



Positive and negative effects of CSR:
The case of disabled workers
integration in the Portuguese context.

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Abstract

Title: Positive and negative effects of CSR: The case of disabled workers integration in the Portuguese context.

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Corporate Social Responsibility ability to respond to environmental and social problems is beneficial in different ways. The integration of People with Disability (PwD) in the workforce is one expression of CSR that can have important positive impacts. However, little is known about the specific impacts of the colleagues responsible for the integration and supervision of PwD. This is the major objective of this research. Two studies, based on a survey and individual interviews, provide some initial evidence on this matter. We found that in Portugal the inclusion of PwD is considered positive. Thought, it is a process held informally my companies, where stigmas and mistrust concerning the ability of these individuals to perform the job, can still be found. The results also show that experience, sensibilization, and preparation are the key to promote better and impactful integration. The insufficient awareness regarding disability suggests a collective and global effort, led by governments and organizations, that should alert and incentivize a whole nation to break this social barrier and turn it into opportunities. Well-structured and implemented inclusive programs can easily create win-win situations. By promoting *all* their employees' engagement and potential, organizations will enhance individual and collective results, leveraging its differentiation, and competitiveness. We argue that the inclusion of PwD is an HR initiative valuable for any organization and indispensable for social progress.

Key words: Corporate Social Responsibility, Disability in the Workplace, Teamwork

A capacidade que a Responsabilidade Social das Empresas tem de responder a problemas ambientais e sociais é benéfica de formas diferentes. A integração de pessoas com deficiência (PcD) no trabalho é uma expressão de RSE que pode trazer importantes impactos positivos. No entanto, pouco se sabe sobre os impactos específicos nos colegas responsáveis pela integração e supervisão de pessoas com deficiência. Este é um dos grandes objetivos desta pesquisa. Dois estudos, baseados num questionário e numa entrevista individual, oferecem as primeiras evidências relacionadas com este assunto. Descobrimos que em Portugal a inclusão de PcD é considerada positiva. Não obstante, é um processo que é assegurado pelas empresas informalmente, onde estigmas e desconfiança relacionados com a capacidade de trabalho destes indivíduos ainda estão presentes. Os resultados mostram que a experiência, sensibilização e preparação são a chave para promover uma melhor, e mais impactante, integração. A insuficiente consciência relacionada com a deficiência sugere um esforço global e coletivo, liderado por governos e organizações, que devem alertar e incentivar uma nação inteira a derrubar esta barreira social e transformá-la em oportunidades. Programas inclusivos bem estruturados e implementados podem criar facilmente situações vantajosas para ambas as partes. Ao promover o envolvimento e potencial de *todos* os seus trabalhadores, as organizações irão ampliar resultados individuais e coletivos, potenciando a sua diferenciação e competitividade. Defendemos que a inclusão e PcD é uma estratégia de RH valiosa para qualquer organização e indispensável para o progresso social.

Palavras-chave: Responsabilidade Social das Empresas, Deficiência no trabalho, Trabalho em Equipa

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Lastly, I couldn't help through a short reflection, associating this dissertation subject with the times that we are currently living. The unexcepted pandemic, that placed us under unimaginable circumstances, brought along, at very least, a new awareness. Social relations never seemed so significant. Social distinctions, though, never seemed so insignificant. Moreover, recognizing the value in others, recognizing our value to the others, is a turning point for our growth as humans, and ultimately, as a society.

In the end, though, it is just a choice.

“Yesterday is gone. Tomorrow has not yet come. We have only today. Let us begin.”

Saint Theresa of Calcutta

Table of Contents

Introduction 6

Literature Review 7

 Corporate Social Responsibility 7

 Corporate Social Responsibility and Human Resources Management 7

 Human Resource Management of People with Disabilities 8

The present study 10

 Conceptual model overview 10

 Disability 11

 Organizational Justice 11

 Organizational Culture 12

 Job Demand 13

 Job Satisfaction 13

 Organizational Citizenship Behaviour 14

 Work engagement 14

 Job Performance 14

 Classic organizational effects 15

Methodology 17

Study I 18

 Method 18

 Sample 18

 Procedure 18

Results 21

 Descriptive 21

 The effect of 25

 People with Disabilities on job outcome 25

Conclusion 28

Study II.....	29
Method	30
Sample.....	30
Procedure.....	30
Results	31
How are people with disabilities being included in Portuguese organizations?	31
What are the effects of working with someone with disabilities on the job?.....	33
What is moderating the impacts of working with PwD?	36
Conclusion.....	39
General Discussion.....	40
Findings and Managerial Implications	41
Sensibilization and HR initiatives	41
Experience.....	42
Preparation	42
Inconsistent Results.....	43
Limitations and Future Research.....	44
Conclusion.....	45
Bibliography.....	48
Appendices	54
I. Measures	54
II. Moderation Analysis.....	58
III. Variables dictionary	60
IV. Survey Structure.....	65
V. Interview Script	72

Introduction

Corporate Social Responsibility (CSR) is a concept that lately has been gaining more attention and it is now a reality difficult to ignore. It captures the dynamics of the relationship between business and society (Davis et al., 1988), which have been progressively interconnected, and therefore, more dependent on each other. Society is asking for social initiatives and organizations are trying to respond to society's demands.

In March 2000, the UE presented at Lisbon summit, the strategic goal of becoming the knowledge-based economy more dynamic and competitive in the world, capable of guarantee sustainable growth, with more and better jobs, and with a larger social cohesion (COM 366, 2001). In 2001, by publishing the Green Book, the UE intended to pull and spread CSR debate throughout Europe and the rest of the world. In the same vein, in January 2019, the Portuguese Government publishes a law (Lei nº 4/2019) that establishes an employability quota system for people with disabilities, with an incapability degree equal or superior to 60%. For the average firms the number represented 1% of its employees and for the big ones 2%. In this dissertation, we study this specific form of CSR - disability in the workplace.

Disability presumes a medical impairment or injury of an individual that precludes substantial and long-term gainful activity (UN, 2007). The exclusion and discrimination around these individuals, in many social areas, explicitly, in the labour market, becomes a social issue and, therefore, an important object of CSR.

Whether it is a new practice adopted by firms, or not, the new law might have brought some changes into the Portuguese corporate environment. The theme of people with disabilities (hereafter PwD) employability may generate speculation, as the real impact it has on organizations and its employees remains unanswered.

In that way, this study aims to understand the potential contextual factors and outcomes associated with social inclusion, by answering the questions “how are the Portuguese integrating disabled workers?”, “how is the job being affected by that integration?” and “what is the organizations' role and influence?”.

All things considered, a call to reveal the impacts of working with disabled people is the main motivation behind this study.

Literature Review

Corporate Social Responsibility

According to Aguilera (2010), CSR is “context-specific organizational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance”. Porter & Kramer (2006) highlight the dependence that the organizations have towards society, stating that firms must adopt a social perspective to understand competition and guide its business strategy. Then, typically, the more closely tied a social issue is to a company’s business, the greater the opportunity to leverage the firm’s resources and benefit society (Porter & Kramer, 2006).

Corporate Social Responsibility should then be completely embedded in the business, to generate a clear synchronization between every element. In fact, a business organization is nothing but a web of relationships with various stakeholders (Waddock & Smith, 2000; Zadek et al., 2000; Sekhar Bhattacharyya et al., 2008) - parties who can affect or are affected by firm activities (Freeman, 1984). For that reason, the interests of the salient stakeholders and the strategic interests of the firm should be in a continuous alignment, to guarantee the success of social initiatives (as every other initiative), taken by organizations.

Employees are one of the most important and influencing groups of stakeholders in any organization (Clarkson, 1995). For that reason, a dominant theme and directive of CSR have been engaging human resources (Sekhar Bhattacharyya et al., 2008).

Corporate Social Responsibility and Human Resources Management

The discipline of human resources management integrates the practices and policies focused on the organization and motivation of individuals and teams, to enhance the organizational results, through better integration and better use of their potential. Hence, HRM is critical and indissoluble from the firm’s success. It influences firm performance but also its competitiveness and differentiation (Duarte & Pernas, 2015).

One of the roles taken by Human Resources Management is to impulse organization policies oriented to social, human and environmental dimensions - a strategic investment that introduces a positive impact on company results (e.g., Brammer, Millington e Rayton, 2007; Neves, 2009; Puig, Martin, Tena e Llusar, 2007; Turker, 2009). But again, the alignment of organizational strategic goals with its CSR politic determines the coherence of the organizational project, that materializes through practices that help in the involvement and diffusion of CSR among its

workers (Duarte & Pernas, 2015). Employees should have the power to influence those social initiatives' receptiveness and effectiveness.

According to the Green Book of European Commission (2001), CSR can be viewed through two perspectives: external and internal. CSR internal practices, the ground field of this research, like worker's empowerment and diversity, are Human Resources' responsibility, since the most significant domain of HRM action, the workplace, concerns the basic human principles, working conditions, and subjects like labour relations, equity, discrimination, development, and well-being.

Those HR aspects should be transformed into opportunities for CSR initiatives (Porter & Kramer, 2006), included in the company's value chain, and be capitalized on behalf of the organizational performance.

Altogether, the acceptance and participation of socially responsible actions within firms will only be possible with a collective and continued effort. For that, companies need to emphasize their relationships with employees, by, for example, align and transmit organizational strategies, goals, and values. Then, any organizational change, such as an inclusive environment transformation, will be much more efficient if workers feel conscious and part of it.

Human Resource Management of People with Disabilities

The Universal Declaration of Human Rights (1948, UN) defends that "equality of opportunity and treatment for disabled men and women workers shall be respected" (art. 4). The known document, together with the Convention of the Rights of Persons with Disabilities (2006), supports the report written in 2014 by the International Labour Organization. The latter emphasizes not only the promotion of PwD rights as fundamental rights but also its integration in CSR strategies of all enterprises, contributing to community development while improving company reputation, brand image, and corporate culture.

The same report reveals several points related to the management of disability within organizations. Across 40 socially responsible firms, 75% did not have its top management endorsing disability as a commitment; only 2,5% include monitoring and evaluation mechanisms (concerning PwD) in the company strategy; and only 22,5% identified people with disabilities (and their representative organizations) as relevant stakeholders.

Also, the perspective regarding disability is heterogeneous among firms. It is often seen as a non-discrimination or equality issue, under a human rights approach, but also as a matter of

diversity and inclusion adding value to the enterprise. Initiatives, related to raising awareness on disability, recruitment and selection, and adaptation of jobs are the most mentioned organizational policies. However, very few enterprises report inclusion policies on promotion, health, and safety or job retention.

According to this report, in general, disability tends to be poorly prioritized, followed and reported. An outdated vision of CSR linked with voluntarism and the lack of expertise on disability and knowledge on how to manage disability from an employment perspective, are challenges faced by firms that can explain such numbers.

The ILO report (2014) is just one of many documents that can be found about disability in the workplace. In fact, the theme of this research – disability in the workplace - has been in the eye of CSR investigation in the last years.

However, there is a lack of evidence regarding the impacts on the colleagues of PwD, and the related moderating factors. That said, in the literature, the spotlight rarely falls on the ones that directly work with PwD. This study intends to change that.

The present study

In the present study, the question asked aims to understand how the labour interactions between disabled individuals and colleagues will affect the work. By identifying the implications of working directly with disabled people, we will try to expose the effects that it has on an individual's satisfaction, performance and behaviours at work.

In Portugal, the practicality of integrating people with disabilities, besides the visible effort, is still taking its first steps. Consequently, the research, regarding the Portuguese organizational conjecture, should have interesting contributions to make.

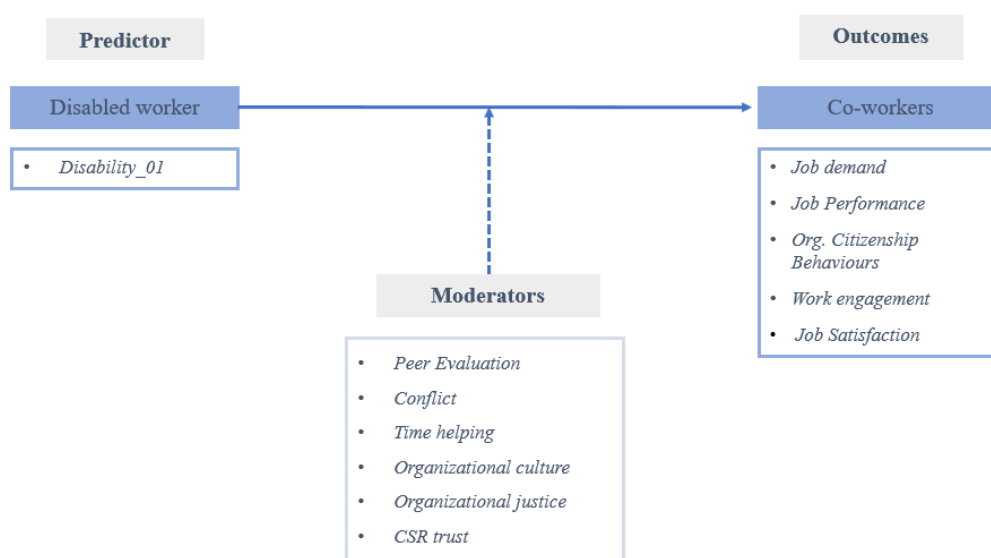
Conceptual model overview

In our conceptual model, we stipulate three sets of variables – predictors, outcomes, and moderators.

Generally, we consider that working with PwD can have an impact on co-workers performance, also through its influence on job demand, organizational citizenship behaviours, work engagement, and job satisfaction.

We also consider that this impact can be moderated by a set of organizational and individual variables. This is in line with the literature, with the special contribution of Stone and Colella (1996) model of factors that affect the treatment of disabled individuals in organizations and the meta-analytic examination of the construct validity of the *MOAQ* - Job satisfaction Subscale study, written by Bowling and Hammond (2007).

Figure 1. Conceptual Model



Disability

Disability - a physical or mental impairment that substantially limits one or more major life activities (American with Disabilities Act, 1990) – is the main predictor in our model. According to *Portadata* (Portuguese statistic base) disability englobes different types, being the main ones: hearing, visual, motor, mental and cerebral palsy.

The United Nations recognizes disability as a concept that has been evolving and that results from the interaction between people with behavioural and environmental incapability that hinder their full and effective participation in society in equal conditions with other individuals. [*Cidadãos Portadores de Deficiência: Direito Nacional* (September 2016)].

Peer evaluation, conflict and time helping

Between the moderators, we considered, firstly, the concepts of peer evaluation, conflict and time people spend helping the colleagues. Supported by the literature, the introduction of these concepts pretends to measure the interaction between individuals and their colleagues with disabilities, as its influence in individuals' work.

Peer evaluation, that will assess the perception that the respondent has about the colleague's work, is based on job performance, which includes work productivity, time and quality. Although treated separately, peer evaluation also includes the level of conflict between individuals (Chadwick, & Li, 2018; Hillgren, & Cheatham, 2006; Toni & Tonchia, 1998). Additionally, the time individuals spend helping their colleagues will try to measure the perceived support towards colleagues with disabilities.

Colleagues have a crucial role in a company. They are primary references when individuals evaluate their own organization (Ho & Levesque, 2005; Patrício 2011). Social transactions incorporate both material benefits and psychological rewards including status, loyalty, and approval (Yukl, 1994). Furthermore, an agglomerate of social group resources - social capital (Chow, 2009) - raises social values and facilitates an individual's actions inside the structure (Coleman, 1990; Patrício, 2011).

Organizational Justice

The organizational justice construct is generally said to contain three components: distributive justice, procedural justice, and interactional justice (Colquitt, Noe, & Jackson, 2002). The present study focusses on the last one.

“Interactional justice is fostered when decision-makers treat people with respect and sensitivity and explain the rationale for decisions thoroughly” (Colquitt, 2001). Interactional Justice is divided in two: interpersonal justice, that is, the nature of employee-organization relationship and the degree to which employees are treated properly and respectfully by the organization and its managers (Tyler & Bies, 1990); and informational justice, i.e., the nature of the information and explanations conveyed to employees (Tziner et. al., 2011).

The observation of organizational justice should facilitate the inclusion of the disabled in the workforce, pushing people towards more pro-active initiatives (Stone and Colella, 1996).

Organizational Culture

Working in a company that emphasizes flexibility and respect for the dignity of the individual will result in a more supportive work environment, which may not only benefit disabled employees but every employee in the organization (Stone and Colella, 1996). For those reasons, organizational culture was also included in our model.

The term “Organization culture” refers to the values and beliefs predominant within an organization, and it is formed by principles, ideologies as well as policies. It is the culture of the workplace which decides the way individuals interact with each other and behave with people outside the company.

One of the factors directly related to organizational culture is organizational support, that reflects how encouraging and inclusive is the culture perceived. These are intrinsic characteristics of one cultural dimension of the Competing Values Framework (Quinn, 1988) - Clan Culture, where cohesion, respect, involvement, moral are the goals, and collectivism, discussion, participation, are the means to achieve it (Ferreira & Martinez, 2008).

Eisenberger et. Al, 1986, cited by Perez et. al. (2015) writes that according to the theory of organizational support, workers’ perceptions about the support they receive from the organization, help them value the assistance provided and understand how their efforts contribute to goal attainment, influencing productivity, commitment, and growth.

CSR Trust

We intended to test workers’ trust about their own organizations’ social initiatives supported by one of the main arguments in favour of CSR acknowledgment - organizational reputation - a cumulative judgment (Fombrun & Shanley, 1990) that is also embraced by employees.

Employees' perception of CSR was treated as a general concept, where the 4 sub-concepts economic, legal, ethical, and philanthropic responsibilities (Carrol, 1974) are implicitly included.

Job Demand

Job demand, that was first introduced as a moderating variable (see further at *Moderation Analysis*) was later considered, in our model, as an outcome. It refers to physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills and are, therefore, associated with certain physiological and/or psychological costs (Demerouti & Bakker, 2011).

Although job demands are not necessarily negative, they may turn into job stressors (Meijman & Mulder, 1998; Demerouti and Bakker, 2011), pressing to some extent individuals and, therefore, influencing their labour relationships. Task overload and interpersonal conflict are some examples of stressors cited across the literature.

One of the most studied job demands is role stress. Role ambiguity and role conflict are two faces of this phenomenon, for the purpose of this study we only described one: role conflict.

Role conflict is defined as the simultaneous occurrence of two or more role pressures so that compliance with one makes it more difficult to comply with the other (Rizzo, House, & Lirtzman, 1970; Moura, et. al., 2014). Psychological conflict arises when multiple roles cannot be fulfilled, increasing role obligations (Moura, et. al., 2014), as may be the case of continuously supporting someone else's tasks.

Job Satisfaction

Job satisfaction is a multidimensional concept defined as the pleasurable or positive emotional state resulting from the overall evaluation of one's job or job experiences (Locke, 1976), and is a factor of the extent to which individual needs are met in the work setting (Tziner, 2006).

Consequently, it can be both intrinsic, deriving from internally rewards such as the job itself, (e.g. demands of the work tasks or workplace discipline) and other "quality of work-life aspects" (Rose, 1999) like social relations; and extrinsic, resulting from externally mediated economic and material rewards such as satisfaction with pay (Porter & Kramer, 2004; Tziner et. Al., 2011).

Altogether, following Locke's (1976) intuition: "workers have minds", one may believe that the perceptions that workers have about their labour status, influence the way they react to work.

Organizational Citizenship Behaviour

Organizational citizenship behaviour (OCB) is an important measure for the present study. It can be described by an employee action, which goes spontaneously beyond the formally prescribed job requirements (in-role behaviours) and performs non-mandatory (extra-role) behaviours without the expectation of receiving explicit recognition or compensation (Organ, 1988). Altruism, courtesy, conscientiousness, sportsmanship, and civic virtue are five categories of OCB.

Although not directly or explicitly recognized by the formal reward system, organizational citizenship behaviours promote the efficient and effective functioning of the organization.

Work engagement

Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption (Schaufeli et al., 2002).

Vigour is distinguished by high levels of energy and mental resilience while working. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, and challenge. Absorption is related with concentration and engrossment in work (Schaufeli and Bakker, 2004).

In short, engaged employees have high levels of energy, are enthusiastic about their work, and are often fully immersed in their work (May et al., 2004; Bakker and Demerouti, 2013). Then, the importance of this measure in one's job makes its contribution to this research interesting.

Job Performance

Lastly, job performance is presented as our main outcome. This concept can be distinguished between task performance and contextual performance, where the former is defined by specific job requirements and the latter is defined in terms of actions that enhance team or organizational effectiveness (Borman and Motowidlo, 1997; Shelton, 1998).

Deeply connected with key organizational conditions, as we will see further, it is a clear reflection of one's work. Thus, job performance becomes a core measure in our study about the impacts of working with PwD.

Classic organizational effects

Among the literature we find the confirmation of diverse organizational phenomenon related with the enumerated concepts. The next paragraphs summarize a review about the effects and connections between those.

Social involvement and Job Outcome

Interpersonal relationships created at work seem to be related to engagement, identification, and commitment to the job, which in turn might influence performance.

In that way, involvement will lead to a better performance by affecting the motivation and effort and still generate a strong positive impact in organization citizenships behaviours (Patrício, 2011). As reiterated by Mailhiot (1976), group productivity and efficiency are strictly related not only with its members' competence but especially with the solidarity of their interpersonal relationships.

Likewise, Bowling and Hammond (2008) evidence that research has consistently found positive relationships between perceived organizational support and satisfaction (Rhoades & Eisenberger, 2002; Viswesvaran, Sanchez, & Fisher, 1999).

The global perception about organizational justice, as the acknowledgment of social actions taken by their own company (Riordan et al., 1997; Bear et. al., 2010) is expected to influence, directly and positively, employees' job satisfaction (Cohen-Charash & Spector, 2001; Porter, & Ng, 2001). Therefore, perceptions about the organization – not only about its culture, but also about the justice, and initiatives related to CSR - should, in theory, also have impacts on employee's jobs.

Job Outcome

We saw that numerous factors may be affecting job demand, performance, satisfaction, engagement and behaviours. Nonetheless, literature has also a lot to add regarding the effects that these four variables have on each other.

Job demands might result from workplace factors and working conditions. It may affect work engagement, (Schaufeli & Bakker, 2004) and job performance since it constrains employees' ability to perform and be effective in their jobs (Vandenberghe et al., 2011). Besides, since job demand reduces enjoyment derived from the job, and is even linked to emotion-oriented strains, it should yield especially strong negative relationships with satisfaction (Bowling and

Hammond, 2008; Cervoni & DeLucia-Waack, 2011), probably because job satisfaction includes an affective component (Brief, 1998).

Several studies reveal the link between engagement and performance, like the one from Kahn (1992). The author proposes that engagement leads to both individual outcomes (i.e., quality of people's work and their own experiences of doing that work), as well as organizational level outcomes (i.e., the growth and productivity of organizations). Also, Bakker et al. (2004), as others (Graham, 1986; Organ, 1988) indicated that engaged employees perform well and are willing to go the extra mile (OCB).

Furthermore, one can add that research has consistently found a positive relationship between in-role performance and satisfaction (Iaffaldano & Muchinsky, 1985; Judge et al., 2001; Petty et al., 1984; Bowling and Hammond, 2008). Satisfaction, for instance, has been hypothesized to influence in-role performance via effects on employee motivation (Strauss, 1968).

Inevitably, work engagement and job satisfaction become closely related, probably because of its relationship with other variables such as organizational commitment, intention to quit, and organizational citizenship behaviours, as several writers have suggested (Alarcon & Lyons, 2011; Saks, 2006; Zhu, 2013).

The link between job demand, performance, work engagement, satisfaction, and organizational citizenship behaviour should be, then, established.

Methodology

To study the effect of working with people with disabilities, the present dissertation includes two complementary methodologies - a quantitative and a qualitative one.

Quantitative research, defined as “a research strategy that emphasizes quantification in the collection and analysis of data” (Bryman, 2012) was based on validated measures and took an online survey and the *R-Studio* software as instruments to collect and analyse the data.

The second study took advantage of semi-structured interviews. A qualitative tool, that allows direct contact with individuals, fosters our learning about personal experiences and perspectives on a given set of issues, fundamental for the process of emerging insights (DiCicco-Bloom & Crabtree, 2006). Then, thematic analysis was the method chosen to interpret the data.

Thus, by integrating a mixed-method approach, we could potentially provide a more rigorous and complete study design.

Study I

Method

Sample

In the present study, all the targeted organizations employed people with disabilities. Nonetheless, the sample includes people who work frequently with one, or more than one, disabled person and employees who do not (but still, work at an organization that employees them). The latter are considered the control group.

The sample is composed by 121 individuals. 65% of the respondents were women and the average age was 39 years old. Approximately, half of the respondents interact frequently with people with disabilities at work.

Procedure

Data collection

To reach a consistent research group efficiently, contacts were assembled specially through individuals and foundations dedicated to the inclusion of disabled people. After the authorization of the same organizations, we were able to reach out the employees and sending them the link of the online survey, which delivered us (Qualtrics Survey Software) the answers automatically.

Variables dictionary

See in Appendices (III).

Survey structure

See in Appendices (IV).

It has been noted that the data obtained from surveys "are best when the question is clear, and when the respondent knows the answer and is motivated to report it accurately" (Mechanic, 1989; Hines, 1993). Thus, the questions of the survey were based on recognized scientific studies, since those were created to avoid misunderstand questions, or even fear, stigma, discomfort, or lack of incentive to reconstruct experiences (Mechanic, 1989; Hines, 1993).

Survey performance

There were 121 individuals responding to our survey, from where we took 84 valid contributions. In average, people took 7 minutes and a half to answer to the whole questionnaire.

Measures

Some of the variables of our conceptual model were measured using validated scales. In this case, we conducted a descriptive analysis of the items and an analysis of the resulting composite measure using also descriptive statistics and an inter-item reliability analysis, the Cronbach Alpha (Cronbach & Meehl, 1955; Field, 2009).

Job Demand. Results for the Job demands items and composite measure are shown in Table 6 (see in Appendices, together with the rest of the following tables). Regarding item performance, five of the 6 items (all, except item 4) presented a mean lower than the mean of the Job demand scale (3.25). Based on the item inter-correlations the composite measure excluded item 1 and item 5, due to lower and insignificant correlation values. The average item correlation within the scale showed a relatively strong value (0.7). Reliability analysis shows a high internal consistency of the Job demand scale ($\alpha = 0.9$).

Peer Evaluation. Results for the Peer Evaluation items, and composite measure are shown in Table 7. Regarding item performance all the items presented the same mean (3.00), corresponding to the mean value of the scale created (3.07). The composite measure excluded item 6, due to lower and insignificant correlations with the rest. The average item correlation within the scale was 0.49, a moderate value. Reliability analysis shows that the internal consistency of the Job demand scale is good ($\alpha = 0.85$).

Organizational Culture. Results for the Organizational Culture items and composite measure are shown in Table 8. Regarding item performance, item 1 presented the same mean as the Organization Culture scale (3.82), as item 2 and 3 presented a lower and higher value, correspondingly. All the correlations between items were significant, being therefore, all included in the composite measure. The average item correlation within the scale present a strong value (0.7). Reliability analysis shows that the internal consistency of the Job demand scale is good ($\alpha = 0.88$).

Interpersonal Justice. Results for the Organizational Culture items and composite measure are shown in Table 9. All items presented a mean higher than the mean of the scale (5.09), except item 4. Due to very high and significant correlations, we chose not to recoding this measure as a composite measure, but instead use only one item (item 3) for this purpose.

Trust on CSR. Results for the Organizational Culture items and composite measure are shown in Table 10. Regarding item performance, item 2 and 3 presented a lower mean than the Trust of CSR scale one (5.50), as item 1 present a higher value. All the correlations between items were significant, being therefore all included in the composite measure. The average item correlation within the scale present a strong value (0.83). The Cronbach Alpha ($\alpha = 0.93$) prove the internal consistency of Trust on CSR scale.

Organizational Citizenship Behaviour. Results for the Organizational Citizenship Behaviour items and composite measure are shown in Table 11. Regarding item performance, item 3 has a lower mean than the scale (5.33), as item 1 and 2 a higher mean. All correlations between items were significant, being all included in the composite measure. The average item correlation within the scale is 0.39, a weak correlation. Reliability analysis shows a poor, although an acceptable, internal consistency ($\alpha = 0.56$).

Work Engagement. Results for the Organizational Culture items and composite measure are shown in Table 12. Regarding item performance, from item 1 to 5 and item 9 presented a lower mean than the mean of Work Engagement scale (4.49), as item 6,7 and 8 displayed a higher value. All the correlations between items were significant. For that reason, they were all included in the composite measure. The average item correlation within the scale is strong (0.65). The composite measure internal consistency is proven with high value of the Alpha ($\alpha = 0.94$).

Results

Descriptive

Organizational conditions descriptive

We saw that, in general, people feel that their colleagues depend little on them (2.39, in a scale from 1 to 6), that they spend time helping their colleagues to a certain degree (the value is practically in the middle of the scale - 3.67, from 7), that they peers are median performers (3 in 5) and that they some conflicts with them (2.56, from 1 to 5). Individuals perceived their job demand as high (3.25, out of 5) and felt that, in general, their organization culture is rather supportive (3.82 in 7).

Job Outcome descriptive

Job Performance, Work Engagement, Job satisfaction, and Organization Citizenship Behaviours are four measures considered in our analysis as work effects, thus named as Job Outcome. Job demand, although only later considered as an outcome, is also included in this group.

The results regarding job outcome initial measures, on a scale from one to seven, go around five, a score that is, in general, positive. The measure with the lowest score was Work Engagement, showing nonetheless, that on average people are often engaged in the work (4.69). The answers presented a minor variability (1.20).

Job demand had a score equal to 3.25, and a standard deviation equal 1.04, on a scale from 1 to 5. Then, one can considered, that in average people believe they have a relatively high demand at work.

Nevertheless, people in our sample perceived themselves as workers with good performance (5.73), the highest score among job outcome measures. Again, the answers do not present a long distance around the mean (0.95).

In general, the individuals in our sample are satisfied with the job. There was no one marking less than 3 (scale 1 to 7), being the standard deviation equal to 1.06, and the mean equal 5.08.

At last, the survey results showed that people perceived themselves as altruistic and pro-active individuals at work, counting OCB a mean equal 5.33, and standard deviation equal to 1.22.

Table 1. Measures descriptive

	Min	Max	M	SD	N
Working with PwD	0	1	0.57	0.50	69
Number of colleagues with disabilities	1	5	1.84	1.17	37
Time spent helping colleagues	1	7	3.67	1.56	58
Work engagement	1	7	4.69	1.20	53
Job satisfaction	3	7	5.08	1.06	52
Job performance	2	7	5.73	0.95	52
Organizational Citizenship Behaviours	2	7	5.33	1.22	52
Job demand	1	5	3.25	1.04	64
Peer Evaluation	2	5	3.068	0.603	59
Interpersonal Conflict level	1	4	2.56	0.82	59
Organizational Culture	1	7	3.82	1.56	56
Interpersonal Justice	2	7	5.09	1.47	55
Trust on Corporate Social Responsibility	3	7	5.50	1.22	56
Sex	0	1	0.653	0.479	72
Age	20	59	39.34	9.60	67
Education	2	7	4.83	1.15	70

Classic organizational effects

The studied sample reflected various organizational effects, displayed in Table 2., classic connections like we have shown previously through literature.

Work engagement, as one would expect, display significant relations with job satisfaction, performance and organizational citizenship behaviours ($r = 0.42^*$, 0.34^* and 0.52^* , respectively). Also, and predictably, the relationship between work engagement and the time people spend helping their colleagues is significant. Thus, the more a person is engaged at work, the more satisfied she is, the better her performance is and the more citizenship behaviours the person has, and vice-versa.

In the same line, the more an individual behaves altruistically at work the more satisfaction he feels when working (although the correlation between both variables is weak, $r = 0.28^*$) and the better is his job performance. Also, results show that when people have more OCB, they evaluate better their peers, spend more time helping them, and they demonstrate a higher trust in their company's social responsibility initiatives.

Unsurprisingly, job satisfaction measure correlates positively with organizational culture, interpersonal justice and trust in corporate social responsibility. Meaning, a satisfied worker has more chances to have better perspectives regarding their work culture, justice and organization's role as a socially responsible agent.

The relation between job demand and conflict, tough weak is positive and significant ($r = 0.32^*$), something that can also be explained by the literature (see more in the literature review section).

Then, our study confirms the expected positive relations between peer evaluation, organizational culture, interpersonal justice and trust in CSR.

Table 2. Correlation table

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
(1) D.O1		- 0.40 *	- 0.33 *	-0.21	-0.19	- 0.34 *	0.22	- 0.38 *	-0.21	0.01	-0.01	-0.14
(2) TH			0.47 *	0.05	0.16	0.34 *	-0.15	0.04	-0.08	- 0.32 *	- 0.35 *	0.04
(3) WE				0.42 *	0.34 *	0.52 *	0.08	0.21	0.03	0.14	-0.04	0.24
(4) JS					0.23	0.28 *	0.01	0.12	-0.03	0.49 *	0.47 *	0.45 *
(5) JP						0.56 *	0.20	0.19	-0.13	0.08	0.01	0.07
(6) OCB							0.14	0.35 *	0.13	0.24	0.15	0.35 *
(7) JD								-0.05	0.32 *	0.09	0.24	0.04
(8) PE									0.10	0.46 *	0.35 *	0.25
(9) C										0.19	0.28 *	0.17
(10) OC											0.67 *	0.48 *
(11) IJ												0.50 *
(12) CSR												

Legend (Table 2.)

Aspect	Description	Aspect	Description
(1) D.01	Working with PwD	(7) JD	Job Demand
(2) TH	Time dispended helping	(8) PE	Peer Evaluation
(3) WE	Work Engagement	(9) C	Conflict
(4) JS	Job Satisfaction	(10) OC	Organizational Culture
(5) JP	Job Performance	(11) IJ	Interpersonal Justice
(6) OCB	Organizational Citizenship Behaviours	(12) CSR	Trust on Corporate Social Responsibility

The effect of People with Disabilities on job outcome

To study the effect of working with PwD on the job outcomes we used bivariate correlations. The results show that the relations between working with PwD and the first four variables are negative. Work Engagement and Organizational Citizenship Behaviours display a significant negative relation with working with PwD ($r = -0.27^*$ and -0.34^* , respectively), meaning that when people work with PwD they are less engaged, and they incur less in altruist behaviours at work.

Job satisfaction and Job Performance also have a negative relation with Working with PwD, although non-significant ($r = -0.21$ and -0.19). Non-significant is also the relation with Job demand, even if positive ($r = 0.22$), which lead us to the interpretation that when workers interact frequently with PwD they have a higher Job demand, and have a lower Performance and Satisfaction at work, comparing to the ones who do not interact frequently with PwD.

The results suggest that working with PwD harms co-worker's job outcomes. However, as portrayed in our conceptual model, organizations, and the individual itself, are complex systems, where diversity of factors play constantly with each other and where, rarely, simplistic phenomenon explanations can be taken.

In this way, we also tested the moderating effect of organizational and individual variables on the effect of working with PwD on Job outcome measures.

Moderation Analysis

In general terms, a moderator is a qualitative or quantitative variable that affects the direction and/or strength of the relationship between an independent and a dependent variable (Baron & Kenny, 1986).

In our study, we conducted 32 moderation models (see in Appendices II). We found 7 regressions with interest (p-value bellow 0.20), although only two of them with enough relevancy (standardize values for the moderation above 0.20).

The two relevant models were model 13 (Table 3) where the relation between working with PwD and job satisfaction, is moderated by job demand, and model 22 (Table 4), showing that the effects of working with PwD on performance are moderated by organizational culture.

Table 3. Standardized B values for moderation Model 13

	Model a	Model b	Change statistics
Working with PwD_CEN	-0.19837	-0.21508	
Job demand_CEN	0.03782	0.04775	
Disability_by_Job demand		0.25125	
R-squared	-0.001603 (adjusted) 0.03846 (multiple)	0.04389 (adjusted) 0.1013 (multiple)	F = 3.2841, p = 0.07634

Notes:

Independent variable: Working with PwD

Dependent variables: Job Satisfaction

Moderating variable: Job Demand

The table above includes two models, where the model (a) serves the purposes of control. The moderator variable should be uncorrelated with both the predictor and the dependent variable to provide an interpretable interaction term, Baron & Kenny, (1986).

What model 13.b present us is that the interactive effect (the slope) is positive, meaning that that the more positive Job demand is, the more positive becomes the effect of working with PwD on job satisfaction (or alternatively, the more negative Job demand is, the more negative effect of working with PwD on job satisfaction becomes).

Thus, such a result is contrary to our assumption taken previously: higher job demand will lead to lower job satisfaction of the workers who work with PwD, explaining the negative correlation between these two variables.

Table 4. Standardized B values for moderation Model 22

	Model a	Model b	Change statistics
Working with PwD_CEN	-0.17420	-0.17804	
Organizational_Culture_CEN	0.08893	0.08678	
Disability_by_Organizational_Culture		0.20376	
R-squared	-0.001742 (adjusted) 0.03754 (multiple)	0.02148 (adjusted) 0.07904 (multiple)	F = 2.1629, p = 0.1479

Notes:

Independent variable: Working with PwD
 Dependent variables: Organizational Culture
 Moderating variable: Job Performance

The second model (Table 4), although less significant (the p-value of the change statistics is higher in contrast with the value of model 13) appeared to be more align with the intuition behind it: the higher a supportive culture is perceived, the more positive becomes the effect of working with PwD on job performance (or alternatively, the more negative organization culture is, the more negative effect of working with PwD on job performance becomes).

The size of the sample plays an important role here. In fact, the ideal approach would be a structuring equation modelling, but since the sample dimension was too small, we got confined to combination tests, taking the measures three by three. Moreover, by undertaking 32 regression models the chance of finding spurious effects is greater.

Conclusion

The descriptive analysis presented us, in general, high perceived job demand and rather supportive organizational culture. Moreover, respondents feel there are often engaged and satisfied with the work, have in general a good performance and behave pro-actively and altruistically at their workplace.

The results also show that working with PwD correlates negatively with various factors, namely time people spend helping colleagues, work engagement, organizational citizenship behaviours, and peer evaluation.

Finally, the results of the moderation analysis show an interesting pattern for the moderation models that include job satisfaction and performance as dependent variables (on working with PwD), and job demand and organization culture as moderators, correspondingly. Nevertheless, the p-values were not statistically significant (below 0.05), something that, together with numerous non-significant values across the analysis, the size of the sample may be responsible for.

Concluding, the study missed credible and complete conclusions to answer our research questions, which lead us, inevitably, towards an important decision regarding our investigation course.

The main limitation, our sample dimension, induced a larger data purchasing. Study II is developed in this context.

Study II

We chose to take the research further. Study I was inconclusive, since the sample dimension was not enough, especially to explore the moderating effects.

Then, to deepen the research a qualitative methodology was used, since this type of methodology serves the purpose of understanding, describing and interpreting experiences and perceptions to uncover meaning in certain circumstances and contexts (Maguire & Delahunt, 2017).

Certainly, the complex and sensible theme required a face-to-face approach, that allowed a better judge of perspectives, to validate possible testimonies and detail potential answers.

In truth, we intended to explore directly some questions that had arisen, as:

Is the job of the ones who interact frequently with PwD negatively affected?

Which factors are moderating those possible effects?

We elected interviews, as the ideal instrument to collect the data, and to interpret it we used thematic analysis.

Method

Sample

The sample is composed of individuals that have direct contact with people with disabilities, either: individuals who interact directly with PwD and individuals that have professional experience in the integration of PwD. We interviewed five individuals, employees of diverse organizations, that were colleagues or superiors of a person with disabilities.

The sample varied in gender, education, function, time and experience working with the person with disabilities, and the colleague's type of disability. The group of five was, on average, 44 years old, graduated, and two were women and three were men. The individuals whose profession is based on integrating PwD, were both women, both graduate, and with age average around 48 years old.

Procedure

Data collection

To collect our data, we schedule, in advance, single interviews, that took on average 30 minutes. We proceed with semi-structured interviews, were a set of predetermined open-ended questions was organized, giving the liberty for other questions emerging from the dialogue. Then, we design our script (see in Appendices V).

With the purpose of building rapport, crucial to set a trusty and respectfully climate, we started by introducing warm-up questions. Afterward, we separate our questions into three main groups:

- relation (with the colleague with disabilities) to uncover people perceptions and other interpersonal features;
- job outcome, to confront the results of Study I, giving space to more insights;
- and organization role, to evaluate organizations' practices regarding this subject and understand its influence.

By the end, we ask a generalized question, in order to deep into the great context, that is the Portuguese corporate world. Following that, we conclude and thanked the interviews' contribution.

Data analysis

A common and accessible method used in qualitative research is the so-called thematic analysis, used for identifying, analysing and reporting patterns (themes) within data. Braun & Clarke (2006) offered a well-structured process of conducting an efficient thematic analysis. They also describe thematic analysis as a flexible method, useful to summarize and describe data, and that can generate unanticipated insights. A theme captures something important about the data concerning the research question and represents some level of patterned response or meaning within the data set.

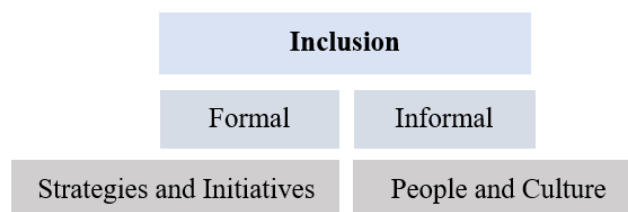
Thus, after transcribing the 7 interviews, and knowing the data, we tangled on a search across the data set and started to generate codes and organizing it. We paid attention to certain aspects, considered meanings and connected them, and looked for semantic themes (explicitly identified). Then, we did a scheme scratch, and after reviewing it, we built a thematic map. The map was reviewed, the themes redefined, and the report was written.

Results

The results of Study II include three main themes whose answers intend to describe the reality in Portuguese organizations regarding PwD inclusion, to explore the impact that inclusion has on PwD colleagues and finally, to identify the main conditioning factors for an inclusion with positive impacts on work.

How are people with disabilities being included in Portuguese organizations?

Figure 2. Inclusion



Formal inclusion - organization's role

Organizational action, or inaction, to sustain a good inclusion of PwD, was one of the explored aspects. It was linked with the encouragement and support perceived by people, through explicit

organizational inclusive programs, to help their colleagues with disabilities. Later we will explore the influence that support (or lack of it) has on people's jobs.

Generally, one may say, formal programs developed by companies to include people with disabilities, like workplace study and rearrangements, training, sensibilization, or follow-up programs are sparse.

According to the experts we interviewed, companies are still not completely ready to integrate people with disabilities. Organizations, they say, need an effective preparation and sensibilization actions at different levels (co-workers, superiors, boards), to provide tools to the rest of the employees, for their sake and the sake of the person with disabilities.

Informal inclusion - people's role

Nevertheless, the panorama is positive. People feel they work in a supportive environment, where predominant care for peers with disabilities exists and where, due to the general climate, people also feel encouraged to provide that care. That support, though, comes, spontaneously and naturally (and informally) from individuals and groups.

That conclusion was also reinforced by the kind of attitudes our interviewees had towards PwD, as the rest of their colleagues appeared to have. Since attitude is a "readiness of the psyche to act or react in a certain way", according to Carl Jung (1921), determined by psychological factors like ideas, values, beliefs, perception, etc, (Main, 2004), it seemed adequate to discriminate part of the results embracing that concept.

Within the broad attitudinal range, there was always a strong affective component coming to light. We realize that people are emphatic about their colleagues with disabilities, feel compassion and often worried about them.

However, in some cases, they also feel discomfort, especially when the disability constraints communication. When people fear that the person will not understand them, or will not understand the task, or will not even be able to perform the task, they admit a stress level increase, making them more careful and attentive. Nevertheless, some individuals see co-working with disabled peers as a challenge, embracing a sense of service and an opportunity to grow in diverse ways (e.g. developing communication skills or learning to be more patient).

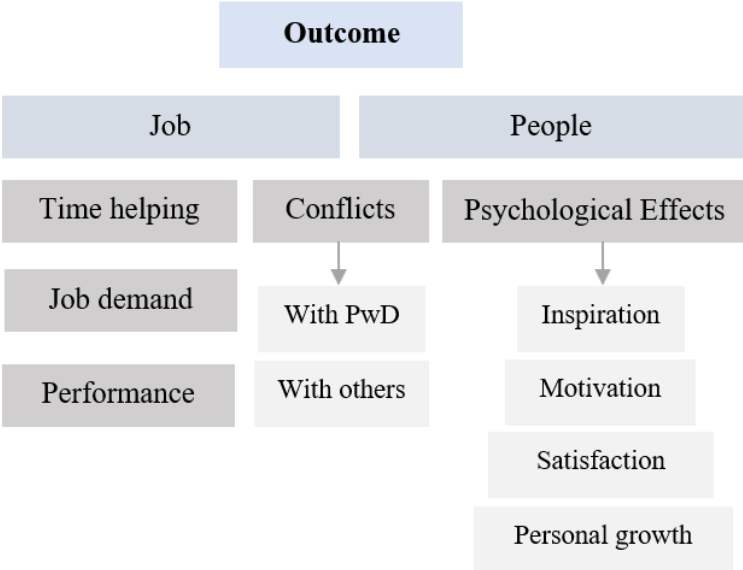
Professionals in this area and one interviewee suggested that looking at the colleague with disabilities as "someone clearly different" is not that uncommon. Yet, almost every individual,

strongly stated that they looked at their colleagues with disabilities like every other colleague - not as a different person, but instead, someone equally capable to work.

Then, in general, people try to treat their co-workers with disabilities with no distinction. Thus, their acts towards them might be biased, since they seem to have, in some cases, dissimilar attitudes (comparing the ones they have with other colleagues) towards them and their work.

What are the effects of working with someone with disabilities on the job?

Figure 3. Outcome



The theme above (Figure 3), which we have labelled as Outcome, determines different aspects of the direct (Job) and indirect (People) impact that the interaction with a colleague with disabilities has on individuals’ work.

As in Study I, time spend helping, job demand, conflict, and performance were relevant subjects. Here, these subjects appear as direct outcomes on the job. We also uncovered several positive consequences, psychological ones, with an indirect, but obvious, impact on the job.

Do people spend a lot of time helping their colleagues with disabilities?

Based on the statements, one might conclude that it is common to spend time helping colleagues with disabilities. Generally, there is a higher chance that people spend more time helping these colleagues than the others, yet, every case in our sample, somehow, differed in this aspect.

Some individuals told us that they let their colleague be completely or practically independent; other said that with one colleague he had to render help, but with the other he did not have to; we also heard that support to the co-worker had to be given all the time.

Basically, it is hard to firmly affirm that the interaction with workers with disabilities leads to more time dispended with these colleagues. In fact, probably because time helping is dependent on some conditions, the theme registered some heterogeneity.

Do people have higher job demand because they work with PwD?

As it occurred in the previous theme, job demand seems to bring miscellaneous results. The way people perceived their job demand varied across our sample: some of our interviews did not perceive their job as more demanding because they work closely with someone with disabilities; thus, one admits that there are in fact periods when some team member is more loaded; other states that there are peer's tasks that demand more attention and control; and one alleged that his work is way more demanding because he has to overlook his colleague's tasks all the time, as also to back up colleague's daily activities (e.g. help drinking water).

Although higher job demand is visible through the statements of individuals who interact frequently with a worker with disabilities, the professionals, whose work is to help organizations including PwD, said that there are no reasons to believe that job demand increases due to these circumstances, at least when the inclusion is well established.

Is people performance affected by working with PwD?

Job performance might be the outcome where more negative impacts are visible. Most individuals have affirmed that their productivity and efficiency could be higher if they did not work with a person with disabilities.

However, few interviewees state that they do not feel the effects on their job productivity, and one person even believes that her performance is actually better since the disabled colleague is a major help to her task's completion.

Again, the anticipation of negative outcomes might be high, but we may also expect positive outcomes or even none. Every situation is different and is part of a complex system, from where, we identified some conditioning factors, explained in the last theme of the current analysis.

Do people have more conflicts when working with PwD?

Our analysis showed that conflicts related to disabled workers are common – whether they are *with*, or *because* of PwD.

Thought the level of conflict is regular, the conflict's nature is not. We detected some “healthy” and minor conflicts with the PwD (due to personality shocks, according to the interviewees); conflicts with superiors (where the base problem is the person with disabilities); and conflicts with other colleagues, because of the sensibleness and misinterpretation of the person with disabilities regarding people's statements (although time had diminished such misunderstandings).

Social inclusion experts also expose situations where people are more resistant to the change (which indicates organizational conflicts) many times because they have misguided perceptions. Nevertheless, they have any evidence that a workplace that includes a person with disabilities has more conflicts than others that do not.

What kind of psychological effects does the work with PwD have on people?

Across our sample, when confronted by the general impacts of working with someone with disabilities, people used, repeatedly, expressions involving positive feelings, like inspiration, motivation, and satisfaction. Individuals always tended to counterbalance the ‘worse’ aspects related to the specific co-work, by adding positive notes.

The interviewees expressed that the resilience of their colleagues, who must constantly live with barriers, and fight for things that they took as granted, naturally, inspires them. Furthermore, one social inclusion professional completes that these individuals, general rule, really appreciate work, and feel great joy when doing it. Then, when realizing it, the rest of the peers feel, inevitably, more motivated and more thankful regarding work.

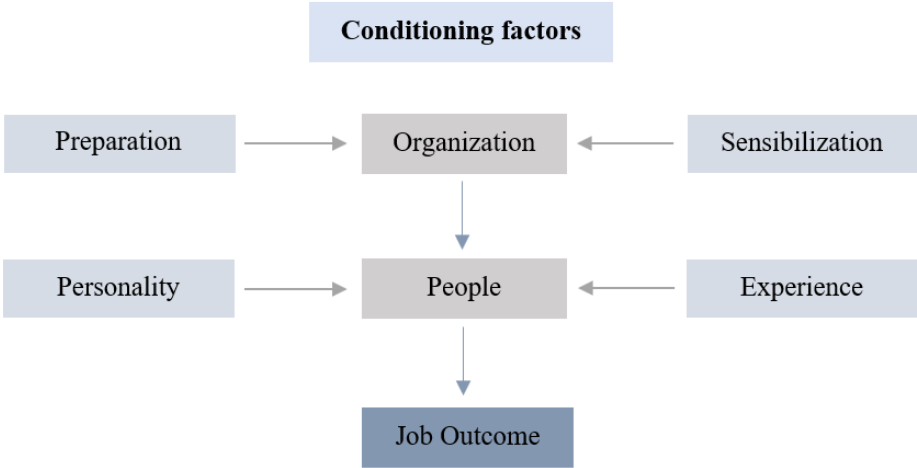
Throughout the direct and indirect testimonies, we could find words and expressions that evidenced a feeling of inner growth and personal change, reflected on communication, attentiveness, comprehensiveness, etc. People believe they are, in part, transformed by the co-worker with disabilities, leading them to be more open, more sensible and more tolerant, with everyone around them. Furthermore, they not only gain a new perspective, as they also learn new things (e.g. communicate in different ways) or develop new skills (e.g. creativity) because they have to adapt or arrange new solutions in the workplace.

By last, and consequentially, people affirm that working with someone with disabilities increases their satisfaction at work. Practically, all the interviewees (except one – due to unfavourable organizational conditions) exposed their satisfaction with working with a person with disabilities, saying that it is a gratifying experience. Furthermore, even when the time they spend helping, the job demand or performance is negatively affected, they affirm that such interaction, is important to them, emphasizing their well-being within the workplace.

What is moderating the impacts of working with PwD?

When exploring the reality in organizations regarding the inclusion of PwD and the outcome on workers, we were able to identify the major factors that are probably conditioning a good inclusion - that in this context presumes, particularly, a positive impact on the ones who interact frequently with a colleague with disabilities.

Figure 4. Conditioning factors



Organizations and individuals can be complex nets. Nonetheless, we present schematically and simplistically, the inputs received from our interviews. There are certainly more factors and more connections that are not represented, yet we will only explore the ones that stand out through the collection and analysis of the data and that are relevant for our research.

As the graph shows (Figure 4) organizations have a preponderant role, since they can introduce sensibilization and preparation strategies that will determine the inclusion of PwD. In fact, that should train and change people’s perspectives. Additionally, the inclusion can be harmed or beneficiated by individuals’ personalities or job experience (of both parties).

Preparation

In every interview, preparation and sensibilization constantly emerge as determinants for a good inclusion. Thanks to the professionals of this area we could, precisely, understand, recognize and name those factors.

By preparation, we mean the previous stage of inclusion, namely, the phase of recruitment and selection (englobing a clear and well-defined job description and the fit between the disabled worker and the job), workplace preparation, and worker's training.

Then, a professionalized preparation should be a special good predictor of time dispended helping, job demand, and performance of PwD colleagues. In reality, if the person with disabilities is comfortable doing her job, her peers should not have to constantly intervene, and therefore, job demand should not be higher, as job performance should not be lower.

Sensibilization

Without proper sensibilization, an integration of a person with disabilities will probably be harder for every party: to the disabled worker, co-workers, and the organization.

Sensibilization relates deeply to interpersonal relations. An effective sensibilization should release possible stigmas and prepare the individuals to relate in a natural and comfortable way around their colleagues with disabilities. In that way, "the fear of the unknown", a phrase used by one interviewed, should vanish and give place to a positive predisposition to integrate these colleagues.

Moreover, sensibilization will help people helping better, by, for example, teaching them how to communicate (when the colleague disability affects language) or to support them physically (when the disability affects movement).

Hence, if organizations provide the necessary support to integrate someone with disabilities, people will be better prepared and consequently, positive impacts will have a higher chance of arising.

Personality

Personality should, in part, explain some attitudes that people have at workplaces regarding the inclusion of PwD.

In the first place, personality can explain individuals' predisposition to help, to adapt and predisposition to work – of both PwD and colleagues - which we believe will influence what people retain from sensibilization actions, the time people spend helping their colleagues, etc.

Personality is also a relevant factor regarding the conflict. Although PwD co-workers can display resistant attitudes, our sample transmitted that PwD type of personality also influences the level of conflict (which will, in turn, impact people's job). Then, although there are some registered interpersonal struggles, the conflicts appear to be little related to the disability itself, but instead with personality characteristics, like laziness or stubbornness.

Experience

Furthermore, experience - the person with disabilities job experience, co-worker experience cohabiting with PwD, and the experience of both working together, could diminish biased perceptions, that may arise (from the so-called “fear of the unknown”, for example). Likewise, people often recall how the time and the experience allowed them to understand, adapt and develop a relationship with the colleague. Also, the experience will permit that responsibilities be given to the worker with disabilities in a progressive way, reflecting effective and solid learning.

That approach will allow a common sense of trust and autonomy in the job, helped by the own job experience of the person with disabilities. For that reason and many others, providing education and training for PwD are fundamental public and private acts.

That way, the experience will reduce excessive job demand and improve work productivity.

Conclusion

In Study II we tried to rectify the sample limitations of the first study, to better answer our research questions.

Firstly, we conclude that although there are some organizational flaws (lack of formal initiatives), the integration of PwD is positive, mainly due to the predominance of informal supportive environments. The kind of attitudes people has present reliable clues about inclusions status. In their minds, people do not differentiate these colleagues from the others, however, there are situations where stigmas, that work as barriers, are visible. Nevertheless, people feel affection and compassion for their colleagues with disabilities, which makes them more attentive and helpful.

Although individuals spend time helping PwD, evidence shows that such support should decrease over time. That will also depend on the experience working with PwD, the own PwD fit with the job, job experience and individual's personality. Meaning, that not only the capacity of the colleagues to interact with a PwD plays an important role, but also the ability of the person with disabilities to perform the task. We conclude time people spend helping is intrinsically connected with job demand (through job overload and stress) and job performance.

There may be conflicts in the workplace, with or because of people with disabilities. However, those do not seem to weaken the overall positive feeling that the interaction with people with disabilities adds. People perceived the general experience of working with someone with disabilities as highly positive – they feel inspired, motivated and more satisfied at work.

The conclusion that working with people with disabilities is something positive was subscribed by all interviewed individuals, except one. That exception, however, emphasized the importance of the organization's role in this subject. We deduce that an organization is, undoubtedly, fundamental for the integration of a person with disabilities and determinant for what concerns objective and subjective change.

General Discussion

In Study I, our sample included workers who interact and did not interact frequently with PwD, within Portuguese organizations. The sample descriptive exhibited that, people do not spend a great time helping colleagues, that people perceived their peers as median performers, and that there are conflicts among them. Furthermore, individuals believe that they have a high job demand and their organizational culture is relatively supportive.

The results regarding job outcomes are in general positive. Individuals are often engaged and satisfied with the work, have in general a good performance and behave pro-actively and altruistically at their workplace. The correlation table (Table 2.), however, displayed negative and significant correlations between working with PwD (interact/not interact frequently with PwD) and time helping, work engagement, organizational citizenship behaviours, and peer evaluation. In line with these unexpected results, we extended our literature review to find clues that would help explain some relations between variables.

Then, in our moderation analysis, we found models with non-significant values, which lead us to the conclusion that we did not have complete data to answer our research questions. Thus, we continue our investigation, this time, with a different, yet complementary, methodology.

Study II revealed that social relations between workers towards their colleagues with disabilities are in general strong and caring. People spend slightly more time helping disabled colleagues, and the probability of job demand and job performance be negatively affected by that interaction can be high. Although, like the rest of the job outcomes measures, that will also depend on many organizational conditions. Nevertheless, we conclude, based on people's perceptions, that the general experience of working with someone with disabilities is highly positive. Satisfaction, and other psychological effects, should have an impact on people and, consequentially, on people's job.

The combined results of the study I and study II allowed us to draw important conclusions. Those will be forward detailed, together with relevant managerial implications.

Findings and Managerial Implications

The lack of awareness associated with disability in Portuguese organizations, keep the inclusion of PwD still as an informal, perhaps neglected process. People's support and natural behaviours, more than formal strategies, sustain a good integration of PwD.

The present study found that the relation between PwD and its colleagues is in general positive. Individuals deeply value colleagues with disabilities and the relation they have with them, which can be characterized as strong, complacent and attentive.

Personality, though, more than the disability itself, seem to weight within interpersonal relationships. Conflicts in workplaces are present, but no evidence is heightened by working with PwD. The general descriptive showed that there is always a certain level of conflict, wherever the workplace includes or not, a person with disabilities.

Also, data analysis exhibited that individuals tend to mistrust PwD tasks, having a higher chance to evaluate negatively these peer's performance and competence. Negative results regarding peer evaluation and working with PwD reflect such perceptions.

Sensibilization and HR initiatives

By exploring individuals' perceptions and interpersonal relations we uncovered the concept of sensibilization. This factor, that works as a moderator in the relation between PwD and their colleagues, can be a strategic investment represented by concrete actions. It intends to prepare and conscious people for the integration of PwD, by releasing possible stigmas and promote good relations.

With the same objectives, team-building initiatives can help improving communication, participation, coordination, and cooperation. Additionally, there are favourable characteristics for an inclusive organization culture, where companies should invest on. Flexibility (e.g. flexible work schedule and time off), collectivism (shared goals and group rewards) and participation (feedback tools) are the main examples. Then, the more familiar or similar to a Clan (Cameron and Quinn, 2006) the organizational culture is, more successful the inclusion of someone with disabilities will probably be.

Furthermore, mentoring programs can also be a plus, since it is not only positive for the mentee (people with disabilities) as also for the mentor (colleague). It gives the employee a sense of

responsibility and involves him in the work. However, close attention should be paid to mentoring practices, where the focus should be also on the mentor to avoid job or stress overload.

Our study showed that people spend more time helping these colleagues than others. There are a special effort and attention towards these colleagues in workplaces, which may cause (we did not obtain significant results) more job demand and, consequentially, lower performance.

Experience

Following this line, experience appears as another important moderating factor. The concept emerges in two fronts, work experience, of both employees with disabilities and colleagues, and relational experience, between PwD and colleagues. As a managerial implication, it can mean not only higher ability to perform the job, but also it can mean better workflow.

For that reason, it becomes highly important for workers with disabilities to invest in their curricula, by capitalizing their education and professional training. That will create conditions for career development, and for the value of PwD on organizational growth.

Preparation

Like experience, formal preparation for the integration of a person with disabilities should be a special good predictor of time dispended helping, job demand, and performance of PwD colleagues.

A clear and well-defined job description, a work-study and adaptation are essential measures in the recruitment and selection phase, that should lead to an adequate fit between the employee and the job. Moreover, modifying working times, providing assistive technologies is also essential, as the implied follow-up. The accommodation continuous attention, that can fill potential necessities with training and/or physical rearrangements, will generate more comfort and autonomy for PwD, and certainly, for the rest of the colleagues.

Then, in order to reflect a true CSR concern, the company's integration processes require planning and formalization. Professional and flexible approaches can be supported by HR companies or even ONGs dedicated to PwD employability.

Inconsistent Results

As can be seen through study I, there were several insignificant statistical relations among the results. Later, we also found contradictions between the first and second studies.

The relation between working with PwD and organizational citizenship behaviours measures present contradictory results. Study I had shown a significant and negative correlation, where Study II exactly the opposite. The external and subjective analysis of Study II (contrary to Study I), deduced that people who interact with PwD have, normally, more extra-role behaviours.

Though we can identify a possible limitation linked with the subjectivity of qualitative methods, one valid explanation can also be given. Individuals can misinterpret their altruistic behaviours as normal conduct, since their actions are spontaneous and quasi unconscious, without looking for explicit recognition (Organ, 1988).

Also, the negative correlation between working with PwD and both work engagement and job satisfaction in Study I was not registered in Study II. However, the second study gave us some clues. On one hand, it indicates that interaction with people with disabilities could bring more physical, perhaps emotional, distress into the workplace, as job demand and performance negative weight, weakly, expressed. But on the other hand, it should give people strength, significance and excitement to their jobs, something pointed by the time people spend helping their peers, their visible citizenship behaviours and their increasing satisfaction. Altogether, there seem to be stronger indicators defending a positive impact of working with PwD in work engagement and job satisfaction.

Notwithstanding the doubts concerning these job outcomes, their dependence on moderating factors was noticeable. We believe that the already explored organizational conditions - personality aspects, individuals experience, sensibilization, and organizational preparation - when aligned, should also promote employees' altruistic behaviours, engagement, and satisfaction. In truth, individuals seem to become more attentive and comprehensive when interacting frequently with PwD, giving them new meanings to the job, making them feel better and to be more pro-active at work.

Summing up, though generally positive, the inclusion of PwD in Portuguese organizations is based on informal processes. For that, top management should introduce an inclusive, global and efficient Human Resources strategy, materialized on formal and professional actions.

The organization cultures and interpersonal relations workplaces are aspects particularly important for the team's well-being and performance. As HR benefits, especially in the context of PwD integration, sensibilization actions should be developed, by strengthen relations, diminish possible stigmas and conflicts, and raise new awareness.

The time people spend helping their colleagues, and the possible impact that it has on job demand and performance is moderated by experience and preparation techniques. The latter implicates careful recruitment and selection and a rigorous workplace study for a future employee. It should be an organized, yet flexible process, that moves not only step-by-step but also back and forward, to make the necessary adjustments and team adaptations.

Experience, preparation, and sensibilization are managerial concepts, that emphasize the importance of time, space, and trust, and that can leverage the inclusion of employees with disabilities.

Limitations and Future Research

Barriers related to insignificant and inconsistent results found in the present study, can be explained by a reduced sample size, and aggravated by a probable heterogeneity (related with disability) among our sample.

Truly, the data collection process was underestimated. The contacts with organizations and the necessary bureaucracies slower our research. Assembling all the necessary data to deliver valid conclusions would require more time than the one we had. Then, reaching a wider range of organizations, in number and diversity (different geographies, different business models, etc) should be considered by future research.

The existing several types and degrees of disabilities, uniquely carried by each person turn disability in a complex and broad concept. A scrutinize study based on certain types of disabilities, or in other disability particularities only, may add more concrete and better-contextualized conclusions to the literature.

Conclusion

Every day more organizations are turning social responsibility on a central aspect of their business model. The valuable and unique resources that firms may gain from undertaking CSR initiatives (like human resources and reputation) start to be of strategic importance to the firms (Russo and Fouts, 1997; Branco and Rodrigues, 2006).

The dependence on society forces organizations to be more attentive to the present social questions. For that, and to engage in incisive, resourceful and efficient CSR strategies, companies should not only invest in external relations, with governments or local communities, as also in its internal actors.

Employees are strategic resources for organizations. They are not only an end for CSR, for were questions like equity and well-being aim, but also a mean, due to their power to influence social initiatives receptiveness and effectiveness.

The presented study tried to contribute to a better application of social responsibility initiatives related to the inclusion of disabled people in the companies. Focusing on workers' perspective, it introduces noteworthy inputs about effective managerial implications.

After a thorough literature review about the inclusion of people with disabilities in organizations, we realized that few had been written about PwD colleagues as central actors. Especially, in the Portuguese context, the research regarding this topic was found at an embryonic phase.

Additionally, the law nº 4 of 2019 (Lei nº 4/2019, DRE), that established an employability quota system for people with disabilities, designed for average and big firms, provoked a, even if slight, (labour) market necessity in Portugal. Then, after having examined the current conjecture, we established the main research questions, and we deepened into the key concepts.

Study I, quantitative in its nature, gave us the insights about inclusive organizations, through its employees' perspectives. However, after a vigorous analysis, the results were still not enough to present consistent conclusions. Together with the search for underlying meanings, that gap encouraged a second study. To complement and contrast the quantitative results, a qualitative methodology was used this time, by taking advantage of interviews and thematic analysis.

The lack of data that surrounded the present research led to an impregnable ambiguity within a few measures. Nevertheless, through both studies, supported by an extensive literature review, conclusions could be drawn, as also decisive implications for organizations and society.

Analysing the major context, we encounter the main issue concerning the theme of disabled individuals' employability - the insufficient awareness and predisposition to employ these individuals (Inclusive Community Forum, 2018). In some activities the inclusion of PwD is even dealt with frivolously, blurring the lines between corporate responsibility and philanthropy (International Labour Organization, 2014).

The problem is rooted in society, for what we believe in a preponderant role of the Government. According to the World Report on Disability, anti-discrimination laws, like the law n° 4/2019, provide a starting point for promoting the inclusion of people with disabilities in employment. These legal instruments can reduce employment discrimination, increase access to the workplace, and change perceptions about the ability of people with disabilities to be productive workers.

Nonetheless, governments should do more than legislate. Investments in educational programs for people with disabilities will defeat the social and professional disadvantages currently faced by these individuals. Also, broad initiatives, like national campaigns, should alert and incentive a whole nation to transform this social problem into opportunities.

Notwithstanding, organizations should equally, structure and promote inclusive programs. Accommodation techniques, training models and other resourceful practices should be formally followed. Additionally, an incisive and continuous work to educate and sensitize people for the integration of PwD should involve and motivate employees at different levels.

A global effort of varied collective structures can turn the inclusion of PwD much more natural and efficient. Concretely, associations and organizations dedicated to disability employability can connect people and organizations, transfer knowledge, provide updated information and coordinate inclusive actions.

Overall, human resources initiatives based on corporate social responsibility can easily turn into win-win situations. By promoting *all* their employees' integration, well-being and use of potential, organizations will enhance individual and collective results, as well, its differentiation and competitiveness levels.

Hence, the inclusion of people with disabilities, like any other socially responsible initiative, is and will be, valuable for any organization and indispensable for society. The same otherwise.

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Appendices

I. Measures

Table 5. Measures codes

<i>Disability_01</i>	Working with PwD
<i>Disability_number</i>	Number of colleagues with disabilities
<i>Time.helping_1</i>	Time spent helping colleagues
<i>Work_Eng</i>	Work engagement
<i>Job.satisfaction_1</i>	Job satisfaction
<i>Job.Performance_1</i>	Job performance
<i>Org_Citiz_Behav</i>	Organizational Citizenship Behaviours
<i>Job demand</i>	Job demand
<i>Peer_Evaluation</i>	Peer Evaluation
<i>Conflict</i>	Interpersonal Conflict level
<i>Organizational_Culture</i>	Organizational Culture
<i>Inter_Just</i>	Interpersonal Justice
<i>Trust_on_CSR</i>	Trust on Corporate Social Responsibility

Table 6. Descriptive of Job Demand items

	M	SD	N	Alpha	2	3	4	5	6
Job demand_1**	1.92	0.8	65		0.11	0.05	0.00	0.05	0.10
Job demand_2	3.08	1.13	64			0.81*	0.82*	-0.10	0.56*
Job demand_3	3.23	1.15	64				0.88*	-0.15	0.59*
Job demand_4	3.45	1.13	64					-0.02	0.60*
Job demand_5 ¹ **	2.59	1.00	64						-0.04
Job demand_6	3.22	1.33	63						
Job demand scale	3.25	1.04	64	0.9					

* p < 0.05

**isolated item (low correlations)

¹ Inverted item

(items measured on a Likert scale: 1 = always; 5 = never)

Table 7. Descriptive of Peer Evaluation items

	M	SD	N	Alpha	2	3	4	5	6	7
P.E_1	3.0	0.76	59		0.83*	0.68*	0.50*	0.64*	0.14	0.27*
P.E_2	3.0	0.80	59			0.61*	0.43*	0.63*	0.15	0.22
P.E_3	3.0	0.8	59				0.89*	0.53	0.11	0.27*
P.E_4	3.0	0.80	59					0.40	0.09	0.32*
P.E_5	3.0	0.87	59						0.09	0.33*
P.E_6 **	3.0	0.82	59							-0.10
P.E_7	3.0	0.81	59							
P.E. scale	3.07	0.60	59	0.85						

* $p < 0.05$

**isolated item (low correlations)

(Likert scale: 1 = a lot less than the average; 5 = a lot more than the average)

Table 8. Descriptive of Organizational Cultural items

	M	SD	N	Alpha	2	3
Org. Culture_1	3.82	1.77	56		0.66*	0.61*
Org. Culture_2	3.73	1.75	56			0.84*
Org. Culture_3	3.89	1.69	56			
Organizational Culture scale	3.82	1.56	56	0.88		

* $p < 0.05$

(items measured on a Likert scale: 1 to 7)

Table 9. Descriptive of Interpersonal Justice items

	M	SD	N	Alpha	2	3	4
Interper. Justice_1	5.13	1.44	55		0.96*	0.97*	0.89*
Interper. Justice_2	5.09	1.44	55			0.97*	0.88*
Interper. Justice_3	5.09	1.47	55				0.91*
Interper. Justice_4	4.95	1.76	55				
Interpersonal Justice scale	5.09	1.49	55	0.98			

* p < 0.05

(items measured on a Likert scale: 1 to 7)

Table 10. Descriptive of Trust on CSR items

	M	SD	N	Alpha	2	3
Trust_of_CSR_1	5.59	1.33	56		0.81*	0.79*
Trust_of_CSR_2	5.45	1.31	56			0.88*
Trust_of_CSR_3	5.46	1.25	56			
Trust on CSR scale	5.50	1.22	56	0.93		

* p < 0.05

(items measured on a Likert scale: 1 to 7)

Table 11. Descriptive of Organizational Citizenship Behaviour items

	M	SD	N	Alpha	2	3
Org.Citiz. Behav._1	5.67	1.22	52		0.34*	0.41*
Org.Citiz. Behav._2	6.06	0.89	52			0.34*
Org.Citiz. Behav._3	4.98	1.70	51			
Org. Citiz. Behav. scale	5.33	1.22	52	0.56		

* p < 0.05

(items measured on a Likert scale: 1 to 7)

Table 12. Descriptive of Work Engagement items

	M	SD	N	α	2	3	4	5	6	7	8	9
Work.Engagment_1	4.12	1.45	52		0.85 *	0.84 *	0.74 *	0.67 *	0.66 *	0.49 *	0.65 *	0.66 *
Work.Engagment_2	4.27	1.33	52			0.84 *	0.71 *	0.71 *	0.67 *	0.44 *	0.62 *	0.56 *
Work.Engagment_3	4.54	1.45	52				0.91 *	0.70 *	0.71 *	0.63 *	0.79 *	0.67 *
Work.Engagment_4	4.42	1.58	52					0.68 *	0.64 *	0.62 *	0.73 *	0.61 *

Work.Engament_5	4.41	1.65	51						0.55	0.36	0.53	0.45
									*	*	*	*
Work.Engament_6	5.23	1.28	52							0.62	0.57	0.58
										*	*	*
Work.Engament_7	5.56	1.14	52								0.60	0.62
											*	*
Work.Engament_8	4.8	1.4	51									0.81
												*
Work.Engament_9	4.62	1.57	52									
WE scale	4.69	1.20	53	0.94								

* p < 0.05

(items measured on a Likert scale: 1= never; 7= always)

II. Moderation Analysis

Table 13. Moderation Models

Model	Y Independent	X Dependent	Z Moderator	Standardized b value for the moderation	Statistics for the interaction (T and p- value)
1	Disability_0 1	Work_Eng	Job_Demand	-0.1247	-0.918 0.3634
2	Disability_0 1	Work_Eng	Peer_Evalua tion	0.1713	1.248 0.2182
3	Disability_0 1	Work_Eng	Conflict	-0.19884	-1.377 0.1750
4	Disability_0 1	Work_Eng	Trust_on_C SR	-0.1338	-0.999 0.3230
5	Disability_0 1	Work_Eng	Organization al_Culture	-0.04633	-0.340 0.7351
6	Disability_0 1	Work_Eng	Inter_Just	0.004673	0.033 0.9737
7	Disability_0 1	Org_Citiz_B ehav	Job_Demand	-0.0696	-0.507 0.6144
8	Disability_0 1	Org_Citiz_B ehav	Peer_Evalua tion	0.0744	0.552 0.5836
9	Disability_0 1	Org_Citiz_B ehav	Conflict	-0.1396	-0.957 0.3435
10	Disability_0 1	Org_Citiz_B ehav	Organization al_Culture	-0.04156	-0.311 0.7572
11	Disability_0 1	Org_Citiz_ Behav	Inter_Just	-0.18094	-1.321 0.1929
12	Disability_0 1	Org_Citiz_B ehav	Trust_on_C SR	-0.02891	-0.220 0.8267
13	Disability_0 1	Job.satisfac tion_1	Job_Deman d	0.25125	1.812 0.0763
14	Disability_0 1	Job.satisfacti on_1	Peer_Evalua tion	0.1420	0.994 0.325

15	Disability_0 1	Job.satisfacti on_1	Conflict	0.1717	1.152 0.255
16	Disability_0 1	Job.satisfacti on_1	Organization al_Culture	-0.02763	-0.226 0.822182
17	Disability_0 1	Job.satisfac tion_1	Inter_Just	0.18981	1.519 0.14
18	Disability_0 1	Job.satisfacti on_1	Trust_on_C SR	0.06667	0.469 0.641
19	Disability_0 1	Job.Perform ance_1	Job_Demand	0.1096	0.789 0.4342
20	Disability_0 1	Job.Perform ance_1	Peer_Evalua tion	0.03313	0.231 0.818
21	Disability_0 1	Job.Perform ance_1	Conflict	-0.02359	-0.157 0.876
22	Disability_0 1	Job.Perfor mance_1	Organizatio nal_Culture	0.20376	1.471 0.148
23	Disability_0 1	Job.Perform ance_1	Inter_Just	-0.040156	-0.216 0.830
24	Disability_0 1	Job.Perform ance_1	Trust_on_C SR	0.06667	0.469 0.641
25	Disability_0 1	Job.Perform ance_1	Time.helpin g_1	0.04614	0.314 0.755
26	Disability_0 1	Job.satisfacti on_1	Time.helpin g_1	-0.181429	-1.258 0.215
27	Disability_0 1	Org_Citiz_B ehav	Time.helpin g_1	0.1604	1.174 0.246
28	Disability_0 1	Work_Eng	Time.helpin g_1	-0.1068	-0.821 0.416
29	Disability_0 1	Time.helpin g_1	Organization al_Culture	-0.1501	-1.249 0.21720
30	Disability_0 1	Time.helpin g_1	Inter_Just	-0.1597	-1.337 0.18713
31	Disability_0 1	Time.helpin g_1	Work_Eng	-0.01733	-0.141 0.88831
32	Disability_0 1	Time.helpin g_1	Org_Citiz_ Behav	0.1669	1.312 0.19593

III. Variables dictionary

Name	Socio-demographic
Description	Sociodemographic variables concern basic individual characteristics that illustrate group belonging and other quotidian characteristics.
Relevance for the project	These variables are extremely important to understand how the intervention impact individuals having in account these basic individual characteristics.
Items	Sex Age Education
Scale	<u>Sex</u> 0 = Male; 1 = Female <u>Education</u> 1 = Primary school 2 = Basic School 3 = Secondary School 4 = Bachelor's degree 5 = Master's degree 6 = Doctorate degree
References	Burnout, role conflict, job satisfaction and psychosocial health among Hungarian health care staff: A questionnaire survey (Piko, 2006) Business Demographic Questionnaire.

Name	Disabled worker characterization
Description	Specific variables concern the type and the degree of disability of an individual, in the perception of someone (the respondent) who works directly with him.
Relevance for the project	These variables are important to start to relate the type and degree of disability in the interpersonal relationship, namely in the dependence.
Items	Type of disability Degree of disability
Scale	<u>Type of disability</u> 1 = Hearing 2 = Visual 3 = Motor 4 = Mental 5 = Cerebral palsy 6 = Other <u>Degree of disability</u> Disability Rating Scale Dependence on others: Level of functioning (physically and cognitive disability) 1 = Completely independent 2 = Independent in special environment 3 = Mildly dependent (limited assistance) 4 = Moderately dependent (moderate assistance) 5 = Markedly dependent (assistance with all major activities, all times) 6 = Totally dependent (24-hour nursing care)
References	Pordata. População residente com deficiência segundo os Censos: total e por tipo de deficiência (2001) Fontes de Dados: INE - XIV Recenseamento Geral da População. PORDATA Última actualização: 2015-06-26 Disability Rating Scale. Online search: Medscape.

	Percival H Pangilinan, Jr, MD Associate Professor, Department of Physical Medicine and Rehabilitation, University of Michigan Health System Monday, October 7, 2019
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Name	Job characterization
Description	One variable related to Job description (job function) and job demand.
Relevance for the project	These variables are important to understand the individual's responsibilities and to assess potential) emotion-oriented strains related to the job.
Items	Job description Position title: Job demand: a. Do you have to work very fast? ('work fast') b. Is your work unevenly distributed, so it piles up? ('work piles up') c. How often do you not have time to complete all your work tasks? ('unfinished tasks') d. Do you get behind with your work? ('behind') e. How often can you take it easy and still do your work? ('take it easy') f. Do you have to do overtime? ('overtime')
Scale	<u>Job demand:</u> 1 = 'Always' 2 = 'Often' 3 = 'Sometimes' 4 = 'Seldom' 5 = 'Never/hardly ever' <i>Reversed scores for items e.</i>
References	Kristensen, T. S., Bjorner, J. B., Christensen, K. B., & Borg, V. (2004). The distinction between work pace and working hours in the measurement of quantitative demands at work. <i>Work and Stress</i> , 18(4), 305–322. https://doi.org/10.1080/02678370412331314005

Name	Peer Evaluation
Description	Assess the perception that the respondent has about the colleague work. Three variables included in job performance: productivity, time, quality.
Relevance for the project	These variables are important to understand the individual's perceptions about the efficiency and efficacy of his disabled coworker and will help to acknowledge if these varied perceptions will influence their potential support and/or the final outcomes.
Items	How would you assess your co-worker...? ...labour productivity? (productivity) ...deliverables timeliness? (time) ...quality of work? (work quality) ...competence? ... Autonomy? ...conflictual level? * ...capability to develop good work relations. *Treated as an isolated item (conflict)
Scale	<u>Work productivity:</u> 1 = a lot below average for individuals doing this kind of work 2 = below average for individuals doing this kind of work 3 = about average for individuals doing this kind of work 4 = better than average for individuals doing this kind of work 5 = a lot better than average for individuals doing this kind of work

References	<p>Chadwick, C., & Li, P. (2018). HR systems, HR departments, and perceived establishment labor productivity, 1415–1428.</p> <p>Hillgren, J. S., & Cheatham, D. W. (2006). Understanding Performance Measures. Scottsdale: World at Work Press.</p> <p>Toni, A. De, & Tonchia, S. (1998). Performance measurement systems.</p>
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Name	Support
Description	Variables related with the interpersonal relation between the respondent and the disabled(s) coworker(s) or between the coworkers in general, namely the perceived support that the respondent gives and how he sees the relationship.
Relevance for the project	These variables are important to understand if the respondent sees the labor relation as beneficial or prejudicial.
Items	<p><u>Time helping:</u> Per day, how much time, do you spent helping your colleague(s)?</p> <p><u>Capability to help:</u> How do you assess your capability to help your colleagues?</p>
Scale	<p><u>Time helping:</u> 1 = “very little time”; 7 = “a lot of time”</p> <p><u>Capability to help:</u> 1 = “very bad”; 7 = “very good”</p>
References	<p><u>PCS2 Daily Social Interaction Interview</u> https://www.cmu.edu/common-cold-project/measures-by-study/daily-interviews/daily-social-interactions.html</p> <p>Reis, H. T., & Wheeler, L. (1991). Studying social interaction with the Rochester Interaction Record. <i>Advances in Experimental Social Psychology</i>, 24, 269–318.</p> <p>Cohen, S., Doyle, W. J., Turner, R. B., Alper, C. M., & Skoner, D. P. (2003). Sociability and susceptibility to the common cold. <i>Psychological Science</i>, 14, 389-395.</p>


Name	Perceptions about the organization
Description	Variables related with the organization, concretely the perception that the respondent has about the culture, the justice and the CSR initiatives in the organization.
Relevance for the project	<p>Since research has consistently found positive relationships between both social support and perceived organizational support and satisfaction it makes all the sense to understand how the organizational culture, justice and initiatives related to CSR are perceived, and if (or how) it will affect the attitudes, behaviors, and performance of the employees.</p> <p>We use just the questions that measure the dimension of Clan Culture, since that the point of this measure is to understand if the organization promotes, or not, a supportive culture, based on involvement and mutual help, and the impact that has on the interpersonal relation of the workers. The competing Values Framework: Clan Culture – goals: cohesion, respect, involvement, moral; means: collectivism, discussion, participation.</p>
Items	<p><u>Organizational Culture</u> Questions to measure the Cultural Clan dimension:</p>

	<p>My organization is very personal. It is like a big family. People are willing to share their problems.</p> <p>The responsible for this company are generally considered as mentors, facilitators, attentive.</p> <p>The base where this company stands is loyalty and implication. Cohesion and team work are characteristics of this organization.</p> <p><u>Interpersonal Justice</u> The following items refer to (the employer). To what extent: Has (the employer): Treated you in a polite manner? Treated you with dignity? Treated you with respect Refrained from improper remarks or comments?</p> <p><u>Trust of CSR</u> I think my company's socially responsible actions sincerely aimed at contributing to society I think my company took a lot of effort to be socially responsible I think my company's socially responsible practices made a substantial contribution to the society</p>
Scale	<p><u>Organizational Culture</u> 1= "very rarely"; 7 = "very often"</p> <p><u>Interpersonal Justice</u> 1 = to a small extent; 7 = "to a large extent"</p> <p><u>CSR</u> 1 = "strongly disagree"; 7 = "strongly agree")</p>
References	<p>A. Ferreira & L.Martinez (2008). Manual de Diagnóstico e Mudança Organizacional. Chapter 3: Organizational Culture. Editora RH Lisboa.</p> <p>Colquitt, J. (2001). On the dimensionality of Organizational Justice.pdf. Journal of Applied Psychology, 86(3), 386–400.</p> <p>Tian, Z., Wang, R., & Yang, W. (2011). Consumer Responses to Corporate Social Responsibility (CSR) in China. Journal of Business Ethics, 101(2), 197–212.</p>

Name	Job Outcome
Description	Variables that assess how the respondent perceives his job, and him as a worker. Thus, these variables are expressed as job satisfaction, job performance, organizational citizenship behavior and work engagement.
Relevance for the project	These variables are extremely important, since they are the outcomes of the conceptual model. Basically, one wants to understand how those exact variables are influenced by working directly with disabled individuals.
Items	<p><u>Job Satisfaction [MOAQ]</u> "All in all, I am satisfied with my job."</p> <p><u>Job Performance</u> "I meet formal performance requirements of the job"</p> <p><u>Organizational Citizenship Behaviour</u> "I help others who have heavy workloads" (Altruism) "I try to avoid creating problems with co-workers." (Courtesy) "I attend meetings that are not mandatory but are considered important." (Civic virtue)</p> <p><u>Work Engagement [Utrecht Work Engagement Scale (UWES-9)]</u> <i>The following items refer to feelings, beliefs and behaviours related with your work experience:</i></p>

	<p>1. My tasks as a worker make me feel full of energy (VI1) 2. I feel full of strength and energy when I am working (VI2) 3. I am excited about my work (DE1) 4. My work inspire me to do new things (DE2) 5. When I get up in the morning, I feel like going to work (VI3) 6. I feel happy when I am doing my job tasks. (AB1) 7. I am proud of my work. (DE3) 8. I am immersed in my work. (AB2) 9. "I let myself go" when I do my job tasks. (AB3)</p> <p><i>(VI= vigor, DE = dedication, AB= absorption)</i></p>
Scale	<p><u>Job Satisfaction</u> 1 = "Agree" ;7 = "Disagree"</p> <p><u>Job Performance</u> 1 = "Very poorly"; 7 = "outstandingly"</p> <p><u>Organizational Citizenship Behaviour</u> 1 = "strongly disagree"; 7 = "strongly agree"</p> <p><u>Work Engagement</u> 1= never 2 = almost never 3 = sometimes 4 = regularly 5 = quite often 6 = almost always 7 = always</p>
References	<p>Bowling, N. A., & Hammond, G. D. (2008). A meta-analytic examination of the construct validity of the Michigan Organizational Assessment Questionnaire Job Satisfaction Subscale. <i>Journal of Vocational Behavior</i>, 73(1), 63–77. https://doi.org/10.1016/j.jvb.2008.01.004</p> <p>Deluga, R. J. (1994). Supervisor trust building, leader-member exchange and organizational citizenship behaviour. <i>Journal of Occupational and Organizational Psychology</i>, 67, 315–326.</p> <p>Léon-Perez, J. <i>Organizações saudáveis, bem-estar dos trabalhadores e produtividade</i>. Chapter: 14. GRH para Gestores. Ferreira, A., Martinez, L., Nunes, F., Duarte, H. (2015). RH Editora, Lisboa.</p>

IV. Survey Structure



Quem?
Este estudo está a ser conduzido por uma estudante da Universidade Católica Portuguesa, Maria Salvação Barreto, com intuito de recolher dados para a tese de Mestrado.


O que é?
Este questionário recai sobre a integração de pessoas com deficiência nas organizações. Os dados recolhidos são confidenciais e anónimos - serão usados apenas no contexto desta tese (não sendo partilhados noutra sítio), e analisados colectivamente (e não ao nível individual).

Porquê?
O propósito deste estudo será caracterizar de que forma a relação das pessoas no local de trabalho influencia o seu bem estar e motivação.

Como?
Este questionário está separado em 7 blocos e dura cerca de 7 minutos.

Ao avançar para a próxima página significa que concorda com as condições descritas acima sobre o tratamento e uso de dados. Se tiver alguma questão, por favor não hesite em contactar-me por email: msalvacaobarreto@gmail.com

Obrigada.



Existem pessoas com algum tipo de deficiência na sua organização (por exemplo, mental, auditiva, motora, ...)?

Sim, e interajo com frequência com estes colegas de trabalho.

Sim, mas raramente interajo com estes colegas.

Não existem ou não sei se existem colegas com deficiência na minha organização.

← →

Com quantos colegas com deficiência interage frequentemente?



Qual o seu sexo?

Masculino

Feminino

Qual a sua idade?

Qual o seu nível mais alto de educação?

Ensino Primário (até ao 4º ano)

Ensino Básico (até ao 9º ano)

Ensino Secundário (até ao 12º ano)

Curso profissional

Licenciatura

Mestrado

Doutoramento



Agora, pedimos-lhe que pense no trabalho que desempenha na empresa. Por favor, **avalie a quantidade de vezes em que:**

	Sempre/ Quase sempre	Frequentemente	Às vezes	Raramente	Quase nunca/ Nunca
...trabalha de forma muito rápida?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...o seu trabalho se acumula?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...não tem tempo para cumprir todas as suas tarefas?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...fica com o trabalho atrasado?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...consegue estar descontrado e ainda assim fazer o seu trabalho?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...tem de fazer horas extras?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Aqui, pedimos que se foque no **trabalho da pessoa com deficiência** com quem trabalha diretamente. Se trabalha com mais do que uma pessoa portadora de deficiência, por favor considere o trabalho das mesmas de uma forma geral.



Em relação aos seus colegas de trabalho, **como é que avalia...**

	Muito abaixo da média do tipo de pessoas que executam este trabalho	Abaixo da média do tipo de pessoas que executam este trabalho	Igual à média do tipo de pessoas que executam este trabalho	Acima da média do tipo de pessoas que executam este trabalho	Muito acima da média do tipo de pessoas que executam este trabalho
A produtividade?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A rapidez de trabalho?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A qualidade do trabalho?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A competência?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O nível de autonomia?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O nível de conflitualidade?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A capacidade para desenvolver relações agradáveis no trabalho?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Por dia, quanto **tempo** passa a ajudar os seus colegas?

	Muito pouco tempo					Muito tempo	
	1	2	3	4	5	6	7
Tempo dispendido	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Como é que avalia a sua **capacidade** para ajudar os seus colegas?

	Muito má				Muito boa		
	1	2	3	4	5	6	7
Capacidade para ajudar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Pedimos-lhe, agora, que se foque na sua organização.

Em que grau concorda com as seguintes afirmações à cerca da **cultura da sua empresa**:

	Muito raramente				Muito frequentemente		
	1	2	3	4	5	6	7
A organização desta empresa é muito pessoal. É como uma grande família. As pessoas estão dispostas a partilhar os seus problemas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Os responsáveis da empresa são geralmente considerados como sendo mentores, facilitadores, pessoas atentas aos problemas humanos do seu pessoal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A empresa assenta na lealdade e na implicação. A coesão e o trabalho de equipa são características predominantes nesta organização.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Os seguintes itens, referem-se, especificamente, ao seu empregador. Por favor indique **em que grau o seu empregador...**

	Muito reduzida				Muito elevada		
	1	2	3	4	5	6	7
...o trata de forma educada?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...o trata com dignidade?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...o trata com respeito?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...se abstém de comentários impróprios?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Em que grau concorda com cada uma das seguintes afirmações sobre a **responsabilidade social organizacional**:

	Discordo totalmente				Concordo totalmente		
	1	2	3	4	5	6	7
Eu penso que as ações de responsabilidade social da minha empresa estão honestamente direcionadas para o bem da sociedade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu acredito que a minha empresa faz um esforço significativo para ser socialmente responsável.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu acredito que as ações de responsabilidade social da minha empresa contribuem de forma significativa para a sociedade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Em que grau concorda a seguinte afirmação sobre a sua **satisfação com o trabalho**:

	Discordo totalmente				Concordo totalmente		
	1	2	3	4	5	6	7
Em geral, estou satisfeito(a) com o meu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Em que grau concorda a seguinte afirmação sobre o seu **desempenho laboral**:

	De forma muito fraca				De forma excepcional		
	1	2	3	4	5	6	7
Eu vou de encontro aos requisitos formais de desempenho do trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Em que grau concorda com cada uma das seguintes afirmações sobre os seus **comportamentos de cidadania organizacional**:

	Discordo totalmente				Concordo totalmente		
	1	2	3	4	5	6	7
Eu ajudo os meus colegas quando eles têm cargas de trabalho excessivas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu evito criar problemas com os meus colegas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu vou a reuniões que não são obrigatórias, mas que considero importantes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Com que frequência sente que:

	Nunca	Quase nunca	Às vezes	Regularmente	Muitas vezes	Quase sempre	Sempre
As minhas tarefas no trabalho fazem-me sentir cheio de energia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu sinto-me cheio de força e energia quando trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu fico entusiasmado com o meu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu trabalho inspira-me a fazer coisas novas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quando eu me levanto de manhã, apetece-me ir trabalhar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu sinto-me feliz quando faço as minhas tarefas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu fico orgulhoso do meu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu fico emergido no meu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu "deixo-me ir" quando estou a trabalhar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Em que grau considera útil este tipo de estudo?

1 2 3 4 5 6 7

Pouco útil Muito útil

Quão confiante está em relação às suas respostas?

1 2 3 4 5 6 7

Muito pouco confiante Muito confiante

← →

V. Interview Script

1. Introduction

Boa tarde/ bom dia,

Antes de mais muito obrigada pela sua ajuda para este estudo. Como falado anteriormente, a minha tese é sobre responsabilidade social, mais especificamente sobre inclusão social. Convidei-o(a) aqui hoje para esta entrevista, com o objetivo de perceber melhor, através desta conversa, os impactos da inclusão de pessoas com deficiência nas organizações. Esta entrevista tem a duração máxima de uma hora e todos os dados recolhidos são anónimos, confidenciais, e serão apenas utilizados no âmbito da minha tese. Antes de começarmos pedir-lhe-ia que lesse e assinasse o consentimento informado de forma a autorizar a gravação e uso desta entrevista no contexto da minha tese.

Muito obrigada.

2. Consent Form

(...)

3. Warm up questions

- *(Adaptado à pessoa)*

4. Core questions

4.1 Relation

- *Como é que os trabalhadores vêm as pessoas com deficiência no trabalho?*
- *Acha que as pessoas passam muito tempo a ajudar os colegas com deficiência? E acha que o trabalho fica mais exigente?*
- *É recorrente existirem conflitos com pessoas com deficiência, ou por causa deles? Porquê?*

4.2 Job outcome

- *Trabalhar com PWD influencia o trabalho a que nível?*
- *Acha que trabalhar com PWD é uma coisa que tem consequências positivas ou negativas na satisfação com o trabalho?*
- *Quais as consequências (se alguma) de trabalhar com PWD na sua relação com outros colegas?*

4.3 Organization role

- *Sente que a sua empresa (ou a empresas portuguesas no geral) está a fazer uma boa integração de pessoas com deficiência? Existe apoio organizacional para integrar as pessoas com deficiência? Se não, quais as consequências disso?*
- *O que é que acha que poderia ser feito na sua organização (ou numa organização) para melhorar a experiências profissional de pessoas como você (de pessoas que trabalham com PWD)?*
- *Será que os portugueses estão bem preparados (e mentalizados) para trabalhar com pessoas com deficiência?*

5. Cool down questions

- *Gostaria de acrescentar mais alguma coisa que ache que seja útil para este trabalho?*

6. Debriefing

Antes de ir, pedir-lhe-ia só que preenchesse esta indentification form. Informação que vai ser usada apenas para descrever os participantes em termos de idade, sexo e educação e para descrever como os próprios avaliam esta experiência.

Deixo também aqui o meu e-mail para se tiver alguma questão e se for do seu interesse disponibilizarei com todo o gosto, assim que concluído, o meu estudo.