

## AN EMPIRICAL STUDY ON THE INFLUENCES OF MANAGEMENT'S ATTITUDES TOWARD EMPLOYEES WITH DISABILITIES IN THE HOSPITALITY SECTOR

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**Abstract:** Internationally, the participation of people with disabilities (irrespective of the type and severity of disability) in the labour market is on the rise. Within the Hungarian context, research on employment of people with disabilities is limited. The objective of this study was to ascertain the attitudes of employers towards employees with disabilities in the hospitality industry. The sample consisted of 174 participants from the city of Budapest, Hungary and quantitative methods were used to analyse the data. Factor analysis was used to evaluate the factorial structure for this study that yielded six meaningful factors, and ANOVA, Sample t- test and Independent t-test were used to examine the relationship between attitudes of personnel with business and employers' demographics. This study yielded important results regarding the attitudes of employers toward the employees with disabilities in Hungary. One of the major findings of this study was that the employers displayed neutral responses toward employees with disabilities at the place of work. Managerial implications, limitations and recommendations for future studies are further discussed.

**Key words:** Attitudes, disability, employees with disabilities, labour market, management

DOI: 10.17512/pjms.2018.18.2.25

Article's history:

*Received* July 22, 2018; *Revised* September 13, 2018; *Accepted* September 19, 2018

### Introduction

Majority of the public and private corporations worldwide have already realised the importance of having a diverse workforce and this strategy has had many benefits at different levels irrespective of the size of the organisation. Personnel diversity does not restrict to people from different gender, social, religious and cultural backgrounds, but also people with disabilities are part of such distinctiveness. Based on the 2010 global population estimates, it has been acclaimed that more than a billion people are estimated to live with some form of disability (WHO, 2011). The principle barriers faced by EU countries with respect to the participation of people with disabilities in the labour market are low employment rate (Shima et al., 2008). According to Eurostat report (2018), the employment rate of people with disabilities in the EU 28 countries was observed to be 47.3%, however, Hungary along with Netherlands reported the highest gaps in the

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employment rate. Kopycińska and Kryńska (2015) discussed the priorities of “Europe 2020” strategy for intelligent and sustainable development favouring social inclusion highlighting how the individual country’s employment-unemployment statistics impacts the average employment rate of the entire European Union. Moreover, it was also underlined in the same article that “the employment rate of people with disabilities should be increased in approximately 40% of EU states where it is lower than 50%”.

The economic growth in the hospitality sector at the local, regional and global level is statistically significant across the world. In 2017, the global travel and tourism sector grew at 4.6% and created 7 million new jobs in 2017, 1 in 5 of all new jobs across the world (WTTC, 2018). Amid economic crisis, the hospitality industry provides hopes in terms of multiple job creation and accelerating cross-border capital flows across economic, investment and experiential platforms (EY, 2015). Thus, such statistical advances provide ample opportunities for people with disabilities to integrate into the hospitality work force as this sector shall potentially attract skilled and non-skilled labour in upcoming years. There is a growing literature in the field of hospitality sector about the professional integration of individuals with disabilities but this has not been yet addressed in Hungarian context. The intention is to provide some additional insights to already existing international literature on the attitudes of the employers’ towards individuals with disabilities.

To discuss, in Hungarian context, our study seeks to investigate in detail the attitudes of employers towards employees with disabilities in the hospitality sector in the city of Budapest, Hungary. This study also provides empirical evidence in terms of perceptions of employers towards employees with disabilities and investigate whether there is any relationship between the attitudes of management with business and employers’ variables. This study briefly provide first an overview on few barriers faced by employees with disabilities. The methodological framework adopted for the study is examined in the next section. Importantly, the empirical results will be discussed in detail, followed by conclusion and recommendations for future studies.

International literature is full of instances which discuss the professional, social and personal challenges faced by individuals with disabilities which act as barriers to the integration in the labour market. The most important concerns of employers about employing individuals with disabilities were: job-related performance dilemma (Henry et al., 2014), lack of professional skills (Kaye et al., 2011; Groschl, 2005), training and development issues (Groschl, 2007), Costs (Job Accommodation Network, 2012), attitudes of co-workers (Domzal et al., 2008; Hornberger and Milley, 2005), workplace modifications/accessibility/accommodations (Henry et al., 2014; Job Accommodation Network, 2017), understanding of the concept of disability (Cavanagh et al., 2017), legal obligations (Chabot, 2013), and pre-requisite emphasis on aesthetic and self presentation skills, especially in hospitality industry

(Donnelly and Joseph, 2012, Groschl, 2007; Nickson et al., 2005). Given the service-oriented framework of hospitality industry, it is safe to assume that the management will have more concerns on personnel's aesthetic requirements to fit in this sector, especially the attitudes of co-workers and customers towards them.

The professional prospects of people with disabilities in the labour market depends on the myths (Unger, 2002) and misconceptions (Donnelly and Joseph, 2012) about their capabilities and such perceptions guide the selection and recruitment related-decisions of employers. Such pessimistic stereotypes about their work performance devalues their existence in the job market and influences employer's willingness to recruit, hire and employ persons with disabilities. There have been many inconsistent findings reported in existing studies, for example, a variable which was identified as positive element in one study, was seen to have negative concerns for employers in another study (Unger, 2002). For example, Participants in Groschl (2007) study communicated that employees with disabilities are less productive than their counterparts without disabilities at the place of work, but Houtenville and Kalargyrou (2015) in their comparative study on managerial hiring intentions and attitudes toward people with disabilities across industries reported that, investing in workplace accommodations results in employees who are dedicated, loyal and stay longer at job which eventually results in increased productivity.

Type or severity of the disability is another point of concern for employers in employing individuals with disabilities. Several studies indicate that employers show biased attitudes in their recruitment and selection patterns, especially hiring preferences towards individuals with physical disabilities than individual with mental and emotional disabilities (Unger, 2002). Interestingly, some employers may display a negative attitude over visible disability during interviews (Henry et al., 2014). Moreover, the familiarity of employers to certain kind of disability through previous experience (negative or positive) also impacts the selection and hiring of the candidate regardless of education and professional skills (Huang and Chen, 2015).

Employers understanding of the concept of reasonable accommodation and desire to accommodate people with disabilities at the place of work is an important hiring agenda. Reasonable accommodation (for example, providing structural and technological changes, job profile re-structuring, flexible shift schedules, etc.) may have financial outcomes for employers, but can also attract unnecessary negative attentions from the coworkers (Schur et al., 2005). Due to the diversity in disability, the employers to need carefully examine the scenario before implementing any changes in physical access, job modifications or restructuring, and work schedule adjustments as every task need to be dealt on case to case basis (Huang and Chen, 2015). Copeland et al. (2010) in their study focuses on increased attention in promoting the benefits of reasonable accommodation at the work place as this provides better professional opportunities for employees with disabilities to integrate in the labour market. The Job Accommodation Network (2017) in their study highlighted many benefits for firms for providing workplace accommodation,

for example enhancing job and company's productivity, personnel diversity, reducing employee turnover, minimizing worker's compensation cost and improving the morale of employees with disabilities. Importantly, it is very evident from studies that workplace accommodation to include individuals with disabilities are usually inexpensive (can be handled at minimum costs), necessitate minor changes in organisational structure and cause unelaborated job adjustments (Granger et al., 1997 cited in Huang and Chen, 2015)

### **Methodology**

Originally, the employer attitude assessment questionnaire was developed by Chi and Qu (2003) and the study was conducted in the state of Oklahoma, USA. The survey questionnaire consisted of four sections. This tested scale was again revised and utilized by Paez (2010), and study was carried once again in the USA, therefore, considered appropriate for use in Hungary. The survey instrument consisted of four sections. Four additional questions on topics related to reasonable accommodation, people first language, customers' perception and the importance of aesthetic and self-presentation skills were introduced. This section incorporates a 5-point Likert-style scale ranging from 1 (strongly disagree) to 5 (Strongly agree). There was a deliberate attempt to include some negatively worded questions in the questionnaire. Many researchers consider a good questionnaire is to embody both positively and negatively worded questions.

The success of a research solely depends on the selection of the sample. Therefore, in this context, the researchers population are the employers within the hospitality sector in the city of Budapest, Hungary. Since the corresponding author who himself is a person with a disability (physical disability), a non-probability convenience sampling method was opted. This approach helped to choose samples according to accessibility and convenience. Snowball sampling was also incorporated in this study at a later stage due to the low level of responses received. The data collection strategy was carried out in three ways, for instance personal and work e-mails, paper-pencil method and web-based survey (Google forms). The official data collection was then carried out in the city of Budapest, from February to May, 2018. There were 859 questionnaires distributed through e-mails (paper with web option), in person/drop in option (paper and pencil format only) and web-based (web-only), both in Hungarian and English languages. 212 (in 24 English and 188 in Hungarian language were received) of them were returned within the stipulated time period. The response rate, therefore, was 24.6%. 174 questionnaires were used for analysis and 38 questionnaires were deemed invalid.

The data analysis started with the processing of the data with the help of Statistical Package for Social Sciences (SPSS, version 20.0). The first step was to carry out descriptive analysis, including frequencies, means and standard deviation to compute results. The factor analysis was used to group items into factors and use additional statistical tests to present results.

## Results and Discussion

The result section starts with the brief interpretation of demographic details in this section. The majority of the respondents were the managers which provided the greatest return rate, with 87 participating in the survey. Of the 174 respondents, majority were male, but there is not a major difference in the gender of participants and coincidentally, 29.9 % of participants belonged to the category of age group 36-45 years. The greatest percentage of participants were found in range of 11-15 years (27.6 %) for total years of experience in hospitality industry and less than 1 year (26.4%) for total years of experience in current organisation. In regards to professional and personal exposure to the phenomenon of disability, 42 participants reported no professional exposure or any kind of experiences with people with disabilities in the place of work. It was observed that majority of employees with disabilities were actively involved in monotonous jobs or at the bottom of hierarchical structure, for example kitchen helper (n=63), housekeeping (n=33) and dish washer (n= 29).

According to Yong and Pearce (2013), "The broad purpose of factor analysis is to summarize data so that relationships and patterns can be easily interpreted and understood. It is normally used to regroup variables into a limited set of clusters based on shared variance. Hence, it helps to isolate constructs and concepts." (p. 79). Factor analysis was conducted which included Bartlett's test of Sphericity and Kaiser-Meyer-Olkin (KMO), as a measure of sampling adequacy. The KMO value was 0.750. Six factors with loadings higher than 0.50, representing 56.8% of the total explained variance were displayed. Out of 31 statements (Q1-Q31), total twelve statements were discarded due to pre loadings command (i. e. >0.050). All six factors, as discussed below in detail, were named based on the inherit variable characteristics.

Factor 1, named as "Costs", comprising of 4 statements related to the costs for training and overall operational costs in context to employees with disabilities. Three of the statements were related to costs for training employees with disabilities, one was related to the overall operational costs. Factor 2, named as "Training Strategy", comprises of 4 statements related to the training requirements and the understanding of employers towards employees with disabilities. Two of the statements were related to employers understanding on the amount of time to be allocated towards training employees with disabilities, depending on job specifications and the type of disability possessed by an employee. Factor 3, named as "Positive Traits", comprises of 4 statements where employers had an opportunity to share their positive beliefs in context to people with disabilities. The authors feels that the elements in this factor projects the ethical image of employees with disabilities and hence helps in removing the prejudices. The elements focus here on absenteeism, quality of work, dependable tendency, and cooperation level. Factor 4, named as "Negative Stereotypes", comprises of 2 statements related to the stereotypes associated with people with disabilities. Factor 5, named as "Need For Support", comprises of 2 statements related to the level of

attention required by employees with disabilities from their coworkers/supervisors/managers. Factor 6, named as "Importance of Skills", comprises of 3 statements associated with the skills possessed by the employees with disabilities or such employees needs to be further groomed in terms of training and skill development to avoid redundancy and progress further into their professional careers.

Cronbach's alpha test was employed to evaluate the reliability of each factor, for example Costs (0.856), Training Strategy (0.695), Positive Traits (0.691), Negative Stereotypes (0.498), Need for Support (0.612), and Importance for Skills (0.793). Negative Stereotypes reported low Cronbach alpha for reliability (0.498), but according to Chi and Qu (2003) alpha value for this factor should be acceptable for this factor, citing Nunnally (1967), "Alpha greater than 0.5 was considered as acceptable indications of construct reliability" (p. 69). Van Griethuijsen et al., (2015) reported Cronbach's alpha below the acceptable values of 0.7 or 0.6. for several factors and it was interpreted by the authors of this study that this could be mainly due to the small number of statements contributing to a factor, for example factors, "interest in school science" and "interest in domestic activities" reported Cronbach's alpha of 0.502 and 0.446 respectively. Thus, all the above emerged new factors from the factor analysis method in current study can be accepted as well.

Paez (2010) reported four factors in her study, namely "Teamwork and Costs" (with eleven statements), "Training" (four statements), "Characteristics" (four statements) and "Skills" (three statements), an overall 22 statements reported in 4 factors. Similarly, Chi and Qu (2003) found out three factors (total of sixteen variables): "Work Ethic, General Evaluation and Employment Risk" (with seven statements), "Work Performance and Accommodation Costs" (with six statements), "Negative Stereotypes" (with three statements).

In this current study, means scores were calculated for each of the six attitudinal factors: Costs (M = 2.6), Training Strategy (M = 2.8), Positive Traits (M = 3.1), Negative Stereotypes (M = 2.9), Need for Support (M = 2.6), and Importance of Skills (M = 3.4). The highest mean score was reported for Factor 6, Importance of Skills and lowest mean score was reported for Factor 1 (Costs), and Factor 5 (Need for Support).

ANOVA, Sample t-test and Independent t- test were carried out to evaluate whether there was any statistically significant difference between six factors based on age, gender, years of experience in the hospitality industry, professional experience (contact and exposure) with people with disabilities and size of the firm. No statistically significant differences were found between Factor 2 (Training Strategy) and any of the above mentioned five business and employers related variables.

In this study, the respondents reported overall neutral responses (M = 2.99) towards employees with disabilities on 19 statements. Importantly, the participants felt that providing training on social, communication and technical skills to individuals with

disabilities is an indispensable (M = 3.46, M= 3.44, and M = 3.32 respectively) step to encourage inclusion in the labour market.

There was no statistically significant difference reported for gender and all six attitudinal factors. This result was consistent with the findings of Paez (2010) and Chi and Qui (2003) research studies. A sample of 1,013 undergraduate students participated in the Disability Social Relations Generalised Disability (DSRGD) and it was reported that there was a significant effect of gender across three contextual subscales of Dating, Marriage, and Work (emerged from principal axis factoring). The important finding of this study was that women participants had a more positive attitude towards people with disabilities in the workplace than men (Hergenrather and Rhodes, 2007).

Statistically significant differences ( $p < 0.05$ ) were found between Factor 1, Costs, age of the participants, and participant's professional contact with people with disabilities. Tukey's HSD post-hoc test revealed that significant positive mean difference between participants different age groups and Factor 1 (Cost), implying that older employers show more favorable attitudes towards employees with disabilities than the younger employers in terms of spending on training and other operational costs. Organisational costs, for the instance costs related to training and skill development, reasonable accommodation, health insurance and workers' compensation were perceived to be a major challenge when hiring people with disabilities. Managers in an exploratory study shared their concerns about the costs related to the training of employees with disabilities. It was pointed out in this exploratory study which was conducted in 42 hotel groups in Canada that the participants believed that it was expensive to train employees with disabilities than other employees (Groschl, 2007). Another cost which is undeniably a major concern for employers worldwide is the financial expenses associated with providing reasonable accommodations. A study at the U. S. department of Labor's Office of Disability Employment Policy (ODEP) outlined that providing reasonable accommodations are beneficial for firms in the longer run and it further reported that high percentage (59%) of accommodations costs absolutely nothing to make, while the rest typically cost only US dollars 500 (Job Accommodation Network, 2017). Bengisu and Balta (2011) in their three-stage Delphi study with experts and professionals working in the fields of disability and hospitality in Turkey investigated the effects of employing individuals with disabilities on safety, cost, efficiency, service quality and management. In this study it was reported that the operational costs of an organisation will be higher initially, but these financial elevations would decrease later and such changes in accommodating employees with disabilities would also benefit customers with disabilities, senior citizens and pregnant women.

Similarly, in terms of participant's professional contact with people with disabilities, it was reported in Tukey's HSD post-hoc test that employers with more years of professional experience with people with disabilities display flexible approach in investing on training and operational costs in order to integrate them in

their workforce. Employers' previous personal or professional experiences also help in removing the longstanding misconceptions about individuals with disabilities. It is also highlighted in international literature that employees with high level of work-related experience with individuals with disabilities display positive attitudes (Copeland et al., 2010; Unger, 2002). Previous work experiences of employers with individuals with disabilities is very important in two ways in the employability of world's largest minority (Waterhouse et al., 2010). First, the confidence of an employer in an employee with disability in performing a particular job assignment and also his/her abidance to work place practices.

A statistically significant difference ( $p < 0.05$ ) was found between Factor 5, Need for Support and participants professional experiences with people with disabilities. It can be implied after conducting Tukey's HSD post-hoc test that employers with more years of professional working experience perceive employees with disabilities as independent individuals at the place of work (less dependency on co-workers and supervisors). On the contrary, one of the findings of Groschl (2007) study was that hotel managers perceive that employees with disabilities needs constant supervision and their work performance needs to be evaluated by managers/supervisors on regular basis.

Statistically significant differences ( $p < 0.05$ ) were found between Factor 6, Importance of Skills, and three employers' variables namely, total years of experience in the hospitality industry, professional experience with employees with disabilities and size of the firm. Tukey's HSD post-hoc test does show significant differences within the three separate employers variables which implies that employers understand the importance of providing training on social, communication and technical skills to employees with disabilities. Providing training is beneficial for employers and employees with disabilities in many aspects. It helps individuals with disabilities to acquire multi-tasking and cross functional skills, helps them to build confidence and provide opportunities in terms of professional growth (Groschl, 2012). Such costs incurred on training and skill development can be transformed into long-term investments by employers as employees with disabilities tend to be loyal and committed to the organization. Another study by Nickson et al., (2005) on the importance of attitude and appearance in retail and hospitality industries in Glasgow (UK) suggested that employers in service industry emphasise more on "soft" skills than technical skills. An employer survey was conducted representing small, mid-size, and large companies to examine the intentions of employers towards qualified workers with disabilities as part of their hiring pool recruitment activity (Fraser et al., 2011). It was elaborated in the study that employers of small (30-100 employees) and mid size firms (101-500 employees) concerned about the financial aspects, had fears related to the litigation and job based performance of employees with disabilities. On the contrary, the employers representing larger firms were reported to have no fear of litigation and finance- related concerns with regards to the employability of individuals with disabilities.



Statistically significant differences were reported between Factor 3, Positive Traits, and participant's age, and total years of experience in hospitality industry. However, Tukey's HSD post-hoc test does not show significant differences within the groups of business and employer's variables (participant's age and total years of experience in hospitality industry). Chi and Qu (2003) reported in their study that employees with disabilities are appreciated by their employers' on their work ethics. The study conducted in Ghana investigating the impact of demographic factors on attitudes towards individuals with disabilities reported that employees between the ages of 40 years and above, demonstrated significantly positive attitude towards employees with disabilities (Agyemang and Delle, 2013).

A statistically significant difference ( $p < 0.05$ ) was found between Factor 4, Negative Stereotypes, and participant's size of the firm. Post Hoc tests revealed a significant mean difference in this analysis, implying that employers in larger firms still hold negative stereotypes towards employees with disabilities at the place of work. Across different sizes of enterprises, there seems to be different perceptions of employers and co-workers towards individuals with disabilities. A study by Hornberger and Milley (2005) on the employment of persons with disabilities in Canada reported that the participants working in small firms expressed positive working relationship with employees with disabilities than the participants working in larger firms. Similarly, Fraser et al. (2011) in their study outlined that employers of smaller firms (30-100 employees) divulged various encouraging traits about employing individuals with disabilities, for example employees with disabilities show committed attitude towards the employers.

While this attitude-centred research proposes encouraging results with implications for researchers, policy makers, and employees with disabilities, it is important to first note the managerial implications of this study in terms inclusion of individuals with disabilities in the labour market. Many employment related stakeholders especially job creators, recruitment agents and human resources managers can benefit from this confirmatory study concerning employers and geographic variables. The authors here stress on the importance of increased social and professional contact with people with disabilities. This can be considered as a corporate strategy to increase disability awareness within organisation and help in overall attitude transformation of employees with no disabilities. The important finding projected in this paper is the favourable attitudes of employers' in small firms which provides ample opportunities for people with disabilities to foray into diversified domain of labour force. Small and medium enterprises (SMEs) are always prominent in the cutting edge strategies of finance ministry as such ventures play important role in country's economic development and significantly help in creating new jobs (Ruchkina et al., 2017).

Another finding which focused on the importance of communication, social and technical skills required by people with disabilities may be able to challenge certain present corporate and government policies in terms of training and skills development procedures. Such as interventions by the employers in providing a

platform to assist people with disabilities to acquire new skills to enter job market and remain competitive throughout their professional careers. As a finding of this study, employers have an utmost responsibility towards concepts of inclusion by appreciating the benefits of inducting people with disabilities in their existing workforce, but also increase the awareness regarding positive and distinctive traits displayed by such individuals at the place of work. For example, in Hungary over successive years, the Ministry of Human Capacities, AmCham Hungary, the Alliance for Excellence non-profit association and Salva Vita Foundation have been awarding employers who are constantly involved into recruitment, employment and retention of people with disabilities. Finally, a leader regardless of the industry, can make a huge difference to his organisation by projecting positive attitude. It has been proven in international literature that “managers’ influence communications of other people at organisations thus create new forms of interaction and relationships; and the creation of new forms of interaction and relationships means an identity development too” (Diskienė and Paulienė, 2018). Thus, a manager with the right attitude regardless of geographical setup of the firm, directly or indirectly, can influence the behaviour of the people at work and makes the team more open to new possibilities especially to accept individuals with disabilities for who they are at the place of work.

### **Conclusion**

Across the globe, top and line management’s belief in value of work place inclusion needs to be strengthened by formulating natural and effortless strategies crucial for organisational stability and existence. The aim of the current study was to highlight the attitudes of employers towards the employees with disabilities and their inclusion in the labour force. The variations in international studies have provided divergent results on the attitudes (positive, neutral or negative) of the employers towards employees with disabilities. This study focused on employers representing the hospitality sector in the city of Budapest and empirical results show that employers display neutral attitudes towards employees with disabilities. Since the employers have displayed neutral beliefs in this study, safe to assume that further awareness about people with disabilities and phenomenon of disability needs to be handled delicately. One of the limitations of this study was about the generalization of the results. Since the participants were from the city of Budapest, the findings cannot be generalised to other cities in Hungary. However, replication of this present study using the same attitude scale in European countries, especially in Visegrad region (Czech Republic, Poland and Slovakia) will help to confirm the validity of the instrument and to identify attitudes of employers in these four Central European states which foster a critical engagement between culturally and politically domains of labour market. Internationally, several auxiliary employment options should be explored, shared and internalised, which can potentially smoothen the professional inclusion of individuals with disabilities, for example development of entrepreneurship programs. Such initiatives not only help

governments in lowering the budgetary burden but also promotes the professional inclusion of individuals with disabilities in the job market (Korpysa, 2009). In sum, managers, supervisors, co-workers and HR administrators need to understand the impact of attitudinal and organisational barriers on the professional continuity of individuals with disabilities at the place of work, and management should focus more on the constructive endeavours of such staff and also acknowledging the productive workplace outcomes of world's largest minority.

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#### ANALIZA EMPIRYCZNA O WPLYWACH POSTĘPOWANIA ZARZĄDU WOBEC PRACOWNIKÓW NIEPEŁNOSPRAWNYCH W SEKTORZE HOTELARSKO-GASTRONOMICZNYM

**Streszczenie:** Na arenie międzynarodowej wzrasta udział osób niepełnosprawnych (niezależnie od rodzaju i stopnia niepełnosprawności) na rynku pracy. W kontekście węgierskim, badania dotyczące zatrudnienia osób niepełnosprawnych są ograniczone. Celem tej pracy było zbadanie postaw pracodawców wobec pracowników niepełnosprawnych w branży hotelarsko-gastronomicznej. Próba składała się z 174 uczestników z Budapesztu na Węgrzech, a do analizy danych wykorzystano metody ilościowe. Analizę czynnikową wykorzystano do oceny struktury czynnikowej dla tego badania, która dostarczyła sześciu znaczących czynników, a ANOVA, próbny test t-Studenta i niezależny t-test posłużyły do zbadania zależności między postawami personelu a biznesem i demografią pracodawców. Badanie to przyniosło ważne wyniki dotyczące postaw pracodawców wobec pracowników niepełnosprawnych na Węgrzech. Jednym z głównych wyników tego badania było to, że pracodawcy wykazywali neutralną reakcję na pracowników niepełnosprawnych w miejscu pracy. Poniżej omówiono implikacje dotyczące zarządzania, ograniczenia i zalecenia dotyczące przyszłych badań.

**Słowa kluczowe:** postawy, niepełnosprawność, pracownicy niepełnosprawni, rynek pracy, zarządzanie

#### 管理层对酒店行业残疾人员态度影响的实证研究

**摘要:**摘要在国际上, 残疾人(不论残疾的类型和严重程度)在劳动力市场中的参与程度正在上升。在匈牙利的背景下, 对残疾人就业的研究很有限。本研究的目的是确定雇主对酒店业残疾员工的态度。该样本由来自匈牙利布达佩斯市的 174 名参与者组成, 并使用定量方法分析数据。因子分析用于评估本研究的因子结构, 得出六个有意义的因素, 并使用 ANOVA, 样本 t 检验和独立 t 检验来检验人员对企业的态度与雇主人口统计学之间的关系。这项研究在雇主对匈牙利残疾员工的态度方面取得了重要成果。这项研究的主要发现之一是雇主对工作场所的残疾员工做出了中立的回应。进一步讨论了对未来研究的管理影响, 限制和建议。

**关键词:**态度, 残疾, 残疾员工, 劳动力市场, 管理。