



Mansoura University
Faculty of Tourism and Hotels

TESTING THE THEORY OF PLANNED BEHAVIOR TPB IN DETERMINING INTENTION AND BEHAVIOR TO HIRE PEOPLE WITH DISABILITIES IN EGYPTIAN HOTELS

By

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Hotels.**

Abstract:

Purpose: The current study aims to analyze the hotels' managers' intention to hire PWDs in the hotel industry by using the theory of planned behaviors model.

Design/methodology/approach: It has employed a quantitative approach with the TPB model to collect the data. The survey has been developed based on literature, and a total of 207 valid questionnaires distributed among senior hotel managers in four and five-star hotels in Egypt, then were analyzed.

Findings: Results of the path analysis showed that attitude and subjective norms significantly affect senior hotels managers' intention, also the intention has a positive effect on their behavior to hire PWDs. Moreover, the attitude affects directly the behavior of hiring PWDs.

Theoretical Implications:

The attitude can affect directly the behavior of hiring PWDs. The intention plays a vital role as a mediator between subjective norms and behaviors.

Practical Implications:

The managers should be trained and motivated to accept PWDs to enhance the hotel image. PWDs should be trained

by using Knowledge Management KM and assistive technology. The government should create employment opportunities for PWDs through vocational training courses.

Research Limitations and Further Researches: Further research should work to overcome current limitations. Future comparative studies can be conducted between the hospitality grades, management style, hotel departments, and sectors. Also, the socio-demographic factors may play a vital role in hotel managers' opinions.

Originality/Value: This is a pioneering effort to apply TPB to measure the intention and behavior of hotel managers to hire Egyptian PWDs.

Keywords: Disabilities, Theory of planned behavior TPB, Attitudes, subjective norms, intention, behavior to hire, PWDs.

Introduction:

According to the World Bank, one billion of the world's population (nearly 15%) suffer from a disability (The World Bank, 2019). People with disabilities (PWDs) should have the same rights as others (Horridge, 2019) including the rights of employment (Vornholt, et al., 2018). In Egypt, any employer who employs fifty or more workers obligated to hire not less than 5% of PWDs from the total number of workers (State Information Service, 2017). Moreover, unemployment rates of PWDs are higher than people without disabilities in Egypt (40% the rate of employment for PWDs, compared to 21.3% for others) (Central Agency for Public Mobilization and Statistics, 2019). It was reported by the US authorities that about half a million PWDs work in the hospitality, leisure, and tourism industry in the US, or 9.1 % of all employees with disability in all working fields work in the hospitality and leisure field (US

Bureau of Labor Statistics, 2019). Disability is limited here since it would not encompass many forms of mental impairment as well as major physical impairment.

In the following 20 years, many organizations will face a notable decrease in qualified employees, although the increase of unemployment has started since the 2008 recession (Heisler & Bandow, 2018; Fathy, 2018a). Consequently, it is essential for companies to raise their human capital investment to guarantee their survival and preserve their revenues and profit streams (Nieves & Quintana, 2018). Skilled PWDs are recognized as a wide range of untapped qualified employees (Vijayasingham, Jogulu, & Allotey, 2018) (Zhu, Law, Sun, & Yang, 2018). Employers are inspired to develop some tools to incorporate PWDs within the work by providing accommodations and acceptable job coaching (Bonaccio,

Connelly, Gellatly, Jetha, & Ginis, 2019), as they have more positive characteristics such as loyalty and commitment by suggesting effective strategies to enhance, PWDs' efficiency and effectiveness performance (Lindsay, Cagliostro, Albarico, Mortaji, & Karon, 2018; Hui, Tsui & Tavitiyaman, 2020).

The study problem is the unemployment and underemployment of PWDs especially in the hospitality industry (McDonnall & Lund, 2019), result to lower relative income levels among PWDs and a higher probability of living in poverty (WTO, 2010). In Egypt, PWDs face some challenges to find the proper job for them especially in hotels, The problem is growing due to negative attitudes and perceptions toward PWDs result in these people being excluded socially and discriminated, and these social barriers restrict equitable opportunities in the

workplace for them (Machin, Adkins, Crosby, Farrell, & Mirabito, 2019; Conrad, Alperstedt, & Santos, 2019). Also, there is a discrepancy between employers' intention to hire PWDs and their actual recruitment practices. Whilst the majority of employers stated that they have the desire to employ them, statistics on employment suggest that their behavior does not match their attitudes (Araten-Bergman, 2016; Bredgaard and Rasmussen, 2021). This is important for the leisure and hospitality business as it considered more challenging to hire PWDs in this industry than other industries due to working conditions in front of guests (Madera, Taylor, & Barber, 2019). Few studies have attempted to determine if managers in Egypt have the intention to hire PWDs in hotels.

The purpose of this study was to measure the relationship and influence of the factors affecting managers' intention and

behavior to hire PWDs by using the Theory of Planned Behavior (TPB) (Ajzen, 1991).

The specific objectives of this study were to:

1. To determine the level of the impact of attitude, subjective norm, and perceived behavioral control on employers' intention and behavior to hire PWDs,
2. To evaluate the level of intention impacts on employers' behavior to hire PWDs,
3. To examine the role of intention as a mediator among attitude, subjective norm, and perceived behavioral control and behavior to hire PWDs, and,
4. Investigate the extent of influence of TPB on employers' intentions and behaviors.

Literature review

Definition of the People with Disabilities (PWDs)

PWDs are people who suffer from any physical or mental impairment that limits doing one or more activities of life. The activities here include walking, bending, learning, communication, and understanding. The organizations should not discriminate against them in the work and should offer accommodation for them. The accommodation means to change or modify the job to make the employee able to do the work easily. For example, if the employee has a mental impairment and cannot use the application on the computer, then the hotel should offer a substitute in a way that does not put the hotel in legal accountability (U.S. Department of Justice, 1990) (Gröschl, 2004) (U.S. Equal Employment Opportunity Commission, 1991).

According to Barbotte, Guillemin, Chau, and the Lorhandicap Group (2001), there is a difference between impairment, disability, and handicap:

Impairment: is a temporary or a permanent loss of one of the body structures that may be physiological or psychological, such as mental (memory and conscious), limb, head, sensory, or internal organs (heart and kidney).

Disability: is a limit for doing an activity as a normal human being due to the impairment.

Handicap: resulted from the impairment and disability that forbid the person to do an activity based on age, sex, social and cultural factors.

The Theory of Planned Behavior.

The theory of Planned Behavior model (TPB) (Ajzen, 1991), was used to guide the design of this study and link the relationship between attitude, intention, and behavior. Individuals are typically rational in their choices, using available information systematically and worrying about the consequences of their actions before determining whether or not to perform a particular behavior. Individuals act in a way that is in line with their beliefs, attitudes, and values (Ajzen, 1991). Therefore, one's stated behavioral intentions should be compatible with, or reflective of, their actual actions, and the individual's intention to conduct it can predict a given behavior.

Three theoretically separate categories are assessed according to the TPB to measure behavioral intention. TPB

states that intentions are determined by attitude, subjective norm, and perceived behavioral control. Moreover, three factors affecting the attitude, subjective norm, and perceived behavioral control, respectively which are behavioral beliefs, normative beliefs, and control beliefs. A large number of behaviors in various areas, such as health, recreation, restaurant management, and marketing, have been predicted using TPB (Shawky, Abo El Enen, & Fouad, 2019). TPB may be the most flexible and effective way to examine a variety of employer attitudes and intentions relating to the recruitment and acceptance of disabled people.

The current study hypothesizes that the intention of hiring PWDs was predicted in a multiple regression model by attitude, subjective norms, and perceived behavioral

control. The study also investigated the effect of intention to hire PWDs on the actual behavior.

Attitude Towards PWDs Hiring.

Attitude is the first significant contributor to intention. It is defined as “the degree to which a person has a favorable or unfavorable evaluation or appraisal of the behavior in question” (Ajzen, 1991, p. 188). Attitude indicates to an assessment and beliefs of the person about the significant outcomes of carrying out a behavior. Before a person decides to engage in a particular behavior, he/she tends to estimate the potential advantages and disadvantages associated with the behavior (Cheng, Lam, & Hsu, 2006). Therefore, when an individual develops a positive attitude toward a specific behavior, the behavior in question is

likely to be performed by him/her (Han, Hsu, & Sheu, 2010).

Several studies have attempted to provide evidence that attitude affects the intention to hire PWDs. McDonnall and Lund (2019) cleared that managers' attitudes toward the productivity of blind employees had a strong relationship with the intention to hire them. Moreover, a study prepared in Malaysia by Ang, et al. (2013) found that the employer first must have a favorable attitude toward PWDs before that this attitude is translated to the intention to hire. Another study used a focus group, proved that employers have a favorable attitude toward hiring PWDs among for-profit and nonprofit sectors (Hernandez, Chen, Araten-Bergman, Levy, Kramer, & Rimmerman, 2012). Paez and Arendt (2014) indicated that hotels and restaurants managers had a positive attitude toward training and

working with PWDs. Therefore, the hospitality industry is considered an attractive job opportunity for PWDs.

Subjective Norm About PWDs Hiring.

The normative beliefs are the person's past experience of behavior or extend to second-hand information from acquaintances or referents that come from their experience and knowledge (Ajzen, 1991). The subjective norms are the second most important determinant for this study that affects the behavioral intention norm from behavioral beliefs based on the perceived results associated with the targeted behavioral. It is defined as the perceived pressure from other people that lead a person to perform or not to perform the behavior (Ajzen, 1991)

The role of the subjective norm in the behavior has had the discussion before in the field of hiring PWDs (McDonnall

& Lund, 2019; Araten-Bergman, 2016; Ang, Ramayah, & Amin, 2015). Fraser et al., (2011) and Hernandez, et al., (2012) indicated that subjective norm is the best significant predictor of hiring intention of qualified employees with disabilities. Lu et al. (2011) reached to the result that there is an association between subjective norms and intention to hire older workers in Taiwan.

In the field of hiring PWDs in hotels, little evidence investigated the effect of the referent group on the behavior of hiring PWDs (Kalargyrou & Costen, 2017; Houtenville & Kalargyrou, 2015; Kuo & Kalargyrou, 2014), however, the subjective norm is considered one of the important determinants affect the behavioral intention according to TPB. Accordingly, this study determines the subjective norm as a key construct and proposes that there is a relation

between the subjective norm and the intention to hire people with disabilities.

Perceived Behavioral Control over PWDs Hiring.

Control beliefs are defined as the existence of resources and opportunities to perform a behavior and the level of importance of these resources and opportunities to perform a behavior (Ajzen, 1998). The third determinant for behavioral intention is perceived behavioral control and is defined as the perceived ease or difficulty to perform a behavior (Ajzen, 1991). TPB concentrated on the perceived behavioral control for predicting the actual behavior when the real resources and opportunities are difficult to be measured and identified. Perceived behavioral control is a result of control beliefs.

Control factors are divided into two categories which they are internal and external (Ajzen, 1991):

- a) Internal control refers to the individual knowledge and self-efficacy, such as skills, abilities, power of will, and compulsion.
- b) External control refers to environmental factors such as time, opportunities, and dependence on others.

In the field of hiring people with disabilities, many studies investigated the relationship between perceived behavioral control and intention to perform an action (Araten-Bergman, 2016; Jasper & Waldhart , 2013; Fraser, et al., 2011; Fraser, et al., 2010). Although findings have shown that perceived behavioral control impacts behavioral intent formation, limited research has studied the relationship between perceived behavioral control and the hiring of

PWDs in the hospitality industry. However, perceived behavioral control is viewed as playing an important role in conducting the behavior and thus supports the hiring PWDs in hotels. The present study, therefore suggests a link between perceived behavioral control and hiring intention.

Behavioral Intention and Predicting Behavior.

The intention is defined as the plane to perform a specific behavior and is the most important predictor of the actual behavior (Ajzen, 1991). To explain, in terms of direction and intensity, the managers' intention to employ PWDs represents their overall motivation. The TPB identifies the intention to be an immediate antecedent of behavior. Many studies have examined the intention and behavior, especially in the hiring PWDs (Araten-Bergman, 2016; McDonnell & Lund, 2019; Hwang, Kim, & Lee, 2020).

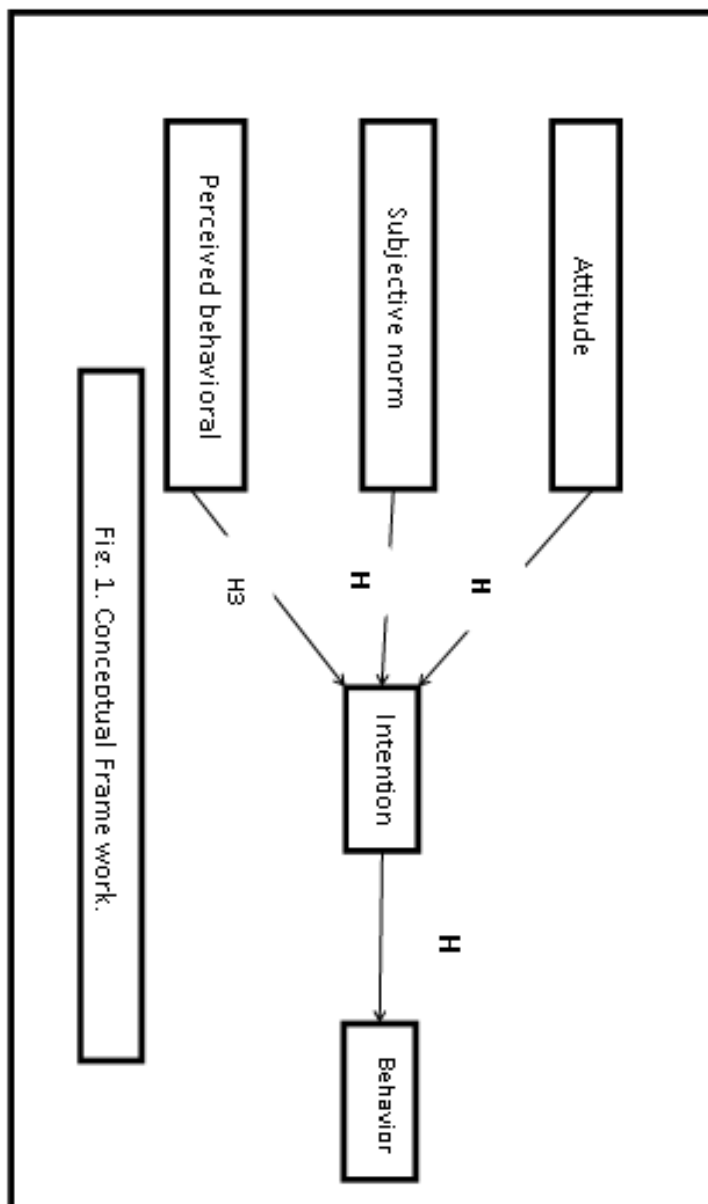
With application to hiring PWDS, the rationale behind the intention behavior relationship suggests that managers and employers hire PWDs if they have the intention to do so cognitively. In other words, the behavior of selecting PWDs for a vacancy is a logical consequence of predefined cognitive intention. Because hiring is a long term process starts by determining a vacancy, then recruiting, interviewing, and selecting a qualified person (Elhoushya & El-Said, 2020). Therefore, this process takes time from manager to identify the needs of the operation, assess the alternatives, and evaluate the benefits and risks of hiring PWDs.

H1: Attitude has a positive effect on the intention to hire PWDs in hotels.

H2: Subjective norm has a positive effect on behavioral intention to hire PWDs.

H3: Perceived behavioral control has a positive effect on behavioral intention to hire PWDs

H4: Intention influences behavior to hire PWDs in hotels.



Methodology

The study's purpose is to assess the intention and behavior of hotels' department managers in four and five-star in Egypt to hire the PWDs by using the Theory of Planned behavior (TPB). Thus, in order to empirically investigate the proposed hypotheses in current study, the current study employed quantitative research approach. A SEM analysis was used to measure the relationship and influence of the factors affecting managers' intention and behavior to hire PWDs in hotel industry.

Sample

The convenience sample is employed and 207 of Egyptian hotels department managers and their assistants participated in the survey. The department managers and their assistants

were chosen as a population for this study for the following reasons (Elhoushy & El-Said, 2020):

- (1) They participate in recruiting, interviewing, and selecting the new employees
- (2) They are in the operation daily so they can reflect the need of the working conditions

Instrument

The questionnaire was developed in three phases. Firstly, the researcher developed the survey items from the literature review. Secondly, the researcher translated the survey to the Arabic language; and sent it to four hotel departments' managers to test the survey items' validity and eliminated redundant items. Thirdly, the researcher sends the survey to five hospitality academic to pre-test and made comments regarding the readability and measurement

validity and they correct the understandable items. Finally, the questionnaire was sent to 5 hotel managers to examine the easiness of understanding the survey items, and their relevance to this study. The researcher launched the final version after amendments. The respondents were asked to rate these items on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

Ultimately, the survey consisted of three sections covering (1) attitude, subjective norms, and perceived behavioral control (2) intention and behavior, and (3) demographics. The survey started with a brief description of the importance of hiring PWDs.

This study used a survey questionnaire as it is considered suitable, compared to interviews, for measuring the

perception of Egyptian hotel managers and is considered fast, cheap, and easy to collect the data.

Procedures

The survey was distributed in two ways. Firstly, a paper-based survey was distributed to individuals in the managerial levels in hotels during November and December 2019. The authors and students from the hotel management department at the faculty of tourism and hotels recruited to help in data collection approached potential respondents. Second, a web-based survey was distributed as a URL link (using Google forms) link were used to achieve the social distance during COVID-19 from February to May 2020, sent to people in the managerial levels on social media accounts, mainly Facebook as most of the hotels in Egypt have a page on Facebook and most of hotel department

managers have accounts and is considered a social platform. Also, to increase the response rate, the authors sent it sent to Human resources managers to publish it to hotels' official Whats Apps groups. The survey link was accompanied by a message stating the purpose of the study and assuring the confidentiality of data. Also, it developed to ask the respondents to ask all questions and didn't allow them to submit the response with missing answers. One week later, non-respondents received a reminder to encourage them to participate in the study. It is worth noting that the survey was identical in both cases. However, the use of both online and paper-based surveys allowed a better representation of the population. To ensure that the sample is representative, department managers from the seven big destinations in Egypt were sent to Cairo and

Giza, Alexandria and North cost, Sharem Elshiek, Hurgada, and Upper Egypt.

Totally, 1330 surveys distributed in 266 of 4- and 5-star Egyptian hotels (124 4-star hotels and 142 5-star hotels), and a total of 255 responses were collected with a response rate of 19.1%. Also, 48 paper survey responses were excluded from data analysis, because the missing answers and did meet the aforementioned criteria. Thus, the remaining response for further data analysis was 207 responses; it is an acceptable sample size according to Kline (2015).

Findings

Statistical Package for Social Sciences (SPSS, V.23) and AMOS 24 were employed to analyze the collected research data. Construct validity was done by exploratory factor

analysis (EFA), confirmatory factor analysis (CFA), convergent, and discriminate validity. The two-step modeling approach suggested by Anderson and Gerbing (1988), Burt (1976), and Kline (2015), offers unique advantages for the two phase separation into a measurement model and a structural model. Confirmatory factor analysis (CFA) is the fundamental first step with maximum likelihood for estimating the measurement of the constructs' components, which clarify the relationships of the indicators with their posited and underlying constructs. The structural equation modeling (SEM), the second part of the two-step approach examines the casual relationships among the hypothesized constructs and assesses the suggested model.

Therefore, the analyses steps were divided into three steps:

1. Exploratory Factor Analysis (EFA)
2. Confirmatory Factor Analysis (CFA)
3. Structural Equation Modeling Method (SEM).

Demographics results

Table 1: Respondents' Profile

Item	Frequency	%
Gender		
Male	149	88.2
Female	20	11.8
Age		
Less than 25	16	9.5
25 to less than 35	36	21.3
35 to less than 45	61	36.1
45 to less than 55	37	21.9
55 and more	19	11.2
Educational level		
Secondary school	24	14.2
Bachelor's degree	110	65.1
Master's degree or Doctorate degree	31	18.3
Others	4	2.4
Years working for hospitality industry		
1 to less than 5	26	15.4
5 to less than 10	16	9.5
10 to less than 15	27	16.0
15 to less than 25	64	37.9

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25 and more	36	21.3
Department		
Front office	34	20.1
Restaurants and bars	36	21.3
Human Resources	19	11.2
Housekeeping	26	15.4
Kitchen	17	10.1
Security	21	12.4
Others (Sales, IT, Engineering, Steward, ..etc.)	16	9.5
Managerial style		
International hotel chains	130	76.9
Local hotel chain	16	9.5
Property	19	11.2
Floating hotel	4	2.4
Hotel star		
5-star	134	79.3
5-star	35	20.7
City		
Alexandria and North Coast	38	22.5
Cairo and Giza	42	24.9
Sinai	30	17.8
Red Sea	27	15.9
Upper Egypt	32	18.9

It is of interest that 88.2% of the respondents were male, 36.1% were from the age of 35 to less than 45, and 65.1%

were college graduates. The departments were diverse with a significant percentage (21.3%) in restaurants and bars. In relation to hotel star, five-star hotels represent 79.3% and four-star represents 20.7%. In relation to managerial style, approximately 76.9% were working at international hotel chains. Finally, Alexandria city represents 22.5% of the respondents while Cairo and Luxor cities represent about 24.9%.

Exploratory Factor Analysis (EFA)

The EFA was conducted using PCA with Promax rotation. The result of EFA explained that the KMO (was =0.932) and Bartlett's test of sphericity were statistically significant (=4462.3, df=351, $p<0.0001$), suggesting that the data were appropriate for factor analysis. The communalities >0.2 and factors loading >0.3 of all items were pleasure. For the data

extraction factor, Kaiser Criteria with an eigenvalue of more than 1 showed that the TPB included four factors matching the basic version.

Table 2: Exploratory Factor Analysis results

Pattern Matrix				
	Component			
	1	2	3	4
A1		.779		
A2		.860		
A3		.773		
A4		.831		
A5	-.352-	.743		
A6		.887		
PBC1	.534	.302		
PBC2	.703			
PBC3	.728			
PBC4		.707		
PBC5		.418		
PBC6	.848			
SN1	.731			
SN2	.814			
SN3	.815			
SN4	.863			
SN5	.938			

I1			.852	
I2			.768	
I3			.899	
I4			.975	
I5			.937	
B1				.645
B2			.431	.365
B3				.909
B4				.889
B5				.845

Extraction Method: Principal Component Analysis.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Four factors were extracted from Kaiser Criteria, and explained 54.0 % of the total variance. The items whose load factor was less than 30% were excluded. In order to name the factors, the factors structure was compared with the survey items. These factors were labeled in terms of the main variables, which were related to the following items: Attitude, Subjective Norms, Intention, and Behavior. Table 3 presents the range of factor loading of each item.

Confirmatory Factor Analysis (CFA)

Based on the previous results of EFA, the second step will be the preparation of the confirmatory factor analysis (CFA), depending on the methods of structural equation modeling (SEM), and this analysis includes three steps as follows:

- a) Model Testing by using SEM
- b) Testing Hypothesis.

a) Model Testing by using SEM:

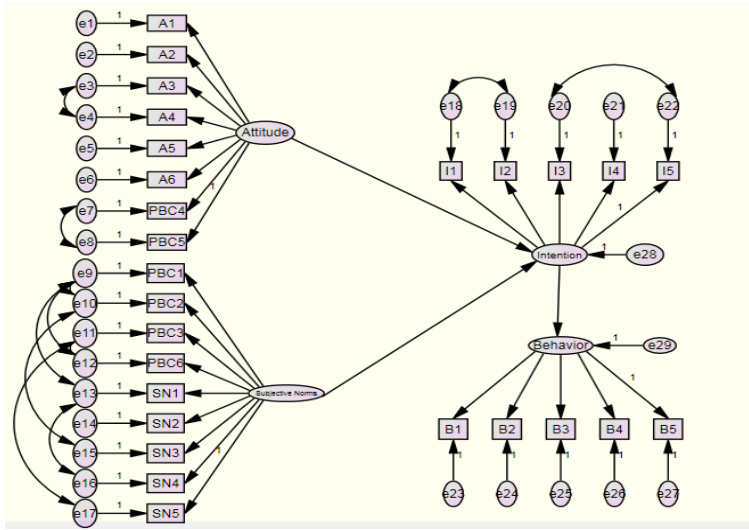


Fig. 2. Hypothesized Model based on the results of CFA

Chi-square= 743.48, df= 309

CMIN/DF = 2.4, RMSEA= 0.091

RMR= 0.77, NFI= 0.843

TLI= 0.888, CFI= 0.90, GFI= 0.765, AGFI= 0.625

It appears from the previous model (Fig. 5) that there are some results that are not compatible with the results that should be obtained. Some modifications were made in the model to be fit. Three indicators (one indicator from the Attitude construct, one indicator from subjective norms

construct, and one indicator from the Behavior construct) were removed from the model either because of low (below 0.50) or cross loading (Kaplan, 1990). After making these modifications to the model, the final model showed acceptable fit indices ($\chi^2 = 475.1$, CMIN/DF = 2.0, GFI = 0.816, TLI = 0.928, CFI = 0.94, RMSEA = 0.077).

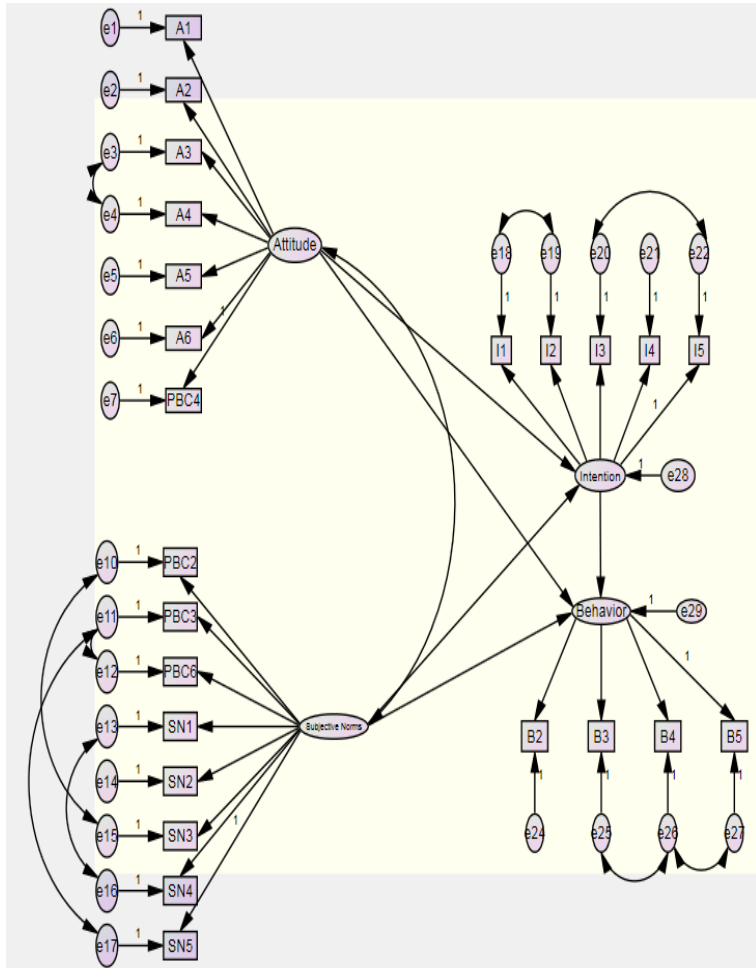


Fig. 3 : Adjusted Measurement Model.

b) Testing Hypotheses

Table 3: Standardized parameter estimates

	Estimate	S.E.	C.R.	P	Results
Intention <--- Attitude	.221	.106	2.088	.037	Supported p < 0.05
Intention <--- Subjective Norms	.483	.087	5.560	***	Supported
Behavior <--- Intention	.364	.065	5.620	***	Supported
Behavior <--- Attitude	.313	.082	3.839	***	Supported (new result)
Behavior <--- Subjective Norms	-.042	.066	-.632	.528	Not supported

Table 4 presents a summary of regression weights as measures of the relationship between the variables of Attitude, Subjective Norms, intention, and behavior. As expected from Hypothesis 1, which hypothesized a relationship between attitude and Intention, gained support ($\beta = 0.221$; $t = 2.09$; $p < 0.05$). Hypothesis 2, the relationship between Subjective Norms and Intention ($\beta = 0.48$; $t = 5.56$; $p < 0.001$), gained support. As proposed by

Hypothesis 3, the relationship between Perceived Behavioral Control and Intention is removed according to the EFA, thereby did not support Hypotheses 3. Hypothesis 4, positing a relationship between Intention and Behavior remains supported ($\beta = 0.313$; $t = 5.62$; $p < 0.001$). In additions, the results show a new relationship between Attitude and Behavior ($\beta = 1.274$; $t = 3.84$; $p < 0.001$).

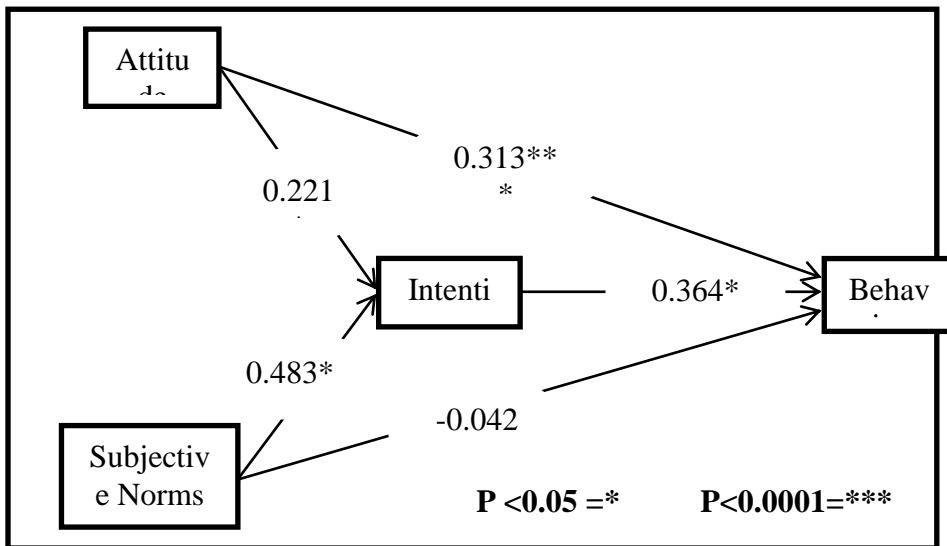


Figure 4: SEM with Hypotheses Testing

Validity and Reliability Test

The validity and reliability test was realized with the final four factors model with the remaining 24 objects.

Table 4: Validity and reliability test

	Factors and items	Loading	CR	AVE	MSV	MaxR(H)
	Attitude		0.919	0.621	0.550	0.931
A1	For me, I hire PWDs because they are beneficial	0.841				
A2	For me, I hire PWDs because they are good	0.891				
A3	For me, I hire PWDs because they are valuable	0.765				
A4	For me, I hire PWDs because they are important	0.830				
A5	For me, I hire PWDs because they have loyalty	0.614				
A6	For me, I hire PWDs because they are dependable	0.789				
PBC4	It is easy to communicate with	0.755				

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	employees with disabilities					
	Subjective Norms		0.942	0.676	0.550	0.969
PBC2	I can employ people with special needs	0.685				
PBC3	I have sufficient authority to hire PWDs	0.634				
PBC6	I trust that I can hire PWDs	0.696				
SN1	The people whose opinion I value think that I should hire PWDs	0.859				
SN2	The people whose opinion I value tell me the importance of hiring PWDs	0.923				
SN3	The people whose opinion I value recommend	0.947				

	me to hire PWDs					
SN4	The people whose opinion I value want me to hire PWDs	0.950				
SN5	The people whose opinion I value authorize me to hire PWDs	0.814				
	Intention		0.953	0.804	0.532	0.957
I1	I intend to make plans to hire PWDs	0.891				
I2	I intend to hire PWDs	0.854				
I3	I intend to set a budget to hire PWDs	0.880				
I4	I intend to provide the workplace with the necessary capabilities to hire PWDs	0.923				
I5	I have motivations to hire PWDs	0.932				
	Behavior		0.833	0.557	0.532	0.844

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B2	I cooperate with civil society organizations to hire PWDs	0.762				
B3	I am looking for qualified from PWDs	0.780				
B4	I interview PWDs to choose the best	0.628				
B5	I train PWDs.	0.803				

The CR for all constructs exceeds 0.7 and according to Mittal and Dhar (2016), it represents greater levels of internal reliability. Moreover, it was found that convergent validity of all constructs has been achieved. As indicated by Bagozzi, Yi, and Phillips (1991), the questions used to test each construct were strongly correlated and each question average loading was reasonably high, suggesting strong convergent validity.

Table 5: Correlations and discriminant validity

	MSV	Attitude	Subjective norms	Intention	Behavior
Attitude	0.550	0.788			
Subjective norms	0.550	0.741***	0.822		
Intention	0.532	0.601***	0.690***	0.897	
Behavior	0.532	0.677***	0.601***	0.729***	0.747

*** $p < 0.001$

Moreover, discriminant validity was supported in this study by two ways. Firstly, the square root of the AVE for each construct is greater than its correlations with any other construct as seen in Table 6 (Fornell & Larcker, 1981). Secondly, the findings show that MSV is less than AVE for each construct and therefore discriminant validity is confirmed (Malhotra & Dash, 2011).

Discussion and conclusion

PWDs hiring is considered one of the objectives of Egypt Vision 2030 (Egypt's Vision 2030 website, 2016).

Therefore, the current study investigates the senior hotels

managers' intention and behavior of hiring PWDs through achieving the research's objectives. Subsequently, identifying the factors that affect managers' intention and behavior to hire PWDs allow hotels to develop strategies to increase the efficiency and effectiveness of PWDs and increase their revenue especially after the pandemic of COVID-19. Attitude and Subjective Norms were tested to be positively influenced the intention to hire PWDs in this sample. Moreover, Perceive Behavioral Control factor was excluded from the model according to EFA results. In additions, the intention affects positively the behavior. There is also a new result that attitude toward PWDs hiring affects positively the behavior of the hiring.

The commonly accepted model of Ajzen (1991) has previously been used for the study of different approaches in the management of human resources (e.g., Lu et al.,

2011; Bakari, Hunjra, & Niazi, 2017) and in the hospitality industry in particular (e.g., Verma & Chandra, 2018; Wang, Wang, Wang, Li, & Zhao, 2018). This paper, however, represents from first studies use of the model with a particular emphasis on discrimination based on jobs in hotels. Thus, original contributions to the literature used the TPB and focused on the hotel industry in Egypt are provided by the results found in current study.

Similarly to the findings of previous studies (Fraser et al., 2011; Lu et al., 2011), the results of the current study show that the attitude of managers toward hiring PWDs is significant determinants of intentions to employ PWDs within the Egyptian hotel industry. Present findings agree with previous research that approved the positive effect of attitude on the intention to hire PWDs in hotels (Ang, Ramayah, & Amin, 2015). This means that managers who

have a positive attitude towards the hiring of PWDs are more willing to hire and integrate them into the work and will be more responsive to political and social obligations to raise the percentage of PWD employees, as is the case in Egypt, where the government's vision is to increase the number of PWDs in the labor market by 2030 (Egypt's Vision 2030 website, 2016). This refers to that hotel managers believe that PWDs have the talent, skills, ability, retention and loyalty, also they are dependable, beneficial, valuable and easy to communicate with them. All previous they managers need in their employees. In additions, hotel managers think that hiring PWDs affect positively the company image. According to study in the United States customers have a positive attitude toward companies that hire PWDs and might even change their

brands to support such companies (Siperstein, Romano, Mohler, & Parker, 2006).

Results have shown that the most significant predictor for the intention is the Subjective Norms about PWDs hiring. This means that hotel managers with hiring authority and ability do acknowledge the views and opinions of their colleagues and managers, which is consistent with previous studies by Fraser et al. (2011) and Lu et al. (2011). On the other hand, this study differs from other studies that used TPB which they stated that Subjective Norms have a weak influence on the intention to hire PWDs (Ang, Ramayah, & Amin, 2015). This means that four and five star hotels in Egypt encourage their employee's opinions. Also, the views of employees toward their colleagues who have disabilities have changed.

Results cleared that managers' intention to hire PWDs is an immediate antecedent of their PWDs hiring behavior. This is also a new more thought-provoking result that shows the significant positive effect of attitude on the behavior of hiring PWDs. This result discloses that managers' attitude toward PWDs has an important and direct role in hiring them. This refers to that many hotel managers in Egypt see hiring PWDs as a response to community needs and as a corporate responsibility. Also, the hotels managers have plan and budget to cooperate with civil society organizations to select, hire and train the qualifies PWDs.

Theoretical Implications:

This study aimed to investigate the Theory of Planned Behavior in determining intention and behavior to hire PWDs in Egypt. The current results lend new insights concerning hospitality managers' attitudes and intentions as they relate to the theory of planned behavior. This study's results found attitude and subjective norms to be the most significant to affect the intention to hire PWDs, which is counter to TPB which determines three factors to affect the intention toward the behavior. Interestingly, perceived behavioral control did not prominently among the intention and behavior to hire and helpfulness in hiring PWDs according to TPB.

Firstly, this study is the first to explore the relationship between the attitude toward hiring PWDs and the hiring itself. The findings suggest that attitude can affect directly on the behavior of hiring PWDs without the mediation of

intention. On the contrary, intention plays a vital role as a mediator between subjective norms and behaviors.

Secondly, the study could be useful for academics, researchers, and students who study organizational behavior and, more particularly hotels, as it contributes to the scientific literature related to the factors triggering managers' decision-making toward the hiring of PWDs.

Finally, the study also highlighted the need to deepen the issues related to community service and the benefits that it could bring to consumers, companies, and, more in general, the whole community.

Practical Implications:

From the managerial perspective, hotel managers should develop necessary strategies and tactics to build adequate awareness and convey effective messages about the benefits of hiring PWDs so that a positive attitude could be developed into the actual hiring of PWDs. Many hotel managers feel that hiring PWDs increases the cost for the hotel. If they realize that the benefits are more than the costs, they will depend on PWDs. This will lead to an increase in their willingness, intention, and behavior of hiring such candidates of PWDs.

Manager's opinion must be in accordance with the opinion of the owner, CEO, GM, HR manager, department manager, supervisors, and other important people that they considered as a key person in the hiring decision process. Hotel managers must also make it easy for HR to hire PWDs since they will engage in hiring that they perceived

as easy and within their resource availability. Managers must make all resources available for PWDs in the working environment.

The current results indicate that hospitality organizations should actually engage in hiring practices of PWDs and devote their attention to hiring them. It influences the performance of people without disabilities and it enhances the organization's image in the eyes of their employees towards its social responsibility (Gostautaite et al., 2018).

PWDs will have difficulty in learning and employment skills without the support of their coworkers, supervisors, and coaches. PWDs should be trained in communication, social, and technical skills. Coworkers have to get disability awareness to improve their attitude, increase their comfort, and develop teamwork. Thus, it is vital to build and create a

motivating work environment. Hospitality organizations should support the managers who embrace the idea of accepting and motivating employees with disabilities and instilling it among their employees. As managers have a vital role in influencing on his employees' beliefs towards PWDs, the managers and employees should be trained in leadership and communication skills with PWDs to encourage them to assist, train and employ them. Also, the hotels should create a positive organizational culture, (Fathy and Zidan; 2020), as well as how to better integrate PWDs into the workplace. The use of Knowledge management and assistive technologies increase the effectiveness of the training programs (Khalil and Fathy, 2017; Fathy, 2018b). Also, Understanding PWDs' expectations, priorities and interests, and aligning them with hotels' objectives and work Tasks can provide a great

deal of job satisfaction and loyalty for PWDs; and increase the effectiveness and efficiency of their performance. success stories of leading PWDs should be shared on the hotel's channel such as the hotels' Web sites, Whatts apps as well as in workshop and training sessions.

The government should pay more attention to create employment opportunities for PWD in the hospitality industry, by designing vocational training courses by the Egyptian hotels association, that also involves concern the views and their specific needs of PWDs. Also, PWDs and agencies should consider the hospitality industry as intensive job opportunities. The current study shows that individuals in the management level in hotels have a positive attitude toward training and employing PWDs. The negative points should not only be considered, but the benefits should also be taken into consideration such as the

loyalty of PWDs. The investment in working with PWD might worth take, however PWDs need more supervision. Organizations should also offer the training of PWDs in the specific relevant departments to improve work performance. Thus, PWDs will be converted into an actual increase in sales and profitability for the companies.

From the results, there are recommendations to the employer which they are:

1. The employer should offer equal job, training and participation in talent programs opportunities for employees (Men and Female) with and without disabilities and act an equal and non-discriminatory manner (Fathy, Zidan; 2020),
2. The employer should not prejudice the employees with disabilities,

3. Hiring should depend on the merit and qualifications of the employees, and

4. Job analysis should be applied to the physical and cognitive requirements for each position.

Limitations and Future Researches

This study faced a number of limitations. Firstly, the current study limited to hotel industry. The future research should conduct a compare among various hospitality sectors, grades, and management styles. Secondly, the study did not focus on any department and the results may be different from department to other. The future researches should compare among managers attitude in various hotels' departments to hiring PWDs. Also, the current study didn't analyze the effects of income, position, education, gender. Thus, the future researches should investigate the effect of

socio-demographic characteristics on behaviors to hire PWDs. Also, future researches can investigate the relation between customer loyalty and employees loyalty (Fathy and Zidan, 2017), especially PWDs. Moreover, other relation can be investigated in future researches such as intention as a moderator to TPB dimensions on behavior to hire PWDs. Finally, future research is required to examine the relationship between the PWDs employment and macroeconomic fluctuations gap (Diby, Lengagne, and Camille Regaert, 2021).

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