3%	62.5%	37.5%	67.6%	32.4%	χ^2 ⁽¹⁾ = .077 V = .043

NA: Not adapted; A: Adapted

Note: Effectiveness corresponds to the percentage of people with disabilities working in the organization. *Low* corresponds to companies who reached the minimum established by the Spanish law (2%), and *High* to companies with higher levels of inclusion
R1. We offer advantages and benefits tailored to the needs of candidates / employees with disabilities; R2. Selection processes are adapted for people with disabilities to participate on equal terms; R3. Agreements exist with organizations and job portals specialized in selecting people with disabilities.

T1. There are training programs for people with disabilities to develop their skills to be included into the company; T2. The managers of recruitment, selection, and risk prevention are prepared to meet the needs of people with disabilities

PD1. There is a specific plan for employees with disabilities

RP1. The risk prevention processes are adapted; RP2. The jobs are accessible; RP3. The company facilities are accessible

IC1. Internal communication systems are adapted to employees with disabilities; IC2. There exist communication systems to inform about disability

Table 4. Effectiveness of policies depending on HR management systems adaptation

Management system		Policy: Existence of a strategic plan to normalize disability	Effectiveness		χ^2 (d.f) / V
			Low	High	
Recruitment	Non-adapted	Non-developed	82.2%	11.8%	χ^2 (1) = 3.811 V=.407
		Developed	50%	50%	
	Adapted	Non-developed	92.3%	7.7%	χ^2 (1) = 2.714 V=.388
		Developed	60%	40%	
Training	Non-adapted	Non-developed	92.3%	7.7%	χ^2 (1) = 5.716* V = .564
		Developed	40%	60%	
	Adapted	Non-developed	82.2%	11.8%	χ^2 (1) = 1.008 V = .205
		Developed	71.4%	28.6%	
Professional development	Non-adapted	Non-developed	91.7%	8.3%	χ^2 (1) = 5.738* V = .417
		Developed	55.6%	44.4%	
	Adapted	Non-developed	83.3%	16.7%	χ^2 (1) = .381 V = .218
		Developed	100%	0%	
Risk prevention	Non-adapted	Non-developed	100%	0%	χ^2 (1) = 4.444 V = .667
		Developed	50%	50%	
	Adapted	Non-developed	85%	15%	χ^2 (1) = 1.718 V = .248
		Developed	62.5%	37.5%	
Internal communication	Non-adapted	Non-developed	100%	0%	χ^2 (1) = 7.875* V = .661
		Developed	50%	50%	
	Adapted	Non-developed	81.3%	18.8%	χ^2 (1) = 1.000 V = .204
		Developed	68.5%	37.5%	

* p < .05

Note: Effectiveness corresponds to the percentage of people with disabilities working in the organization. *Low* corresponds to companies who reached the minimum established by the Spanish law (2%), and *High* to companies with higher levels of inclusion

Figures captions

Figure 1. The Human System Audit Model

Figure 2. Effectiveness of organizational policies for the labour inclusion of people with disabilities depending on the adaptation of the human resources (HR) management systems

Post-print