

COMPLIANCE WITH LABOR INCLUSION LAW IN PUBLIC ADMINISTRATION: ANALYSIS FROM THE SDG-10 PERSPECTIVE

Verónica PEÑA-ACUÑA

Jairo DOTE-PARDO

Meryanne RIQUELME-RIQUELME

Diego VENEGAS-SALAZAR

Abstract

This study evaluates compliance with Chile's Labor Inclusion Law no. 21,015 in 19 municipalities in southern Chile, focusing on equitable employment opportunities for individuals with disabilities. By analyzing survey responses and documents on hiring, career advancement, and workplace support, the research highlights patterns in inclusion practices using statistical and cluster analysis in Excel and R.

The results show an average satisfaction score of 3.54, with notable variability across municipalities; for instance, M11 scores high while M10 scores lower. Satisfaction levels are lowest in hiring (Q1) but highest in professional development (Q3) and lifestyle improvements (Q11). Cluster analysis classifies municipalities into high, moderate, and low satisfaction groups, pinpointing areas for targeted enhancement, particularly in hiring practices. These findings underscore the need for tailored interventions to improve inclusion in municipalities with lower satisfaction scores, providing a valuable benchmark for future studies. The research offers insights into the effectiveness of Law no. 21,015, aiding municipalities in strengthening disability support and fostering societal participation.

Keywords: reduced inequalities, labor inclusion law, social inclusion, disability support, municipal compliance, inclusivity.

Verónica PEÑA-ACUÑA

Professor, M.Sc., Department of Business Management,
Faculty of Business Sciences,
University of Bio-Bio, Chillan, Chile
E-mail: vpena@ubiobio.cl

Jairo DOTE-PARDO (corresponding author)

Professor, PhD(c), M.Sc., Department of Economic
and Administrative Sciences, Faculty of Legal,
Economic and Administrative Sciences;
Researcher, Center of Management and Applied
Sciences (CMAE), Faculty of Legal, Economic
and Administrative Sciences,
Catholic University of Temuco, Temuco, Chile
E-mail: jairo.dote@uct.cl

Meryanne RIQUELME-RIQUELME

B.Sc., Department of Business Management,
Faculty of Business Sciences,
University of Bio-Bio, Chillan, Chile
E-mail: meryanne.riquelme2001@alumnos.ubiobio.cl

Diego VENEGAS-SALAZAR

B.Sc., Department of Business Management,
Faculty of Business Sciences,
University of Bio-Bio, Chillan, Chile
E-mail: diego.venegas2001@alumnos.ubiobio.cl

1. Introduction

In an increasingly interconnected world, social and labor inclusion has emerged as a critical priority on both political and social agendas (Dote-Pardo and Ceballos-Garrido, 2024). The Labor Inclusion Law no. 21,015, enacted in Chile in 2017, marks a pivotal advancement in creating a more equitable work environment for individuals with disabilities (Reyes-Cornejo *et al.*, 2024). This legislation mandates that companies with over 100 employees must include at least 1% of their workforce as individuals with disabilities, aiming to dismantle the barriers that have historically restricted their access to and participation in the labor market (Library of the National Congress, 2024).

The framework established by Law no. 21,015 not only seeks to foster equal opportunities but is also aligned with several Sustainable Development Goals (SDGs) adopted by the international community. SDG 8, which advocates for decent work and economic growth, and SDG 10, which aims to reduce inequalities, hold significant relevance within the Chilean context. The effective implementation of this law is crucial not only for achieving these global goals but also for strengthening the nation's social and economic fabric (United Nations, 2024).

Despite these advancements, compliance with the Labor Inclusion Law faces substantial challenges, particularly at the municipal level. Municipalities, as entities responsible for local administration and community development, play a vital role in executing inclusive policies. However, obstacles such as a lack of awareness, cultural resistance, inadequate resources, and insufficient staff training can impede adherence to the law. Additionally, the diverse socioeconomic realities across Chile's regions lead to variations in the implementation and outcomes of these policies (World Bank Group, 2021).

This study centers on assessing the compliance of Labor Inclusion Law no. 21,015 in municipalities located in the southern region of Chile. This region is particularly noteworthy due to its diverse population and the unique challenges it faces regarding inclusion and equity. Through a comprehensive analysis, the study aims to identify not only the current practices and obstacles hindering the implementation of the law but also the opportunities that could enhance a more inclusive work environment.

The objective of this study is to evaluate the compliance of municipalities in southern Chile with Labor Inclusion Law no. 21,015, focusing on hiring practices, workplace accommodations, and professional development opportunities for individuals with disabilities. Specifically, the research seeks to answer the following questions: (1) To what extent are municipalities in southern Chile complying with the hiring quota (1% of employees with disabilities) mandated by Law no. 21,015?; (2) What are the key barriers to compliance with the law, as perceived by municipal officials and employees with disabilities?; and (3) How do municipalities differ in their implementation of inclusive practices, and what factors contribute to these differences?

2. Literature review

2.1. *Social inclusion theory*

Social inclusion is a multidimensional concept that refers to the process of improving the terms for individuals to participate fully in society. It emphasizes the importance of creating equitable access to opportunities, resources, and rights for marginalized groups, including people with disabilities. Theoretical perspectives on social inclusion stress that inclusion is not merely about physical access but encompasses social, economic, and political dimensions that enable individuals to engage actively in community life (World Bank Group, undated).

The implementation of Labor Inclusion Law no. 21,015 aligns with this theoretical framework, as it seeks to dismantle systemic barriers and promote equitable participation in the labor market for individuals with disabilities. This law aims to integrate people with disabilities into the workforce, thereby enhancing their social identity, improving self-esteem, and fostering community engagement. This aligns with the notion that social inclusion contributes to individual well-being and societal cohesion, reflecting the principles of SDG 10: Reduced Inequalities, which emphasizes the need to ensure equal opportunities and eliminate discriminatory laws, policies, and practices (Pinilla-Roncancio and Rodríguez-Caicedo, 2022).

2.2. *Human rights framework*

The promotion of labor inclusion is intrinsically linked to human rights principles, particularly the rights of individuals with disabilities (Ramírez-Molina *et al.*, 2022). The United Nations Convention on the Rights of Persons with Disabilities (CRPD) underscores the obligation of states to ensure equal opportunities for people with disabilities in all aspects of life, including employment. This legal framework asserts that individuals with disabilities have the right to work on an equal basis with others, a principle that underlies Labor Inclusion Law no. 21,015 (United Nations, 2016).

By embedding human rights principles into the legislative framework, the law not only acknowledges the value of diversity in the workplace but also holds companies accountable for fostering an inclusive environment. Understanding this law within the human rights context highlights the importance of enforcement mechanisms and compliance monitoring to uphold the rights of individuals with disabilities. Additionally, this aligns with SDG 8: Decent Work and Economic Growth, which promotes sustained, inclusive economic growth, full and productive employment, and decent work for all (OECD, 2018).

2.3. *International perspectives on labor inclusion*

To provide an international perspective, we compare Chile's Labor Inclusion Law no. 21,015 with similar legislation in other countries. For example, in Spain, the General Law on the Rights of Persons with Disabilities (Ministry of Health, Social Services and Equality, 2013) mandates a 2% hiring quota for individuals with disabilities in companies with over 50 employees. Similarly, in Brazil, the Quota Law (Subchefia para Assuntos

Jurídicos, 1991) requires companies with over 100 employees to reserve 2–5% of their positions for individuals with disabilities. These comparisons highlight both similarities and differences in the approaches to labor inclusion, offering insights into potential policy improvements for Chile.

2.4. *The role of local governance*

Local governance plays a critical role in the effective implementation of inclusion policies (Arenas-Torres *et al.*, 2022). Municipalities are often the first point of contact for individuals seeking support and services, making their engagement in the labor inclusion process vital. Theories of local governance emphasize the importance of participatory decision-making and community involvement in policy implementation (Ricciardelli, 2023).

The capacity of municipalities to implement the Labor Inclusion Law is influenced by several factors, including available resources, staff training, community awareness, and political will. Understanding these dynamics is essential for identifying gaps in compliance and opportunities for enhancing the effectiveness of the law. Local governance theories also highlight the potential for collaborative approaches involving various stakeholders, including civil society organizations, businesses, and government agencies, to promote labor inclusion more effectively. This collaborative approach can further support SDG 17: Partnerships for the Goals, emphasizing the importance of partnerships to achieve sustainable development objectives (David *et al.*, 2023).

2.5. *Barriers to compliance*

Several barriers can hinder the effective implementation of labor inclusion policies. These may include cultural resistance, stigma associated with disability, lack of awareness about the rights of individuals with disabilities, and insufficient training for municipal staff. Theoretical frameworks on barriers to inclusion emphasize the need to address both structural and attitudinal challenges to foster an inclusive society (Leahy and Ferri, 2023).

Identifying these barriers is crucial for developing targeted interventions that facilitate compliance with the Labor Inclusion Law. By understanding the underlying causes of non-compliance, municipalities can design strategies that not only meet legal obligations but also promote a culture of inclusion within their communities. Addressing these barriers is vital for achieving SDG 4: Quality Education, as education and awareness are fundamental to fostering an inclusive society (Zallio and Clarkson, 2021).

2.6. *Evaluation and impact assessment*

The evaluation of labor inclusion policies is essential for understanding their effectiveness and impact on individuals with disabilities. Theoretical frameworks on program evaluation emphasize the importance of systematic assessment to measure outcomes and identify areas for improvement. In the context of Labor Inclusion Law no. 21,015, evaluation can help determine whether the law is achieving its intended goals and how it is affecting the lives of individuals with disabilities in the workforce (Verdugo *et al.*, 2023).

Through a mixed-methods approach, this study aims to assess compliance with the law and its broader implications for social inclusion and community well-being. By evaluating both quantitative outcomes (e.g., employment rates) and qualitative experiences (e.g., individual perceptions of inclusion), the research seeks to provide a comprehensive understanding of the law’s impact, contributing to SDG 10: Reduced Inequalities and SDG 8: Decent Work and Economic Growth.

3. Material and methods

3.1. Study design

This study employs a descriptive and analytical design aimed at evaluating compliance with Labor Inclusion Law no. 21,015 in the municipalities of southern Chile. The research seeks to identify current practices, challenges, and perceptions regarding labor inclusion within these entities. To achieve this, data were collected through surveys administered to municipal officials’ beneficiaries of this law, and an analysis of official documents pertinent to the law’s implementation (Peña-Acuña *et al.*, 2024a).

3.2. Population and sample

The study population encompasses all municipalities in the Ñuble region of Chile, the most recently created region in the country, and at the same time, the poorest. This region is made up of 21 municipalities, which must comply with the hiring of at least 1 person with a disability (Apablaza *et al.*, 2022; Cecchini *et al.*, 2022). A total of 19 municipalities were selected to participate, ensuring equitable representation of these varying realities.

Table 1: Population and sample

No.	Municipality	Identification/ Variable	Number of respondents	No.	Municipality	Identification/ Variable	Number of respondents
1	Ninhue	M1	1	12	San Fabián	M12	1
2	Trehuaco	M2	1	13	Yungay	M13	1
3	Portezuelo	M3	1	14	Pemuco	M14	1
4	Bulnes	M4	1	15	Coihueco	M15	1
5	Quillón	M5	1	16	Pinto	M16	1
6	Quirihue	M6	1	17	Ñiquén	M17	1
7	Coelemu	M7	1	18	Chillán	M18	1
8	Ranquil	M8	1	19	Chillán Viejo	M19	1
9	Cobquecura	M9	1	20	San Nicolás*	M20	0
10	San Ignacio	M10	1	21	El Carmen**	M21	0
11	San Carlos	M11	1				

Note: * Prepared a report of well-founded reasons, communicating them, and sending them to the National Service for the Disabled Chile (SENADIS); ** They denied their involvement for confidential reasons with the municipality and officials.

Source: Authors’ own study

Inclusion criteria were established based on municipality size, socioeconomic context, and the degree of implementation of inclusive policies.

3.3. Data collection instrument

A structured questionnaire was developed, encompassing questions related to perceptions and actions taken concerning Law no. 21,015 (Table 2). The survey consists of 11 questions that address different aspects of the work experience of workers with disabilities in a municipality. Data was collected in August 2023. Below is a description of each question:

- Selection Process (Q1): Assesses satisfaction with the selection process for workers in the municipality. This question can reveal the perception of fairness and transparency in hiring.
- Advancement Opportunities (Q2): Investigates whether workers feel they have the same opportunities to advance in their careers as their colleagues. This is critical to understanding equity in career development.
- Professional Development (Q3): Examines whether training and professional development opportunities appropriate to workers' needs have been provided, which is crucial for their growth.
- Disability Difficulties (Q4): Asks about specific barriers or difficulties workers may face due to their disability, which may indicate areas where inclusion needs to be improved.
- Reasonable Adjustments (Q5): Assesses whether workers have received the necessary adjustments (such as workplace accessibility) to perform their jobs effectively.
- Respect from Colleagues (Q6): Investigates whether workers feel they are treated with respect by their colleagues, an important factor for workplace wellbeing.
- Valuation of Contributions (Q7): Addresses whether workers feel their skills and contributions are valued in the organization, which affects their motivation and job satisfaction.
- Consideration of Individual Needs (Q8): Asks whether workers' individual needs and preferences are taken into account in the work environment, which is essential for personalizing the work experience.
- Valuation of Opinions (Q9): Examines whether workers feel their opinion is valued during meetings, which can influence their participation and engagement.
- Pay Equity (Q10): Asks whether workers feel their pay is comparable to that of their colleagues in similar positions, which is crucial for workplace fairness and morale.
- Lifestyle Improvements (Q11): Assesses whether workers feel their quality of life has improved since they gained employment, an indicator of the positive impact of work on their overall well-being.

Respondents answered using a 5-point Likert scale, where 1 = strongly disagree; 2 = disagree; 3 = neither agree nor disagree; 4 = agree; and 5 = strongly agree. This scale measures both the intensity and direction of respondents' perceptions.

Table 2: Description of the Survey on the Work Experience of Workers with Disabilities

Question	Identification/ Variable
Do you agree with the selection process provided by the municipality for the hiring of workers?	Q1
Are you given the opportunity to advance to new positions like your peers when appropriate?	Q2
Have you been provided with professional development opportunities and training that fit your needs?	Q3
Have you experienced any specific difficulties or barriers due to your disability in the institution?	Q4
Have you received the reasonable adjustments you need to perform your job effectively? For example: ramps, lifts, workplace adaptations, etc.	Q5
Do you think your colleagues treat you with respect?	Q6
Do you feel that your skills and contributions are valued and recognized in the organization?	Q7
Do you feel that your individual needs and preferences are taken into account in the way you are treated?	Q8
Do you think that your opinion is valued every time you express it at a meeting at the Municipality?	Q9
Is your salary similar to the remuneration levels of your colleagues doing the same job?	Q10
After getting the job, has your lifestyle improved?	Q11

Source: Authors' own study

3.4. Descriptive statistical analysis

The collected data were analyzed using descriptive statistical techniques. Measures of central tendency (mean, median) and dispersion (standard deviation) were calculated for each municipality and question. Additionally, tables and graphs were created to visualize the distribution of responses, facilitating the interpretation of results and the identification of significant patterns and trends (Peña-Acuña *et al.*, 2024b; Cooksey, 2020). For each question, we calculated: 1) measures of central tendency: mean and median; and 2) measures of dispersion: standard deviation. In general, higher scores correspond to more positive perceptions. For example, a score of 5 on the question about professional development (Q3) indicates strong agreement that appropriate training is being provided.

However, Question 4 (Disability Difficulties) is reverse-coded in nature, as it assesses the presence of barriers. In this case, a higher score indicates more difficulties, and thus a less favorable situation. To ensure consistent interpretation across all items, the scores for Q4 were reversed during the calculation of the mean. This adjustment allows the mean scores across all questions to reflect a coherent direction of evaluation, with higher values consistently representing more positive perceptions.

The mean score for each question in each municipality was calculated by summing the numeric values assigned to each response and dividing by the total number of respondents in that municipality for the respective item.

3.5. Cluster analysis

To identify homogeneous groups of municipalities based on their responses, a cluster analysis was performed. This analysis enables segmentation of municipalities according to their characteristics related to labor inclusion, offering a deeper understanding of their respective practices and challenges (Ribeiro and Mendonça, 2022). The cluster analysis

process consisted of the following steps:

- (1) Variable Selection: Variables that most accurately reflect compliance with Law no. 21,015 and perceptions of labor inclusion were selected. These variables were standardized to ensure comparability across municipalities.
- (2) Determining the Number of Clusters: The elbow method was employed to identify the optimal number of clusters by analyzing the variance explained by each potential grouping. This method assists in pinpointing the threshold beyond which additional clusters contribute minimal value to the analysis.
- (3) Executing the Cluster Analysis: The k-means algorithm was applied, utilizing the number of clusters determined in the previous step. Multiple iterations were conducted to verify the stability of the clusters, mitigating the effects of initial randomness.
- (4) Interpreting Results: The resulting clusters were analyzed to identify common characteristics within each group and significant differences between them. This analysis will inform specific recommendations tailored to each type of municipality regarding the implementation of inclusive policies.

The statistical analyses were conducted using Microsoft Excel and R software, leveraging libraries such as *dplyr* and *ggplot2* for descriptive analysis and data visualization, and *cluster* for cluster analysis. The use of these tools facilitates efficient data manipulation and the creation of clear, impactful visual representations (Luebbers, 2024).

3.6. Ethical considerations

This study adhered to established ethical principles in research to ensure the protection of participants' rights and well-being. Key ethical considerations included:

- (1) Informed consent: Prior to data collection, all participants were provided with comprehensive information regarding the study's purpose, procedures, potential risks, and benefits. Informed consent was obtained from each participant, ensuring they voluntarily agreed to participate in the research.
- (2) Confidentiality: The confidentiality of participants was strictly maintained throughout the study. Personal identifiers were removed from all collected data, and information was stored securely to prevent unauthorized access. Results were reported in aggregate form to further ensure anonymity.
- (3) Right to withdraw: Participants were informed of their right to withdraw from the study at any point without any negative consequences. This ensured that participation was entirely voluntary and that individuals could make decisions free from coercion.
- (4) Ethical approval: The study protocol was submitted for review and approval by an appropriate ethics committee or institutional review board. This process ensured that the research design met ethical standards and adhered to legal requirements.

By implementing these ethical considerations, the study aimed to foster trust with participants and uphold the integrity of the research process.

4. Results

4.1. Compliance with the labor inclusion law by municipalities

Figure 1 shows the satisfaction scores of 19 municipalities, assessing three key metrics: the mean, median, and standard deviation. These measures offer a comprehensive view of each municipality's performance in terms of citizen satisfaction.

The average overall satisfaction score for municipalities is 3.54, indicating a moderate level of satisfaction with the compliance with labor inclusion law among municipal officials with disabilities. Scores range from a low of 1.55 (M10) to a high of 4.64 (M11), reflecting a wide variability in experiences among municipal officials with disabilities. As for the median, it stands at 4, suggesting that at least half of the municipalities have a satisfaction score that equals or exceeds this value.

The standard deviation ranges from 0.5 (M11) to 1.6 (M3), suggesting differences in the variability of scores. A higher SD implies a greater dispersion in responses, which could point to disparities in the experiences of municipal officials with disabilities. For example, M11, with a mean of 4.64, presents the lowest SD of 0.5, indicating a high level of satisfaction and consistency in the experiences of municipal officials with disabilities. Other municipalities, such as M12 (Mean = 4.45) and M2 (Mean = 4.36), also present means above 4, positioning themselves as examples of good municipal performance.

On the other hand, M10, with a mean of 1.55, stands out for its remarkably low score, with a median of 1, indicating significant problems in the satisfaction of municipal officials with disabilities that require urgent attention. Municipalities, such as M13 (Mean = 1.82) and M14 (Mean = 2.18), also present low scores, suggesting areas of critical improvement that could benefit from a specific intervention.

Furthermore, it is observed that M3, with the highest standard deviation of 1.6, suggests a wide range of experiences among municipal officials with disabilities, which could be indicative of inconsistent services. Municipalities such as M4, M5, and M7 also show significant standard deviations (1.3), suggesting that there is a variety of opinions in these municipalities, which may require further analysis.

This analysis of satisfaction scores reveals a mixed picture among municipalities. While some show a high level of satisfaction and consistency, such as M11 and M12, others face significant challenges, such as M10 and M13, which need to be addressed to improve the quality of life of municipal officials with disabilities. The variability observed in some municipalities suggests the need to further assess the causes of these differences in order to implement effective strategies to raise the satisfaction of municipal officials with disabilities.

Notably, only 12 out of 19 municipalities (63%) met the 1% hiring quota for individuals with disabilities, as mandated by Law no. 21,015. The remaining municipalities either failed to meet the quota or did not provide sufficient data to verify compliance.



Figure 1: Compliance level by municipality

Source: Authors' own study

4.2. Compliance with the labor inclusion law by question

This analysis focuses on responses to 11 questions, evaluating the mean, median, and standard deviation metrics to understand overall satisfaction and variability in responses.

Overall, the mean of responses ranges from a low of 2.4 for Q1 ‘Do you agree with the selection process provided by the municipality for the hiring of workers?’ to a high of 4.1 for Q3 ‘Have you been provided with professional development opportunities and training that fit your needs?’ and Q11 ‘After getting the job, has your lifestyle improved?’. Q1, with a mean of 2.4 and a median of 2, indicates a low level of satisfaction, suggesting that many respondents may have expressed dissatisfaction or disagreement with the question statement. On the other hand, questions Q3 and Q11, which have a mean of 4.1 and a median of 5, reflect a more positive perception among respondents, suggesting that the topics addressed in these questions are well-received or viewed favorably.

The standard deviation also provides valuable information on the variability of responses. Questions with a higher standard deviation, such as Q8 ‘Do you feel that your individual needs and preferences are taken into account in the way you are treated?’ (SD = 1.6) and Q9 ‘Do you think that your opinion is valued every time you express it at a meeting at the municipality?’ (SD = 1.7), suggest a greater dispersion in responses, which may indicate different perspectives or experiences among respondents. This may be a point of interest to further explore the reasons behind this variability.

In contrast, questions such as Q3 and Q11 present standard deviations of 1.1, indicating that responses are more homogeneous and that respondents tend to agree more with the statement presented in these questions. This consistency could be an indication of a positive consensus on the topics addressed.

Overall, the mean and median scores suggest a varied distribution of satisfaction across the different questions. Most questions fall in a medium to high satisfaction range, indicating that, overall, respondents tend to have a favorable opinion on most of the topics discussed. However, question Q1 stands out as an area requiring attention, given its low mean and median.

This analysis reveals a mixed picture of satisfaction across responses to the questions. Areas showing high levels of satisfaction (Q3 and Q11) are encouraging, while others (Q1) highlight the need to address specific concerns. The variability in responses suggests that different subgroups within the population may have different experiences and perceptions, which could offer opportunities for more targeted and effective interventions.

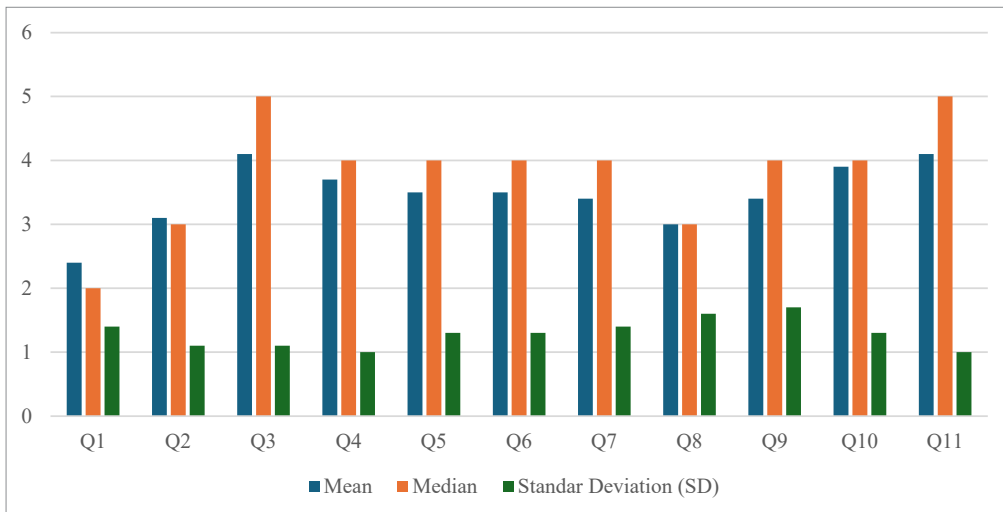


Figure 2: Compliance level by question

Source: Authors' own study

4.3. Cluster analysis

The results of the cluster analysis showed that the 19 municipalities are grouped into three distinct clusters (Figure 3), each with specific characteristics and levels of citizen satisfaction:

Cluster 1: This group includes M1, M2, M6, M7, M8, M11, M12 and M19. Municipalities in this cluster have a high level of municipal officials with disabilities' satisfaction, with mean scores above 4 in the surveys. This suggests that citizens perceive services and quality of life in these areas positively. The low standard deviation in this cluster indicates a homogeneous experience among respondents.

Cluster 2: Comprises M3, M4, M5, M9 and M18. These municipalities show an intermediate level of satisfaction, with mean scores ranging from 3 to 4. The variability in responses is most notable in this group, suggesting that there are differences in municipal officials with disabilities' perceptions of municipal services.

Cluster 3: Includes M10, M13, M14, M15, M16 and M17, which have the lowest levels of satisfaction, with mean scores below 3. This cluster reflects significant concerns among municipal officials with disabilities, indicating that interventions and service improvements are needed to increase satisfaction in these areas. The high standard deviation in this cluster indicates greater diversity in respondents' opinions.

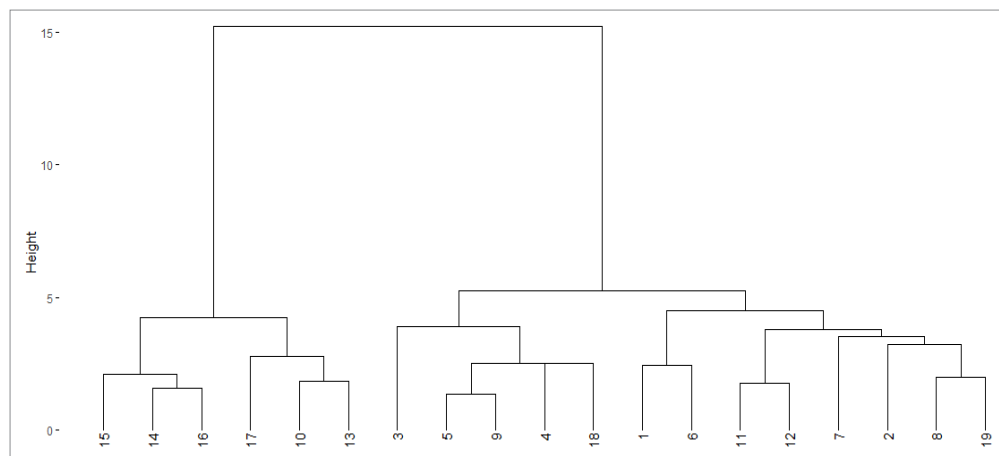


Figure 3: Cluster analysis of compliance with the labor inclusion law in municipalities

Source: Authors' own study

5. Discussion

The results illustrate a complex landscape of compliance with Labor Inclusion Law no. 21,015 among municipalities, with notable disparities in satisfaction scores (Wolniak *et al.*, 2019). Municipalities such as M11 and M12 show high satisfaction and low variability, indicating not only effective compliance but also consistent positive experiences for officials with disabilities. These municipalities could serve as benchmarks, as their low standard deviations suggest a reliable and supportive environment that aligns well with the law's intentions (Sheth *et al.*, 2019). Their success may be attributed to robust institutional frameworks, proactive leadership, and a culture of inclusivity, which are also observed in high-performing jurisdictions internationally, such as in Sweden (Socialstyrelsen, 2009) and Canada (Justice Laws Website, 2019), where labor inclusion policies are supported by strong enforcement mechanisms and public awareness campaigns (OECD, 2021; ILO, 2023).

The question-level analysis adds depth, revealing areas where municipalities generally excel, such as professional development (Q3) and lifestyle improvements (Q11), and areas that require attention, such as the selection process (Q1) (Uquillas Granizo *et al.*, 2024). The low scores and high variability in responses to Q1 indicate an unmet need for accessible and fair hiring practices. High standard deviations in questions related to individual needs and valued opinions (Q8 and Q9) suggest varied experiences, potentially reflecting

inconsistencies in interpersonal dynamics or institutional responsiveness (OECD, 2024). These findings align with challenges observed in other countries, such as the United States and the United Kingdom, where disparities in hiring practices and workplace accommodations have been linked to inconsistent implementation of disability inclusion policies (Schur *et al.*, 2019; Jones *et al.*, 2020).

The findings highlight the progress and gaps in labor inclusion efforts across municipalities. While some show promising compliance, others reveal opportunities for tailored interventions to ensure a more consistent, positive impact on the quality of life for municipal officials with disabilities (Irimieș *et al.*, 2023; Cace *et al.*, 2012; Junjan *et al.*, 2011). This variability suggests a need for ongoing evaluation and resource allocation strategies that prioritize support for municipalities with lower satisfaction, ultimately advancing the objectives of Law no. 21,015. International examples, such as Germany's 'Integration Office' model (Torfa *et al.*, 2023), which provides targeted support and monitoring for employers, could serve as a valuable reference for Chile in addressing these gaps (Bundesagentur für Arbeit, 2022).

The findings also highlight the need for targeted interventions to improve compliance with the 1% hiring quota, particularly in municipalities like M10 and M13, which scored significantly lower in both satisfaction and compliance. International comparisons reveal that Chile's 1% quota is relatively modest compared to countries like France (6% quota) (Revillard, 2022) and Italy (7% quota) (Moscatelli *et al.*, 2024), which have implemented more ambitious targets alongside financial incentives and penalties for non-compliance (European Commission, 2023). Adopting similar measures, such as tax incentives for companies that exceed hiring quotas or stricter penalties for non-compliance, could enhance the effectiveness of Chile's labor inclusion efforts.

Moreover, the integration of international best practices, such as Australia's Disability Employment Services (DES) program, which provides personalized support for job seekers with disabilities, could further strengthen Chile's approach (Department of Social Services, 2025). By combining stricter quotas, financial incentives, and comprehensive support systems, Chile can create a more inclusive labor market that not only meets the requirements of Law no. 21,015 but also aligns with global standards for disability inclusion.

So, while Chile has made significant strides in promoting labor inclusion through Law no. 21,015, the findings underscore the need for targeted interventions and policy enhancements to address existing disparities. By drawing on international perspectives and best practices, Chile can further refine its approach, ensuring that labor inclusion efforts are equitable, effective, and sustainable in the long term.

6. Conclusions

This analysis provides a comprehensive overview of citizen satisfaction across 19 municipalities, utilizing key metrics such as mean, median, and standard deviation. The average overall satisfaction score of 3.54 suggests a moderate level of satisfaction among

municipal officials with disabilities; however, the range of scores — from a low of 1.55 (M10) to a high of 4.64 (M11) — highlights significant disparities in the experiences and perceptions.

The median score of 4 indicates that at least half of the municipalities achieve a satisfaction level that is considered satisfactory or better. This suggests that numerous municipalities are effectively meeting workers' needs, although the notable variability across municipalities calls for targeted efforts to enhance performance in those that are underperforming. Notably, M10, with a mean of 1.55 and a median of 1, stands out as an area of critical concern, signaling the necessity for immediate intervention to address underlying issues affecting citizen satisfaction. Additionally, M13 (Mean = 1.82) and M14 (Mean = 2.18) also present challenges that require focused strategies for improvement.

The analysis of standard deviation further elucidates the variability in the experiences of municipal officials with disabilities. M11 exhibits the lowest standard deviation (0.5), reflecting both a high level of satisfaction and consistency in positive experiences. Conversely, M3 shows the highest standard deviation (1.6), suggesting a broad range of experiences and potential inconsistencies in service delivery. This variability is echoed in other municipalities, like M4, M5, and M7, where significant standard deviations indicate differing opinions, warranting further examination to identify the root causes of dissatisfaction.

Examining the responses to the 11 specific questions reveals a mixed picture of satisfaction across different areas. The mean scores range from a low of 2.4 for question Q1, signaling significant dissatisfaction, to a high of 4.1 for questions Q3 and Q11, reflecting a positive perception of those topics. The high standard deviations observed for questions Q8 (1.6) and Q9 (1.7) indicate a broad spectrum of opinions among respondents, suggesting diverse experiences that merit further exploration.

Overall, this analysis underscores the necessity for targeted interventions to improve the satisfaction of municipal officials with disabilities in specific municipalities and areas. While some municipalities demonstrate strong performance and consistency, others face considerable challenges that must be addressed. The insights gained from the variability in responses across questions highlight the importance of understanding the differing experiences among subgroups within the population. By leveraging these findings, policymakers can develop more effective strategies aimed at enhancing satisfaction and quality of life across all municipalities.

The study's findings underscore the importance of addressing compliance gaps, particularly in hiring practices, and suggest that municipalities could benefit from adopting international best practices in labor inclusion. Future research should expand the scope to include municipalities from other regions of Chile and other countries to provide a more comprehensive understanding of labor inclusion policies.

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