
Preparation of Managers and Conditions of Benefiting from the Human Potential of Disabled Persons

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Abstract:

Purpose: The scientific goal is to conduct the analysis, diagnosis and to draw conclusions in the scope of the state, situation and possibility of benefiting from the human capital of the persons with disabilities in the enterprises of the open labor market.

Design/Methodology/Approach: Within the framework of the conducted research the quality methods were used, in addition to the quantity ones. Within the quality research the desk research was implemented and what is more, individual extended interviews. However, in the framework of the quantity methods, the questionnaire was used. 1st Stage of the research- The analysis of the available knowledge by the desk research method. 2nd Stage of the research – individual in-depth interviews. 3rd Stage of the researched –The questionnaire.

Findings: The Polish government conducted the first breakthrough reform in the model of subsidizing, its decision was to equalize the amount of endowments from the 2nd quarter of 2014 to salaries of the disabled employees performing on the open and protected labor market. It seems however that enabling the employers of the open labor market to profit from the present tools of support on the rules similar to the protected labor market does not guarantee the growth of benefiting from the human capital of the disabled persons on this market. Some other aspects may prove to be decisive here, such as: the readiness of employers to provide jobs to the disabled persons and also the attitudes of the following stakeholders- the disabled persons.

Practical Implications: Low effectiveness and efficacy of benefiting from the human potential of the people with disabilities in the enterprises of the open labor market is the result not only of the unfavorable macro economic conditions but also in a greater extent due to the lack of inefficient readiness of enterprises of the open labor market to employ the disabled persons.

Originality/Value: In the light of contemporary challenges of the demographic and economic areas of Europe a significant meaning commences to have the notion of the human potential of the people with disabilities. The review of the situation of the people with disabilities in Poland and as well in comparison with the countries of the EU provides the basis to ponder

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that the problematics of management of the human potential of the people with disabilities is not only considerable social issue but also unequivocally significant in the economic scope. The results of the research and recommendations may be useful in the search for ways to more fully use the potentials of the people with disabilities in Poland.

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JEL Classification: *J24, M50, J01, J07, P00.*

Paper type: *Research article.*

1. Introduction

The review of the situation of the people with disabilities in Poland, including the background of the EU countries, provides the basics to state that the issue of managing the human capital of the persons mentioned above poses not only a momentous social problem, but also truly vital in the economic scope⁴.

The greatness of the matter is confirmed by the fact that there was enclosed into the priority strategy of 'Europe 2020' the writing of the need of: the development favorable for social inclusions by supporting economy of a high level of employment, ensuring social and territorial coherence⁵.

It all occurs not without a reason. It is estimated that the number of the people with disabilities in the European Community who are at the working age amounts to about 50 mln which is 16% of this population⁶. For many years the low level of awareness on the meaning of the social and economic human capital of the disabled persons in many economies led to annihilation of activities in the area of its exploration, development and benefiting from it, with a negative effect not only for the disabled themselves, but also for the budgets of these countries whose ignominious example is Poland.

Poland places itself within the countries of the EU which are characterized by average level of population of the disabled persons and dramatically low level of their share on the labor market. The number of the disabled persons according to NR 2011 is in Poland approximately 5mln (2.2 mln of them are the ones who are legally disabled and at the working age) and with the indicator of employment which does not exceed 22.4% according to GUS-REAP (in the EU SILC results 36%) on the

⁴*One talks here about the comprehensive analysis of all the available sources, so called research, articles, reports and also one's own conducted research.*

⁵*Basis: the communicate of the Europe Commission 2020, the Strategy on behalf of intelligent and balances development which would be favorable to social integration, the final draft, Bruxelles 3.3.2010.*

⁶*Eurostat: Report OECD 'Transforming Disability into Ability', OECD 2015*

ground of EU countries Poland is a total record breaker in the amount of the means dedicated to the financial aid in employment of the people with disabilities.

Poland spends on this objective a trifling 670 mln EUR (3 billion PLN) annually, when 86% of these funds is the endowment to salaries. Germany has solved this social and economic problem the most efficiently on the European scope. There works approximately 59% of the disabled persons while the financial aid for employment of this group reaches 10 mln EUR.

To grasp the scale of the problem it is well worth to cite hereinafter analogical indicators for the other European countries: Sweden 53,7%/ 1mln. EUR, France 49,8%/ 1 mln. EUR, Slovenia 52,2%/ 13 mln. EUR, Finland 52,2%/ 41 mln. EUR, Latvia 47,3%/ 2 mln. EUR, GB 44,7%/ 8 mln. EUR, Belgium 35,7%/ 102 mln. EUR. Moreover, in Poland for years one has been noting a record share of the annuities paid out which in 2006 amounted to as much as 3.9% of GDP, so in other words was twice higher than in other countries of the EU.

To compare, at the same time the cost of the paid out annuities in GDP in France was 0.87%, Germany 1.05%, Italy- 0.99%, Spain- 1.34%, the Czech Republic- 1.68% or Holland 2.39%⁷.

After many years of implementing a support system for people with disabilities in Poland, based on the principles of compensation rather than integration, a significant portion of this group has become socially alienated, isolated and often undervalued in the labor market, both in their own eyes and in the eyes of society. Shockingly, only 33% of the 483,000 disabled people in employment are employed in the open labor market.

Such a situation is to be improved by a breakthrough in the model of subsidizing, especially in the system of refunding of endowments to salaries of the disabled persons, namely balancing endowments to salaries of the disabled persons on the open and protected labor market starting from the second quarter of 2014.

One needs to mark however that profiting from the use of the present tools of support or generally, the realization of the protection of human rights as a factor exerting impact in the direction of taking up activities which will stimulate the disabled persons to enter the open labor market is only the single area of the activation domains.

In the perspective of employment of the disabled persons on the open labor market, close to many barriers stemming from the attitudes of the disabled persons, namely their openness but also their readiness to employ the people with disabilities not solely in the scope of the acquaintance of the legal and administration procedures,

⁷The report prepared by the Press Office of the Women's Congress Warsaw, 06.06.2011.

but also knowledge in the range of effective usage of the potential of the persons with disabilities.

2. The Category of Disability in Poland and other EU Countries

When undertaking the analysis of the state of the situation and the possibility of using the human capital of on, the issue of contemporary views on disability and its definition becomes of fundamental importance. There is currently no uniform definition of disability among EU countries. This is due to the fact that each of the European Union countries has its own disability adjudication system.

However, the most important role in ordering the definition of disability is played by World Health Organization (WHO)⁸. In 1980 WHO formulated an official definition of disability according to which a disabled person is the one whom a considerable impairment and lowering the capacity of functioning of the organism hardens, limits or impedes performing everyday life activities and fulfilling social roles, taking into account their age, sex, social and cultural factors⁹.

The critics of maintaining the criteria of disability on the level of injuries, impairments and functional limitations caused the alternation of the attitude of WHO experts who modified the former definition (1980) first in 1997, assuming that disabled entities are 'the persons whose psycho-physical ability has been damaged and this led to limiting agility of life activities in a way that fulfilling proper social roles has been impeded'¹⁰, in order to state in 2007 that 'disability is a multidimensional phenomenon stemming from barriers encountered in the physical and social milieu.

The contemporary spectrum of the definition of disability ranges from the pure biological approach (the medical one) and fundamentally social one; however between these poles one will encounter various cultural, legal, economic, political spins created to different goals.

⁸World Health Organization (WHO) — international organization working as a UN agenda concerned with wide area of health protection issues. It was established by 61 member countries on 7th April 1948. WHO is the directing and coordinating authority for health within the United Nations system. The main priorities of WHO are: promoting of health development especially among poor, disadvantaged or vulnerable groups as well as fostering health security against outbreaks of infectious diseases and epidemic-prone diseases. WHO aims to decrease infant mortality and supports development and distribution of safe and effective vaccines and drugs. The main headquarters of WHO is located in Geneva.

⁹International Classification of Impairments, Disabilities and Handicaps. WHO, Geneva 1980, *Lancet* 1964: 1, 1117 – 1120.

¹⁰A.Barczynski, *Zakłady pracy chronionej w polskim systemie rehabilitacji zawodowej osób niepełnosprawnych*, KIG-R, Warszawa 2001, p. 14.

In Poland there are utilized at least two terms concerning the disabled. The first one stems from the legal regulations and concerns the legal basis of qualifying to the group of the disabled. The second one, a much wider one, is implemented in the statistics of the Main Statistic Office in Poland (GUS).

In the Polish legal system, the currently abiding definition is the one encompassed in the act from 27th of August 1991 on the professional and social rehabilitation and employment of the disabled.

It is that the disabled are 'the persons whose physical, psychical or intellectual state permanently or temporarily impedes, limits or disables the capacity to perform socially and especially the annihilates the possibility to work professionally if they got a proper statement.

Disability is defined by permanent or temporary inability to fulfill social roles due to permanent or long-lasting impairment of the agility of an organism, especially causing the inability to work.

Taking into account the above, the rightfulness of the summary of the definition is conducted by Tadeusz Majewski dividing them into three categories¹¹:

- general definitions- they set general criteria on the basis of which a particular person is declared to be disabled or is being rejected the status of disability. These definitions in majority take into account either biological or social criteria. According to this author, a disabled entity is the one which has a low in relation to the norms agility of an organism, causing some limitations and impediments in fulfilling social roles.
- definitions of particular categories of the disabled i.e. with mental handicap, physical handicap, psychical handicap.
- Definitions for defined goals, so for the professional rehabilitation needs or getting welfare: a disabled person means an entity whose chances of getting, maintenance and promotion in employment are limited due to physical or psychical disability officially declared.

Summarizing, one needs to notice that in the entire Europe, and also in Poland there are more and more initiatives taken just in order to alternate the way of thinking about disability, so the trial to quit perceiving disability as stemming only from trouble of one man and due to that causing impediments, limitations or the inability to perform everyday life tasks and meeting social roles and to interpret it like a multidimensional social problem which stems from barriers encountered in the milieu.

¹¹T. Majewski, *W sprawie definicji osoby niepełnosprawnej. Problemy Rehabilitacji Społecznej i Zawodowej*. 1994: 1, 139, 33-37.

3. Characteristics of the Research

In the research there has been accepted the method of randomized choice during the representational sample. Through the randomized choice of the sample one understands the process of selecting in which every entity has the same probability of being admitted to the trial. In the assumptions of the research one assumed that the exploration would enclose the companies which meet the criteria below:

- 1 the enterprise is a small or average company (so it needs to cover the payment to PFRON in case of not meeting the indicator of employment of the disabled persons),
- 2 the company is the representative of the open labor market (is not the plant of the protected labor plant).

In order to render representativeness and so as to the administrative regions of Poland (voivodships), one took on the rule of proportional layer choice, so drew by 10 companies which would meet the criteria defined above for every of the voivodship of Poland. In this way the researched population enclosed 160 enterprises.

However, in the consequence of rejecting the questionnaires which had not fulfilled the criteria mentioned hereinabove, to the verification there were selected 112 companies. The analysis of the traits of the researched group there commences the characteristics of enterprises with regard to the profile of the run business activity.

The researched companies indicated, a great preference for services and production adequately 21% and 23% and then for commerce 11%. Which does not mean that PLPs rendered only one form of the run activity.

A great majority of the PLPs (17%) of the researched population implemented the combination of three kinds of activities: production, services and commerce ensuring themselves with that fact a more considerable stability of sales on the competitive market.

The comparative lower amount of the PLPs acted in the combination of production-commerce (9%). Above 5% of the researched PLPs concurrently rendered services of commerce and services themselves.

The overwhelming number of the companies taking part in the study focused on the clients of the national market (68%). The considerably lower population of companies, meaning 30% offered their products on the national and foreign market. A small rate, namely 3% of the researched enterprises, directed the sales of the assortment of their products exclusively on the foreign markets.

4. Conditions of Benefiting from the Human Potential of the Persons with Disabilities: The Perspective of the Open Labor Market

4.1 The Problem of Procedures in the Range of Receiving Funds of Support of Employment for the Persons with Disabilities

As it is visible in the results of exploration, the major group of the firms employing the disabled people and possessing the entitlement to benefit from SoiD did not take advantage of endowments to salaries or other subsidies in the result of the lack of the knowledge on the topic of procedures of their receiving.

When the entrepreneurs who employed the persons with disabilities in 33% (summed up answer 'no' and 'rather no') did not have this data, the ones who did not employ responded so in 89% (60% answered 'no' and 29% 'rather no' so as to being knowledgeable).

The visible subjection of the power and the direction of the relation between the knowledge on the subject of tools of support in the area of employment of the persons with disabilities and the extent of readiness to employ them pinpoints unanimous the obtained score of the coefficient of correlation of Spearman's rank which was 0.348 (Table 4).

Table 4. *The results of the correlation of order of the ranks of Spearman's*

Correlation of the order of Spearman's ranks BD deleted in pairs. The coefficient of correlation is considerable with $p < 0,05000$		
variable	p.21	p.2
p.21	1,000000	0,347677

Source: Author's own work on the basis of calculations.

4.2 The Issue of Adjusting the Architecture and the Workplaces to the Needs of a Person with Disability

Undertaking the philosophy of universal designing on the level of a company constitutes a major chance to realize oneself professionally by that kind of persons who have not had equal opportunities in comparison with the healthy persons so far. The readiness to adjust a workplace is concurrently inscribed in this course of action.

For the problem scrutinized in this way in a considerable majority the researched employers reacted positively. So as to the employer who provide jobs to the disabled people, all unanimously declared the readiness to adapt the workplace if such a need occurred (80% of the respondents stated 'yes' and the rest 20% 'rather yes'). In a more modest scope such declarations were given by the employers who did not provide jobs to the disabled persons (39% of the respondents said 'yes' and 10% 'rather yes').

The significance of the matter of readiness to adjust the workplace by companies to the needs of a person with disability if the need arose in the prism of openness for employment of the disabled persons is approved by the statistic analyses.

The considerable relation of the power and the direction of its relation between the readiness to adapt the workplace to the needs of a person with disabilities if such a need arises and the extent of readiness to employ the disabled persons is indicated by the attained result of the correlation coefficient of Spearman's ranks which was 0.7138 (Table 5).

Table 5. *The results of the correlation of order of the ranks of Spearman's*

Correlation of the order of Spearman's ranks BD deleted in pairs. The coefficient of correlation is considerable with $p < 0,05000$		
variable	p.21	p.7
p.21	1,000000	0,713767

Source: Author's own work on the basis of calculations.

4.3 Meaning (intensification) of the Barriers Limiting the Readiness to Employ the Disabled People

In order to receive the full picture of the indicated in the research causes of the low level of benefiting from the human capital of the people with disabilities on the open labor market the participants of the exploration were asked to point out the intensification of the very trait (barrier limiting the readiness to employ a person with disability).

The respondents gave answers within the framework of four possible variants where 0 indicates 'does not impose a barrier', 1- a barrier which is not essential, 2- an essential barrier, 3- a barrier which is very essential. In the light of such results the extents of intensification of the very barrier for employers providing jobs and not for the disabled persons is presented in Table 6.

Table 6. *Intensification of barriers limiting the readiness to employ the disabled persons*

Barrier	Employing the DP	Not employing the DP
Complex procedures of financial support	2,4	1,9
Lack of stabilization of legal regulations	2,3	2,4
Lack of the access to complex knowledge on the financial support.	2,3	2,1
Lack of the knowledge on legal regulations.	2,2	2,4
Lack of applications of the DP in contests.	1,9	1,9
The question of adapting the workplace.	1,7	2,2
Privileges of the DP.	1,6	1,4

Apprehension of the additional reporting.	1,5	1,9
The question of annihilating architectural barriers.	1,5	2,3
Apprehension before excessive audits.	1,4	1,9
The lack of skills in managing workers of various types.	1,3	1,8
Fear of the lower effectiveness of the DP at work.	1,2	1,6
Fear of the frequent absences of the DP at work.	1,1	1,5
Fear of the worse quality effects.	1,1	1,3
General prejudice in the range of employment of the disabled persons.	0,2	0,4

Source: The author's own work on the basis of the research results.

5. Conclusions and Implications

1. Among the employers of the open labor market (even employing the disabled persons) there dominates the lack of acquaintance of the procedures in the range of acquiring aid funds for employment of the disabled people which constituted a barrier which hindered benefiting from these means. The first crucial cause of that fact created impediments in receiving the comprehensive and current knowledge in this scope. The second, fears of the complex process of procedures in the context of: the need to devote additional time and generating costs connected with that and also apprehension of extra audits in connection with profiting from the forms of aid.
2. Bearing in mind the dimension of the influence of both of the factors above (the knowledge on the subject of the available tools of support and also conditions in order to receive them and the knowledge on the acquaintance of procedures in the area of aid means) on the readiness of enterprises of the open labor market to profit from the human potential of the persons with disabilities and concurrently the fact of a breakthrough moment in the domain of law making regulating the question of using the aid scheme which is balancing the amount of endowments, starting from the 2nd quarter of 2014, to salaries on the open and the protected labor market, one shall recommend as a priority to run the campaign of promotion and information roots within the scope of employment of the disabled persons in media of the national range, underscoring the benefits for employers stemming from providing jobs to the people with disabilities which should simultaneously constitute a redirection of the formerly activated on-line central platform of employment of the disabled persons enclosing (providing):
 - the collection of the indispensable date in the prism of employment of workers who are disabled, updated on a current basis and written in a simple language;

- the opportunity to conduct consulting which will be free of charge in the range of benefiting from the tools of support for employment of the disabled persons and procedures connected with that, including clearances and reporting in the traditional, on-line and call-in form.
3. In many cases the condition indispensable to provide employment to a disabled person turns out to be the necessity to adapt the workplace. In this context a considerable part of firms declared the readiness to adjust the workplace if such a need took place. One shall conclude that the problem lies first of all in the costs of the adaptation of such a workplace. Here, one has two tools of support- the return of the costs of adaptation of the workplace and also the return of costs of equipment of adjustment of the workplace which was purposefully prepared for this category of trouble. The rarity of benefiting from these programs of support stemmed from first of all the lack of knowledge on them, second of all from the complex procedure conditions.

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