



Inclusive HRM and employment security for disabled people: an interdisciplinary approach

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The Future of Work: A Matter of Sustainability

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Stream: Demographic Changes and Workplace Management: Towards Sustainable Work

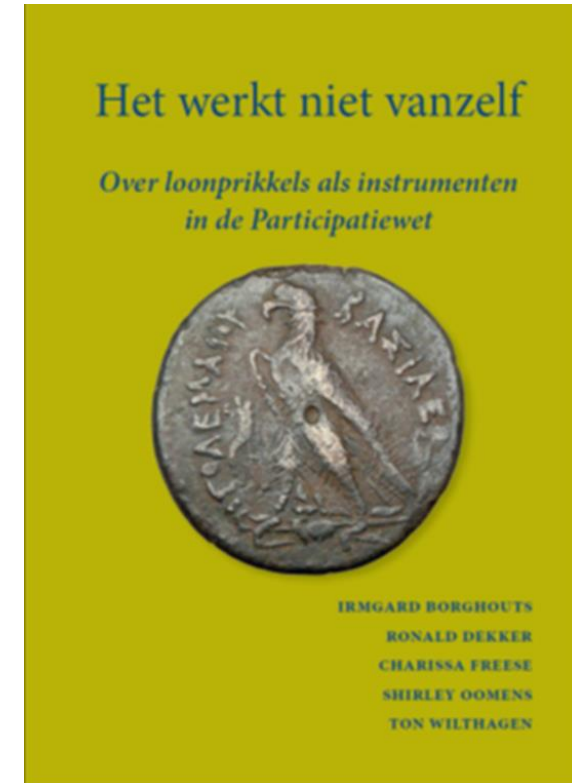
Dutch Governmental Policy measures on inclusion of workers with reduced work capacity

- ❑ Recently some innovative ALMP shifted perspective to employers
- ❑ “Participation Act” (2015) attempts to create inclusive labor market, in which people (with or without disabilities) can participate and acquire income through jobs at regular employers
- ❑ “Guaranteed Job Agreement” negotiated between Dutch government, employers’ organizations and trade unions in 2013, in which they committed to create 125,000 jobs for disabled persons before 2026
- ❑ Quota for Work-incapacitated persons Act



Research question

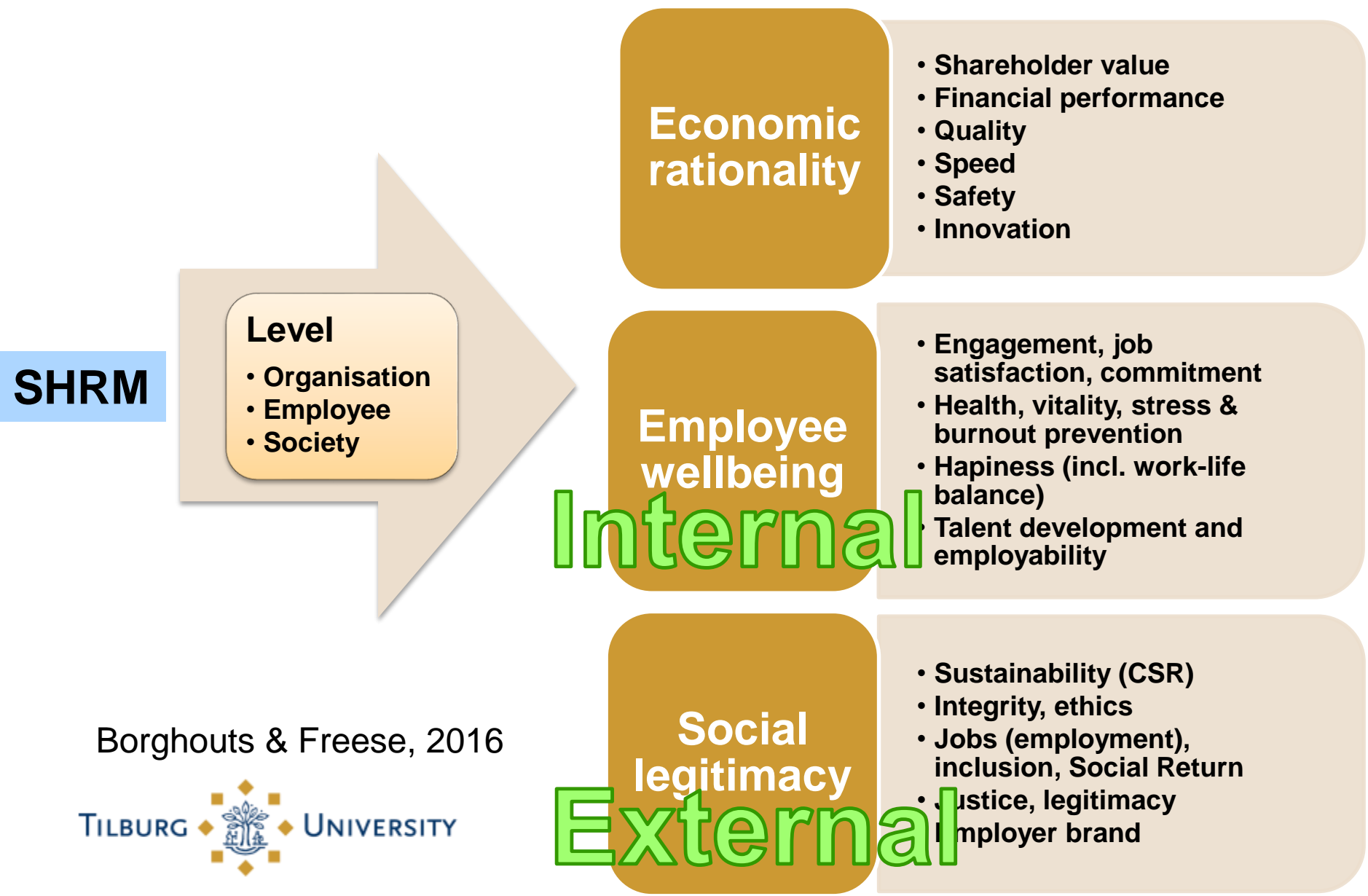
- ❑ ALMP: Dutch government tries to motivate employers to hire people with reduced work capacity with financial compensation of productivity loss
- ❑ Financial incentives are no crucial driver of employer behavior (Borghouts et al., 2015)
- ❑ RQ: **How can ALMP be better aligned with employers' motivations to hire people with reduced work capacity?**



➔ **Combining insights from Social Labor Market Policies and SHRM essential for succesful ALMP**

Linking ALMP to SHRM

Strategic HRM and outcomes at three levels



Method

- ❑ Semi-structured interviews with 11 inclusive employers (summer 2014)
- ❑ Attendance of two information sessions in April 2015 (20 employers) and June 2015 (70 employers)
- ❑ Initial model development
- ❑ Focusgroups 1-3 (21 employers and HR managers) June 2015
- ❑ Semi structured interviews with 7 employers who are reluctant to hire target group (Industry) July, 2015
- ❑ Construction of model
- ❑ Model testing in Focusgroups 4-6 (24 HR managers) October 2015

Results: Factors that influence the decision to (not) hire the target group by employers

1. External context

- a) External context (legal, economic etc)
- b) Perceived external support

2. Organization

- a) Mission & business strategy
- b) Management issues
- c) Organizational configuration
- d) HRM perspective: economic rationality, employee wellbeing and social legitimacy
- e) Inclusive HRM climate

3. Attitudes toward people

with reduced work capacity

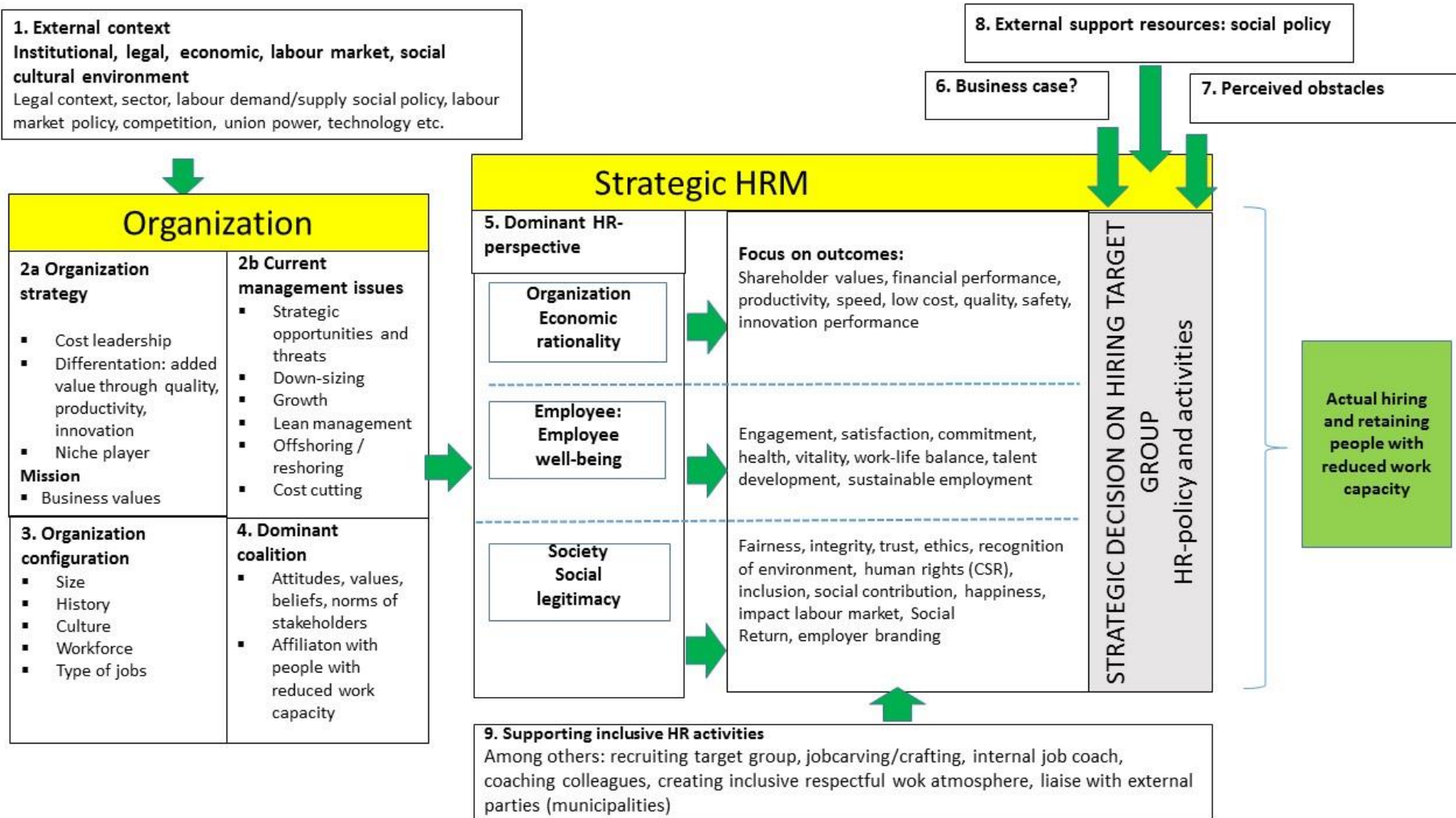
- a) Dominant Coalition
- b) Stereotypes
- c) Perceived risks
- d) Previous experiences

4. Business case

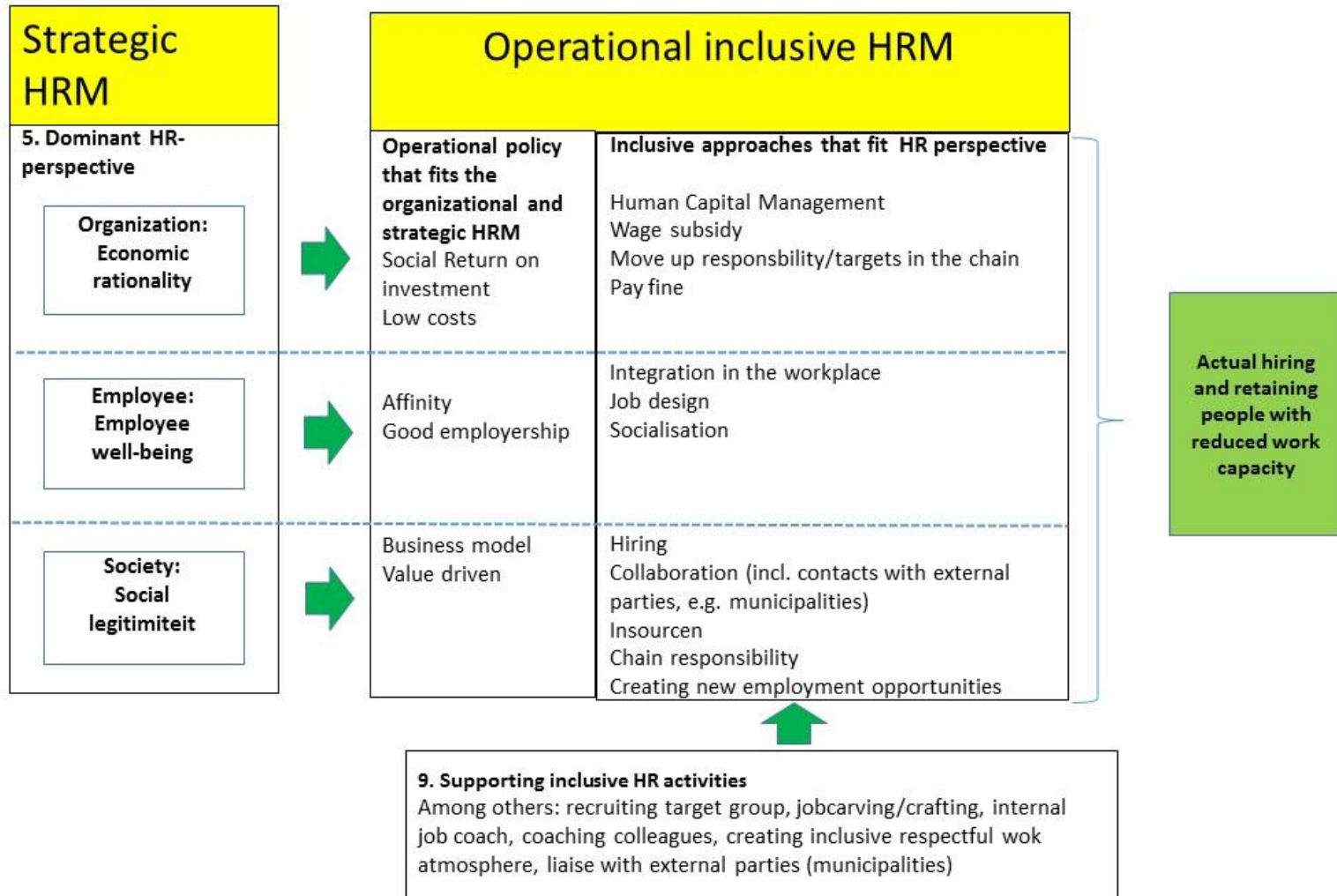
Borghouts & Freese, 2016



Strategic inclusive HRM model



Strategic HRM perspectives and operational inclusive approaches



Conclusions for strategic HRM

- ❑ In both economic rationality and social legitimacy approaches hiring PRWC may fit business strategy, however employer motives differ
- ❑ No employer in our study mentioned employee well-being motives to engage in hiring PRWC as primary motivation
- ❑ Method for integration of people with reduced work capacity must fit within organization, both in the production or service process and structure of organization



Conclusions for social labour market policy

- ❑ ALMP may be successful if they respond and align to explanations for organizational and strategic HR decisions.
- ❑ A customized approach by policy makers is necessary, such as provide information and advice services to struggling employers, which is aligned with their organizational strategy
- ❑ ALMP stimulate employers to get inclusion on agenda
- ❑ However ALMP may act as an inhibition for good willing employers, as the strict application of the act might result in the impossibility to hire somebody
- ❑ Pay attention to negative effects of accumulation of different governmental regulations
- ❑ Create special facilities for SME's: they lack time, knowledge and resources
- ❑ Interesting ongoing Innovative ALMP involving employers:
 - reshoring as potential source of renewed job creation
 - providing information and advice services to employers
 - develop specific structural (financial) programs that fit to employers' needs and reduces perceived employers' financial and non-financial risks and administrative burdens when hiring the target group

Inclusive HRM: Combining SHRM and Social Policy

□ HRM perspective extending beyond organizational boundaries that considers people who are not (yet) part of the organization, as valuable resources whose interests need to be taken into account. The development of skills, competencies and careers of workers who will only temporarily work in the organization are considered as outcomes by their own right.

□ Inclusive HRM activities: connecting organizations, the external labor market and educational institutions, to create a labor market with well-developed human capital which serves organizational performance in the long run. It creates a mobile and flexible labor market that functions well, with smooth transitions from school to work, job to job and from inactivity to work.



Thanks for your attention
Questions?