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# The role of co-workers' team affective climate on job conflicts involving employees with disability: The hidden effects of team shared stigma towards disability

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## The job context created by coworkers

Acceptance of EWD in their work teams (Bauer et al., 1998)

Coworkers create a social context, acting as a primary source of information and support (Slaughter & Zickar, 2006)

Coworkers' effects on permanence of EWD in the organization (Medina y Gamero, 2017; Vornholt et al., 2018)

Through feedback about tasks and performance team coworkers affect to EWD performance (Allen et al., 1999)

- There is a lack of studies and knowledge about:

The job inclusion process of EWD (Colella & Bruyère, 2011).

Fight against job discrimination in organizations (Colella et al., 2017)

HR practices (Goldman et al., 2006; Krauss, 2017).

Coworkers behavior (Bauer et al., 1998).

Job context

Job inclusion studies (Nishii, 2013).

Feedback and EWD (Colella & Varma, 1999).



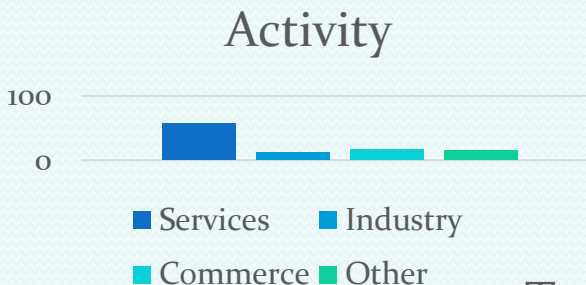
## Inclusion of disability in work environment

- Colella and Bruyère (2011) defined the job inclusion of employees with disabilities (EWD) as “the degree to which people with disabilities are **accepted, helped and treated** as others by their coworkers” (p. 492-493).
- **Study targets**
  - The main objective of this study was to contribute to bridging the existent research gap on how to **deal with conflicts related to disability at work**, considering mechanisms to reduce the negative impact of work conflict.
  - We examined the **role of the affective climate and the stigma towards disability at team level** to understand how task and relational conflicts influence the job performance of employees with disabilities (EWD).

- 258 employees from 15 different companies located in Spain
- 66 work teams, 3 to 7 employees per team, and each team had one team member with disability
- 44% women, 56% men

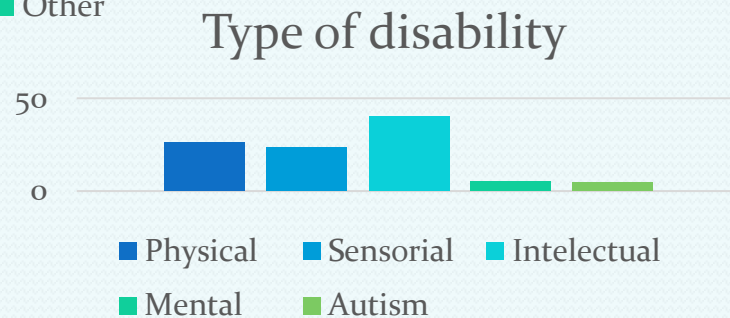
• Activity:

- 57% Services
- 11,7% Industry
- 16,4% Commerce
- 15% other activities



• Type of disability:

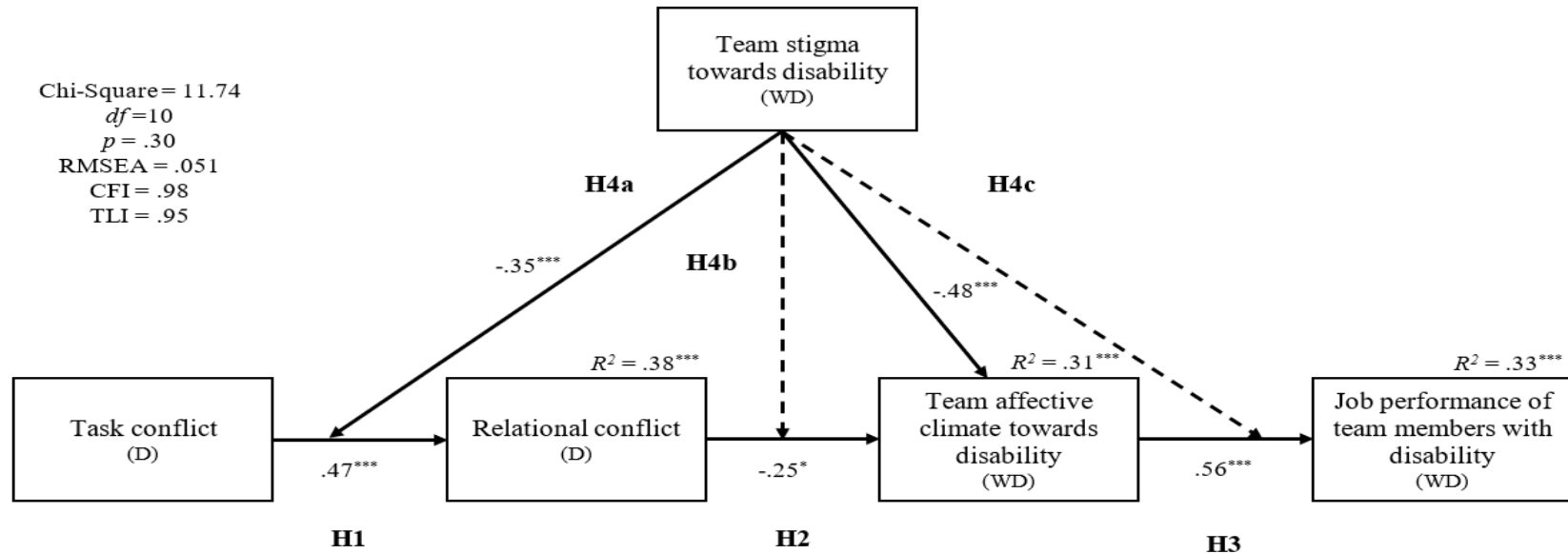
- 26,4% physical-organic
- 23,6% sensorial (auditory or visual)
- 40,3% intelectual
- 5% mental illness
- 4,7% autism



- **Task conflict.** INDRHO scale, 4 items. Alfa .78. CFA one factor, ( $\chi^2 = 1.31, df = 2, p = .52, RMSEA = .000, CFI = 1, GFI = .99, NFI = .99$ ) (D)
- **Relational conflict.** INDRHO scale, 5 items. Alfa .79 CFA one factor, ( $\chi^2 = 4.76, df = 5, p = .44, RMSEA = .000, CFI = 1, GFI = .97, NFI = .96$ ) (D)
- **Team affective climate towards disability.** INDRHO scale, Using a semantic differential method with 4 pairs of opposite adjectives. Alfa .91. (WD)
- **Job performance of team members with disability.** INDRHO scale, 7 items. Alfa .94 CFA two factors, ( $\chi^2 = 19.77, df = 13, p = .10, RMSEA = .052, CFI = 1, GFI = .97, NFI = .99$ ) (WD)
- **Team stigma towards disability.** Verdugo, Arias and Jenaro (1995), 28 Items. Alfa .88 (WD)
- **Type of disability.** 0= physical-organic and sensorial disability, 1 =intellectual disability, mental illness, and autism.
- **Team size**

- **Reliability.** Scale reliability was tested using Cronbach's alpha coefficient
- **Aggregation.** Prior to aggregation, first we assessed within-team agreement using the Average Deviation (AD) index, (see Burke et al., 1999; Burke & Dunlap, 2002; Dunlap et al., 2003). We also carried out a one-way analysis of variance (ANOVA) to ascertain whether there was statistically significant between-team discrimination.
- **Effect size.** R-squared ( $R^2$ ) representing the proportion of the variance for a dependent variable that's explained by an independent variable in a regression model.
- **Testing hypotheses.** Mediation and moderation model was tested using Structural Equation Modeling with MPLUS

**Figure 1.** Mediation model of task conflict, relational conflict, and team affective climate towards disability on job performance of team members with disability, moderated by team stigma towards disability.

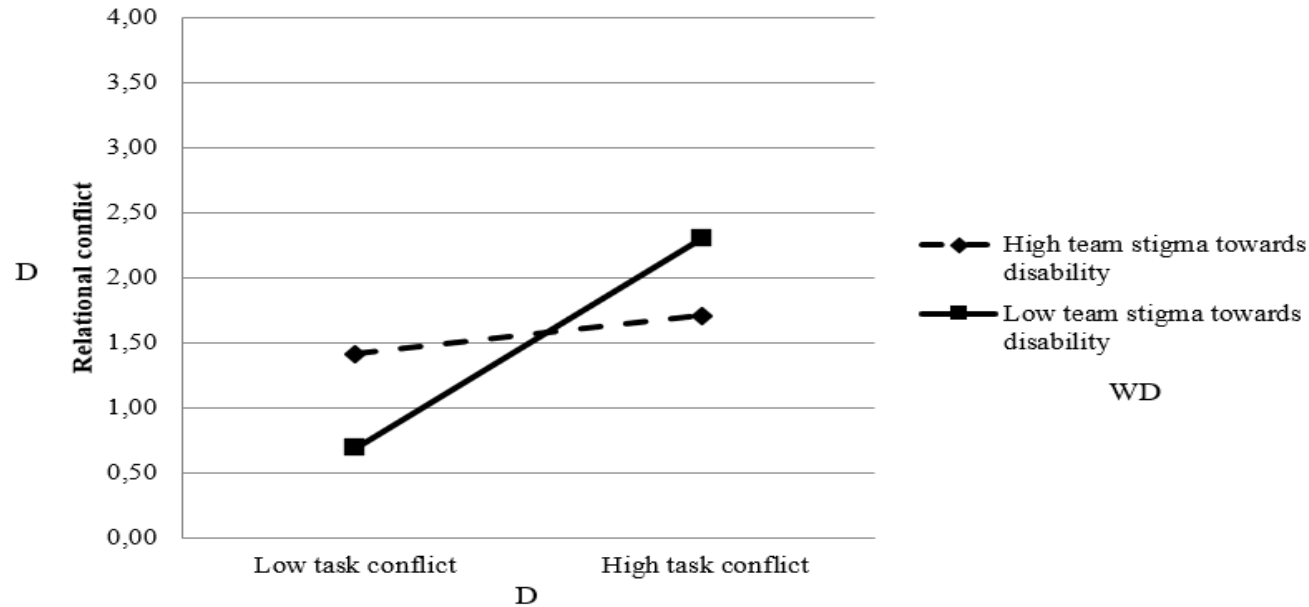


Note:  $*p < .05$ ,  $**p < .01$ ,  $***p < .001$ . Discontinuous lines show non-significant relationships. Standardized coefficients are displayed. D = informed by team members with disability, WD = informed by team coworkers without disability. (N=66).



**Figure 2**

*Interaction effects of team stigma towards disability and task conflict on relational conflict*



*Note:* D = informed by team members with disability, WD = informed by team coworkers without disability. (N=66).



# Conclusions



1

- **MAIN CONCLUSION:** Adequate levels of team affective climate towards disability buffers the negative effects caused by conflicts (task and relational) on EWD's job inclusion.

2

- Opposite to our predictions, high levels of team stigma decreased the positive influence of EWD's task conflict on EWD's relational conflict. This finding maybe is due to the avoiding interaction effect on their coworkers when the level of team stigma is high.

## Practical implications:

3

- Organizations should encourage supervisors to foster **coworkers' interaction with EWD** and promote **high levels of team affective climate** towards disability on team coworkers and **low levels of stigma towards disability** through the socialization process.

# Thank you for your attention



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