International Journal of Heritage, Tourism and Hospitality

journal homepage: https://jihtha.journals.ekb.eg/

Factors Affecting The Employability of Disabled People in Hotels

Ahmed Rabee Ibrahim[a], Michael Magdy Zaki[a], Ahmed Gamal Tager[a]

[a] *Faculty of Tourism and Hotels, Luxor University, Luxor, Egypt.*

ARTICLE INFO

Keywords :

Hard Skills

Soft Skills

Employment of PWD's

Problems of Workforce

ABSTRACT

Worldwide, the market and employment segment of people with disabilities (PWD) is mostly underdeveloped, and they have a huge untapped potential as workers. Although there are hints in the literature that hiring PWDs might benefit hotels greatly, there hasn't been much empirical research done on the elements that affect PWDs' employability in the workplace and the benefits that follow. This article seeks to examine the elements influencing the employment of people with impairments in the hotel industry. This examined how the hiring preferences of the commercial and public sectors may be impacted by PWDs' talents, educational achievement, age, and sex. The study is supported by a review of the literature. To gather information, a questionnaire was sent to chain and five-star hotel managers as well as human resources managers in Hurghada, a city on the Red Sea. The findings demonstrate how valuable, uncommon, and expensive it is to replicate PWD employment. If a business is successful in making efficient use of this resource, this results in a long-lasting advantage. Through the Human Resource managers and department managers of hotels, a total of 10 talents that a PWD must obtain, desired formal education, and disabilities that employers may still consider employable were examined. Despite the existence of local laws and international laws protecting people with disabilities, discrimination still occurs, especially when it comes to age and the type of disability. Both soft and hard abilities are needed, namely in the areas of collaboration and communication, analytical thinking, and real-world computer use.

1) INTRODUCTION

Disability is still one of the traits that separates people and groups from one another and exposes them to exclusion and discrimination on the social, economic, and political levels at the same time (Ang et al., 2015). Therefore, it is not unexpected that people with disabilities (PwD) have less job opportunities while having the same professional credentials as people without disabilities (Berthoud, 2008). PwD are frequently totally shut out of the labour market, which also causes them to be shut out of social life (Barnes & Mercer, 2005). For this reason, in order to help PwD integrate into society, more jobs must be created for them from both an individual and a social perspective. There are other viable job alternatives for PWD in addition to traditional employment on the open labor market. The degree of integration and kind of finance used in these employment models vary (Owren & Helmersen, 2018).

1.1 Persons with Disabilities

Those with a physical or mental impairment that significantly limits one or more main living activities are considered to have a disability, according to the Scheef et al., (2019) Walking, reading, bending, learning, thinking, and communicating are important aspects of daily living. According to this description, major body functions like the brain, bladder, nervous system, circulatory system, and respiratory system are all affected by disability. This definition's three components reflect the typical types of constraints that persons with impairments encounter. Given the wide range of potential impairments, there is no comprehensive list of all ailments or illnesses that are considered physical or mental impairments; it would be challenging to do so. As a result, this ambiguity occasionally makes it challenging for businesses to define and comprehend disabilities in relation to their employees.

Each nation's population is thought to be 10 to 20 percent or more disabled. In addition, this population proportion represents a sizable untapped market for goods and services (Zainal et al., 2020) as well as a massive untapped labor potential globally. Companies must have a thorough awareness of the demands of the market if they hope to capitalize on this potential and succeed in this market sector, just like they would in any other. A true competitive advantage can only be produced if consumer needs are addressed efficiently, profitably, and superior to those of competitors (Ra, & Kim, 2016).

1.2 Employment of People with Disabilities

People with disabilities have a famously low employment rate; only 35% of working-age individuals with disabilities are employed, compared to 78% of individuals without disabilities. It's significant that two-thirds of the disabled and chronically sick unemployed people said they wanted to work but couldn't find employment. The recent financial crisis has made the issue of disability-related unemployment and underemployment more severe. Those with disabilities have been hit particularly hard by this recession; their employment rates have fallen at a rate that is more than three times faster than that of those without disabilities, and their unemployment rates have increased significantly to levels higher than those of other workers (Morris,2018).

The demands and worries of clients with disabilities can be better understood with a dedication to the employment of PWD (Miethlich, 2018; Seino et al., 2017). Even today, PWD who possess the

same professional credentials as people without disabilities have less favorable career opportunities and are more likely to be unemployed (Markel and Barclay, 2009). As a result, firms have a significant social obligation to promote employment and include people with disabilities (Miethlich and Slahor, 2018; Monachino and Moreira, 2014; Kuznetsova, 2012; Markel and Barclay, 2009).

Companies that take on this social responsibility can gain advantages from being seen as good corporate citizens or socially conscious businesses (Miethlich and Slahor, 2018); as well as strengthen value drivers like the creation of a distinct reputation among important stakeholders and clients (Gröschl, 2005). The absence of true "disability champions," or businesses that may serve as examples of business cases and best practices for other businesses, is pronounced (Fasciglione, 2015; Hernandez et al., 2008). To illustrate and comprehend the advantages of such actions, it is crucial to use successful instances (Wehman, 2011; Markel and Barclay, 2009; Hernandez et al., 2008).

To encourage the employment of PWD, a corporate culture that is accommodating to disabilities is required Segovia et al., (2017). As well as ongoing signals from the top management to integrate PWD into the company, can all help achieve this. The treatment of PWD can be a criterion in the managers' assessment and reward systems, and these systems can also offer resources and incentives to encourage staff members to mentor and teach PWD or to modify their jobs (Schur et al., 2005).
As a result of their disabilities, employees with disabilities were able to suggest and implement innovative ser- vice methods and procedures (Kalargyrou & Volis, 2014). PWDs proved to be extremely creative in the business process outsourcing industry (Friedner, 2015).

According to Bengisu & Balta (2011), 60% of respondents from a variety of industries claimed that hiring PWDs significantly increased productivity. Employers in the hospitality sector discovered that PWDs were equally productive as non-disabled workers when comparing workers with and without disabilities. On this point, employers in the logistic supply chain sector also concurred (Kaletta et al., 2012). Hotel business employers discovered a significant increase in the productivity of their disabled workers (Bitencourt & De, 2012). It was discovered that workers with hearing impairments were highly productive and had excellent work habits (Friedner, 2015). Employing PWDs improved all employees' total productivity in the hospitality sector (Halim et al., 2019). Employers discovered that, despite the widely held belief that making accommodations for workers with disabilities would be difficult, doing so greatly increased productivity (Friedner, 2015).

According to reports, workers with autism and hearing impairments adhere to the policies and procedures of their individual companies with discipline and a strong work ethic (Zhu & Sun, 2017). An employee with autism who shown extraordinary attention to detail and compliance with all laws and regulations was looked up to by other staff members (Scott et al., 2017). It was discovered that workers with hearing impairments had excellent work ethics and performed duties and responsibilities outside the scope of their employment (Friedner, 2015). PWDs were observed to be incredibly diligent, devoted, and productive in their employment rolls within their various organisations (Irvine & Lupart, 2008).

2- METHODOLOGY

The main purpose of research is to identify factors affecting Employability of Persons with disabilities in hotels. The research adopted the quantitative approach in its empirical analysis. A questionnaire used as the instrument for collecting data from a sample of human resources managers and department managers in hotels. The research was conducted in Hurghada city, Red Sea, Egypt. The researchers applied a stratified random sample, each stratum is randomly sampled the data is classified into multiple subgroups (strata) based on common characteristics such as age, gender, and education. A five-point scale was used to measure a set of key variables on the questionnaire to gauge attitudes toward the research variables as shown in Table (2).

The researchers used a self-made questionnaire that was primarily based on the theories of (Katz, 1955; Northouse, 2021), particularly with regard to the hard skills that may be necessary for a disabled individual to be employable. Fischer & Yan, (2018) served as the basis for questions about cognitive capacities and the dynamic nature of skills. Items were developed to determine the prerequisites, educational level, appropriate age and sex, and types of impairment in employing PWD. In addition, we created inquiries that suited the study's objectives.

2.1 The Sample

The research population is a huge collection of variables that includes people, things, and events. This group is also known as the universe or the target population. The initial steps in determining the population is the research problem and the literature review (McMillan, 2012). The sample of study includes all human resources managers and department heads in Hotel Chains in Hurghada City made up the study's target audience. Denscombe (2003) claims that sampling is the process of selecting a portion of a larger population.

2.2 Methods:

Statistical analysis included Cronbach's Alpha reliability, Shapiro-Wilk Normality Test, Frequency, percent, Mean, standard deviation, Pearson Correlation, Multiple Linear Regressions, and kruskal-wallis test.

Questionnaire Reliability Measurement:

Table (1) Cronbach's Alpha reliability coefficient and Shapiro-Wilk normality test

Elements	No.	Reliability Coefficient	Reliability Ratio	Shapiro-Wilk (sig.)
• Soft Skills	5	0.871	87%	0.002
• Hard Skills	5	0.890	89%	0.000
• Ages and Gender	2	0.701	70%	0.005
• Disabilities that are Considered Employment	8	0.881	88%	0.000
• Preferred Educational Attainments	6	0.850	85%	0.000
• Problems Encountered in Employability PWDs	6	0.791	79%	0.001
• Challenges at the workplace	7	0.880	88%	0.002
• All questionnaire	39	0.857	83%	0.002

The value of Cronbach's Alpha reliability coefficient was high for all the questionnaire elements, which the reliability Ratio was 85%. While the average value of Cronbach's Alpha for all the questionnaire elements (0.857), which is acceptable value and this, means that the coefficient of reliability of the questionnaire indicates the compatibility of the paragraphs of the questionnaire.

Conducting a Shapiro-Wilk Normality Test:

The Shapiro-Wilk normality test for all the questionnaire elements, show (sig. = < 0.05), indicating that the distribution is abnormal.

Questions Scale

Table (2) Questions Answered Scale

Code	1	2	3	4	5
Range	1 ≥ 1.8	1.8 ≥ 2.6	2.6 ≥ 3.4	3.4 ≥ 4.2	4.2 ≥ 5
Required Skills (soft and hard skills)	Not Required	Less Required	Moderately Required	Required	Highly Required
Preferred Educational Attainments					
Ages and Gender	Not Preferred	Less Preferred	Moderately Preferred	Preferred	Highly Preferred
Disabilities that are Considered Employment	Not Considered	Less Considered	Moderately Considered	Considered	Highly Considered
Problems Encountered in Employability PWDs	Not Serious	Less Serious	Moderately Serious	Serious	Highly Serious
Challenges at the workplace					

Study model:

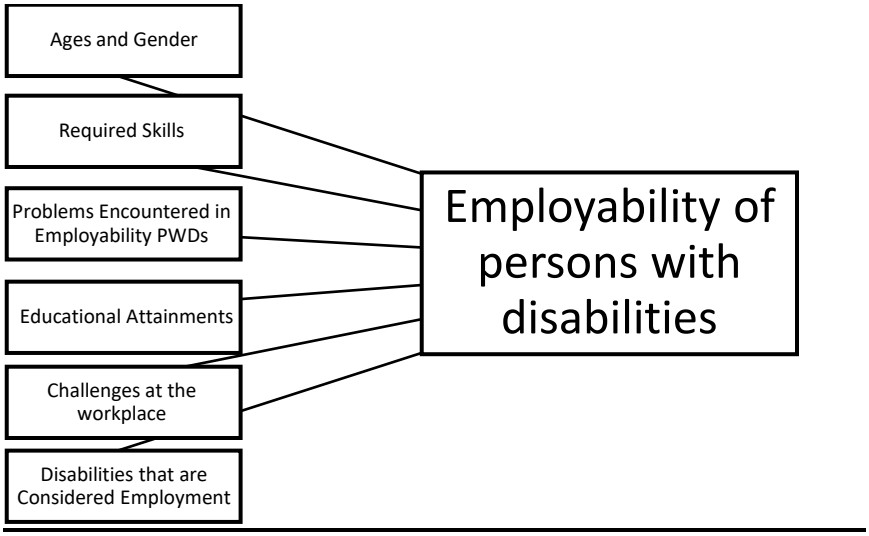

Figure 1. The conceptual model of the relationship between the factors that affect employability dimensions and the Employability of Persons with Disabilities

The study model consists of the independent variables which are Factors Affecting Employability and their relationship (the first hypothesis) and their effect (the second hypothesis) on the dependent variable, which is Employability of Persons with Disabilities.

3) RESULTS AND DISCUSSIONS

3.1 RESULTS

First: Personal data:

Table (3) descriptive statistics for Personal data

	Answer	Frequency	percent	Mean	Std. Dev
Gender	• Male	35	70.0%	1.30	0.46
	• Female	15	30.0%		
Age	• Less than 20	3	6.0%	3.38	1.02
	• From 20 to 30 years	8	16.0%		
	• From 31 to 40 years	9	18.0%		
	• From 41 to 50 years	27	54.0%		
	• More than 50	3	6.0%		
Educational background	• University	31	62.0%	1.60	0.83
	• High school	8	16.0%		
	• Postgraduate	11	22.0%		
Years in service	• Less than 5 years	7	14.0%	2.06	0.58
	• 5-10 years	33	66.0%		
	• More than 10 years	10	20.0%		
Current position level	• General manager	10	20.0%	4.30	2.58
	• Front desk manager	7	14.0%		
	• Reservation manager	5	10.0%		
	• Food and beverage manager	5	10.0%		
	• Restaurant manager	5	10.0%		
	• Executive Chef	4	8.0%		
	• Housekeeping manager	5	10.0%		
	• Marketing manager	5	10.0%		
	• Account manager	4	8.0%		

1 – Gender:

Notes from the table (3), which shows descriptive statistics for study sample according to gender, it came first rank in the answer is male the percentage of 70.0%, and came in second rank in the answer is female the percentage of 30.0%, while Std. Deviation 0.46, suggesting homogeneity answers to the mean values which stood at 1.30.

2 – Age:

Notes from the table (3), which shows descriptive statistics for study sample according to age, it came first rank in the answer is from 41 to 50 years the percentage of 54.0%, came in second rank in the answer from 31 to 40 years the percentage of 18.0%, came in third rank to answer from 20 to 30 years the percentage of 16.0%, came in fourth rank to answer less than 20 years and more than 50 years the percentage of 3.0%, while Std. Deviation 1.02, suggesting dispersion answers to the mean values which stood at 3.38.

3 – Educational background:

Notes from the table (3), which shows descriptive statistics for study sample according to educational background, it came first rank in the answer is university the percentage of 62.0% and was ranked second answer is postgraduate the percentage of 22.0%, and was ranked third answer is high school the percentage of 16.0%, while Std. Deviation 0.83, suggesting dispersion answers to the mean values which stood at 1.60.

4 – Years in service:

Notes from the table (3), which shows descriptive statistics for study sample according to years in service, it came first rank in the answer is 5-10 years the percentage of 66.0%, and was ranked second answer is more than 10 years the percentage of 20.0%, and was ranked third answer is less than 5 years the percentage of 14.0%, while Std. Deviation 0.58, suggesting dispersion answers to the mean values which stood at 2.06.

5 – Current position level:

Notes from the table (3), which shows descriptive statistics for study sample according to current position level, it came first rank in the answer is general manager the percentage of 20.0%, and was ranked second answer is front desk manager the percentage of 14.0%, and was ranked third answer is reservation manager, food and beverage manager, restaurant manager, housekeeping manager and marketing manager the percentage of 10.0% for everyone, and was ranked fourth answer is executive Chef and account manager the percentage of 8.0% for everyone, while Std. Deviation 2.58, suggesting dispersion answers to the mean values which stood at 4.30.

Second: Factors Affecting Employability:

A - Required Skills

Table (4) descriptive statistics for study sample according to required skills

Construct	Measure	Human Recourse			Managers		
		Mean	Std. Dev	Rank	Mean	Std. Dev	Rank
Required Skills (Soft Skills)	Communication skills	4.22	1.02	Highly Required	4.50	0.80	Highly Required
	Decision making	4.34	0.84	Highly Required	4.40	0.79	Highly Required
	Leadership skills	3.80	1.06	Required	4.24	0.99	Highly Required
	Team-work	4.26	0.99	Highly Required	4.38	0.98	Highly Required
	Problem solving skills	4.30	0.87	Highly Required	4.10	1.01	Required
Required Skills (Hard Skills)	Computer applications	4.10	0.92	Required	3.80	1.06	Required
	Data analysis for application	4.60	0.87	Highly Required	3.92	0.98	Required
	Working Linguistics skills	3.92	1.02	Required	3.90	0.86	Required
	Ability to draft plan	4.80	0.99	Highly Required	4.14	1.01	Required

	Mathematics skills	3.66	1.04	Required	3.60	1.06	Required

Notes from the table (4), which shows descriptive statistics for study sample according to required skills the following:

- Required Skills (Soft Skills):

The response on the measures of communication skills, decision making, team-work and problem solving skills was in the highly required category, with a mean ranging from 4.20 to 5.00, while the response on the measure leadership skills was in the required category, with a mean ranging from 3.40 to 4.20 in human recourse. The response on the measures of communication skills, decision making, leadership skills and team-work was in the highly required category, with an mean ranging from 4.20 to 5.00, while the response on the measure problem solving skills was in the required category, with an mean ranging from 3.40 to 4.20 in managers.

- Required Skills (Hard Skills):

The response on the measures of data analysis for application and ability to draft plan was in the highly required category, with mean ranging from 4.20 to 5.00, while the response on the measures of computer applications, working Linguistics skills and mathematics skills was in the required category, with mean ranging from 3.40 to 4.20 in human recourse. The response on the measures of computer applications, data analysis for application, working Linguistics skills, ability to draft plan and mathematics skills was in the required category, with an mean ranging from 3.40 to 4.20 in managers.

B - Ages and Gender

Table (5) descriptive statistics for study sample according to ages and gender

Construct	Measure	Human Recourse			Managers		
		Mean	Std. Dev	Rank	Mean	Std. Dev	Rank
Ages	Between 18-27	4.44	0.86	Highly Preferred	3.48	1.01	Preferred
	Between 28-37	4.80	0.80	Preferred	4.10	0.99	Preferred
	Between 38-47	3.22	1.02	Moderately Preferred	3.00	1.06	Moderately Preferred
	Between 48-57	1.64	1.12	Not Preferred	2.20	1.11	Less Preferred
	58 and above	1.42	1.11	Not Preferred	2.40	1.10	Less Preferred
Gender	Male	4.22	0.98	Highly Preferred	4.30	0.88	Preferred
	Female	4.10	0.85	Preferred	3.88	0.86	Preferred

Table (6) descriptive statistics for study sample according to disabilities that are Considered Employment

Construct	Measure	Human Recourse	Managers

		Mean	Std. Dev	Rank	Mean	Std. Dev	Rank
Disabilities that are Considered Employment	Amputated limbs	3.00	0.98	Moderately	2.66	1.02	Moderately
	Walking disability	3.82	0.92	Considered	2.82	1.01	Moderately
	Strapped on wheelchair	2.88	1.01	Moderately	3.10	0.99	Moderately
	Partial Blindness	2.22	1.06	Less Considered	2.40	1.02	Less Considered
	Deaf person	2.20	1.06	Less Considered	1.98	1.11	Less Considered
	Mute person	2.44	1.02	Less Considered	2.40	1.02	Less Considered
	Deaf and mute person	2.22	1.06	Less Considered	1.82	1.12	Less Considered
	Anydisability	3.20	0.99	Moderately	2.50	1.04	Less Considered

Table (7) descriptive statistics for study sample according to preferred educational attainments

Construct	Measure	Human Recourse			Managers		
		Mean	Std. Dev	Rank	Mean	Std. Dev	Rank
Preferred Educational Attainments	Elementary Graduate	2.00	1.04	Less Required	1.98	1.08	Less Required
	High School Graduate	3.10	0.99	Moderately Required	2.88	1.01	Moderately Required
	Vocational Graduate	3.80	0.94	Required	3.62	1.02	Required
	College Undergraduate	3.00	0.98	Moderately Required	2.88	1.01	Required
	College Graduate	4.50	0.89	Highly Required	4.46	0.88	Highly Required
	Post Graduate Studies	4.44	0.86	Highly Required	4.28	0.99	Highly Required

Table (8) descriptive statistics for study sample according to problems encountered in employability PWDs

Construct	Measure	Human Recourse			Managers		
		Mean	Std. Dev	Rank	Mean	Std. Dev	Rank
Problems Encountered in Employability PWDs	Behavioral	4.00	0.99	Serious	3.96	0.90	Serious
	Negative Attitudes	3.22	1.00	Moderately Serious	3.10	0.99	Moderately Serious
	Lack of Self-esteem	3.30	0.98	Moderately Serious	3.12	0.98	Moderately Serious
	Acceptance of Colleagues	3.98	0.88	Serious	3.30	0.98	Serious

	Bullying of Colleagues	2.82	1.01	Moderately Serious	2.64	1.02	Moderately Serious
	Discrimination	2.86	1.02	Moderately Serious	2.66	1.02	Moderately Serious

Table (9) descriptive statistics for study sample according to challenges at the workplace

Construct	Measure	Human Recourse			Managers		
		Mean	Std. Dev	Rank	Mean	Std. Dev	Rank
Challenges at the workplace	Negative perception from employees	4.10	0.99	Serious	3.98	0.88	Serious
	Lack of training to help them perform jobs	3.98	0.88	Serious	3.88	1.01	Serious
	Limited accessibility to the workplace	4.00	0.95	Serious	3.92	0.86	Serious
	Financial problem	4.10	0.99	Serious	3.86	0.82	Serious
	Lack of support from family	3.80	0.94	Serious	3.66	1.04	Serious
	Poor communication	3.88	1.01	Serious	3.80	0.94	Serious
	Lack of work experience	3.62	1.02	Serious	3.62	1.02	Serious

Test the Study Hypotheses:

After presenting the descriptive statistical measures of the variable study, we must test study model and its Hypotheses.

The First Study Hypothesis Test:

H1: "There is a significant positive relationship between factors affecting employability of persons with disabilities in human recourse and managers"

Table (10): Pearson Correlation Matrix for H1

Variables	Soft Skills	Hard Skills	Ages	Gender	Disabilities	Education	PWDs	Challenges
Soft Skills	1	.983**	.765**	.785**	.858**	.718**	.870**	.873**
Hard Skills		1	.709**	.778**	.888**	.705**	.810**	.835**
Ages			1	.707**	.769**	.776**	.755**	.770**
Gender				1	.782**	.793**	.781**	.793**
Disabilities					1	.888**	.875**	.880**
Education						1	.888**	.889**
PWDs							1	.877**
Challenges								1

**. Correlation is significant at the 0.01 level (2-tailed).

The table (10) shows there is a significant positive relationship between factors affecting employability of persons with disabilities in human recourse and factors affecting employability of persons with disabilities in managers. Where that sig. = 0.000 < 0.01, we accept the (H1: $\beta i \neq 0$) hypothesis:

"There is a significant positive relationship between factors affecting employability of persons with disabilities in human recourse and managers".

The Second Study Hypothesis Test:

H2: "There is significant statistical effect between factors affecting employability of persons with disabilities and required skills in hotels

Table (11): Multiple Linear Regressions model for H2

Model	B	Std. Error
Required Skills	*1.180	0.177
Ages and Gender	0.033	0.022
Disabilities	0.524	0.108
Education	0.667	0.221
PWDs	0.645	0.225
Challenges	0.688	0.285
F Value	45.38	
Sig.	0.000	
R	0.885	
R^2	0.880	
Std. Error of the Estimate	0.105	

*Constant

The multiple linear regressions between independent variables and dependent variable were as follows:

Y = 1.180 + 0.033x1+ 0.524x2 + 0.667x3 - 0.645x4 + 0.688x5

Where the Y = Required Skills, x1 = Ages and Gender, x2 = Disabilities x3 = Education, x4 = PWDs, x5 = Challenges.

The results of the multiple linear regressions model showed a strong correlation between independent variables (Factors Affecting Employability of Persons with Disabilities) and dependent variable (Required Skills), where the R value (0.885), which indicates the strength of the independent variables effect on the dependent variable.

There R^2 value is (0.880) for independent variables, indicating that this variables explain 88% changes in Required Skills.

The F value is (45.38) in the regressions model, and (sig. = 0.000 < 0.01), indicating that significant effect between independent variables (Factors Affecting Employability of Persons with Disabilities) and dependent variable (Required Skills), we accept the (H2: $\beta i \neq 0$) hypothesis:

There is significant statistical effect between factors affecting employability of persons with disabilities and required skills in hotels

The Third Study Hypothesis Test:

H3a: "There is no statistically significant different between affecting employability of persons with disabilities related to human recourse"

H3b: "There is no statistically significant different between affecting employability of persons with disabilities related to managers*"*

Table (12): kruskal wallis test for H3

parameters	Chi-square	df	Sig.
a- Human Recourse	45.0	6	0.000
b- Managers	45.0	2	0.000

Where that sig. = 0.000 < 0.01, we accept the (H3: $\beta i \neq 0$) hypothesis:

H3a: "There is statistically significant different between affecting employability of persons with disabilities related to human recourse"

H3b: "There is statistically significant different between affecting employability of persons with disabilities related to managers*"*

3.2 DISCUSSIONS

The department managers and human resources manager preferred the younger PWD employees; sex was less important. Although Human Resource personnel prefer to hire male PWDs, Managers and Supervisors don't seem to place a lot of attention on gender.

Managers of departments and human resources departments generally are reluctant to hire people with disabilities. The only disabilities that are deemed employable are those that do not directly impact job procedures. Some businesses continue to view disabilities like being deaf or mute as barriers to gainful employment. Government initiatives and laws do not seem to be enough to provide people with disabilities with jobs that can generate revenue, as stated. (Ericta, 2013). Employers carefully assess the abilities of potential PWD employees. Businesses like restaurants and retail outlets need more soft skills like teamwork and communication. Government departments and organizations are increasingly in need of hard skills like data analysis, planning, and computer abilities.

Human resource officers who initially decide whether to hire disabled people often run into major behavior issues. The issue is made worse by low self-esteem, unfavorable attitudes, discrimination, and possible bullying of coworkers. As stated in Markel & Barclay, (2009), stereotyping is the typical issue that people with disabilities encounter. This is a manifestation of the United Nations Enable (2007) statement that PWDs are frequently overlooked as potential employees due to myth and prejudice that continue to limit understanding and acceptance of disability. Alson et al., (2019) further attested that they may need more resources to obtain the same goals compared to non-disabled persons. Some employers and employees believe that they have lower capacity.

4) CONCLUSION AND RECOMMENDATION

The analysis based on the framework demonstrates that the employment of PWD may be categorized as valuable, uncommon, and expensive to copy; if a business is successful in exploiting this resource successfully, it results in a sustainable advantage. According to the findings, there is a need to improve the employment-supported programme by offering ongoing assistance to both PWDs and employers, such as by enhancing the function and offering other growth opportunities. Employers favor hiring male PWDs who are younger than thirty and who are PWDs. Hard skills are not valued as highly as soft abilities, particularly the capacity for teamwork and clear communication. Hard skills are also necessary, such as the capacity for data analysis for real-world computer applications. Hires of PWDs are subject to constraints; those with walking impairments, amputated limbs, and vision impairments or partial blindness are all regarded as employable.

RECOMMENDATION

- People with disabilities should start learning useful hard and soft skills at a young age.
- The main criterion for hiring people with disabilities should be skills. Government organizations are required by law to check the employability of people with disabilities.
- Specialized curricula and training programs should be developed by public and private educational institutions, focusing in particular on favorable attitudes towards people with disabilities.

REFERENCES

Alson, J. N., Espela, C. S., & Urbina, M. A. C. O. (2019). Factors affecting employability of persons with disabilities. International Journal of Multidisciplinary Research and Publications, 1(9), 1-5.

Ang, M. C., Ramayah, T., & Amin, H. (2015). Efficacy of the theory of planned behavior in the context of hiring Malaysians with disabilities. *The Journal of Developing Areas*, 13-25.

Barnes, C., & Mercer, G. (2005). Disability, work, and welfare: Challenging the social exclusion of disabled people. *Work, employment and society*, *19*(3), 527-545.

Bengisu, M., & Balta, S. (2011). Employment of the workforce with disabilities in the hospitality industry. Journal of Sustainable Tourism, 19(1), 35-57.

Berthoud, R. (2008). Disability employment penalties in Britain. *Work, employment and society*, *22*(1), 129-148

Bitencourt, R. S., & de M Guimarães, L. B. (2012). Inclusion of people with disabilities in the production system of a footwear industry. Work, 41(Supplement 1), 4767-4774.

Denscombe, M. (2003). The good research guide for small–scale social research projects. 2nd Edition. Maidenhead, UK: Open University Press, 86–90.

Ericta, C. N. (2013). Persons with disability in the Philippines (results from the 2010 census). Retrieved October, 17, 2016.

Fasciglione, M. (2015). Corporate social responsibility and the right to employment of persons with disabilities. Protecting the Rights of People with Autism in the Fields of Education and Employment, 171.

Fischer, K., & Yan, Z. (2018). The development of dynamic skill theory. In Conceptions of development (pp. 279-312). Psychology Press.

Friedner, M. (2015). Deaf bodies and corporate bodies: new regimes of value in Bangalore's business process outsourcing sector. Journal of the Royal Anthropological Institute, 21(2), 313-329.

Gröschl, S. (2005). Persons with disabilities: a source of nontraditional labor for Canada's hotel industry. Cornell Hotel and Restaurant Administration Quarterly, 46(2), 258-274.

Halim, F., Muda, W. H. N. W., & Izam, S. (2019). The relationship between employability skills and self-efficacy of students with learning disabilities in vocational stream. Asian Journal of University Education, 15(3), 163-174.

Hernandez, B., McDonald, K., Divilbiss, M., Horin, E., Velcoff, J., & Donoso, O. (2008). Reflections from employers on the disabled workforce: Focus groups with healthcare, hospitality and retail administrators. Employee Responsibilities and Rights Journal, 20, 157-164.

Irvine, A., & Lupart, J. (2008). Into the Workforce: Employers' Perspectives of Inclusion. Developmental Disabilities Bulletin, 36, 225-250.

Kalargyrou, V., & Volis, A. A. (2014). Disability inclusion initiatives in the hospitality industry: An exploratory study of industry leaders. Journal of Human Resources in Hospitality & Tourism, 13(4), 430-454.

Kaletta, J. P., Binks, D. H., & Robinson, R. (2012). Crea- ting an Inclusive. Safety Management, (June), 62 - 71.

Katz, R. L. (1955). Skills of an effective administrator. Harvard business review, 33, 33-42.

Kuznetsova, Y. (2012). Inclusive corporate culture and employment of persons with disabilities: analysis of CSR strategies of multinational enterprises in Norway and the UK. In UFHRD 2012 Conference.

Markel, K. S., & Barclay, L. A. (2009). Addressing the underemployment of persons with disabilities: Recommendations for expanding organizational social responsibility. Employee Responsibilities and Rights Journal, 21, 305-318.

McMillan, J. (2012). Educational research: fundamentals for the consumer. 6th Edition. Boston, MA: Pearson Education Inc.

Miethlich, B. (2018, October). Comparing the impact of employment of persons with disabilities and vocational rehabilitation on companies'. In Proceedings of the 10th Biannual CER Comparative European Research Conference-International Scientific Conference for Ph. D. students of EU countries (pp. 29-31).

Miethlich, B., & Šlahor, Ľ. (2018). Employment of persons with disabilities as a corporate social responsibility initiative: Necessity and variants of implementation. In Innovations in Science and Education, CBU International Conference, Prague, 21-23.03. 2019 (pp. 350-355). Prague: CBU Research Institute sro.

Monachino, M. S., & Moreira, P. (2014). Corporate social responsibility and the health promotion debate: An international review on the potential role of corporations. International Journal of Healthcare Management, 7(1), 53-59

Morris, R. K. S. (2018). In/validating disability: changing labour markets and out of work disability benefits (Doctoral dissertation, University of Leeds).

Northouse, P. G. (2021). Leadership: Theory and practice. Sage publications.

Owren, T., & Helmersen, M. (2018). Coping with work: Redefining relations between work life and society. In Coping with the Future (pp. 234-257).

Ra, Y. A., & Kim, W. H. (2016). Impact of employment and age on quality of life of individuals with disabilities: a multilevel analysis. Rehabilitation Counseling Bulletin, 59(2), 112-120.

Scheef, A. R., Walker, Z. M., & Barrio, B. L. (2019). Salient employability skills for youth with intellectual and developmental disabilities in Singapore: the perspectives of job developers. International Journal of Developmental Disabilities, 65(1), 1-9.

Schur, L., Kruse, D., & Blanck, P. (2005). Corporate culture and the employment of persons with disabilities. Behavioral sciences & the law, 23(1), 3-20.

Scott, M., Jacob, A., Hendrie, D., Parsons, R., Girdler, S., Falkmer, T., & Falkmer, M. (2017). Employers' perception of the costs and the benefits of hiring individuals with autism spectrum disorder in open employment in Australia. PloS one, 12(5).

Segovia-San-Juan, A. I., Saavedra, I., & Fernández-de-Tejada, V. (2017). Analyzing disability in socially responsible companies. Social Indicators Research, 130, 617-645.

Seino, K., Nomoto, A., Takezawa, T., & Boeltzig-Brown, H. (2017). The diversity management for employment of the persons with disabilities: evidence of vocational rehabilitation in the united states and japan. Handbook of Research on Human Factors in Contemporary Workforce Development, 333-356

Wehman, P. H. (2011). Employment for persons with disabilities: Where are we now and where do we need to go?. Journal of Vocational Rehabilitation, 35(3), 145-151.

Zainal, M. S., Mahmud, M. S., & Wan Pa, W. A. M. (2020). Job Marketable for Student with Disability: What We Should Know for Career Transition Programme. Journal of University of Shanghai for Science and Technology, 22(12), 1326-1333.

Zhu, X., & Sun, C. (2017). The Positive Effect of Workplace Accommodation On Creative Performance. In Academy of Management Proceedings (Vol. 2017, No. 1, p. 15188). Briarcliff Manor, NY 10510: Academy of Management.