



**Utrecht University**

# **EMPLOYMENT OF PEOPLE WITH DISABILITIES**

**A QUANTITATIVE RESEARCH INTO EMPLOYERS' INTENTIONS TO HIRE  
PEOPLE WITH DISABILITIES**

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## Abstract

People with disabilities (PWD) experience lower employment rates than people without disabilities. To improve the employment position of PWD, it is vital that employers hire them. Several factors seem to influence the intention and behavior of employers regarding the employment of PWD. This study examines how ‘organization size’, ‘sector’, ‘priority to hire PWD in organizational policy’, ‘feeling of responsibility to hire PWD’, and ‘knowledge of governmental financial incentives’ influence the hiring intentions of employers. An existing dataset, called *Arbeidsvraagpanel 2017* (labor demand panel study), was used to explore the determinants of hiring intention regarding PWD of Dutch employers. Chi-square tests were used to find differences in intention between different categories of the independent variables, and a binary logistic regression was performed to see whether the determinants were significant predictors for hiring intention. It was found that the studied factors were associated with intention to hire PWD, but to a different extent and in different manners. The main findings indicate that larger organizations more often intend to hire PWD. Besides, public sectors have shown to more often have the intention to hire PWD. Also, employers that have knowledge of governmental financial incentives more often intend to hire PWD. However, not all variables added to predicting hiring intention. The findings of this study contribute to understanding what factors influence and determine whether employers intend to hire PWD. Through this, the findings can contribute to future policy development, because they can help indicate what factors should or can be tackled. Based on the conclusion of this study, it is recommended to do further research on more possible determinants, interactions between determinants, and the potential gap between hiring intention and actual hiring behavior.

*Key words:* people with disabilities; employment; employers; hiring intention; organizations

## **Introduction**

Employers seem to be hesitant to hire people with disabilities (PWD), because people with disabilities (PWD) have been disproportionately disadvantaged in the labor market and experience lower employment rates than people without disabilities (WHO, 2011). Several factors seem to influence employer's intentions and behavior to hire PWD. These factors will be explored in this study.

PWD form a large source of 'unutilized talent', because many of them are ready and willing to work, despite common misperceptions (Lindsay, 2011). The low participation of PWD is problematic for reasons on individual and societal level, and thus a socially relevant topic for research. Unemployment appears to have a deteriorating effect on individual subjective well-being (Stam, Sieben, Verbakel & De Graaf, 2015). Unemployed individuals with disabilities cannot benefit from the social-psychological benefits of work, such as enhancing self-esteem, increasing social networks, civic skills, independence, offering daily structure, status, and meaning in life, and are likely to experience more social isolation than people that are employed (Schur, Kruse & Blanck, 2005). Besides, on a societal/economic level, being unemployed often goes hand in hand with benefit dependency. Employment reduces benefit dependency, which can decrease public expenditure on benefits and increase labor productivity and tax incomes (WHO, 2011).

The fact that PWD have been disproportionately disadvantaged regarding work implicates that they face serious barriers to employment. Several authors argue that one of the major barriers is the role of employer attitudes towards PWD and the hiring behavior that follows from this (Copeland, Chan, Bezyak & Fraser, 2010). The intention and behavior of employers are critical to improve employment rates among PWD, because even when people want to work, employers are the ones 'in power' to offer them a job.

Research about employment of PWD often focuses on the employability of PWD themselves. The role of the employer is less studied. Research suggests that employers' intentions to hire PWD (and hiring behavior) are affected by several factors, such as organization size, public policy measures, attitudes, previous experiences and organizational climate (Araten-Bergman, 2016). Several of these factors will be explored and analyzed in the present study, to add to the knowledge of what determines employer's hiring intentions regarding PWD.

## **Theoretical framework**

Before posing the research question of this study, existing research and theory on the topic will be explored. Firstly, the definition of PWD is described. The next part covers the factors that, according to existing literature, influence employers' hiring intentions regarding PWD.

### **Disability and employment**

In 1976, the Union of the Physically Impaired Against Segregation introduced the social model of disability. This model 'views disability and subsequent exclusion as resulting from systematic barriers, and negative attitudes in society, rather than as the inevitable consequence of functional limitation' (Clayton et al., 2011). In policies that follow this model, attention is drawn to changing economic, social and physical barriers (Burchardt, 2004). This is in contrast with the individual/medical model, which sees limitation in functioning or participation as the direct result of a medical condition. The emphasis in this latter model is on changing the individual to fit society (Burchardt, 2004). In addition to the social model, the WHO (2011) states; "Disabilities is an umbrella term, covering impairments, activity limitations, and participation restrictions." By this definition, a balanced approach was taken of disability as a dynamic interaction between health conditions and contextual factors, both personal and environmental.

Apart from the described models, disability can be defined solely in terms of employment. In this case, disability is seen as having a work-limiting health condition (Jenkins & Rigg, 2003). Dutch policy documents regularly refer to people with disabilities that affect their work capacity as people with 'employment disabilities' or 'a work-limiting disability' (*Arbeidsbeperking* in Dutch) (Sadiraj, Hoff & Versantvoort, 2018).

### **Factors influencing employer hiring intention**

#### ***Attitudes***

According to Copeland et al (2010), attitudes of the public and employers are the largest impediment to inclusion of PWD in the workplace. They argue that general attitudes towards PWD are not negative, but when it comes to their employability and likeliness to hire them, employers are rather negative. Negative attitudes towards hiring PWD can be explained by employers' concerns. These concerns are that PWD are not able to perform well in terms of efficiency, accuracy and participation in the workplace environment. Besides, some seem to have the beliefs that PWD are unqualified, unproductive, and expensive to hire (Ameri et al.,

2018). The concern of high expenses refers to the thoughts that PWD are absent more and are more likely to cause high and unpredictable medical costs. However, several researchers argue that level absenteeism of PWD is relatively low (Chi & Qu, 2003). Besides, the concern of hiring PWD being expensive also refers to the financial burden employers fear when having to make work(place) accommodations (Kaye, Jans & Jones, 2011).

### ***Prior experience***

A factor that can influence attitudes towards PWD is prior working experience with PWD. Chi & Qu (2003) found that positive prior working experiences with employees with disabilities are associated with favorable employer's attitudes. Having a high level of experience with PWD can result in positive attitudes (Copeland et al., 2010). Favorable attitudes were found to positively influence willingness to hire and hiring behavior (Chi & Qu, 2003). Van Horssen et al (2013) argue that negative prior experiences did not seem to have a negative influence on the willingness to hire PWD.

### ***Employers ability***

Aside from concerns about productivity, ability and high costs of PWD, employers are also concerned about their own ability to successfully integrate PWD. According to Chan et al. (2010), some employers think they lack adequate resources (knowledge and experience) for hiring PWD. They express the need for assistance and support to identify appropriate workplace supports and accommodations. This was also found by Kaye, Jans, and Jones (2011), who described it as the employers' lack of awareness as to how to deal with workers with disabilities and their accommodations needs. Employers that judge themselves as having good knowledge of job accommodation rate themselves as having less negative perceptions about the productivity of PWD, and are more likely to hire PWD

### ***Organizational policy***

Furthermore, organizational culture and policies can determine whether employers do hire PWD. Chan et al (2010) found that organizations with a strong commitment to diversity in their policy have a stronger commitment to hire PWD. A lack of commitment to include PWD as a group in an organization's diversity plan/policy can function as a barrier in hiring them, and inclusion of PWD in an organization's diversity policy is one of the most significant factors in predicting commitment to hiring people with disabilities (Chan et al, 2010). Comparable reasoning is done by van Horssen et al (2013), who argue that an organizational culture that includes diversity policies, positively influences the decision to hire PWD.

However, this diversity policy only seems to positively affect hiring intention and behavior when PWD are explicitly mentioned as a target group in the organization's diversity policy (van Horssen et al., 2013).

The presence and extent of formal written policies on recruitment of PWD seems to be related to organization size and sector (Goldstone & Meager, 2002). This relation will be discussed in the following paragraphs.

### ***Corporate social responsibility***

Nowadays, hiring PWD is increasingly recognized as a part of the philosophy of corporate social responsibility (CSR) and an essential dimension of the workforce diversity (Fasciglione, 2015). According to van Horssen et al (2013), several studies show that one reason to hire PWD is because of social motives. Besides, they argue that organizations focused on CSR (*Maatschappelijk ondernemen*) are more likely to hire PWD. CSR seems particularly apparent in the nonprofit sector. However, more and more, for-profit organizations are also recognizing the importance of workforce diversity as a reflection of CSR (Hernandez et al., 2011).

### ***Organization size***

Another important influential factor seems to be organization size. Studies show that there are differences in plans to hire PWD between organizations of different sizes. Houtenville and Kalagyrou (2012) found that large organizations (250+ employees) more actively recruit PWD than small and medium-size companies. They state that larger organizations might have more resources to support diversity initiatives and inclusion programs and policies. They also might have more resources to make accommodations, and thus may be more likely to commit to a diverse workplace that includes PWD. Besides, larger companies seem to be more likely to support CSR (Houtenville & Kalagyrou, 2012). These reasons show that 'organization size' might influence the factors that were described before, namely; employer resources, and organization's diversity policy. This is acknowledged by Hirst, Thornton, Dearey & Campbell (2004) who found an association between employment of disabled people and organization size, and between size and having a policy addressing the employment of disabled people.

### ***Sector***

Furthermore, sector seems to play a role in employers' hiring intentions/behavior towards PWD. Dewson, Ritchie & Meager (2005) found that the number of disabled employees was higher in the public and voluntary sector, compared to the private sector. Hernandez et al (2011) found that the nonprofit sector offers more employment opportunities than the for-profit sector,

due to different hiring strategies. According to this study, for-profit strategies are driven by a mission to sell a product or service, whereas nonprofit strategies are driven by a mission to serve the community. For a for-profit organization, the fear of productivity loss might keep employers from hiring PWD. The mission to serve the community might cause more diversity focused policies, which positively influences hiring.

Goldstone & Meager (2002) found a relation between sector and organizational policies covering employment of PWD. According to their study, organizations in the public sector more commonly have employment policies regarding PWD in contrast to construction and manufacturing organizations.

Differences between sectors can also be explained by differences in type of work. Organizations with jobs that require low education seem to be more likely to hire PWD. This can be explained by the fact that PWD are generally less educated (WHO, 2011).

### ***Governmental policies***

Countries have implemented a range of policies and regulations regarding employment of PWD. Clayton et al (2011) found that governments adopt two general policy approaches. The first approach is oriented towards improving the employment environment (including employer behavior). The second approach is aimed at changing the behavior or employability of PWD themselves. Since this study is focused on employers, only the first policy approach will be elaborated on.

Clayton et al (2011) distinguished four types of employer-aimed interventions. First, there is anti-discrimination legislation, which makes it illegal to make decisions about a person's employment based on their disability (WHO, 2011). The second type is support to make workplace adjustments. The third type is aimed at changing the employment environment and consists of regulations that require employers to engage in return-to-work activities. The last type of intervention consists of financial incentives to employers, such as wage subsidies, no-risk policies, premium discounts or tax incentives (WHO, 2011). The assumption and aim of financial incentives is that they increase employers' likeliness to hire PWD, because financial risks and costs decrease (Gielen et al., 2018). Schenderling, van Rossum, Adelmeijer & van Eldik (2019) state that the effectiveness of financial incentives is significantly higher than of other employer focused policies.

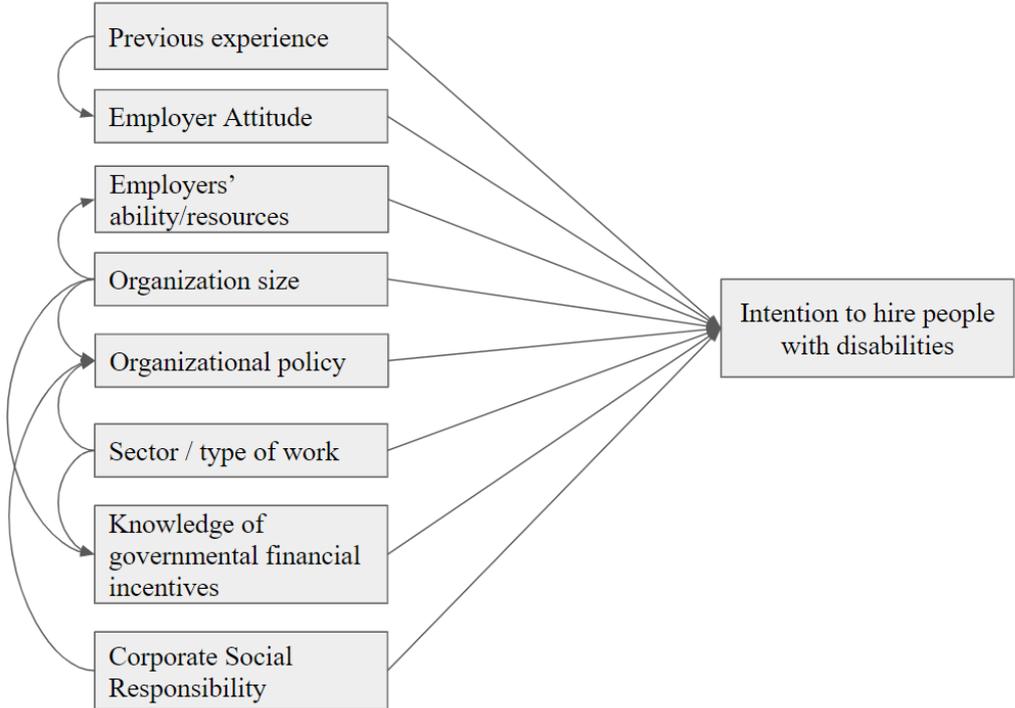
Studies show that employers are not always aware of the existence of policies and legislation. For example, Goldstone and Meager (2002) found that not all British employers were aware of the Disability Discrimination Act, and awareness increased with organization

size. Schenderling et al (2019) also found that, among Dutch employers, wage subsidies were the most often known instrument, whereas less employers were aware of no-risk policies and premium discounts. Larger organizations seem to be aware of the existence of the policies on a more regular basis than smaller organizations (Borghouts et al., 2015).

Goldstone and Meager (2002) also found variation across sector, with awareness highest in the public sector and voluntary sector, and significantly lower in the construction and manufacturing sectors.

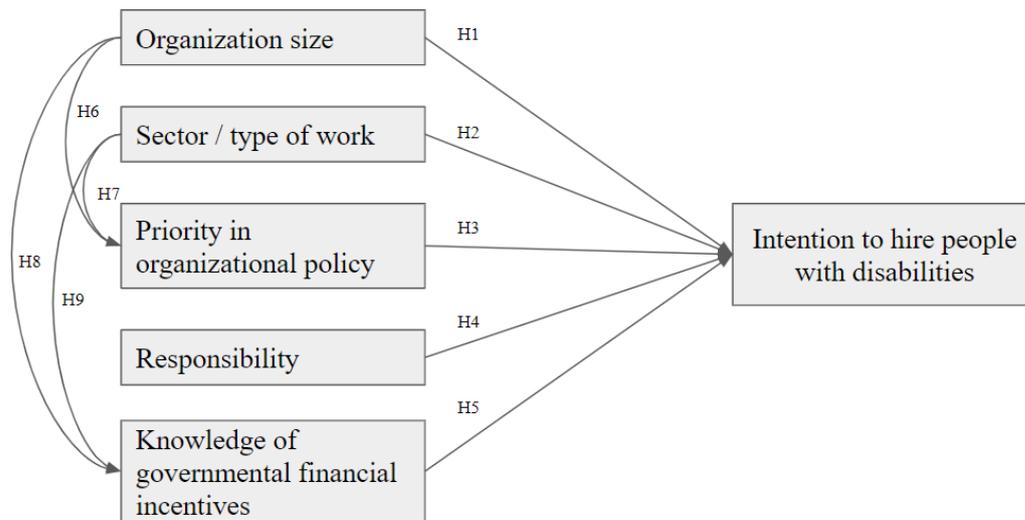
Collectively, these studies outline that there are several factors that seem to influence employers’ intention to hire PWD: attitudes, prior experience, employer ability, organizational policy, CSR, organization size, sector, and governmental policies. Also, some of the factors seem to be interrelated. In figure 1, the factors and relations between them are summarized.

Figure 1. *Conceptual model based on the theoretical framework*



The current study does not address all factors that were found in literature, because not all factors were measured during data collection. Figure 2 shows a conceptual model that includes the studied variables, and hypotheses.

Figure 2. *Conceptual model of the current study, including the hypotheses*



To find out whether the determinants apply to Dutch employers, the following research question and hypothesis are posed:

How do; organization size, sector, priority to hire PWD in organizational policy, feeling of responsibility to hire PWD, and knowledge of governmental financial incentives, relate to the intention to hire people with disabilities?

H1: The larger an organization, the more often there is an intention to hire PWD.

H2: Public sector organizations more often intend to hire PWD than other sector organizations.

H3: The higher the priority to hire PWD in organizational policy, the more often there is an intention to hire PWD.

H4: The more employers feel responsible for hiring PWD, the more often they have the intention to do so.

H5: Employers that have knowledge about the existence of governmental financial incentives intend to hire PWD more often than employers that don't have this knowledge.

Four sub-questions and hypotheses were posed to analyze underlying interrelations between variables in the research question:

*Does the level of priority to hire PWD in organizational policy differ between different size organizations?*

H6: Larger organizations more often prioritize hiring PWD in their policies than smaller organizations.

*Does the level of priority to hire PWD in organizational policy differ between different sector organizations?*

H7: Public sector organizations more often prioritize hiring PWD than other sector organizations.

*Does having knowledge of available governmental financial incentives differ between different size organizations?*

H8: Larger organizations more often have knowledge of governmental financial incentives than smaller organizations.

*Does having knowledge of available governmental financial incentives differ between different sector organizations?*

H9: Public sector organizations more often have knowledge of governmental financial incentives than other sector organizations.

## **Methods**

### **Design and data source**

To answer the research question, existing quantitative data were used. Quantitative analyses were chosen because the aim is to find statistically significant associations and differences between variables and categories. The used dataset is called *Arbeidsvraagpanel 2017-2018* (labor market demand 2017-2018) and was collected on behalf of The Netherlands Institute for Social Research (SCP) in 2017-2018. This dataset was used for this study, because it includes a relatively large number of Dutch employers, who could not all have been reached with the limited resources and time available for this study.

*Arbeidsvraagpanel* is a longitudinal panel research among Dutch employers, aimed to give insight into the nature and scale of labor demand by organizations. The data cover the same topics every two years, within the same level of participants. For this study, the most recent accessible dataset is used, which was collected in 2017 and 2018.

The data-collection was split up into three rounds of interviews by phone, and an additional written survey. The data for the current study were collected in phone round 3. As a result, only the participants of phone round 3 form the sample of this study. This means that the number of participants that were initially selected for analysis in this study is 1.492

## Population and sample

The population of *Arbeidsvraagpanel 2017* consists of Dutch branches/organizations within ten labor market sectors that employ at least five people. In total, this were 182.046 locations in 2017. These number were retrieved from the *LISA Vestigingenregister*, which is a register that contains general information and numbers (such as sector and size) about all Dutch companies and branches.

The used sampling method was a disproportional stratified sample, based on sector and size of the companies. Organizations were classified into ten different sectors and five different sizes. Before sampling, the SCP had specified the minimal number of participants in every 'sector x size'- cell. These numbers were based on the distribution of the total population in sector and size.

## Operationalization

### *Definition of PWD in this study*

Within this study, PWD were defined as people with sensory, physical, psychological, or other disabilities. No distinction was made in type or severity of disability.

### *Independent variables*

**Organization size** is measured based on number of employees. In this study, the number of employees is categorized into: '0 employees', '1-4 employees', '5-9 employees', '10-19 employees', '20-49 employees', '50-99 employees', '100-199 employees', '200-more employees', 'don't know', and 'don't want to say'. Since the categories '0 employees', and '1-4 employees' are too small to meet the inclusion criteria, the participants that fall into one of these categories were excluded for analysis.

The item that represents the variable 'organization size' is: '*How many employees does this organization currently have?*'. It was pointed out that this number was only about the specific location/branch (for organizations with different locations). Besides, only employees with a contract were included in the total number of employees, which means that temporary agency workers did not count.

**Sector** in this study was already determined while sampling. Dutch organizations have a standard code for their sector (called the SBI *StandaardBedrijfsIndeling* code), which is based on the economic activity of an organization. Based on the SBI codes, sector in this study was split up into: 'industry and agriculture (1)', 'construction industry (2)', 'hospitality, retail and

repair (3)', 'transport (4)', 'corporate services (5)', 'care and wellbeing (6)', 'other services (7)', 'public sector (8)', and 'education (9)'.

**Organizational policy** refers to an organization's policies regarding inclusion of PWD and was measured based on priority. It will therefore be referred to as 'priority in organizational policy' in this study. The variable 'Organizational policy' is measured based on one item: '*To what extent do you prioritize hiring people with disabilities in your organization's policy?*' The answer options were: 'very high priority (1)', 'rather high priority (2)', 'rather low priority (3)', 'no priority (4)', 'don't want to say (-2)', 'don't know (-3)'. None of the participants answered 'no priority (4)', so this category was excluded from analysis.

**Feeling of responsibility.** In the current study, not the whole construct of CSR was measured, but the measurement was limited to 'feeling of responsibility to hire PWD'. It is acknowledged that this does not measure the whole construct of CSR. Therefore, the variable was not called CSR, but 'feeling of responsibility to hire PWD'. Responsibility was measured by a one-item variable, which is: '*does your organization feel responsible for hiring PWD?*'. The answer options were: 'yes (1)', 'somewhat (2)', 'no (3)', 'don't want to say (-2)', 'don't know (-3)'.

**Knowledge of governmental financial policies.** According to Schenderling et al (2019), the most effective type of governmental policies are financial incentives. Because of this, and due to the available content of the dataset, three Dutch governmental financial incentives were covered in this study: wage subsidies, premium discounts, and a no-risk policy. In this study, 'wage subsidies' was explained as: subsidy/financial compensation that an employer can receive when employing a person that cannot independently earn minimum wage due to a 'work-limiting disability'. The employer does pay minimum wage to the employee, but gets compensated for loss of productivity.

Premium discounts were explained as a discount/exception from paying premiums for social insurances, which an employer can be eligible for when he employs someone with a work-limiting disability.

A no-risk policy was explained as a regulation that means that an employer does not have to pay wage to an employee with a work-limiting disability, when that employee gets ill or incapacitated.

The items that form the variables of each of these policies are: '*Are you known/familiar with wage subsidies that municipalities provide?*', '*Are you known/familiar with no-risk policy for sickness or disability?*', and '*Are you known/familiar with discounts or exemption from social*

*insurance premiums?*'. The answer options for these three items were: 'yes (1)', 'no (2)', 'don't want to say (-2)', 'don't know (-3)'.

#### *Dependent variable*

The dependent variable is '**intention to hire PWD**'. In this study, intention was measured for a term of two years. Intention to hire PWD in the coming two years was measured based on one item: '*do you think you will hire PWD in the next two years?*'. The answer options were: 'yes (1)', 'maybe (2)', 'no (3)', 'don't want to say (-2)', 'don't know (-3)'. The categories 'yes' and 'maybe' were put together for the analyses, meaning that 'intention' was measured by a dummy variable: 'yes/maybe' and 'no'. This was done, because the category 'maybe' in itself does not say much about intention, and it is difficult to analyze and interpret differences between the three categories, whereas a dummy variable has a reference category (in this case the 'no' group). 'Maybe' does seem to lie closely to 'yes', because it implicates that there is a possibility that there is an intention. Besides, 'yes' can actually mean 'maybe', because the question is about what an employer thinks about the future plan(s), and 'yes' does therefore not necessarily mean a definite intention. On the contrary, 'No' means that there is definitely no intention.

It is acknowledged that these categories together might not cover the whole construct of intention, because it does not distinguish into more levels or explanations, which harms the internal validity. However, it was not possible to make a better measurement due to the available data. It is believed that this distinction is representative enough to draw conclusion from.

#### **Procedure**

Before analyzing, the variables in the dataset were renamed and/or recoded. Information on this can be found in appendix 2.

To answer the research question and sub-questions, multiple analyses were conducted in SPSS (version 25). Hypotheses 1, 2, 3, 4 and 5 were analyzed in two manners. First it was analyzed whether the separate independent variables and the dependent variable are significantly associated/correlated, and after that it was analyzed whether there are causalities between the separate independent variables and the dependent variable.

Hypotheses 6, 7, 8, and 9 were analyzed with one method that searches for associations.

Because the independent variables and the dependent variable are all categorical, chi-square tests were conducted to find out whether there are associations between the variables. Chi-square tests were chosen because are useful for answering questions about the association

and/or difference between categorical variables (Franke, Ho & Christie, 2012). We have looked at the row and column percentages of the chi-square tests, instead of only at the frequencies, because frequencies are dependent on the sample size in the different categories and this size was not always the same in this study (Field, 2015). Cramer's  $V$  was used to determine the effect size of the associations. To provide more details about the source and direction of associations, Bonferroni-adjusted z-tests were conducted to compare proportions. These tests are considered a post-hoc test for a chi-square analysis (Sharpe, 2015). A Bonferroni correction decreases the chance of a Type 1 error.

A Binary Logistic Regression (BLR) was conducted to examine the probability of correctly predicting belonging to a category of the dependent variable, based on the different predictors (independent variables).

Participants in the dataset that indicated that their organization is smaller than 5 employees do not belong to the population of this study, and were therefore excluded from the study. Besides, some participants had not answered the item that represents the independent variable with 'yes/maybe' or 'no' so were also excluded. These criteria resulted in a sample of  $N = 1428$  employers in total, divided into nine sectors and six organization size categories.

For every analysis/test, it was imperative that the participant had answered both analyzed items with a valid value, meaning that respondents that had answered with 'don't want to say (-2)', 'don't know (-3)', or had not answered at all, were filtered out during analyses. Because of this, the  $N$  differs between different analyses.

### **Assumptions**

For chi-square tests, all expected counts should be greater than 1 and no more than 20% of expected counts should be less than 5. The assumption of the expected counts was tested by using crosstabs, and showed that 0% of the expected counts was less than 5, so both assumptions were met.

The assumptions for BLR are similar to the chi-square assumptions, because they both perform analyses on categorical data and proportions that demand complete information for all cells. Again, this assumption was not violated. Besides, for a logistic regression, high correlations between predictors render a model unstable (multicollinearity). Therefore, multicollinearity was tested by correlation matrices. No violation was found, because none of the correlations between predictors exceeded the critical value of Pearson's  $r > .80$ . Lastly, it is important that there is no complete separation, meaning that the outcome variable can be perfectly predicted

by one variable or combination of variables. The  $R^2$  should be less than 1 for the model. This assumption was met as well.

## **Results**

This chapter firstly discusses background characteristics of the sample and variables. Secondly, results of the chi-square analyses to find associations for the first five hypotheses are shown. Thirdly, results of the BLR for causality for the same hypotheses are discussed. Lastly, the results of the chi-square analyses for the remaining hypotheses (about interrelations) are shown.

### **Descriptives**

The study population consists of Dutch employers with at least five employees. According to the most recent SBI-update for sectors, all possible SBI-codes are placed into 20 sections/sectors (Kruiskamp, 2019), but the sample of this study contained organizations of 10 different sectors, from which 2 sectors were put together in the dataset ('wholesale' was placed into 'hospitality, retail and repair', because their SBI codes lied closely together). This means that not all Dutch labor market sectors are represented in the study, indicating that the findings of this study cannot be generalized to all sectors in the Dutch labor market. The relatively largest sectors (biggest share of the economy) were included in the sample (CBS, 2020).

The SCP had specified the minimal number of participants in every 'sector x size'- cell, based on the distribution of the total population in sector and size (see appendix 1 for the 'sector x size' distribution on population scale). Calculation of the actual distribution in sectors in the sample versus the distribution in sectors in the intended population shows that not all sectors are equally represented. For example, the public sector was overrepresented in the study (see appendix 1).

A calculation of the distribution in organization size in the sample versus the distribution of organization size in the intended population shows that the larger organizations are relatively overrepresented in this study (see appendix 1). However, this is not problematic, because all size categories are still covered by enough participants to be able to draw conclusions.

Table 1. *Sample distribution in Sector x Size*

		Organization Size (number of employees)						Total	
		5-9	10-19	20-49	50-99	100-199	200+	N	%
Sector		N	N	N	N	N	N	N	%
Industry and agriculture		34	41	40	23	54	51	243	17.0%
Construction industry		26	33	28	19	17	5	128	9.0%
Hospitality, retail and repair		63	64	44	22	43	31	267	18.7%
Transport		25	19	21	11	36	22	134	9.4%
Corporate services		26	31	29	18	35	32	171	12.0%
Care and wellbeing		15	43	26	18	8	15	125	8.8%
Other services		32	21	17	13	21	12	116	8.1%
Public sector		6	11	7	11	38	47	120	8.4%
Education		16	21	35	9	28	15	124	8.7%
Total	N	243	284	247	144	280	230	1428	
	%	17.0%	19.9%	17.3%	10.1%	19.6%	16.1%		100%

Table 2. *Descriptives of studied variables*

	N	Min	Max	M	SD
Sector	1428	1	9	-	-
Organization Size	1428	1	6	3.44	1.739
Intention to hire PWD in coming 2 years	1428	0	1	0.67	.472
Priority to hire PWD in organizational policy	1420	1	3	2.11	.744
Feeling of responsibility to hire PWD	1417	1	3	1.79	.769
Knowledge of wage subsidies	1422	0	1	.81	.396
Knowledge of premium discounts	1418	0	1	.58	.493
Knowledge of no-risk policy	1423	0	1	.65	.477

### Testing the hypotheses

Hypothesis 1 was: the larger an organization, the more often there is an intention to hire PWD. The chi-square test (with  $\alpha = .05$ ) was statically significant,  $\chi^2(5, N = 1428) = 171.58, p < .001$ . The association between organization size and intention can be considered medium to large, Cramer's  $V = .347$  (Allen, Bennett & Heritage, 2014). The Bonferroni-adjusted z-tests, showed that larger organizations significantly more often say 'yes/maybe' (and less often say 'no') to the question about hiring intention than smaller organizations (see table 3). These findings mean that H1 can be accepted.

Table 3. *Differences in hiring intention between different size organizations*

Organization Size	Total N	Intention to hire PWD in the coming 2 years			
		Yes/maybe		No	
	N	N	%	N	%
Total	1428	951	66.6%	477	33.4%
5-9 employees	243	110	45.3%*	133	54.7%*
10-19 employees	284	144	50.7%*	140	49.3%*
20-49 employees	247	151	61.1%*	96	38.9%*
50-99 employees	144	118	81.9%*	26	18.1%*
100-199 employees	280	227	81.1%*	53	18.9%*
200+ employees	230	201	87.4%*	29	12.6%*

*Note: \*Within the 'yes/maybe'-column, the differences between the 5-19 groups vs. the 20+ groups are significant at  $\alpha < .05$ ; and within the 'no'-column, the differences between the 5-49 groups vs. the 50+ groups are significant at  $\alpha < .05$*

Hypothesis 2 was: Public sector organizations more often intend to hire PWD than other sector organizations.

The chi-square analysis for this hypothesis showed a significant association between sector and hiring intention,  $\chi^2(8, N = 1428) = 48.82, p < .001$ . The association can be considered small to medium, Cramer's  $V = .185$  (Allen et al., 2014). The Bonferroni-adjusted z-tests showed that employers in the public sector significantly more often said 'yes/maybe' to the question about intention to hire PWD than all other sectors, indicating that H2 can be accepted. The differences between other sectors are not significant (table 4).

Table 4. *Differences in hiring intention between different sector organizations*

Sector (in 9 categories)	Total N	Intention to hire PWD in the coming 2 years			
		Yes/maybe		No	
	N	N	%	N	%
Total	1428	313	66.6%	477	33.4%
Industry and agriculture	243	141	58.0%	102	42.0%
Construction industry	128	84	65.6%	44	34.4%
Hospitality, retail and repair	267	177	66.3%	90	33.7%
Transport	134	78	58.2%	56	41.8%
Corporate services	171	121	70.8%	50	29.2%
Care and wellbeing	125	87	69.6%	38	30.4%
Other services	116	80	69.0%	36	31.0%
Public sector	120	109	90.8%*	11	9.2%*
Education	124	74	59.7%	50	40.3%

*Note: \* Within the 'yes/maybe'-column, and within the 'no'-column, the differences between the public sector vs. all other sectors are significant at  $\alpha < .05$*

Hypothesis 3 was: the higher the priority to hire PWD in organizational policy, the more often there is an intention to hire PWD (in the coming 2 years). The results of the chi-square analysis showed a significant result,  $\chi^2(2, N = 1420) = 75.15, p < .001$ . The association between priority in organizational policy and intention can be considered small to medium, Cramer's  $V = .225$  (Allen et al., 2014). The Bonferroni-adjusted z-tests show significant differences in hiring intention between organizations with different levels of priority (see table 5). These results indicate that H3 can be accepted.

Table 5. *Differences in hiring intention between organizations with different levels of ‘priority to hire PWD in organizational policy’*

	Total	Intention to hire PWD in the coming 2 years			
		Yes/maybe		No	
Priority in organizational policy	N	N	%	N	%
Total	1420	945	66.5%	475	33.5%
Very high priority	322	267	82.9%*	55	17.1%*
Rather high priority	618	418	67.6%*	200	32.4%*
Rather low priority	480	260	54.2%*	220	45.8%*

*Note: \* Within the ‘yes/maybe’-column, and within the ‘no’-column, the differences between organizations with a very high priority vs. a rather high priority; organizations with a very high priority vs. a rather low priority; and organizations with a rather high priority vs. a rather low priority are significant at  $\alpha < .05$*

Hypothesis 4 was: the more employers feel responsible for hiring PWD, the more often they have the intention to do so. The chi-square for the association between feeling of responsibility and hiring intention was significant,  $\chi^2(2, N = 1417) = 346.20, p < .001$ . This association can be considered large, Cramer’s  $V = .494$  (Allen et al., 2014).

Further analysis shows that employers that do feel responsible for hiring PWD significantly more often said ‘yes/maybe’ to the question about intention to hire PWD, compared to employers that feel somewhat or not responsible (see table 6). Taken together, H5 can be accepted.

Table 6. *Differences in hiring intention between employers with different levels of feeling of responsibility*

	Total	Intention to hire PWD in the coming 2 years			
		Yes		No	
Feeling of responsibility	N	N	%	N	%
Total	1417	945	66.7%	472	33.3%
Yes	603	503	83.4%*	100	16.6%*
Somewhat	514	374	72.8%*	140	27.2%*
No	300	68	22.7%*	232	77.3%*

*Note: \* Within the ‘yes/maybe’ column, and the ‘no’ column, the differences between employers that do feel responsible vs. employers that do not feel responsible; employers that feel somewhat responsible vs. employers that do not feel responsible; and employers that do feel responsible vs. employers that feel somewhat responsible are significant at  $\alpha < .05$*

Hypothesis 5 was: employers that have knowledge about the existence of governmental financial incentives more often intend to hire PWD than employers that lack this knowledge. Three separate analyses for the three governmental financial incentives cover this hypothesis. The results of the separate analyses are:

**Wage subsidies:** A significant association between knowledge of wage subsidies and intention to hire PWD was found,  $\chi^2(1, N = 1422) = 25.06, p < .001$ . This association can be considered small to medium, with Cramer’s  $V = .133$  (Allen et al., 2014).

**Premium discounts:** A significant association between knowledge of premium discounts and intention to hire PWD was found,  $\chi^2(1, N = 1418) = 26.38, p < .001$ . This association can be considered small to medium, with Cramer’s  $V = .136$  (Allen et al., 2014).

**No-risk policy:** A significant association between knowledge of no-risk policy and intention to hire PWD was found,  $\chi^2(1, N = 1423) = 34.36, p < .001$ . This association can be considered small to medium, with Cramer’s  $V = .155$  (Allen et al., 2014).

The Bonferroni-adjusted z-tests for the associations between all three financial incentives and intention to hire PWD show that employers that do know the financial incentives exist significantly more often say ‘yes/maybe’ to the question about intention to hire PWD (See table 7, 8, and 9). These results lead to accepting H5 for all three governmental financial incentives.

Table 7. Differences in hiring intention between employers that do know wage subsidies exist vs. employers that do not know wage subsidies exist

	Total	Intention to hire PWD in the coming 2 years			
		Yes/maybe		No	
		N	%	N	%
Knowledge of Wage subsidies	N	N	%	N	%
Total	1422	946	66.5%	476	33.5%
Yes	1145	797	69.6%*	348	30.4%*
No	277	149	53.8%*	128	46.2%*

Note: \* Within the ‘yes/maybe’-column, and the ‘no’-column, the differences between employers that do have knowledge of wage subsidies vs. employers that do not have knowledge of wage subsidies are significant at  $\alpha < .05$

Table 8. Differences in hiring intention between employers that do know premium discounts exist vs. employers that do not know premium discounts exist

	Total	Intention to hire PWD in the coming 2 years			
		Yes/maybe		No	
Knowledge of premium discounts	N	N	%	N	%
Total	1418	946	66.7%	472	33.3%
Yes	826	596	72.2%*	230	27.8%*
No	592	350	59.1%*	242	40.9%*

Note: \* Within the 'yes/maybe'-column, and the 'no'-column, the differences between employers that do have knowledge of premium discounts vs. employers that do not have knowledge of premium discounts are significant at  $\alpha < .05$

Table 9. Differences in hiring intention between employers that do know no-risk policy exists vs. employers that do not know no-risk policy exists

	Total	Intention to hire PWD in the coming 2 years			
		Yes		No	
Knowledge of No-risk policy	N	N	%	N	%
Total	1423	946	66.5%	477	33.5%
Yes	927	666	71.8%*	261	28.2%*
No	496	280	28.2%*	216	43.5%*

Note: \* Within the 'yes/maybe' column, and within the 'no' column, the differences between employers that do have knowledge of no-risk policy vs. employers that do not have knowledge of no-risk policy are significant at  $\alpha < .05$

To test whether the found associations also represent significant causal relations, BLR was conducted for H1, H2, H3, H4, and H5. A dummy variable for sector was included: public sector vs. other sectors, because previous analyses showed only significant differences in intention between public sector and other sectors.

The model including all independent variables was significant,  $\chi^2 (13, N = 1394) = 417.47, p < .001$ , Cox and Snell  $R^2 = .26$ , Nagelkerke  $R^2 = .36$ . Hosmer and Lemeshow test confirmed that the model was a good fit for the data,  $\chi^2 (8, N = 1394) = 3.27, p = .916$ .

As demonstrated in table 10, belonging to the three largest organizations categories are significant predictors for having the intention to hire PWD. Besides, belonging to the public vs. other sectors, feeling of responsibility, and knowledge of premium discounts were predictors

that significantly improve the model’s predictive capability. The odds ratio of ‘200+ employees vs. 5-9 employees’ indicates that if an organization falls into this category, the change in the odds of (yes/maybe) having the intention to hire PWD is 3.95. Table 10 shows that, when analyzed together, not all variables/categories are significant predictors of intention to hire PWD.

Table 10. *Predictor Coefficients for the Model predicting (‘yes/maybe’) intention to hire PWD in the coming 2 years*

	<i>b (SE)</i>	<i>p</i>	<i>Exp(B) [95% CI]</i>
<hr/>			
<i>‘Yes/maybe’ intention vs. ‘No’ intention</i>			
Constant	-1.65 (0.22)	.000	0.19
200+ employees vs. 5-9 employees	1.37 (0.27)	.000	3.95 [2.32, 6.73]
100-199 employees vs. 5-9 employees	0.91 (0.24)	.000	2.48 [1.56, 3.96]
50-99 employees vs. 5-9 employees	1.04 (0.29)	.000	2.82 [1.60, 4.95]
20-49 employees vs. 5-9 employees	0.23 (0.21)	.280	1.26 [0.83, 1.90]
10-19 employees vs. 5-9 employees	0.03 (0.20)	.878	1.03 [0.69, 1.54]
Public sector vs. other sectors	0.98 (0.37)	.009	2.65 [1.28, 5.49]
Very high priority vs. rather low priority	0.27 (0.21)	.194	1.32 [0.87, 1.99]
Rather high priority vs. rather low priority	0.09 (0.15)	.546	1.10 [0.81, 1.48]
Feeling responsible vs. not feeling responsible	2.35 (0.19)	.000	10.50 [7.20, 15.33]
Feeling somewhat responsible vs. not feeling responsible	2.00 (0.18)	.000	7.39 [5.21, 10.47]
Knowledge of wage subsidies	-0.12 (0.18)	.523	0.89 [0.62, 1.27]
Knowledge of premium discounts	0.31 (0.15)	.038	1.36 [1.02, 1.82]
Knowledge of no-risk policy	-0.03 (0.16)	.874	0.98 [0.72, 1.33]

*Note: CI = Confidence Interval. Reference category is ‘no’ intention*

H6, H7, H8, and H9 were hypotheses for underlying associations between independent variables.

Hypothesis 6 was: larger organizations more often prioritize hiring PWD in their policies than smaller organizations. The chi-square analysis for this hypothesis was significant,  $\chi^2(10, N = 1420) = 140.142, p < .001$ . This association can be considered medium to large, Cramer's  $V = .222$  (Allen et al., 2014). The Bonferroni-adjusted z-tests show that larger organizations more often have a higher priority to hire PWD in their policy (see table 11). These results mean that H6 can be accepted

Table 11. *Differences in priority to hire PWD in organizational policy between different size organizations*

Organization Size	Total N	Priority to hire PWD in organizational policy					
		Very high		Rather high		Rather low	
		N	%	N	%	N	%
Total	1420	322	22.7%	618	43.5%	480	33.8%
5-9 employees	242	20	8.3%*	91	37.6%	131	54.1%*
10-19 employees	282	37	13.1%*	122	43.3%	123	43.6%*
20-49 employees	247	52	21.1%*	116	47.0%	79	32.0%*
50-99 employees	143	32	22.4%*	72	50.3%	39	27.3%*
100-199 employees	278	96	34.5%*	118	42.4%	64	23.0%*
200+ employees	228	85	37.3%*	99	43.4%	44	19.3%*

*Note: \* Within the 'very high' column, and within the 'rather low' column, the differences between the different size organizations are significant at  $\alpha < .05$ .*

Hypothesis 7 was: public sector organizations more often prioritize hiring PWD than other sector organizations. The chi-square for testing H7 was significant,  $\chi^2(16, N = 1456) = 142.074, p < .001$ . The association can be considered medium, Cramer's  $V = .224$  (Allen et al., 2014). The Bonferroni-adjusted z-tests showed that public sector organizations significantly more often place high priority on hiring PWD in organizational policy as compared to the other sectors (See table 12). These findings result in accepting H7.

Table 12. *Differences in priority to hire PWD in organizational policy between different sector organizations*

Sector (in 9 categories)	Total		Priority to hire PWD in organizational policy				
	N	Very high		Rather high		Rather low	
		N	%	N	%	N	%
Total	1420	322	22.7%	618	43.5%	480	33.8%
Industry and agriculture	242	49	20.2%	108	44.6%	85	35.1%
Construction industry	128	35	27.3%	56	43.8%	37	28.9%
Hospitality, retail and repair	266	60	22.6%	116	43.6%	90	33.8%
Transport	132	18	13.6%	53	40.2%	61	46.2%
Corporate services	170	36	21.2%	79	46.5%	55	32.4%
Care and wellbeing	125	16	12.8%	63	50.4%	46	36.8%
Other services	114	20	17.5%	47	41.2%	47	41.2%
Public sector	119	74	62.2%*	28	23.5%*	17	14.3%*
Education	124	14	11.3%	68	54.8%	42	33.9%

Note: \* Within the 'very high'-column, the 'rather high'-column, and within the 'rather low'-column, the differences between the public sector vs. all other sectors are significant at  $\alpha < .05$

Hypothesis 8 was: larger organizations more often have knowledge of governmental financial incentives than smaller organizations. Chi-square analyses for the associations between knowledge of the three financial incentives and organization size showed significant results:

**Wage subsidies:**  $\chi^2(5, N = 1422) = 83.485, p < .001$ . The association can be considered small-to-medium, Cramer's  $V = .242$  (Allen et al., 2014).

**Premium discounts:**  $\chi^2(5, N = 1418) = 60.318, p < .001$ . The association can be considered small-to-medium, Cramer's  $V = .206$  (Allen et al., 2014).

**No-risk policy:**  $\chi^2(5, N = 1423) = 176.842, p < .001$ . Cramer's  $V = .353$ . This association can be considered medium-to-large (Allen et al., 2014)

Further analyses showed that larger organizations significantly more often said 'yes/maybe' to the question about their knowledge of all three financial incentives, which means that H8 can be accepted (see table 13).

Table 13. *Differences in knowledge of financial incentives between different size organizations*

Organization size	Knowledge of wage subsidies		Knowledge of premium discounts		Knowledge of no-risk policy	
	Yes	No	Yes	No	Yes	No
	%	%	%	%	%	&
Total	80.5%	19.5%	58.3%	41.7%	65.1%	34.9%
5-9 employees	64.6%*	35.4%*	43.8%*	56.3%*	41.6%*	58.4%*
10-19 employees	74.4%*	25.6%*	49.3%*	50.7%*	52.3%*	47.7%*
20-49 employees	78.5%*	21.5%*	55.5%*	44.5%*	56.7%*	43.3%*
50-99 employees	89.6%*	10.4%*	66.7%*	33.3%*	79.9%*	20.1%*
100-199 employees	91.0%*	9.0%*	71.1%*	28.9%*	84.6%*	15.4%*
200+ employees	88.7%*	11.3%*	66.5%*	33.5%*	82.1%*	17.9%*

*Note: \*Within the 'yes'-columns, the differences between the 5-49 groups vs. the 50+ groups are significant at  $\alpha < .05$ ; and within the 'no'-columns, the differences between the 5-49 groups vs. the 50+ groups are significant at  $\alpha < .05$*

Hypothesis 9 was: Public sector organizations more often have knowledge of governmental financial incentives than other sector organizations.

The chi-square tests for this hypothesis showed significant results:

**Wage subsidies:**  $\chi^2(8, N = 1422) = 18.621, p = .017$ . Cramer's  $V = .114$ .

**Premium discounts:**  $\chi^2(8, N = 1418) = 18.423, p = .018$ . Cramer's  $V = .114$ .

**No-risk policy:**  $\chi^2(8, N = 1423) = 27.549, p = .001$ . Cramer's  $V = .139$ .

These three associations can be considered small-to-medium (Allen et al., 2014)

The Bonferroni-adjusted z-tests showed significant differences between sectors for knowledge of premium discounts and no-risk policy, but not for knowledge of wage subsidies. The differences in knowledge of premium discounts were not significant between the public sector and other sectors. The differences in knowledge of no-risk policy were different between the public sector and the education sector. These findings indicate H9 can only be accepted for having knowledge of no-risk policy, and only for the difference between the public sector vs. the education sector. For the other financial incentives, H9 should be rejected. However, there

are significant differences in knowledge of premium discounts and knowledge of no-risk policies between other sectors than the public sector (see table 14).

Table 14. *Differences in knowledge of financial incentives between different sector organizations*

Sector	Knowledge of wage subsidies		Knowledge of premium discounts		Knowledge of no-risk policy	
	Yes	No	Yes	No	Yes	No
	%	%	%	%	%	%
Total	80.5%	19.5%	58.3%	41.7%	65.1%	34.9%
Industry and agriculture	85.5%	14.5%	66.8%*	33.2%*	70.8%*	29.2%*
Construction industry	78.7%	21.3%	57.9%	42.1%	71.1%*	28.9%*
Hospitality, retail and repair	78.6%	21.4%	55.1%	44.9%	62.2%	37.8%
Transport	79.1%	20.9%	57.5%	42.5%	74.9%*	26.1%*
Corporate services	84.2%	15.8%	62.0%	38.0%	63.5%	36.5%
Care and wellbeing	73.4%	26.6%	52.0%	48.0%	61.0%	39.0%
Other services	86.2%	13.8%	60.0%	40.0%	59.5%	40.5%
Public sector	83.2%	16.8%	60.5%	39.5%	71.4%*	28.6%*
Education	72.4%	27.6%	46.8%*	53.2%*	50.4%*	49.6%*

*Note: \*Within the 'yes' column, and within the 'no' column of knowledge of premium discounts, the differences between the industry and agriculture sector vs. education sector are significant at  $\alpha < .05$ .*

*\*Within the 'yes' column, and within the 'no' column of knowledge of no-risk policy, the differences between the education sector vs. the industry and agriculture sector, the construction industry sector, the transport sector, and the public sector are significant at  $\alpha < .05$ .*

As the results showed, 'organization size', 'sector', 'priority to hire PWD in organizational policy', 'feeling of responsibility to hire PWD', and 'knowledge of governmental financial incentives' are significantly associated with 'intention to hire PWD'. However, not for all independent variables, causal relations were found, so not all independent variables significantly add to predicting intention to hire PWD. There appear to be interrelationships between 'organization size' and 'priority to hire PWD'; 'organization size', and 'knowledge of financial incentives'; 'sector' and 'priority to hire PWD'; and 'sector' and 'knowledge of financial incentives'.

## Discussion

In this study, it was analyzed whether several factors are associated with employers' intention to hire PWD, and if these factors are significant predictors of the intention to hire PWD. The main research question was: *How do 'organization size', 'sector', 'priority to hire PWD in organizational policy', 'knowledge of governmental financial incentives', and 'feeling of responsibility to hire PWD' relate to the intention to hire people with disabilities?*

It was found that larger organizations more often intend to hire PWD than smaller organizations. Besides, organization size appears to be a significant predictor for an employer's/organization's intention to hire PWD. These findings can be explained based on the literature. As described in the theoretical framework, larger organizations often have more resources to commit to a diverse workplace (Houtenville & Kalagyrou, 2012). Also, larger organizations have more employees, so the impact of hiring one person that might have a lower productivity might be less of a risk for the organization as a whole.

Besides, employers of the public sector were found to more often have the intention to hire PWD, compared to the other studies sectors. Besides, belonging to the public sector was found to be a significant predictor of intending to hire PWD. These findings are in line with the literature, and can be explained by differences in hiring strategy between public sector and non-public sector. Public sector organizations might be driven by a mission to serve the community, and do not need to 'fear' for productivity loss, because their mission is not to make profit (Hernandez, 2011). Furthermore, in 2013, the Dutch government made an arrangement with employers and unions, in which a target was set for the number of extra jobs that had to be created for people with employment disabilities, per sector (called *Banenafpraak*). In 2016, the public sector had not met its target, and therefore, a quota was announced and implemented for this sector, in which it was decided that if the public sector had not met its target number in 2020, a fine has to be paid (Rijksoverheid, 2020). This quota can be seen as external pressure, which can explain why public sector employers in this study appeared to more often intend to hire PWD than other sector employers.

Furthermore, it was found that organizations with a higher priority to hire PWD in their organizational policy more often intend to do so, but a high priority to hire PWD in organizational policy was not found to be a strong predictor for hiring intention. It might be the case that intention to hire PWD and high priority in organizational policy often go hand in hand, instead of the one causing the other.

In terms of the ‘feeling of responsibility’ variable, it was found that employers/organizations that feel responsible for hiring PWD more often (may) have the intention to hire PWD than employers that do not feel responsible (or feel somewhat responsible). Feeling responsible for hiring PWD appeared to be a significant predictor of having the intention to do so.

Overall, most Dutch employers are aware of the existence of wage subsidies, premium discounts and no-risk policy. Employers that know the governmental incentive exist, more often intend to hire PWD. However, the association between the ‘knowledge’ variables and the intention variable were not strong. When the knowledge of financial incentives variables were put into a model, knowledge of wage subsidies and no-risk policy appeared to not be significant predictors for intention to hire PWD, whereas knowledge of premium discounts was, but its effect was minimal. These findings indicate that knowing that financial incentives exist, does not predict/determine the chance of intending to hire PWD. This can be explained by the fact that, according to Borghouts et al (2015), employers see financial incentives (that offer cost compensation) as a precondition for hiring PWD, instead of seeing it as an incentive. This finding could mean that the governmental financial incentives policies do not function as they are aimed; they might not really activate employers to hire PWD.

Further analyses, that could help explain previous findings, show that larger organizations more often have a higher priority to hire PWD in their policy than smaller organizations. The fact that larger organizations more often prioritize hiring PWD can explain why larger organizations also more often intend to hire PWD, because these things might go hand in hand.

Besides, it was found that public sector organizations more often highly prioritize hiring PWD compared to organizations in the other studied sectors. This can explain why public sector employers more often intend to hire PWD, because priority in organizational policy was found to be a significant predictor for intention. It is plausible that the reasons why public sector employers are more likely to prioritize PWD are the same as the reasons why public sector employers more often intend to hire PWD, because these variables were strongly associated.

Furthermore, in line with the findings of Borghouts et al (2015), larger organizations more often have knowledge of the existence of ‘wage subsidies’, ‘premium discounts’, and ‘no-risk policy’. However, there were no big differences found in knowledge of governmental financial incentives between sectors, and the findings indicate that overall, employers of all sectors are quite well aware of the existence of the policies.

The findings of this study add to the existing theory about determinants of employers' hiring intentions regarding PWD. Besides, some underlying relationships between determinants were found, that can help explain the causal relationships. Through these broad findings, the current study can contribute to future policies and arrangements aimed at activating employers to employ PWD, because it has become more clear what characteristics of employers/organizations add to the intention to hire PWD, and what characteristics might obstruct employers/organizations in hiring PWD.

### **Limitations**

Although interesting results were found, this study has some limitations. First, this study only looked at factors influencing employers' intention to hire PWD. However, 'intention' does not automatically result in actual hiring (Araten-Bergman, 2016). Therefore, it is important to stress out that the significant predictors that were found do not automatically determine actual hiring behavior.

Secondly, due to limited data, it was not possible to analyze the influence of employers' attitudes and perceptions, and previous experience with PWD, while in the literature, these were found to be important determinants of hiring PWD.

Thirdly, the sample was not a perfect representation of the population, since larger organizations and some sectors were overrepresented in this study. Therefore, the results should be interpreted and generalized with some caution.

Apart from some limitations concerning the content of this study, there are also some limitations in terms of measurement reliability and validity.

Validity refers to the fit between conceptual definitions and the way concepts are measured (Neuman, 2014). In the current study, the measurement of the independent variable might not be completely valid. Intention was measured and analyzed as: '(may) have intention' and 'no intention'. However, the first category might not directly reflect the intention, because the meaning of the category can vary between participants. This way of measuring may decrease the internal validity of the study, but was seen as the best possible way, given the available data. Besides, the variables 'priority in organizational policy to hire PWD' and 'feeling of responsibility to hire PWD' were specific and do not cover the whole constructs that were discussed in the theoretical framework. However, it is believed that the operationalized variables do say something valuable about the concepts.

Reliability means that measurement does not vary because of characteristics of how you measured (Neuman, 2009). It is believed that the reliability of the current study is high, because assumptions of the methods were met, and two different methods were used to untangle the associations between variables.

### **Recommendations**

For future research on this topic, it would be valuable to include more possible factors, such as employers' attitudes and previous experience with PWD, and analyze their (inter)relationships with the variables in the current study for a more complete picture of all determinants.

A further recommendation for future research is to explore the intention-behavior gap regarding hiring PWD, because even when employers have the intention to hire PWD, this does not mean they actually do it.

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## Appendices

### Appendix 1. Population and sample distribution

To draw a sample, two sampling frames were used. The first sample frame consisted of the organizations that had already participated in de 2015-2016 labor demand research (the panel). Since only 65% of the panel wanted to participate again, additional participants were selected. The second sampling frame was the *LISA Vestigingenregister*, from which additional organizations were sampled. Within the organizations, an employer/personnel manager was questioned.

Organization size was split up into 5 categories in the data collection plan: 5-9 employees, 10-19 employees, 20-99 employees, 100-199 employees, and 200+ employees. However, in the dataset, the category '20-99' was split up into '20-49' and '50-99', which created 6 categories for organization size. Sector was split up into 10 sectors in the data collection plan, but in the dataset, the sector 'wholesale' was added to 'hospitality, retail and repair'. Table 1 shows the sector x size distribution of the intended population as was shown in the data collection plan of Panteia (the commercial research institute that had collected the data).

Table 1. *Population 'sector x size'*

	Organization size (number of employees)					Total
	5-9	10-19	20-99	100-199	200+	
<b>Total Economy</b>	87.374	46.831	39.261	5.101	3.479	182.046
<b>Industry and agriculture</b>	8.649	4.998	5.227	826	557	20.257
<b>Construction industry</b>	5.588	3.312	2.765	252	84	12.001
<b>Wholesale</b>	7.234	4.223	3.772	357	163	15.749
<b>Hospitality, retail and repair</b>	26.378	10.242	5.595	211	82	42.508
<b>Transport</b>	2.656	1.729	2.217	371	218	7.191
<b>Corporate services</b>	17.759	9.265	7.810	1.013	734	36.401
<b>Care and wellbeing</b>	10.976	6.682	5.147	876	740	24.421
<b>Other services</b>	5.320	2.037	1.573	190	131	9.251
<b>Public sector</b>	283	269	866	447	534	2.399
<b>Education</b>	2.711	4.074	4.289	558	236	11.868

*Source: Data collection report 'Arbeidsvraagpanel 2017'*

Percentage of intended population that is included in the sample of this study:

- 1.2% of the Industry & Agriculture sector
- 1.1% of the construction sector
- 0.5% of the hospitality, retail, repair sector
- 1.9% of the transport sector
- 0.5% of the corporate services sector
- 0.5% of the care and wellbeing sector
- 1.3% of the other services sector
- 5.0% of the public sector
- 1.0% of the education sector
- 0.3% of the 5-9 employees organizations
- 0.6% of the 10-19 employees organizations
- 1.0% of the 20-99 employees organizations
- 5.5% of the 100-199 employees organizations
- 6.6% of the 200+ organizations

## Appendix 2. Changed variables

Table 1. *Renamed variables*

Original name	Rename	Item/label
a00006	Sector	Sector (in 9 klassen)
c4255k	Aantwn3	Aantal werknemers op enquêtedatum ronde 3, in klassen
b4422	PrioBeleid	Prioriteit personeelsbeleid: aantrekken mensen met arbeidsbeperking
c8576	Verantw	Voelt organisatie zich verantwoordelijk om mensen met zulke beperkingen aan te nemen
c8577	Intentie2jr	Komende twee jaar mensen met zulke beperkingen in dienst nemen
c8529	BekLKs	Bekend met Loonkostensubsidie
c8437	BekNoRisk	Bekend met No-risk regeling bij ziekte of arbeidsongeschiktheid
c8440	BekPremie	Bekend met Korting of vrijstelling premies sociale verzekeringen

For the analyses, some of the renamed variables were also recoded into new variables that were added to the dataset (see table 2).

Table 2. *Renamed variables recoded into new variables*

Variable name	New Variable name	Old to new values
BekNoRisk	BekNoRiskomgedraaid	0 > 2; 1 = 1
BekLks	BekLksomgedraaid	0 > 2; 1 = 1
BekPremie	BekPremieomgedraaid	0 > 2; 1 = 1
Intentie2jr	IntentieDummy	3 > 0; 1,2 > 1
Aantwn	AantWnomgedraaid	1 > 6; 2 > 5; 3 > 4; 4 > 3; 5 > 2; 6 > 1
Sector	SectorDummy	8 > 1; the rest > 0

## Appendix 3. Syntax

GET

```
FILE='U:\My Documents\Arbeidsvraagpanel 2017 participanten ronde 3.sav'.  
DATASET NAME DataSet1 WINDOW=FRONT.
```

**USE ALL.**

**COMPUTE** filter\_\$(Intentie2jr > 0 & Aantwn3 > 0).

**VARIABLE LABELS** filter\_\$(Intentie2jr > 0 & Aantwn3 > 0 (FILTER)).

**VALUE LABELS** filter\_\$(0 'Not Selected' 1 'Selected').

**FORMATS** filter\_\$(f1.0).

**FILTER BY** filter\_\$(.

**EXECUTE.**

**DESCRIPTIVES VARIABLES**=Sector Aantwn3 PrioBeleid Verantw BekLks BekNoRisk BekPremie IntentieDummy  
**/STATISTICS**=MEAN STDDEV VARIANCE RANGE MIN MAX.

### CORRELATIONS

**/VARIABLES**=Sector Aantwn3 PrioBeleid Verantw IntentieDummy BekPremieomgedraaid  
BekNoRiskomgedraaid BekLksomgedraaid

**/PRINT**=TWOTAIL NOSIG

**/MISSING**=PAIRWISE.

**RECODE** Intentie2jr (1=1) (2=1) (3=2) **INTO** IntentieDummy.

**VARIABLE LABELS** IntentieDummy 'JaMisschien (1) vs. Nee (2)'.  
**EXECUTE.**

**FREQUENCIES VARIABLES**=IntentieDummy

**/STATISTICS**=MINIMUM MAXIMUM MEAN

**/ORDER**=ANALYSIS.

**FREQUENCIES VARIABLES**=IntentieDummy Sector Aantwn3 Verantw BekLks BekNoRisk BekPremie

**/STATISTICS**=STDDEV VARIANCE RANGE MINIMUM MAXIMUM SEMEAN MEAN SUM

**/ORDER**=ANALYSIS.

### CROSSTABS

**/TABLES**=IntentieDummy **BY** AantWnomgedraaid

**/FORMAT**=AVALUE TABLES

**/STATISTICS**=CHISQ PHI CORR

**/CELLS**=COUNT ROW COLUMN SRESID BPROP

**/COUNT** ROUND CELL.

\* Custom Tables.

### CTABLES

**/MLABELS VARIABLES**=IntentieDummy Aantwn3 **DISPLAY**=LABEL

**/TABLE** IntentieDummy [C][**COUNT** F40.0, **COLPCT.COUNT** PCT40.1] **BY** Aantwn3 [C]

**/CATEGORIES VARIABLES**=IntentieDummy **ORDER**=A **KEY**=VALUE **EMPTY**=EXCLUDE

**/CATEGORIES VARIABLES**=Aantwn3 **ORDER**=A **KEY**=VALUE **EMPTY**=INCLUDE **MISSING**=EXCLUDE

**/CRITERIA** CILEVEL=95

**/SIGTEST TYPE**=CHISQUARE **ALPHA**=0.05 **INCLUDEMRSETS**=YES **CATEGORIES**=ALLVISIBLE

**/COMPARETEST TYPE**=PROP **ALPHA**=0.05 **ADJUST**=BONFERRONI **ORIGIN**=COLUMN **INCLUDEMRSETS**=YES  
**CATEGORIES**=ALLVISIBLE **MERGE**=NO **SHOWSIG**=YES.

## CROSSTABS

```
/TABLES=IntentieDummy BY PrioBeleid  
/FORMAT=AVALUE TABLES  
/STATISTICS=CHISQ PHI CORR  
/CELLS=COUNT ROW COLUMN SRESID BPROP  
/COUNT ROUND CELL.
```

\* Custom Tables.

## CTABLES

```
/MLABELS VARIABLES=IntentieDummy PrioBeleid DISPLAY=LABEL  
/TABLE IntentieDummy [C][COUNT F40.0, COLPCT.COUNT PCT40.1] BY PrioBeleid  
/CATEGORIES VARIABLES=IntentieDummy ORDER=A KEY=VALUE EMPTY=EXCLUDE  
/CATEGORIES VARIABLES=PrioBeleid ORDER=A KEY=VALUE EMPTY=INCLUDE MISSING=EXCLUDE  
/CRITERIA CILEVEL=95  
/SIGTEST TYPE=CHISQUARE ALPHA=0.05 INCLUDEMRSETS=YES CATEGORIES=ALLVISIBLE  
/COMPARETEST TYPE=PROP ALPHA=0.05 ADJUST=BONFERRONI ORIGIN=COLUMN INCLUDEMRSETS=YES  
CATEGORIES=ALLVISIBLE MERGE=NO SHOWSIG=YES.
```

\* Custom Tables.

## CTABLES

```
/MLABELS VARIABLES=IntentieDummy Sector DISPLAY=LABEL  
/TABLE IntentieDummy [C][COUNT F40.0, COLPCT.COUNT PCT40.1] BY Sector  
/CATEGORIES VARIABLES=IntentieDummy ORDER=A KEY=VALUE EMPTY=EXCLUDE  
/CATEGORIES VARIABLES=Sector ORDER=A KEY=VALUE EMPTY=INCLUDE  
/CRITERIA CILEVEL=95  
/SIGTEST TYPE=CHISQUARE ALPHA=0.05 INCLUDEMRSETS=YES CATEGORIES=ALLVISIBLE  
/COMPARETEST TYPE=PROP ALPHA=0.05 ADJUST=BONFERRONI ORIGIN=COLUMN INCLUDEMRSETS=YES  
CATEGORIES=ALLVISIBLE MERGE=NO SHOWSIG=YES.
```

## CROSSTABS

```
/TABLES=IntentieDummy BY Sector  
/FORMAT=AVALUE TABLES  
/STATISTICS=CHISQ PHI CORR  
/CELLS=COUNT ROW COLUMN SRESID BPROP  
/COUNT ROUND CELL.
```

## CROSSTABS

```
/TABLES=IntentieDummy BY BekPremieomgedraaid  
/FORMAT=AVALUE TABLES  
/STATISTICS=CHISQ PHI CORR  
/CELLS=COUNT ROW COLUMN SRESID BPROP  
/COUNT ROUND CELL.
```

## CROSSTABS

```
/TABLES=IntentieDummy BY BekLksomgedraaid  
/FORMAT=AVALUE TABLES  
/STATISTICS=CHISQ PHI CORR  
/CELLS=COUNT ROW COLUMN SRESID BPROP  
/COUNT ROUND CELL.
```

## CROSSTABS

```
/TABLES=BekPremie BY Aantwn3  
/FORMAT=AVALUE TABLES  
/STATISTICS=CHISQ PHI  
/CELLS=COUNT COLUMN TOTAL BPROP  
/COUNT ROUND CELL.
```

## CROSSTABS

```
/TABLES=BekNoRisk BY Aantwn3  
/FORMAT=AVALUE TABLES  
/STATISTICS=CHISQ PHI  
/CELLS=COUNT COLUMN TOTAL BPROP  
/COUNT ROUND CELL.
```

\* Custom Tables.

## CTABLES

```
/MLABELS VARIABLES=IntentieDummy BekLksomgedraaid DISPLAY=LABEL  
/TABLE IntentieDummy [C][COUNT F40.0, COLPCT.COUNT PCT40.1] BY BekLksomgedraaid  
/CATEGORIES VARIABLES=IntentieDummy BekLksomgedraaid ORDER=A KEY=VALUE EMPTY=EXCLUDE  
/CRITERIA CILEVEL=95  
/SIGTEST TYPE=CHISQUARE ALPHA=0.05 INCLUDEMRSETS=YES CATEGORIES=ALLVISIBLE  
/COMPARETEST TYPE=PROP ALPHA=0.05 ADJUST=BONFERRONI ORIGIN=COLUMN INCLUDEMRSETS=YES  
CATEGORIES=ALLVISIBLE MERGE=NO SHOWSIG=YES.
```

## CROSSTABS

```
/TABLES=IntentieDummy BY BekNoRiskomgedraaid  
/FORMAT=AVALUE TABLES  
/STATISTICS=CHISQ PHI CORR  
/CELLS=COUNT ROW COLUMN SRESID BPROP  
/COUNT ROUND CELL.
```

\* Custom Tables.

## CTABLES

```
/MLABELS VARIABLES=IntentieDummy BekNoRiskomgedraaid DISPLAY=LABEL  
/TABLE IntentieDummy [C][COUNT F40.0, COLPCT.COUNT PCT40.1] BY BekNoRiskomgedraaid  
/CATEGORIES VARIABLES=IntentieDummy BekNoRiskomgedraaid ORDER=A KEY=VALUE EMPTY=EXCLUDE  
/CRITERIA CILEVEL=95  
/SIGTEST TYPE=CHISQUARE ALPHA=0.05 INCLUDEMRSETS=YES CATEGORIES=ALLVISIBLE  
/COMPARETEST TYPE=PROP ALPHA=0.05 ADJUST=BONFERRONI ORIGIN=COLUMN INCLUDEMRSETS=YES  
CATEGORIES=ALLVISIBLE MERGE=NO SHOWSIG=YES.
```

\* Custom Tables.

## CTABLES

```
/MLABELS VARIABLES=IntentieDummy BekPremieomgedraaid DISPLAY=LABEL  
/TABLE IntentieDummy [C][COUNT F40.0, COLPCT.COUNT PCT40.1] BY BekPremieomgedraaid  
/CATEGORIES VARIABLES=IntentieDummy BekPremieomgedraaid ORDER=A KEY=VALUE EMPTY=EXCLUDE  
/CRITERIA CILEVEL=95  
/SIGTEST TYPE=CHISQUARE ALPHA=0.05 INCLUDEMRSETS=YES CATEGORIES=ALLVISIBLE  
/COMPARETEST TYPE=PROP ALPHA=0.05 ADJUST=BONFERRONI ORIGIN=COLUMN INCLUDEMRSETS=YES  
CATEGORIES=ALLVISIBLE MERGE=NO SHOWSIG=YES.
```

\* Custom Tables.

#### CTABLES

```
/MLABELS VARIABLES=BekPremie Aantwn3 DISPLAY=LABEL  
/TABLE BekPremie [C] BY Aantwn3 [C][COUNT F40.0, COLPCT.COUNT PCT40.1]  
/CATEGORIES VARIABLES=BekPremie Aantwn3 ORDER=A KEY=VALUE EMPTY=INCLUDE MISSING=EXCLUDE  
/CRITERIA CILEVEL=95  
/SIGTEST TYPE=CHISQUARE ALPHA=0.05 INCLUDEMRSETS=YES CATEGORIES=ALLVISIBLE  
/COMPARETEST TYPE=PROP ALPHA=0.05 ADJUST=BONFERRONI ORIGIN=COLUMN INCLUDEMRSETS=YES  
CATEGORIES=ALLVISIBLE MERGE=YES STYLE=APA SHOWSIG=NO.
```

#### CROSSTABS

```
/TABLES=IntentieDummy BY Verantw  
/FORMAT=AVALUE TABLES  
/STATISTICS=CHISQ PHI CORR  
/CELLS=COUNT ROW COLUMN SRESID BPROP  
/COUNT ROUND CELL.
```

\* Custom Tables.

#### CTABLES

```
/MLABELS VARIABLES=IntentieDummy Verantw DISPLAY=LABEL  
/TABLE IntentieDummy [C][COUNT F40.0, COLPCT.COUNT PCT40.1] BY Verantw  
/CATEGORIES VARIABLES=IntentieDummy ORDER=A KEY=VALUE EMPTY=EXCLUDE  
/CATEGORIES VARIABLES=Verantw ORDER=A KEY=VALUE EMPTY=INCLUDE MISSING=EXCLUDE  
/CRITERIA CILEVEL=95  
/SIGTEST TYPE=CHISQUARE ALPHA=0.05 INCLUDEMRSETS=YES CATEGORIES=ALLVISIBLE  
/COMPARETEST TYPE=PROP ALPHA=0.05 ADJUST=BONFERRONI ORIGIN=COLUMN INCLUDEMRSETS=YES  
CATEGORIES=ALLVISIBLE MERGE=NO SHOWSIG=YES.
```

#### CROSSTABS

```
/TABLES=PrioBeleid BY Aantwn3  
/FORMAT=AVALUE TABLES  
/STATISTICS=CHISQ PHI  
/CELLS=COUNT COLUMN TOTAL BPROP  
/COUNT ROUND CELL.
```

#### CROSSTABS

```
/TABLES=PrioBeleid BY Sector  
/FORMAT=AVALUE TABLES  
/STATISTICS=CHISQ PHI  
/CELLS=COUNT COLUMN TOTAL BPROP  
/COUNT ROUND CELL.
```

\* Custom Tables.

#### CTABLES

```
/MLABELS VARIABLES=BekLks Aantwn3 DISPLAY=LABEL  
/TABLE BekLks [C] BY Aantwn3 [C][COUNT F40.0, COLPCT.COUNT PCT40.1]  
/CATEGORIES VARIABLES=BekLks Aantwn3 ORDER=A KEY=VALUE EMPTY=INCLUDE MISSING=EXCLUDE  
/CRITERIA CILEVEL=95  
/SIGTEST TYPE=CHISQUARE ALPHA=0.05 INCLUDEMRSETS=YES CATEGORIES=ALLVISIBLE  
/COMPARETEST TYPE=MEAN ALPHA=0.05 ADJUST=BONFERRONI ORIGIN=COLUMN INCLUDEMRSETS=YES  
CATEGORIES=ALLVISIBLE MEANSVARIANCE=TESTEDCATS MERGE=YES STYLE=APA SHOWSIG=NO  
/COMPARETEST TYPE=PROP ALPHA=0.05 ADJUST=BONFERRONI ORIGIN=COLUMN INCLUDEMRSETS=YES  
CATEGORIES=ALLVISIBLE MERGE=YES STYLE=APA SHOWSIG=NO.
```

## CROSSTABS

```
/TABLES=BekLks BY Aantwn3  
/FORMAT=AVALUE TABLES  
/STATISTICS=CHISQ PHI  
/CELLS=COUNT COLUMN TOTAL BPROP  
/COUNT ROUND CELL.
```

## CROSSTABS

```
/TABLES=BekLks BY Sector  
/FORMAT=AVALUE TABLES  
/STATISTICS=CHISQ PHI  
/CELLS=COUNT COLUMN TOTAL BPROP  
/COUNT ROUND CELL.
```

## CROSSTABS

```
/TABLES=BekNoRisk BY Sector  
/FORMAT=AVALUE TABLES  
/STATISTICS=CHISQ PHI  
/CELLS=COUNT COLUMN TOTAL BPROP  
/COUNT ROUND CELL.
```

\* Custom Tables.

## CTABLES

```
/MLABELS VARIABLES=BekNoRisk Sector DISPLAY=LABEL  
/TABLE BekNoRisk BY Sector [C][COUNT F40.0, COLPCT.COUNT PCT40.1]  
/CATEGORIES VARIABLES=BekNoRisk Sector ORDER=A KEY=VALUE EMPTY=INCLUDE MISSING=EXCLUDE  
/CRITERIA CILEVEL=95  
/SIGTEST TYPE=CHISQUARE ALPHA=0.05 INCLUDEMRSETS=YES CATEGORIES=ALLVISIBLE  
/COMPARETEST TYPE=PROP ALPHA=0.05 ADJUST=BONFERRONI ORIGIN=COLUMN INCLUDEMRSETS=YES  
CATEGORIES=ALLVISIBLE MERGE=YES STYLE=APA SHOWSIG=NO.
```

\* Custom Tables.

## CTABLES

```
/MLABELS VARIABLES=BekPremie Sector DISPLAY=LABEL  
/TABLE BekPremie BY Sector [COUNT F40.0, COLPCT.COUNT PCT40.1]  
/CATEGORIES VARIABLES=BekPremie Sector ORDER=A KEY=VALUE EMPTY=INCLUDE MISSING=EXCLUDE  
/CRITERIA CILEVEL=95  
/SIGTEST TYPE=CHISQUARE ALPHA=0.05 INCLUDEMRSETS=YES CATEGORIES=ALLVISIBLE  
/COMPARETEST TYPE=PROP ALPHA=0.05 ADJUST=BONFERRONI ORIGIN=COLUMN INCLUDEMRSETS=YES  
CATEGORIES=ALLVISIBLE MERGE=YES STYLE=APA SHOWSIG=NO.
```

\* Custom Tables.

## CTABLES

```
/MLABELS VARIABLES=BekLks Sector DISPLAY=LABEL  
/TABLE BekLks [C][COUNT F40.0, COLPCT.COUNT PCT40.1] BY Sector [C]  
/CATEGORIES VARIABLES=BekLks Sector ORDER=A KEY=VALUE EMPTY=INCLUDE MISSING=EXCLUDE  
/CRITERIA CILEVEL=95  
/SIGTEST TYPE=CHISQUARE ALPHA=0.05 INCLUDEMRSETS=YES CATEGORIES=ALLVISIBLE  
/COMPARETEST TYPE=MEAN ALPHA=0.05 ADJUST=BONFERRONI ORIGIN=COLUMN INCLUDEMRSETS=YES  
CATEGORIES=ALLVISIBLE MEANSVARIANCE=TESTEDCATS MERGE=YES STYLE=APA SHOWSIG=NO  
/COMPARETEST TYPE=PROP ALPHA=0.05 ADJUST=BONFERRONI ORIGIN=COLUMN INCLUDEMRSETS=YES  
CATEGORIES=ALLVISIBLE MERGE=YES STYLE=APA SHOWSIG=NO.
```

**DATASET ACTIVATE** DataSet1.

**LOGISTIC REGRESSION VARIABLES** IntentieDummy

**/METHOD=ENTER** AantWnomgedraaid Sectordummy PrioBeleid Verantw BekPremieomgedraaid

BekLksomgedraaid BekNoRiskomgedraaid

**/CONTRAST** (AantWnomgedraaid)=Indicator

**/CONTRAST** (Sectordummy)=Indicator

**/CONTRAST** (PrioBeleid)=Indicator

**/CONTRAST** (Verantw)=Indicator

**/CONTRAST** (BekPremieomgedraaid)=Indicator

**/CONTRAST** (BekLksomgedraaid)=Indicator

**/CONTRAST** (BekNoRiskomgedraaid)=Indicator

**/PRINT=GOODFIT**

**/CRITERIA=PIN(0.05) POUT(0.10) ITERATE(20) CUT(0.5).**