



Munich Personal RePEc Archive

## **Analysis of the employers perceptions to hire ex-combatants in their companies: a colombian case**

Sandoval Paucar, Giovanny and Arango Ospina, Alexandra and Rodríguez Vélez, Patricia and Santana Oviedo, Millerlandy

Universidad Antonio Nariño

10 January 2022

Online at <https://mpra.ub.uni-muenchen.de/111713/>  
MPRA Paper No. 111713, posted 29 Jan 2022 08:21 UTC

# **ANALYSIS OF THE EMPLOYERS PERCEPTIONS TO HIRE EX-COMBATANTS IN THEIR COMPANIES: A COLOMBIAN CASE**

## **Abstract**

This study investigates the perceptions of employers in the cities of Palmira, Florida, Candelaria and Pradera (Colombia), to recruitment ex-combatants in their companies. A stratified sampling is carried out to know the point of view of the businessmen and to estimate a multinomial logit model. We found that the perceptions of entrepreneurs are polarized with respect to the recruitment of ex-combatants. Sequentially, attitudes regarding the peace process have a negative effect on the decision to hire ex-combatants; however, perceptions about the government's incentive policies show a positive effect on this decision. Additionally, the expectations of the employer's economic environment and the experience with vulnerable personnel tend to facilitate a positive effect on the hiring decision.

**Keyword:** Labor demand, peace process, multinomial logit, economic policies

**JEL classification:** J23, J71, J78

## **Introduction**

Colombian society is in a post peace-agreement period after more than 50 years of armed conflict. During this conflict, nation lived several social phenomena with strong impacts on life, integrity, social rights, in the development of citizens and economy, and in society in general, leaving millions of victims and thousands of perpetrators. Thanks to the recent peace agreements, the members of the Illegal Armed Groups (IAG), have the possibility to start a new life, linked to the economy, either as an entrepreneur or as an employee. However, the construction of an independent citizen combined to legality in a sustainable manner, which contributes to peace, security and society in general, has several obstacles that must be overcome. Therefore, the post peace-agreement stage in Colombia has as its central axis the process of Disarmament, Demobilization and Reintegration (DDR) of the members of the mentioned groups.

The Agency for Reincorporation and Normalization (Agencia para la Reincorporación y Normalización—ARN), during the last 14 years has been working on the implementation of the Social and Economic Reintegration Policy (SERP), which is immersed in the DDR Program framework (ARN, 2017). This program seeks to mitigate, in part, the consequences of the violence of the armed conflict. The demobilized members (DM) of the IAG will be accompanied by the ARN through the reintegration route. During this route, the DM and their family group receive services from the agency, such as: security, health, psychosocial care, education and capacity building, which facilitate their economic insertion both as an employee and as an entrepreneur, benefiting from their economic rights and therefore developing their career or their productive life project.

The recruitment of a person in a business organization is conditioned in part to the fulfillment of the profile and the competences requested by the company. Additionally, the applicant must comply with certain characteristics that certify him as a suitable employee for the position. In the case of the DM, their past as a member of an IAG, is perceived by the company, in a negative and not creditable way. Economic theory indicates that workers with negative differentiating characteristics may be discriminated against or excluded from the labor market (Ehrenberg and Smith, 2012). That is why, the DDR Program plays an important role in the post-conflict stage, allowing the DM to insert in the civil life and enjoy of all the economic benefits as civil citizens.

Companies hire staff through the process of "selection and recruitment". In the case of the demobilized, the ARN has been in charge of linking the private sector to the DDR programs through the principle of co-responsibility. These programs seek for

entrepreneurs to overcome preconceived ideas about DM: hatred, resentment, insecurity, uncertainty about their performance, labor conflicts and difficulties in relating, among others. In this way, factors that hinder the demobilized's access to the labor market are eliminated and stigmatization, discrimination, segregation and rejection of people in reintegration processes are reduced.

The Bogota Chamber of Commerce et al. (Cámara de Comercio de Bogotá—CCB, 2015) argue that participation of the business sector in the construction of peace and especially in support of the processes of economic reintegration of the demobilized is conditioned to the perceptions of employers in relation to expectations, risks and opportunities on the challenges involved in the building of peace. In addition, argues that DDR processes are important in regard to the role of the business sector, which is fundamental for the economic reintegration of ex-combatants; companies can contribute to the generation of employment opportunities and business strengthening, two of the major ways which the sector has to contribute in the construction of a lasting peace in Colombia.

With the foregoing, the objective of this research is to analyze the perceptions of employers from Palmira, Florida, Candelaria and Pradera cities, Valle del Cauca, Colombia, about the labor recruitment of the DM in the cities. As a first instance, interviews will be conducted with private sector entrepreneurs with a sample of 123 companies from the cities mentioned above. To obtain the results of the interviews, the main variables of the survey will be characterized through a segmentation of these, according to the homogeneity of the answers; second, the likelihood of employing a demobilized worker will be estimated. Finally, analyze the effect of employers'

perceptions on the conditions of hiring, the peace process, investment in the post-conflict and public policies of incentives to labor demand on the results of the model.

The results show the polarization that Colombian society is experiencing regarding this historical fact. Entrepreneurs are polarized in the face of the decision to hire ex-combatants in their personnel plant. Approximately, 40% of employers would hire these individuals; however, approximately 33% would not link these people. In turn, 27% are undecided on this important issue for the future of the country. In addition, we found that the perceptions of employers regarding the peace process can negatively affect the decision to hire ex-combatants. However, government incentive policies can have a positive effect on hiring decisions, especially tax relief and greater business recognition. Additionally, the expectations of the entrepreneur's economic environment and the experience with vulnerable personnel tend to facilitate a positive effect in the hiring decision.

The document is organized into five sections included the introduction. Section 2, the concept of Reintegration is discussed. Third section gives a brief literature review about Reintegration. The econometric methodology and data method are described in Section 4. Results are discussed in Section 5, and finally, Section 6 exposes conclusions and implications of the research.

### **Reintegration concept**

According to Nilsson (2005), the most representative definitions are grouped into two categories: the practical or professional used by National and International Non-Governmental Organizations and international organizations such as the UN, and the theoretical or academic used by the academic literature. Most of the practical definitions

have as an objective group the reintegration of ex-combatants, their families and other groups affected by the war and focus on the economic, political and social reintegration of individuals. These definitions generally establish methods, programs and projects that must be carried out to achieve an effective reintegration process (e.g. International Crisis Group, 2003; United Nations, 1999; Watteville, 2001).

On the other hand, the theoretical definitions establish as an objective group the ex-combatants and their families excluding other groups affected by the war and oriented to the economic, political and social reintegration in civil life. In contrast, theoretical definitions do not define a method or program to implement integration. Nilsson (2005) reference to the classic authors of this category (e.g. Berdal, 1996; Colletta et al., 2004; Kingma, 2000; Lundin, 1998; Nübler, 2000; Özerdem, 2002). On the other hand, Torjesen (2013) reference contemporary tendency of authors (e.g. Bowd and Özerdem, 2013; De Vries and Wiegink, 2011; Munive and Jakobsen, 2012; Özerdem, 2012; Podder, 2012).

### ***Evolution of Reintegration concept***

Reintegration concept has evolved from classical definitions focused only on the economic aspect until reach to notions that include social, psychological and political aspects (Torjesen, 2013; López et al., 2015).

The classical definitions had a limited view of the reintegration process. First, conceived the reintegration processes as technical issues, equating them with the reintegration programs (Nilsson, 2005; Torjesen, 2013). Second, the term "reintegration" can be a misnomer in some societies where individuals have fought their entire lives or joined the war to change their *status quo* (Torjesen, 2013). Third, it underestimates the

skills, resources and social capital acquired by ex-combatants during the war (Torjesen, 2013). Fourth, underestimates the role of the community to solve problems at the social level (Özerdem, 2012). Finally, the return to the community of origin could have negative consequences for some ex-combatants (Torjesen, 2013).

A tendency of pioneering research (e.g. Nilsson, 2005; Özerdem, 2012; Torjesen, 2013), seek to provide a definition of reintegration from an integral perspective. Nilsson (2005) sees reintegration as a social process that aims to assimilate ex-combatants and their families into the economic, social and political civil society. Özerdem (2012) writes the definition from an "integral" social approach composed of three elements: social (family and community), political (civic responsibilities) and economic (sustainable employment). Finally, Torjesen (2013) deduces that reintegration can be defined as a process in which ex-combatants change their social identity from "combatants" to "civilians", eliminating violent behaviors and replacing for an "accepted" by the community.

In this document, we use the integral vision to develop a multidisciplinary approach that allows us to explain the results from an integral point of view.

### ***Multidisciplinary approach***

The theoretical perspectives and concepts described above can help provide a framework for the study of economic reintegration. This document analyzes economic reintegration, including the organizational and psychological approach.

### **Economic perspective**

Torjesen (2013) argues that most of the academic literature that discusses reintegration focuses on designing evaluation frameworks for reintegration programs. Additionally,

says that Berdal and Zaum (2013) work provides a particularly useful approach to study the processes of reintegration through Political Economy in post-conflict situations based on power relations. War establishes new social orders through formal and informal networks and institutions, which determines the activity of individuals in the economic, social and political sphere of the post-conflict. The aforementioned authors identify the most significant characteristics of the post-conflict, which allows prioritizing the most important variables from the economic point of view for the study of reintegration.

An economy field that has an important role in the study of the processes of economic reintegration of the demobilized is the Labor Economy which includes the study of hiring decisions of companies, the expectations of employers regarding these and discrimination. Although, current research on the labor demand of employers is related to the fields of production functions, time horizon, market structures, minimum wages, adjusted costs and discrimination, among others (Hamermesh, 2017). This field has not explored in depth the issues of economic reintegration and its relationship with the labor demand of entrepreneurs in nations affected by violent conflicts, such as the case of Colombia, which is in a very important postaccord phase for the future peace of the country.

#### Organizational perspective

A field of the Administration that has a very important role in the study of decision making in organizations is Organizational Behavior (OB). There is a general agreement on the fundamental issues that constitute the field of study of OB: motivation, the behavior and power of the leader, interpersonal communication, structure and group



processes, learning, the development and perception of attitudes, processes of change, conflict, work design and work stress (Robbins and Judge, 2016).

OB studies the relation between perception and organizational decision making through psychological theories such as attribution theory and decision-making models based on individuals with rational behavior, bounded rationality or intuition. However, this approach has not deepened the issue of economic reintegration and its relationship with decision-making about the human talent of an organization in societies affected to a large extent by armed conflicts such as Colombian.

### *Psychological perspective*

According to Hogg and Vaughan (2018:4) social psychology is "the scientific investigation of how the thoughts, feelings and behaviours of individuals are influenced by the actual, imagined or implied presence of others". Social psychology provides a valuable framework for studying the processes of reintegration through psychology. This approach studies a wide range of topics, including power, prejudice, discrimination, stereotyping, bargaining, small groups, social categories, intergroup relations, crowd behavior, social conflict and harmony, social change, decision making, communication, language, discourse , attitudes, formation of impressions, impression management, self-presentation, identity, the self, culture, friendship, violence, aggression, altruism and prosocial behavior (acts that society values positively).

Several authors have investigated the process of reintegrating ex-combatants into civilian life through social psychology (Penagos and Marquez, 2016; Tobón et al., 2016; Serrano et al., 2015; Guáqueta, 2006).

## **Literature review**

There is a vast literature on economic reintegration and its relationship with the business sector that exceeds the objectives of this work. Therefore, this article tries to synthesize the most representative works of the current differences of thought.

### ***Reintegration in Colombia***

The most representative works of the Colombian post-conflict from the point of view of reintegration are briefly reviewed below.

Porch and Rasmussen (2008), argue that DDR process of ex-combatants in Colombia is simply a transition mechanism and not an instrument to end violence in the country. On the other hand, Theidon and Betancourt (2006) argues that to have a successful reintegration in Colombia requires merging the DDR programs with transitional justice measures and a gender analysis. Likewise, Denissen (2010) states that a successful reintegration in Colombia depends on the following factors: stability in livelihoods, a personalized approach for the reintegration of ex-combatants, the prevention of recidivism in illegal activities, community participation and decentralized implementation of government reintegration policies.

Pearl (2010) demonstrates that effective social investment in the reintegration of ex-combatants can reduce violence and generate constructive social change. Also, López et al. (2015) identify the relevant role of the social context (community) in the processes of reintegration, social inclusion and the construction of new identities.

Kaplan and Nussio (2015) find that the social reintegration of ex-combatants in highly participatory communities tends to require less time to adapt and feel less need to settle with their former war mates. Meanwhile, Bonilla (2015) show that non-formal education is more effective than formal education for the reintegration of ex-combatants, thus

reducing their vulnerability. Contreras (2017) identifies two relevant lessons in the reintegration processes of the demobilized from the period from 2003 to 2008, where the education and work programs of young people did not meet their expectations and the reintegration programs to life civil society should be broader from the social point of view, mitigating the stigmatization and social exclusion of these people. Finally, Oppenheim and Söderström (2018) find evidence that the implementation of a DDR program (independent of the results) has a strong impact on the satisfaction of ex-combatants, which suggests that both the delivery of benefits and the form are important to them.

### ***Participation of the private sector in the post-conflict***

Among the most representative authors who study the perceptions of entrepreneurs about their participation in the post-conflict stage is Velasco (2006), who studies the perceptions of entrepreneurs in the main cities of Colombia, showing that existing problems to concretize the participation of the business sector in the reintegration processes, especially the institutional problems and those related to the reintegration process. Another is Rettberg (2013), who shows how the promotion of entrepreneurial activism in favor of peace depends significantly on the perceived costs of the conflict and the expected benefits of it. Also finds that the perceptions and behavior of the business sector change over time due to the different attempts at peace. In addition, Hineostroza et al. (2016) show that the attitudes of the entrepreneurs in relation to the employment of the demobilized workers are not entirely positive.

On the other hand, CCB et al. (2015) examines the perceptions of the business sector, civil society and local authorities regarding the peace consolidation in Colombia,

emphasizing the importance of creating an agenda of the business sector that directs the participation of the sector. Moreover, the Serrano et al. (2015) prepare a guide for the business sector to participate in the peace consolidation through the employment of ex-combatants in the reintegration process. Likewise, Guáqueta and Orsini (2007) make a report where they compile the lessons and experiences of the participation of the business sector in the labor incorporation of the demobilized, concluding that the contest of the business sector is indispensable in the productive link of the demobilized in the economic structure of the country. Then, Guáqueta (2006) examines the participation of the business sector in the peace consolidation and the prevention of conflicts through the documentation of the best practices developed by Colombian businessmen.

With regard to the experience of the Serrano et al. (2015), it should be noted that it has become evident the transformation of imaginaries and prejudices that people may have towards people in the process of reintegration (PPR), and in turn, towards other people "different from them". The interviews carried out by the staff of the CCB and its subsidiaries, identify that, based on this initiative, a mental openness has been created among those who have knowledge of the experience. The initiative of CCB has been a process of mutual cultural and human encounter, characterized by small changes in daily life, which promote spaces of coexistence and cooperation, that is, spaces of reconciliation.

The work carried out by CCB shows the transformation of the PPR, having a positive impact on their work performance, their relations with other co-workers, their superiors and even outside the company. Ultimately, this initiative has contributed to the construction of trust and a change of mentality necessary for the post-conflict.

Finally, Nussio (2011) studies the recidivism of the demobilized members of the United Self-Defense of Colombia, finding that economic reintegration, especially job opportunities are a relevant factor in the recidivism of illegal activities.

### ***International reintegration***

Colletta et al. (1996) support that a DDR program requires six integrated actions: a) classification of ex-combatants, b) transition assistance, c) simple assistance, d) sensitizing communities, e) coordinating in a centralized manner, but delegating authority and f) connecting the DDR to the economic development strategies of the country.

However, De Vries and Wiegink (2011) argue that a successful DDR does not previously require the breaking of command and control structures and a "reintegration in community". Instead, Humphreys and Weinstein (2007) performs an analysis at the micro level, finding that the richest and most educated ex-combatants face greater difficulties to reintegrate. In contrast, ideologues and older and younger ex-combatants are the most likely to maintain their illegal past. Finally, the most important result is the lack of evidence that DDR financed by international sources facilitate reintegration.

Özerdem (2012) proposes four models of reintegration of ex-combatants: "self-demobilization", "reinsertion", "localized reintegration in the community" and "social reintegration", affirming that the best model is a social reintegration that considered its dimensions: "family and community", "sustainable employment" and "civic responsibilities". On the other hand, McMullin (2013) finds that reintegration programs that establish long-term aid to ex-combatants exacerbate the resentment of the population and stigmatization towards them, undermining the objective of the program. As well, Subedi (2014) finds that an economic reintegration program focused only on cash should

not replace integral reintegration programs that seek to give multidimensional support to ex-combatants, taking into account their low effectiveness and efficiency.

### ***Participation of the private sector in the international post-conflict***

Klingebl et. al. (1995) show how the participation of the business sector in DDR programs in Eritrea achieved the economic reintegration of 70,000 ex-combatants into civilian life. Likewise, Özerdem (2004) describes how in Kosovo the business sector supported the creation of vocational training centers for ex-combatants, obtaining good results. As well, Rolston (2007) shows how the business sector participated in the training programs and employment links of ex-combatants in Northern Ireland. Berdal and Mousavizadeh (2010) affirms that a country that ends a period of conflict and wishes to orient its economic development towards a sustainable path must seek a redefinition of the private sector, a mixed economy and strengthen corporate social responsibility activities. Lastly, Upreti and Ghimire (2011) affirm that the participation of the private sector in the conflict in Nepal is minimal and their social commitment has been more philanthropic than specific to the needs of the population, recommending a more active participation of the private sector taking into account the large benefits of peace.

### **Methodology**

To fulfill the objective of the present investigation, only the Micro, Small and Medium Enterprises (MSMEs) located in Palmira, Candelaria, Florida and Pradera cities from Valle del Cauca state, in Colombia will be considered. The business composition report by economic activity of 2016 issued by the Chamber of Commerce of Palmira was used, with a sample of 123 companies from the mentioned cities.

For the qualitative analysis, a survey was used with structural questions, made directly to the owners, general managers and staff with senior management positions that have the power to make decisions in recruitment and selection of personnel. Two places were considered for the interviews: company's address and the facilities of Antonio Nariño University, Palmira headquarters. Next, the distribution of the surveys according to the economic activity is related: 49 to the commercial sector, 37 services sector (consulting and real-estate), 15 industrial sectors, 8 transport sector, 6 agricultural sectors, 4 construction sector and finally, 2 financial sectors.

For the quantitative analysis, an econometric methodology using a multinomial logit model was used to estimate the likelihood of hire an ex-combatant.

The formulation of Logit Multinomial model is represented by the following equation:

$$\Pr(Y_i = j) = P_{ij} = \frac{e^{\beta_j' X_i}}{\sum_{k=1}^m e^{\beta_k' X_i}}, \quad (1)$$

where  $0 \leq P_{ij} \leq 1$  and  $\sum_{k=1}^m P_{ik} = 1$

Following Katchova (2013), we assume that the likelihood that the employer  $i$  selects the alternative is assumed  $j$  is:

$$p_{ij} = p(y_i = j) = \frac{\exp(w_i \gamma_j)}{\sum_{k=1}^m \exp(w_i \gamma_k)}, \quad (2)$$

The marginal effect of an increase of a regressor on the likelihood of selecting an alternative  $j$  is:

$$\partial p_{ij} / \partial w_i = p_{ij} (\gamma_j - \bar{\gamma}_i), \quad (3)$$

The *odds ratio* was also considered, which measures the likelihood of choosing  $Y = j$  instead of  $Y = 0$  and is given by

$$p_{ij} / w_{ik} = \exp(\mathbf{w}'_i (\gamma_j - \gamma_k)), \quad (4)$$

Based in the characteristics of the entrepreneurs and the characteristics of the companies, estimated the following models:

**i. Base Model:**

$$Y_i = \beta_0 x_i + \beta_1 \text{age}_i + \beta_2 \text{gender}_i + \beta_3 \text{educational level}_i + \beta_4 \text{position}_i + \beta_5 \text{seniority}_i + \beta_6 \text{bankruptcy experiences}_i + \beta_7 \text{number of employees}_i + \beta_8 \text{economic sector}_i, \quad (5)$$

**ii. Reduced Base Model:**

$$Y_i = \beta_0 x_i + \beta_1 \text{age}_i + \beta_2 \text{gender}_i + \beta_3 \text{educational level}_i + \beta_4 \text{seniority}_i + \beta_5 \text{number of employees}_i + \beta_6 \text{economic sector}_i, \quad (6)$$

## **Empirical results**

### *Descriptive analyzes*

In this section, an exploratory analysis is made of the main variables of the post-conflict survey in Palmira, Candelaria, Florida and Pradera, through a segmentation of the questions in three dimensions: characterization of the employers, characterization of the MSME and decision to hire ex-combatants. This segmentation is due to the homogeneity and characteristics of the survey questions.

### *Characterization of employers*

In general, the majority of the respondents are men with higher education studies, in an age range between 30 to 60 years, with less than 15 years career, have some kind of participation in the company and were exposed to business failures or bankruptcies as shown in figures 1 to 10. These results coincide with the findings of other authors on the profile of the Colombian entrepreneur: the masculine gender predominates over the feminine, a direct relationship between the level of education and business activity and a large part of the entrepreneurs are under 50 years old (Varela et al., 2015; García et al., 2017; Martínez et al., 2017).



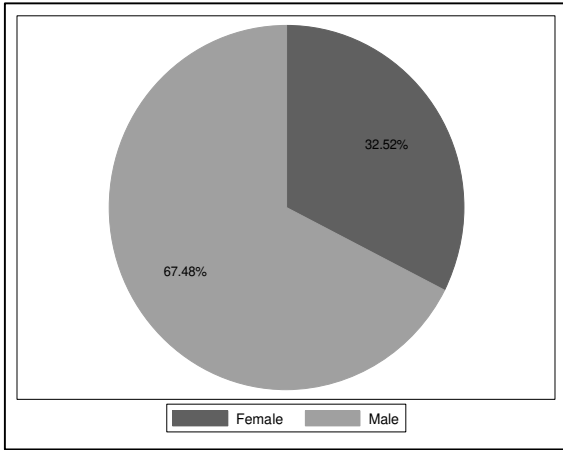


Figure 1. Gender

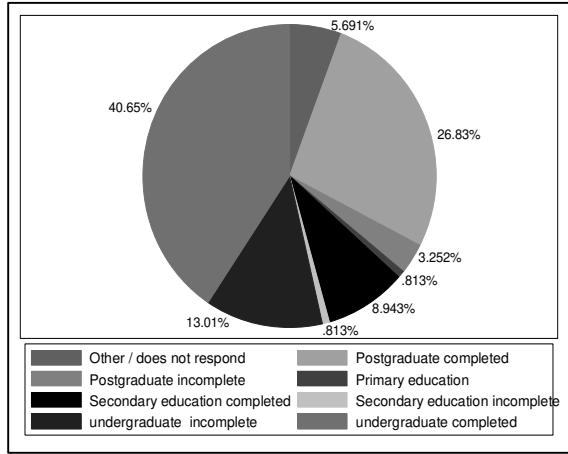


Figure 2. Educational level

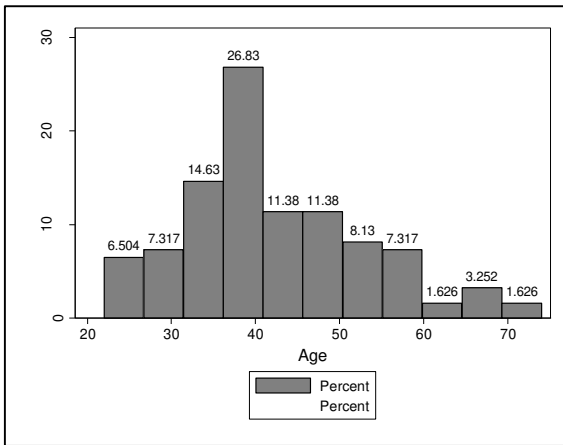


Figure 3. Age

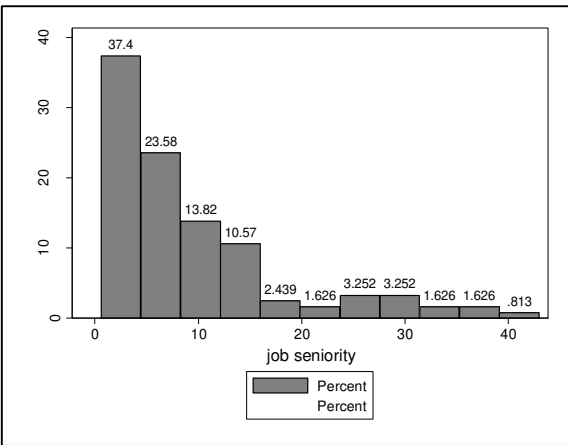


Figure 4. job seniority

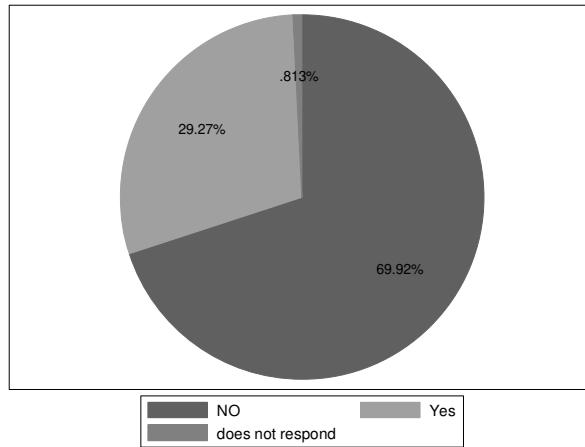


Figure 5. Bankruptcies

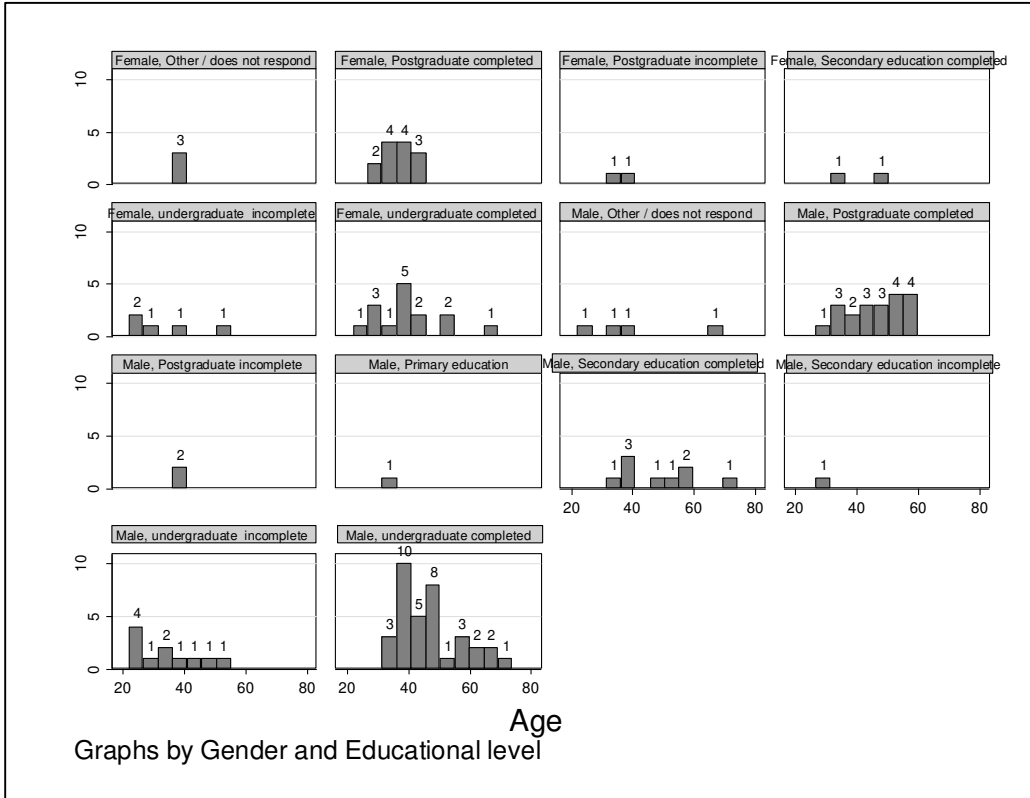


Figure 6. histogram by age categories with gender and level of education

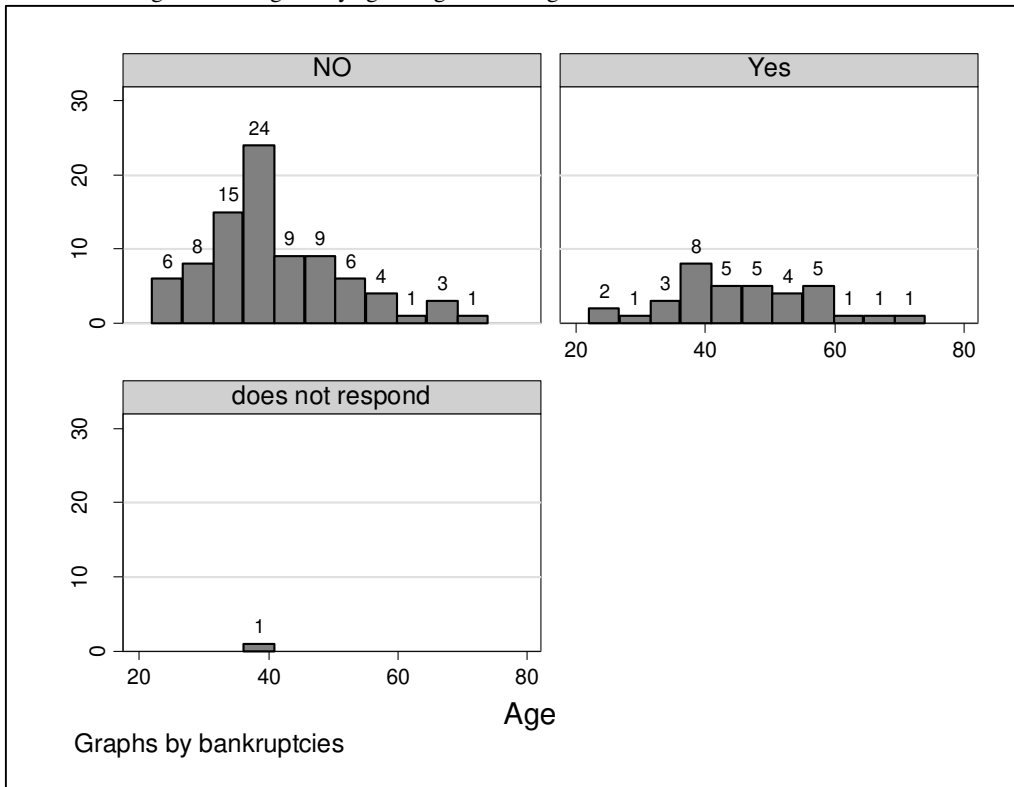


Figure 7. Histogram by Age categories with bankruptcies

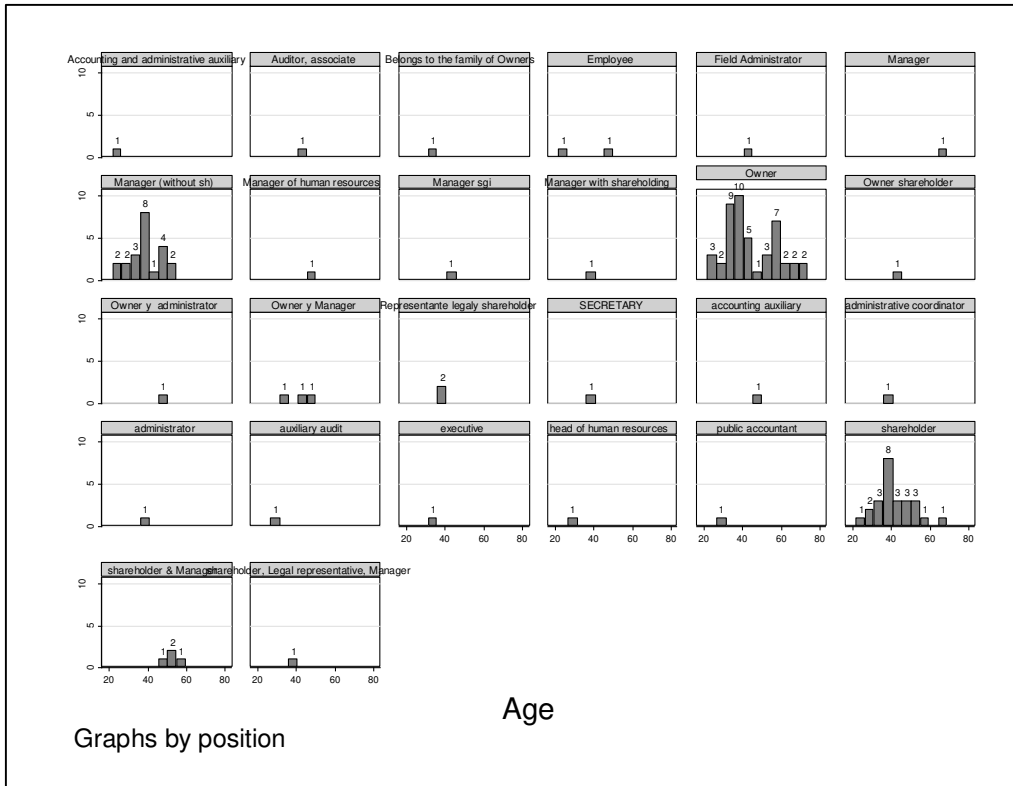


Figure 8. Histogram by age category with position

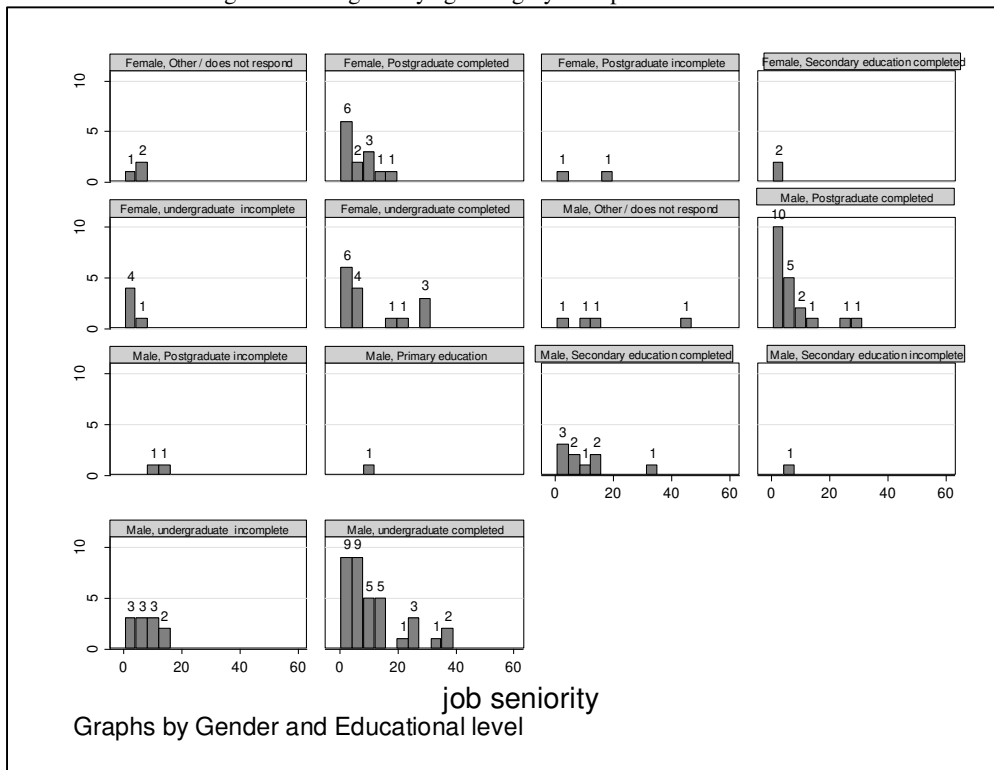


Figure 9. Histogram by categories of job seniority with gender and Educational Level

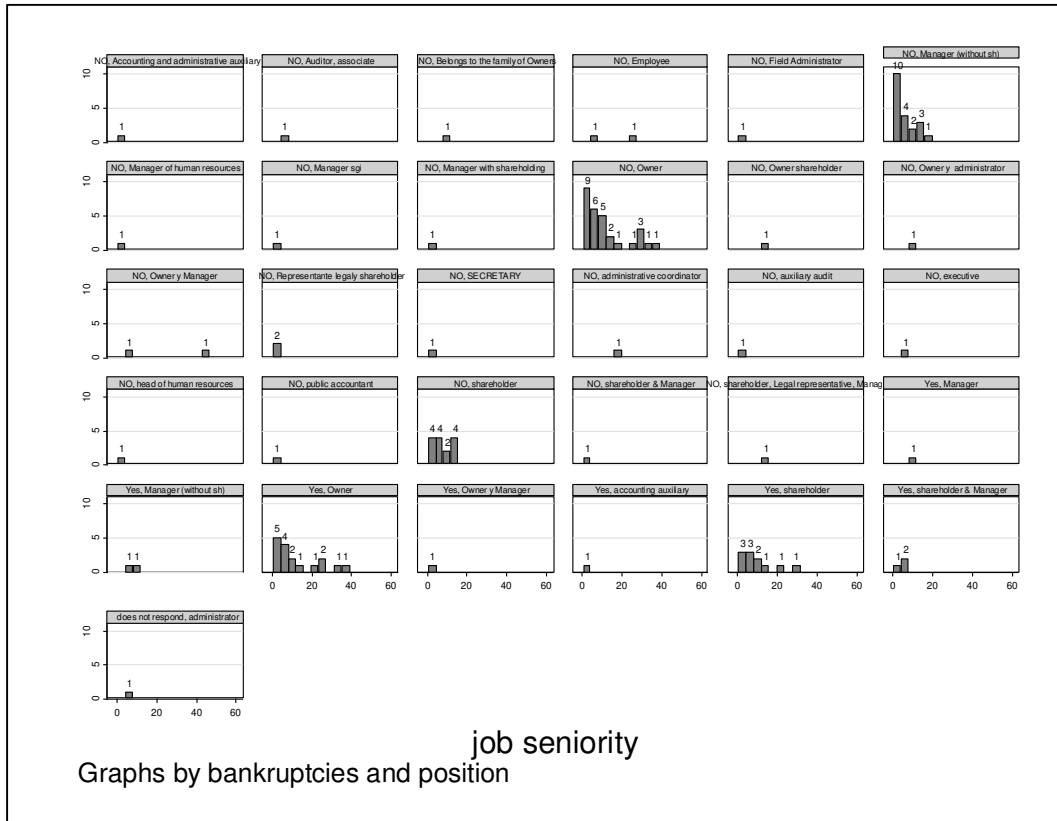


Figure 10. Histogram by categories of job seniority with Bankruptcies and position

### Characterization of MSME

According to the number of employees, a 1% of the companies studied have more than 1000 employees; in regard to the business sector, mostly of the companies below to the service, commerce and industry sectors. Additionally, the aforementioned economic sectors present outliers, which must be taken into account when estimating the econometric model, as shown in figures 11 to 14. These findings are consistent with the results of Progresemos et al. (2017) on business composition: most entrepreneurs are engaged in commercial activities and services and a large part of the business universe are MSME. In addition, most of the businessmen surveyed agree that commercial activity is the first option to undertake due to the needs and requirements of the market.

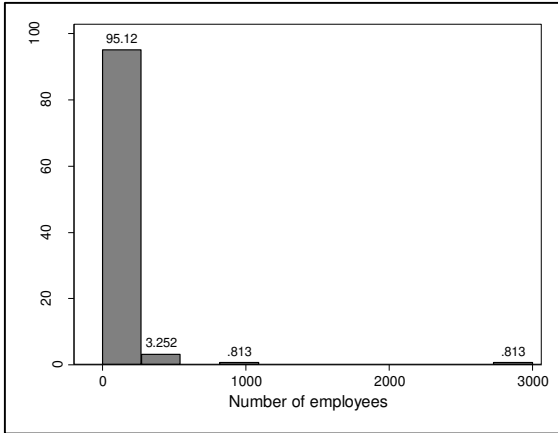


Figure 11. Number of employees

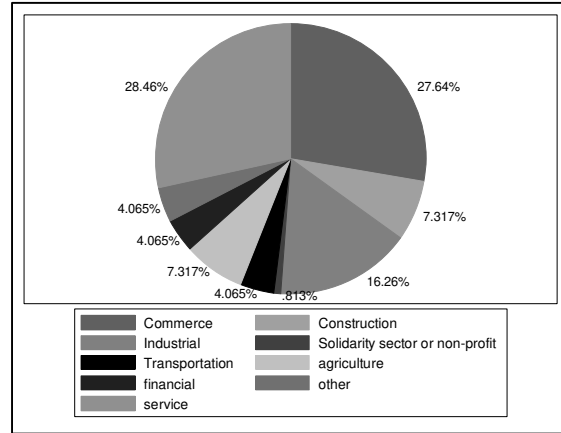


Figure 12. Economic sector

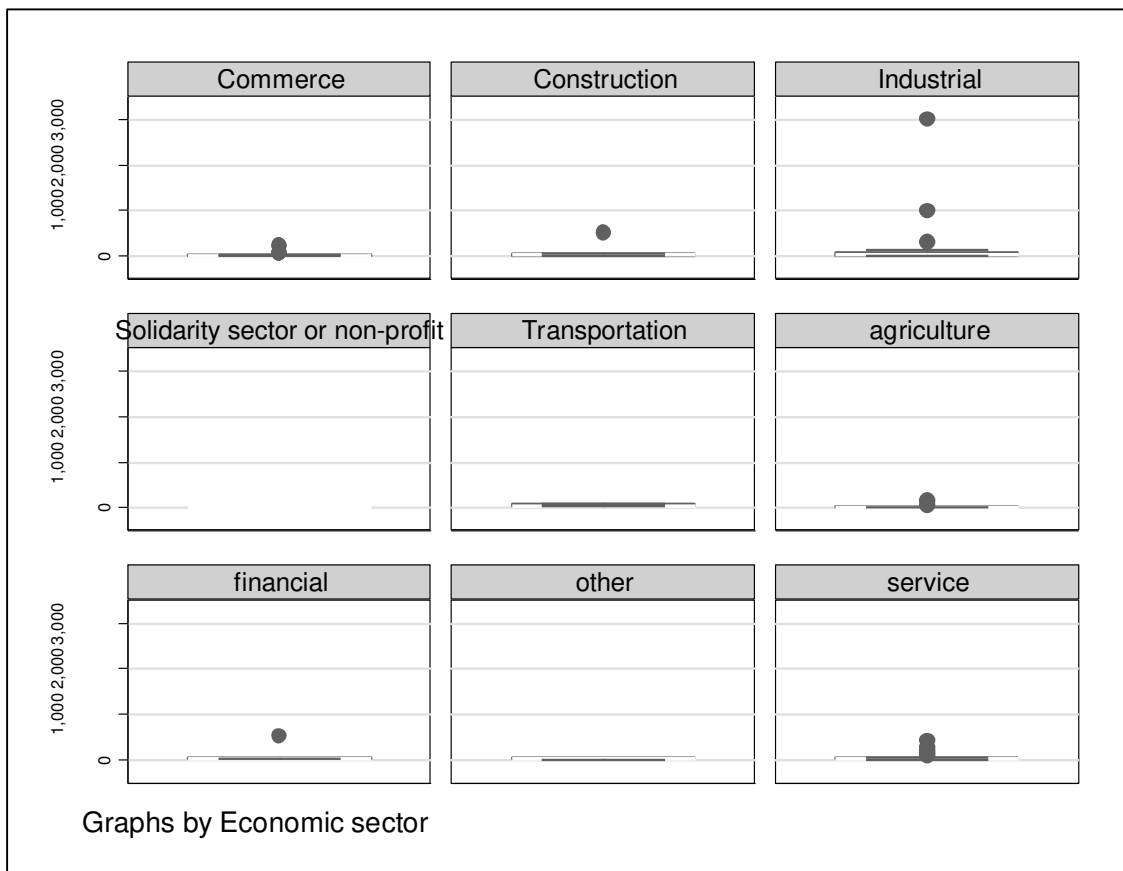


Figure 13. Box plots of Number of Employees by Economic Sector

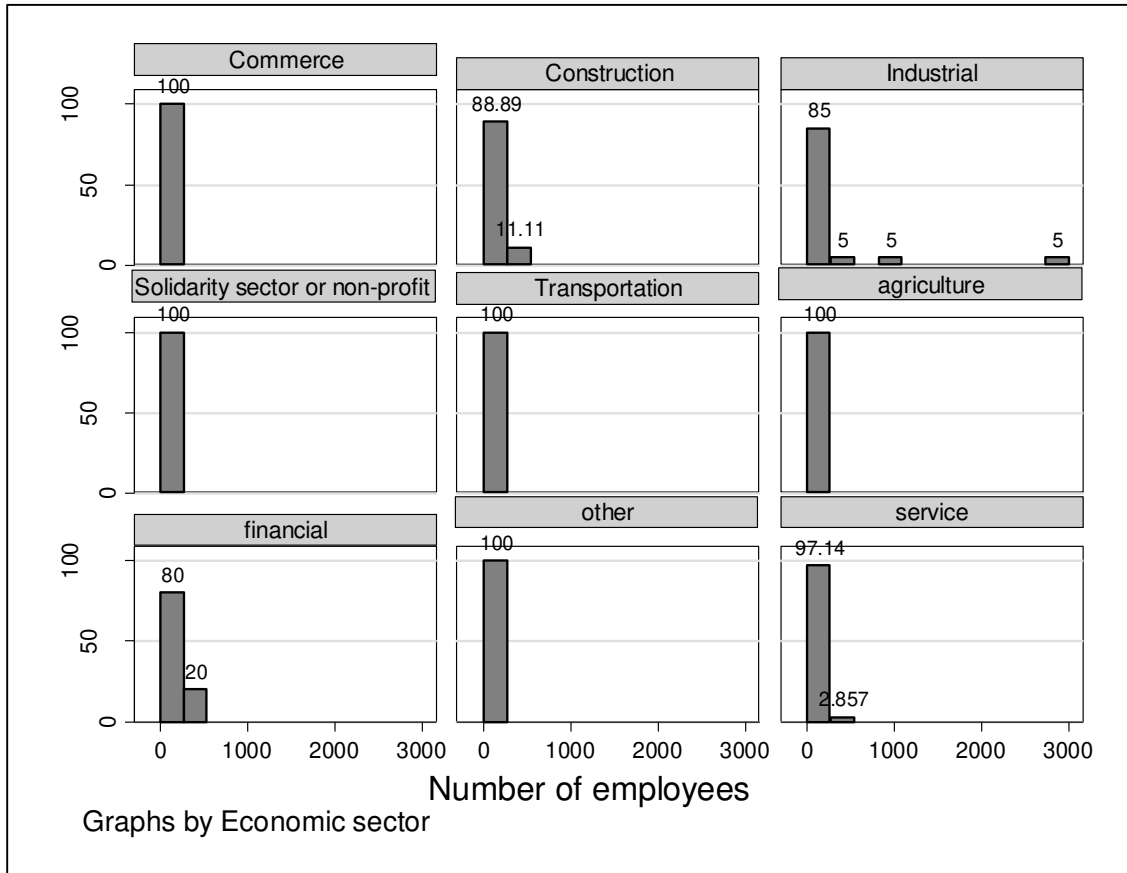


Figure 14. Histogram of Number of Employees by Economic Sector

Decision to hire ex-combatants

Entrepreneurs are polarized in regard to the decision to hire ex-combatants in their companies. Approximately, 40% of employers would hire these individuals; however, 33% would not hire DM. On the other hand, 27% are undecided about whether or not they would do so, as shown in table 1.

Table 1. ¿Would your company employ ex-combatants?

Would your company employ ex-combatants	Freq.	Percent	Cum.
Undecided	33	26.83%	26.83%
Not	41	33.33%	60.16%
Yes	49	39.84%	100%
Total	123	100	-

Note: The table reports the decision of the employers on the hiring of ex-combatants.

According to *Consejo Nacional de Política Económica y Social* (CONPES, 2008)—The Council of the National Economic and Social Policy report, the causes for this are of a community and institutional nature. First are related to stigmatization and low or non-existent support from receiving communities, and fear that these may have, considering that many demobilized combatants committed and participated in violations of Human Rights and International Humanitarian Law, or because of the possibility that there may be reprisals by active IAG due to the fact of accepting them. On the other hand, in some cases, in these communities and in society in general, there is distrust and resentment towards the reintegration process, given that they may perceive that the SERP is directed exclusively to the demobilized, that the strategies implemented are not fair and that there is an excess of assistance in an environment where there are victims and other vulnerable groups.

***Multinomial logit model***

The results of the multinomial logit model (Base Model) are presented below. As a dependent variable the question is used: would your company employ ex-combatants? The characteristics of the entrepreneurs (age, gender, educational level, position, seniority and bankruptcy experiences) and companies (number of employees and economic sector) are used as independent variables.

Table 2. Likelihood of marginal effects

Dependent variable	Undecided	NOT	YES
Likelihood	0.10000422	0.532958	0.3670379

Note: The table reports likelihood of each category of decision of employers regarding the hiring of ex-combatants.

Table 2 shows the likelihood of each of the categories of the dependent variable, after estimating the marginal effects of the independent variables. Results confirm the findings

of the descriptive analysis; entrepreneurs are polarized on this decision. In addition, the category "not hire" achieves a higher likelihood (53%), downplaying the category of "undecided" (10%).

These results coincide with McMullin (2013), who finds that reintegration programs that provide long-term assistance to ex-combatants exacerbates resentment of the population and stigmatization towards them, undermining the objective of the program.

Applying the *Correspondence principle* (Bowles and Gintis, 1985) an employer could have as a paradigm that an ex-combatant has not had access to a quality education and therefore lacks training in certain values, as well as the fact that it has developed in a social context with behaviors and attitudes not acceptable for society, this perception would lead the employer to think that the ex-combatant could have difficulty in complying with regulations, abide by the authority, among others, so he would hesitate to hire a demobilized combatant.

Table 3 presents the marginal effects of the estimated multinomial logit model. Result shows that, variables age, seniority and number of employees have a marginal effects in small magnitudes. In general terms, as the educational level of the respondents' increases the likelihood of the categories of "undecided" and "not" decreases; on the other hand, in the category of "yes", its likelihood increases. The above, which suggests that education would be eliminating preconceived ideas of stigmatization of employers when hiring an ex-combatant.

Table 3. Marginal effects

CATEGORY	UNDECIDED	NOT	YES	CATEGORY	UNDECIDED	NOT	YES
VARIABLE	dy/dx	dy/dx	dy/dx	VARIABLE	dy/dx	dy/dx	dy/dx
Age	0.0049385	-0.00062	-0.004317	_IPos~16*	-0.3748701	0.15459	0.22027
Gender_Men	-0.1572989	-0.08694	0.2442371	_IPos~17*	-0.1443732	0.53069	-0.38631
_IEduc~2*	-0.5450456	-0.45186	0.99690	_IPos~18*	-0.99999	0.55278	0.44720



_IEduc~3*	-0.0904479	-0.74746	0.83791	_IPos~19*	-0.1125927	0.01640	0.09619
_IEduc~4*	-0.1114783	-0.58931	0.70079	_IPos~20*	-0.1376309	-0.54236	0.67999
_IEduc~5*	-0.2049235	-0.68708	0.89200	_IPos~21*	-0.1948513	0.60133	-0.40648
_IEduc~6*	-0.1114709	-0.58683	0.69830	_IPos~22*	-0.1916048	0.58377	-0.39216
_IEduc~7*	-0.4177801	-0.58195	0.99972	_IPos~23*	-0.1546361	-0.04553	0.20016
_IEduc~8*	-0.7114727	-0.27243	0.98390	_IPos~24*	-0.1451999	-0.53172	0.67693
_IPos~_2*	-0.996662	0.47788	0.51878	_IPos~25*	-0.159125	-0.51737	0.67649
_IPos~_3*	-0.1451296	-0.36384	0.50896	_IPos~26*	-0.0220603	0.10761	-0.08555
_IPos~_4*	-0.1358095	0.52131	-0.38550	job seniority	-0.0045143	0.00459	-0.000075
_IPos~_5*	-0.1123296	-0.29163	0.40396	Bankruptcies 2	-0.0191096	-0.29945	0.3185622
_IPos~_6*	-0.1422856	-0.53661	0.67889	N. employees	0.0029089	-0.00638	0.003467
_IPos~_7*	-0.1421051	0.52323	-0.38112	_ISect~2*	0.0996791	0.15801	-0.257689
_IPos~_8*	-0.1376845	-0.52602	0.66370	_ISect~3*	0.8847779	-0.44606	-0.438723
_IPos~_9*	-0.1464722	0.53521	-0.38873	_ISect~4*	0.9285783	-0.35784	-0.570739
_IPos~10*	-0.1763671	0.57546	-0.39909	_ISect~5*	0.5578466	-0.17994	-0.377911
_IPos~11*	-0.1526132	-0.56213	0.71474	_ISect~6*	0.8510024	-0.49016	-0.360841
_IPos~12*	-0.113672	0.30476	-0.19108	_ISect~7*	0.4194181	-0.17627	-0.243146
_IPos~13*	-0.9912468	0.20333	0.78791	_ISect~8*	0.9274877	-0.54351	-0.38398
_IPos~14*	-0.1118259	-0.45302	0.56485	_ISect~9*	-0.1657751	0.288724	-0.122949
_IPos~15*	-0.0955589	0.15536	-0.05979				

Note: The table shows the marginal effects of the model with the characteristics of employers and MSME.

Moreover, regarding to the respondent's position, as the hierarchical position increases the likelihood of "undecided" decreases. About "Not" category, in the positions of low hierarchy, the likelihood decreases. Otherwise, as the respondent's power position increases, the likelihood of this category also increases. Finally, positions related to the human management, decrease the likelihood of the category of the "Yes". However, other positions increase the likelihood of this category.

In turn, in the variable of experiences of failures or bankruptcies, the respondents exposed to bankruptcies or failures decrease the likelihood of the categories of "not" and "undecided", in contrast, increase by 32% the likelihood of the category of the "yes".

Entrepreneurs with business bankruptcy experiences tend to understand more easily the

possibility of second chances in life, which suggests that they accept the ex-combatants with less prejudice.

Regarding gender, men decrease the likelihood of the categories of “undecided” and “not” in comparison with the women surveyed. Otherwise, in the “yes” category, men increase the likelihood of this category by 24% in relation to women. This situation alludes to the need to deepen a gender focus on the research topic, and in this way, to have a better understanding.

Finally, the economic sector variable and the "undecided" category show the following behavior: most categories increase the likelihood of indecision, only the transport sector decreases compared with the agricultural sector. On the other hand, in the "yes" and "not" categories, most of the surveyed sectors decrease the likelihood of both categories in relation to the agricultural sector.

### ***Extensions of the model.***

Continuing with the analysis, subsequent paragraphs present the expansion of the base model with the following segments of variables: peace processes, policies of incentives for labor demand, economic environment and vulnerable person. Due to the space limitation, we only present the most important results and in particular, a description of the Odds Ratios and marginal effects likelihood is made.

### **Peace process**

In this section, we analyze the effects of perceptions of entrepreneurs regarding the peace process on the decision to hire ex-combatants through two additional models: “Perceptions of the Peace Process Model” and “Reduced Basis and Perceptions of the

Peace Process Model”. We estimate the “perceptions of the peace process” model of the following form:

**i. Perceptions of the Peace Process Model:**

$$Y_i = \beta_0 x_i + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \beta_4 X_{4i} + \beta_5 X_{5i}, \quad (7)$$

where the dependent variable  $Y_i$  is ¿Would your company employ ex-combatants?, and the independent variables are the businesspersons perceptions of the peace process ( $X_{1i}$  is ¿Do you agree with what was signed between the national government and the FARC EP?,  $X_{2i}$  is ¿Why do you agree with what was signed between the national government and the FARC EP?,  $X_{3i}$  is ¿Why is it in disagreement with the process with the FARC?,  $X_{4i}$  is ¿Do you know of any reintegration program of the National Government for ex-combatants?,  $X_{5i}$  is ¿What is the main challenge of the post-conflict?).

The “reduced basis and perceptions of the peace process” model is estimated as follows:

**ii. Reduced Basis and Perceptions of the Peace Process Model**

$$Y_i = \beta_0 x_i + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \beta_4 X_{4i} + \beta_5 X_{5i} + \beta_6 X_{6i} + \beta_7 X_{7i} + \beta_8 X_{8i} + \beta_9 X_{9i} + \beta_{10} X_{10i} + \beta_{11} X_{11i}, \quad (8)$$

where the dependent variable  $Y_i$  is ¿Would your company employ ex-combatants?.  $X_{1i}$  is Age,  $X_{2i}$  is Gender,  $X_{3i}$  is Educational Level,  $X_{4i}$  is seniority,  $X_{5i}$  is number of employees,  $X_{6i}$  is economic sector. The variables from  $X_{7i}$  to  $X_{11i}$  correspond to perceptions of entrepreneurs regarding the peace process (independent variables of the perceptions of the peace process Model). Table 4, 5 and 6 shows the results of the models.

Table 4. Likelihood of the marginal effects

MODEL	Undecided	Not	Yes
Base	0.1	0.533	0.367
Reduced Base	0.410	0.365	0.225
Perceptions of the Peace Process	0.316	0.583	0.101

Reduced Basis and Perceptions of the Peace Process	0.366	0.616	0.018
--	-------	-------	-------

Note: The table reports likelihood of each category of decision of employers regarding the hiring of ex-combatants in each estimated model

Table 5. Odds Ratios - Model “Perceptions of the Peace Process”

Odds comparing: Alternative 1 to Alternative 2	¿ Do you agree with what was signed between the national government and the FARC EP?	¿ Why do you agree with what was signed between the national government and the FARC EP?	¿ Why is it in disagreement with the process with the FARC?	¿ Do you know of any reintegration program of the National Government for ex-combatants?	¿ What is the main challenge of the post-conflict?
Not – Yes	0.6451	0.7648	0.8767	1.1815	0.9808
Not – Undecided	0.9408	0.9724	0.9993	2.3685	1.0010
Yes - Not	1.5502	1.3075	1.1406	0.8464	1.0196
Yes - Undecided	1.4585	1.2714	1.1398	2.0047	1.0206
Undecided - Not	1.06290	1.0284	1.0007	0.4222	0.9990
Undecided - Yes	0.6856	0.7865	0.8773	0.4988	0.9798

Note: the table reports the odds ratios of each category of decision of the employers regarding the hiring of ex-combatants for the questions of model “perceptions of the peace process”.

Table 6. Odds Ratios - Model “Reduced Basis and Perceptions of the Peace Process”

Odds comparing: Alternative 1 to Alternative 2	¿ Do you agree with what was signed between the national government and the FARC EP?	¿ Why do you agree with what was signed between the national government and the FARC EP?	¿ Why is it in disagreement with the process with the FARC?	¿ Do you know of any reintegration program of the National Government for ex-combatants?	¿ What is the main challenge of the post-conflict?
Not – Yes	0.7388	0.6581	0.8618	1.1003	0.9777
Not – Undecided	1.1632	0.8753	0.9847	2.3397	0.9697
Yes - Not	1.3536	1.5194	1.1603	0.9088	1.0228
Yes - Undecided	1.5745	1.3299	1.1426	2.1264	0.9918
Undecided - Not	0.8597	1.1425	1.0155	0.4274	1.0313
Undecided - Yes	0.6351	0.7519	0.8752	0.4703	1.0083

Note: the table reports the odds ratios of each category of decision of the employers regarding the hiring of ex-combatants for the questions of model “Reduced Basis and Perceptions of the Peace Process”.

Results show that, the inclusion of employers' perceptions of the peace process tends to decrease the likelihood of the "yes" category, in favor of the "Not" and "Indecisive" categories, indicating that the valuations of the businessmen on the peace process would affect the likelihood of labor linkage of the ex-combatants. This result is consistent with

Hinestroza et al. (2016), which argue that the perceptions of employers in relation to the work relationship of ex-combatants are not entirely positive.

Considering the above, the DDR process and the ARN would seek to focus their strategies on raising awareness and accompanying the business sector for the employment relationship of ex-combatants. In addition, the articulation of the DDR and ARN with the initiatives of business associations (such as the different Chambers of Commerce of the cities studied) generates spaces of coexistence and cooperation in the business sector, stimulating the creation of spheres of reconciliation.

The perception may be related to the fact that the psychological characteristics of people in the process of reintegration are the result of interaction in family, social, cultural, economic and political contexts, characterized by violence, injustice and inequity that hinder the possibility of generating alternatives for the satisfaction of their basic needs. Also, this population has been exposed from its link to the GAI to criminal indoctrination imposed by the illegal structure to which they belonged, whose actions are governed by authoritarian methods that argue with the responsibility and autonomy necessary to act in legality. These people face the fears of a radical change of life, which requires coupling to a "civilian" environment where the codes and privileges to which they were accustomed are no longer valid (CONPES, 2008). This causes reserve in the employers at the moment of taking decisions on the connection of this population.

#### *Incentive policies for the recruitment of ex-combatants*

In this section, we analyze the incidence of perceptions of entrepreneurs regarding the incentive policies on the decision to hire ex-combatants through two additional models: "Perceptions of the incentive policies Model" and "Reduced Basis and Perceptions of the

incentive policies Model”. We estimate the “perceptions of the incentive policies” model of the following form

i. Perceptions of the incentive policies Model

$$Y_i = \beta_0 x_i + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \beta_4 X_{4i} + \beta_5 X_{5i} + \beta_6 X_{6i}, \quad (9)$$

where the dependent variable is the same as the previous models and following independent variables:  $X_{1i}$  is ¿Would you change your mind about the following benefits? [Support for the commercialization of their products],  $X_{2i}$  is [Access to technology at lower cost],  $X_{3i}$  is [Greater recognition for your company],  $X_{4i}$  is [Benefits for bidding and contests],  $X_{5i}$  is [Tax relief] and  $X_{6i}$  is [That a part of the salary of ex-combatants pay a third]

The second model “Reduced Basis and Perceptions of the incentive policies” uses as a dependent variable "Would your company employ ex-combatants?", and independent variables: characteristics of employers, characteristics of companies and perceptions of entrepreneurs regarding the incentive policies (combines the variables of equation 6 with the variables of equation 9) as follows

ii. Reduced Basis and Perceptions of the incentive policies Model

$$Y_i = \beta_0 x_i + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \beta_4 X_{4i} + \beta_5 X_{5i} + \beta_6 X_{6i} + \beta_7 X_{7i} + \beta_8 X_{8i} + \beta_9 X_{9i} + \beta_{10} X_{10i} + \beta_{11} X_{11i} + \beta_{12} X_{12i}, \quad (10)$$

The results obtained from the “perceptions of the incentive policies” models shown below

Table 7. Likelihood of the marginal effects

MODEL	Undecided	Not	Yes
Base	0.1	0.533	0.367
Reduced Base	0.410	0.365	0.225
Perceptions of the incentive policies	0.435	0.548	0.016
Reduced Basis and Perceptions of the incentive policies	0.492	0.474	0.033

Note: The table reports likelihood of each category of decision of employers regarding the hiring of ex-combatants in each estimated model.

Table 8. Odds Ratios - Model “Perceptions of the incentive policies”

Odds comparing: Alternative 1 to Alternative 2	¿Would you change your mind about the following benefits? [Support for the commercialization of their products]	¿Would you change your mind about the following benefits? [Access to technology at lower cost]	¿Would you change your mind about the following benefits? [Greater recognition for your company]	¿Would you change your mind about the following benefits? [Benefits for bidding and contests]	¿Would you change your mind about the following benefits? [Tax relief]	¿Would you change your mind about the following benefits? [That a part of the salary of ex-combatants pay a third]
Not-Yes	0.6755	0.3648	1.1096	0.7365	1.5329	0.7044
Not-Undecided	0.3066	1.2460	0.7376	0.8317	0.9255	0.6986
Yes-Not	1.4803	2.7415	0.9013	1.3578	0.6524	1.4197
Yes-Undecided	0.4538	3.4160	0.6648	1.1293	0.6038	0.9918
Undecided-Not	3.2618	0.8025	1.3557	1.2023	1.0805	1.4314
Undecided-Yes	2.2034	0.2927	1.5042	0.8855	1.6562	1.0082

Note: the table reports the odds ratios of each category of decision of the employers regarding the hiring of ex-combatants for the questions of model “Perceptions of the incentive policies”.

Table 9. Odds Ratios - Model “Reduced Basis and Perceptions of the incentive policies”

Odds comparing: Alternative 1 to Alternative 2	¿Would you change your mind about the following benefits? [Support for the commercialization of their products]	¿Would you change your mind about the following benefits? [Access to technology at lower cost]	¿Would you change your mind about the following benefits? [Greater recognition for your company]	¿Would you change your mind about the following benefits? [Benefits for bidding and contests]	¿Would you change your mind about the following benefits? [Tax relief]	¿Would you change your mind about the following benefits? [That a part of the salary of ex-combatants pay a third]
Not-Yes	0.7732	0.3844	1.0698	0.6547	1.7019	0.6538
Not-Undecided	0.2552	1.6155	0.7638	0.6888	0.8706	0.7463
Yes-Not	1.2933	2.6013	0.9347	1.5274	0.5876	1.5295
Yes-Undecided	0.3300	4.2023	0.7139	1.0520	0.5116	1.1414
Undecided-Not	3.9186	0.6190	1.3093	1.4519	1.1486	1.3400
Undecided-Yes	3.0299	0.2380	1.4007	0.9506	1.9548	0.8761

Note: the table reports the odds ratios of each category of decision of the employers regarding the hiring of ex-combatants for the questions of model “Reduced Basis and Perceptions of the incentive policies”.

Results show that the inclusion of the attitudes of employers in relation to the incentive policies to link ex-combatants by the government, tends to decrease the probability of the category "yes" with respect to the other variables, which coincides with the findings of CCB (2015), in that the government is not very clear on the proposals and

manages a low socialization of the incentives policies to the business sector. Also, Velasco (2006) argues that there have been institutional problems that do not allow for a much more significant participation of the business sector.

However, when analyzing the *odds ratios* of tables 8 and 9 it is evident that there are opportunities for government incentive policies, which could change the decision of employers in favor of hiring ex-combatants. The incentives that would generate the greatest positive impact would be tax relief and greater recognition for your company; to a lesser extent, support for the marketing of their products. As for the other incentives, the DDR process and the ARN would seek greater disclosure, socialization and clarity of government incentive policies.

These opportunities agree with Rettberg (2013), if the business sector perceives that the expected benefits of peace (tax relief and greater recognition for their company) are greater than the expected costs of the conflict, the business sector would actively participate.

### Economic environment

In this section, two additional models are estimated. In the first model "Perceptions of the economic environment" and second model "Reduced Basis and Perceptions of Economic Environment".

#### i. Perceptions of the economic environment Model

$$Y_i = \beta_0 x_i + \beta_1 X_{1i} + \beta_2 X_{2i}, \quad (11)$$

where the dependent variable is the same as the previous models and following independent variables:  $X_{1i}$  is ¿ What percentage of hired employees do you have in your



company compared to all available jobs? and  $X_{2i}$  is ¿How do you think the growth of your company will be in the next two years?.

ii. Perceptions of the economic environment Model

$$Y_i = \beta_0 x_i + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \beta_4 X_{4i} + \beta_5 X_{5i} + \beta_6 X_{6i} + \beta_7 X_{7i} + \beta_8 X_{8i}, \quad (12)$$

where the dependent variable is the same as the previous models and following independent variables: characteristics of employers (age, gender, level of schooling, career), characteristics of the companies (number of employees and economic sector) and perceptions of entrepreneurs regarding the economic realm (independent variables of the first model, equation 11).

Next, the results are presented in terms of marginal effects likelihood and odds ratios.

Table 10. Likelihood of the marginal effects

MODEL	Undecided	Not	Yes
Base	0.1	0.533	0.367
Reduced Base	0.410	0.365	0.225
Perceptions of Economic Environment	0.174	0.367	0.459
Reduced Basis and Perceptions of Economic Environment	0.464	0.364	0.172

The table reports likelihood of each category of decision of employers regarding the hiring of ex-combatants in each estimated model.

Table 11. Odds Ratios. Perceptions of Economic Environment

Odds comparing: Alternative 1 to Alternative 2	What percentage of hired employees do you have in your company compared to all available jobs?	How do you think the growth of your company will be in the next two years?.
Not - Yes	0.8851	0.7153
Not - Undecided	0.6844	0.5605
Yes - Not	1.1299	1.3980
Yes - Undecided	0.7733	0.7836
Undecided - Not	1.4610	1.7840
Undecided - Yes	1.2931	1.2761

Note: the table reports the odds ratios of each category of decision of the employers regarding the hiring of ex-combatants for the questions of model "Perceptions of Economic Environment".

Table 12. Odds Ratios. Reduced Basis and Perceptions of Economic Environment

Odds comparing: Alternative 1 to Alternative 2	What percentage of hired employees do you have in your company compared to all available jobs?	How do you think the growth of your company will be in the next two years?.
Not - Yes	0.8789	0.7587
Not - Undecided	0.7103	0.5645
Yes - Not	1.1378	1.3181

Yes - Undecided	0.8082	0.7441
Undecided - Not	1.4079	1.7714
Undecided - Yes	1.2373	1.3439

Note: the table reports the odds ratios of each category of decision of the employers regarding the hiring of ex-combatants for the questions of model “Reduced Basis and Perceptions of Economic Environment”.

Tables 11 and 12 show that, the insertion of businesspersons' perceptions of the economic setting in the decision to hire ex-combatants tends to increase in general terms the likelihood of the category “Yes” in relation to the other variables. Government entities should stimulate the favorable expectations of businessmen on the economic setting and thus achieve the expected results in terms of the absorption of ex-combatants by the productive structure of the country.

In relation to the odds ratios, it is evident that there are moderate opportunities for policies that stimulate the economic realm and, in this way, change the decision of employers in favor of a labor recruitment of ex-combatants.

We believe that the process of DDR and the ARN, would seek to significantly support policies that stimulate the economic environment, and thus, employers can hire ex-combatants.

### Vulnerable staff

In this section, two additional models are estimated. In the first model "Perceptions about vulnerable personnel", the dependent variable is "Would your company hire ex-combatants?" and the independent variables are entrepreneurs' perceptions of vulnerable staff (Does your company recruit or have recruited a population with any of the following conditions and how do you rate your experience?). Finally, the second model uses as a dependent variable "Would your company hire ex-combatants?" and the independent variables: characteristics of employers (age, gender, level of schooling, seniority), characteristics of the companies (number of employees and economic sector) and

employers' perceptions of vulnerable staff (variables independent of the "Perceptions of vulnerable personnel" model). Next, the results are presented in terms of marginal effects likelihood and odds ratios.

Table 13. Likelihood of the marginal effects

MODEL	Undecided	Not	Yes
Base	0.1	0.533	0.367
Reduced Base	0.410	0.365	0.225
Perceptions of vulnerable staff	0.258	0.320	0.422
Reduced Basis and Perceptions of vulnerable staff	0.260	0.320	0.420

The table reports likelihood of each category of decision of employers regarding the hiring of ex-combatants in each estimated model.

Table 14. Odds Ratios. Perceptions of Vulnerable Staff

Odds comparing: Alternative 1 to Alternative 2	¿ Does your company recruit or have recruited a population with any of the following conditions?	¿how do you rate your experience?
Not - Yes	0.7564	1.2917
Not - Undecided	0.7934	1.0415
Yes - Not	1.3221	0.7741
Yes - Undecided	1.0489	0.8063
Undecided - Not	1.2605	0.9602
Undecided - Yes	0.9533	1.2403

Note: the table reports the odds ratios of each category of decision of the employers regarding the hiring of ex-combatants for the questions of model "Perceptions of Perceptions of Vulnerable Staff".

Table 15. Odds Ratios. Reduced Basis and Perceptions of Vulnerable Staff

Odds comparing: Alternative 1 to Alternative 2	¿ Does your company recruit or have recruited a population with any of the following conditions?	¿how do you rate your experience?
Not - Yes	0.7783	1.6685
Not - Undecided	0.7891	1.1849
Yes - Not	1.2848	0.5993
Yes - Undecided	1.0139	0.7102
Undecided - Not	1.2672	0.8439
Undecided - Yes	0.9863	1.4081

Note: the table reports the odds ratios of each category of decision of the employers regarding the hiring of ex-combatants for the questions of model "Reduced Basis and Perceptions of Vulnerable Staff".

Results show the effect of the introduction of employers' perceptions of vulnerable staff in the decision to hire ex-combatants. In general terms, tend to increase the likelihood of the "Yes" category in relation to the other variables. The foregoing indicates

that employers with experience in hiring vulnerable personnel would be more likely to hire ex-combatants.

The analysis of the odds ratios shows that employers' perceptions of vulnerable staff can moderately influence the favorable decision to hire ex-combatants. We believe that the process of DDR and the ARN, would examine pilot experiences of hiring ex-combatants by entrepreneurs with experience in hiring vulnerable personnel given the possibility of achieving positive results.

## **Conclusion**

This research estimates an empirical model, useful for the quantification and analysis of employers' perceptions of the labor hire of ex-combatants in their companies. The methodology models the characteristics of entrepreneurs and their companies with their perceptions of the peace process, government incentive policies, economic environment and vulnerable staff. In addition, the academic literature that addresses the perceptions of employers about the conditions of labor demand from the economic, organizational and psychological point of view, contemplate the influence of their attitudes on their hiring decisions. In this paper, we find that employer's perceptions of the peace process, government incentive policies, economic environment and vulnerable staff s influence the decisions of employers about the hiring of ex-combatants in their companies. Therefore, these findings are very important in terms of public policies, the peace process and the future of the country.

The empirical findings show a polarization with respect to this historical fact. Only 40% of employers will hire ex-combatants, while the remaining 60% will be divided between a resounding "not" (33%) and undecided (27%). Businessmen who gave a

negative response is based on the fact that the peace process is related to a specific government and is not a state policy that seeks the maximum social welfare of the country. However, a positive point is the government's incentive policies, specifically, fiscal relief and greater business recognition, which can have a positive effect on hiring decisions. Additionally, the expectations of the entrepreneur's economic environment and the experience with vulnerable personnel tend to facilitate a positive effect in the hiring decision.

On the other hand, one negative aspects considered by employers is related to the level of training of the DM, because a large part of the population in the process of reintegration left the classrooms at an early age and never returned to enter a training process academic.

Moreover, the low educational levels are a fundamental characteristic of this population. The entrepreneur has a perception related to a greater effort at the time of incorporating this group of people into their organizational structure, since it merits an additional training that includes the process of adaptation. This is complemented by the CONPES Report (2008), which argues that the demobilized population, besides the fact that they do not have a permanent source of income, does not have training for work, and the skills and experience to perform adequately in a job. In addition, they have no labor or commercial references to enter a formal job. This is also part of the employee's perception, since in a significant percentage they consider labor references relevant, which accentuates the feeling of insecurity when hiring. According to the results found, we suggest plans for educational training and training for ex-combatants, and the

articulation of the education sector, government and productive sector in the effective reintegration of ex-combatants.

Another aspect to consider, as Velasco (2006) argues, is that "the business sector perceives a lack of clarity in the face of institutional roles". In this regard, the employer is exposed to the lack of clarity and lack of participation within the processes of re-socialization in which they disengage the role and the foundations that influence the acceptance of a reintegration in their companies, which generates uncertainty and misinformation, therefore the results of this study showed that the employer requires clarity in the participation of policies that favor the company.

With respect to the economic sector, the possibility of hiring in the agricultural sector predominates in comparison with the rest of the sectors studied. Depending on the perspective that the entrepreneur has in relation to the economic outlook of the country, the likelihood of hiring increases. Therefore, it is pertinent for the State to review the growth possibilities of certain sectors of the economy and from there stimulate the employers participation, generating a greater likelihood of creating new vacancies with a view to the labor supply in the process of reintegration. Finally, we propose the articulation between ARN and the business associations to generate spaces of coexistence, cooperation and reconciliation.

## **Funding**

*The authors disclosed receipt of the following financial support for the research, authorship, and/or publication of this article:* This work was supported by the University **Antonio Nariño** [grant number 2016232-3 J5].

## References

- Agencia para la Reincorporación y la Normalización (2017) *Anuario de reintegración 2017: El momento de afianzar lo aprendido*. Bogotá: Agencia para la Reincorporación y la Normalización.
- Berdal M (1996) Disarmament and demobilisation after civil wars. *The Adelphi Papers* 36(303): 5-8.
- Berdal M and Zaum D (2013) *Political Economy of Statebuilding: Power after Peace*. New York: Routledge.
- Berdal M and Mousavizadeh N (2010) Investing for peace: the private sector and the challenges of peacebuilding. *Survival* 52(2): 37-58.
- Bonilla J L (2015) *Education for reintegration of ex-combatants into civilian life in Colombia: An analysis of adult education programmes in Medellín and Piedecuesta*. Master thesis, University of Oslo, Norway.
- Bowd R and Özerdem A (2013) How to Assess Social Reintegration of Ex-Combatants. *Journal of Intervention and Statebuilding* 7(4): 453-475.
- Bowles S and Gintis H (1985) *La Instrucción Escolar en la América Capitalista: la Reforma Educativa y las Contradicciones de la Vida Económica*. Madrid: Siglo XXI Editores.
- Cámara de Comercio de Bogotá, Fundación Ideas para la Paz and Instituto Catalán Internacional para la Paz (2015) *Perspectivas y aportes empresariales para la construcción de paz*. Bogotá: Cámara de Comercio de Bogotá.
- Colletta NJ, Kostner M and Wiederhofer I (1996) Case studies in war-to-peace transition: The demobilization and reintegration of ex-combatants in Ethiopia, Namibia, and Uganda. World Bank Publications Working Paper no. 331.
- Colletta NJ, Kostner M and Wiederhofer I 2004 Disarmament, demobilization, and reintegration: Lessons and liabilities in reconstruction. In Rotberg RI (eds) *When States Fail: Causes and Consequences*. Princeton and Oxford: Princeton University Press, pp. 170-181.
- Contreras SA (2017) Colombia's ex-combatant children and adolescents. *Forced Migration Review* 56: 31-34.
- Consejo Nacional de Política Económica y Social (2008) *Política nacional de reintegración social y económica para personas y grupos armados ilegales*. Documento 3554. Available at: <https://colaboracion.dnp.gov.co/CDT/Conpes/Econ%C3%B3micos/3554.pdf>.
- Denissen M (2010) Reintegrating Ex-Combatants into Civilian Life: The Case of the Paramilitaries in Colombia. *Peace & Change* 35(2): 328-352.
- Ehrenberg R and Smith R (2012) *Modern Labor Economics Theory and Public Policy*. Boston: Prentice Hall.
- De Vries H and Wiegink N (2011) Breaking up and going home? Contesting two assumptions in the demobilization and reintegration of former combatants. *International Peacekeeping* 18(1): 38-51.
- García CG, Varela R, Pereira F, Gomez L, Moreno J, Buelvas P and Osorio F (2017) *Actividad Empresarial Colombiana*. Reporte Global Entrepreneurship Monitor (GEM), Colombia.

- Guáqueta A (2006) Operando en medio del conflicto: construcción de paz y algunas mejores prácticas de empresas colombianas. Serie Working Papers FIP no. 2.
- Guáqueta A and Orsini Y (2007) Empresarios y reintegración: casos, experiencias y lecciones. Fundación Ideas para la Paz. Available at: [https://www.files.ethz.ch/isn/151588/empresarios\\_web.pdf](https://www.files.ethz.ch/isn/151588/empresarios_web.pdf).
- Hamermesh DS (2017) *Demand for Labor: The Neglected Side of the Market*. Oxford: Oxford University Press.
- Hinestroza MP, Santamaría ML and Antón-Rubio MC (2016) Retos Para La Reintegración Efectiva De Excombatientes Irregulares En Colombia: Perspectiva De Empleabilidad. In: Herrera JR and Jaramillo ID (eds) *El Trabajo como Elemento de Construcción de Paz y Democracia en el Marco del Posconflicto Colombiano: Enseñanzas de un Caso Colombiano*. Bogotá: Universidad del Rosario, pp.163–192.
- Hogg M and Vaughan G (2018) *Social Psychology*. Harlow, Pearson.
- Humphreys M and Weinstein JM (2007) Demobilization and reintegration. *Journal of conflict resolution* 51(4): 531-567.
- International Crisis Group (2003) Disarmament and Reintegration in Afghanistan, Asia. Report no 65, 30 September. Available at: <https://www.crisisgroup.org/asia/south-asia/afghanistan/disarmament-and-reintegration-afghanistan>.
- Kaplan O and Nussio E (2015) Community counts: The social reintegration of ex-combatants in Colombia. *Conflict Management and Peace Science* 35(2): 132-153.
- Katchova A (2013) Econometrics Academy. In: Econometrics Academy. Available at: <https://sites.google.com/site/econometricsacademy/econometrics-models/multinomial-probit-and-logit-models> (accessed 24 March 2018).
- Kingma K (2000) *Demobilization in Sub-Saharan Africa. The Development and Security Impacts*. London: Palgrave Macmillan.
- Klingebliel S, Garke I, Kreidler C, Lobner S and Schutte H (1995). *Promoting the reintegration of former female and male combatants in Eritrea: Possible contributions of development co-operation to the reintegration programme*. Bonn: German Development Institute.
- López MR, Andreouli E and Howarth C (2015) From ex-combatants to citizens: Connecting everyday citizenship and social reintegration in Colombia. *Journal of Social and Political Psychology* 3(2): 171-191.
- Lundin IB (1998) Mechanisms of Community Reception of Demobilised Soldiers in Mozambique. *African Journal of Political Science* 3(1): 104-118.
- Martínez JS, Rodríguez P, Lajud CO and García RA (2017). Perfil de los empresarios colombianos a partir de los datos del Global Entrepreneurship Monitor. *Fórum Empresarial* 22(1): 1-21.
- McMullin JR (2013) Integration or separation? The stigmatisation of ex-combatants after war. *Review of international studies* 39(2): 385-414.
- Munive J and Jakobsen SF (2012) Revisiting DDR in Liberia: exploring the power, agency and interests of local and international actors in the ‘making’ and ‘unmaking’ of combatants. *Conflict, Security & Development* 12(4): 359–385.
- Nilsson A (2005) *Reintegrating ex-combatants in post-conflict societies*. Stockholm: Sida.
- Nübler I (2000) Human Resources Development and Utilization in Demobilization and Reintegration Programmes. In: Kingma K. (ed), *Demobilization in Sub-Saharan*



- Africa: The Development and Security Impacts*. London: Palgrave Macmillan, pp.45-77.
- Nussio E (2011) ¿Reincidir o no? Conceptos de la literatura internacional aplicados al caso de desarme, desmovilización y reintegración de las Autodefensas Unidas de Colombia. *Revista Pensamiento Jurídico* 26: 213-235.
- Oppenheim B and Söderström J (2018) Citizens by Design? Explaining Ex-Combatant Satisfaction with Reintegration Programming. *The Journal of Development Studies*, 54(1): 133-152.
- Özerdem A (2002) Disarmament, Demobilization and Reintegration of Former Combatants in Afghanistan: Lessons Learned from a Cross-Cultural Perspective. *Third World Quarterly* 23(5): 961-975.
- Özerdem A (2004) Lessons learned from the reintegration of former Kosovo Liberation Army combatants. *Development in Practice* 14(3): 440-444.
- Özerdem A (2012) A re-conceptualisation of ex-combatant reintegration: ‘social reintegration’ approach. *Conflict, Security & Development* 12(1): 51–73.
- Pearl F (2010) Transcending a History of Violence: How Colombia Is Reintegrating Ex-Combatants into Society. *Kennedy School Review* 11: 189-195.
- Penagos A and Marquez C (2016) Actitudes de un grupo de directivos de empresa hacia la integración laboral de personas en proceso de reintegración en Colombia. Undergraduate Thesis, Universidad del Rosario, Colombia.
- Podder S (2012) From Recruitment to Reintegration: Communities and Ex-combatants in Post-Conflict Liberia. *International Peacekeeping* 19(2): 186–202.
- Porch D and Rasmussen MJ (2008) Demobilization of paramilitaries in Colombia: Transformation or transition?. *Studies in Conflict & Terrorism* 31(6): 520-540.
- Progreseemos, Municipio de Palmira, Camara de Comercio de Palmira (2017). *Anuario estadístico de Palmira 2017*. Available at: <http://www.fundacionprogresamos.org.co/noticias-index/660-consulte-el-anuario-estadistico-de-palmira-2017>
- Rettberg A (2013) Peace is better business, and business makes better peace: The role of the private sector in Colombian peace processes. SSRN Working Paper no. 240. Available from: <http://dx.doi.org/10.2139/ssrn.2356238>.
- Rolston B (2007) Demobilization and reintegration of ex-combatants: The Irish case in international perspective. *Social Legal Studies* 16(2): 259-280.
- Robbins S and Judge T (2016) *Organizational Behavior*. New Jersey: Pearson.
- Serrano C, Navarrete CM, Soto J and Infante D (2015) Cómo apoyar iniciativas de empleabilidad de personas en proceso de reintegración (PPR) desde el sector empresarial. Cámara de Comercio de Bogotá (CCB) y la Fundación Ideas para la Paz (FIP). Available at: <http://bibliotecadigital.ccb.org.co/bitstream/handle/11520/14038/13%20reintegracion%20economica%20y%20empresas.pdf?sequence=1&isAllowed=y>
- Subedi DB (2014) Conflict, combatants, and cash: Economic reintegration and livelihoods of ex-combatants in Nepal. *World Development* 59: 238-250.
- Theidon K and Betancourt PA (2006) Transiciones conflictivas: combatientes desmovilizados en Colombia. *Análisis político* 19(58): 92-111.
- Tobón C, Aguirre-Acevedo DC, Velilla L, Duque J, Ramos CP and Pineda D (2016) Perfil psiquiátrico, cognitivo y de reconocimiento de características emocionales de un

- grupo de excombatientes de los grupos armados ilegales en Colombia. *Revista Colombiana de Psiquiatría* 45(1): 28-36.
- Torjesen S (2013) Towards a theory of ex-combatant reintegration: Stability. *International Journal of Security and Development* 2(3): 1-13.
- United Nations (1999) *Disarmament, Demobilization and Reintegration of ExCombatants in a Peacekeeping Environment. Principles and Guidelines*. Report of the Department of Peacekeeping Operations, December. New York: DPKO/Lessons Learned Unit.
- Upreti BR and Ghimire S (2011) New Actors in New Business: Private Sector Engagement for Peace-building in Nepal. *Journal of Sociology and Anthropology* 2(1): 266-286.
- Varela R, Moreno JA and Bedoya M (2015) La tubería empresarial colombiana 2006-2013. In: *24th Congreso Latinoamericano sobre Espíritu Empresarial*, (ed R Varela), Cali, Colombia, 18-20 March 2015, pp. 457-486. Cali: Universidad ICESI.
- Velasco MP (2006) Participación del sector empresarial en la reinserción: percepciones y oportunidades. Fundación Ideas para la Paz. Available from <https://www.files.ethz.ch/isn/152326/participacion.pdf>
- Watteville N (2001) Demobilization and Reintegration: Addressing Gender Issues. World Bank Africa Region Findings & Good Practice Infobriefs no. 227, Report no. 26593. Available from: <https://openknowledge.worldbank.org/handle/10986/9810>