

Analysis of Perceptions on Employment of differently-abled People in the Indian Hotel Industry

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Abstract: Diversity and Inclusion (D&I) have now become a business priority for most organizations across industries, as multiple research studies have shown that it not only boosts creativity, innovation, and employee morale but also productivity and the bottom line while helping the world to move towards a more equalised economy. Empowering differently-abled people through employment opportunities has also become one of the top priorities for organizations, including those in the hospitality industry, where guests often perceive an inclusive hotel property or workspace as more accommodating, comfortable, warm, and welcoming. The present study aims to examine the employment practices of differently -abled people in the Indian hotel industry. In the present research paper, an exploratory research design was adopted. A two-phase design was used to explore the topic and find new research dimensions. The study also revealed the opportunities and hindrances in the process and how these can be resolved to increase employment of this sector for a dignified life, and an inclusive Indian society. This study tried to connect the demand for a competent workforce in the Indian hotel sector with the employment needs of specially-abled people.

Keywords: Disability; Inclusivity; Hiring Practices; Specially-abled employees; Hotel industry; Policy making; Diversification; India.

Análisis de las percepciones sobre el empleo de personas con discapacidades especiales en la industria hotelera india

Resumén: La diversidad y la inclusión (D&I) se han convertido en una prioridad empresarial para la mayoría de las organizaciones de todos los sectores, ya que múltiples estudios de investigación han demostrado que no sólo fomentan la creatividad, la innovación y la moral de los empleados, sino también la productividad y los resultados, al tiempo que ayudan al mundo a avanzar hacia una economía más igualitaria. El empoderamiento de las personas con discapacidad a través de las oportunidades de empleo también se ha convertido en una de las principales prioridades de las organizaciones, incluidas las del sector de la hostelería, donde los huéspedes suelen percibir un hotel o espacio de trabajo inclusivo como más acogedor, cómodo y cálido. El presente estudio pretende examinar las prácticas de empleo de personas con discapacidades especiales en la industria hotelera india. En el presente trabajo de investigación se adoptó un diseño de investigación exploratorio. Se utilizó un diseño en dos fases para explorar el tema y encontrar nuevas dimensiones de investigación. El estudio también reveló las oportunidades y los obstáculos en el proceso y cómo se pueden resolver para aumentar su empleo para una vida digna, y una sociedad india inclusiva. Este estudio trató de conectar la demanda de mano de obra competente en el sector hotelero indio con las necesidades de empleo de las personas con discapacidades especiales.

Palabras clave: Discapacidad; Inclusividad; Prácticas de contratación; Empleados con discapacidades especiales; Industria hotelera; Elaboración de políticas; Diversificación; India.

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1. Introduction

World Health Organization has an estimated 1.3 billion people, or approx. 16% of the global population, that experience disability. As per the International Labour Organization, the unemployment rate of 7.6% among persons with disabilities (PwDs) is much higher compared with the 6% for persons without disability. Even in India, as per government estimates only about 36% of the differently-abled population is employed, and this number is much lower in the organized employment sector.

India has 26.8 million specially-abled people, according to the 2011 Population Census. The working population, mainly in the age group of 10-19 years and 20-29 years, are 17 percent and 16 percent, respectively. The employment status of specially-abled in India is very disheartening; only 36 percent are working.

Disability means "A person's inability to perform equally with others effectively due to long-term physical, mental, intellectual or sensory impairments." The Gazette of India specifies that an individual with a disability implies an individual with a defined impairment not less than 40 percent (Ministry of law, justice and company affairs, 1995). The ICF (International Classification for Functioning) definition of disability states that disability is caused by a complex relationship between body structures, functions and impairments, activities and involvement, and contextual factors reflecting the circumstances in which a person lives, will be used (Yaruss & Quesal, 2004).

"A person is said to be specially-abled if he/she has a physical or mental impairment that has a significant impact on his/her daily life. This definition encompasses a wide range of impairments from physical impairments like a partial or total loss of sight, difficulty in hearing, inability to speak, various forms of immobility involving arms, legs, or spine, and mental impairments like autism and dyslexia." (Team, 2017).

The employee and the employer require employees to produce goods or render services for economic growth and development (Keynes, 1937). The proportion of specially-abled workers in the national capital region is only 27.92 percent, the fourth lowest in India, despite enormous opportunities in multiple sectors, including the hospitality and tourism industry (Saikia et al., 2016). Everywhere in the world, there are works that can be performed by the specially-abled people with some adaptable changes in the work environment and moral support from the society. In India, the main reason for the significant difference in work supply and demand for a qualified, specially-abled person is the disparity between where they live and where the positions are open, as most of the population lives in rural areas.

The robust financial performance of tourism and travel shows the sector's authority as an instrument for governments to create prosperity while generating employment worldwide. Travel and Tourism accounted for creating around 10% of the total jobs in India, 14 million indirect and 25 million direct jobs were created in 2016 (Ministry of Tourism, 2016). The unemployment rate of the specially-abled in India is higher than the standard population. Disability is a collective term that covers "impairments (a body function or structure problem), limitations on the operation (related to difficulties in performing a task or action), and constraints on participation (an issue found in life circumstances involvement)"; (Swartz, 2016) The ICF (International Classification for Functioning) definition of disability states that "Disability is caused by a complex relationship between body structures, functions and impairments, activities and involvement, and contextual factors reflecting the circumstances in which a person lives, will be used" (Yaruss & Quesal, 2004).

A detailed study of the Indian population census in the last century can assume the status of specially-abled people in India. Employment is required by the employee and the employer for the production of goods or rendering services for the growth and development of both economically. (Keynes, 1937). There are 47% male workers while only 23% of females work all over India. In rural India, around 25% of women with disabilities are employed, while the corresponding figure is 16% in urban India. Of the total non-workers with disabilities, about 46% are 15-59 years of age, 31% are of 0-14 years, and 23% are 60 and above aged people (Menon et al., 2014).

The skills of specially abled people lie untapped due to misunderstandings regarding their employment capability, divisive social perceptions, inadequate jobs, centers of technical training, and career resources. SDG 8 targets decent inclusive employment in line with SDG4 for inclusive lifelong education by 2030, following the international framework for all the countries adhering to UN guidelines as given below. Wescott et al (2020) observed that training is essential for a skilled and highly motivated workforce.

Employee efficiency impacts an organization's bottom line (Alsayyed et al., 2019). The corporate

leaders must be conscious of the value and the effect of training and growth on employee achievement and assessment. Staff training and growth help the company and staff accomplishes several goals, such as increasing productivity, a sense of security, employee involvement, and the technical skills required to do work.

With adequate growth and advancement programs and successful approaches to workplace success evaluation, staff would be able to support the company in maintaining its strategic advancement in today's global economy.

2. Review of Literature

An exhaustive review of literature has been planned from the annotated bibliography on the research topic to understand better the challenges, prospects, and procedures during the research. This knowledge will act as a guideline in considering the research steps and how previous researchers deal with similar problems regarding Specially Abled Peoples (SAP) employment challenges.

2.1 Employment of specially-abled people around the world

The types of disability influence the employment statistics, but demographic factors have no significant influence, and a higher level of education also did not help get employment for SAP. A person with hearing impairment has more possibilities of being employed, and a person with psychological impairment has the least possibilities. The fresher, the older, and the female working population had less employment opportunities.

According to the author, this study is more about the general employment condition of SAP, and the degree of severity among the different debilities groups may have influenced the results. In Romania, the employment rate of SAP is only 12.7% compared to 57% in the general category (Boman et al., 2015). The reasons are mainly education, differences in certified workability and self-assessed workability, and only 1% job segregation for the disabled. The study also states that those getting a disability pension are reluctant to look for a job as they will not be getting it once they start a job till retirement and are not sure of continuing the job till then. The private sector employs 61% of disabled people, whereas the public sector employs only 31%. Although having a large sample size, the researcher missed out on studying the specific hindrances faced by different disabilities in getting a job apart from societal discrimination (Angela, 2015).

2.2 Human resource practices in employing specially-abled people

The hospitality industry in the USA is proliferating, but a decline in the labor force has forced the human resource managers to look for alternate labor pools, and specially-abled people can be a good option, according to the study. The researcher has sighted that most managers were worried about the cost of accommodation and training in employing them but found salient features like loyalty, dedication, and governmental fringe benefits as an advantage to the cost incurred from the referred research. The researcher has done some case studies and found that more influential organizations were recruiting more specially-abled people than the smaller ones, and the top management attitude is more important in recruiting them as they lack technical skills. Many hotels were recruiting them as job trainees (Donnelly & Joseph, 2012).

Research on employers' reasons for not employing and retaining specially-abled people are mainly lack of knowledge of their ability, financial and legal implications. Inclusion and retention of specially-abled people can be increased only by creating an inclusive workplace, societal acceptance attitude, and liberal legal policies for both employee and employer. This paper is based on research in multiple industries (Kaye et al., 2011). The researcher has tried to find out the factors that prompted the employers to employ the specially-abled people and tried to develop a scale that will act as a guidebook for employing them. The four factors highlighted were cost of accommodation, dealing with needs of the specially-abled people, knowledge of the law of the land regarding disability, and labeled discriminatory attitude of people, which were analyzed to develop the scale.

2.3 Government policy on disability

Seventeen goals as identified by United Nations with 169 targets in 2015 to assess sustainable progress in social integration and economic and environmental dimensions of development. Ministry of Statistics and Programme Implementation in consultation with other stakeholders, review the progress in achieving these goals on a national level at a periodic interval to reach the 2030 agenda of leaving no one behind. The SDGs-National Indicator Framework Progress Report 2020 is India's first formal

progress report on SGD-NIF (encompassing all 17 SDGs), containing data from 2015-16 to 2018-19 (MoSPI, 2020).Persons with Disabilities Act was enforced as an act of the parliament after receiving the approval of the President on 1 January 1996 for overall involvement and equality of specially-abled people. The said Act is known as PWD Act-1995, which evolved after the Beijing meeting in December 1992, launching the Asian and Pacific Decade of Disabled Persons from 1993 to 2002 convened by the “Economic and Social Commission for Asia and Pacific” (Ministry of law, justice and company affairs, 1995).This article tries to find out the desired practices for an inclusive environment at the place of work after introducing RPWD Act – 2016. This Act entails that both public and private industries are responsible for providing an inclusive work environment to the twenty-one types of specially-abled people, as mentioned in the Act. Definition of disability described, and the citizens under this category are certified to disburse remuneration in various services. Directives were given to organizations to have an inclusive policy handbook for the specially-abled employee.

Programs on awareness of employment opportunities and possibilities for both employees and the employer were conducted, and forums were established to solve any inappropriate incidences. This Act was designed and formulated to uplift the life of the specially-abled people in the country (Sarkar, 2018). It was found that big organizations employ more specially-abled people than small organizations. The levy-grant scheme is more successful than the quota system. (Mori & Sakamoto, 2018).

Disability through which, we would be able to understand the intricacies of different types of disability and how to handle them legally and socially. It defines the medical, social, legal, and theoretical aspects of disability. It has been observed that though there is economic growth, job opportunities in the organized sector are trimmer and more on the unorganized front. This hinders the creation of inclusive growth and opportunities for specially-abled people. Indian economy is one of the fastest-growing economies globally, but there is minimal development in job opportunities in the organized sector.

Table 1: Research gap perceived from the above literature

Research Gap	Reference Papers
Worldwide managers played an important role in training and accommodating specially-abled persons in the workplace at different demographics.	Groschl, 2011;
There is limited study in the Indian context.	Bengisu& Balta 2011;
Study on HR manager and departmental managers' together in a study is missing. There are enough prospects for specially-abled people in the hotel industry.	Paez and Arendt 2014;
Training is considered as very crucial part in employing SAP. There is a wide disparity in the level of studies for job prospects for the specially-abled in the hotel industry.	Morbiwala 2014;
There were no studies on the well-being of specially- abled people already working in the hotels, so it will be researched on economic and non- economic factors.	Vornholt et.al 2018;
Limited types of specially- abled people are only employed.	Meacham .et.al, 2017;
	Beatty .et.al, 2019;
	McIntosh & Harris 2018;
	Luu 2019;
	Pellicena .et.al, 2020;
	Maini & Heera 2019.
	Sarkar,2018;
	Vasanthi 2020;
	Mat Sat et.al 2017;
	ITC Hotels India 2016.

3. Research

3.1 Research Objectives

- To explore the existing practices of employing specially-abled people in hotels
- To examine the human resource and departmental manager’s perspective on employing specially-abled people

3.1.1 Research Methodology

The methodology describes the procedures and tools that the scholar utilized to acquire, organize, analyze, and interpret data. It describes constructs and variables in detail. In the present research paper, an exploratory research design was adopted. A two-phase design was used to explore the topic and find new research dimensions. Quantitative data on the perception and process of human resource managers in employing specially-abled people in the hotel industry were collected through a structured

questionnaire designed based on a previous study by Paola Paez (Paez et al., 2011). All the managers or supervisors from all core departments of the hotel, namely the Front Office, Housekeeping, Food and Beverage Service, and Food Production, were approached for their perception of employment of specially-abled people to explore the possibilities of their employment in the industry (Patiar & Wang, 2020). A descriptive statistic method thoroughly explores the various factors used to identify the managers' perception of employment or working with specially-abled people.

3.2 Research Hypotheses

Hypotheses have been proposed on the basis of available literature on the perception of the managers' on specially-abled people. The first hypothesis is framed on managers' perception of employing specially-abled people based on their characteristics', cost of operation and training process. The second hypothesis is based on managers' awareness about the laws and Acts' in relation to the specially-abled people of the study area. The third hypothesis is about the treatment of specially-abled people in the hotels of NCR through a qualitative study.

H01: Hotel managers' are optimistic in working withspecially-abled people.

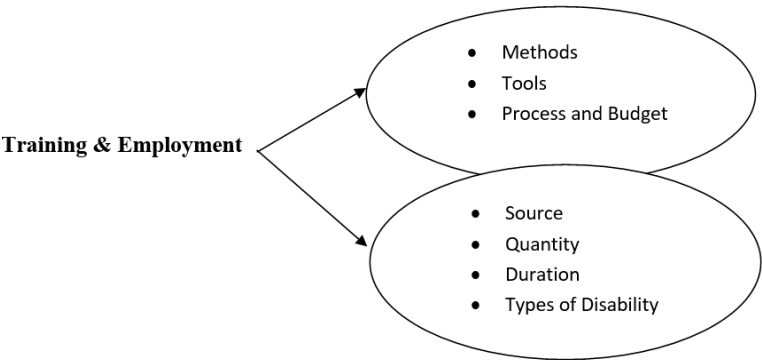
The second hypothesis is about assessing the knowledge of managers' about the RPWD Act as literature shows that lack of training of the general employees for accepting specially abled people has hindered the success of the Universal design principle of ITC hotels (ITC Hotels India, 2016). Employing specially abled people will create a positive image of the organization for the consumer. Managers' should have knowledge and follow the law of the land like quota and penalty system(Aichner, 2021b). Organizations were directed to have an inclusive policy handbook for the specially-abled employee in the RPWD Act-2016. This has been designed and formulated to uplift and lead a dignified life for the specially-abled people in the country (Sarkar, 2018).Despite of presence of an act the society is flawing it in accepting the specially abled people in their daily life (Vasanthi, 2020). Thus, the study measures the knowledge of managers' in hotels of NCR.

H02: All hotel mangers' have adequate knowledge on the RPWD Act- 2016

The third hypothesis is checked upon qualitative research findings on inclusiveness of hotels of NCR from the specially-abled people view point. As every individual has different abilities, so they can be incorporated into the workforce and this will increase social inclusion of specially-abled people with intellectual infirmities (Meacham et al., 2019). Most of the hospitality establishments in India recruit specially-abled people as a part of corporate social responsibility. Availability of trained specially-abled people emerged as the main hindrance in employing them along with other ability specific factors (Vashishth et al., 2019). The society should be more accommodating and give priority in giving jobs to the specially-abled people without any discrimination (Saleh & Bruyère, 2018). This will interpret inclusiveness of hotels in NCR.

H03: Specially-abled people are equally treated in the hotels as their co-workers

Figure 1: Constructs of Training and Employment Practices Adopted by Four and Five Star Hotels in Employing Specially-Abled People



4. Results

The first set of questionnaires was shared with the HR managers of the 57 hotels, which are FHRAI

registered, and 109 HR managers' responses were recorded, and the results are summarized.

4.1 HR Managers on Specially-Abled People Training and Employment

Based on the information from managers on specially-abled people, the study reveals that only HR managers of hotels (N=15) have employed specially-abled people (SAP)for the last 15 years. HR managers tend to recruit specially-abled people from private employment exchanges (N= 68), followed by NGOs (N= 36). Government employment exchange contributes negligibly (N=5) when specially-abled people recruitment is required. All respondents confirmed that they recruit only 0-7 types of specially-abled people in different departments, and they prefer recruiting them in ancillary departments (N= 78), followed by housekeeping, food and beverages production. F& B service and front office have the minimum number of specially-abled people recruited. Further, concerning the training and development, the managers confirmed that they prefer using the cross-training modules to train their staff, including operations, allied departments, skill and personal development, and crisis management. For training specially-abled people, HR managers use role-plays (N=67) the most to train them, followed by demonstrations (N= 33), classroom lectures (N=5), and on-the-job training (N=4). For recruiting specially-abled people, only 16 HR Managers confirmed that they get concessions in recruitment criteria when they are employing SAP, but most hotels do not get any such concessions or are unaware of such policies. HR managers further revealed that they do not have any separate or special budget for recruiting specially-abled; however, few indicated (N=18) that they have a special budget for recruiting specially-abled people.

4.2 Perception of HR managers

The information is collected from 109 HR and training representatives, out of which 98 work at the five-star hotel and 11 in the four-star hotel. Table 1 demonstrate that most of the respondents are females (N=68) and males (N=41). The maximum number of respondents falls in the category (N=36) of 19-25 years of age, followed by 26-35 years and 36-45 years, and 46-55 years. Most of the respondents have experience with specially-abled people by working as co-workers.

Table 2: Participant Details

Variables	Categories	Frequency	Percent
Gender	Male	41	37.61
	Female	68	62.38
Age	19-25 Years	36	33.03
	26- 35 Years	29	26.65
	36- 45 Years	21	19.26
	46- 55 Years	12	11.00
	55 years and above	11	10.06
Category of Hotel	Four-star Hotel	11	10.09
	Five Star hotel	98	89.91
Current job role	Manager	42	38.53
	Director	52	47.7
	Others	15	13.76
Experiences with SAP	None	12	11.01
	Family	3	2.752
	Friend	7	6.42
	Co-worker	87	79.81

Source: Demographic details of participant H.R. Manager

Exploratory factor analysis was carried out to understand HR managers' perception towards employing specially-abled people. Exploratory factor analysis helps identify whether the items represent their construct or have a high correlation with other items. Exploratory factor analysis was

conducted using the Principal Component Analysis approach (PCA) using Varimax rotation. Further, to check the suitability of factor analysis on the current data, the KMO (Kaiser-Meyer-Olkin) test was performed to measure sample adequacy. The values of KMO and Bartlett's Test (Table 3) confirmed that the data was fit for factor analysis. Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy value is 0.719, which is above the acceptable threshold value (Williams et al., 2010). Bartlett's Test of Sphericity showed that approximated Chi-Square value is 418.404 with 45 degrees of freedom. Bartlett's test was significant at 5% (p-value <0.01), which further confirms that the data was suitable for factor analysis.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.719
Bartlett's Test of Sphericity	Approx. Chi-Square	418.404
	df	45
	Sig.	.000

In the course of the validation process, no item was found to have low factor loadings. Hence all the ten items were retained for factor extraction. The three factors were extracted using varimax rotation, which accounted for 69.893 percent of the variation, as shown in Table 4.

Table 4: Total variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.513	35.127	35.127	3.513	35.127	35.127	2.843	28.431	28.431
2	2.035	20.352	55.479	2.035	20.352	55.479	2.530	25.296	53.727
3	1.441	14.414	69.893	1.441	14.414	69.893	1.617	16.166	69.893
4	.697	6.975	76.868						
5	.537	5.368	82.236						
6	.472	4.718	86.954						
7	.426	4.259	91.212						
8	.390	3.902	95.114						
9	.274	2.740	97.855						
10	.215	2.145	100.000						

Extraction Method: Principal Component Analysis

Further, rotated component matrix (Table 5) shows the factor loadings of each item, and these factors were then checked for the reliability using Cronbach Alpha.

This could be further confirmed by Scree plot (Figure 2) that confirmed that three factors have eigen values greater than 1 and from fourth factor onwards, all have given values less than 1. Reliability statistics is calculated using Cronbach Alpha for the three factors, and the results are summarized in Table 6.

The factors identified through the reliability statistics that dominate the perspective of the HR managers toward employing the specially-abled people include the training needs of the employees, the defined characteristics based on disability, and the skill set required for future growth and promotion.

Training needs of the employees–The most crucial aspect of employing specially abled people is the introduction of training programs that cater to their unique requirements. P5 in the questionnaire talks about the training of the employees based on their ability and the assigned job. As mentioned in work by(Tuan Trong Luu, 2018), the managers are required to understand the ability of the specially abled people and provide them with the necessary training for their respective job leading to their

empowerment. Formulating training modules and curricula meeting the requirements of specially-abled employees is the key to creating an inclusive workforce. Therefore, using different training methods for specially-abled people is crucial (P1).

Table 5: Rotated Component Matrix^a

	Component		
	1	2	3
P5	.827		
P9	.822		
P10	.765		
P1	.730		
P2		.834	
P6		.826	
P3		.770	
P4		.654	
P8			.903
P7			.874
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 5 iterations.			

Figure 2: Scree Plot of eigen values for factors of HR managers' perception

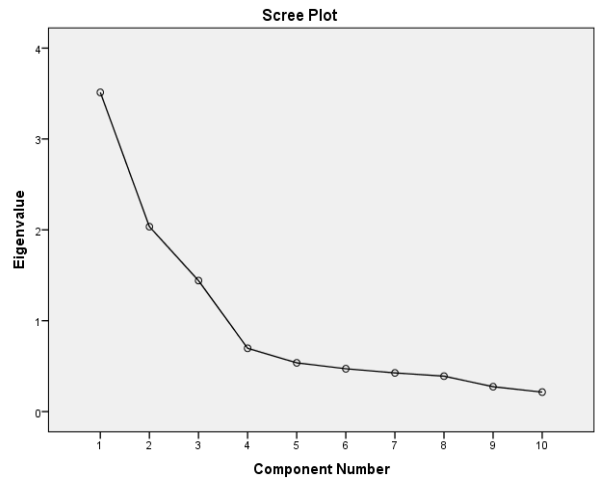


Table 6: Reliability Statistics

Factors	Items included	Cronbach Alpha	Number of items
Factor 1	P5,P1,P9,P10	0.815	4
Factor 2	P2,P3.P6,P4	0.787	4
Factor 3	P7,P8,P11	0.753	3

Source: Factors for H.R and Training managers' perceptions

Characteristics: The characteristics of the specially abled people identified by the human resources as the most important aspects included the humble attitude and the ability to deliver high-quality work (P6). It is crucial that they are provided with a special trainer who understands the challenges and trains them accordingly (P2), as it is more difficult to train the specially-abled employees in the hotel industry as compared to others (P3). On the contrary, some participants indicated that the same methods should be integrated in training all the employees irrespective of their Disability (P4). In work by Kalargyrou and Volis, (2014), it is stated that the specially- abled people take full responsibility for the work assigned to them and devote themselves to it in a complete manner. The specially-abled employees have the characteristics of motivated staff that is not only dedicated but also devoted to their employer(Kalargyrou & Volis, 2014).

Skills: The skills of the specially-abled people do not accurately match the requirements of the nature of employment, which makes it essential for the employer to provide them the training for the required skills. However, the participants highlighted that the specially abled people are more dependable compared to the employees with no disability (P7), and even the rate of absenteeism is lower among them (P8). In their work, Gupta and Ravindranath (2018) highlighted that human resources are responsible for managing the specially abled people at the workplace even if it requires them to arrange for the skills training that can help the specially abled employees grow and be ready for the future jobs and promotions. Thus, technical skills like the use of online apps and information systems, social skills, i.e., communicating with the guests as well as the team members, and soft skills for better time management can be included by the human resources to promote better engagement and productivity among specially-abled people (Gupta & Ravindranath, 2018).

4.3 Perception of Departmental Managers

The structured questionnaire sent to 500 managers of the FHRAI registered hotels in NCR but response rate is only fifty percent because of online survey and the pandemic effect in the hotel industry, among them twenty responses are incomplete. The information is collected from 230 departmental heads, out of which 215 are working at the five-star hotel and 15 in the four-star hotel. Most of the respondents are males (N=157), and only 73 are females. Maximum respondents fall in the category of 19-25 years of age, followed by 36-45 and then 46- 55 years of age, as mentioned in Table 7.

Table 7: Departmental Managers’ Participant Details

Variables	Categories	Frequency	Percent
Gender	Male	157	68.2
	Female	73	31.7
Age	19-25 Years	104	45.2
	26- 35 Years	61	26.5
	36- 45 Years	52	22.6
	46- 55 Years	11	4.7
	55 years and above	2	0.86
Category of Hotel	Four-star Hotel	15	6.5
	Five Star hotel	215	93.5
Current job role	Manager	124	53.91
	Director	20	8.7
	Others	86	37.39

Source: Demographic profile of departmental managers’

Exploratory factor analysis was conducted to understand departmental managers’ perceptions of employing specially-abled people. While employing factor analysis, the commonalities table revealed low factor loadings for the following three constructs: MP1 (0.154), MP 11 (0.477), and MP 19 (0.445). These three items were deleted to get better values of KMO, resulting in a better explanation of the

variance in the factors. The values of KMO and Bartlett's Test (Table 8) confirmed that the data is fit for factor analysis. Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy value is 0.849. For the goodness of fit, it should be higher than 0.7. Bartlett's Test of Sphericity showed that approximated Chi-Square value is 1607.318 with 171 degrees of freedom. EFA extracted four factors, as mentioned in table 8 below, and explained a 57.848 percent variance.

Table 8: Managers' Results from KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.849
Bartlett's Test of Sphericity	Approx. Chi-Square	1607.318
	df	171
	Sig.	0

The total factors extracted were four, which accounted for 57.85 percent of variation as shown in Table 9.

Table 9: Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.979	31.467	31.467	5.979	31.467	31.467	3.265	17.185	17.185
2	2.107	11.088	42.555	2.107	11.088	42.555	2.942	15.486	32.671
3	1.505	7.92	50.475	1.505	7.92	50.475	2.654	13.967	46.638
4	1.401	7.373	57.848	1.401	7.373	57.848	2.13	11.21	57.848
5	0.948	4.991	62.839						
6	0.849	4.468	67.307						
7	0.773	4.07	71.377						
8	0.654	3.441	74.819						
9	0.629	3.309	78.128						
10	0.594	3.126	81.254						
11	0.57	3	84.254						
12	0.513	2.7	86.954						
13	0.448	2.357	89.311						
14	0.406	2.137	91.448						
15	0.39	2.052	93.5						
16	0.368	1.939	95.439						
17	0.35	1.843	97.282						
18	0.282	1.486	98.769						
19	0.234	1.231	100						

Extraction Method: Principal Component Analysis. Source: EFA of departmental managers' perceptions

The Rotated component matrix (Table 10) shows the factor loadings of each item, and these factors were then checked for reliability using Cronbach Alpha.

This could be further confirmed by Scree plot (Figure 3) that confirmed that four factors have eigen values greater than 1 and from fifth factor onwards, all have given values less than 1.

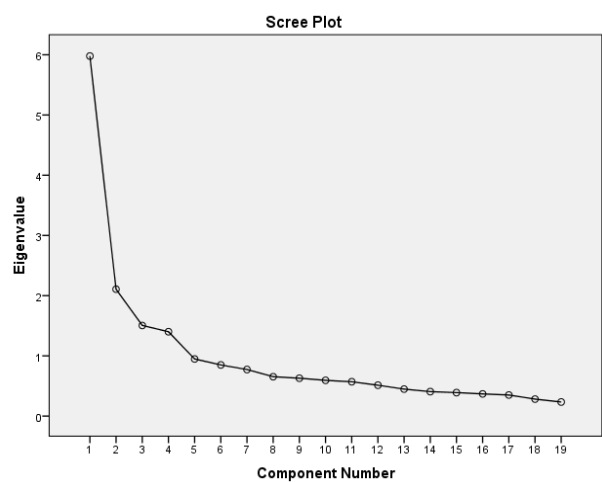
Reliability statistics for the four factors are shown in Table 11.

Table 10: Rotation Component Matrix

	Component			
	1	2	3	4
MP22	0.696			
MP16	0.695			
MP21	0.661			
MP13	0.65			
MP14	0.601			
MP17	0.545			
MP10	0.523			
MP19		0.791		
MP20		0.782		
MP18		0.642		
MP6		0.537		
MP15		0.533		
MP8			0.761	
MP5			0.704	
MP12			0.702	
MP7			0.611	
MP2				0.819
MP3				0.784
MP4				0.538

Note: Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 12 iterations.

Figure 3: Scree Plot of eigen values for factors of departmental managers perception



Source: Scree plot for departmental managers' perceptions

Table 11: Reliability Analysis

Factors	Statements	Number of items	Cronbach Alpha
Factor 1	MP2,MP3,MP4	3	0.697
Factor 2	MP7,5,8,12	4	0.763
Factor 3	MP6, MP15,MP18, MP19,MP20	5	0.782
Factor 4	MP10, MP13, MP14,MP16,MP17,MP21,MP22	7	0.801

Source: Factors for departmental managers' perceptions

The factors identified through the reliability statistics that dominate the perspective of the departmental managers toward employing the specially-abled people include the teamwork attitude and cost, training, characteristics, and skills.

Teamwork attitude and cost: The department managers across the hotels surveyed and analyzed indicated that they would not feel awkward when working with people with disabilities. They also confirmed that the specially abled people could be employed equally with others with no disabilities and can be allowed to work at par with their colleagues (MP2). Rao and Polepeddi (2019) work highlighted that the inclusive workforce is a possibility when the specially-abled people are given an equal chance as the people with no disabilities. The acceptance of the specially-abled people as members of the team can boost overall team productivity. However, they would need closer supervision than the employees with no disabilities (MP3), which can impact the overall outcomes of the team. Additionally, the specially-abled employees require pick-up and drop facilities, special training, and longer to perform the job, which increases operational costs; otherwise, they often get late for work (MP4).

Training: The opinion of the department managers regarding the training needs and provision of the specially-abled people resonated with that of the human resources indicating that special training should be provided to the specially abled people to manage the requirements of the job. However, the need for special training increases the operational costs for the organization (MP7). However, the fact that the specially abled people stay longer at a job compared to the other employees with no disabilities (MP5) justifies the investment in their training. Therefore, different training methods can be employed to make specially abled people proficient at their job (MP12). Rajamohan and Elango (2020) expressed in his work that specially-abled people can be empowered through adequate training that prepares them to perform as per the requirement of the job assigned to them(Rajamohan & Elango, 2020). The participants also expressed their intention to make reasonable accommodations for the specially abled employees (MP8) to help them adjust to their designated roles.

Characteristics: From the study results, it can be concluded that the specially-abled people require special attention from their co-workers (MP6), which is a dominating trait. They also require training according to their ability and the job that they have been assigned (MP15). The devotion and dependability of the specially-abled people are concluded to be higher than the employees with no disabilities (MP18). Grześkowiak et al. (2021) highlighted that the specially-abled people feel obliged to the organizations that offer them a job and therefore are more dedicated and loyal to their employer (MP20) than the employees who have the freedom to explore different employment opportunities (Grześkowiak et al., 2021). Moreover, it is also concluded to be a profound characteristic of the specially-abled people who are absent less than the employees without disabilities (MP19). The department managers also believe that it is easy to depend on the specially-abled employees rather than the ones with no disabilities.

Skills: Skills are one of the most critical aspects of performing at a job. The departmental managers feel that the specially-abled people need to have specific defined skills like communication, technical, and other soft skills to perform at a job. A special trainer can be appointed to train them for the skills required on the job (MP13). However, it becomes necessary for the supervisors to give special attention to the specially-abled employed even after they are provided with the required training (MP10). The discussion by Gupta and Ravindranath (2018) concluded that even specially-abled people are required to communicate and socialize with the team members and the guests, which is why they must have the defined skills (MP21). As all the employees require these skills within the organization, the departmental managers support the idea of using the same methods to train all the employees (MP14). Similarly, the management at the workplace can make it necessary for them to have some technical knowledge (MP22). To make it an inclusive workplace, the departmental managers can

introduce training programs that help specially-abled people to learn and acquire the necessary skills. The specially-abled people are identified as more loyal (MP16) and humble, producing higher quality work as compared to the other employees (MP17). Similar findings are observed in a study of Indian retail market employing specially-abled employees.

Hypothesis Testing – I and II

The Chi-Square test used to check the managerial attitudes. In this case, the Pearson chi square value is 418.404 for H.R. Managers' and 1607.318 for departmental managers. The association among the two variables is statistically confirmed significant if Asymptotic Significance (2-sided) is equal to or less than designated alpha (p) value (normally 0.05) and that is clearly visible in the case here. The p value under the - that is the short form of probability. The probability is outcome of our observed sample in case our variables are independent of the total population (Biau et al., 2010). The Null hypothesis was rejected on the basis of above-mentioned results.

5. Discussion and Conclusions

The discussions revolve around the two principal objectives of the study: (i) To explore the existing practices adopted by premium hotels in employing specially-abled people (SAP), (ii) To examine the perceptions of the human resources department (HRD) managers and other departmental managers about employing, training, and developing the specially-abled people, and several implications could be obtained from the qualitative and quantitative analysis results.

Finally, the obtained inferences are concluded. It was found that the front office of the studied hotels had minimum SAP as employees witnessed the preference of these hotels to place SAP in ancillary departments.

They are given cross-functional training, which includes crisis management, operations, personal development, and allied departmental training modules. And their mode of training includes classroom lectures, demonstrations, on-the-job training, and role-plays. Moreover, some hotels allocate a particular budget for recruiting and training SAP, while others do not have any such allocation in their budget. It is observed that cross-training makes an employee multi-skilled by increasing their communication skills and helping them learn considerable technical skills that boost their confidence levels.

Thus, cross-training is required, particularly in the modern scenario, as it enhances employee performance and organizational success by increasing team performance and employee efficiency levels. Such a feature would increase the independence of SAP. These results from the literature confirm the research findings. The human resource managers perceived three essential factors in employing the specially-abled people, which include (i) *characteristics*, (ii) *skills*, and (iii) *training*.

The identified results denote that the HRD managers consider figuring out the necessary characteristics of the SAP to be the central aspect of the recruiting process. They reveal that these people must also have a humble attitude, and the managers must confirm whether they have the interest and ability to produce quality work.

However, the respondents felt that specially-abled people depend on and expect much social support. In many cases, the managers did not find a suitable *skill-set* to match the SAP with the job requirements. Since it is necessary to get the work done efficiently, it is necessary to provide them with the *training* required to execute the work. They also added by stating that by training the new joiners and even a specially-abled person, they gain confidence, usually socialize like employees without disability, and work wholeheartedly in a 'family-like' work climate.

Hence the results go consistent with the previous findings, and the perceptions of the HRD managers are found to be true. The department managers perceived four important features pertinent to the employment of SAP, which include (i) characteristics, (ii) skills, (iii) teamwork attitude and cost, and (iv) training.

In addition to the characteristics, skills, and training identified as important employment aspects by the HRD managers, the department managers add one more feature to it, which is the attitude of the SAP to work in a team and the cost associated with employing them. In this regard, they pointed out that they have no different attitudes when coming across specially-abled people within a team of multiple professionals and believe they are employable in equal numbers like those of professionals without disabilities. In fact, by doing so, an inclusive employment culture could be promoted, and the deficiency of skilled employees in the hotel industry can be managed since everyone possesses different strengths and abilities accordingly (Azlan & Rashid, 2013).

Though there is additional pressure and extra cost incurred in including the SAP in teamwork, it is factual that the returns to the organizations are enormous. The participants' major words were 'family support,' 'employer benefits,' 'special UID card,' and 'awareness about RPWD act.' These indicate the perceived importance of these four factors in the lives of the SAP. Support from family members always encourages any person, and Shah (2010) propounded that family shape the minds and hearts of the people by shaping the human perceptions concerning career choices through advice, expectation, and support (Shah, 2010).

The findings of the study by Robins et al. (2006) denoted that the awareness among disabled women was deficient, and disabled students in high school have less knowledge about educational allowances, scholarship schemes, and unemployment allowances. Due to the ignorance of specially-abled people's human rights, they often experience worse living conditions (Kaur, 2017).

Planning Commission, Government of India (2013) ascertained that several special aids to SAP would help them lead an everyday purposeful life, and government incentives like free vocational training would make them independent in employment and trade ventures (Ahmad, 2015). Also, Verick (2021) confirmed that financial incentives would reduce the unemployment rate. However, they will not bring a long-term impact on people with severe disabilities.

Therefore, this necessitates different incentives for the specially-abled people but must be unique and relevant to the kind of disability they face. The main categories attributed to this theme are 'individual well-being,' 'help from society,' 'personal security, and 'recognition.' Among the three themes, the non-economic parameters have more categories indicating the SAP's tendency to cling to the non-monetary benefits and their expectation connected more to support and concern. They felt things that would encourage their working ability and well-being includes family support, flexible timings, and co-employee support.

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