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Labour inclusion of people with disabilities in Spain: the effect of policies and human resource management systems

Francisco J. Pérez-Conesa, Marina Romeo

ABSTRACT

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 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.

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 (UN, 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).

Laws and global and national regulations have been enacted in order to reduce the high levels of labour exclusion (Boyce et al., 2008; Spanish Employment Public Service, 2016).

CONTACT Marina Romeo