

# Inclusive organizations:

## The building blocks of an inclusive climate



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# Overview

- Introduction of inclusive organizations,
- Research on inclusive climate,
  - diagram
  - method
  - results
- Conclusion and implications.

# What is an inclusive organization?

- An inclusive organization is an organization;
  - that optimally uses the diversity of talents and capabilities at the labor market,
  - that facilitates all members to contribute to set organizational goals by the force of their own means and capabilities,
  - that is capable to attract and sustain people with disabilities and to prevent employees from prematurely dropping out with disabilities caused by sickness or age (Nijhuis, Mulders, & Zijlstra, 2011).

# Why are inclusive organizations important?

- traditional organizations are still looking for the 'best' employee, with the 'best' person organization fit. (People with disabilities often get passed because of this perspective)
- work has become more complex, a lot of low-skilled work has moved to low-wage countries
- work participation for people with disabilities is low ( $\pm$  27-30%), not even half of these work for a 'regular' employer
- work participation is important for their integration (in society), but also for the physical and mental health of people with disabilities.

## Why are inclusive organizations important (2)

- demographic developments will lead to a shortage of  $\pm 200.000$  jobs in 2020, even 600.000 in 2030 (Zijlstra, Mulders, & Nijhuis, 2012)
- $\pm 216.000$  'Wajongers' currently receive welfare payments, this number increases every year
- a shortage of employees AND people that cannot find a job?

→Corporate Social Responsibility

# This research...

- focuses on people with disabilities that are already employed,
  - work participation of people with disabilities at regular organizations fluctuates strongly,
  - high turnover rate, only 50% of people with disabilities was able to retain their job for a period of 1 year (2010-2011)
- focuses on the boundary conditions that are necessary to achieve a higher degree of participation, inclusion and sustainability of employment
- is about an inclusive climate!

# Inclusive climate

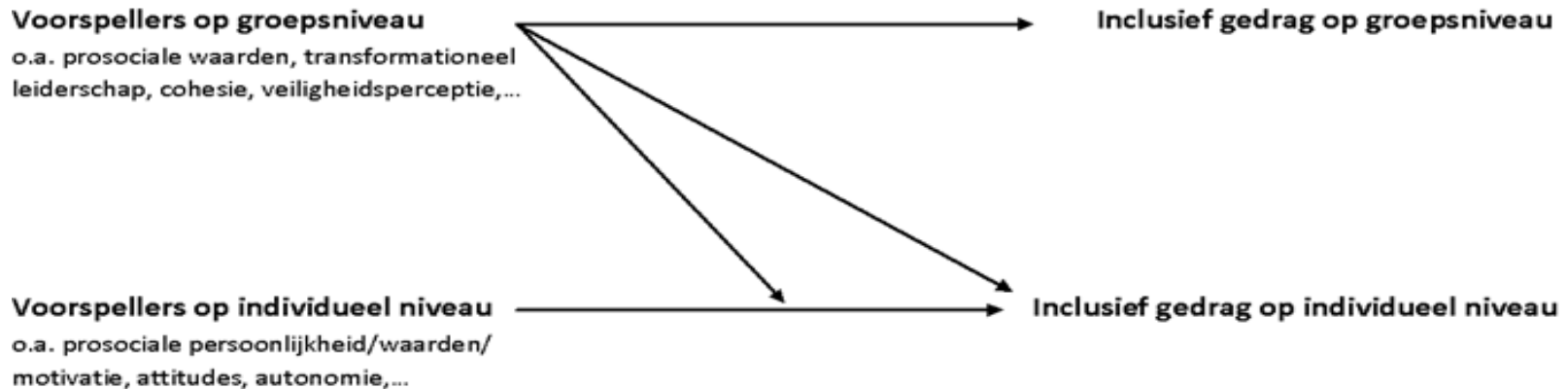
- an inclusive climate can be defined as the employee perceptions of their work environment that entails their meaning on the way people with disabilities are accepted, helped, and treated by others in the work environment.
- an inclusive climate refers to the boundary conditions that make it possible for people with disabilities to integrate better, over and over again each day!

# Research questions

- What factors are the building blocks of an inclusive climate for people with disabilities?
- Do these factors lead to a sustainable integration/inclusion?
- Do these factors lead to more well-being for people with disabilities?



# Inclusive climate, the multi-level model



# Inclusive behavior

- Inclusive behavior is behavior displayed by colleagues of a person with disabilities that enables the latter to execute his work.
- Work behavior can be viewed as a direct consequence of the perceptions of employees towards the policy, daily practices and procedures within the (inclusive) climate
- Organizations, departments and teams can thus show differences in their inclusive behavior
- Successful integration can thus be seen as the consequence of inclusive behavior

# Method

- 7 organizations



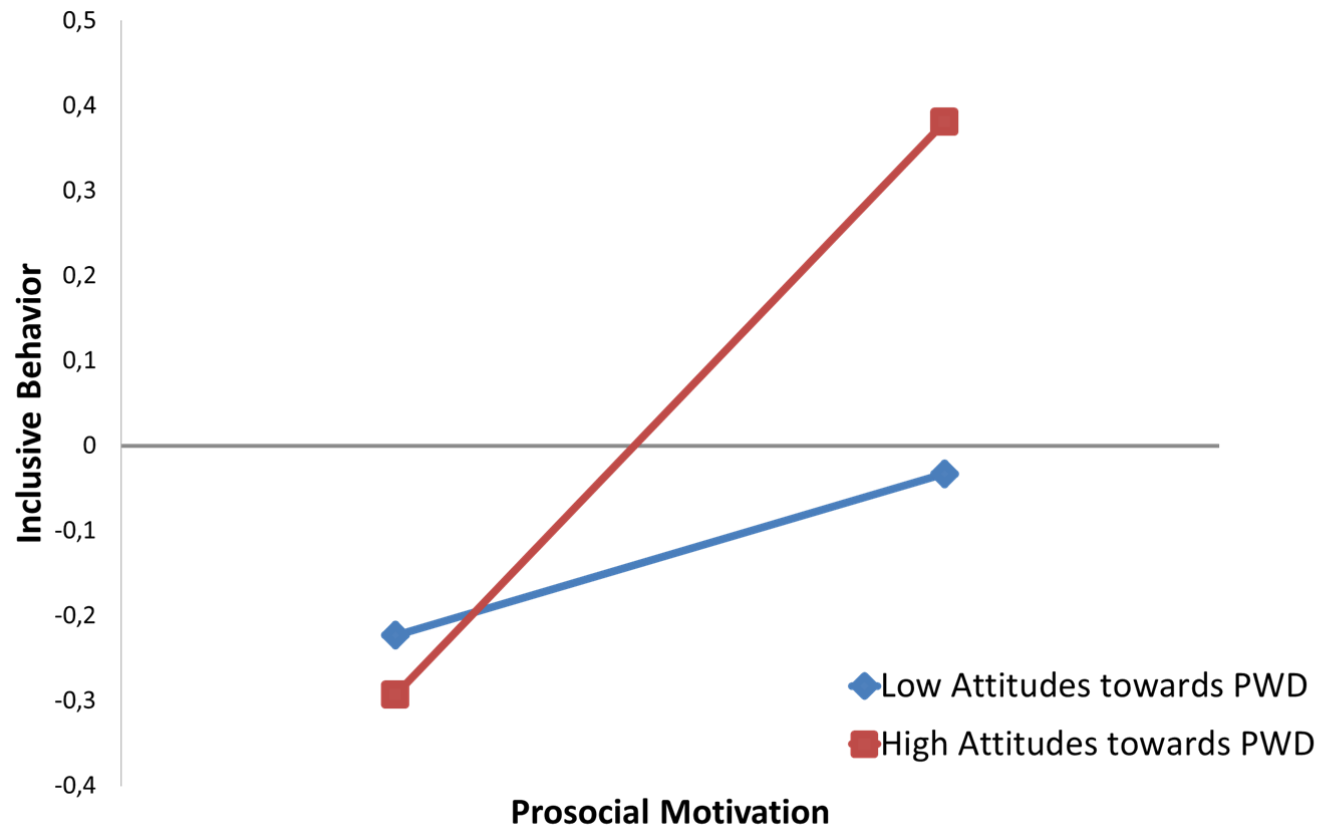
- 372 subjects (165 male, 206 female)
- 92 supervisors, 313 colleagues, 84 PWD  
→84 teams of min 3 employees, supervisor and PWD

# Total response

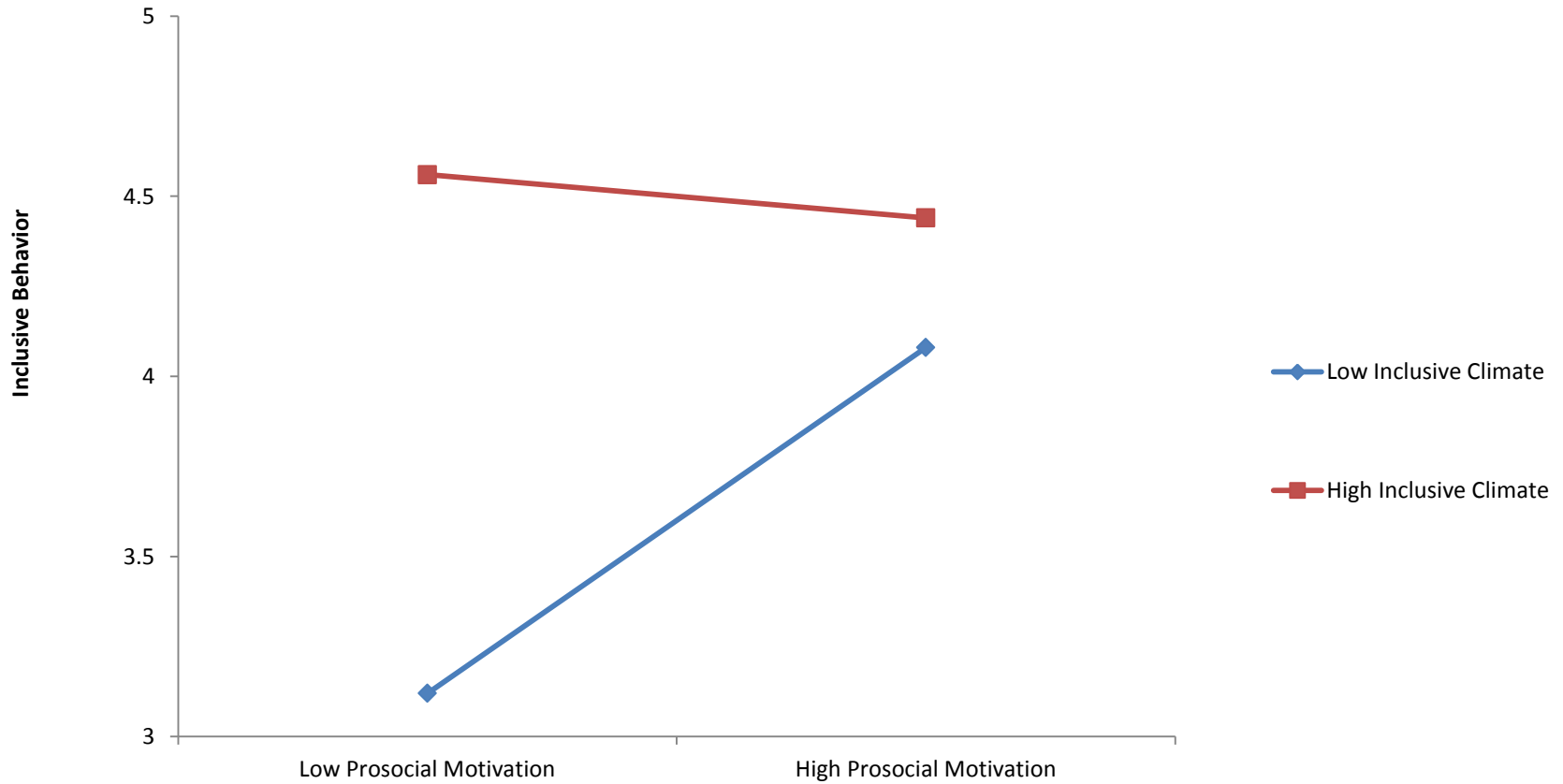
	Werknemer	Collega werknemer	Leidinggevende
#uitgezet	1063	1063	120
#terug	372	313	92
percentage	35%	29.4%	76.7%

#interview Wajongers = 90, totaal aantal teams = 84

# Results: example 1



## Results: example 2



# Conclusion

- Prosocially motivated people will be more inclined to display inclusive behavior than those who are not prosocial
- Furthermore there are factors at the team level that lead team members to display more inclusive behavior, regardless of the individual features.

# Implications

- Supervisors can encourage inclusive behavior of their teams by:
  - Being a transformational leader
  - Providing organizational support
  - Encouraging positive behavior of employees towards PWD
  - Creating an inclusive and safe climate
- Recruitment and selection





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