



Szent István University
Doctoral School of Management and Business Administration
Sciences

Employers' Attitudes towards Employees with Disabilities in the Hospitality Sector in Hungary

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Ambuj Sharma

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Name of Doctoral School: Doctoral School of Management and Business
Administration Sciences

Discipline: Management and Business Administration Sciences

Head: Prof. Dr. Lehota, József, DSc, HAS Doctor
Head of the Doctoral School
Faculty of Economics and Social Sciences,
Szent István University, Gödöllő, Hungary.

Supervisor: Dr. habil Anna Dunay, PhD
Faculty of Economic and Social Sciences,
Department of Business Economics and Management
Szent István University, Gödöllő, Hungary.

.....
Approval of Head of Doctoral School

.....
Approval of Supervisor

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1. INTRODUCTION

The World Bank and World Health Organization in their reports have provided alarming statistical figures in the context to people with disabilities and it is believed that individuals with disabilities equate to approximately 15% of world's total population (WORLD BANK, 2017). Majority of them are the victims of poverty, social exclusion and do not have access to basic education, labour market health related services (WHO, 2011).

Individual with disabilities are less active in the job market as compared to people with no disabilities for many reasons and this directly affects their employment accomplishments and earning capabilities (WHO, 2011; MITRA and SAMBAMOORTHY, 2006). The reasons could be from lack of education, physical and aesthetic requirements, less awareness of job market, no training skills, geographical locations, working conditions, access to public and private transportation, negative attitude and perception of employers and other employees (SCHUELKA, 2012; WHO, 2011; SHIER et al., 2009; ROBERTS and BABINARD, 2004). The upliftment and job promotion mechanisms can help in improving the employment opportunities in any given country, for example introducing employment quotas, anti-discrimination laws, effective rehabilitation and training courses, awareness about self employment programs, monetary and tax benefits to employers and changing the perception of people towards disabled employees (OPINI, 2010; WALDSCHMIDT and LINGNAU, 2007; MONT, 2004).

The Convention on the Rights of Persons with Disabilities, a United Nations initiative to honor human rights, spirit and diversity of disabled people throughout the world. The main objective of this convention is to bring equality among the people of the society and the core message of this convention is that individuals with disabilities have equal rights to express their freedom, integrate professionally without any discrimination and eligible for all facilities like other people.

Mankind is dependent on models and theories to be able to understand human behaviour and anatomy. Models of disability have an important role to play in the drafting of procedural legislation, as well for research into, and the understanding of, the complexities of the human anatomy (LLEWELLYN AND HOGAN, 2000). Llewellyn and Hogan (2010), share the viewpoint of many theorists who feel that models of disability are different in 'real life'. They go on to state that this may be due to the inability to understand the usage of the model in question and the ability to expand our thinking in the field of disability, which could be starting point of many future postulates.

There are different scenarios which stimulates as professional barriers for employees with disabilities at the work place. Many people with disabilities do not make it to the initial phase of recruitment procedures due to limited employment avenues and later they have to face professional hardships if get inducted. There are many job related challenges experienced at individual (personal) and institutional (group) levels which compel them to quit jobs at the early period of contract, for example people with no disabilities sought to avoid social and professional interactions, criticisms of behaviour/capabilities, frequent job rotations, management refusal to make physical and technological adjustments, use of derogatory terminology and bullying treatment, less opportunities of promotion and exposure to creative and challenging job profiles (GREWAL et al., 2002).

The literature on attitudes of employers suggests that employers hold positive, negative or neutral attitudes towards people with disabilities which directly or indirectly impact their survival at the work place. International literature is full of examples where type and severity of an individual can be a deciding factor in inclusion (acceptance) or exclusion (rejection) of employee with a disability within the company's labor force (LENGNICK-HALL et al., 2005; HERNANDEZ et al., 2000).

1.1 Research Questions

The results would also provide wide spectrum of relationships, if any, between attitudes of employers towards employees with disabilities in general and the participation of people with disabilities in hospitality, but also following scenarios in context to type and severity of disability, self presentation and aesthetic skills, people first language and departmental participation variables will be discussed. Therefore, the questions considered in this study are:

1. What are the attitudes (positive, negative or neutral) of employers toward people with disabilities actively engaged in the labour market?
2. How are the attitudes of the employers toward inclusion of employees with disabilities influenced by demographic variables (including employers and business), for example, years of experience in hospitality industry, gender, age and experiences with people with disabilities, etc?
3. Do employers perceive people first language as an important step in revolutionizing the way people with disabilities are being addressed in corporate world?
4. Do employers in Hungary perceive that aesthetic and self-presentation skills are pre-requisite requirement to apply for a position in hospitality industry?
5. Do all employees with disabilities require some sort of job accommodations (e.g., specialized equipment, facility modifications, adjustments to work schedules or job duties) to perform their professional tasks?

6. Do customers favor companies that hire and accommodate employees with disabilities in their workforce?

1.2 Research Hypotheses

Research questions and hypothesis are the starting point of any research and the most important point here to remember that the a good hypothesis must be based on a good research question at the start of a trial and, indeed, drive data collection for the study (FARRUGIA, et al. 2010).

Research Question 1: What are the attitudes (positive, negative or neutral) of employers' toward people with disabilities actively engaged in the labour market?

Hypothesis 1: Neutral attitudes remain prevalent among employers' in context to professional integration of people with disabilities in the labour market.

Research Question 2: How are the attitudes of the employers' toward inclusion of employees with disabilities influenced by demographic variables (including employers and business), for example, years of experience in hospitality industry, gender, age and professional experiences with people with disabilities?

Hypothesis 2a: There is a statistically significant difference between employers' gender and the attitudes towards individuals with disabilities.

Hypothesis 2b: There is a statistically significant difference between employers' age and attitudes towards employees with disabilities.

Hypothesis 3: There is a significant difference between the employers' attitudes toward employees with disabilities and the number of professional years' of experience in hospitality industry.

Hypothesis 4: There is a statistically significant difference between employers' attitudes and professional experience and exposure towards employees with disabilities.

Hypothesis 5: There is a statistically significant difference between the employers' attitudes towards employees with disabilities and the size of the firm.

Research Question 3: Do employers' perceive 'people first language' as an important step in revolutionizing the way people with disabilities are being addressed in corporate world?

Hypothesis 6: There is a statistically significant difference between employers' gender and the use of people first language.

Figure 1 displays the structure of the research.

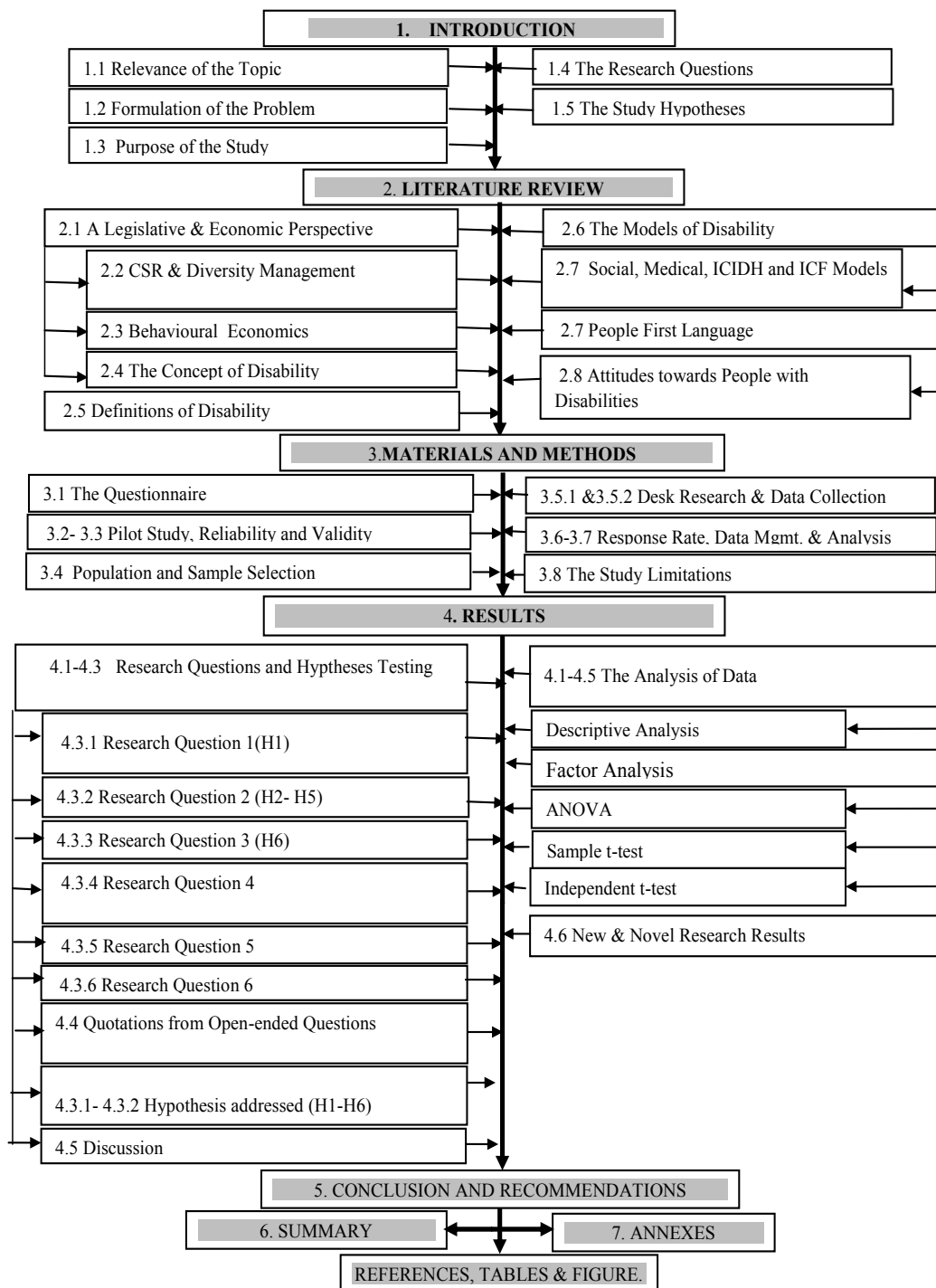


Figure 1: Overall Structure of the Dissertation

Source: Author's own work

2 MATERIALS AND METHOD

The author plans to explore further, based on published international literature, how employers view disability, their experience with people with disabilities, knowledge about type and severity of disability, training and development programs, cost related criteria and demographic variables that may influence attitudes toward people with disabilities. There are mainly two study designs to conduct a research, quantitative and qualitative study designs. The researcher decided to adopt quantitative option as “Quantitative study designs are specific, well structured, have been tested for their validity and reliability, and can be explicitly defined and recognized” (KUMAR, 2011, P. 103). Since the researcher has opted for survey methods, therefore, quantitative research design compliments the foundation of this investigation, “Quantitative methods involve the processes of collecting, analyzing, interpreting, and writing the results of a study. Specific methods exist in both survey and experimental research that relate to identifying a sample and population, specifying the strategy of inquiry. collecting and analyzing data, presenting the results, making an interpretation, and writing the research in a manner consistent with a survey or experimental study” (CRESWELL, 2009, p. xxiv).

2.1 Questionnaire Design

Researchers who have been conducting studies on attitudes of people toward employees with disabilities have already highlighted the challenges of assessing the attitudes. Studies on disability and attitudes towards people with disabilities is a very complex procedure. Attitudes towards individuals with disabilities have changed in last few decades and investigation calls for innovative designs that are reliable, valid, and multidimensional (ANTONAK AND LIVNEH, 2000). Originally, the employer attitude assessment questionnaire developed by CHI and QU (2003) and study was conducted in the state of Oklahoma, USA. The survey questionnaire consisted of four sections, section I consisted of general questions about the restaurants, section II aimed to identify employers’ attitudes towards employees with disabilities, section III investigated on prior working experience with workers with disabilities and respondents’ intention to hire or continue to hire individuals with disabilities, and finally, section IV captured demographic information about the respondents. This tested scale was again revised and utilized by PAEZ (2010), and study was carried once again in the USA, therefore, considered appropriate for use in Hungary. The study by PAEZ

(2010), titled “Training Methods and Topics for Hospitality Employees with Disabilities: Managers' Attitudes and Perceived Knowledge”. The instrument of PAEZ (2010) consisted of five sections, the first section of contained questions related to current training topics, methods, and tools used at the operations. The second section gathered information related to managers and supervisors’ attitudes and beliefs toward people with disabilities in the workplace. This section included 31 items answered on a Likert-type scale. The third section contained 10 items to assess managers’/supervisors’ perceived knowledge about different disabilities and organizations. The fourth section included seven questions about the organization where the respondent worked, and finally, the fifth section contained seven demographic questions about the respondent (personal and professional details).

The survey instrument consisted of four sections. The first section of the questionnaire, contain 31 items (serial number 1-31), an attitude scale to determine the participant’s personal beliefs, perception and attitudes toward employees with disabilities. There is a subsection where author has added four more questions on topics related to accommodation, peoples’ first language, customers’ perception and the importance of aesthetic and self-presentation skills. This section incorporates a 5-point Likert-style scale ranging from 1 (*strongly disagree*) to 5 (*Strongly agree*). The second section contains questions (17 items) about knowledge/awareness about the concept of disability, including a section which focuses on the Hungarian and European Union legislative requirement in regards employment rights of people with disabilities. The third section was designed to get information about the organization. These 8 items added to this study to get as much as information about the organization of the respondent, for example, gender-wise breakdown of employees with disabilities, how many employees with disabilities, etc. Finally, section four contains personal and professional information of the respondents (7 items). At the beginning of the questionnaire, the purpose of the study was explained, but in a few sections of the questionnaire, the definition of terms (e.g., disability and social skills) were provided to ensure that all respondents understood the terminology used in this study. The last question in the questionnaire is an open ended question where respondents were asked to share personal and professional experiences in context to people with disabilities.

2.2 Data Collection Procedure

The data collection strategy was divided into 3 phases as described in figure 2. The first phase consisted of employers (Managers, departmental heads, owners and supervisors) in city of Budapest from various branches of hospitality platform, for example, hotels, bars, restaurants', café, fine dining, etc.

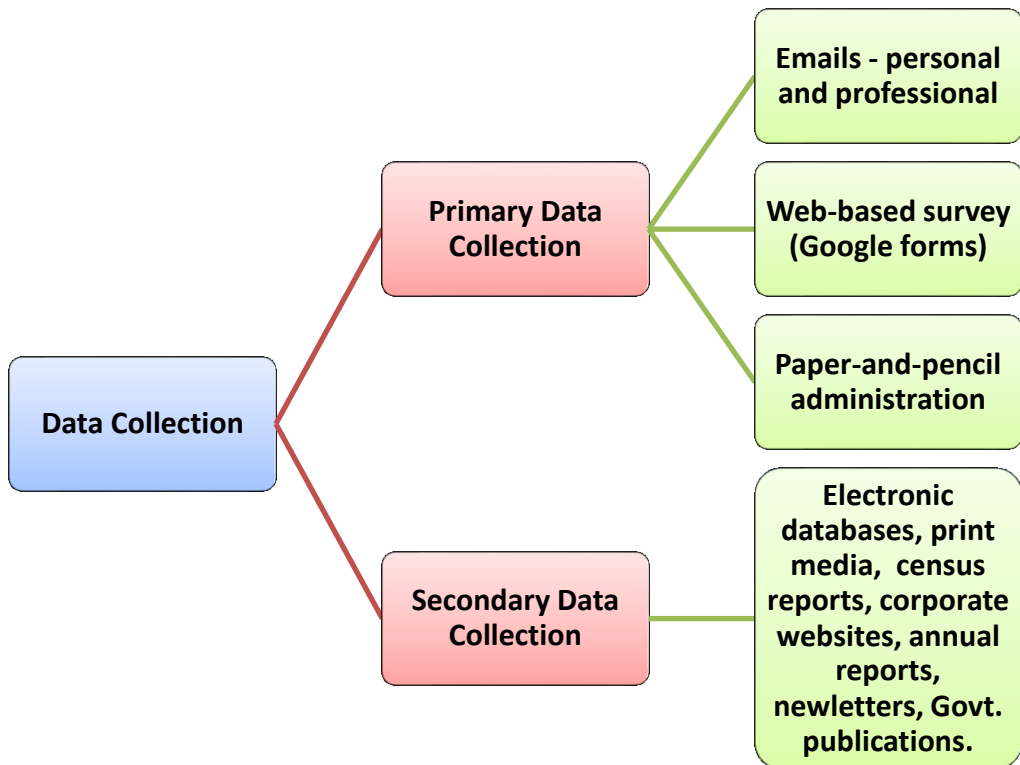


Figure 2: Data Collection Procedure

Source: Author's own work.

In second phase, employers were contacted via paper-and-pencil administration. There are advantages and limitations of online data collection as an alternative to paper-and-pencil method, however, the author decided to adopt both options in data collection procedure to have diverse and increased number in responses. The third phase (final phase) of data collection, to increase the number of total responses, was initiated. Many of the respondents were apprehensive about

filling the questionnaire received through e-mail as they felt it was a tedious process to first take a print-out, then fill it manually and finally scan the entire questionnaire. Many cited access to printer-scanner as another challenge to participate in this study. Majority of them recommended web-based (online survey) as another method to collect data, as people have become increasingly comfortable with this approach and the author decided to include in the study after acknowledging the potential of this design.

2.3 The Response Rate

The revised and final questionnaire was actualized after thorough consideration of results of pilot survey procedure. The official data collection was then carried out in the city of Budapest, from February to May, 2018.

Table 1: Questionnaire Distribution Strategy and Response Rate

Questionnaire distributed	Languages	Mode of distribution	Return	Response rate	Used for analysis
859	English and Hungarian	Emails, Paper-and pencil and web based platform	212	24.6%	174

Source: Author's own work

There were 859 questionnaires distributed through e-mails (paper with web option), in person/drop in option (paper and pencil format only) and web-based (web-only), both in Hungarian and English languages. 212 (in 24 English and 188 in Hungarian languages received) of them returned within the stipulated time period. The response rate, therefore, was 24.6%. 174 questionnaires were used for analysis. 38 questionnaires were invalid because of missing data, i.e. participants filled it in as a part of their job responsibilities or did not answer majority of questions in accordance to their understanding of the research topic).

2.4 Data Management and Analysis

Data analysis procedure for this study were based on the strategies used by PAEZ (2010), and CHI AND QU (2003). The Statistical Package for Social Sciences (SPSS, Version 20) was used to analyze the data. Upon receipt of all

the survey, the researcher sorted the surveys according to e-mails, pencil paper and online responses, and numbered in numerical order, making note of missing survey instruments and incomplete surveys. The next step was to count the responses to the open-ended demographic questions and were separately summarized into a number of different categories based upon the participants' responses. These categories were identified upon reviewing the range of responses received from the respondents and three categories were formed. The response category was assigned depending upon the response, positive, neutral and negative.

3 RESULTS AND DISCUSSION

3.1 Descriptive Statistics

The following section provides background information pertaining to the hotels, restaurants, café, bars/pubs, fine dining, fast food joints participating in this study. These are represented in vast localities of 23 districts within the jurisdiction of the city of Budapest. The following section provides a descriptive analysis of the participants. Of the 859 surveys distributed through different distribution mediums, 212 respondents participants returned completed surveys (24.6 % return rate). The sample included 13 different categories of job profiles. Table provides specific information regarding the participating jobs profiles, managers provided the greatest return rate, with 87 participating in the survey.

In regards to type of ownership, the highest number of participants reported working with independently owned organizations (n= 137) and shows the strength of each organisation, majority of participants worked for organisation where the strength of employees was less than 10 employees. The greatest percentage of participants were found in range of 11-15 years (27.6 %) for total years of experience in hospitality industry and less than 1 year (26.4%) for total years of experience in current organisation. Reports gender and age-wise description of the participants in the survey. In this demographic data, it can witnessed that there is not a major difference in the gender of participants and coincidentally, 29.9 % of participants belonged to the category of age group 36-45 years. In regards to professional and personal exposure to the phenomenon of disability, 42 participants reported no professional exposure or any kind of experiences with people with disabilities in the place of work. It can also be interpreted that majority of employees with disabilities hired by the employers, already reported disability at the time of induction (n= 117).

All the participants reported different opinions on their awareness related to the phenomenon of disability, for example, means reported by them in regards to knowledge about physical disability (M=2.94), mental disability (M=2.77) and sensory Disability (M= 2.67). For example, 8%, 6.9% and 8% reported that they strongly agree with the statement that I am knowledgeable about physical, mental and sensory disability respectively. Therefore, in this context, participants show neutral responses towards three of disabilities mentioned in the questionnaire. There were open-ended options also provided for both, knowledge and training questions, for the participants to mention any other kind of disability which they want to share according to their experience. No other disability was reported by the participants other than the already mentioned in the questionnaire. In general, respondents were not confident about answering questions of employments policies and legislative procedures, on a scale of 1 = strongly disagree to 5 = strongly agree, for items in question no. 38 (9 items), such as benefits of hiring people with disabilities, reasonable accommodations, legal issues and hiring procedures.

All the participants agree that skills are an important issue in context to individuals with disabilities and even literature confirms that this professional barriers needs to addressed in today's competitive world. Topics related to the importance of providing training on social (M=3.46) technical (M= 3.32) and communication (M= 3.45) skills. Participants were asked on their understanding on the importance of providing training on technical, communication, and social skills and 35.6%, 46.8% and 48.3% respectively of participants showed positive beliefs on this matter.

3.2 Factor Analysis

According to KOTHARI (2004), factor analysis is “technique allows the researcher to group variables into factors (based on correlation between variables) and the factors so derived may be treated as new variables (often termed as latent variables) and their value derived by summing the values of the original variables which have been grouped into the factor” (p. 322). Factor analysis was conducted which included Bartlett's test of sphericity and Kaiser-Meyer-Olkin is measure of sampling adequacy (KMO). The KMO can be calculated for individual and multiple variables and represents the ratio of the squared correlation between variables to the squared partial correlation between variables. The KMO statistic varies between 0 and 1. Values between 0.5 and

0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb (FIELD, 2009, p. 647 citing HUTCHESON AND SOFRONIOU, 1999). Also, the Bartlett's Test of Sphericity relates to the significance of the study and thus shows the validity and suitability of the responses collected to the problem being addressed through the study. For Factor Analysis, the Bartlett's Test of Sphericity must be less than 0.05 (PERI, 2012). The KMO value was 0.750. Six factors with loadings higher than 0.50, representing 56.8% of the total explained variance were displayed. Total 11 statements were discarded due to pre loadings command (i. e. >0.050). All five factors were named based on the inherit variable characteristics. Table 16, shows the results of the factor analysis for 6 factors, which are discussed below.

Factor 1, named as **COSTS**, comprising of 4 statements related to the costs for training and overall costs in context to employees of disabilities. Three of the statements were related to costs for training employees with disabilities, one was related to the overall operational costs. **Factor 2**, named as **TRAINING STRATEGY**, comprising of 4 statements related to the training requirements and understanding of employers towards employees with disabilities. Two of the statements were related to employers understanding on the amount of time to be dedicated towards training employees with disabilities, depending on job specifications and type of disability possessed by an employee. **Factor 3**, named as **POSITIVE TRAITS**, comprising of 4 statements where are employers had an opportunity to share their beliefs in context to people with disabilities. The author feels the elements in this factor projects the positive image and hence helps in removing the prejudices. The elements focus here on absenteeism, quality of work, dependable tendency, and cooperation level. **Factor 4** named as **NEGATIVE STEREOTYPES**, comprising of 2 statements related to the stereotypes associated with people with disabilities. **Factor 5**, named as **NEED FOR SUPPORT**, comprising of 2 statements related to the level of support or attention required by employees with disabilities from their coworkers/supervisors/managers. **Factor 6**, named as **IMPORTANCE OF SKILLS**, comprising of 3 statements associated to skills possessed by the employees with disabilities or such employees needs to be further groomed.

3.3 Addressing Research Questions and Hypotheses

Hospitality employers in this study displayed neutral attitudes toward people with disabilities with the overall mean of 2.9942 (SD= .28020) for the 19 attitudinal statements (scale 1 = *strongly disagree*, 2 = *disagree*, 3 = *neutral*, 4 = *agree*, 5 = *strongly agree*). Sample t-test was employed to understand the relationship the degree of behavior of employers and there was a statistically significant difference between means ($p < 0.05$). Thus, the hypothesis H1 for RQ 1 was accepted.

An independent- samples t test method was used to assess whether all six factors show significantly different attitude patterns based on gender. No statistically significant differences were found for all six factors, i. e. “Costs”, “Training Strategy”, “Positive Traits”, “Negative Stereotypes”, “Need for Support”, and “Importance of Skills” based on gender. Therefore, this hypothesis was rejected on the basis of no statistical differences were reported in attitudes between males and females with regards to all six attitudinal dimensions.

One-way between-groups analysis of variance (ANOVA) was conducted to establish a significant relationship between employers’ age and attitudes towards employees with disabilities, if any. A statistically significant difference was reported between factor 1, “Costs”, and factor 3, “Positive Traits”. We can see that the significance value is 0.014 (i.e., $p = 0.014$) for factor 1 and 0.052 for factor 2, which is below 0.050 for both factors, therefore, there is a statistically significant difference in the age of the employers and their attitudes on the costs for employing people with disabilities and display of positive traits.

The six factors (“Costs”, “Training Strategy”, “Positive Traits”, “ Negative Stereotypes”, “Need for Support” and “Importance of Skills”) for the SPSS ANOVA procedure to find out whether there is any significant difference between the attitudes of the employers and the number of years' of experience in the hospitality industry. The results of ANOVA analysis which determine the difference between the factors. Factor 3, “Positive Traits” and factor 6, “Importance of Skills” display significant results $p=0.036$ and $p=0.001$ respectively, and shows that employers attitudes are dependent on the traits of employees, irrespective of positive or negative characteristics and individuals skills required to perform their job responsibilities objectively. significance difference for factor 3 (“Positive Traits”) and, and factor 6 (“Importance of Skills”) and rejected for other four factors (“Costs”, “Training

Strategy”, “Negative Stereotypes” and “Need for Support”) as they do not reveal any significant differences ($P>0.050$).

The objective to find out if there is relationship between employers prior/present professional experience in regards to people with disabilities and all six attitudinal dimensions in the world of work (contact and exposure with people with disabilities over their entire career). Statistically significant difference ($p<0.05$) was found for Factor 1 “Costs” ($p=0.007$), “Need for Support” ($p=0.050$), and “Importance of Skills” (0.13). This hypothesis was accepted for only three factors (“Costs”, “Need for support”, and “Importance of training”) and rejected for other three factors (“Training Strategy”, “Positive Traits”, and “Negative Stereotypes”) as they were no significance differences reported ($p>0.050$).

To have a comparative understanding on the relationship between the size of the firm and attitudes of employers representing them. Statistically significant difference was reported between factor 4, “Negative stereotypes” ($p=0.001$) and “Importance of Skills” ($p=0.003$), both being less than 0.05 ($p<0.05$). No statistical significant differences were reported for factors, “Costs”, “Training Strategy”, “Positive Traits” and “Need for Support”. Thus, this hypothesis holds true for factor 4, “Negative Stereotypes”, and Factor 6, “Importance of Skills”, and rejected for other four factors (“Costs”, “Training Strategy”, “Positive Traits”, and “Need for Support”) as they do not reveal any significant differences ($P>0.050$).

Person-first language emphasizes on the indentifying someone first as a person and second, by descriptive word (St. Louis, 1999). The main notion behind this revolutionary ideology is to bring transparency while addressing or labeling people with disabilities, primarily as a “person” and secondarily as member of some minority group. Selection of words or expressions such as “the handicapped” educe pessimistic thoughts and creates a impression that all people with disabilities are alike (Snow, 1998). Of the 174 responses, 63 (36.2%) people “agree” and 41 (23.6%) people “strongly agree” to the use of Peoples’ First Language to address world’s largest minority as depicted in this study, with a mean score of 3.52 and $SD= 1.254$ (1 = strongly disagree, 2 = disagree, 3 = neutral, and 4 = strongly agree, and 5= strongly agree). The author decided to employ Independent-samples t test to confirm Hypothesis 6 and also to understand whether the use of person-first language differed in respect of gender

("male" and "female"). The p-value of t-test for the equality in the use of People First Language between gender is $p = 0.36$. Since this p-value is greater than 0.05, the null hypothesis (no significant difference in the use of people first language and between gender) rejected, the decision would be that there is a significant difference between the gender in respect of use of peoples first language. Thus, females ($M=3.61$) hold a stronger belief that the People First Language is more rational way to address people with disabilities than males ($M=3.44$). Thus, Hypothesis is confirmed.

In general, employers confirm that aesthetic and self presentation skills are important to apply and integrate into hospitality workforce. Participants had a somewhat same opinion on the re-requisite requirement with a mean of 3.47 ($SD= .904$). It was reported in figure 8 that 69 (39.7%) participants agreed, 19 (10.9%) strongly agreed, 66 (37.9 %) answered with neutral responses and less than, approximately 10% of remaining participants reported disagreed and strongly disagreed responses.

Two different questions were asked to the respondents in context to accommodations, First to examine their willingness to provide accommodation (structural, technological or job modifications), and other question in context to their understanding and perception on the technical aspects of accommodation challenges (for example, specialized equipments, facility modifications, adjustments to work, schedules or job duties. These responses indicated, as observed in the table, that the employers viewed individuals with disability as not being a burden to the organisation and show open approach with regards to accommodation requests if required. 74 (42.5%) and 31 (17.8%) respondents “agree” and “strongly agree” to the notion of make/would make reasonable accommodations for employees with disabilities. Respondents were asked, “*Do customers favor companies that hire and accommodate employees with disabilities in their workforce*”? In the current study, employers agreed that they believe that customers favour companies which display strong corporate social responsibility with regards to employing people with responsibilities in their workforce. The reported mean was 3.47 and standard deviation of 1.007 (scale: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree).

As discussed in methodology section, participants were asked to share their personal and professional experiences in context to employees with disabilities. The responses to the open-ended question provided interesting facts and

underlying objectivity regarding the existence and performance of people with disabilities in hospitality industry. Those who believe in the appropriateness of professional inclusion of individuals with disabilities found to display positive attitudes. Even though there were only 43 participants (24.7%) responding to open-ended questions, they provided appropriate information to address the objectives and goals of this study. The author decided to categorise them according to the perceptions of employers (for example, positive, negative and neutral attitudes of employers).

3.4 New and Novel Research Results

There are many ongoing debates around disability, revolving around human rights worldwide, but in this research the main focus was on how employers' perceive the multi-dimensional phenomenon of disability and display their attitudes towards employees with disabilities. The researcher, being himself an individual with a disability believes that his contribution in context to Hungary will be seen as positive to this on-going fight for equality. Thus, the author would like to highlight his new and novel results, as discusses below:

1. In terms of an **empirical contribution**, this research study adds worthwhile perceptivity from the view point of employers towards the participation of people with disabilities in the world of work. The author stresses on his efforts on presenting realistic and original contribution, however, adding to the existing body of knowledge in international context. The survey population represents a part of a specific industry (hospitality sector) and also a small fraction of employers in the city of Budapest. This could be seen as a minuscule handout in the wide world knowledge but the results should be interpreted as cutting-edge annexation in Hungarian context. The confirmatory approach was adopted for this study in Hungary, but the sample and the approach were reported different from Paez (2010) original study. International literature has provided as many aspects of the phenomenon of disability by the authors' who have not disclosed their identity, as a 'person with a disability' or a "person without a disability". My research is inferred to be "unique" and "novel" for two reasons. Firstly, findings are presented from the perspective of a "researcher with a disability", and secondly replicated for the first time in Hungary. One of the important findings was that no significant difference in attitudes of male or female employers. This is a true deviation from existing international

literature, majority of researcher reported that women employers show positive behavior than men which is a novel finding of the dissertation.

2. My research offers an original **theoretical** contribution to the knowledge by offering two new factors, "Positive Traits and "Need for Support", in terms of identifying and grouping correlated items which define dimensions within a construct. Thus, these factors offer a new analytical approach to existing literature in terms of factor analysis which contribute towards the rationalities in conceptualizing the relationship between of disability and employment. Both factors characteristics have been already described in chapter 4, results and discussion, but reaffirms "Positive Traits" refers to inherit positive qualities of the employees with disabilities and "Need for Support" highlights the attentiveness issues from the perspective of colleagues. PAEZ (2010) and CHI and QU (2003) have already contributed attitudinal factors in their studies in terms of costs, training, negative stereotypes and skills.
3. With the addition of new factors in the literature, it is the understanding of the author and would like to stress again that these new attitudinal factors are being contributed towards the **empirical** knowledge in regards to disabilities studies. Empirically, both factors show significant results when tested for hypotheses. Factor 3, "Positive Traits" show consistent significant differences for hypothesis 2b and 3, regardless of number of total years of experience in the hospitality sector, and age of the employers. Factor 5, "Need for Support" show significant differences for Hypothesis 4, i.e. attitudes of employers and professional working experience with people with disabilities. To elaborate, it is an another novel finding (proven empirically) that employers with more years of professional (exposure and contact) working experience perceive employees with disabilities are self-sustainable.
4. In terms of **theoretical and empirical contribution**, survey method of data collection provided a platform to understand the relationship of disability and employment pre-requisite requirement in terms of aesthetic and self presentation skills in hospitality industry that has not been used before in Hungary. The author has triggered the exclusivity and subjectivity of recruitment, induction, training and retaining the employees with disabilities. The existing qualitative data support the general agreement on

aesthetic concerns but the author has interpreted the same concept by providing new empirical findings as discussed in previous chapter. After analysing the data, my results show that majority of employers (69 respondents agree and 19 strongly agree) in this research perceive aesthetic and self-presentation skills as an important employment requirement to apply and sustain in hospitality industry.

5. In terms of **policy contribution (strategic management)**, the author endorses people first language to be accepted as an instrument in corporate world regardless of geographical boundaries, size of an enterprise, etc. Thus, I have demonstrated empirically, a new finding, the relationship between people first language and the understanding of employers in hospitality industry in Hungary. I have also proved that first-hand that female employers hold stronger beliefs about the usage of the people's first language (as compared to identity first language) is a rational way to address people with disabilities than male employers. Firms can demonstrate their fidelity to their customers and employees with disabilities by being culturally and linguistically adaptable. In sense of corporate communication strategy, people first language should be incorporated as righteous and organisational commitment towards different stakeholders by being 'politically correct' in the world economy.
6. Researchers as part of the international literature focusing on hospitality industry have reported that customers purchase intentions or patronage decisions are guided towards the organisations that hire and retain individuals with disabilities in their work force. Further analysing the data I have determined that, in employers' (68 respondents) perception, customers display neutral preferential treatment towards the organisation having diversified and inclusive corporate policies in terms of employment of individuals with disabilities.

4 CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

This research study has presented mindset of employers in context to the phenomenon of disability and how this realistic truth of life is interpreted at work in relation to their knowledge and experiences. Since this study was conducted only in hospitality sector and provided wide range of employers' perspectives towards employees with disabilities in one specific industry in the city of Budapest. The important thing to address here is that may be perceptions of employers or approach towards people with disabilities vary depending on the industry and geographical location, for example, employers in manufacturing industry may display either more positive or negative attitudes or employers in rural geographic may display different range of beliefs.

Descriptive test reported different results in terms of employers and business variables in context to employees with disabilities. Six factors emerged from the Factor Analysis test, namely '**Costs**', '**Training Strategy**', '**Positive Traits**', '**Negative Stereotypes**', '**Need for Support**' and '**Importance of Skills**'. Different tests, for example, one-sample t test, independent-samples t test and ANOVA were used to test the relationship of these attitudinal dimensions in regards to employers and business related variables.

To conclude, employers display neutral attitudes toward people with disabilities in this study (**Hypothesis H1 confirmed**). As discussed in previous section, there was no significant difference found between gender and attitude factors (**Hypothesis H2a rejected**). The result is consistent with PAEZ (2010) and CHI and QUI (2003) findings, as they both also reported no significance difference relationship between gender and attitudes of the employers. Thus, it can be interpreted that either gender, i. e. male or female employers, did not differ significantly on attitudes towards persons with disabilities. A significant difference was found between two attitude factors (factor 1, 'Costs' and factor 3, 'Positive Traits') and age of the employers (**Hypothesis H2b confirmed**). Similarly, the employer's years of experience in hospitality industry shows significant difference in attitude for factor 3, 'Positive Traits' and factor 6, 'Importance of Skills'. Employers with more years of professional experiences exhibit favourable behavior in providing training opportunities to employees with disabilities (**Hypothesis H3 confirmed**). A significant difference existed between employers professional experiences with persons with disabilities and

employers attitudinal factors, ‘Cost’, ‘Need for Support’ and ‘Importance of Skills’ (**Hypothesis H4 confirmed**). A significant difference was also noticed between the attitudinal dimensions (‘Negative Stereotypes’ and ‘Importance of Skills’) and the size of the employer’s enterprise. Like total years of professional experience, employers representing large sized enterprises are very open about providing training to employees with disabilities than medium and small sized enterprises (**Hypothesis 5 confirmed**). Factor 2, ‘Training Strategy’, did not show significant relationship with any of the employers and business variables. Table 28, summarises the data analysis strategy for all hypotheses. The findings show that people first language has gained momentum, but still there many fractions of population who are not still aware of the importance of this language and moral implications attached to it. The author suggest, rather request all the researchers, international bodies and governmental institutions to use Person First Language (e.g., people with disabilities) in daily discourse and to bring transparency in such linguistic movement worldwide. The dialogue behind the validation of People First Language is very important and this has not been examined more extensively in the literature, especially in quantitative studies, focusing on the integration of individuals with disabilities. A positive display of attitude goes deeper, though does not leave any reflection, but the impression lasts forever. The Author would like to quote RICHARD DYER (1993) in this context, “How we are seen determines in part how we are treated; how we treat others is based on how we see them; such seeing comes from representation”.

Empirically, there is a significant difference in the use of People First Language between the gender (**Hypothesis 6 confirmed**).

Addressing remaining research questions, the author has presented vast variety of responses on the study under investigation. As international literature citing employers concerns over cost of accommodation in context to employers with disabilities, which has been a big obstacle in hiring decision.

Table 2: Summary of the Hypotheses

S. No.	Hypotheses	Statistical Test*	Results
1	Hypothesis 1: Neutral attitudes remain prevalent among employers in context to professional integration of people with disabilities in the labour market.	One-sample t test	Hypothesis confirmed
2	Hypothesis 2a: There is a statistically significant difference between employers' gender and the attitudes towards individuals with disabilities	Independent-samples t test	Hypothesis rejected
3	Hypothesis 2b: There is a statistically significant difference between employers' age and attitudes towards employees with disabilities	ANOVA	Hypothesis confirmed
4	Hypothesis 3: There is a significant difference between the employers' attitudes toward employees with disabilities and the number of professional years' of experience in hospitality industry.	ANOVA	Hypothesis confirmed
5	Hypothesis 4: There is a statistically significant difference between employers' attitudes and professional experience and exposure towards employees with disabilities.	ANOVA	Hypothesis confirmed
6	Hypothesis 5: There is a statistically significant difference between the employers' attitudes towards employees with disabilities and the size of the firm	ANOVA	Hypothesis confirmed
7	Hypothesis 6: There is a statistically significant difference between employers' gender and the use of People First Language.	Independent-samples t test	Hypothesis confirmed

Source: Author's own work based on SPSS results

(*): Hypotheses were tested against the six factors emerged in the Factor Analysis.

Thus, favourable notion displayed by employers towards make/would make reasonable accommodations for employees with disabilities to integrate them into their workforce. As reported in discussion section, employers in hospitality

industry give importance to aesthetic fundamentals over skills. In this study, the author reports mixed responses in terms of this overhyped dilemma. Majority of responses reported were either, “agree” or “neutral” in context to aesthetic and self presentation concerns. Disability is not an insignificant issue; the well-being of people with disabilities is an important socio-political agenda point. Unless and until, the thought process of able-disabled people changes, or they start accepting the ‘world’s largest minority’ into their system, the objectives of these models and legislation will not be accomplished. The models of disability can therefore help us to define guidelines and descriptive procedures which include such people and which overcome the problems of marginalization and social exclusion.

There is a deliberate attempt through this research to provide information to the employers who are only familiar with the existence of individuals with disabilities in society, but have not been exposed to the very important basic concepts thereof. There could be two reasons for this, either there is not enough information available to them, or maybe they have not interacted with any individual with disabilities. The phrase ‘necessity is the mother of invention’ stands out in this context because we learn and show an interest in certain things in life only when it is essential or we are faced with a dilemma. We tend to show no interest in diseases and disorders unless we are sick ourselves or someone in our family is afflicted. On the basis of the same ideology, the phrase ‘ignorance is bliss’ opens our eyes so that we no longer have an ignorant attitude towards disability and motivates us to be more open-minded about other people’s existence in society irrespective of race, gender or disability (SHARMA and DUNAY 2016 a).

The analysis of open-ended item reported that many of the employers hold negative attitudes towards employers with disabilities. Industry visits and workshops where the representatives from small, medium and large enterprises gather up and may provide opportunities to each other share their experiences which will eventually help as ‘intervention’ in spreading professional awareness about the positive traits of hiring people with disabilities.

The unsubstantiated assumption of the employers toward the employees with disabilities is the incapability of them being economically active in labour market and thus, this has imperative effect on policy makers. Importantly, another implication on policy formation is to provide background information

and non-technical information to the policy makers in Hungary which author feel has succeeded. This non-technical study hope to remove socially and professional related barriers which leads to stigmatizing attitudes toward marginalised groups like people with disabilities. While this attitude-based research study is important for researchers, but employers, service providers and human resource agents can use this study as a ‘handbook’ to broaden their knowledge in relation to disability, attitudes, and for developing and adopting an empathetic approach towards disabled people at work.

4.2 Recommendations

The author presents provides additional considerations for future research as well as consideration for employment practices is also provided in this research thesis. Employers regardless of geographical location, size of the firm, gender should pay close attention to the stereotypes and prejudices in terms of reasonable accommodation, operational costs and type of disabilities. Not every individual with a disability is same and not all disabilities do require job accommodations or cost related adjustments. It depends on individuals to individuals and modifications varies from case to case as discussed in previous chapters. In order to inclusion to be successful, management should focus more on providing more avenues for training and skill developments for people with disabilities. Also, show open and flexible approach towards in building up strategies in areas of disability dynamics.

Since results reports neutral attitudes of employers towards employees with disabilities in the place work. It indicates that there is still need to spread awareness about the different dimensions of disability and also to project positive attributes of hiring individual with disabilities. This could be achieved by adopting a systematic intervention approach which may benefit very stakeholder involved directly or indirectly in the professional integration of world’s largest minority.

In terms of future research objectives, this study has not yet covered many issues regarding successful integration of individuals with disabilities in the labour Market. The author co-wrote an article about the models of disability i.e. the medical and the social model, the international classification of impairments, disabilities, and handicaps (ICIDH), as well as the International classification of functioning, disability, and health (ICIDH-2 or ICF). This article shed light on the detailed conceptual framework of the ICIDH & ICF and

the acceptance of ICF as the main disability guide at the global level (SHARMA and DUNAY 2016 a). The lack of disability awareness in many organisations still needs to be confronted. There is, therefore, a lot of scope for future studies into how to bridge the gap between society and work culture. The ICF model's environmental and personal factors can be further evaluated to gain access to issues pertaining to the work place. The objectives of concepts and models are not only to provide in-depth information about disability, but also to empower people with disabilities because they are also not up-to-date about their rights. Both people with disabilities and able-bodied people need to re-think or deviate from stereotypical thought processes or create a new outlook towards disability for the 21st century.

The author conducted a case study in 2007 in a café called Nem Adom Fel Café and Bar in the heart of Budapest city. The objective of this paper to present the human resources practices at the Nem Adom Fel Cafe and Bar. The mission of the Nem Adom Fel Cafe and Bar is to encourage the social integration and inclusion of people with disabilities by offering employment and providing opportunities to have a decent life style (SHARMA and DUNAY 2017 b). Future research studies will involve exploratory case studies in organizations who also share the same vision as the Nem Adom Fel Cafe and Bar. These future studies will focus on different industries at various geographical locations in order to gain greater insights into the rights and professional position of people with disabilities.

Replication of this present study using the same attitude scale in other geographical areas within Hungary will help to confirm the validity of the instrument and to identify attitudes of employers in rural and urban Hungary. More ever, replication of this study would also help in to confirm the reliable potentiality of the instrument to test the attitudes of employers in other European countries, especially in Visegrad region. Similarly, allowing for comparative studies in other sectors, such as a comparative study to measure the attitudes of employers between manufacturing and service industry in Hungary and other European countries.

The author also like to highlight on a finding with regards to attitudes of employers in respect to size of the organisation. Respondents from smaller enterprises hold less negative stereotypes as where compared to employers of bigger enterprises. This provides an opportunity for future research in small and medium enterprises, to conduct qualitative as well as quantitative study involving the attitudes of co-workers towards employees with disabilities.

5 LIST OF PUBLICATIONS (2015-2018)

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