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Factors Influencing to the Policy and Strategies used to Disabled Employment in Hospitality Industry

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ABSTRACT

The purpose of this theoretical paper was to relate the factors influence to the policy of disabled employment and strategies used to overcome barriers to disabled employment in hospitality industry. Disability could be caused by various types of impairment. There were two barriers such as social barriers and material barriers contribute to eliminate disabled employees from the labor market and also make separation between disabled employees and other employees. Data for this study were obtained from existing literatures on disabled employment and the hospitality industry. The methodology heavily relied on existing previous literatures on the subject being dealt with. The positive environment would be made in the workplace once people with disabilities are satisfying the employers with their work efficiency. Practicing corporate social responsibility (CSR) by the employer would contribute to decrease social barriers for disabled employees in the industry. The law of not discriminating to disabled employees ought to be implemented in workplace to utilize their skills properly. Contributing in the labor force could increase the self-determination in order to contribute to the society. Despite of disability law and also having enough qualification there were plenty of complicated circumstances disabled people need to face while they are aimed to get the job in workplace.

Key words: Disabled employment, Factors influencing, Strategy, Policy implementation.

Introduction

Disability can be caused by various types of impairment such as having disease, an aspect pathological behavior, genetics cause, accident and any types of trauma [8]. According to the law of American Disability Act (ADA) if any people have disability it can be established by three different ways. Firstly, people this disability can be shown by disabled people whether they have physical impairment [13,20,39] or mental impairment [13,20] and those impairments could be barriers for the disabled people for short time or long time life activities. Secondly, it can be considered as a disability if any person has previous record of impairment. Thirdly, this disability can be expressed by individuals when they are observed as they are having any kinds of disability.

Knapp *et al*. [27] stated that some disabilities expected to be substantial limit if those disabilities have extreme impact to the organization's activities and others behavior that relay with the work. It has been stated by Waldrop & Stern, [48] disabilities have so many characteristics such as physical disability [[13,20,39], medical disability [39], vision disability [2,40], learning disability [12], hearing disability [24,31] and intellectual disability [26,36], from these disabilities some of them are still considerable and outfit for the employees to perform their task in the organization.

Likewise, they are still able to show their potentiality despite of impairment. However, there are numerous numbers of disabilities that directly impact on the work efficiency of the staffs; in the result of this circumstance it seems to perform against disabled employees [13]. Since Brain disordered people have learning difficulties and in order to decrease their barriers to learn technology had a massive impact. Technology helps disabled employees to ease many complications with writing, reading, industry and skills related with memory. Technology also helps disabled people to have a working environment without obstacles. At a result these people can achieve their success very easily and let them grow up in the organization with high level of confidence stated by Sanderson, [41]. News,

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[37]. In Saudi Arabia disabled people are having difficulties to get the job for their physical or mental disorders and they are being notified very easily by the society for their handicaps despite of having government rule to employ disabled people in the organization. Researchers have made this understandable supposition that, once disabled employees become very expert and experienced in the workplace, somehow they are still being discriminated by the employer as a common disabled employee due to negative cognitive thought [17].

Barnes & Mercer, [5] argued that, in the workplace two barriers are very important such as social barrier and material barrier. And two barriers contribute to eliminate disabled employees from the labor market and also make separation between disabled employees and other employees. Thanem, [47] added with Barnes & Mercer, [5] point about social and material, they have done their research without a big focus on general principles of social model of disability and as well as assumptions from that model. Employer's Forum on Disability (EFD) created a "ten-point plan", in their plan they specified four issues from employer's perspective. The issues are regarding recruitment of disabled employees; accommodation facilities for those employees are having disability, providing training and career development for disabled employees; giving consultation to the disabled employees [13]. Communicating or having meeting with clients on the sites becomes a barrier for disabled employees; it has been emphasized by both small firms as well as Big Four firms. Research has found that all types of firms did not give adequate sufficiency to consider the mental impairments of disabled employees [13].

Some studies have shown that, corporations are feeling anxiety of high costs in order to think either they should hire disabled employees or not. Few disabled experts demanded, those organizations hire the disabled employees they are being posed for some additional work, spare costs [11]. It's remarkable that inappropriate thought about disabled employee's work efficiency, their ambitions for promotion to high level position, their outcomes of job are being adopted by the people in the workplace as an organizational philosophy. Result of these impacts, employer's unwillingness to hire disabled employees increases frequently [49]. Disabled employees might be powered by some situations in the workplace and that let them implement self-limiting attitude. By accepting behaviors limiting itself disabled employees endure them-selves in a specific level to switch above own individual conditions [45]. It is very regrettable to say the doubt is proven as real by reporters that the people without disabilities are getting better job opportunities than disabled people during recruitment as accountant [14] have pointed two dimensions encourage disabled employees to focus on self-employment.

Firstly, being discriminated by other employees would decrease their qualified salaries and make them to have a tendency to seek for self-employment later on it forcing disabled workers to develop their own business. Secondly, for sure disabled workers will have a better self-determination and as well as excellent working flexibility if they go through with self-employment. On the other hand, in some circumstances that would not possible for disabled employees to involve in self-employment instantly, it might take time to set up initial capital and other elements of new business. The company did not provide judicious accommodation to disabled employee, for the reason that the employee was not able to obey and fulfill the rule of company's "transfer request policy", and as on circuit court ruled it was adequate for the company to deny his claim of accommodation "Burns v. Coca-Cola Enterprises: Knoxville Coca-Cola Bottling Company," (2000). Based on political economic perspective, while privately owned companies suffers labor shortage with practicing capitalism economic system they hire disabled employees as "Industrial reserve army". Somehow, these disabled employees might be eliminated from the labor market once the capitalism can recover their labor shortage with hiring non-disabled workers (Grover & Piggott, 2005).

Disabled employees are able to do variety of widespread job activities for advance technology in the workplace; at the result it allows employers to have more consideration for employee's disabilities [3]. Physical demands for jobs are decreasing by way of better technologies are using in workplace, at the result of removing physical demands the efficiency of disabled employees are improving. Disabled employees or company's partners are available in some involvements in the accounting firm, since accounting firms have a tendency to delay other equivalent private sector or public sector organization in order to maintain the regularity of activity [13]. Disabled employees are facing various types of barriers, especially in leading other employees and being a position of higher management [49].

2. Human Needs and Social Status:

The initiative is taken by employer to grow up a culture of employment in the organization with disabled people the practice of high moral standards plays an important role that can eliminate the stigma and rational selection in the workplace [6,28]. Those disabled employees are getting payment by involving themselves in the labor force whether permanently or temporary they can fulfill their necessary needs, on the other hand unemployment and not participating in the workplace refuse them to have opportunity of income (Figure 1). Contributing in the labor force can increase the self-determination in order to

contribute to the society. Despite of disability law and also having enough qualification there are plenty of complicated circumstances disabled people need

to face while they are aimed to get the job in workplace.
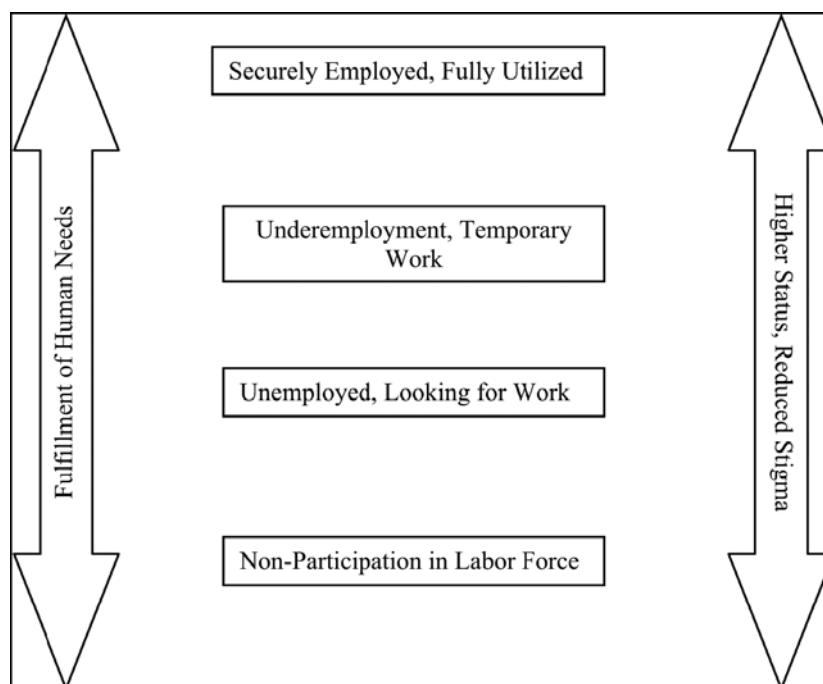
Source: Konrad *et al.*, [28].

It's notable that for last few decades, the percentage of unemployment for people with disabilities becomes constant on 60-70% and staying in this particular level although the laws made more reliable and positive for disabled employees, as well as innovated to the laws. E.g.: American Disability Act [10]. Discrimination against qualified disabled people has been declared illegal, and it's approved by American Disability Act in 1990. According to American Disability Act, it is prohibited to discriminate disabled persons in employment once of their good qualifications. In the workplace discriminating the employees for their physical difference, different skin colors, ethnicity and unknown age is totally unlawful for the employers [43].

People with disabilities are being faced some negative impression in the workplace such as getting lower salary if compare to non-disabled employees, not having enough training and lack of security also included [44]. Once non-disabled persons have same professional qualifications of job as people with disabilities do have, the result of this circumstance can decrease the prediction of getting the job for people with disabilities [6]. Once in the workplace stigmatization happens and leading forward with shareholder return strategy, as a result of this practice in the organization would cultivate a negative environment for People with disabilities [4]. By specifying highest leading culture inside the US organizations, the practices and processes of Human

resource is surrounded by specific context of environment.

It is imperative since the reason of doing stigmatization in the US organizations, having a culture to support the job candidates that are existed in their mind or imagination and selecting the employees rationally with less emotion [46] concluded in their research, Corporate culture act as an important contributor to make some barriers in the workplace for disabled people those are employed and also disabled persons are seeking for employment in the organization , Such as attitudinal barriers, behavioral barriers and physical barriers. In order to keep the pledge of the suitable or right labor force, motivating them, keep them in the workplace; encourage them to come for work management must be assisted by personnel managers. By confirming these conditions company will be able to accomplish their goals very effectively [23].

3. Analyzing Strategies and Implementation to the Policy in the Organization:

In order to get good status and image in the competitive market, all organizations want to employ skillful workers in the specific positions (Figure 2). The valuable image and reputation are very imperative components for organization to achieve the corporate success that required to hire highly skilled workers and as well as let to work experienced employees for the reason of that;

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changing globalization and responsibility day by day in the developing countries by massive produce of product's source and services [25]. Private organizations is interested to employ people with disabilities in order to get more focus from the media, to make attractiveness environment for customers, to have more business agreements and as well as to get competitive advantage [29].

Private organizations are hiring smaller numbers of disable people approximately 15% and these disabled employees are continuing their job in very low level position of the organization. Public is giving special concern people with disabilities , for the reason of that socially disabled employees require more costs for special care to them and decrease the output of work [29]. Disabled employees are hired in accounting firm insignificantly despite of having law to employee PWD, disabled people are becoming more qualified by getting specific degree and others industries increased to employ PWD expressively [13].
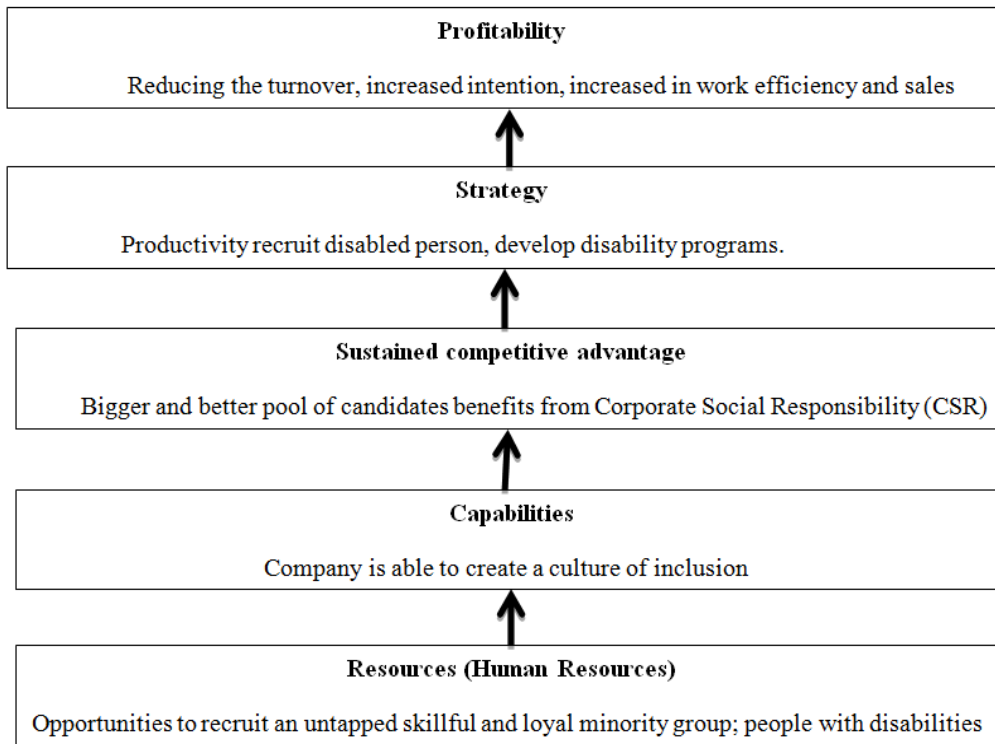
Profitability

Reducing the turnover, increased intention, increased in work efficiency and sales

↑

Strategy

Productivity recruit disabled person, develop disability programs.

↑

Sustained competitive advantage

Bigger and better pool of candidates benefits from Corporate Social Responsibility (CSR)

↑

Capabilities

Company is able to create a culture of inclusion

↑

Resources (Human Resources)

Opportunities to recruit an untapped skillful and loyal minority group: people with disabilities

Fig. 2: A resource based approach to strategy analysis.
Source: Modified by the authors.

It recognized from the root of Corporate Social Responsibility, businesses have enough potentiality to develop the society and help the society to achieve their goals, and give effort to accomplish social desires; from that point of view business can be categorized as an important part of society [25]. Corporate Social Responsibility has been defined by some researchers as a substitution to contribute in the social activities and also performing in the environment [38]. In order to make the company more sustainable in the market place competition among the companies considered as a role that plays critically [9]. Competitiveness among others organizations encourages management to be more concentrated on existing market.

While company's Human resource policy considered disabled employees into a fragment of diversity by separating from others or including them into determined or planed Corporate Social Responsibility. These two think through as essential employment procedures of people with disabilities are usually couched [16]. Benefit of the society and people with disabilities get more involvement in the workplace additionally supported to increase the values once the understandings, experiences between employer and disabled employees are positive [4]. Some variables those related with social dynamics are very important for the company to know the behavior of existing current target market and developing target market once the company attempts to develop the Corporate Social Responsibility into company's policy [18].

Procedures of hiring employees are highly effecting by the recruiters those are applying unfairness and evaluating the employees partially [43]. Underemployment is not a strong position for the employees. Those employees are underemployed by the company, they have very less job satisfaction,

pledge to company rarely exist, suffering from less security concern and underemployment caused high turnover rate, as a result of underemployment effect to company's stability as well as [33]. People with disabilities get more opportunity to work and attitudinal barriers for disabled employees can be destroyed by communicating more with the work, getting work experiences. It has been questioned by number of disability campaigner and academician regarding the effectiveness of social policy for disabled employees, whether social policy could be able to make sure the strong position and involvement of disabled employees in the workplace efficiently or not although the law is performing to stop discrimination to disabled employees in the workplace [14].

4. Selected Factors Influencing Employer's Decision towards Disabled Employee:

According to Graffam *et al.*, [19] there are few factors such as individual, management, cost and social factors significantly effect to employer's decision whenever remaining the existed disabled employees and recruiting new disabled employees in the workplace. From these factors individual factor effects extremely to employer's decision, management and cost factors do not have that much influential role like individual factor, social factors have very less effect to employer's decision.
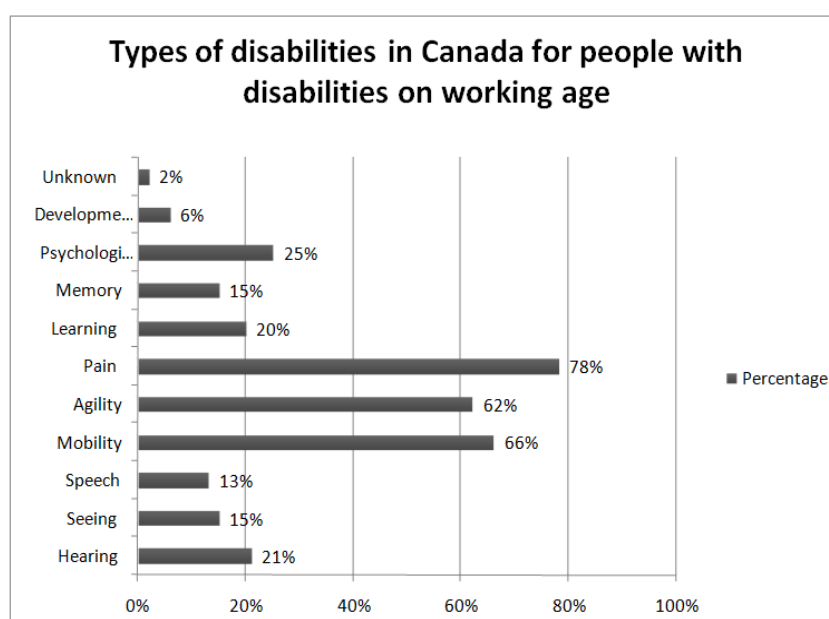
Source: Human Resources Development of Canada, (2003).

While disabled employees are being employed in the workplace they face some disapproval situation from other employees for their impairments and also encounter with stereotyping those are considered as individual factors [32]. While technology becomes more advance it can be considered as a factor and also advance technology in the workplace ensures an extreme impact to disabled employees to get a reasonable accommodation facility [27].

Salehuddin *et al.*, [39] observed that graduates with hearing impairments are having some difficulties to get job opportunities in the hospitality industry for the reason that they are specialized in some vocational education, their willingness of giving interest to the task also limited. The factor revealed by narrative accounts, in some circumstances disabled employees pretend to hide their disabilities during their interview while they are being determined by the interviewer, it is considered

one of the most significant factor, and as well as it reflects their self-concepts and how people treating toward disabled employees [14].

Based on U.S.A. perspective, government and other organizations related with advocacy are giving special concern on, the gap between non-disabled and disabled person while organization employs the people. Main concern of social model is to determine the issues of disabled employees and how they are being discriminated in contradiction of factors related to societal and substantial atmosphere in workplace, political economy of capitalism contributes to reduce the job opportunity for disabled employees in the industry [1]. Exclusion factors would become a threat for disabled employees once companies are looking for employees based on availability and their needs as well as [35].

5. Conclusion:

In this conceptual work, we have overviewed different types of factors, barriers, complications that disabled employees are having in the workplace. Although our much attention was to focus on factors, barriers, however we have discussed CSR and human resource practice also. Disabled people are able to perform their task with some impairment. In order get more productivity from disabled employees employers need to concern more to train them effectively. Every organization is willing to have highly skilled workers in order to maximize their profit and establish their position in the market. By giving highly professional training disabled employees will become more skillful and significant part of the organization.

The advancing of modern technology is helping disabled employees to contribute more in the workplace. Those factors are influencing employer's decisions such as individual, management, cost and social factors [19], in order to overcome them precisely the working performance of disabled employees is considered as best strategy at very first stage. The positive environment would be made in the workplace once people with disabilities are satisfying the employers with their work efficiency. Practicing corporate social responsibility (CSR) by the employer will contribute to decrease social barriers for disabled employees in the industry. Corporate Social Responsibilities (CSR) would be supported and practiced by Human Resource Department of the industry in order to develop a positive environment for people with disabilities.

Minority groups are always being discriminated by the employer. Minority groups should be hired and well trained by the company and in order to hire and train them employer ought to give their focus actively as a result of active concern from employer would increase diversity in the workplace [34], to increase the social sustainability of company, to have a market value competitive market place Human Resource practitioners need be more fair while recruiting employees. It was supported by the authors the disabled employees need to be recruited as much as possible [10]. The law of not discriminating to disabled employees ought to be implemented in workplace to utilize their skills properly.

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