

Inclusion of people with disabilities in companies in the industrial sector*Inclusión de personas con discapacidad en empresas del sector industrial**Inclusão de pessoas com deficiência em empresas do setor industrial***Abstract**

The aim was to verify the vision of managers and employees of human resources in the industrial area about the hiring of people with disabilities - PWD through the Quota Law, practices and policies adopted by the company in the work environment. Qualitative study; data collected through semi-structured interviews and analyzed according to the thematic modality as recommended by Bardin. Nineteen employees of an industrial company with mining and metallurgy units in the interior of the state of Minas Gerais were interviewed. Although the Quota Law in the hiring of PWD is met through partnerships, there was a lack of knowledge regarding the legislation. The selection process is carried out by competence and the vacancies for PWD are not separated. The insertion of PWDs was understood as difficult due to the environmental risk, and PWDs need to carry out their work in administrative sectors. Professional qualification was considered precarious and there is a lack of training for employees. There was a lack of knowledge on the part of managers about the legislation, although partnerships with institutions have helped to comply with current legislation, there is a lack of training in relation to the hiring and maintenance of PWD in the work environment, making it evident the need for training initiatives in this area.

Descriptors: Disabled People; Job; Inclusion; Public Policy; Job Market.**Resumén**

El objetivo fue verificar la visión de los gestores y empleados de recursos humanos del área industrial sobre la contratación de personas con discapacidad - PCD a través de la Ley de Cuotas, prácticas y políticas adoptadas por la empresa en el ámbito laboral. Estudio cualitativo; datos recolectados a través de entrevistas semiestructuradas y analizados según la modalidad temática recomendada por Bardin. Fueron entrevistados diecinueve empleados de una empresa industrial con unidades de minería y metalurgia en el interior del estado de Minas Gerais. Si bien la Ley de Cuotas en la contratación de PCD se cumple a través de sociedades, hubo desconocimiento de la legislación. El proceso de selección se realiza por competencias y las vacantes para PCD no se separan. La inserción de las PCD se entendió como difícil debido al riesgo ambiental, y las PCD necesitan realizar su trabajo en sectores administrativos. La cualificación profesional se consideraba precaria y falta formación de los empleados. Hubo desconocimiento por parte de los gerentes sobre la legislación, aunque las alianzas con instituciones han ayudado a cumplir con la legislación vigente, existe una falta de capacitación en relación a la contratación y mantenimiento de las PCD en el ambiente de trabajo, siendo evidente la necesidad de iniciativas de formación en este ámbito.

Descriptors: People with Disabilities; Job; Inclusion; Public Policy; Job Market.**Resumo**

Objetivou-se verificar a visão de gestores e colaboradores de recursos humanos da área industrial acerca da contratação de pessoas com deficiência - PCD através da Lei de Cotas, práticas e políticas adotadas pela empresa no ambiente laboral. Estudo de natureza qualitativa; dados coletados por meio de entrevista semiestruturada e analisados segundo a modalidade temática conforme recomenda Bardin. Foram entrevistados 19 colaboradores de uma empresa do ramo industrial com unidades de mineração e metalurgia no interior do estado de Minas Gerais. Embora a Lei de Cotas na contratação de PCD seja atendida por meio de parcerias, observou-se desconhecimento em relação a legislação. O processo seletivo é realizado por competências e as vagas para PCD não são separadas. A inserção das PCD foi compreendida como difícil devido ao risco ambiental, e as PCD precisam exercer sua atividade laboral nos setores administrativos. A qualificação profissional foi considerada precária e há escassez de treinamentos aos colaboradores. Observou-se desconhecimento por parte de gestores sobre a legislação, embora parcerias com instituições tenham auxiliado no cumprimento da legislação vigente, há escassez de treinamentos em relação à contratação e manutenção de PCD no ambiente laboral, ficando evidente a necessidade de iniciativas de capacitação nesta área.

Descritores: Pessoas com Deficiência; Trabalho; Inclusão; Política Pública; Mercado de Trabalho.**Maíza Claudia Vilela Hipólito¹**

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Introduction

Person with a disability (PWD) can be defined as an individual who has a long-term impairment of a physical, intellectual, mental or sensory nature, which, in interaction with one or more obstacles, may make it impossible to participate effectively in the community on an equal basis with other subjects, having the right to equal opportunities with other citizens¹.

The complexity of the concept of disability is highlighted, which, in addition to recognizing the injured body, has a social structure of oppression against PWD, similar to the processes of sexism and racism, which constitute forms of oppression by the body, based on an ideology of non-deficient body superiority².

It is estimated that more than one billion people have a disability, which corresponds to about 15% of the world population³.

Census carried out in 2010 by the Brazilian Institute of Geography and Statistics (IBGE), found that there were approximately 46 million PWD, which represented 24% of the Brazilian population and of the total employment relationships in the country, 0.7% were formed by PWD. In 2018, the Annual Social Information Report (RAIS) published that of the 46.6 million formal jobs, 486,756 were occupied by PWDs^{4,5}.

The employment of PWDs in Brazil is supported by Law No. 8,213/91, the Quota Law, which states that there must be (re)education and professional (re)adaptation so that PWDs and rehabilitated people are inserted into the labor market, and that private companies that have 100 to 200 employees must reserve 2% of their vacancies for PWDs; between 201 and 500 employees, 3%; between 501 and 1000 employees, 4% and companies with more than 1001 employees, 5% of their vacancies and are subject to penalties if the law is not complied with⁶.

When verifying the world scenario in relation to legislation in order to help the insertion of PWD in the work environment, it was observed that in Italy, 16% were exercising work activity. It was observed that Law No. 68/1999 helped to promote the right to work for PWDs, a greater opportunity to enter the labor market^{7,8}.

The European Disability Strategy (2010-2020) seeks to significantly increase the proportion of PWDs working in the labor market⁹.

A document published by the United Nations in 2012 reveals that PWD tend to receive lower wages, perform activities considered precarious and have little possibility of being promoted in the work environment¹⁰.

In Brazil, authors¹¹ argued that although the Quota Law seeks to promote inclusion, the legislation fails to describe actions that make it possible for PWD to remain in the work environment.

In view of this, the inclusion of PWDs in the world of work is one of the main contemporary challenges in any country. Regarding legislation in the country, the literature points to different points of view: the quota system as an affirmative policy and the existence of the legislation led to the expansion of the discussion on inclusion¹²⁻¹⁵.

On the other hand, the existence of quotas suggests discrimination and the results have still been little expressive, since the law has been in force for almost 30 years and the job market, in addition to being competitive, requires a high degree of productivity and companies refer to unskilled labor^{12,16-18}. In addition, the way in which the disability is perceived by employers, influencing companies to oppose employing PWDs¹⁹⁻²¹.

Authors²² carried out a literature review with the aim of analyzing Brazilian publications after 25 years of the Quota Law, noting that, in general, research has shown that compliance with the legislation is linked to inspection actions and aim to comply with the law without major changes. investments in adaptations to adapt the work environment to the needs of PWD.

Accordingly, authors²³ carried out research with the aim of verifying the panorama of Brazilian empirical publications between 2005 and 2016, noting that, despite growing, production on the subject is still incipient and concentrated in some urban centers

The justifications for the negligible amount of PCD exercising their work activity and for this scenario are: market globalization, unskilled labor, low education, safety within the work environment and misinformation about the real capabilities of PWDs, especially for those with greater degrees of limitation^{12,17-21}.

In order to reduce such inequality in the labor market and possible damages to the dignified subsistence of PWD, the Federal Constitution of 1988, in its article 203, item V, enacted the Continued Provision Benefit (BPC), which provides for the right to PWD to receive a monthly minimum wage, which will be paid by Social Security for those who prove that they cannot provide for their own subsistence or have it provided by their family²⁴.

The objective of this study was to verify the perception of managers and HR professionals in the areas of mining and metallurgy about the policies and practices adopted by the company in relation to the hiring of PWD.

Methodology

Study with a qualitative approach which is used to study history, relationships, representations, beliefs, perceptions, the result of the interpretations that human beings make of how they live, build their products and themselves, feel and reflect²⁵.

Study²⁶ adds that this methodology, in addition to revealing social processes that are still little known regarding particular groups, provides the opportunity for the construction of new approaches, reformulation and creation of new concepts and categories during the research.

The interview was used for data collection, which "consists of an interpersonal meeting established to obtain verbal or written information, being an instrument for knowledge for assistance or research"^{25:39}.

Data collection took place between March and April 2019, through interviews containing a script with sociodemographic data and guiding questions according to the research objective. A pilot interview was carried out with



employees of a mining unit, in order to create rigor for the collection of scientific validity data²⁵.

In the interviews carried out, the biggest obstacle was the wait for the collaborators who were going to participate in the research. The times were scheduled, however, unforeseen events often happened and they did not show up and did not warn, in this way, the interviewer's time was idle and it was necessary to contact the managers who were helping with the scheduling of the interviews and reschedule. Another obstacle was the quality of the internet, which at times was unsatisfactory, making it difficult to understand the employees' speech, making it necessary to ask them to repeat the lines.

To carry out the interviews, the appear.in application was used, which is a free platform to make videoconferences and organize remote meetings in online rooms. The choice of tool was made because there is no need to download the application, just send the link to access.

After scheduling the interviews, the link to the appear.in application was sent to the HR professionals so that they could share it with the research participants. The collection of the signatures of the Free and Informed Consent Term (ICF) took place through the HR professional of each unit after the person responsible for the research had explained it.

The analysis of the interviews took place through content analysis as recommended by Bardin^{27:4} and is defined as a "set of communication analysis techniques that uses systematic and objective procedures to describe the content of messages" and includes three fundamental phases: pre-analysis, exploration of the material and treatment of the results.

In the first phase, pre-analysis, the full transcription of the 19 interviews was carried out and a floating reading

was carried out, which consisted of the first contact with the material. In exploring the material, the coding units were selected, that is, clippings according to common similarities and the definition of each category was based on the interviewees' speeches, the data were reviewed and, in this way, the following categories emerged : 1. Perception of HR managers and professionals in relation to legislation; 2. Access and permanence; 3. Policies; 4. Practices; 5. Architectural barriers and adaptations; 6. Attitudinal barriers.

Regarding the treatment of the results, inferences were made in which the answers on each indicator were obtained and a theoretical framework was used in order to give meaning to the study²⁸.

Regarding the ethical aspects, the project was sent to the Research Ethics Committee of the Faculty of Medical Sciences of the University of Campinas - (FCM/Unicamp) approved under the number of opinion No. 3.128.832 and CAAE 02619718.1.0000.5404, and to the manager responsible for the research with the participating company.

Results and Discussion

Nineteen employees were interviewed, being 14 managers and five HR professionals, from an industrial company, from three different units, classified from 1 to 3 according to the order of the interviews, with units 1 and 2 mining and 3 metallurgical; eight interviews were carried out in unit 1, seven in unit 2 and four in unit 3. The age of the participants ranged from 25 to 54 years, covering managers and HR professionals. In order to facilitate reading and ensure anonymity, the participants were described with the letter E, and the number below refers to the order in which the interviews were carried out.

Chart 1. Sociodemographic composition. Campinas, SP, Brazil, 2019

Interviewee	Gender	Age	Marital Status	Education Level	Workplace	Occupation Area	Working Time
I1	M	28	Single	Graduation	1	Mine Coordinator	4 years and 6 months
I2	M	34	Married	Technician	1	Operations Supervisor	8 years
I3	M	34	Married	Postgraduation	1	Geology Coordinator	nine years old
I4	M	34	Married	Postgraduation	1	Process Manager	1 year and 2 months
I5	F	28	Divorced	Postgraduation	1	DHO coordinator	Four months
I6	F	29	Single	Postgraduation	1	DHO Analyst	2 years and 3 months
I7	F	25	Single	Graduation	1	Mine engineer	1 year
I8	M	30	Single	Graduation	1	Materials and Logistics Coordinator	1 years and 4 months
I9	M	31	Married	Postgraduation	2	Technical Services Coordinator	7 years
I10	M	40	Married	Graduation	2	Materials and Logistics Coordinator	3 years
I11	F	29	Single	Graduation	2	Mine Operation	3 years
I12	F	31	Single	Graduation	2	Selection training and Recruitment (DHO)	2 years and 5 months
I13	M	32	Married	Postgraduation	2	Processing Manager	8 years
I14	F	38	Married	Postgraduation	3	Senior DHO Analyst	15 years



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Production Supervisor nine years old

I15	M	33	Single	Incomplete higher	3		
I16	F	28	Married	Graduation	2	Processing Coordinator	6 years
I17	M	34	Married	Postgraduation	3	Electrical and Instrumentation Maintenance Coordinator	1 year and 3 months
I18	F	54	Married	Graduation	3	Finance Area Coordinator	34 years
I19	F	33	Married	Postgraduation	2	DHO Coordinator	4 months

Source: *DHO: Human and Organizational Development.

After analyzing the interviews, the following categories emerged: 1. Perception of HR managers and professionals in relation to legislation; 2. Insertion and maintenance; 3. Policies; 4. Practices; 5. Architectural barriers and adaptations; 6. Attitudinal barriers.

We sought to draw some comparisons between the analyzes presented here and the results found in studies already carried out, in order to point out convergences and divergences on the subject, even if, in some analyses, the researched public is different, which was always pointed out, when necessary. In addition, the description of the categories, made below, is accompanied by the most representative reports of the people interviewed in this research and that made possible the emergence of this classification.

Perception of managers and HR professionals in relation to legislation

The Quota Law guarantees the insertion of PWDs in the labor market through quotas that vary according to the number of workers in the company²⁹.

Authors³⁰ mentioned that the Quota Law is little known, both by companies and by PWD themselves, negatively interfering with its compliance. Legislation is considered one of the main factors for promoting social inclusion, as it provides greater autonomy, improvement in self-esteem, in addition to demonstrating to other employees contact with reality, potentialities and obstacles, demystifying them¹⁵.

A study carried out in the United Kingdom, sought to verify the view of the participants of the WORKSTEP, Lei de Quotas in Brazil, observing extremely positive results³¹.

Research carried out in the interior of the State of São Paulo, proposed to verify the quality of life at work (QWL) of PWD considering attitudinal, architectural barriers and access to work and the results showed that the Law provides opportunity for access to the labor market, however, is perceived as imposing³².

The Quota Law was also described as discriminatory, but necessary, in this sense the legislation is perceived as an affirmative action in order to guarantee equal opportunities for PWDs, it provides for formal employability respecting labor rights and stimulated a process that, most likely, would occur at a slow pace in the absence of the Law^{12,21,33}.

It is noted that the company seeks to act in accordance with the legislation, and as can be seen from the

testimony of the HR employee, a partnership was made with APAE with the intention of qualifying PWD so that they can later fill the company's staff. The company's intention is to qualify people and provide employment opportunities for these people, in compliance with the Law and, mainly, to include people based on their qualifications and not because of their disability.

Thus, it is noted that the legislation is little known, both by managers and by PWDs and that the Law is necessary, although the existence of a "quota" suggests discrimination and some PWDs use the Law to not work correctly. The researched company complies with the legislation and seeks partnerships in order to comply with the law.

Insertion and maintenance

In terms of insertion in the work environment, the HR professional mentioned:

"[...] the difficulties that I see in hiring, I do not see difficulties on the part of the leaders [...] they know that it is a law, that it is mandatory [...] if we work a vacancy that the focus was not to hire PWD, but a person with a disability appeared and we hired them, they think it is because they are disabled and the company is obliged to hire" (I5).

Corroborating with speech, research²⁰ carried out with the objective of analyzing the differences in the conceptions of disability and in the evaluation of work possibilities for PWD, between managers and postgraduate students in administration of three States, they verified that in relation to the conception based on assumptions of normality, the interviewees mentioned that PWDs can assume inappropriate attitudes in the company.

The speeches contradict the definition of disability according to a study³⁴, when the author reports the disability as a social phenomenon, that is, the social environment is who will determine whether the loss or alteration of a given person would be a disability or not, since the audience is responsible for saying if the damage presented is relevant or not to the moral and social integrity of the person.

In this sense, it is also added that PWD are better suited in administrative areas:

"In the industrial environment [...] it is difficult to find professionals who have their special needs compatible with the operational activity that we have here" (I1).



"Here in our unit [...] an industry, and there is the Mine which is difficult to access, so the best places for us to receive people with disabilities are the administrative and maintenance areas" (I12).

Corroborating the statements above, it is clarified that unit 2 has the largest number of workers in the administrative area, out of a total of 58 PWDs, 50 worked in the area, five in the operation area and three in maintenance.

The testimonies reveal the view of the PWD from the perspective of limitation, since it is easier to hire a PWD for the administrative area, because in this way the adjustments will be minimal or non-existent and once again people return to the definition of disability focused on the individual and not to the social environment.

Regarding hiring by type of disability, the HR employee clarified:

"[...] are included in the company's framework, I do not treat them as a quota process, a separate cost, understand?" (I14).

Inclusion becomes a more satisfactory than unsatisfactory process, in addition to being a right when PWD are inserted in an area that has qualification³⁵.

Dealing with the inclusion of people with intellectual disabilities (ID), it is observed through the testimony, difficulty in hiring:

"[...] there are many functions that I can't have, intellectual disability, we have a lot of difficulty hiring" (I5).

"[...] more on issues of light deficiencies, I think that those that require a greater adaptation, perhaps companies would not hire" (I12).

A study carried out in the interior of Minas showed that there is no equal opportunity for people with ID in the labor market and that HR practices need to be modified to promote this equality³⁶.

Studies^{37,38} stated that inclusion is a favorable factor for the global development of these subjects and that their lives have changed for the better.

Research carried out in Europe, with 480 participants in six countries, sought to explore the perceptions and needs of PWDs in relation to adaptations in the workplace. It noted that locations could be improved to meet the needs of workers, institution of training to raise awareness of employee needs, employers' obligations and adaptation to the workplace⁹.

Therefore, it is clarified that it is difficult to insert PWD due to the environment, mining and metallurgy being considered risky, thus, PWD are better suited in administrative areas, which can be observed in Unit 2.

In a study carried out in the capital of Minas Gerais, they found that both PWD and employers refer to precarious qualifications as an obstacle to entering the labor market³⁹. Authors⁴⁰ aimed in their study to characterize and investigate the process of hiring PWDs in the formal labor market in private companies in the interior of São Paulo and observed that schooling is crucial for PWDs to gain employment.

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A study carried out in four companies in the interior of São Paulo, aimed to verify the relationship between type of disability, level of education and professional qualification with the entry of the PWD to the world of work, noting that of the 92 employees surveyed, 34.96% completed school elementary school, 33.2% high school, 1.84% higher education and the hearing and physical PWD had the highest level of hiring because they were the only ones with higher education⁴¹.

In unit 3 there are 523 employees, 28 people with disabilities, 22 with physical disabilities, four with visual impairments and two with hearing impairments, 21 male and 7 female. Regarding qualification, only one PWD had Elementary School, 19 completed High School, one with complete higher education and four with incomplete higher education, two with graduate degrees and one with incomplete graduate education. Regarding the positions held, 12 PWD work in the operational area, 13 in the administrative area and three in the technical area.

Authors⁴¹ elucidate that half of the companies surveyed reported that, due to precarious schooling, the PWD performed simpler activities, due to this, the higher positions were occupied with PSD.

Due to the precarious professional qualification, the researched company used qualification in the work environment as a resource, which can be evidenced by the testimonies. What can be seen, mainly in Unit 2, three were illiterate, five had incomplete primary education, two had completed elementary school and one had incomplete elementary school, 15 had completed high school, 30 had incomplete high school, one had completed higher education and one with incomplete superior. In terms of professional qualification, the speeches illustrate:

"[...] if she has a qualification, it is easy for her to be hired [...] not only the qualification, I say so, as long as the disability does not prevent her from performing the activity" (I4).

"[...] he's a guy who goes beyond my expectations, he has a hearing impairment, he performs his job much better than others who don't have any disability" (I10).

The statements corroborate the definition of disability focused on the individual, in opposition to the concept according to the study³⁴, which states that the social environment is what will determine whether the loss or alteration of a given person would be a disability or not.

Among the alternatives for qualifying PWDs for work in Brazil is the Apprenticeship Law, which determines that young people with disabilities, from 14 years of age and without age limit, can work as apprentices in companies, while attending educational institution for up to two years. In these circumstances, PWDs can accumulate the Continuous Cash Benefit (BPC) with the salary⁴². It is expected that the successful experience as apprentices will lead to the formal hiring of PWD by the companies and accordingly, in Unit 2 there are apprentices hired, as the law states.

The selection process is a way of evaluating the professional, verifying their potential, qualifications and whether the profile fits the available vacancy. In this sense, the HR professional mentioned:



"Today, if a vacancy opens and a PWD applies, she participates in the process normally [...] regardless of whether she is disabled or not" (I5).

"If a resume arrives in my hand today, even guidance from my own manager, it makes no difference to me if the person has a disability or not [...]" (I11).

HR professionals said that the form of hiring is by competence:

"[...] we have already put it in the disclosure of the vacancy, this vacancy can be occupied by people with disabilities, so we try to favor in this case [...] it is important, with regard to society, so, as managers, we give a more differentiated attention and RESPECT mainly the limitations" (I17).

"[...] when she finds people for that position, she even prioritizes, but we hire for competence" (I6).

When selection is made exclusively on the basis of skills, it favors the recruitment of the best candidates, in addition to making the company adopt non-discriminatory practices⁴³.

Study¹² it also adds that PWD must be included in society and at work, having their potential as a parameter, and that organizations and society need to adjust to guarantee their participation.

Corroborating the testimonies, authors⁴⁴ sought in their study to identify the problems faced by HR professionals in hiring PWDs, mentioned that the team that performs the selection must be prepared to make the hiring possible and, above all, need to know how to select people based on their skills and not because of their deficiencies, in addition to understanding the particularities of the Quota Law and providing support to the company's managers.

It is of paramount importance to have trained HR professionals in order to make the right decisions and not make the mistake of admitting professionals who require minor adaptations⁴⁰.

In contrast, the HR professional spoke about an experience during a selection process:

"[...] I have already refused to participate in the selection process, a disabled person asked if the vacancy was exclusive to the disabled and I said no [...] she refused and said that she would not like to participate in this type of process because she thinks she is already in [...]. Best placed? Not. On the contrary, she said that she enters as a loss and that if it was exclusive for the disabled, it was ok, but since she was not, she thought she had no reason to participate. [...]" (I5).

In this sense, different situations are observed, because if the selection process must be carried out by evaluating skills, removing discriminatory actions, evaluating the professional and not the disability, the candidate puts himself in a position of victim, belittling himself, demonstrating that he is not capable of participate in the selection process with a PWD.

In the research company, it was observed that HR professionals carry out the selection process by competence, vacancies for PWD are not separated from the others, except in specific cases, as mentioned by the deponent.

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"[...] today, when it appears, we put it together more, for example, let's suppose that I have a disabled person terminated and there is a specific vacancy that was occupied by a disabled person, then I first look for people with disabilities" (E14).

In contrast, study¹² carried out with managers and employees with and without disabilities in a large company with branches in Minas Gerais, Bahia and Paraná, observed that there was still greater focus on disability and its limitations at the expense of skills.

HR professionals inferred that the organization makes partnerships with specialized institutions in order to hire PWD:

"[...] we have a partnership with APAE and SENAI, we were able to meet the quota [...]" (I19).

"[...] tem uma associação de deficientes e pra esse ano a gente tem um desafio de fortalecer essa associação, entender o contexto, entender quem são os deficientes da cidade, pra fortalecer esse trabalho e conseguir cada vez mais trazer deficientes pras atividades" (I12).

"[...] we did a program with the SENAI boys from APAE [...] because our APAE here doesn't have enough people; and then they will do an apprenticeship at SENAI" (I5).

In this sense, workers with disabilities are guaranteed access to training and training courses¹.

Authors⁴⁵ confirm in their research, in order to verify the inclusion of PWD from the perspective of managers and HR professionals, that the partnership with APAE was successful since the organization already has efficient artifices to facilitate the inclusion process. A study⁴⁴ sought to identify the parameters used by HR professionals for the insertion of PWDs in the labor market, noting among the companies surveyed that most resort to consulting, specialized schools and/or institutions to assist in the recruitment and insertion process.

Authors³⁶ inferred that employers sought outsourced companies in order to carry out the recruitment and selection process according to the profile requested by the company. Authors⁴⁰ reported that the number of companies that seek this service is low and that there is a limited number of companies that perform this type of work and that the government does not develop programs for this purpose.

Policies

The company's policy is the "Diversity Committee", which aims to discuss ways of inserting and maintaining professionals who are scarce in the organization's framework, such as women, homosexuals and PWD, being composed of leaders, professionals from different areas and HR

In relation to discussions on the insertion and maintenance of PWD in the work environment, all deponents cited the Diversity Committee to assist in this regard, however, it works with other topics.

"[...] we also have people with diversity, I have several women in the operation [...] I have nothing against" (I2).



"[...] the focus of greater inclusion is on women at all levels of the organization [...]" (I11).

In this sense, it is observed that the company is seeking the insertion of marginalized groups by society, which confirms the study's statement⁴⁶ that, at the end of the 70's, there was already a demand for rights, by the PWD, workers, women, blacks, homosexuals, requiring greater involvement in the community. By promoting the progressive expansion of political participation at a time when it was still very restricted, the activities of these groups gave new meaning to democracy.

Thus, it is noted that there is no specific legislation for hiring women and homosexuals in industry, however, there is a law for hiring PWD.

In this sense, the importance of a specific inclusion program for PWD is confirmed, since it is a company that seeks insertion because not inclusion?

The companies' inclusion programs have significantly increased the role, responsibility and relevance of human resources professionals' performance, since people management is the key to sustainable inclusion, that is, offering job opportunities appropriate, in an environment of respect for diversity, aiming to guarantee the professional growth in the company⁴⁴.

Authors⁴⁵ call attention to the difference in terms since insertion requires no more than simple recruitment and selection resources. Inclusion, on the other hand, lacks organization for a program that covers people management procedures, enabling horizontal and vertical strategic alignment, making it necessary to conduct the process by the HR area, advised by managers and other areas, instead of being the only responsible^{47,48}.

Changes in administrative practices, adaptation of the physical structure, tools and processes, training on the part of HR are particularities of inclusive institutions that believe in diversity and consider individual differences. Inclusive companies reflect the thesis that it is ethically correct to include PWD in the general workforce in order to contribute to economic success and objectives while helping the company to fulfill its part of the inclusion effort to ensure the PWD the right to work and for all employees the opportunity to learn from each other^{12,49}.

Practices

Regarding actions to insert PWD in the work environment, all participants mentioned that the company seeks to hire:

"[...] the work here, I think it not only seeks but encourages diversity as a whole here within" (I1).

"[...] there are policies, there are campaigns, there is availability, I remember that in 2013 we had a problem with a person, we had no way of accessing it, the company left a car with a driver to take her to the place, until we adjust the case condition" (I9).

It is clarified that in addition to the company seeking to hire PWD, managers need to get involved together with the Institution. Such placement can be evidenced by the testimony:

"[...] and I think the most important thing is when the manager opens himself up to this type of experience, right, I know I have an area, I have a difficulty, a physical limitation, my area needs this, it needs people, to do great effort, so for example, sometimes he goes to look for a PWD" (I3).

In this way, it is clear that when managers, professionals responsible for leading teams, perceive the deficiency in a broad scenario, contemplating, according to a study³⁴, the historical context, beliefs and assumptions, removing the perception focused only on the individual, it is possible to adapt the environment and train the employee for the function.

It is important to observe the individual, to establish a professional relationship and to verify possibilities of changing the area in the institution itself, that is, adapting the employee to a favorable environment, in order to promote better performance and consequently satisfaction in performing their activity work. Accordingly, research³² carried out with the aim of verifying the QWL from the perspective of PWD, it was observed that the interviewees mentioned satisfaction in carrying out the work activity, referring that the company makes the necessary adaptations and that there is harmony in the organizational climate. In this direction, it is important to carry out training for professionals who work in the area of people management, because often, due to their own professional training, they are unprepared, constituting an obstacle to the insertion of PWDs in the work environment¹¹.

In line with this, a group of researchers¹¹ in their research with managers and employees with and without disabilities in a large company, observed that the absence of regular training and discussion regarding the inclusion of PWD contributes to the lack of reflection and learning about the topic and this scenario makes it impossible for professionals to recognize their own preparation needs on the topic.

Authors⁴⁴ found the need for training for HR professionals, as they inferred difficulties in the recruitment and selection of PWDs. In this sense, it is observed in the speech:

"[...] I hire for my knowledge, for the things that I read and that I have been looking for" (I12).

Authors⁴⁴ mention that in order to facilitate the PWD process in companies, some consultancies created specific training for the HR area.

Other authors⁴⁵ verified the need to develop training aimed at preparing employees who work in people management to promote more effective awareness.

With in-depth knowledge of the rights and needs of people with disabilities (PWD), HR will be able to involve the entire company, offering more adequate support, making everyone able to meet and recognize human diversity as something beneficial to the company, however, they need to empower yourself with knowledge⁴⁴.

In this way, the speech of the HR professional is observed:



"[...] we do a lot of attraction programs, but we don't have any retention programs, so we follow up the same as all employees, there's nothing different for monitoring PWDs" (I5).

In contrast, the HR professional's view is elucidated from the individual's prism. Author³⁴ refers in its concept that it is necessary to specify the criteria according to which the person is disabled, therefore, it clarifies that it is not necessary to carry out any special follow-up for the PWD.

The training of professionals who deal with people management is extremely important in the process of including PWDs in the work environment.

Architectural barriers and adaptations

Architectural barriers are still a major problem faced by PWD, even with the existence of legislation. Society is not yet ready to receive this population and, in the face of this, there are barriers to using public services such as: transport, access to buildings and urban roads. Even in health care services, it is possible to observe that architectural barriers are an important problem for PWD access to care, without any embarrassment, and sometimes, discouraging their attendance to services^{50,51}.

In relation to architectural barriers, the deponents inferred:

"[...] our biggest difficulty is accessibility, as it is a very old unit, it is even difficult to make adaptations [...]" (I12).

"[...] mobility functions [...] we have many more inappropriate areas than appropriate ones [...]" (I5).

Accordingly, a study carried out in the northwest region of the state of Rio Grande do Sul sought to investigate weaknesses and problems experienced by workers with physical disabilities in the work environment. Most of the researched subjects mentioned difficulty in getting a job and discussed accessibility as an obstacle⁵².

In contrast, the Brazilian Inclusion Law guarantees PWD "the right to work of their free choice and acceptance, in an accessible and inclusive environment, on equal opportunities with other people"¹.

Authors⁴⁴ highlighted in their research that 90% of the 12 companies surveyed are not structurally prepared to receive a professional with a disability and that a properly designed environment, considering the type of disability of each person, can still provide comfort and independence during the period in which they are on the premises from the company.

In relation to Unit 2, the deponent added:

"[...] our cafeteria is about 600, 800 meters from the entrance and with a staircase of at least 30 steps, so how can I put a wheelchair user?" (I16).

It is observed, through the speeches, that some employees report that the company makes adaptations:

"[...] we have a special bathroom for wheelchair users [...] I think that in this sense we have a good structure" (I1).

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"[...] adaptation like this, in the collective, for example, a tactile floor, or in the bathroom [...] the buses today are chartered [...] they all have a place for wheelchair users, there is an elevator, there is everything, however, he enters from the side, nor enter through the front door" (I10).

Accordingly, author⁵³ elucidates that the company's commitment is essential for the inclusion process, demanding a very different posture from those that are only concerned with compliance with the legislation.

In addition to physical modifications, accommodations to improve a worker's workplace flexibility and autonomy, as well as strategies to promote inclusion and integration in the workplace can facilitate successful employment of PWDs⁵⁴.

Attitudinal barriers

Study⁴⁹ defines attitudinal barrier, in the field of work, as the elimination of prejudices, stigmas, stereotypes and discrimination, as a result of programs and practices of sensitization and awareness of workers in general and coexistence in human diversity in the workplace.

Authors⁵⁰ they also add that attitudinal barriers are not visible like physical barriers, most of the time, they are unconscious, and difficult to recognize by those who practice them.

Research carried out in Canada aimed to verify the obstacles encountered by young people with physical disabilities to enter the job market when compared to PSD of the same age. The barriers were family, social networks, difficulty in using transport, parental concern and attitudinal barriers on the part of employers⁵⁶.

Attitudinal barriers target only the stigmas that surround PWD, and thus the true potentials that these individuals present are set aside⁵⁶.

Thus, from the author's point of view³⁴ the perception of disability is much broader, needing to consider the historical context, beliefs and assumptions, and analyzes based only on the individual are unsatisfactory.

The speech below illustrates the inexistence of attitudinal barriers in relation to daily work:

"[...] there is an employee development program and we do it with people with disabilities the same way we do with people who do not have disabilities. Normal treatment, equal charges [...] there are day-to-day deliveries, which everyone has to deliver and that's how it works" (I8).

The testimony corroborates with authors⁵⁷ who mention that the company's concern to welcome the people who compose it can influence the meaning they attribute to work.

Final considerations

Faced with the negligible number of PWD exercising their work activity in the work environment, the research proposed a discussion regarding the perception of managers and HR professionals in relation to practices and policies adopted by the company using qualitative methodology.

It was possible to observe the lack of knowledge on the part of managers in relation to the legislation, a positive



view, but with intrinsic prejudice due to the existence of the "quota".

Partnerships with institutions have borne fruit and, as a consequence, compliance with current legislation. And that HR professionals carry out the selection process prioritizing skills and that due to the environment being considered risky, PWD must be allocated in the administrative sectors.

The insertion of PWDs is considered a hindrance because the environment is considered risky and that PWDs must carry out their work activity in the administrative sectors and that professional qualification was considered precarious.

The company's policy is the Diversity Committee that deals with matters related to professionals who are scarce in the company's staff and the same seeks to insert making adaptations in the environment despite the physical structure of some units not favoring. There was a lack of

training for professionals in relation to the insertion and maintenance of PWD in the work environment.

The data were analyzed in the light of the concept of disability according to the author³⁴, noting that disability is often focused only on the individual, contradicting the author's concept.

Following the authors' suggestions⁴⁵ that investigated the inclusion of PWD in companies and proposed more academic studies in the area. We believe that this study can significantly contribute to further discussions related to insertion, practices and policies adopted by companies and even to contribute to the creation of public policies related to the subject.

Finally, inclusion at work, more than just hiring, requires facing the physical, attitudinal, economic and cultural barriers that keep people with disabilities at a disadvantage, making evident the need for training initiatives in this area and the construction of scenarios more conducive to PWD.

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