

DIVERSITY MANAGEMENT – OBSTACLES IN HIRING PEOPLE WITH DISABILITIES ON THE OPEN LABOR MARKET

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Summary

The policy of the implementation within the strategy of an enterprise of diversity management is determined by the way of thinking about an organization as the place of work, the expectations towards their workplace as well as the structure of workers as far as age, sex, education or disability are taken into consideration. For managing employees in an enterprise which is enriched by the presence of the people with disabilities these words have taken a particular dimension. The total awareness of envisaging the issue of disability appear when one of the organs becomes damaged. Up to that moment the environment which had been perceived as the one without limitations, then in the great extent evolved into inaccessible.

Key words: diversity management, disabilities, labor market.

Introduction

The statement that people working in enterprises are different from one another in many aspects is not new however the awareness of these differences and their consequences for functioning of an organization has taken new meaning in the last dozen or so of years. The concept of managing the variety in the workplace was brought to the life in America in mid

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20th century and on the level of employment of an enterprise is a proposal of supplementing and at the same time taking into account the galore of workers in the accepted model of management of the human capital. The literature of the subject shows that management of the variety is truly useful for building up the awareness and enlarging the acceptance of social and graphic difference which are present in organizations and are either visible (sex, age, disability) or invisible (the feeling of belonging to social group, life attitude, lifestyle)⁴, and the utilized means in the framework of this concept may contribute to the elimination of the phenomenon of discrimination in the workplace and expanding the organizational culture open for the diversity of employees.

The concept of managing the diversity

The concept of managing the diversity may be looked into in at least two surfaces: resource theory and intuition theory. The representatives of the resource perspective (the American approach) still think that organizations could gain overpower so as to the competition thanks to gaining and skillful usage of the resources which other organizations do not benefit from. In this approach not the legal demands, moral duty or social responsibility of a business are main arguments on the side of the implementation of the rules of managing variety but first and foremost advantages which an enterprise gains from the implementation of such a concept in the shape of expanded profits⁵. Such a criteria of management refers foremost to the usage of the potential which is in the employees⁶. The second approach, the institutional one, is directed by the notion that the external milieu controls vital for the organization resources that is why enterprises under the pressure of the surroundings try to legitimize their activities in the external milieu. Legitimizing is then connected with a different shaping of basic values of the social and economic system in particular countries. Such a legitimization is connected with a different shaping of basic values of the social and economic system in particular countries. Due to the following while analyzing the surroundings one is to take into account the factors

⁴ A. Woźniakowski, *Doświadczenia amerykańskie w zarządzaniu różnorodnością*, [in:] A. Pochtowski (ed.), *Praca i zarządzanie kapitałem ludzkim w perspektywie europejskiej*, Oficyna Ekonomiczna, Warszawa 2005, p. 289.

⁵ See: <http://www.pro-diversity.net/documentation/Diversity%20Management%20and%20Anti-Discrimination.pdf>

⁶ Y. Yang, *Developing cultural diversity ...*, op. cit., 2005, p.2.

stemming from the economy, so: cultural aspects (values, norms, customs), legal aspects (political and legal system), economic ones (financial system, micro and macro factors) and the system of education and labor relations⁷. DiMaggio i Powell name three main form of impact that an institutional surroundings exerce on organizations: coercive isomorphism, mimetic processes and normative pressures. Processes exerting matching are connected with the implemented legal demands concerning in example equalizing of the females' rights with the males' rights in the workplace, the necessity to conduct audits and reporting in the chosen areas of activity⁸. Mimetic processes take place when some initiatives are started to be seen in wider audiences like 'good practice' which makes the other enterprises copy the recognized patterns (i.e. improving the level of awareness in the scope of managing diversity among the workers). The normative pressure are exerted most often through attitudes and activities of the persons who are the authorities and who directly or indirectly contribute to setting standards legitimizing the activities of enterprises (i.e. the increase of the emancipation movements or supporting by the commonly known people striving of the minority groups).

All the factors mentioned in the framework of the approaches depicted above have an impact on the way of understanding and practicing management of diversity. One needs to mark that in the context of managing human capital of the persons with disabilities one cannot suppose that one approach might be superior to another but conversely try to treat them as interchangeably pervading and complementing conceptual strands.

In the Polish reality in reference to the question of disability and bearing in mind from one side , one of the lowest indicators of employment of the persons with disabilities in Europe and from the other side obligations of Poland towards the Strategy of the European Union on disability for the years of 2010-2020 especially in the case of entering of the people with disabilities on the open labor market- shaping awareness, breaking stereotypes and then implementing proper tools in the framework of policy of management of diversity commence to take a pivot role. However, when taking into account the real picture of the Polish enterprises there arises a question how much time require organizations which are stagnant in rigid organizational structures in order to make a challenge which is all about

⁷ D. Matten, J. Moon, „*Implicit*” and „*Explicit*” CSR: a conceptual framework for a comparative understanding of Corporate Social Responsibility, „Academy of Management Review”, 2008, vol. 33, no. 2.

⁸ A. Katrinli, G. Atabay, G. Gunay, *A historical view of diversity management: the Ottoman empire case*, „International Journal of Business Research” vol. 8, no. 2, 2008.

transforming in to a modern enterprises, fully benefiting from personal skills in the framework of their potentials⁹.

Nowadays in Polish enterprises a main decisive person(CEO)¹⁰ managing an enterprise in the defined-in his or her mind the proper way- is convinced that all the reasons of low agility in the scope of using the human potential of the persons with disabilities lie beyond him or her ¹¹,at the same time the lack of workers with disabilities in the ranks of the company explains by unfavorable external conditions but not by the improperly accepted policy of management which appears in the lack of openness for diverse employees. Such a way of thinking of the managerial staff is supported by the results of a research¹² – the managerial staff looks for causes of the problems which conditions the efficacy of benefiting from the potential of the persons with disabilities first and foremost in the external factors at the same time marginalizes the internal factors which are in the range of the enterprise. Such an unusual easiness in valuing the proportions between the external and the internal factors allows to excuse oneself and leave the responsibility on the external factors in accordance with a presumption that they remain beyond one' s influence. Moreover as R. Connors, T. Smith, C. Hickman state *the cultures of the lack of responsibility or victimization feeble the character of the government, companies and the whole business, so in other words: easiness above difficulty, good well-being above being a good person, appearance above the content, redeeming above solving problems and illusion above reality.*¹³ As one can see, the problem of benefiting from the human potential of the persons with disabilities lies not only in the sphere of the external factors but concerns the accepted management policy. In the very situation, the primary course of action is to alternate the attitude of the decisive persons from various companies to see the country as one and only wrongdoer of the present state and the situation of the people with disabilities on the labor market in order to take over the responsibility for the matters on which they have the influence and what goes along, the preparation process of enterprises to introduce workers with disabilities to firms. This is however connected with taking into account the possibility

⁹ K. Czyrka, *Zarządzanie potencjałem ludzkim osób z niepełnosprawnościami w organizacjach (na przykładzie zakładów pracy chronionej zachodniej Polski)*, Gorzów Wlkp., p. 28-29.

¹⁰ The owner or the member of the board who is not the owner.

¹¹ See: *Pracodawcy o zatrudnianiu osób niepełnosprawnych, Jak jest?, Co można zmienić?*, FISP, Warszawa 2009, p. 21.

¹² K. Czyrka, op. cit., p. 187-188.

¹³ R. Connors, T. Smith, C. Hickman, *The Oz Principle: Getting Results Through Individual and Organizational Accountability*, Penguin Group (USA) 2004, p.16.

to employ such persons in the strategy of management of human resources and conducting the reorganization in the remaining area of functioning of the company.

Obstacles in hiring people with disabilities on the open labor market.

As indicated by the study authors, obstacles to the employment of people with disabilities should be seen in the area: ¹⁴

- conditions the external ,
- attitudes of employers,
- conditions of the labor milieu,
- attitudes of the disabled persons.

At this point one should take a look at the test carried out on employers broken down by employing and not employing people with disabilities. According to a research project KIG-R ‘ Research on the information barriers to augment the possibility of employment of the people with disabilities’, the employers who had already had experience in employing the disabled persons as the most vital (where 0 meant the lack of a barrier and 3: a really essential barrier) indicated the barriers defined as: complex procedures of financial support (note 2.10), the lack of stability of the conditions of financial support (note: 2.03), contraindication due to the state of health (note: 1.86%), complex legal regulations (note: 1.85%), demands concerning preparation of the objects (note: 1.78). Workers who had not had experience in providing employment to the disabled persons as the most crucial defined the following barriers: demands concerning the preparation of facilities (note 2.20), the necessity to implement technical and organizational changes in the company (note 2.04%), the necessity to adjust the workplace (note 2.14%), transportation barriers, hindered commuting of the workers (note 2.02%), the lack of job offers for the disabled persons (note: 2.0%), competitiveness of the fully agile persons (note: 2.0%). apart from the notes received among the employers who had provided jobs and the ones who had not one needs emphasize that all the barriers are characterized by a pivot meaning which is presented in a detailed way in the figure 1. A crucial role in activation of the disabled persons, in the eyes of the employers (in the implemented

¹⁴ A. Barczyński, P. Radecki, *The report from the research ‘Identyfikacja przyczyn niskiej aktywności zawodowej osób niepełnosprawnych’ conducted within the framework of the Partnership Project ‘Kluczowa rola gminy w aktywizacji zawodowej osób niepełnosprawnych’*, Warszawa 2008, p. 39.

quality research shown in the report concerning the project ‘Employment of the disabled people- the growth perspectives’) should be played by labor offices- so far their commitment in acting towards dealing with disability is critical either among the employers who provide work or the ones who do not to the disabled people. Employers complained about the weak and hindered flow of information in the framework of the disabled persons who would look for a job and at the same time the procedures of support¹⁵.

Fig. 1: The importance of barriers of the external surroundings in the appraisal of the employers providing jobs to the disabled persons and the ones who do not do so



Source: own research on the basis of: “Praca i rehabilitacja niepełnosprawnych”, 2/106, Feb. 2007, p.7.

Another prominent resultant of the low effectiveness of profiting from the human potential of the disabled persons are the barriers stemming from the attitudes of the employers. The basic issue remain here prejudices and stereotypes and the lack of knowledge on the subject of functioning of the disabled persons in economy. The fossilized stereotypes and also prejudice cause so called halo effect. Assigning one influential value to (in this case it is disability itself) affects the inclination to attach the other, not observed qualities which are in accordance with the emotional sign of the first ascribed attribute. That is why the unwillingness to employ such people reveals itself frequently in the result of illegitimate assigning and then multiplying negative characteristics such as: being quarrelsome, demanding, minor effectiveness, productivity etc. The summary of such attitude lead towards isolation and is the source of marginalization, slowing down the process of assimilation or its entire annihilation.

¹⁵ Ł. Arendt, *Report within the framework of the project ,Zatrudnienie osób niepełnosprawnych – perspektywy wzrostu’*, Łódź 2013, p.58.

One needs to be aware of the fact that the lack of contacts of the disabled persons with the agile ones contributes to creating a partial picture of them which is fragmentary and in many cases not real. It creates a kind of distance between the society of the agile persons and the disabled ones. The recently conducted survey has revealed that on the decisions and attitudes of the employers of the open labor market in the perspective of providing work to the people with disabilities additional duties stemming from employing a disabled person may have a powerful influence likewise¹⁶. The quality research presented in the report ‘employment of the disabled persons- the growth perspectives’ have showed that employers negatively appraised duties which lie on them (employers providing posts to the disabled) or will lie (employers providing posts to the disabled) in relation to the qualifications appertaining to the disabled people who are workers, namely:

- entitlement to release from work in order to participate in the rehabilitation batch and as well in order to do a medical check-up, healing or rehabilitation treatments, or in order to get orthopedic equipment or its repair¹⁷,
- entitlement to additional holiday days¹⁸,
- entitlement to the reduced working hours¹⁹.

In their opinion the qualifications above are the reason of the lower productivity in connection to the more frequent absence of the disabled persons in relation to the agile people and also generate additional costs connected with filling the posts for the very time with a substitute employee. Apart from the wide array of tools of support (including endowment to salaries), a part of employers think that they are not equivalent to the augmented costs of employment of such persons²⁰.

¹⁶ Ł. Arendt, *Report within the framework of the project ,Zatrudnienie osób niepełnosprawnych – perspektywy wzrostu’*, Łódź 2013, p.31-48.

¹⁷ A person of a considerable or moderate extent of disability is entitled to be released from work in the amount of up to 21 working days in the calendar year with maintaining the right to the salary (calculated like for the holiday in order to participate in the rehabilitation batch and in order to conduct specialist research, treatment or rehabilitation itself as well as in order to gain orthopedic equipment or their repair if these activities cannot be performed beyond the working hours.

¹⁸ A disabled person of the severe or moderate extent of disability is entitled to additional holidays in the amount of 10 working days in the calendar year.

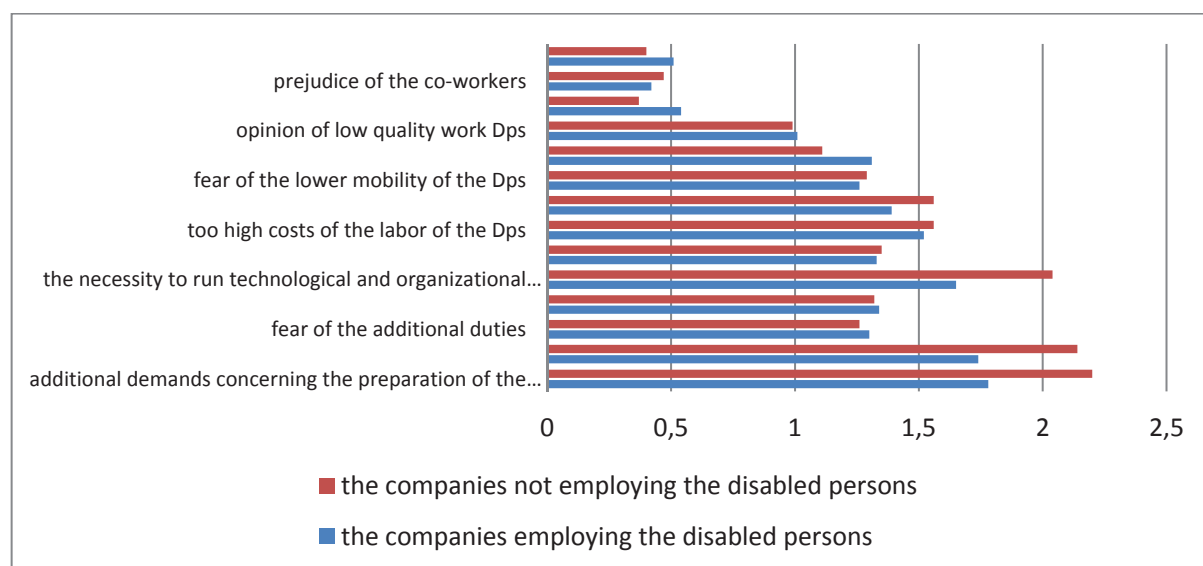
¹⁹ The time work of a disabled person cannot exceed 8h per day and 40 hours in a week and in case of a worker who is assigned to the severe or the moderate extent of disability these norms can be shortened (on the basis of the doctor’s statement) up to 7 hours per day and 35 hours a week.

²⁰ A. Barczyński, *Metoda obliczania kosztów związanych z rehabilitacją i zatrudnianiem osób niepełnosprawnych w zakładzie pracy chronionej – MOKON-02. KIG-R*: Warsaw, May 2004, notebook 27.

One means here costs in the economic scope (the consequence of the lowest productivity of a disabled person, the costs of additional quality shortages, fees for some additional staff, elimination of the functional barriers); as well as costs referring to the social matters (the consequence of lower mobility, inconvenient medial ambiance, opinions of the quality of a product and the services rendered by the disabled persons, plus the potential lack of the continuity of employment). The area of the causes stemming from the attitudes of employers complement one another: additional duties which result from the build-up reporting system and clearances, additionally, the lack of knowledge as far as the regulations touching upon the issue of employment of the disabled persons. It is well worth hereinafter to direct attention to the problematics of benefiting from the pivot tools of support for the people with disabilities. Apart from that, the majority of the researched appraised that the possibility to get the endowment to the salaries of a disabled person is the most effectively working item of the system of supporting the employment of the disabled persons, however employers providing jobs to the disabled persons complained about the hardship of procedures connected with receiving endowment or the return of the costs borne from PFRON. From one side, it is about the issues concerning the highly build-up procedures within which it is needed to be accurate in the preparation of the documents and keeping to the deadline. From the other hand, about the prolixity of procedures connected with the time of awaiting the return of the expenditures. The very mentioned research indicated that sometimes the fear of bureaucracy is stronger than the one connected with the disability of a worker. One needs to impute here the query of barriers which are ingrained in the opportunity to get the return of expenditures of the equipment of the workplace of a disabled person. The respondents indicated that the fact and intention of this kind of support is proper, however, in practice so as to get the return of such costs there is a necessity to bear investments and be faced with complicated procedures as well as the requirement of employing a disabled person for a longer period of time, at least 36 months. Especially the latter factor was perceived to be as the one which can generate costs rather than endowment. Summarizing the above, for an average employer, the procedures connected with getting the endowment are definitely too complicated, especially when the subject is not directed to run the PLP or is not an organization beyond the government which would act intentionally. The very mentioned quality research stated that sometimes the fear against bureaucracy in extreme cases may lead to resigning from the employment of a disabled person and sometimes- in respect of employment- paradoxically, resigning from the support. In the context of the above, not without the reason there arise the anxiety of the employers prior

to intensive and usually troublesome (which is due to the time and insight) audits which de facto constitute another vital negative factor influencing the attitudes of employers' attitudes towards the employment of the disabled people. Another domain of barriers which has been enumerated next to the problems being an aftermath of the attitudes of employers, the conditions of the external surroundings and attitudes of the disabled persons as pivot ones for the matter of effectiveness of benefiting from the human potential of the disabled people are the barriers of the domain of conditions of the work milieu. The causes of these barriers which are connected with the milieu of work are a derivative of the necessity to run possible alternations and adaptations which the technical infrastructure of the company requires when providing employment to a disabled person and the same refers to the attitudes of towards this person by their supervisors and co-workers. Apart from the previously enumerated functional barriers one needs to cite as well the necessity to implement changes of the technical and organizational character (providing rehabilitation and medical care, technological changes and labor organization). However, due to the causes connected with the attitudes of the co-workers which one encloses to the area of the milieu, one shall indicate prejudices and stereotypes functioning in the environment, fossilized opinions of the low quality of labor of the disabled and their privileges and threat of competitiveness of the employed disabled persons. The question of the influence and the meaning of the defined barriers having its reflection in the attitudes of the employers deem to be confirmed by the results of the research presented in the figure 2. According to the implemented research scale from 0 to 3 (where 0 meant the lack of the barrier and 3 the crucial barrier), one can see that in the first positions of the ranking either in the appraisal of the employers providing work or the ones who do not employ the persons with disabilities, there are barriers stemming from the milieu of work which have a costly character, either it is connected with the augmented financial expenditures (the necessity to adjust the workplaces and premises- barriers appraised above the high importance (notes oscillated close to 2.0 entities) or connected with the necessity to involve additional time (extra reporting, duties, organizational changes, to high costs of the work performed by the persons with disabilities). Concurrently, one shall draw attention to the last position in the ranking. There are placed barriers of the prejudice- like character: the unfavorable media ambiance of the prejudice of the staff and the managerial staff or the opinion of the low quality of work of the disabled persons (where the note did not exceed 0.5 entities).

Fig. 2: The meaning of the milieu barriers and the attitudes of the employers in the eyes of the employers providing work to the people with disabilities and the ones who do not



Source: Own elaboration on the basis of: A. Barczyński, P. Radecki, Raport z badań 'Identyfikacja przyczyn niskiej aktywności zawodowej osób niepełnosprawnych' ...op. cit., p. 47.

Among the potential causes of the low effectiveness of benefiting from the potential of the persons with disabilities, one needs to discern passive attitudes of the disabled themselves so as to their situation. The very first cause of such attitudes one shall see in the direct milieu and especially among the doctors and the family. Part of the disabled persons is made sure by the closest that they cannot achieve much on the labor market. One needs to notice that such attitude can be have its origins in the overcare of the family. However, the undoubtedly essential aspect influencing attitudes of the persons with disabilities is the rest of the surroundings. It is commonly known that not everybody accepts disability (in the most minor extent they avoid it). Through such an approach and on its basis a disabled person builds up their own system of norms and behaviors. The effect of such a situation is the growing feeling of inferiority, fault, the feeling of causing burden to somebody and assigning oneself many other negative characteristics. Such a course of action results as well in forced isolation or deliberate one from the society in order to avoid being confronted with it. It encompasses as well the degree of benefiting from qualifications, aspirations and capacities of the workers. Another factor of the passiveness of the persons with disabilities, which is indicated by the quality research conducted within the project 'Employment of the disabled persons- the perspectives of growth'²¹, may be the issue of receiving any kind of social welfare. This

²¹ E. Kryńska (ed.), *Determinants of the professional activity from the perspective of the non-government organizations- the results of the quality research, The Report prepared*

opinion has its reflection in particular considerations of the participants of interviews concerning receiving annuities due to the lack of the ability to perform work or getting social welfare. Another important matter is the fear of the disabled of losing annuities when they would take up work in connection to the present limitations so as to the acceptable amount of salaries of these persons²². Further problem related to the area of annuities is the nomenclature:

– it is ambiguous either for the disabled or their families or the potential employers or even stating doctors. The source of the ambiguity is the name here and to be precise, the statement ‘unable/able to perform work’, which can be seen on the part of the pension statements. In spite of the fact that the statement can only be seen exclusively for the purpose of receiving annuities, it may suggest – and many think so (employers who are apprehensive of the legal consequences and the disabled too in reference to losing their annuities) that it is the contraindication to commence working. Truly, that kind of person are able to take up employment. Another aspect which is equally vital in exerting influence on the attitudes of the persons with disabilities towards the labor market is the state of the health of such people (the kind of disability) and the problems connected with commuting, inefficient professional qualifications and conviction that they are not good for work and also the conviction that as the disabled persons they are less efficient than the fully agile workers. The considerations above are confirmed by the quantity results of the research; the disabled considering themselves to be professionally active and the ones not working have undergone it but its meaning so as the the importance is various²³(fig.3). The research scale from 1 to 5 has been used here, where 1 meant the lack of the barrier and 5 the barrier which is truly essential. The leading in the ranking either for the group of the disabled professionally active (note 3.7) or the not working one (4.1) as a barrier causing the lowered professional activity has been the state of health. For the professionally active a considerable factor has been the fear of losing annuities (note 3.9), which is interesting, a lesser attention to this issue has been paid by the unemployed (3.1). Equally vital meaning had in the opinion of the first and the second group the issues connected with commuting, inefficient qualifications, the

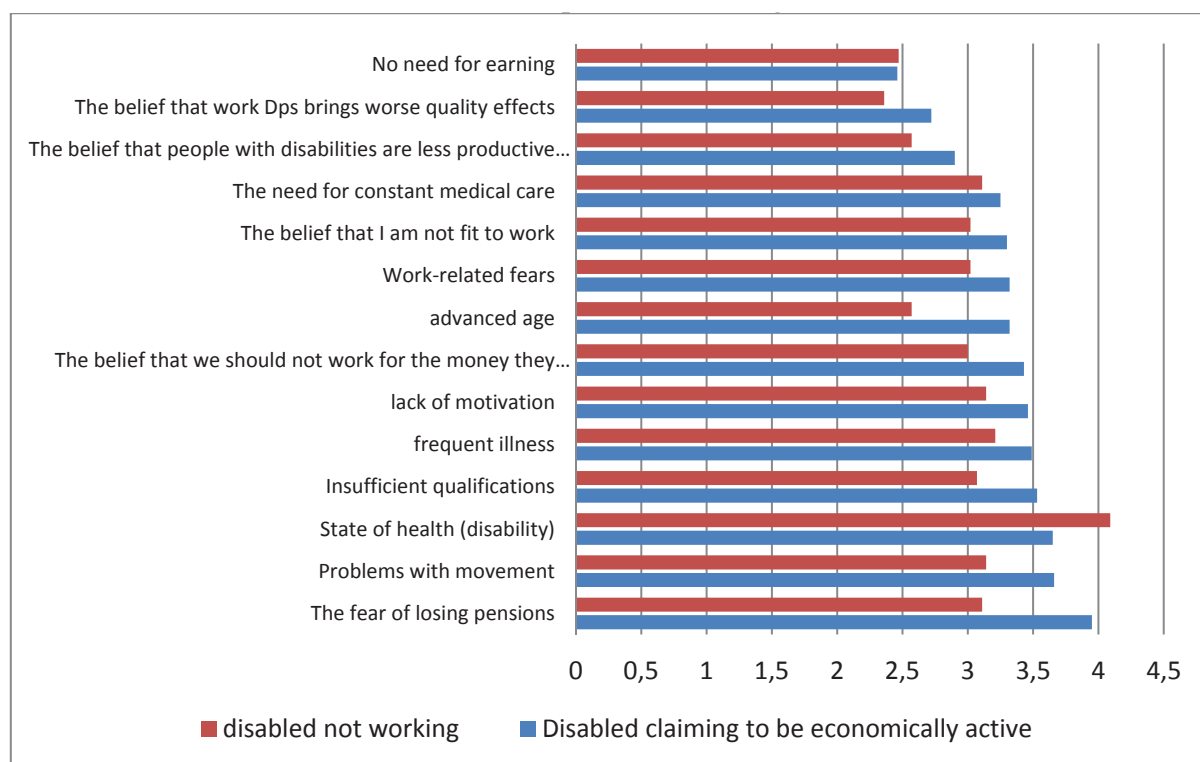
within the framework of the project Employment of the disabled persons- the perspectives of growth. Determinants of activity, Warsaw 2013, p. 33.

²² It cannot be more than 130 % of the average monthly salary. Then the welfare is suspended.

²³ See: A. Barczyński, P. Radecki, *Report from the research Identyfikacja przyczyn niskiej aktywności zawodowej osób niepełnosprawnych, ...op. cit., p.104-105.*

need of medical care and frequent diseases. One shall mark here that equally important was the position of: the lack of general motivation. A lesser importance in the eyes of the respondents participating in the research and in the perspective of taking up work had the positions which indicated that the disabled people render worse quality services, the lack of the need to earn the money, the conviction that the disabled persons are less efficient (they have not exceeded 2.5 of the entity notes).

Fig. 3: The of the barriers limiting the activity of the persons with disabilities in the opinion of these persons meaning

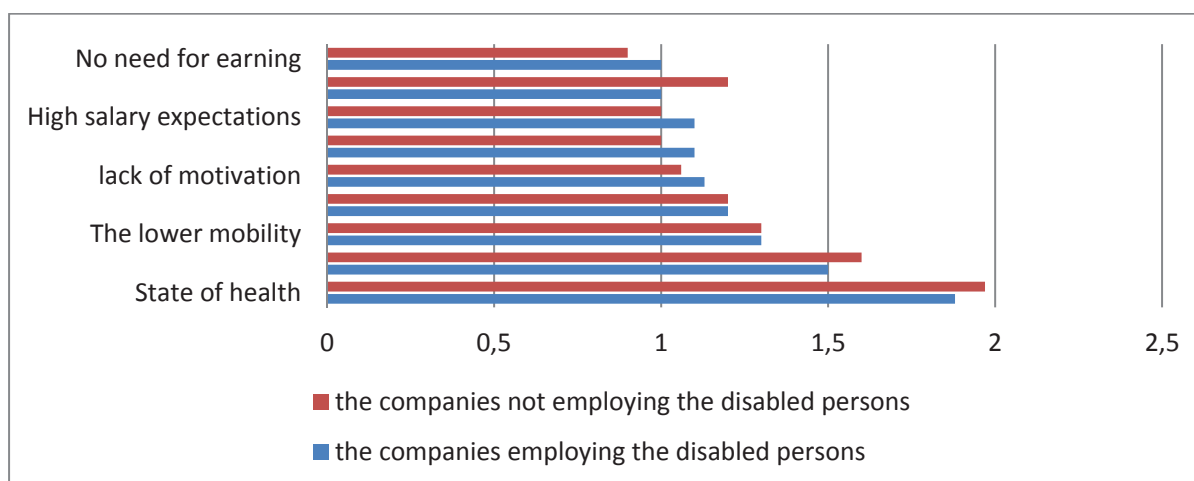


Source: Own elaboration on the basis of: A. Barczyński, P. Radecki, Raport z badań *Identyfikacja przyczyn niskiej aktywności zawodowej osób niepełnosprawnych* ...op. cit., p.119-122.

One shall refer in this very spot to the opinions of the employers themselves (fig.4). In accordance to the research project KIG-R 'The research on the importance of informative barriers for augmenting the opportunities of employment of the disabled persons where the scale from 0 to 3 was implemented (0 defined the lack of a barrier and 3 a barrier which was truly essential). The most important in the meaning was in accordance with the opinion either of the employers providing jobs to the disabled persons and the ones who did not were as follows: the state of health (the note oscillated about 2.0 entity) and low professional preparation (the note oscillated about 1.5 entity). The crucial thing is that the employers themselves appraised lower capacity and the quality of work as one of the least prominent

barriers which seems to be a good forecast in the perspectives of employment either by the workers providing jobs to the disabled persons (who somehow confirm that they work well) and the ones not doing so (which do not follow the stereotype of the lower quality of work).

Fig. 4: The importance of barriers limiting the activity of the people with disabilities according to employers



Source: Own elaboration on the basis of: A. Barczyński, P. Radecki, Report from the research *Identyfikacja przyczyn niskiej aktywności zawodowej osób niepełnosprawnych ...op. cit., p. 47.*

What is concurrently crucial are the architectural bonds which are frequently defined the name of the material culture in which one encloses the possibilities of adaptation of the workplace²⁴. Not less important are the solutions concerning the access of buildings and their surroundings when bearing in mind the people with disabilities. In the particular way the issue of adjusting buildings to the needs of the disabled persons is regulated by resolutions of the ordinance of the Minister of Infrastructure from April, 12th 2002 on the technical conditions which buildings and their surroundings shall meet (Register no. 75, position 690 with further changes)²⁵.

They define not only conditions which the buildings and their placement should correspond to but first and foremost, the conditions enabling the usage of these facilities and devices by the disabled persons. Creating the possibilities of using the buildings does not indicate however a comprehensive adaptation to their needs- so building deprived of any kind of barriers. In this context one needs to notice that such regulations have a mandatory character. And this is due to many kinds of disabilities which a human being can encounter. Here one also needs to think the implementation

²⁴ H. Fuchsel, *Spojrzenie na organizację i jej kulturę*, „Przegląd organizacji”, Poltext, Warszawa 2002, no 5, p. 11.

²⁵ „Praca i rehabilitacja niepełnosprawnych” 2/94, p. 18.

of the slogan ‘designing without barriers’ over (also called versatile designing’). Versatile designing is a strategic attitude towards planning and designing products as well as proper surroundings which are to promote the model of society which unifies all the citizens and ensuring them equity and the possibility of participation²⁶. Versatile designing is designing of products and surroundings in a way so that they would be accessible for all of the people in the greatest extent without the need to adapt or design in a specialized way²⁷. One of the major aims of the versatile designing is promoting equity and ensuring the comprehensive participation in the social life to the persons functionally impaired though depleting the existing barriers but foremost by preventing new ones to arise²⁸. The very concept indicates new thought paths, while getting the general accessibility for the disabled people is possible due to special solutions. The rule of versatile designing previews that basic actions and solutions will originally respond to the needs of all users. Designing is seen then like a common term which is about defining all the actions which concern the milieu. It encompasses designing within the local society, enterprise, using grounds, architecture, construction works and many others.

Conclusions

J.L. Chatzkel writes in reality organizations are nothing more than the development of human thought and activities’ and thanks to that the human capital contributes to achieving the success by an enterprise and improper management of it is the reason of its defeat.²⁹ For managing employees in an enterprise, which is enriched by the presence of the people with disabilities, these words have taken a particular dimension. Managing varieties is an unusually responsible matter also in the economic scope of functioning an enterprise as a whole as well as social and very often humane. One shall

²⁶ The instances of such interpretation can be found in the UN Convention concerning the rights of the disabled persons and in the Norwegian Committee report brought to life in order to create legislation concerning protection of the disabled persons against discrimination (Norwegian Official Reports 2005: 8. Equity and Accessibility).

²⁷ Such a definition was created by Rona Mace and was elaborated on by the Centre of Universal Design at North Carolina State University.

²⁸ Terms: reduced functionality and functional impairment indicate that this very part of the body or one of its physical function was totally devastated, damaged or considerably weakened.

²⁹ J.L. Chatzkel, *Human capital: the rules of engagement are changing*, „Lifelong Learning in Europe” 2004, p. 139.

state that the importance and meaning of barriers from the point of view of every of the researched groups, namely the employers providing jobs to the people with disabilities, the ones who do not and the disabled themselves is slightly different. Nonetheless in the prism of the synthesis and conducted analysis one may differentiate barriers which are of prominent value for every of the researched groups and at the same time affecting in the negative way each on the low efficiency of benefiting from the potential of the people with disabilities. The most vital barriers negatively influencing the state of employment of the persons with disabilities are as follows:

- the high level of bureaucracy of procedures in relations with PFRON and other offices, their prolixity and unpredictability, arising technical problems and also the lack of stability in the area of law and support;
- the necessity to analyze on the current basis many specialist regulations concerning employment of one or a couple of disabled workers, the lack of the possibility of attain a truthful and comprehensive advice in one institution;
- low self-esteem and low motivation to use one's own potential on the labor market and also the general view that it is not worth to work in relation to demotivating welfare annuities system and the attitude of the background (including the family), very often dictated by the anxiety of losing annuities,
- the fear of technical and organizational changes in the company;
- qualifications of the disabled workers to additional, payable by the employer free time and anxiety that the costs will be also raised due above average absence of such a worker;
- the fear that the fact of receiving endowments from the public means will augment the amount of audits conducted at the employer's site, the expansion of reporting.

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