

DISABILITY AND DIVERSITY MANAGEMENT: A NECESSARY CULTURE CHANGE

Valentina PAPA,
PhD in Industrial and Information Engineering and Economics,
University of L'Aquila, Italy
<https://orcid.org/0000-0002-4048-4252>, papavalentina@gmail.com
DOI: <https://doi.org/10.36004/nier.cecg.IV.2022.16.5>

Summary

Actuality. Changes in our society are the primary drivers of business evolution. ISO 30415/2021 shifts the focus from business operations, products, organisational routines and management to the need for a common language for diversity management. The change must be approached with awareness, becoming a strategic lever. **Purpose.** The main purpose of the study was to investigate, through literature and company case studies, how diversity is included within companies. **Research methods.** The literature analysis highlighted the influence that the external environment has on companies and, starting from the 5 competitive forces theory, the stakeholder theory and their evolution, the importance of internalising social changes was understood. The analysis of the statistical data provides a measure of diversity in Italy. To understand the usefulness of the Disability & Diversity manager, it was fundamental to analyse company best practices through the experiences of companies that in terms of message, impact and strategy have best internalised D&I policies. **Results.** The study also highlighted that to have a change, an evolution of culture is needed whereby companies can learn to dialogue with all types of diversity and to do this, it will be necessary to internalise the change variables. Additionally, companies will have to define D&I strategies that guarantee a satisfactory workplace from which a virtuous circle will arise that will be able to record better business performance and customer loyalty.

Keywords: Diversity and Disability manager, D&I, Inclusion, organisational well-being, organisational change, culture change.

JEL: M14, I310.

UDC: 005.35

Introduction

The reality in which we live is multifaceted and the increasingly ephemeral distances almost nullified thanks to the Internet, increasingly efficient means of transportation, and especially because of a globalised economy. The transformations of the current social fabric make it necessary to manage diversity inclusively (Beauregard et al., 2020).

Simultaneously, the pervasiveness with which diversity is trying to assert its characteristics is creating a world that will have to have the capacity to implement all kinds of peculiarities and enhance skills and abilities that today appears difficult to include in the work context (Beauregard et al., 2020).

Therefore, to be able to implement effective inclusive policies, also considering the awareness that is accompanying the process of social inclusion, it is useful to make a categorisation according to:

- gender
- age
- citizenship, nationality, ethnicity
- sexual orientation
- religious beliefs
- disability.

The business world varies as the social fabric changes, because a company is born to respond to a demand and grows if it can evolve and respond to emerging needs, expressed and latent needs, to relate to a multiple of needs, thus becoming a mirror of a world made up of countless realities (Schein, 2000).

Thus, the changes in our society are the driving force behind corporate evolution, which today is also becoming aware of them through the regulatory context: in this direction, the recent ISO 30415/2021 standard appears fundamental, which emphasises the need to create a common language for diversity management. This standard lays the groundwork for the emergence of a business practice that is truly inclusive, making the Italian law 68/99 anachronistic and insufficient, which merely obliges medium- and large-sized companies to hire individuals with disabilities. Law 68/99 and hiring obligations have created a system whereby possible workers are not evaluated for their skills, but are considered only to comply with regulatory obligations (Malzani, 2019).

A clear Italian lag in D&I is evident, as the system seems to entrench itself behind obsolete economic theories and regulatory obligations. The gap with other countries is quite marked, suffice it to say that in the United States and Canada already in the late 1980s, the business world began questioning corporate behaviour and policies that could include the facets of civil society, with the birth of the first D&I policies.

The main purpose was to investigate, through literature and business case analysis, how diversity is included within companies. The questions were

- Q1: Has the corporate literature evolved and understood the importance of the target environment and stakeholders involved in corporate activity?
- Q2: Have companies that have implemented D&I policies experienced a return in terms of performance?
- Q3: What does it take to internalise change?
- Q4: What will play the role of the Disability & Diversity manager?

1. From the systems approach to stakeholder theory: evolution of the economic theory of social impact on firms

1.1 Systemic approach: the environment influences the firm

In the past, it was believed that firms were a closed system unaffected by developments in the external environment, but in the 1970s, the economic approach changed and it was realised that in reality, firms are not an entity divorced from the

environment in which they operate, but rather an open system in which there is a relationship of exchangeable influence (Migliaccio, 2015b).

In this approach, Porter identified the forces that affect a company's competitiveness and theorised the 5 competitive forces model (Porter, 1979): a tool that can be used by companies to understand the structure of the industry in which they operate, the competitiveness in it, and thereby understand the profitability of their business and their competitive advantage. The 5 forces identified by Porter are:

1. direct competition
2. the threat of new entrants
3. substitute products
4. the bargaining power of suppliers
5. the bargaining power of customers.

The insight was to understand that evaluating the competitive environment enables firms to understand their competitive advantage, that is, the conditions, the mash up that enable them to achieve superior market positions to their competitors and thus better performance (Porter, 1979).

Today, of the 5 forces identified by Porter, the one that has changed and enhanced its value more than any other is the bargaining power of customers; in fact, they have the power through their choices to reduce the company's profit margins, as well as to determine the company's market positioning (Corradini et al., 2016).

However, Porter's view is no longer sufficient at present to understand the current business revolution and how to address and internalise it. In this journey, it is useful to understand how the different stakeholders involved in corporate life manage to imprint their will on it and be an active and participatory part of corporate strategy-making.

1.2 Stakeholder theory: today, the worker and consumer are attentive stakeholders

The systemic view of the firm provides an understanding of the action-reaction relationship between the firm itself and its target market; over time, this approach is insufficient to respond to the evolution needed to deal with changes in the target environment.

Freeman theorised the stakeholder theory (Freeman, 2010), according to which stakeholders who in any capacity are affected by the company's operations influence its strategy and impact the marketplace. Over time, Freeman's theory has undergone countless evolutions, but the vision and importance of stakeholders has never lost significance so much so that Clarkson (Clarkson, 1995) expands it by defining stakeholders as people or groups who have or expect to have a return in terms of profits, ownership, present or future interests from the company.

Clarkson's (Donaldson, 2002) view is of considerable importance in that he differentiates stakeholders according to the interests they have with respect to the company, distinguishing them into the following:

- primary: stakeholders without whom the company cannot survive. This group includes shareholders, investors, employees, customers and suppliers. According to

Clarkson's view, dissatisfaction with any of these groups is a problem for the company and can go so far as to result in damage;

- secondary: subjects that influence or are influenced by the company's operations but are unimportant to its survival.

Assessing social evolutions, the external environment has undergone a profound transformation, becoming increasingly fundamental to the strategic management of a company so much so that today its success is linked to its stakeholders and depends on the quality of its relationships with different stakeholders (Migliaccio, 2019).

Workers represent a double point of access and success for the company because they are the company's internal force and, if happy, they turn into loyal customers who communicate their satisfaction to more than just themselves: family and social context. The perceived image of the company becomes crucial for the internal subjects of the company, but also and especially for the company's reputation (Corradini et al., 2016).

For this reason, taking care of the relationship with the workforce becomes crucial today, and the task of the Diversity and Disability manager is also to create a fulfilling work context for each individual in the company, beyond the type of diversity they experience.

2. Methodology

The analysis of theoretical foundations highlighted the influence that the external environment has on firms, so they were the basis for answering the hypotheses of the study:

- H1: the business literature has evolved to understand that the business is one with the external environment and is influenced by it.
- H2: business cases demonstrate the effectiveness of D&I policies.
- H3: the only viable way to internalise change is to modify the corporate culture starting with the disruption of established values.
- H4: it will be up to the disability and diversity manager to create a truly inclusive environment and set the relevant D&I policies.

Statistical data provide a way to see how much diversity is present in a country. Business cases are chosen because multinational companies are those in which D&I policies find wide application due to the policies dictated by the parent company. The analysis will allow reflections on the evolution of corporate policies to address social changes and internalise change.

For this reason, to arrive at an understanding of the usefulness of the Disability & Diversity manager, it is essential to understand the extent to which the various categories of diversity are present in Italy and how certain companies are leading the way in a process of change that is necessary for today's companies. With reference to the latter aspect, corporate best practices in Italy are recorded in almost all cases in multinational companies that take up the policies implemented by the parent company and therefore do not simply comply with regulatory obligations, but make it a real corporate value.

Below are the experiences that by message, impact and strategy have best internalised D&I policies:

- the IKEA case history with the "Do it at home" project
- the case history of Coca-Cola (with its activity alongside the Special Olympics)
- the Apple, which has always been in the market with a different vision starting from the corporate policy that communicated externally with "Think different".

2.1 How much diversity is present in Italy

Following the publication of recent statistical surveys, it is possible to highlight the current state of Italy, with reference to the categories previously identified:

- gender: the ISTAT data at the beginning of 2021 record a population of 59,257,566 of which 51.3% are women and 48.7% are men;
- age: the same ISTAT survey shows:
 - o a population over 65 years old equal to 23.5 percent (7.6 percent of the total population over 80 years old);
 - o a population between the ages of 15 and 64 equal to 63.7%
 - o a youth population, 0 - 14 years old, amounting to 12.8%
- citizenship, nationality, ethnicity: as of early 2021, ISTAT reports a resident foreign population of 5,013,215 of which:
 - o 51, 88% women (equaling 2,600,812)
 - o 48.12% men (equivalent to 2,412,403);
- sexual orientation: in January 2018, 12.8% of the Italian population declared themselves LGBT;
- religious beliefs: as far as religious differences are concerned, the situation is even more complex and varied; out of a population of 59,816,673 at the end of 2018, according to the Eurobarometer, the following figures stand out:
 - 85.6% of citizens declare themselves Christians, with the following specifications:
 - 78.9% Catholic,
 - 4.6% Orthodox,
 - 0.6% Protestants
 - 1.5% other Christian religions
 - 2.6% claim to profess a non-Christian religion;
 - 11.7% declare themselves to be "non-religious" (of which 7.5% are atheists and 4.2% are agnostics).
- people with disabilities: in 2019 there are 3 million 150 thousand people with disabilities, or 5.2% of the population.

These surveys show the variety of people living in Italy and, above all, they reveal the thousands of needs and difficulties of the population. Moreover, reading these data considering the needs expressed by ISO 30415/2021, it is possible to reflect on the enormous cultural and human heritage that is lost, making it difficult to access the world of work in the case of diversity.

2.2 IKEA and the "Do it in your own home" project

With the "Do it in your own home" project, IKEA turned a phrase used with offensive meaning, synonymous with an exhortation to make any expression of one's diversity private, into an invitation to be who we really are.

As it has always done, the Swedish house also in this case was unafraid to go straight to the target and did so through the looks and faces of those who had actually lived the experiences told in the commercial.

In the third edition of the Diversity brand summit 2019, the IKEA project was awarded for the following reasons: "For having worked in an impactful and disruptive way on D&I, manifesting its positioning in a clear, decisive and unequivocal way, fighting homophobia. For being able to combine in-store communication and above-the-line communication by creating a high emotional impact, recognised across the board by female consumers, consumers, media and industry experts. For understanding that a brand of its scale plays a crucial role in saying enough to discrimination; for being able to turn the discriminatory expression 'Make it at home' into an anthem of inclusion to celebrate everyone's right to feel at home in their own skin."

IKEA has shown that it understands that it can impact the social context with its actions; in fact, it is a company known by everyone, whose advertising campaigns are aired in all media, to the point that a stance is automatically transformed into a social message.

2.3 Coca-cola and the Special Olympics

The website of The Coca-cola companies lists among its searchable content that relating to its diversity and inclusion policy, which is active in all conjugations of diversity.

Coca-cola is one of the founding partners of the Special Olympics as well as their global sponsor. Coca-cola decided to be even more active this year, promoting not only sports activities, but through the song "Can you feel it," performed by Austrian singer Rose May Alaba accompanied by musicians with intellectual disabilities, it showed that talent is also hidden behind different faces. In this way, Coca-cola wanted to promote inclusion by sending a message to all with respect to the possibilities and peculiarities of each person with disabilities, expanding the concept to other spheres besides sports, suggesting how each disabled person should and can find his or her own position in society (Everett et al., 2020).

2.4 Apple: history of a company founded on "Think different"

At Apple, the strategy of being different from the crowd has always defined its operations so much so that "Think different" was an explanatory motto of the company's strategy from 1997 to 2002.

The direction that Apple has always charted as its strategy seems to be the same one that the world seeks to make its own with its diversity inclusion policies. The letter from Denise Young Smith, head of human resources, echoing Tim Cook's thinking and the words of several employees, states that "diversity is essential to ensure that our products are magnificent for all humanity"-a clear statement that leaves no room for misunderstanding.

In one of the latest videos made by the company, in which we see in short frames all the possible diversity that the world needs to be able to cope with and include, the narrator's voice states "humanity is plural not singular," a phrase that in a few words makes clear and obvious what the company wants to communicate to the world.

3. Results

In order for a culture change to occur, it is necessary for companies to be able to learn to dialogue with all kinds of diversity, and to do so will require internalising the variables of change. Additionally, companies will need to define D&I strategies that ensure a satisfactory workplace from which a virtuous circle will arise that can record excellent economic performance and build customer loyalty.

3.1 The Disability & Diversity manager and the fundamental culture change

The Disability & Diversity manager is an actor who acts as an interlocutor between the company and the individual and can dialogue with the latter to understand his or her needs and enhance his or her typicalities. In fact, the new frontiers of corporate policies and especially of human resource management have moved beyond strategies geared only to innovation in production processes and products to investing in a more diversified and personalised approach to human resource management. Ultimately, the real challenge for organizations, public and private, becomes the empowerment of people through the enhancement of talents, skills and diversity (MacEachen et al., 2017).

The potential worker must be considered holistically, and human resources must provide individual workers with the elements that enhance individual skills and competencies, thus creating a virtuous circle that will also express its effects on organisational and strategic goals (MacEachen et al., 2017).

In this revolutionary process, companies need to move away from the outdated belief that their operations are based solely on the values of leadership, the superiority, and the advantage, and instead focus on internalising values such as courage, joy, fairness, and accessibility (MacEachen et al., 2017).

Internalising change faces countless obstacles and often resistance from economic actors. What is needed is a change in organizational culture, a complex concept that was defined by Edgar Schein, who defined it as "the coherent set of fundamental assumptions that a given group has invented, discovered, or developed in learning to deal with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and therefore such that they can be taught to new members as the correct way to perceive, think, and feel in relation to these problems" (Schein, 1984). Schein's definition provides a way to understand that culture is not a set of abstract constructs, but rather values, rules and behaviors that once internalized represent the strategic know-how that a company consolidates and respects over time.

Culture, then, is the result of an evolutionary history of a group that forms and changes over time to survive and evolve in a manner consistent with and satisfactory to the evolution of the environment in which the company lives.

Additionally, a culture that proves its worth is consolidated and passed on to new members, becoming the core of the company's identity as well as a distinctive element and success factor. Through its culture, a company stands out from its competitors because its values are communicated to its customers through advertising campaigns and communication in general. Thus, corporate cultural values underpin the functioning of the company itself, to the point that their evolution is necessary to promote change.

It is precisely the organisational culture that appears to be the strongest obstacle to change (Schein, 2000), since there is often a tendency to prefer the maintenance of the status quo thus remaining on already shared, known and established values rather than building new business routines and practices. To manage and promote change, therefore, it is necessary to first learn about that organisational culture and then attempt to change it by breaking down some of its foundational elements.

The analysis of corporate culture begins with the observation of behavior, of facts, through the use of investigative tools designed to understand the main assumptions of the culture itself. Important in this context is the relationship with the founders and top management, the so-called gatekeepers of organisational culture. Likewise, it is crucial to examine the transmission process to understand the more hidden aspects, as well as to detect how reactions to critical events occur, to recognise the resistance the company has undergone to change. At this point it is necessary to demolish the existing corporate culture and build the new routines that embody the values of the new one. These organisational values must be shared widely, especially through organised leadership that can spread the new values (Schein et al., 2018).

The phase of corporate culture change is particularly complicated to address; in Italy tend to still be in the first step, the analytical one. Despite this trend, note that even in Italy there are companies, especially large ones, that have already adopted measures in the area of diversity and disability management. Thus, companies are internalising the societal change to make it an integral part of their routines and strategies. Corporate experiences, studies carried out have shown that inclusive companies are more successful, attract and retain more customers and record better performance such that change turns out to be an important strategic lever (Cerica, 2009).

3.2 The workers' view: Organisational well-being and business success

Workers' well-being and the related organisational environment are now the subject of multiple studies that show that believing a satisfactory and positive work environment promotes the efficiency, productivity and performance of workers and therefore of the company. Therefore, it is necessary for the company to be able to assess the intangible aspects arising from the inclusion of a diverse individual, focussing on the added value that such workers can bring.

The MIUR (Ministry of Education, University and Research), in Italy, has defined organisational well-being as "the ability of an organisation to promote and maintain the physical, psychological, and social well-being of all workers within it.

Studies and research on organisations have shown that the most effective structures are those with satisfied employees and a peaceful and participatory 'internal climate.' Motivation, collaboration, involvement, proper circulation of information, flexibility, and people's trust all lead to improved mental and physical health of workers, user satisfaction, and ultimately increased productivity" (<https://www.miur.gov.it/benessere-organizzativo>). Since 2008, there have been several regulations that have attempted to regulate the impact that the work environment has on workers' quality of life.

Additionally, referring to the worker's feelings about the quality of life one must consider the company's ability to create a work environment that is fair, safe and inclusive (Beauregard et al., 2020).

A satisfied worker creates a virtuous circle whereby his positive feelings make him more productive in the company, but the most positive element is that the feeling of well-being, fulfilment, and happiness transfers from him to his family and social circle (De Carlo et al., 2014). Consequently, everything has a return in terms of image and attractiveness for the company, which will experience greater success in the market and better performance in terms of business results.

Studies to date have shown that:

- workers feel more satisfied in companies that can consider the worker's personal needs;
- if a company has a better relationship with its employees, it has acquired better results.

Companies can pay attention to and stimulate workers' well-being through policies of identifying workers' needs and immerse everyone in each other's lives, such as:

- living a few hours of work in a condition similar to that of a colleague with a disability, such as living in a darkened work environment;
- dressing according to the sexual identity to which they feel they belong, or going to social occasions without having to specify whether their companions are of the same or different sex, with reference to LGBT workers.

It will be up to the Disability and Diversity manager to understand how to make the work environment truly accessible (Migliaccio, 2015b).

4. Conclusions and implications

Companies, in conclusion, have new goals coming from the social world. They need to set a new strategy that can accommodate all diversity. They reason in terms of not only economic profit, but also ethical and social profit. Moreover, the greater the ethical value communicated by the company and perceived by the market, the greater its profits will be.

The analysis of the literature answers Q1 (Has the business literature evolved and understood the importance of the reference environment and the stakeholders involved by the business activity?) from which it was understood that only by respecting stakeholder expectations and internalising societal changes can companies be efficient and perform well (Cericca, 2009).

The analysis of the business cases made it possible to answer question Q2 (Have companies that have implemented D&I policies had a return on them in terms of performance?), ascertaining that the selected companies have gained rewards and retained a huge number of customers precisely because of the highly impactful messages. The same business cases highlighted how diversity & inclusion ensures a workplace that is balanced with life time and therefore more fulfilling and harmonious (Beauregard et al. 2020).

The analysis of the current internalization process enabled the answer to question Q3 (What does it take to internalize change?), highlighting the need for a change in corporate culture that knows how to value the worker and his or her skills (MacEachen et al., 2017).

To truly implement such policies in an inclusive and equitable manner, it is necessary for the company to implement a Disability & Diversity manager in its workforce. Responding to question Q4 (What will be the role of the Disability & Diversity manager?), this figure will be in charge of the dialogue with all diversity entering the company and at the same time will set, in agreement with top management, D&I strategies for changing the corporate culture (MacEachen et al., 2017). This will create a satisfactory environment for workers and will result in improved business performance from this process.

The responses obtained confirm the initial hypotheses I1 (the corporate literature has evolved, understanding that the company is one with the external environment and is influenced by it), I2 (the business cases demonstrate the effectiveness of D&I policies), I3 (the only feasible way to internalize change is to modify the corporate culture starting with the disruption of established values), and I4 (it will be the task of the disability & diversity manager to create a truly inclusive environment and set the relevant D&I policies).

The limitation of this study is the lack of Italian business cases suitable for analysis, as most companies in Italy still only comply with the regulatory obligations of Law 68/99.

In conclusion, this study may have further developments by analyzing the process of change that will be implemented in the near future by Italian companies, at present still at the stage of studying and demolishing old corporate values. Simultaneously, the recent introduction in Italy of the figure of the Disability & Diversity manager makes the study updatable to analyze the process of change and understand whether a truly inclusive environment will be created. In particular, it will be useful to pay attention to start-ups and younger managers to analyze whether the application of D&I policies will be more natural in these realities, considering the adherence of company policies to the inclusion of all diversity.

REFERENCES

- Beauregard, T.A., Adamson, M., Kunter, A., Miles, L. & Roper, I. (2020). Diversity in the work-life interface: introduction to the special issue, *Equality, Diversity and Inclusion*, 39(5), pp. 465 – 478.

- Benessere organizzativo*, <https://www.miur.gov.it/benessere-organizzativo>.
- Cerica, R. (2009). *Cultura organizzativa e performance economico-finanziarie*, Firenze: Firenze University Press.
- Clarkson, M.B.E. (1995). A stakeholder framework for analyzing and evaluating corporate social performance, *Academy of Management Review*, Vol. 20 n. 1, pp. 92-116.
- Conoscere il mondo della disabilità*, <https://www.istat.it/it/files/2019/12/Disabilit%C3%A0-1.pdf>
- Corradini, I. & Nardelli E. (2016). *La reputazione aziendale. Aspetti sociali, di misurazione e di gestione*, Milano: FrancoAngeli.
- Dati sull'orientamento sessuale*, <https://www.senato.it/japp/bgt/showdoc/REST/v1/showdoc/get/fragment/18/DDLPRES/0/1111482/all>
- De Carlo, N.A., Falco, A. & Capozza D. (2014). *Stress, benessere organizzativo e performance. Valutazione & intervento per l'azienda positiva*, Milano: FrancoAngeli.
- Diversity e inclusion management nelle imprese italiane*, <https://www.istat.it/it/files/2020/11/Diversity-e-inclusion-management-nelle-imprese-in-Italia-2019.pdf>
- Donaldson, T. (2002). The Stakeholder Revolution and the Clarkson Principles, *Business Ethics Quarterly*, Vol. 12 n. 2 (Apr., 2002), pp. 107-111, *Cambridge University Press*.
- Everett, J., Lock, A., Boggis, A. & Georgiadis, E. (2020). Special Olympics: Athletes' perspectives, choices and motives, *British Journal of learning Disabilities*, vol. 48, pp. 332-339.
- Eurobarometro*, https://zacat.gesis.org/webview/index.jsp?headers=http%3A%2F%2F193.175.238.79%3A80%2Fobj%2Fvariable%2FZA7556_V11&V162slice=1&stubs=http%3A%2F%2F193.175.238.79%3A80%2Fobj%2Fvariable%2FZA7556_V162&previousmode=table&V162subset=1+-+14&study=http%3A%2F%2F193.175.238.79%3A80%2Fobj%2Fstudy%2FZA7556&charttype=null&V11subset=5&mode=table&v=2&weights=http%3A%2F%2F193.175.238.79%3A80%2Fobj%2Fvariable%2FZA7556_V370&analysismode=table&gs=7&V11slice=5&top=yes
- Freeman, R.E. (2010). *Strategic management: a stakeholder approach*, Cambridge: Cambridge University Press.
- Hamel, G. (2012). *25 strategie per tempi difficili*, Milano: Rizzoli.
- Hauret, L. & Williams D.R., (2020). Workplace diversity and job satisfaction, *Equality, Diversity and Inclusion*, 39(4), pp. 419-446.
- MacEachen, E., Du, B., Bartel, E., Petricone, I. & Stapleton, J., (2017). Scoping Review of Work Disability Policies and Programs, *International Journal of Disability Management*, 12, pp. 1-11.
- Malzani, F. (2019). Dal collocamento mirato al diversity management. Il lavoro dei disabili tra obbligo e inclusione nella prospettiva di genere, *Rivista del*

- Diritto della Sicurezza Sociale*, vol. 4, pp. 717–740.
- Migliaccio, G. (2015a). Disability stakeholder. Considerations from Italian Context, *8th Annual Conference of the EuroMed Academy of Business*, pp. 1182-1195.
- Migliaccio, G. (2015b). Disability management and 'glocalization' for an inclusive society, innovation for sustainable and inclusive society, *Conference proceedings of MakeLearn and TIIM 2015 international conference managing intellectual capital and innovation for sustainable and inclusive society*, disponibile in: toknowpress.net.
- Migliaccio, G., 2019. Disabled People in the Stakeholder Theory: a Literature Analysis, *Journal of the Knowledge Economy*, Springer, Portland International Center for Management of Engineering and Technology (PICMET), vol. 10(4), pp. 1657-1678.
- Mousa, M., (2019). Organizational inclusion and academics' psychological contract: Can responsible leadership mediate the relationship?, *Equality, Diversity and Inclusion*, 39(2), pp. 126-144.
- Popolazione con disabilità, https://www.istat.it/it/files/2021/03/Istat-Audizione-Osservatorio-Disabilit%C3%A0_24-marzo-2021.pdf
- Popolazione inizio 2021:
http://dati.istat.it/Index.aspx?DataSetCod,e=DCIS_POPRES1#
- Popolazione residente distinta per genere, età, cittadinanza, nazionalità, etnia,
http://dati.istat.it/Index.aspx?DataSetCode=DCIS_POPRES1#
- Popolazione 2018:
https://www.istat.it/it/files/2020/12/REPORT_CENSIPOP_2020.pdf
- Porter, M. E. (1979). How competitive forces shape strategy, *Harvard Business Review*, marzo/aprile 1979.
- Schein, E. H. (1984). Coming to a new awareness of organizational culture, *Sloan management review*, vol. 25, n. 2, pp. 3-16.
- Schein, E. (2000). *Culture d'impresa. Come affrontare con successo le transizioni e i cambiamenti organizzativi*, Milano: Cortina Raffaello.
- Schein, E. & Schein, P. (2018). *Cultura d'azienda e leadership*, Milano: Cortina Raffaello.