

**EMPLOYING SPECIALLY ABLED PEOPLE: A STUDY IN
CONTEXT OF PROSPECTS AND CHALLENGES OF
SELECTED HOTELS IN NATIONAL CAPITAL REGION**

Thesis Submitted For the Award of the Degree of

DOCTOR OF PHILOSOPHY

In

Hotel management

By

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DECLARATION

I hereby declared that the presented work in the thesis entitled “EMPLOYING SPECIALLY ABLED PEOPLE: A STUDY IN CONTEXT OF PROSPECTS AND CHALLENGES OF SELECTED HOTELS IN NATIONAL CAPITAL REGION” is submitted for the award of the degree of **Doctor of Philosophy (Ph.D.)** is an outcome of research work carried out by me under the supervision Dr. Amrik Singh and Dr. Nikhil Monga, working as Associate Professor, in the School of Hotel Management and Tourism Management of Lovely Professional University, Punjab, India. In keeping with the general practice of reporting scientific observations, due acknowledgments have been made whenever the work described here has been based on the findings of other investigators. This work has not been submitted in part or full to any other University or Institute for the award of any degree.

Suprabhat Banerjee

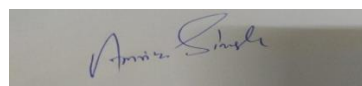
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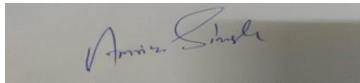


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CERTIFICATE

This is to certify that the work reported in the Ph.D. thesis entitled “EMPLOYING SPECIALLY ABLED PEOPLE: A STUDY IN CONTEXT OF PROSPECTS AND CHALLENGES OF SELECTED HOTELS IN NATIONAL CAPITAL REGION ” submitted in fulfillment of the requirement for the reward of degree of **Doctor of Philosophy (Ph.D.)** in the Hotel Management, is a research work carried out by Suprabhat Banerjee, Registration No.41800540, is a bonafide record of his/her original work carried out under my supervision and that no part of thesis has been submitted for any other degree, diploma or equivalent course.

A rectangular box containing a handwritten signature in blue ink. The signature appears to read "Amrik Singh".

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Suprabhat Banerjee

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Suprabhat Banerjee

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Abstract

According to the World Health Organization's World Disability Report, around 15 out of 100 people are disabled worldwide, and 4 have severe disabilities. (World Health Organization, 2011)

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

Disability means "A person's inability to perform equally with others effectively due to long-term physical, mental, intellectual or sensory impairments." The Gazette of India specifies that an individual with a disability implies an individual with a defined impairment not less than 40 percent.(MINISTRY OF LAW, JUSTICE AND COMPANY AFFAIRS, 1995)

The ICF(International Classification for Functioning) definition of disability states that disability is caused by a complex relationship between body structures, functions and impairments, activities and involvement, and contextual factors reflecting the circumstances in which a person lives, will be used (Yaruss & Quesal, 2004) . "A person is said to be specially-abled if he/she has a physical or mental impairment that has a significant impact on his/her daily life. This definition encompasses a wide range of impairments from physical impairments like a partial or total loss of sight, difficulty in hearing, inability to speak, various forms of immobility involving arms, legs, or spine, and mental impairments like autism and dyslexia." (Team, 2017). The RPWD Act 2016 defines a "person with benchmark disability" means a person with not less than forty percent of a specified disability where specified disability has not been defined in measurable terms and includes a person with disability where specified disability has been defined in measurable terms, as certified by the certifying authority; (s) "person with a disability" means a person with long term physical, mental, intellectual or sensory impairment which, in interaction with barriers, hinders his full and effective participation in society equally with others;(THE RIGHTS OF PERSONS WITH DISABILITIES ACT , 2016 An Act to Give Effect to the United Nations Convention on the Rights of Persons with Disabilities and for Matt, 2016).

The employee and the employer require employees to produce goods or render services for economic growth and development (Keynes, 1937).

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

The robust financial performance of tourism and travel shows the sector's authority as an instrument for governments to create prosperity while generating employment worldwide. Travel and Tourism accounted for creating around 10% of the total jobs in India, 14 million indirect and 25 million direct jobs were created in 2016. A study on hotel and catering businesses by Piramanayagam, Seal, and Kalargyrou found that managers and industry leaders viewed specially-abled employees as equal to others or better than staff with no disabilities in terms of performance.(Kalargyrou & Volis, 2014) ; (Piramanayagam & Seal, 2020). The unemployment rate of the specially-abled in India is higher than the standard population. This study links the requirement for a skilled workforce in the Indian hotel industry and the employment need of specially-abled persons (General & Commissioner, 2011).

This study discusses the motive behind the study on challenges and prospects of employing specially-abled people in the hotel industry through research on selected hotels in the national capital region. Unemployment of specially-abled people is a worldwide challenge, and in this research, we have tried to tackle this problem by linking it with the growth and scope of jobs in the hotels of the national capital region.(Benshoff et al., 2014)

In the present research paper, an exploratory research design was adopted. A two-phase design was used to explore the topic and find new research dimensions. Quantitative data on the perception and process of human resource managers in employing specially-abled people in the hotel industry were collected through a structured questionnaire designed based on a previous study by Paola Paez (Paez et al., 2011). All the managers or supervisors from all core departments of the hotel, namely the Front Office, Housekeeping, Food and Beverage Service,

and Food Production, were approached for their perception of employment of specially-abled people to explore the possibilities of their employment in the industry (Patlar & Wang, 2020). A descriptive statistic method thoroughly explores the various factors used to identify the managers' perception of employment or working with specially-abled people. The impact of employment and how the specially-abled people are adjusting with day to day operation in the hotel industry were explored with a qualitative analysis on economic and non-economic job parameters as followed by the world bank (Peterson, 2014); (Abosede, A. J., & Onakoya, 2013).

This study follows a mixed research approach. First two objectives, a quantitative approach is adopted. The human resource managers' practices and perspectives in employing specially-abled people, quantitative data was collected and analyzed to conclude. The departmental managers' or supervisors' perception of FHRAI registered hotels of NCR in employing specially-abled people is also measured through quantitative data analysis. The impact of employment in NCR hotels on the lives of specially-abled people was described through qualitative data gathered through a semi-structured interview method.

The data was collected using an online questionnaire survey method using Google form and, in many cases, face-to-face meetings. Structured questionnaire was designed to collect information on the manager's perspective of employing specially-abled people in the FHRAI registered hotels of NCR. The scale is based on themes like Teamwork attitude and cost, Training, Characteristics, and Skills. The data was collected through an online questionnaire survey method using Google form on a seven-point Likert scale (Regmi et al., 2016). The qualitative data was collected from the specially-abled people working in the hotels through a semi-structured questionnaire to analyze the economic and non-economic impact of employment in hotels on their lives. In-house interpreters in hotels helped in the data collection from specially-abled people with hearing and visual infirmities with their consent (Nind, 2008). The study used the SPSS-25 technique as a statistical tool for data analysis. To ensure accurate and relevant findings are obtained exploratory factor analysis is used. Developing a model for better representation and understanding of the research with a graphical representation in a qualitative study is presented through the MAXQDA analysis tool using word cloud and grounded theory of thematic analysis (Kuckartz et al., n.d.).

The study found that most of the SAP were employed through NGOs, and the government employment board is not found to play a dominant role in employment at hotels of NCR. The hotels are interested in providing cross-functional training, although a large number of SAP are appointed in allied departments. Moreover, the HRD managers perceived their skills and appropriate training as the most crucial elements in employing SAP. Though only seven types of specially-abled peoples are recruited out of twenty one types of disabilities as mentioned in the RPWD Act 2016. Additionally, the departmental managers included factors like team support and the operational cost associated with providing special inclusive gadgets and training in performing their organizational role. The qualitative study reveals that the impact of employment on the lives of SAP is positive but they lack awareness about NCPEDP and RPWD ACT which prevent them from knowing and access the incentives and benefits in education and employment mentioned in the disability act. Most of the SAP was recruited in hotel housekeeping or ancillary departments. This study can be treated as a guideline for employing more number of SAP by the hotel industry and focusing on their ability than their disability. This would help SAP lead a dignified life.

Keywords: Hotel; Managers; Human Resource Manager; Specially Abled People(SAP); Employment; NCR; FHRAI.

CHAPTER - 1

INTRODUCTION

Introduction overview

India has 26.8 million specially-abled people, as per the 2011 census of population. The working community, mainly in the age group of 10-19 years and 20-29 years, are 17 percent and 16 percent, respectively. The employment status of specially-abled in India is very disheartening; only 36 percent are working, among which 47 are male while 23 percent are females. The proportion of disabled workers in the national capital region is only 27.92 percent, the fourth lowest in India, despite enormous opportunities in multiple sectors, including the hospitality and tourism industry. (Saikia et al., 2016)

This chapter discusses the motive behind the study on challenges and prospects of employing specially-abled people in the hotel industry through research on selected hotels in the national capital region. Unemployment of specially-abled people is a worldwide challenge, and in this research, we have tried to tackle this problem by linking it with the growth and scope of jobs in the hotels of the national capital region. (Benshoff et al., 2014) Definitions of disability or specially-abled people from different perspectives were explored with the help of the RPWD Act – 2016 for a proper understanding of the theme of the study. India's progress on disability issues since independence was studied to have more specified knowledge. Employment of specially-abled people in the hotel industry worldwide was explored to understand the problems and possibilities in their recruitment. The growth parameter of the hotel and tourism sector in India and worldwide were explored to measure the support that this sector can provide in this mission of an inclusive society. Attitude and perception of the hoteliers towards the specially-abled employment and employees were studied. The training and recruitment process of specially-abled people in the hotels were studied. Preference of hotel departments and the

types of specially-abled people were investigated. The present scenario of specially-abled people in the Indian hotel industry was explored to understand the opportunities and hindrances in the process and how they can be resolved to increase their employment for a dignified life and an inclusive Indian society as a presumed as national goal by the NITI Aayog. (AAYOG, 2018)

Definition of disability / Specially abled people

Explaining the meaning of the terms used in this study is extremely important as only the research is carried forward based on understanding the terms. The Indian gazette also defines every term used to understand the law or act better and implement the policies; after that, the definition changes with time for better implementation of the concept in the society.

Specially-abled persons stand for a considerable portion of the global inhabitants. More than one billion people, or 15 percent of the universal inhabitants, have a recognized infirmity, according to the World Health Organization. This worldwide estimate of disability is rising due to increase in the age of population, the fast spread of chronic illnesses, and advancements in disability measurement technologies. According to the World Health Organization's World Disability Report, 15 people from every 100 are disabled worldwide, and 4 have severe disabilities. (World Health Organization, 2011)

Disability means "A person's inability to perform equally with others effectively due to long term physical, mental, intellectual or sensory impairments." The Gazette of India specifies that a human being with a disability implies an individual with a defined impairment not less than 40 percent (MINISTRY OF LAW, JUSTICE AND COMPANY AFFAIRS, 1995).

Disability is a collective term that covers "impairments (a body function or structure problem), limitations on the operation (related to difficulties in performing a task or action), and constraints on participation (an issue found in life circumstances involvement)"; (Swartz, 2016) The ICF(International Classification for Functioning) definition of disability states that "Disability is caused by a complex relationship between

body structures, functions and impairments, activities and involvement, and contextual factors reflecting the circumstances in which a person lives, will be used” (Yaruss & Quesal, 2004).

In India, according to Section 2(i) of the Medical Certification of Disability (Equal Opportunities, Rights Protection, and Full Participation) Act, 1995; disabilities have been further defined under a separate subsection of Section 2 of the aforesaid Act "Blindness (2(b)), Hearing impairment (2(l)), Leprosy-cured (2(n)), Locomotor disability (2(o)), Mental illness (2(q)), Mental retardation (2(r)) and Low vision (2(u))." According to Section 2(t) of the Act, as mentioned above, 1995, individuals with disabilities are an individual with no less than 40% of all disabilities as verified by medical officials (MINISTRY OF LAW, JUSTICE AND COMPANY AFFAIRS, 1995). Moreover, Section 2(j) of "The National Trust for Welfare of Persons with Autism, Cerebral Palsy, Mental Retardation, and Multiple Disabilities Act, 1999" defines "persons with disability" as “a person who suffers from any of the circumstances linked to autism, cerebral palsy, mental retardation or a mixture of any two or more of those circumstances and involves an individual with multiple severe disabilities”. The RPWD Act 2016 defines “A person with baseline handicap" is someone who has a handicap that is more than 40%. A "person with a disability" is defined as “a person who has a long-term physical, mental, intellectual, or sensory impairment that, when combined with barriers, prevents him from contributing adequately in society on an equal footing with others”(THE RIGHTS OF PERSONS WITH DISABILITIES ACT , 2016).

"A person is considered specially-abled if he or she does have a physically or psychologically limitation that significantly impacts his or her everyday life was defined during the National Science Day on February 28, 2017, which was themed as "Science and Technology for Specially-abled Persons." This definition includes a wide range of impairments, including physical impairments such as partial or complete vision, hearing trouble, inability to communicate, different types of immobility involving hands, limbs, or the spinal, and intellectual difficulties such as autism and dyslexia." (Team, 2017)

The disability count differs according to the definitions used; a narrow medical perspective will count on physical or mental impairments only, while a social approach counts on barriers related to participation and functioning within the society concerning medical problems. (Loeb, 2018)

“The International Classification of Functioning, Disability, and Health” (ICF), developed by the World Health Organization, classify disability in two main ways: the structure and functions of the body and the behavior and involvement of the individual. As established by the ICF, Disability is a natural part of human life. ICF's definition essentially mainstreams disability, moving the emphasis from cause to effect and recognizing that each person has some degree of disability to undergo. The ICF definition also acknowledges that health and illness exist in general, so considering not just bodily but also social and environmental influences makes sense. (Yaruss & Quesal, 2004)

Different definitions of disability evolved by different studies according to their perspective as either social or functional or purely subjective to their studies which also varies the count of specially able people in the designated area.(Grönvik, 2007) The functional definitions are criticized for not considering the environmental implications of impairment. In contrast, the social concept of impairment was originally meant to shift the individual's attention to the world. The object of the administrative interpretation is to solve the welfare state's distributive problems. (Grönvik, 2009) Eventually, feminist criticism has stressed the significance of a theoretical definition of disability, among others (Morris, 1993) (Hernandez-Saca & Cannon, n.d.) (Wendell, 2001).

In India, *Viklang*(disabled) has been changed to *Divyang*(divine body) through an Indian Gazette Notification after the Prime minister used this term in his program Mann ki Baat in December 2015. However, there are opposed disability rights activists who think there is nothing divine in disability and that societal attitudes should change. (Shrivastava, 2018); (Mahanta B. (2022) . In:(eds) The Palgrave Handbook of Global Social Problems., 2022) The inclusive policies for an accessible India must be strengthened. The terms differently abled, specially-abled, or physically impaired positively impact hearing factors than the terms handicapped or disabled. The certifying authority approves an

"individual with a benchmark impairment" when a person with no less than 40% of a precise impairment condition has been identified in measurable or non-measurable terms in accordance of the act of 2016 as RPWD (THE RIGHTS OF PERSONS WITH DISABILITIES ACT , 2016). Impairment is a product of an individual with a health disorder associated with a specific ecological background. Persons with identical wellbeing problems may not be similarly affected or have the same understanding of their illness based on their modifications to their environment. Disability is not a condition of something or nothing but requires degrees of complexity, impairment, or dependency, varying from mild to extreme. (MOSPI, 2016) Many terms associated with a disability are clearly defined in the gazette of India extraordinary according to the RPWD Act - 2016 for smooth implementation and understanding of the act are as follows:

- Appropriate Government means Central or State Government or any entity totally or partially Government funded.
- Factors that hinder the complete and successful involvement of people with disabilities in society are termed 'Barriers,' like communicative, technological, physical, environmental, administrative, political, social, attitudinal, or systemic factors .
- "Caregiver" encompasses anybody who "provides care, support, or assistance to an individual with impairment, including parents and other family members, with or without monetary incentives.”
- "Certifying Authority" refers to the body appointed within clause (1) of Section 57.
- “Communication” encompasses “Languages, text display, braille, tactile communication, signs, giant print, accessible multimedia, written, audio, video, visual displays, sign language, plain language, human-reader, augmentative and alternate modes, and open information and communication technology are all examples of interactive methods and formats.”;
- 'Discrimination' concerning disability implies any classification, omission, or constraint based on disability which is the object or result of degrading or

negating the equal identity, acceptance, or exercise with all other constitutional rights and elemental liberty within the political, financial, sociological, cultural, civic, or different sectors, which includes all forms of prejudice and the refusal to make adequate adaptations.

- “Government agency” means “a firm established by or under a Central Or state government or a Providing An example, or an organization controlled, governed, or assisted by the government, a local authority, or a government company, as set out in clause 2 of the Corporations Act, 2013, which includes a government department”.
- 'Inclusive education' includes “the school system in which children with and without disabilities work together”. The teaching and learning system adapts adequately to address the academic needs of all categories of disabled students.
- 'Digital and communication technologies' covers “both software and networking infrastructure and developments, including telephone networks, internet services, digital and traditional systems, and cordless interactive platforms”.
- "Institution" means “the intake, treatment, safety, schooling, instruction, recovery, and all erstwhile conduct for disabled individuals”.
- 'Notice' means “a notice released in the Official Gazette, and the word 'notify' or 'notify' shall be translated accordingly”.
- "Benchmark disabled person" means “a person having a score of at least 40%. A particular impairment in which the particular impairment was not demonstrably documented and which included a person with a disability in which the specified disability was defined and confirmed by the certifying authority”.
- 'Person with disabilities' describes “an individual having continuing corporal, emotional, logical or sensory disability who communicates with obstacles and hinders his or her complete and successful involvement in society in equal measure with others”.
- 'Private establishment' is “a business, cooperative or another enterprise, partnership, trust, entity, organization, group, community, factory, or any other

establishment as may be defined by the relevant Government by specific notification”.

- 'Public building' includes “private facilities availed by the general public, including facilities used for educational or technical uses, offices, business enterprises, public amenities, social, economic, leisure, therapeutic or health services, prisons, railway platforms, roadways, airways or waterways”.
- 'Civic infrastructure and programs' includes “all aspects of service to the general population”.
- 'Rational accommodation' means “sufficient changes done to ensure that people with disabilities can use the premise reasonably as others without placing an unreasonable or unnecessary burden of change in a given building”.
- 'Registered organization' includes “a group of persons with disabilities or an organization of persons with disabilities accordingly listed under an Act of law”.
- The term "Special Employment Exchange" refers to "any agency or site founded and kept by the Government to gather and disseminate information, either by keeping records or otherwise, involving anyone wanting to include workers of people with disabilities."(Jeffery & Singal, 2008)
- 'Universal design' involves “the intend of goods, structures, systems, and facilities used by everyone to the entire degree possible, without any modification, which refers to supportive technologies and new equipment for a limited category of disabled persons”.

As mentioned above in the RPWD Act – 2016, Definitions play an essential role in creating an inclusive environment in the Indian sub-continent. All the public and private companies abided by the above definition of law and acted accordingly.

1.3. INDIA ON SPECIALLY-ABLED PEOPLE

A detailed study of the Indian population census in the last century can assume the status of specially-abled people in India. It not only shows the count of the population of specially-abled but also the impact factor of the changes in governmental policies in due course of time and the societal approach.

Figure-1.1



Source: *"India's Journey in Recognizing and Measuring Disability Numbers"* by Disability Employment –Indian Retail Changing Equations, 2019 ; www.trrain.org

The census reports since independence observe the negligent attitude of the Indian society towards the disabled population. The first census was in 1872 during the British period in India, and then in 1881, both the report has publicized with the inclusion of disabled persons. Since then, the census used to be calculated every ten years. After Indian independence in 1947, the question of disability census was not evident for the next thirty years, from 1951 to 1971. In the 1981 census, only three types of disability

were included blind, crippled, and dumb. Unfortunately, it was again dropped in the 1991 census. However, the Ministry of Human Resource Department keeps on working on disability issues by promoting education and enriching the Government's policies for the betterment of the specially-abled population. (Saikia et al., 2016) This resulted in the introduction of PWD ACT 1995, which entails safeguarding rights with full involvement of the specially abled persons equally with others in the society. Under this act, the specially abled person with the following deformities with no lesser than 40 % will be certified by medical consultants as disabled. i) Blindness; (ii) Low vision; (iii) Leprosy-cured; (iv) Hearing impairment; (v) Locomotor disability; (vi) Mental retardation; (vii) Mental illness; Each of these debilities has been further defined under separate subsection of Section 2 of the said Act i.e Blindness (2(b)), Hearing impairment (2(l)), Leprosy-cured (2(n)), Locomotor disability (2(o)), Mental illness (2(q)), Mental retardation (2(r)) and Low vision (2(u)). (MINISTRY OF LAW, JUSTICE AND COMPANY AFFAIRS, 1995)

Multiple Disabilities Act, 1999 defines "specially abled persons" as an adult suffering from either disorder similar to autism, cerebral palsy, intellectual retardation, or a combination of either two or more of those disorders, which includes an individual with multiple disabilities.

In the 2001 census, the disability question was inculcated after a long battle of many individuals and NGOs who filed RTI(Right to information). However, data on five types of disability only were collected. According to the 2001 census, around 21 million disabled people in India. They have disability with blindness - 48.5%, orthopedically - 27.9%, mental -10.3%, vocal- 7.5%, and deaf - 5.8% (Indian Census Report- 2001). The conceptual definition of disability matters a lot in estimating the population of specially abled. In 2002, the 58th round of the National Sample Survey (NSS) stated that the population of disabled in India is 18.5 million, which is very contradictory. (Mitra & Sambamoorthi, n.d.)

The "United Nations General Assembly" adopted a convention on the rights of persons with disabilities on December 13, 2006, which includes individual autonomy, non-discrimination, participation in society, equality of opportunity, and accessibility. India is a party to the Treaty ratified in October 2007. (Stein & Lord, 2009)

Census of 2011 had collected information on eight types of disability, namely blindness, deafness, dumb, orthopedically unable, mentally retarded, mental illness, multiple disabilities, and any other. To better understand the status of the specially-abled in the last census, the detailed definitions of the specific disability must be studied.

Table 1.1- Disability definition @RPWD ACT 2016

Type of disability	Definition
Visualization / Blindness	Complete blind
	No sensitivity of luminosity even with the help of specs
	Has fuzzy visualization of brightness yet with the specs or lenses
	Basic check is whether the person can count his or her hand fingers in good daylight from a distance of 10 feet. However, these individuals may travel autonomously with the aid of residual sight.
	Able to see the light but not enough to move independently.
	Has distorted visualization but had no chance to check whether her / his vision should recover after curative action. Vision less than 3/60 or 10/200 (Snellen)
	A One-eyed person should not be treated as blind.
Deafness / Audibility	Complete deafness
	Problems in hearing routine conversational speech, hearing loss of 60 to 70 DB

	When she/he uses a earshot aid
	Hearing difficulties with single ear is not to be treated as any hear loss.
In Speaking	They cannot speak at all or generally due to some vocal disorder.
	Capable of speaking only in single words, and unable to speak in sentences.
	Stammers too much that debate becomes nonsensical.
Orthopaedic / Mobility	Do not possess both arms and limbs.
	Paralyzed and able to move slowly only.
	Able to travel with walking aids only.
	Experience acute and permanent joint / muscle issues, which results in reduced mobility.
	Loss of all the fingers, toes, or thumb.
	They can't push to pick up something even located nearby.
	Having rigidity or stiffness in motion.
	Having difficulty pondering and controlling body moves.
	Have sensation loss in the body due to paralysis or leprosy, or some other cause.
	Body part deformity like a hunch back.
	Quite short statured (dwarf).
Mentally Retarded	Disability in understanding by following her / his age group.
	Incapable of expressing her / his wishes relative to other people of same age.
	Has difficulty doing day to day activities
	Hard to understand recurring orders.
	Has a significant difficulty in assessing, recalling items or addressing problems.
Mental Illness	Those who are taking medications for mental disease or other

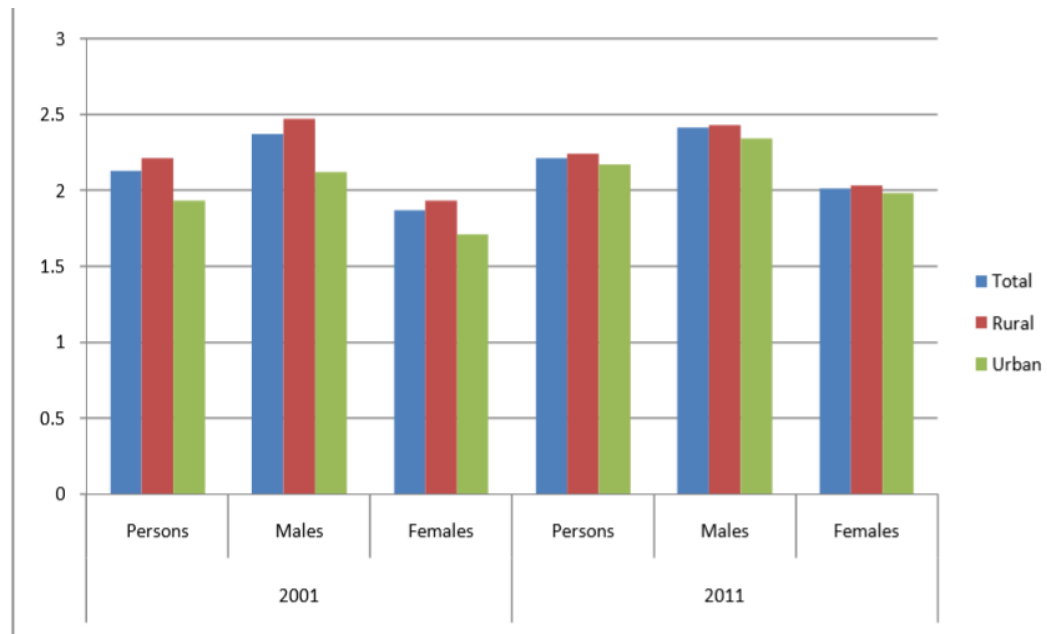
	treatment.
	Has needless and constant fears and anxieties.
	Exhibits repetitive actions/feelings.
	Has sustained mood swings or emotion swings
	Had unexplained encounters-such as hearing sounds, having sights, feeling peculiar smells or feelings or weird tastes
	Exhibits odd habits such as speaking/laughing to oneself, looking into space
	Has problems with social communication and adoptability
Any Other	Impairment other than the above types.
	The respondent does not mention the exact form of the handicap
	Infirmities such as "Autism," (Difficulty with speech, contact with others, odd and repeated activities.)
Multiple Disability	A person suffering from two or more types of the above problems.
	The query was planned to document a amalgamation of three types of disabilities together at the most.

Source: *RPWD ACT 2016, Gazette of India*

Disability information during the Census 2011 through Population Enumeration Process via the 'Household Schedule' was collected. In addition to the respondent, data collectors were instructed to call the impacted individual in the family in order to gather information. All categories of domestic are covered, i.e., 'Natural,' 'Institutional,' and 'Houseless.' Specific steps have been taken to increase reporting, including comprehensive enumerator preparation and promotional initiatives like wheelchair rallies. The proportion of the overall population with disabilities rose from 2.13 percent in 2001 to 2.21 percent in 2011. In countryside areas, the growth was from 2.21 percent in 2001 to 2.24 percent in 2011, while in city areas, during this time, it rose from 1.93

percent to 2.17 percent. The similar pattern was persistent throughout this time in both males and females.

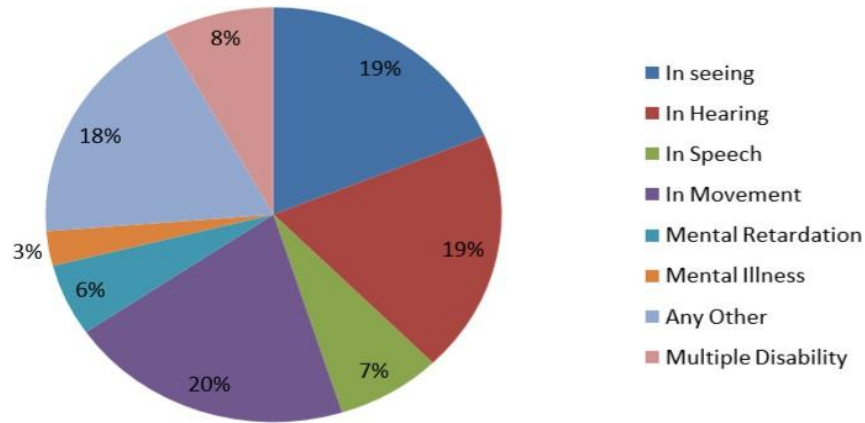
Figure 1.2



Source: “Percentage of disabled to the total concerned population in India” – Census Report 2001 & 2011

The 2011 Census showed that 20 percent of people with disabilities have mobility disorders in India, 19 percent have sight disorders, and another 19 percent have hearing difficulties. Eight percent have multiple handicaps.

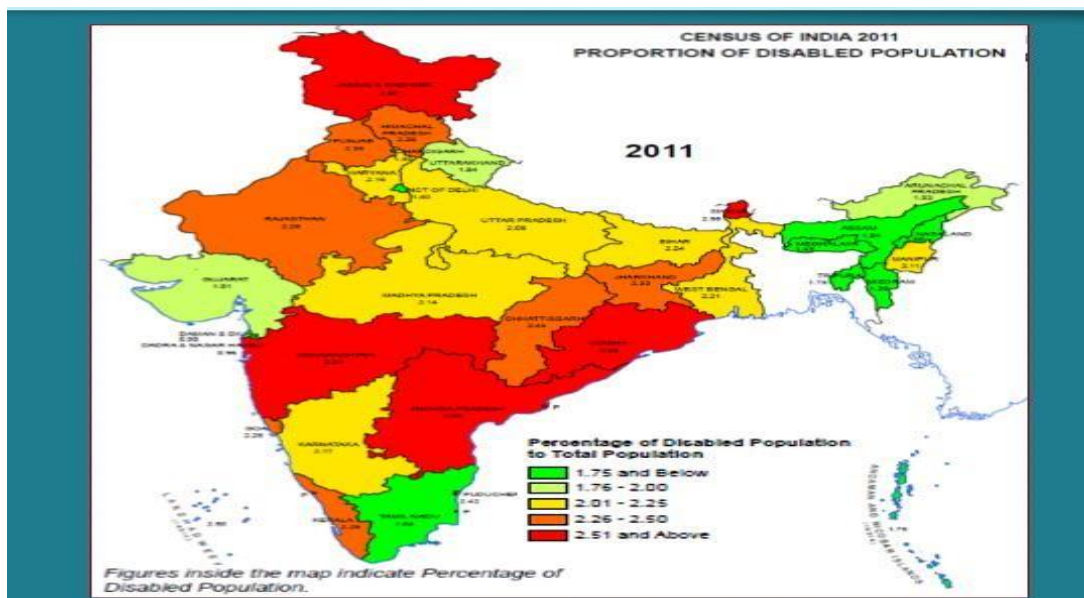
Figure 1.3



Source: Pie – chart on “Disabled Population by type of Disability in India” – Census 2011

The density of the specially abled population in India is clearly understood by the 2011 census depicted in the map below.

Figure 1.4



Source: Map of Proportion of disabled population in Indian States / UT's, Census -2011

In November 2012 Incheon Strategy Established to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific area and proclaimed that the period from 2013 to 2022 will be dedicated to specially-abled peoples. The Incheon strategy was founded on the "Convention on the Rights of Persons with Disabilities (CRPD), the Biwako Millennium Framework for Action, and the Biwako Plus Five toward an inclusive, barrier-free, and rights-based Society for Persons with Disabilities in Asia and the Pacific."These will allow the province to monitor development towards enhancing the standard of life and fulfilling the freedoms of disabled people in the region". The Incheon Strategy offers the first package of regionally negotiated disabilities-inclusive growth targets - for the Asian and Pacific regions and the globe. (Peterson, 2013) The Incheon Strategy's main principles and policy goals are as follows:

- Respect for human integrity, personal liberty, including the right to make one's own decisions, and intellectual equality.
- Do not discriminate.
- Total and successful contribution and integration in civilization.
- Respect for distinction and recognition of disabled people as a part of individual diversity and civilization.
- Equal opportunities for everyone
- User-friendliness
- Treating all gender equally.
- Support for the changing capabilities of disabled children and support for the right of specially-abled kids to maintain their identity.

The Incheon Plan consists of 10 interrelated goals, 27 priorities, and 62 measures. The Asian and Pacific Decade of People with Disabilities, 2013 to 2022, is the timeline for meeting the targets and objectives. Targets to be reached within a limited time. Indicators

monitor success against the targets and validate the fulfillment of goals. United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), 2018). There are two types of pointer: primary and supplementary. All metrics will be broken down according to sex where possible.

Table 1.2

Goal & Priorities	Measures
G-1- Poverty reduction; Work enhancement; Increasing prospects of employment	
Priority 1a: Eliminate extreme poverty among disabled people	
Priority 1b: Increase the number of employment and opportunities for elderly individuals with impairments who seem to be willing and able to work.	
Priority 1c: Increase the involvement of young, specially abled, in vocational school and other government-funded employment-support programs	
Core measures	1.1 Percentage of people with disabilities living below the international poverty line of US\$ 1.25 (PPP) a day, as revised by the World Bank as relative to the overall population
	1.2 The percentage of people with disabilities employed in the general job population
	1.3 Percentage of disabled individuals involved in government-sponsored professional school and other job assistance services as a percentage of all qualified person.
Additional measures	1.4 The percentage of disabled persons living below the national poverty line;

Table 1.3

G-2- Foster participation in democratic systems and decision-making	
Priority 2a: Ensure that specially-abled persons are represented in government decision-making bodies.	
Priority 2b: Provide fair opportunities for people with disabilities to be more interested in the electoral process.	
Core measures	2.1 Proportion of seats reserved in parliament or a similar national statutory body for people with disabilities.
	2.2 Proportion of participants of the national disability management network representing different classes of people with disabilities.
	2.3 Percentage of people with disabilities included in the national mechanism for gender equality and women's empowerment.
	2.4 The percentage of voting places must be accessible through technologies that ensure the anonymity of impaired voters.
Additional measures	2.5 The percentage of Cabinet seats occupied at the national level by people with disabilities.
	2.6 Percentage of Supreme Court judges who are disabled persons.
	2.7 Provision of regulations allowing the national electoral body to administer the polls in a way that makes them available to people with various disabilities.

Table 1.4

G-3- Increase entrance to the physical environment, public transit, education, information, and connectivity	
Priority 3a: Improve the openness of the built space that is available to the public in the national capital.	
Priority 3b: Improve the quality and efficiency of public transport.	
Priority 3c: Boost quality and availability of data and networking infrastructure.	
Priority 3d: Share the percentage of people with disabilities who require but may not have appropriate supportive tools or goods.	
Core measures	3.1 Percentage of Government premises accessible in the national capital.
	3.2 Number of easily reached international airports.
	3.3 Proportion of regular reporting and sign-language presentation of the news programming on public television.
	3.4 Amount of public records and websites available and functional which meet globally accepted accessibility requirements.
	3.5 The number of individuals with infirmities who use help devices or products and own them.
Additional measures	3.6 Presence of government access assessment system with the involvement of disabled experts.
	3.7 Provision of uniform quality requirements for barrier-free entry covering the certification of all building designs for public use, taking into account globally recognised specifications, such as those of the International Organization for Standardization (ISO).
	3.8 Total of sign language interpreters.
	3.9 Compulsory professional requirements for barrier-free access covering the certification of all ICT-related facilities, such as public websites, taking into account globally recognized requirements, such as those of the ISO

Table 1.5

G-4- Strengthening social security	
Priority 4a: Increase admittance for all persons with disabilities to all health services including rehabilitation	
Priority 4b: Boost social care services coverage of people with disabilities	
Priority 4c: Increase the availability of services and programmes that support specially-abled persons, particularly those with several impairments, in living independently in the community, such as medical aid and peer therapy.	
Core measures	4.1 The percentage of persons with disabilities who use government-based healthcare services relative to the general population.
	4.2 Disability care and financial support programmes are used to provide social security services to persons with disabilities.
	4.3 Provision of government-funded resources and activities allow individuals with disabilities to live safely in the neighbourhood, including medical assistance and peer support.
Additional measures	4.4 Number of government-sponsored treatment services, including respite treatment schemes.
	4.5 Provision of regional recovery services in the Region
	4.6 Health insurance available to disabled persons
	4.7 A decline in the unmet demand for aid and support programs

Table 1.6

G-5- Expand early childhood training and schooling	
Priority 5a: Enhance early warning and preventative strategies for disabled children from birth through pre-school age.	
Priority 5b: Reduce the gap in enrolment rates between elementary and secondary school among kids with disabilities and children without disabilities.	
Core measures	5.1 Amount of young kids getting early childhood mediation.
	5.2 Conscription rate of a special child in primary education.
	5.3 Enrolment rate of a special child in secondary education.
Additional measures	5.4 Proportion of pre- and antenatal care facilities delivering information and services relating to early diagnosis of children with disabilities and the protection of children's rights.
	5.5 Proportion of deaf children receiving education through sign language.
	5.6 Proportion of visually disabled students providing instructional content in easily readable formats.
	5.7 Percentage of children with intellectual disability, cognitive disorders, the deaf, hearing, autism, and other conditions who have aids, modified curricula and sufficient learning content.

Table 1.7

G-6- Confirm women's empowerment and gender equality	
Priority 6a: Require disabled females to have equal access to resources for mainstream growth.	
Priority 6b: Confirming government decision-making bodies to have disabled female representative.	
Priority 6c: Endorsing that all young females have fair admittance to sexual and reproductive health care for all.	
Priority 6d: Increase steps for defending all women and girls with disabilities from all types of harassment and misconduct	
Core measures	6.1 Number of countries that include promoting the inclusion of females with disabilities in their national gender equality and empowerment action plans
	6.2 Proportion of seats reserved in parliament by specially-abled women or similar national body
	6.3 The percentage of disabled women and girls receiving government and civil society sexual and reproductive health services compared with women and girls without disabilities
	6.4 Number of initiatives launched against girls and people with disabilities by government and related organizations aimed at reducing harassment, including sexual assault and exploitation
	6.5 Number of projects initiated by governments and related organizations offering treatment and assistance, including recovery, to females with disabilities who are victims of harassment and misconduct of some type

Table 1.8

G-7-Ensure rising and controlling disability-including catastrophe risk.	
Priority 7a: Enforce disability-including disaster risk management program.	
Priority 7b: Strengthen adoption of emergency management programs to ensure prompt and practical assistance to disabled people.	
Core measures	7.1 Presence of disability-inclusive Disaster Threat Management Measures.
	7.2 Disability-inclusive support provided to all applicable person.
	7.3 Percentage of reachable disaster shelters and disaster relief centers.
	7.4 Number of disable people who have died or been critically wounded in accidents.
	7.5 Provision of psychosocial support personnel willing to help disabled people impacted by disasters.
	7.6 Provision of assistance machinery and devices for people with disabilities in emergency preparedness and response.

Table 1.9

G-8- Develop the consistency and comparability of data regarding disabilities.	
Priority 8a: Create and circulate accurate and globally applicable disability information in ways open to disabled people.	
Priority 8b: Create accurate figures on disability by the midpoint of the 2017 Decade as the basis for monitoring progress in achieving the Incheon Strategy goals and objectives	
Core measures	8.1 Dominance of the condition based on the International Classification of functioning, Impairment, and Wellbeing (ICF) by age, gender, race, and socioeconomic status.
	8.2 Number of countries in Asia-Pacific developed a benchmark data by 2017 to monitor progress in achieving the Incheon goals and priorities.
	8.3 Accessibility statistics on females with disabilities are present in the traditional improvement programs and policy agencies, including educational, mental, and reproductive health programs.

Table 1.10

G-9- To speed up the adoption and application of the Convention on the Rights of Persons with Disabilities and to harmonize national laws with the Convention	
Priority 9a: By the middle of the Decade (2017), ten more Asia-Pacific Governments will have ratified or acceded to the Convention on the Protection of People with Disabilities, and another ten Asia-Pacific Governments will have ratified or acceded to the Convention by the end of the Decade (2022).	
Priority 9b: Enact national legislation that contains anti-discrimination clauses, technical requirements and other steps that preserve and protect the interests of persons with disabilities and modify or annul national legislation that discriminates explicitly or implicitly against persons with disabilities with a view that harmonizing national legislation with the Convention	
Core measures	9.1 Number of Countries ratifying or acceding to this Convention
	9.2 Provision of national anti-discrimination laws to protect and safeguard the interests of disabled people Supplemental measure
	9.3 Number of Asia-Pacific Governments ratifying the Optional Protocol to the Convention on the Rights of Disabled People
	9.4 Number of statutes changed or abolished that discriminate overtly or implicitly against people with disabilities

Table 1.11

G-10- Moving ahead in sub-national, national and interregional cooperation	
Priority 10a: Donate to the ESCAP-managed Asia-Pacific Multi-Donor Trust Fund, as well as projects and services to support the adoption of the 2013–2022 Ministerial Statement on the Asian and Pacific Decade of Persons with Disabilities and the Incheon Strategy	
Priority 10b: International coordinating organizations in the Asia-Pacific region are broadening the scope of their policies and initiatives.	
Priority 10c: Regional commissions of the United Nations shall enhance the international exchange of perspectives and professional practices on disability issues and the application of the Convention on the Rights of People with Disabilities	
Core measures	10.1 Annual charitable donations by Governments and other contributors to the Asia-Pacific Multi-Donor Trust Fund to support the adoption of the Asian and Pacific Decade of People with Disabilities Ministerial Resolution 2013–2022, and the Incheon Policy
	10.2 Amount of donors who donate to the Asia-Pacific Multi-Donor Trust Fund per year to support the adoption of the 2013–2022 Ministerial Resolution on the Asian and Pacific Decade of People with Disabilities and the Incheon Strategy.
	10.3 Yearly financial donations by Countries or other contributors to projects or services to support the adoption of the 2013–2022 Asian and Pacific Decade of Persons with Disabilities Ministerial Declaration and the Incheon Strategy.
	10.4 Number of UN organizations with international collaboration initiatives, including South-South relations, directly endorsing the adoption of the 2013–2022 Decade of Persons with Disabilities of the Asian and Pacific region.
	10.5 Promoting the adoption of the 2013–2022 Decade of Persons

	with Disabilities of the Asian and Pacific region with Ministerial Declaration at Incheon.
	10.6 Number of national and sub-regional initiatives, including South-South collaboration, to support the adoption of the 2013–2022 Ministerial Statement on the Asian and Pacific Decade of Persons with Disabilities and the Incheon Strategy.
	10.7 Number of international partner organizations working in Asia and the Pacific with directives, strategies, action plans and committed and properly established disability-inclusive growth focus points, support for the adoption and application of the Convention, and review of follow-up activities.
	10.8 Number of cooperative events between the five United Nations National Commissions in favor of adoption of the Convention on the Rights of People with Disabilities.
	10.9 Number of statisticians trained by ESCAP and other related institutions in the Asia-Pacific region in disability statistics, in particular on the ICF methodology.
	10.10 Number of Countries of the United Nations or International Development Assistance Structures specifically contributing to disability-inclusive development following the advice notice of the U.N Development Community for the integration of the specially-abled people with disabilities in country-level UN programm.

Source: *UN SDG Goals (UNESCAP)*

The nodal agency for implementing the Incheon strategy in India is the “Department of Empowerment of Persons with Disabilities”. On September 25, 2015 Sustainable Development Goals were universally adopted by the UN's 193 Member States, addressing people's needs in both developed and developing nations, emphasizing that no one should be left behind. Goal 8 of these SDGs fosters equitable and balanced economic development by creating good employment opportunities for all the specially abled people with equal pay packages as others by 2030 (Ministry of Statistics and Programme Implementation, National Sample Survey, 2016).

India ratified the UN convention in October 2007, but only after adopting the Incheon strategy the “Rights of Persons with Disabilities Act, 2016” was established as an act by the parliament of India on December 27, 2016. The said act has added 13 new categories of specially abled people to the existing categories as used in the 2011 census, taking it to 21 types. India has begun to intensify its contribution to this field, which will bring a more significant corpus of citizens under the umbrella of disability and bring about the requisite infrastructural reforms. At present, according to the RPWD act of 2016 twenty-one, categories of disability were recognized and incorporated in the new guiding principle of the Government for an inclusive ambiance for the specially-abled people in the Indian society were as follows:-

1. Blindness.
2. Low-vision.
3. Leprosy cured persons.
4. Hearing Impairment (deaf and hard of hearing).
5. Locomotor Disability.
6. Dwarfism.
7. Intellectual Disability.

8. Mental illness.
9. Autism spectrum disorder.
10. Cerebral palsy.
11. Muscular dystrophy.
12. Chronic neurological conditions.
13. Specific learning disabilities.
14. Multiple sclerosis.
15. Speech and language disability.
16. Thalassemia.
17. Haemophilia.
18. Sickle cell disease.
19. Multiple disabilities, including deaf blindness.
20. Acid attack victim.
21. Parkinson's disease.

(Source: *RPWD Act – 2016, Gazette of India*)

The salient part of the RPWD Act – 2016 are as follows:

- The number of handicap categories has been increased from eight to twenty-one, with the Government empowered to add more.
- Extra advantages for Specially-abled people and others seeking substantial assistance.

- Right to free education.
- Rise in government job quotas from 3 percent to 4 percent.
- District Court order of guardianship in a joint judgment must be taken – among the specially-abled people and their guardian.
- Punishment provisions on behalf of violations of the said Act.

Programs initiated by the Indian Government for the betterment of the specially abled people are:

- On December 3, 2015, the Accessible India Campaign was initiated to create a barrier-free environment by making public buildings, transit networks, and electronic infrastructure technologies easily accessible.
- UDID project of issuing unique identity cards to all specially abled peoples for issuance of grants and providing facilities under government schemes.
- Skill development plan for skilling 2.5 million specially abled people by 2022.
- Establishing statutory bodies for the development and empowerment of specially abled people like
 - RCI in 1992,
 - CCPD(Chief Commission of Persons with Disabilities) in 1995,
 - National Trust for the Welfare of Persons with Autism, Cerebral Palsy, Mental Retardation and Multiple Disability in 2000,
 - NHFDC was set up in 1997 to support economic development activities and self-employment ventures,
 - ALIMCO: The Corporation manufactured different forms of mass-scale, cost-effective ISI brand assistive products.
- Various schemes were introduced for supporting the specially abled people as:

- DeenDayal Disabled Rehabilitation Scheme (DDRS)
- ADIP since 1981
- SIPDA, 1995
- District Disability Rehabilitation Centres (DDRCs)
- National Fellowship for Students with Disabilities in 2012-13 for promoting higher education in UGC-recognized universities.
- Scholarship for all students with infirmities.
- Foreign country Scholarship for students with disabilities.
- Financial incentives for private-sector employers for hiring people with impairments.
- Proposal for Awareness Generation and Publicity.
- Trust Fund for Empowerment of Persons with Disabilities.
- National Fund for persons with disabilities.
- Central Sector Scheme of Support for Establishment / Modernisation / Capacity Augmentation of Braille Presses.
- Central Sector Scheme on 'Research and disability related technology, products, and issues.'
- ISLRTC in New Delhi for the development of a common language.
- National Institute of Mental Health Rehabilitation.

During the 76th round of the National Sample Survey (NSS), the “National Statistical Office” (NSO), the Ministry of Statistics, and Program Implementation carried out a survey of people with disabilities between July 2018 and December 2018. Before this, NSO surveyed the same subject during the 58th round (July-December 2002). The fundamental goal of the NSO Survey of Persons with Disabilities in its 76th round was to approximate measures of the frequency and prevalence of impairment, the origin of impairment, age at the start of disability, services accessible to people with disabilities, challenges faced by individuals with disabilities in accessing/using public building /

public transport, preparation of regular caregiver, extra expenses relating to disability.(GOI, 2018) A comparative report of the 76th round of NSSO with the previous rounds of the survey is given below for a better understanding of the life of specially abled people throughout the years.(R. S. Mishra et al., 2021)

Table 1.12

gender	NSS round			
	36 th round (July-Dec. '81)	47 th round (July-Dec. '91)	58 th round (July-Dec. '02)	76 th round (July-Dec. '18)
rural				
male	2.0	2.3	2.1	2.6
female	1.6	1.7	1.6	2.0
person	1.8	2.0	1.8	2.3
urban				
male	1.5	1.8	1.7	2.1
female	1.3	1.4	1.3	1.8
persons	1.4	1.6	1.5	2.0

Source: NSS 36th, 47th, 58th & 76th Round reports

The various governmental agencies like the Department of Empowerment of Persons with Disabilities (*Divyangjan*), Ministry of Social Justice and Empowerment, and Ministry of Human Resource and Development are not working in sync as per a disability rights activist, Rati Misra, Advisor, NCPEDP. (NCPEDP, 2018) The Indian Government is working towards an inclusive society. However, the mindset of people should change not only in urban areas but even in remote villages. Hopefully, the development of a dignified life according to the *Niti Aayogs* mission @2022 *Sabka Saath Sabka Vikas* and the SDG-4 will be achieved by 2030. (MoSPI, 2020)

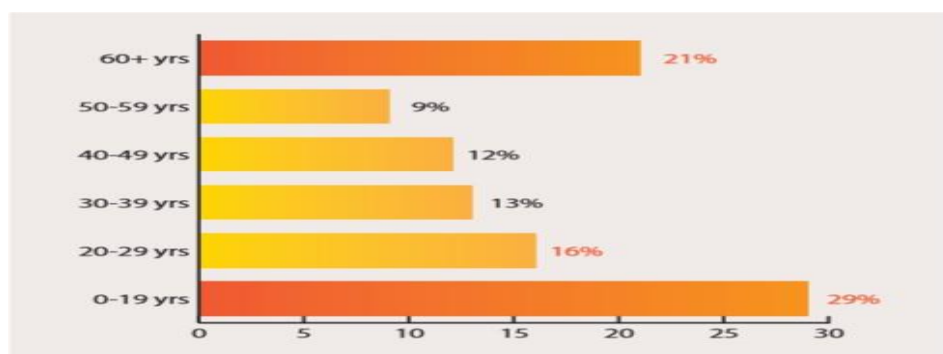
SPECIALLY ABLED PEOPLE AND EMPLOYMENT

Employment refers to the concept that, under conditions such as salary, timetable, and job specifications, a person has entered into a contractual or written agreement with an agency or an individual known as the employer. Every individual requires employment or

a job to fulfill their daily needs. Employment is required by the employee and the employer for the production of goods or rendering services for the growth and development of both economically. (Keynes, 1937)

According to the Census 2011, the percentage of the specially-abled population, 17 percent in the age group of 10 - 19, while 16 percent are in between 20 and 29 age bracket, which is mostly the workforce. It was further bifurcated according to their disabilities. In the age bracket 0-19 years, 20% have a hearing problem, 18% have a vision handicap, 13% have a mobility disability, 9% have a speech disability, and 9% have different abnormalities. Among the 20-39-year-olds with disabilities, 22% have motion disabilities, 18% have hearing disabilities, 15% in seeing, 9% in speech and 6% have multiple disabilities. If we consider the whole employable population (20 to 39 years) inside the population of specially-abled people, we report for half the number of specially-abled people is 13.4 million.

Figure 1.5: Bar graph of Age group and disability population in India



Source: *Disability Employment India Retail Changing Equations, 2018*

The employment status of specially abled in India is very disheartening; The Census 2011 report shows that only 36% are working. There are 47% male workers while only 23% of females work all over India. In rural India, 25% of women with disabilities are employed, while the corresponding figure is 16% in urban India. Of the total non-workers with disabilities, about 46% are 15-59 years of age, 31% are of 0-14 years, and 23% are 60 + old (Menon et al., 2014) .

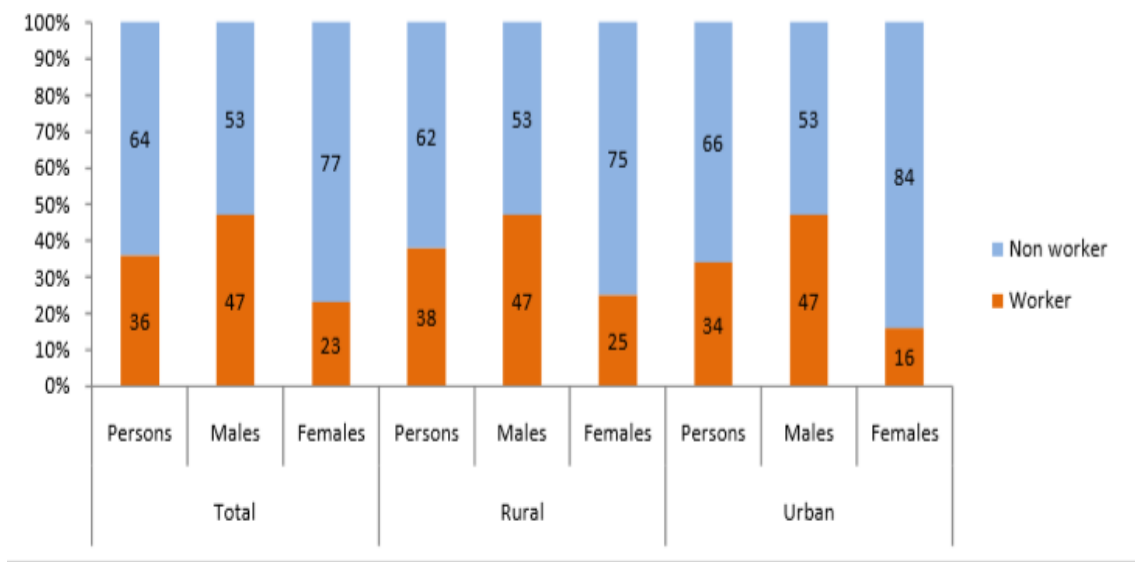
Table 1.13

Rank	State/ UT	% of workers in the respective disabled population	Rank	State/ UT	% of workers in the respective disabled population
	INDIA	36.34			
1	NAGALAND	51.92	19	UTTAR PRADESH	34.79
2	SIKKIM	49.04	20	GUJARAT	34.79
3	ARUNACHAL PRADESH	44.69	21	RAJASTHAN	34.65
4	HIMACHAL PRADESH	44.37	22	ODISHA	34.32
5	MANIPUR	43.69	23	WEST BENGAL	33.98
6	MAHARASHTRA	42.13	24	ASSAM	33.91
7	MADHYA PRADESH	39.56	25	JAMMU & KASHMIR	33.65
8	ANDHRA PRADESH	38.61	26	TRIPURA	33.61
9	CHHATTISGARH	38.54	27	PUNJAB	33.07
10	KARNATAKA	38.05	28	ANDAMAN & NICOBAR ISLANDS	31.49
11	MEGHALAYA	37.74	29	CHANDIGARH	31.37
12	JHARKHAND	37.68	30	HARYANA	31.22
13	TAMIL NADU	37.46	31	PUDUCHERRY	31
14	BIHAR	37.12	32	GOA	28.79
15	MIZORAM	36.27	33	DELHI	27.92
16	DAMAN & DIU	35.25	34	KERALA	23.59
17	DADRA & NAGAR HAVELI	35.19	35	LAKSHADWEEP	19.88
18	UTTARAKHAND	35.02			

Source: *"Census - 2011 regional ratio (in percent) of handicapped employees in India's total disabled population"*

Among the State / UTs, Nagaland (51.92%) has the largest share of workers in the disabled community, followed by Sikkim (49.04%) and Arunachal Pradesh (44.69%), respectively. The quantity of specially-abled workers in the consequent overall specially-abled population is minimal in Lakshadweep (19.88 percent), followed by Kerala (23.59 percent) and Delhi NCT (27.92percent).(Mishra, 2021) ; (Kumar & Nataraj, 2022)

Figure 1.6 Working statuses of disable persons as per gender and region



Source: *Distribution of disabled persons (in %) by work status in India -Census, 2011*

Table-1.14

State/ UT	Workers					Non-workers	Total Disabled
	Total	CL	AL	HHI	Others		
INDIA	9744386	2274322	2977272	435053	4057739	17070608	26814994
JAMMU & KASHMIR	121532	37696	19171	5597	59068	239621	361153
HIMACHAL PRADESH	68917	41460	3955	1281	22221	86399	155316
PUNJAB	216320	40112	38180	10897	127131	437743	654063
CHANDIGARH	4641	37	21	77	4506	10155	14796
UTTARAKHAND	64888	27688	7125	2473	27602	120384	185272
HARYANA	170600	43740	32770	6397	87693	375774	546374
NCT OF DELHI	65573	650	589	2529	61805	169309	234882
RAJASTHAN	541842	235244	95010	15336	196252	1021852	1563694
UTTAR PRADESH	1446393	391424	432259	100898	521812	2711121	4157514
BIHAR	865347	170216	449657	40226	205248	1465662	2331009
SIKKIM	8918	4259	1082	148	3429	9269	18187
ARUNACHAL PRADESH	11948	6920	816	198	4014	14786	26734
NAGALAND	15384	10416	969	375	3624	14247	29631
MANIPUR	25582	11607	2091	2007	9877	32965	58547
MIZORAM	5499	3223	571	85	1620	9661	15160
TRIPURA	21627	3905	4637	690	12395	42719	64346
MEGHALAYA	16724	7619	2929	516	5660	27593	44317
ASSAM	162785	56262	27834	8157	70532	317280	480065
WEST BENGAL	685516	98499	195878	48320	342819	1331890	2017406
JHARKHAND	290133	79453	103768	12571	94341	479847	769980
ODISHA	427020	102195	162563	21288	140974	817382	1244402
CHHATTISGARH	240846	76795	101547	4525	57979	384091	624937
MADHYA PRADESH	613921	169627	232762	22542	188990	938010	1551931
GUJARAT	380064	71037	92115	7015	209897	712238	1092302
DAMAN & DIU	774	36	11	2	725	1422	2196
DADRA & NAGAR HAVELI	1159	274	205	37	643	2135	3294
MAHARASHTRA	1248337	288569	341799	37672	580297	1715055	2963392
ANDHRA PRADESH	875187	129932	353904	36135	355216	1391420	2266607
KARNATAKA	503902	102038	122778	19029	260057	820303	1324205
GOA	9505	780	661	331	7733	23507	33012
LAKSHADWEEP	321	0	0	3	318	1294	1615
KERALA	179694	12517	23281	5556	138340	582149	761843
TAMIL NADU	442032	49519	124460	21814	246239	737931	1179963
PUDUCHERRY	9358	281	1770	269	7038	20831	30189
ANDAMAN & NICOBAR ISLANDS	2097	292	104	57	1644	4563	6660

CL: Cultivator, AL: Agricultural Labour, HHI: working in Household industries

Source: *Disabled persons work status in India -Census, 2011*

Most of the working populations are either agriculture laborers or cultivators, and 42% are in different organized and unorganized sectors including small scale housing industries.

Table 1.15

Type of Disability	Total (Millions)	Major Non-Economic Activity (%)						
		Student	Household duties	Dependent	Pensioner	Rentier	Beggar, Vagrants, etc.	Others
Total disabled non-worker	17.1	27.2	15.3	45.7	5.5	0.2	0.4	5.6
In seeing	3.1	28.0	17.3	42.7	6.7	0.2	0.4	4.7
In hearing	3.0	32.5	18.9	38.7	4.9	0.2	0.2	4.6
In speech	1.2	37.2	20.0	33.5	3.4	0.2	0.2	5.4
In movement	3.4	19.7	13.4	49.8	8.8	0.3	0.6	7.4
Mental Retardation	1.2	24.5	9.6	57.7	2.1	0.2	0.5	5.4
Mental Illness	0.6	9.3	11.9	66.6	2.8	0.2	1.0	8.2
Any other	2.9	37.4	17.7	35.4	3.2	0.2	0.3	5.8
Multiple disability	1.7	15.0	7.3	65.9	6.8	0.2	0.6	4.3

Source: “Disabled non-workers by type of disability and by significant non-economic activity in India” - Census, 2011

The calculation of the above table is not only of non-workers but of persons with no economic activity of the specially-abled people population. The majority are dependents and students who are below the working age. Peoples with multiple impairments, cerebral retardation, and cerebral illness are primarily reliant.

The RPWD Act, 2016 has included 21 types of disabilities, which will increase the unemployment ratio. It provides for a 4% reservation in jobs in the institution of the Government of India and Public Sector Undertakings (PSUs) against recognized posts in government jobs. Employability in the private sector has been facilitated by producing appropriate skills in disabled persons.

In a society where economic processes are based on sustainable economic standards, a family's wealth relies primarily on its members participating in gainful economic activity. A particular group reflects all families who consist of a specially abled person, and such

households face economic problems due to inadequate financial resources and governmental support. The key factors behind these problems are low education level, unskilled people, unemployment, low-income level, inaccessible environment, and societal attitude towards this section of people. (Angela, 2015) All specially abled persons are experiencing some kind or degree of difficulties in life for their economic growth. However, economic vulnerability and effect on the quality of living have been higher in vision impairment than other forms of disability. Knowledge of the nature of the effect of disability is required to devise future strategies that seek to enhance the quality of life of people with disability and make them economically viable. (Thirumalai Kumar, 2018) The specially abled persons' cost of medical care, assistive devices, and caregivers are so expensive that even though they earn equally with others, these costs make them poorer, and the main reason for low economic growth as cited in "conversion handicap" by Nobel laureate Amartya Sen . Specially abled persons in the working age group in India and developed, and developing countries experience higher unemployment rates than non-disabled people. Many developed countries that top the list in employing the specially abled people are Switzerland at 62.2%, Norway at 61.7%, Canada at 56.3% in 2003, and South Africa at the bottom with 12.3% in 2006. In contrast, India has 37.6%, according to the first world report on disability in 2011. (Lindqvist & Lamichhane, 2019);(Braithwaite & Mont, 2009)

Table 1.16

Country	Year	Employment rate of people with disabilities (%)	Employment rate of overall population (%)	Employment ratio
Australia ^a	2003	41.9	72.1	0.58
Austria ^a	2003	43.4	68.1	0.64
Canada ^a	2003	56.3	74.9	0.75
Germany ^a	2003	46.1	64.8	0.71
India ^b	2002	37.6	62.5	0.61
Japan ^a	2003	22.7	59.4	0.38
Malawi ^f	2003	42.3	46.2	0.92
Mexico ^a	2003	47.2	60.1	0.79
Netherlands ^a	2003	39.9	61.9	0.64
Norway ^a	2003	61.7	81.4	0.76
Peru ^c	2003	23.8	64.1	0.37
Poland ^a	2003	20.8	63.9	0.33
South Africa ^d	2006	12.4	41.1	0.30
Spain ^a	2003	22.1	50.5	0.44
Switzerland ^a	2003	62.2	76.6	0.81
United Kingdom ^a	2003	38.9	68.6	0.57
USA ^e	2005	38.1	73.2	0.52
Zambia ^g	2005	45.5	56.5	0.81

Note: The employment rate is the proportion of the working age population (with or without disabilities) in employment. Definitions of working age differ across countries.

Source: *Disability rates and ratios in selected countries, according to the United Nations World Report on Disability*

Everywhere in the world, there are works which can be performed by the specially-abled people with some adaptable changes in the work environment and moral support from the society. In India, the main reason for the significant difference in work supply and demand for a qualified, specially-abled person is the disparity between where they live and where the positions are open, as most of the populace lives in countryside areas. Way back in 1959 in Mumbai, the first Special Employment Exchange was created, and in 1977, India's government introduced a 3 percent job quota (govt. sector), which has recently risen to 4 percent for the specially abled people through RPWD Act 2016. There is a massive backlog between the positions available and the appointment of the specially abled in the government sector. (Abidi, 2014)

The Indian retail industry has been playing an important role in employing the specially abled people through their charitable trust TRRAIN (Trust for Retailers and Retail Associates of India) in the last nine years, intending to motivate the retail market by educating the next generation of retail workers who through their strength, modesty, and passion for work would be an advantage to every retail company and also introducing

holistic services like training of specially abled people which would offer them a sense of accomplishment and encourage the business employees, and inspire them to pour their heart and soul into their work. The story of specially abled people's employment growth in retail can be easily understood by the success graph of TRRAIN as given below. (Kothari et al., 2020)

Table 1.17 - **Yearly Retail Recruitment by Partners of TRRAINs:**

Retail	Total	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Vishal Mega Mart	482	0	0	0	0	5	14	463
Landmark	503	0	24	78	157	110	74	60
Future Group	491	9	20	66	52	120	183	41
Reliance Retail	423	0	0	71	84	88	104	76
D Mart	420	0	0	0	6	125	192	97
Aditya Birla Retail	109	0	23	31	16	9	8	22
Tata Group	113	0	7	28	7	17	46	8
Arvind Brands	54	0	0	8	10	3	24	9
Shoppers Stop	32	0	5	8	3	1	1	14
W & Aurelia	38	0	0	0	0	1	4	33
Total	2665	9	79	290	335	479	650	823

Table 1.18 - **Yearly QSR Recruitment by Partners of TRRAINs**

QSRs	Total	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Café Coffee Day	211	0	27	55	56	34	30	9
KFC	124	0	0	33	4	30	36	21
McDonalds	79	3	23	0	8	9	21	15
Dominos	51	0	0	35	8	7	0	1
Hatti Coffee	18	0	0	0	0	0	4	14
Tea Post	13	0	0	0	0	0	0	13
Dodsai Hospitality - Pizzahut	16	0	0	0	0	2	12	2
Mad Over Donuts	12	0	0	11	0	1	0	0
US Pizza	11	0	0	0	0	0	11	0
Total	535	3	50	134	76	83	114	75

Table 1.19 - **Yearly E-Commerce Recruitment by Partners of TRRAINs**

E-Commerce	Total	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Big Basket	25	0	0	0	0	0	0	25
Amazon	12	0	0	0	0	0	12	0
Paytm	15	0	0	0	0	0	0	15
Myntra	7	0	0	0	7	0	0	0
Total	59	0	0	0	7	0	12	40

Table 1.20 - **Yearly Medical Store Recruitment by Partners of TRRAINs**

Medical Store	Total	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Med Plus	59	0	0	12	0	0	10	37
Aster CMI Hospital	14	0	0	0	0	0	0	14
Apollo Pharmacy	9	0	0	0	0	0	1	8
Profile Hospital	10	0	0	0	0	0	10	0
Health Care	8	0	0	0	0	0	0	8
Total	100	0	0	12	0	0	21	67

Source: *Disability Employment India Retail Changing Equations, 2018*

PANKH – An initiative by TRRAIN and Youth 4 Jobs Foundation (Y4J), a program that targets to educate specially-abled people and give them work openings in the retail sector. These types of initiatives have helped governments dream of creating an inclusive society and improve the societal attitude towards the specially abled people from seeing their disability to the abilities they have in them. It has immensely helped develop the living values of the specially-abled people by providing them a means of livelihood and proving themselves that they can do their job to support their families and the society as a whole. It has helped change the stereotypical mindset of society and from macro to micro retailers in the market. "Pankh" Wings of Destiny changed the life of specially abled people since 2011. From a single training facility starting 2011 to 39 similar facilities in

India; from inspiring 22 young people in starting to more than 10,000 youth by 2018.. (TRRAIN, n.d.)

Employment Portals for Specially-abled people besides being part of the mobilization campaigns, one can also register on work portals intended for disabled persons.

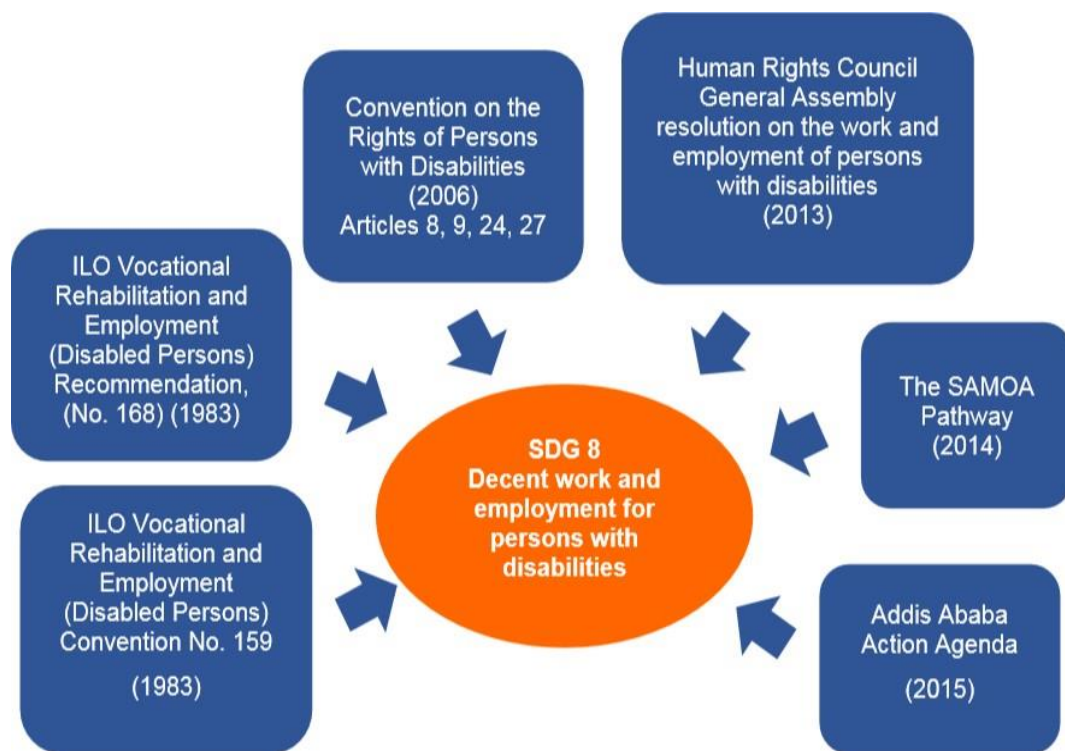
- www.jobability.org
- www.trinayani.org
- www.disabilityaffairs.gov.in
- www.disabilityjobs.gov.in

Jobability.org is an online employment platform that connects career applicants with work openings, placements, and services from people with disabilities. It offers prospective workers, employers, and service providers a range of knowledge and resources, including advertising online work openings, handling resumes and accessing training programs. It was developed by LCD, an international non-governmental organization that supports specially-abled people in 52 countries.

The U.N published a study in 2018 on the awareness of the Development Goals on sustainability by, for, and with people with disabilities under SDG-8 cited the example of India for providing guaranteed 100 days of paid jobs for every family in a fiscal year, to be provided by State governments in India taking into account the needs of specially abled people and ensuring granted job opportunities near their position of dwelling, to minimize their drive to remote distance from their place of residence with wages at par with non-disabled. SDG 8 advocates developing positive, equitable, and balanced economic improvement, complete and meaningful employment, and fair work for everyone. Engaged in work positively affects social integration and quality of living for the specially abled. Jobs and productive employees are the most successful ways of breaking the vicious circle of deprivation and marginalization. The skills of specially

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

Figure 1.7 - International normative frameworks for achieving SDG 8 for persons with disabilities.



Source: *UN flagship report 2018*

Even after a guided framework, lower job rates are reported persistently for specially-abled persons. The employment-to-populace ratio for specially-abled persons above 15 years of age is 36 per-cents on across eight regional areas. In contrast, the EPR for people without disabilities is 60 percent. There are many reasons cited in the report, mainly non-

compliance with the above framework in many countries, social humiliation, bullying, derogatory perceptions, short of affordable transport to get to work, unreachable workplaces, and limited provision of accommodation which keep this labor force underutilized. Most of the specially abled people are self-employed or in the unorganized sector. The most vulnerable are those who have multiple deformities or mental illness/retardation with almost no jobs. Wage differences were identified as greater than 10 percent, and those who live in village areas and women continue to earn the lowest incomes in all the countries. The quota system adopted by many countries is limited to public sector jobs only and is not that effective in countries with low-income status. The ILO convention number 159 & 168 calls for the assessment of policies periodically on equivalent opportunities for both sex and vocational training with employment scope for the specially-abled people by all the member nation of UN under the Addis Ababa Action Agenda. One of the critical difficulties for disabled people seeking employment, particularly in developed countries, has been the lack of private sector participation. The ILO Global Business and Disability Network (ILO GBDN) is a positive effort to tackle this issue, creating a forum for foreign and local businesses to share strategies for integrating workers with disabilities. The “Small Island Developing States “(SIDS) and “States Accelerated Modalities of Action” (SAMOA) Pathway highlights high unemployment rates for specially-abled people and calls for developing entrepreneurship and technical skills and jobs in an inclusive and sustainable enterprise. (UN, 2018)

Employment addresses the aspirations of specially-abled people, which mainly apply to decent work preference, vocational preparation, career and technical freedom, and labor market stability, change, and development according to their abilities. This formulates the need for implementing convergence steps focused on modular and ad-hoc activities to improve access to schooling and employment, as well as other types of expanded and decent labor market mobility, which demonstrates the need to establish a program to fund the efforts of NGOs working for education, social healing and career development of this people. A program focused on an independent approach to people with different abilities would develop new opportunities in vocational education, jobs in the competitive labor

market, and their inclusion and positive acceptance of them in society.(Burchell et al., 2014)

TRAINING NEEDS AND ASSESSMENT FOR SPECIALLY-ABLED PEOPLE

A training schedule assists businesses in strengthening the skills that any employee wants to improve. A leadership strategy elevates all employees to a greater level of competence and talents. It aims to reduce any weakness among the employees that depend heavily on others to conduct simple job tasks. Training is learning to do a job in a particular establishment. Assessing everyone on a regular scale for their personal development is mandatory. Training is essential for a skilled and highly motivated workforce. (Alsayyed et al., 2019)

Employee efficiency impacts an organization's bottom line. So, the corporate leaders must be conscious of the value and the effect of training and growth on employee achievement and assessment. Staff training and growth help the company and staff accomplishes several goals, such as increasing productivity, a sense of security, employee involvement, and the technical skills required to do work. With adequate growth and advancement programs and successful approaches to workplace success evaluation, staff would be able to support the company in maintaining its strategic advancement in today's global economy. (J. Rodriguez, 2017)

Formal education and training are prerequisites for a decent wage and are fundamental to healthy and sustainable jobs. (International Labour Office., 2008) However, young, specially-abled people still lack access to formal education or skills development opportunities – mainly in the field of information technology (Jolley et al., 2018). The disparity in educational success between disabled and non-disabled people is thus an ever-increasing challenge. The RPWD Act-2016 also stresses vocational training as per the market demand through Skill India Council and self-employment by giving micro credit & concessional loan schemes. Also support in the marketing of products made by

the specially-abled people. In India, the “National Centre for Promotion of Employment for Disabled People” (NCPED) sensitizing the commercial world, movement for access, promote edification, and elevates awareness.(The World Bank, 2007)

Objective 4.5 of the SDG, which stresses the importance of equal access for people with disabilities to all stages of schooling and vocational training, introduces many programs. University Grant Commission (UGC) has framed “National Skill Qualifications Framework” (NSQF) and has defined ten competency levels. Many School Boards are providing Level-4 certificates that are equivalent to Class-XII. This step has helped many people to earn a degree with skill-based learning and get employment quickly. In line with this, the Skill Council of India of the Retailers Association has designed Certification Courses for the Retail Sector founded on the “NSQF Framework” establishment, creation, and institutionalization of acknowledged “Qualification Packs” (QPs) & “National Occupational Standards” (NOSs).(V. S. Mehrotra, 2016)

Table – 1.20

Exit Points / Awards	Credits	Credits Corresponding NSQF level
Certificate	30	4
Diploma	60	5
Advance Diploma	129	6
B.Voc. degree	180	7

Source: *Curricular Aspects, Assessment Criteria, and Credit System in Skill-Based Vocational Courses Under the National Skills Qualification Framework (NSQF): UGC Guidelines, 2015.*

Training is required even for skilled workers because every establishment has its standard operating procedures, which are a must for all the employees and can be taught through training only. Specially-abled people should be trained and assessed at par with other staff for their progress on the job.(Mitra, 2013)

HOTEL INDUSTRY GROWTH IN INDIA

The robust financial performance of tourism and travel shows the sector's authority as an instrument for governments to create prosperity while generating employment worldwide in the Economic Impact of Global Travel & Tourism report 2019. World Travel and Tourism Council (WTTC) conveyed effect on the world economy and jobs in 185 countries and 25 regions in Tourism sector. Research shows that, in 2018, the industry contributed to 10.4% of worldwide GDP and 10% of total jobs. With a growth pace of 6.7 percent for 2018, India ranked 8th in the worldwide GDP contribution in the hotel and tourism sector.(WTTC, 2019)

Figure 1.8 – Worldwide travel and tourism regional performance, 2018



Source: **WTTC Report – 2019**

Travel & Tourism's relative contribution to GDP is consistent with the tourism-characteristic industries, and entertainment facilities specifically engaging with visitors, as reflected in National Accounting. Travel & Tourism's overall contribution to GDP is determined from cumulative spending made by the various tourism industries. This formula conforms to the concept of the GDP for tourism, specified in the 2008 Tourism Satellite Account: Recommended Methodological Framework (Frechtling, 2010). Travel & Tourism's direct contribution to GDP in 2018 amounted to USD2,750.7bn (3.2 percent of GDP). The economic turnover by hotels, travel agents, airlines, and other services in 2019 is USD 2849.2billion, an increase of 3.6 percent. Forecast of Travel & Tourism's direct contribution to GDP by 2029 to increase by 3.6 percent per annum to USD4.065.0bn. "National Council of Applied Economic Research" under the Ministry of Tourism has designed Tourism Satellite Accounts for India (TSAI), which has published

a report in 2019 on the tourism GDP of India from 2013 to 2017,(India et al., 2019) as given below:

Table 1.22

Share	2013-14	2014-15	2015-16	2016-17
GDP (in %)	5.68	5.81	5.10	5.06
Direct (in %)	3.06	3.14	2.65	2.63
Indirect (in %)	2.62	2.67	2.45	2.43

Source: Annual report 2019-20, MoT, GOI

Direct and indirect tourism products helped in the overall growth of the Indian economy by generating employment in the country, as stated in the below table by TSA.

Table 1.23

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Share in employment	11.37	12.25	12.38	12.2	12.13	12.75
Direct (in %)	4.96	5.34	5.4	5.32	5.29	5.56
Indirect (in %)	6.42	6.91	6.98	6.88	6.84	7.19
Employment (Millions)	67.21	69.75	72.26	75.34	80.63	87.50

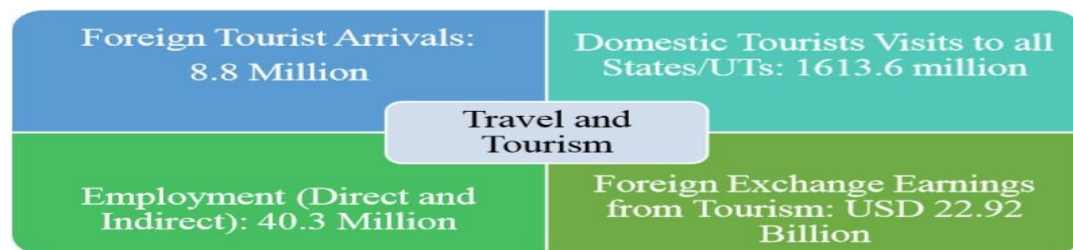
Source: Annual report 2019-20, MoT, GOI

Different task forces constituted by the Ministry of Tourism (MoT) for developing Niche tourism products as identified for promoting India as a 365 days destination among the tourists. The diverse climatic condition across the country has been utilized for an overall inflow of tourists round the year while designing the ten Niche Tourism products, eco-

tourism, film tourism, and sustainable tourism. Ministry of Tourism (MoT) is working with every state governments and union territories to identify and develop these tourism products for the international and domestic tourists in various locations of the country, generating a plethora of job opportunities.(Tourism, 2019)

The NITI (National Institution for Transforming India) Aayog's report on strategies for New India @75 highlights the 35 world heritage sites, ten bio-geographical zones, and 26 biotic provinces, India has a tremendous tourist potential, which accounted for a turnover of USD 22.92 billion in the financial year 2017-18 and foreign direct investment (FDI) of USD 0.9 billion in this sector. Domestic tourism is also increasing at a good pace. (P. K. Mishra et al., 2020)

Figure 1.9 Contributions of Travel and Tourism in India 2016



Source: Annual report 2016-17, MOT, India

Travel and Tourism accounted for creating around 10% of the total jobs in India, 14 million indirect and 25 million direct jobs were created in 2016, as presented in the report. Based on NITI Aayog's report, various strategies to transform India into a global tourist attraction promote “e-Tourist Visa”, “Swadesh Darshan, and National Mission on Pilgrimage Rejuvenation and Spiritual Heritage Augmentation Drive” (PRASHAD) schemes. Developing "Smart Tourist Destination Sites," "Model Swachh Tourist Destinations," "Beach Destinations," "World Class Museums," and connecting India with Regional Connectivity Scheme – UDAN (RCS-UDAN) are the initiatives taken by the Government for the successful growth of this sector.(AAYOG, 2018)

The Indian Hotel business is growing as one of India's main drivers of development in the service segment. KPMG reports, "The hospitality segment growing in India at 16.1 percent CAGR to reach 279.69 billion in 2022". The hospitality segment includes ample of activities within the services sector and is a significant job provider both direct and indirectly. The industry attracts the most significant inflow of FDI (Foreign Direct Investment) in the country. (P. K. Mishra et al., 2020)

India's travel & tourism industry is responsible for 8 percent of the country's total employment possibilities in 2017, creating jobs for around 41.6 million individuals in the same year. The number is anticipated to increase to 52.3 million employments by 2028 by 2 percent per year. International hotel chains are growing their presence in India, accounting for around 47 per cent of India's Tourism & Hospitality industry by 2020 and 50 percent by 2022. According to information published by the "Department of Industrial Policy and Promotion" (DIPP), the hotel and tourism industry received around US\$ 11.39 billion of FDI over the period from April 2000 to June 2018. India's travel & tourism industry accounted for 9.3 percent of the country's real job prospects produced in 2016, creating jobs for around 40.3 million individuals in the same year. This increasing demand for human resources has compelled the HR departments of the hotels to diversify their search for skilled people. (HVS India & South Asia, 2019) The Government has initiated the Skill India program with a private-public partnership to meet this demand for a skilled workforce and generate a more employable-enabled workforce. (Horwathhtl, 2018)

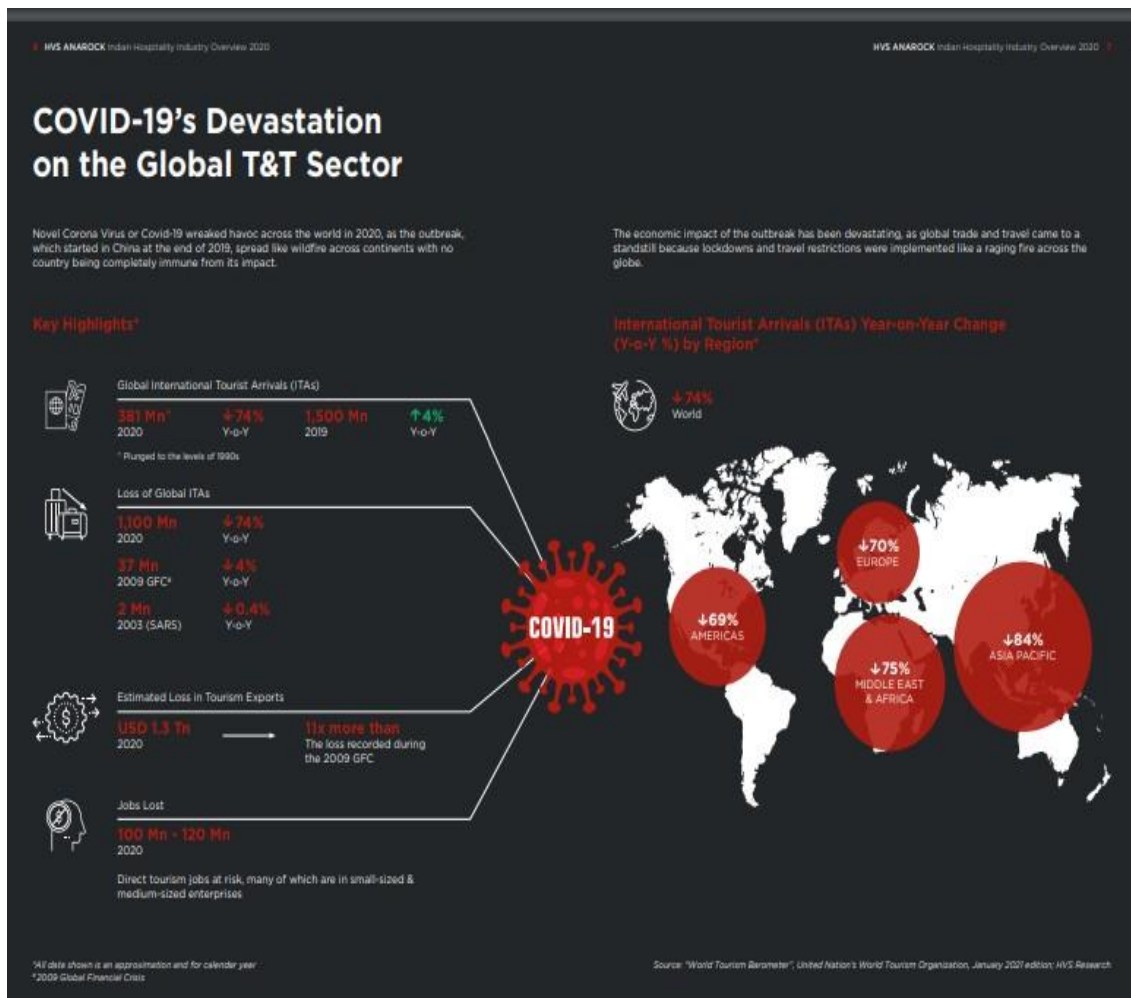
All the above predictions and forecasts of the future remain standstill due to the worldwide pandemic of Covid-19. The world came to a standstill due to the corona virus attack in 2020, which affected the hotel industry with a long-lasting effect on tourist movement. The WTTC press release in April 2020 fears a loss of 75 million jobs worldwide and 35 million in Asian countries. The pandemic results in a loss of 10.3 % in global GDP due to the job loss of millions, affecting the global economy. (HVS, 2020)

The WTTC has suggested a few guidelines for a speedy recovery of the global economy post the end of the Covid-19 outbreak is as follows:

- Collaborative, organized public-private solutions around the G20 to reinstate flourishing activities, lift transport restrictions, and reopen borders. Ensuring that flights, people's movement, and wide-scale travel are effectively resumed is essential to rebuilding Travel & Tourism confidence.
- Boost the smooth travel experience, incorporating state-of-the-art technologies and procedures to increase safety levels. Find the "fresh standard" of fitness, protection, hygiene, and sustainability components for the segment with a traveler-centric advancement.
- Work alongside the private sector and health experts to identify common expectations for the new usual, science-based approach that companies of all sizes can quickly follow in all travel sectors, which can be applied worldwide.
- Start assisting and promoting the Travel & Tourism industry in the entire transport ecosystem throughout the recovery process. Economic assistance for employees and businesses and encouraging a rapid recovery. It is vital to fully realize the domino effect so that large and small businesses can all recover and prosper.

The pandemic Covid – 19 brought many transition phases in the life of the human population. The whole scenario of the hotel and tourism operations had a significant change in hygiene practice, automation of services, and employment rationing in the sector. The Indian hotel and tourism industry is also facing similar reparations as worldwide. (V. Kumar, 2020)

Figure 1.10 – Covid -19's Devastation on the Global Travel and Tourism Sector



Source: Report of HVS on Indian Hospitality Industry Overview-2020

The travel and hospitality industry has passed a very traumatic period, but with every dawn, there is a sunrise; the industry is reviving and once again becoming a source of employment for many. In a World Travel & Tourism Council (WTTC) report, yearly growth of 20.7 percent as indicated in the Indian travel & tourism sector, beating the pre-pandemic predictions. There is a drastic change in the way hotels were managed, consumers' behavior, and marketing strategies post-pandemic. The GDP of India's travel and tourism sector is predicted to increase at a 7.8 percent annual rate, compared to 6.7 percent of India's total economy, to nearly 33.8 trillion (US \$457 billion) - or 7.2 percent of the total economy. According to

predictions, the industry will create over 24 million employments in the coming decade, with more than 2.4 million new positions added annually. (*Global Economic Impact and Trends 2021*, n.d.) The revival of the hotel and tourism sector indicates an emerging job market for the country's youth.

SPECIALLY-ABLED PEOPLE IN HOTEL INDUSTRY

Specially-abled people's employment possibilities have been considered by many researchers around the world in the growing hotel industry as an alternate practice for employment by the human resource department to cope with the challenging workforce resources for the growing business and high rate of staff turnover. (Donnelly & Joseph, 2012)

A review of the hotel and catering industries by Piramanayagam, Seal, and Kalargyrou found that managers and industry leaders viewed specially-abled employees as equal to other staffs in terms of performance. (Kalargyrou & Volis, 2014) ; (Piramanayagam & Seal, 2020) Furthermore, Chi and Qu (2003) observed that food service employers shared positive feelings toward specially-abled workers regarding job based skills of productivity, co-operation, flexibility, non-attendance, turnover, and co-worker interaction.(Christina, 2003) Embrace Verbund Hotels group, Germany, has employed more than 60% of specially-abled people in their hotels despite various barriers mentioned by the stereotyped hotels. The hotel group started with financial aid from various governmental and non-governmental organizations and parents' associations with specially-abled children. However, all the units were running successfully with economic independence later on. The hotel group is also financially supported by the Government as per German law for the organizations employing specially-abled people. The hotel is barrier free and employs even persons with severe disabilities in its workforce. The organizational attitude of the top management and an intense training schedule for the specially-abled people are the critical factors for the success of this hotel group. (Groschl, 2011) The participation of specially-abled people in the labor force has also been

connected with improved income since it draws customers from various backgrounds. Specially-abled people should be employed based on ability, fitness, and efficiency and not out of pettiness to ensure that health hazard, customer satisfaction, and work productivity is maintained among all the workers. Professional knowledge skills and their niche for work have made the specially abled people a promising workforce in the hotel industry with appropriate technological support. (Bengisu & Balta, 2011) The hotel industry is known for its glamour and showmanship. Many hotels in Brazil have recruited specially abled people only as an advertisement gimmick and are not inclusive hotels.(Auxiliadora et al., 2017)

Researchers believe that the hospitality business can take advantage from recruiting and hiring specially-abled people in their labor pool, but there is limited inclusion. The present research studies this gap in the Indian hotel industry.

Hotels that employ specially-abled people and have an authentic culture of inclusivity and diversity in their operations are termed inclusive or integrated hotels. (Gröschl, 2013)

A study by the American India Foundation (AIF) has mentioned various scopes of employment from employers' prospective for specially-abled people in India, including examples from the hotel and catering industry.(AIF, 2014) India Today news reports about engaging specially abled people in hotels & restaurants in Delhi like Eatopia in Indian Habitat center, Echoes restaurant in Satyaniketan, Red Fox & Lemon Tree Hotels in the aerocity and all over India in their group.(Matra, 2017) Indian hospitality industry development has placed extra pressure on the human resource (HR) function to guarantee a continuous stream of the quality workforce, even with specially abled. According to the NITI Aayogs report, planning strategies for a New India @ 75 for the specially abled people is to empower them with a dignified life. It stresses creating an inclusive societal environment by providing education and jobs to them. The Government wants the “Accessible India”

campaign to be a strong association with the participation of every citizen and society.(AAYOG, 2018) According to the *Niti Aayogs* report of 2018 on strategies for New India @75, it is mentioned *Sabka Saath Sabka Vikas* which stresses upon an inclusive environment for all and the Prime Ministers call for *Sankalp Se Siddhi* for a drastic conversion by 2022–23 for an inclusive, barrier-free environment. (Agarwal, Jai Dev and Agarwal, 2018)

World over and in India also, many companies in the hotel industry are taking part in creating an inclusive work culture by focusing on the ability of the specially abled person. This research is about how the hotel industry in NCR of India is reacting to this new pool of untapped workforce and helps in creating a genuinely inclusive platform for them.

CONTRIBUTION OF THE STUDY

The unemployment rate of the specially-abled in India is higher than the standard population. This study links the requirement for a skilled workforce in the Indian hotel industry and the employment need of specially-abled persons. (General & Commissioner, 2011)

Societal Significance

It would aid in changing public perceptions of persons with disabilities as they gain economic independence, engage in and contribute to the social and political systems, therefore establishing a truly inclusive society. Employment is critical in the lives of specially-abled persons because it serves to lift them out of poverty, isolation, and a lack of civic skills (Winsor et al., 2016).

Academic Significance

This knowledge will help learners understand the issues and challenges of the specially-abled people in the context of Indian hotels. The findings of this study will be helpful to hospitality owners and human resource experts in terms of the best principles for launching a disability inclusion strategy, as well as laying the groundwork for prospective educational studies. This research would help learn the unique needs of the specially-abled people in designing methods of training in the hospitality industry. (Mahawariya & Yadav, 2021)

Industrial Significance

The hotel industry will immensely benefit by restructuring trends in recruiting and employing specially-abled people. The outlook towards their abilities would be changing rather than disabilities. They would be able to identify their ability with their choice of department. CSR activity of employing specially-abled would increase the business of the hotels as well. (Miethlich, Boris; Oldenburg, 2020)

SUMMARY

Unemployment of specially-abled people is a worldwide challenge, and in this research, we have tried to tackle this problem by linking it with the growth and scope of jobs in the hotels of the national capital region. Definitions of disability or specially-abled people from different perspectives were explored with the help of the RPWD Act – 2016 for a

proper understanding of the theme of the study. Employment of specially-abled people in the hotel industry worldwide was explored to understand the problems and possibilities in their recruitment. The present scenario of specially-abled people in the Indian hotel industry was explored to understand the opportunities and hindrances in the process and how they can be resolved to increase their employment for a dignified life and an inclusive Indian society as a presumed as national goal by the NITI Aayog. Explaining the meaning of the terms used in this study is extremely important as only the research is carried forward based on understanding the terms. The Gazette of India specifies that a person with a disability implies a personage with a defined impairment not less than 40 percent. Disability is a collective term that covers (1) impairments (a body function or structure problem), (2) limitations on the operation (related to difficulties in performing a task or action), and (3) constraints on participation (an issue found in life circumstances involvement); The ICF(International Classification for Functioning) definition of disability states that “disability is caused by a complex relationship between body structures, functions and impairments, reflecting the circumstances in which a person lives,” will be used. A research conducted by the American India Foundation (AIF) identified different career opportunities for specially-abled persons in India, including examples from the hotel and catering industries. The NITI Aayog report, Planning Strategies for a New India @ 75, aims to provide disabled persons with a decent livelihood. In India, the unemployment rate for the disabled is greater than that of the general population. This study connects the demand for a competent workforce in the Indian hotel sector with the employment needs of specially-abled people.

CHAPTER – 2

Review of Literature

2. Review of Literature – Overview

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CHAPTER – 2

Review of Literature

2. Review of Literature – Overview

An exhaustive review of literature has been planned from the annotated bibliography on the research topic to understand better the challenges, prospects, and procedures during the research. This knowledge will act as a guideline in considering the research steps and how previous researchers deal with similar problems regarding Specially Abled Peoples (SAP) employment challenges. The chapter has been sub-divided into different headings for better understanding and a systematic review of the topic and infers the literature gap in the studies.

Employment of Specially-Abled People Around The World

The researcher selected five hotels from the Embrace Verbund (Germany) group hotel, which has employed an average of 60% SAP as their employee. The researcher adopted a case study approach to finding out the barriers put forward by the hotel industry managers in employing SAP and the reality of these perceptions. The research wanes the myths about the SAP as workers in the hotel industry perceived by the stereotype of thoughtful managers and proven their ability to perform better in every aspect. Though the research is limited to minimal sample size, an in-depth analysis of the problems has helped answer the misconception about SAP workers in the hotel industry. This study is restricted to a particular brand in the hotel industry and has a minimal sample size (Groschl, 2011).

The researcher used the three-stage Delphi technique to forecast the employment possibilities of disabled people in the hotel industry of Turkey, which has a flourishing tourism business. In these techniques, expert views from the industry, academics, and subject experts were evaluated through a three-stage question-answer process. The conclusion was extracted according to the research question. The study concludes that SAP is equally eligible for the jobs in the hospitality industry provided they are professionally skilled or trained for the job. Another outcome of this study is that SAP should be employed according to their quality, fitness, and competency. However, at the same time, the nature of the job should not demoralize or deteriorate his health condition.

An increase in production, sales, and opening of a new market segment with less employee turnover will compensate for the cost of training and accommodation. Though the study is limited to only six types of disability mentioned in Turkish law, it has established employment prospects for SAP in the hospitality industry.(Bengisu & Balta, 2011)

A work on the employment prospects of SAP in Sweden depends on types of disability, demographic factors, and educational level. A logistic regression model has been used to analyze the employment possibilities of SAP from the secondary statistical data of the Swedish labor market research. The types of disability influence the employment statistics, but demographic factors have no significant influence, and a higher level of education also did not help get employment for SAP. A person with hearing impairment has more possibilities of being employed, and a person with psychological impairment has the least possibilities. The fresher, the older, and the female working population had less employment opportunities. According to the author, this study is more about the general employment condition of SAP, and the degree of severity among the different debilities groups may have influenced the results.(Boman et al., 2015)

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

Research in the Midwestern state of the USA observes that the hotel industry is one of the possible options for SAP employment. The study focuses on managers' attitudes in SAP employment as they require intense supervision and guidance due to a lack of proper

skills and abilities. ANOVA and factor analysis were used to determine the results, which conclude that sensitization of managers and co-workers towards specially-abled workers, cost factor for accommodation as per ADA guidelines can be sorted during the recruitment process of SAP. Development of communication, societal, and methodological skills are prerequisites for the employment of SAP in the hotel industry. The main apprehension is training SAP according to their abilities and recruitment in the hospitality industry.(Paez & Arendt, 2014)

A study on the employment of SAP in different sizes of enterprises in Poland reveals that the management in most of these enterprises lacks proper knowledge of different types of disabilities as recognized by the Polish law of disability and were more concerned with the cost incurred in re-construction and recruitment than building an inclusive society. The study was conducted through a structured questionnaire from the owners and managers of the establishments. The author suggests establishing a board by the government to manage the employment policies for the SAP and imparting knowledge to society about the abilities and salient features of recruiting SAP. This study is mainly on multiple production houses and is unrelated to the hotel industry.(Polak-Sopinska et al., 2017)

Many companies have used CSR (Corporate Social Responsibility) as a marketing tool or service to society as a token of gratitude. The researcher has studied secondary data from the company's website & reports to investigate the welfare activities of the hospitality industry in Malaysia towards the SAP on four magnitudes as stakeholders, visibility, human capital, and ease of access.(Mat Saat et al., 2017)

This book reports on the employment prospects of specially-abled people in India's retail sector. They have employed 10,000 youths with the help of 39 training centers across India through a project named "Pankh" Wings of Destiny, creating livelihood for Persons with Disability in the Retail sectors in India. The author highlighted many quick-service restaurants as employment prospects for this labor pull. (Morbiwala, 2014)

The researcher has studied the negative attitude of employers in employing specially-abled people and highlighted eleven précised concerns that the employers were worried about and tried to resolve these issues with relevant examples from positive and successful employers. The unemployment rate among workable disabled persons is 60% in the USA, despite a solid law to support the employment of specially-abled persons. An in-depth analysis of employees and employers is missing in this paper.(Bonaccio et al., 2020)

A report published by the International Labor Organization citing guidelines for G-20 countries for sustainable development of the specially-abled people by 2030. The experiences of G-20 countries for inclusion of specially-abled people in the labor market for decent work, proper incentives for employers, specially-abled employees and organizations, skill development, and continuous support to be in the fluctuating labor market for men and women equally inculcated. The main aim is to create an inclusive labor pool for the future. (ILO & OECD, 2018)

A report by ILO on labor market scenario for the specially-abled people in Myanmar. Despite the passing of the disability law in 2015, country is still lagging in building confidence among specially-abled persons and employers. Private business houses were encouraged to employ more specially-abled persons as per their ability by making a more inclusive employment policy. As suggested by the NGOs, introducing a quota system may lead to the development of the specially-abled people (*Promoting Employment of People with Disability (PWDs) Multi-Stakeholder Workshop, 21 November 2017, Rose Garden Hotel , Yangon, 2017*).

Research on the impact of disability on the type of job associated with or workability of the specially-abled person in the Swedish labor market. People with hearing and vision impairments have more jobs than other impairments. Young age is an advantage, but a higher educational level does not help get a good job. During employment, men have more possibilities than women. The result of the research was concluded using regression analysis. (Boman et al., 2015)

A study on employers' view on multiple industries in the employment of specially-abled people before the RPWD Act-2016. This research proves the ability of specially-abled people to be employed in the various industries across India. Most organizations employ them as interns or job trainees as they are not skilled, though many NGOs and government organizations have worked towards their development. Updated tools and techniques also help in their employment process, but a solid top management intention is more specific in including this labor force in the establishment. (AIF, 2014)

Research on specially-abled persons in France on their ability and disability according to the nature or situation of work they are doing. A person with deformities ranging from 50 to 80 percent will only get a governmental allowance if they are not employed; at times, deformities advance or body strength reduces with age, and they have options for opting for anyone in their lifetime. This Policy has reduced the ability of disabled persons for fringe governmental allowances. The researcher has tried to draw a clear picture of the controversies arising from this French Policy on disabled persons. (Bertrand et al., 2014)

The researcher has studied the employment scenario of the specially-abled people in India and suggested that an overall turnover is required to develop an inclusive work environment. Modifications of not only perceptions, attitudes, and architecture but also introducing technical developments for specially-abled people, making them more employable. Only a handful of organizations are stepping forward in accepting them, but an overall acceptance is required to create a truly inclusive environment in India. (Mohapatra, 2014)

Tatarstan, a province of Russia where the author has studied the employability of specially-abled people and stresses financial stability, vocational training in varied skills, and social acceptability. Though governmental recruitment provisions are there in selected streams, only still many people rely on self-employment as it seems to be a better option. The researcher suggested that the government revive its policies towards the specially-abled people, which should be more supportive and have broad prospects. (Calikova et al., 2014)

A quantitative survey by the researcher in vocational training institutes in Malaysia on the specially-abled trainees on employment core abilities skill and analyzed through descriptive statistics using measurement modeling technique. The result shows a positive development in the trainees, and they are confident to enter the labor pool due to systematic early training procedures being adopted by the social welfare department in the country. Unemployment is due to a lack of knowledge about the specially-abled persons' ability, proper training, and availability of limited accessibility and accommodation near the workplace. (Azlan & Rashid, 2013)

The researcher has studied the progress in the inclusivity of specially-abled people in Slovenia and developed the hypotheses based upon the review of literature of various documents and reports from the press. Field surveys were conducted among specially-abled persons and the organizations working for them. A comparative analysis reveals minimal progress in Slovenia, and the barriers to an inclusive society still exist even after the existence of disability rights in various governmental documents. (Savira & Suharsono, 2013)(Engel, 2014)

A research article by the former chief of the “National Centre for Promotion of Employment for Disabled People” (NCPEDP) aptly correlates the problems like social stigma, stereotype thinking, inaccessible infrastructure, and government policies for their unemployment and poor quality of life. A change in an inclusive infrastructure, policies, education, and social awareness about their abilities will help solve the challenges the specially-abled people face.(Abidi & Sharma, 2014)

A qualitative study of the Swedish employers' perception on employing specially-abled people. The employers' decision-making position, knowledge about the abilities of this workforce, and nature of work in the establishment mainly impact their perception of employing specially-abled people. The author found that everyone has a different perception regarding employment and suggests that tailored jobs according to the ability and requirement of the company is the best possible way to enhance employment of specially-abled people. (Strindlund et al., 2019)

The researcher explores United Kingdom's firms' perspective on practicing sustainable recruitment drives to support specially-abled persons. The author points out that sustaining specially-abled persons with a comprehensive social support package would be costlier. Instead, their ability should be used, and they should be incorporated into the workforce. It can be either a sustainable practice or CSR activity, or a diverse workforce, manifesting an inclusive work culture. However, the study is entirely on secondary reports published by firms, and government guidelines. The firms must adhere to employing this alternative workforce in the mainstream. (Khan et al., 2019)

The author emphasizes that specially-abled persons were now being employed in European and North American countries substantially due to sensitization of the topic in the community. The researcher tried to determine how the companies dealt with people with mental deformities. Most people are reluctant to inform about their mental problems and use to take leaves during their worst days, hampering their work. Managers lack knowledge about this problem, and this type of specially-abled person remains unemployed. As this research is mainly based on secondary data, more in-depth is required to understand the researcher's problem better. (Vornholt et al., 2018)

The researcher has tried to explore the prerequisite condition of providing reasonable accommodation to employed persons with mental infirmities in East African countries. Though fifteen out of eighteen countries have ratified the U.N. law, none specified the accommodation status for employed specially-abled persons. The author has highlighted a considerable gap between passing and implementing this Act of reasonable accommodation in East African countries. The researcher suggests that strong legislation and employers' support can only help build an inclusive society.(Ebuenyi et al., 2019)

The researcher used a qualitative approach to understand the problems and profits of employing specially-abled persons in hotels in Dubai. The author wants to use the specially-abled persons as the alternate workforce to fill the gap of deficiency of labor in hotels during the Dubai Expo, but the lack of accessible structure, perception of

managers, and the law of the land were viewed as the main roadblock. (Al Fardan & Morris, 2019)

Research in Columbia, America, on how discrimination towards specially-abled persons affects their employment prospects reveals that even in the 21st century, it is acting as the main barrier to propagating an inclusive society even in developed countries. This study is on secondary data, and the researcher suggests that people should be more humble and support an inclusive society.(Friedman, 2020)

Human Resource Practices in Employing Specially-Abled People

The researcher has used school canteens as the subject for recruitment possibilities and training procedures of SAP because they recruit semi or un-skilled people into their workforce. The data collected in two phases primarily to gather information, some directors or managers of canteens were interviewed, and then a questionnaire was developed to assess their attitude, training process, tools, and methods towards SAP. The data were analyzed using Atlas. ti and SPSS software packages. The result shows a positive attitude towards employing SAP and different training methods for them. It is good to research, but the number of respondents for quantitative analysis is less, which is defended by citing previous research and a trend of low responses in this sector.(Paez et al., 2011)

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

recruiting them as they lack technical skills. Many hotels were recruiting them as job trainees. (Donnelly & Joseph, 2012)

Research on employers' reasons for not employing and retaining specially-abled people are mainly lack of knowledge of their ability, financial and legal implications. Inclusion and retention of specially-abled people can be increased only by creating an inclusive workplace, societal acceptance attitude, and liberal legal policies for both employee and employer. This paper is based on research in multiple industries.(Kaye et al., 2011)

The researcher has tried to find out the factors that prompted the employers to employ the specially-abled people and tried to develop a scale that will act as a guidebook for employing them. The four factors highlighted were cost of accommodation, dealing with needs of the specially-abled people, knowledge of the law of the land regarding disability, and labeled discriminatory attitude of people, which were analyzed to develop the scale. The research is limited to the Texas region and a specific population only. (J. N. Rodriguez et al., 2019)

Employees are an asset of an organization, and training has developed their performance, which has helped the organization achieve higher targets as reported by the researcher. This research has concluded that organizations that have to spend on training their employees have earned equally and maximized their profit targets, thus proving the importance of training. Employees are the most valuable asset of the organization, and a well-trained and motivated employee always boosts the organization's performance, which results in higher profit achievements. (J. Rodriguez, 2017)

A multiple case study in northern Brazil hotels to identify the acceptance of specially-abled people as a workforce in the hotels that were otherwise very particular about their employees' looks and appearance. The researcher found that only an international chain hotel employs specially-abled people to follow the land law. The hotel looks for people with the least deformities only to be employed, which jeopardizes the central theme of forming an inclusive hiring culture in society. (Sá et al., 2017)

The researcher has surveyed employers' perspectives on three critical issues in employing specially-abled people in the Hungarian hospitality sector. The issues were training of specially-abled people, their physical appearance, and facilitation of accommodation by the employer. Though most of the respondents have a neutral attitude over the topic, a segment of respondents still agreed upon the importance of training, and the issue of physical appearance does matter in some areas of the hospitality industry. Most people agreed on the accommodation issues.(Sharma et al., 2020)

Multiple research methods were used to determine the employability possibilities of specially-abled persons with rational deformities. An intervention study was performed to determine employability prospects among high school students with technical or vocational training and theoretical studies. It has been observed that students with technical training have shown good performance, and guided or tailored employment can increase their ability to perform better. For an inclusive workplace, support from the employers and caring parents is essential. Though this study deals with a single type of disability, the results can be used successfully to showcase the ability of specially-abled people. (Nevala et al., 2019)

CFA or confirmatory factor analysis was used to analyze the constructs, namely mindset, actions, personal point of view, and intentions to hire specially-abled persons with visual deformities to test the theory of planned behavior. The study suggests that employers were not aware of the ability of these specially-abled persons. Though the structural equation model has proved this model of planned behavior, it has used only a single type of deformities and can be helpful with other disabilities. (McDonnall & Lund, 2020)

The researcher has done this study about his previous study on employer's vision and attitude in accepting visually impaired specially-abled people into their workforce. A quantitative study was done by collecting data from persons responsible for hiring in an organization and then analyzed with multiple regression analysis. Employers in contact with executives from remedial job placement services were more inclined to employ visually impaired, specially-abled people.(McDonnall & Crudden, 2018)

This study encompasses how the organizations can develop an atmosphere of inclusiveness by diversifying their policies and employing more specially-abled people in their organization, and providing all accessible infrastructure. The research reports that this type of positive atmosphere helps increase productivity and involvement of employees through the feeling of oneness. However, confirmatory factor analysis has proved that the study is limited to health care professions only. (Stephanie et al., 2015)

This research report has put forward the importance of training and recruiting agencies as liaisons between specially-abled persons and prospective employers. The researcher has explored the government policies and how they help leverage the employability of specially-abled people. However, the study is qualitative with a limited sample and only focuses on the BPO industry. (Kulkarni & Kote, 2014)

A very innovative research towards employment of specially-abled people with rational infirmities where the researcher has studied the effectiveness of training with technical skills of a server in an operational café. Hands-on training is better than just vocational training as it gives confidence, and the specially-abled people trained in this manner are more workable in life. However, minimal sample size and similar studies can be helpful with other types of disabilities. (Cavkaytar, 2012)

A case study of three hotels in Australia where specially-abled people with logical deformities were employed was studied to determine how they manage human resource practices to create an inclusive atmosphere. The research reveals that employing these special workforces is essential in creating an inclusive workplace, but the support and guidance of supervisors and co-workers are equally important. (Meacham et al., 2017)

The author has reviewed human resource management research papers on their handling of specially-abled people in an establishment. Observation proves that there are no specific guidelines or human resource practices for handling specially-abled people in most establishments, as highlighted by the papers. Ability specific works in each industry, if highlighted then it would help more specially-abled people to join the

workforce and create an inclusive work culture, benefiting the society as a whole. A study on similar lines with primary evidence would help the academia and industry leaders in a new direction of human resource practices for the specially-abled people.(Beatty et al., 2019)

The author, in his research, emphasizes how good human resource practices of inclusivity can improve the employment of specially-abled people. Based on a Hong Kong hotel training program for specially-abled people with intellectual infirmities, the author observed that organizations are doing CSR activities but are not employing specially-abled people. In contrast, he suggests that these two things are interrelated, and if companies start recruiting specially-abled people as a part of their CSR initiative, it will create an inclusive society.(Kwan, 2020)

The researcher studied the Spanish state of specially-abled peoples' employment conditions during the covid-19 pandemic. The government has operated a unique employment center to safeguard the work issues of specially-abled people working in the hotel industry. The researcher has done bibliographic research to determine the success of special employment centers, sustainable human resource practices, and social marketing in making a better life for the specially-abled people. The content and bibliographic analysis show that more research has been done in America and Australia. Moreover, there would be a favorable implication for unique employment centers and social marketing in the years to come. (Cruz-Morato et al., 2021)

The researcher has explored the obstacles to an inclusive employment process in South Africa, where the right to equality laws was strong like in any other developed country. A qualitative study where 72 specially-abled people were interviewed to discover their experience while searching for jobs in different industries. The research revealed that the process, from advertisement to recruitment, the steps lacks an inclusive process. The author suggests that the human resource departments should be more concerned with designing the process for specially-abled people's recruitment, such as interview location, questions, and medical tests. (McKinney & Swartz, 2021)

The author tries to highlight the training of specially-abled people with problems in learning in the hotel industry. Design the training so that the trainee would be fit to handle his responsibilities in the hotel industry with ease. Research reveals that trainees with learning difficulties in the hotel industry were very much scared of the realities of hospitality industry work. The author suggests that the hotels' training and human resource departments should take special care while designing training for specially-abled people with learning difficulties.(McIntosh & Harris, 2018)

This paper has tried to explore the human resource challenges facing the Jordanian public sector in recruiting specially-abled females. The author has done a quantitative study and reveals that there are many problems faced by the working female population, as they have been recruited as a social activity but not based on their knowledge and educational qualification. This paper suggests that the recruitment of specially-abled people should not be done only on the humanitarian ground but as per their knowledge and abilities to avoid discrimination and create an inclusive work environment. (Ababneh, 2020)

A case study research to find out the factors revealing the barriers in training and placement of specially-abled people with intellectual infirmities. The researcher has tried to find out how the establishments manage this type of specially-abled people with guided employment and the problems they faced in Spain. Every day, a tailored task for each worker should be there, and the job coach should follow them up periodically for an inclusive work environment as suggested by the researchers but has not specified any particular industry. (Pellicena et al., 2020)

This research highlights how good leadership or supportive top management can help in creating an inclusive workplace. Strong leadership will reduce discrimination, which will help create a comfortable job environment and the feeling of acceptance for the specially-abled people. (Trong Tuan Luu, 2019)

The turnover ratio for specially-abled people is relatively minimal in most industries, but this research on the retention of specially-abled people in public administrative jobs is

disappointing. Specially abled people in American administrative jobs are leaving early than their other counterparts because they are not satisfied with the inclusive and up-gradation policies. (Chordiya, 2022)

Research on a particular subject reveals the subject's position in society. The researcher has reviewed papers on how specially-abled people are being treated in an establishment. This research reveals a wide gap in a particular job profile, abundance of the law of the land, social stigma, and definition of the specific ability of specially-abled people with different infirmities. (Beatty et al., 2019)

A survey research reveals that the belief of specially-abled people upon their capacity to work, and inclusive working space design and team support of co-workers give them psychological support to excel at their place of work. If the human resource manager follows these principles, there will be an increase in the flow of specially-abled people as a strong workforce.(Zhu et al., 2019)

According to the study, senior management commitment, inclusive culture, friendly workplace, and specially-abled people-oriented HRM policies are the most critical components affecting the inclusion of specially-abled people at work. This research is based on managers' views of multiple sectors employing specially-abled people.(Maini & Heera, 2019)

A qualitative research on developing an outline for employer's assurance in hiring specially-abled people based upon the responses of employers hiring specially-abled people and employees with infirmities. This study, irrespective of any particular industry in Canada, reveals that employer's assurance is essential for increasing employment prospects of specially-abled people. A compassionate and comprehensive workspace and environment will encourage specially-abled people to work in such establishments.(Lindsay et al., 2019)

Researcher has tried to prove the need for disability management as a strategic and transformative change initiative approach, aligning with some of the proven changes

required in an organization. This practice will help organization development (O.D.) interventions for creating an inclusive workplace for the specially-abled people in India. (Suresh & Dyaram, 2020)

Government Policies for The Employment of Specially-Abled People in Developed Countries.

Seventeen goals as identified by United Nations with 169 targets in 2015 to assess sustainable progress in social integration and economic and environmental dimensions of development. Ministry of Statistics and Programme Implementation (MoSPI), in consultation with other stakeholders, review the progress in achieving these goals on a national level at a periodic interval to reach the 2030 agenda of leaving no one behind. The SDGs-National Indicator Framework Progress Report 2020 is India's first formal progress report on SGD-NIF (encompassing all 17 SDGs), containing data from 2015-16 to 2018-19 (MoSPI, 2020).

Persons with Disabilities Act was enforced as an act of the parliament after receiving the approval of the President on 1 January 1996 for overall involvement and equality of specially-abled people. The said Act is known as PWD Act-1995, which evolved after the Beijing meeting in December 1992, launching the Asian and Pacific Decade of Disabled Persons from 1993 to 2002 convened by the “Economic and Social Commission for Asia and Pacific” (MINISTRY OF LAW, JUSTICE AND COMPANY AFFAIRS, 1995).

This article tries to find out the desired practices for an inclusive environment at the place of work after introducing RPWD Act – 2016. This Act entails that both public and private industries are responsible for providing an inclusive work environment to the twenty-one types of specially-abled people, as mentioned in the Act. Definition of disability described, and the citizens under this category are certified to disburse remuneration in various services. Directives were given to organizations to have an inclusive policy handbook for the specially-abled employee. Programs on awareness of

employment opportunities and possibilities for both employees and the employer were conducted, and forums were established to solve any inappropriate incidences. This Act was designed and formulated to uplift the life of the specially-abled people in the country.(Sarkar, 2018)

The researcher has done a comparative study on the success of the quota system and levy grant scheme in the Japanese manufacturing industry. Policies of countries like the U.S., U.K., and many European countries are compared for a better understanding of the matter. Quota is just a compulsion, but in a levy–grant scheme, penalties or rewards were awarded depending upon the targeted quota. A fuzzy regression model was used to conclude the study. It was found that big organizations employ more specially-abled people than small organizations. The levy-grant scheme is more successful than the quota system. (Mori & Sakamoto, 2018)

This is a book on disability through which we would be able to understand the intricacies of different types of disability and how to handle them legally and socially. It defines the medical, social, legal, and theoretical aspects of disability. The book describes the progress of the movement in America since its inception. The study tried to focus on the ability of specially-abled people and the nature of the job they can be associated with.(Berger, 2013)

This paper studies the formation of job opportunities in-line with economic growth during the 12th five-year plan (2012 – 2017). It has been observed that though there is economic growth, job opportunities in the organized sector are trimmer and more on the unorganized front. This hinders the creation of inclusive growth and opportunities for specially-abled people. Indian economy is one of the fastest-growing economies globally, but there is minimal development in job opportunities in the organized sector. Though there is a paradigm transfer of labor from the agricultural sector to the industrial sector, it is mainly in an unorganized form.(S. Mehrotra et al., 2012)

Census 2011 has collected information about eight types of disability only. The data was collected through the "Household Schedule". Specially abled role models from disability groups were asked to encourage people and enumerators to sensitize the issue so that people give correct information and get benefits from the National Policy for disability. National Centre for Promotion of Employment for Disabled People (NCPEDP), NGOs, and people from civil society activists played a big role in data collection as in India, and people still consider disability taboo. All types of disability were clearly defined, and data was collected on various factors like age, sex, financial status, residence, etc., from all the states and union territories. (General & Commissioner, 2011)

This book has papers on legal factors and schemes by the government of Japan to create an inclusive work culture in the country. The authors focus on topics like the success of home-based jobs, levies and grant schemes, and the benefits of anti-discrimination law in Japanese society to amplify the employment of specially-abled people. The employment state of specially-abled people in Japan can be clearly understood from this book with articles by various authors. (*Current Employment Situation of PWD and Employment Support- 2010, Book by Japan Labour Review*, n.d.)

This paper tries to figure out the position of specially-abled people in India from legal perspectives after introducing the RPWD Act in 2016. It crucially examines the success of this Act of law in developing an inclusive Indian society. Despite the presence of an act, society is flawing it in accepting the specially-abled people in their daily life. (Vasanthi, 2020)

This paper entails the inclusive tourism policies of South Africa. The government emphasizes employing specially-abled people and women in the country's coastal and marine tourism sector, which is booming along with other tourism sectors. This inclusive policy will help the specially-abled people overcome their poverty and lead dignified lives. The author suggests designing jobs as per their ability in these tourism sectors as the identical shoe does not fit everyone. (Rogerson, 2020)

This special article describes the reasons behind the introduction of PWD Act of 1995 in India not because of the actions of NGOs for the specially-abled people but because of international pressure to develop an inclusive society. United Nations has tried to promote the culture of inclusivity in every country so that the specially-abled people can lead a dignified life by turning their disability into ability with the support of the society and the law of the land.(N. Mehrotra, 2011)

This article compares the two countries contrasting approaches and discusses the employment policies to address the problem of deployment of more specially-abled people in dignified jobs. A comparative analysis of policies of the Japanese and American government to increase employment possibilities of specially-abled people in the society is discussed in this paper. This paper is based on secondary data, which reveals that the presence of non-intolerance laws or reservation of quotas will not help the specially-abled people in getting jobs in both nations. (Hasegawa, 2007)

The researcher has compared policies of the two most developed countries on specially-abled people to understand their perspectives. Japan identifies specially-abled people through a medical model, whereas Sweden does it through a social model. The social interests of the people of Japan help tackle the problem of disability hand in hand with the government through a levy and quota system. In Sweden, the socialist approach works by creating a community life and care process, though a medical certification is required to get the benefits. A gap has been observed between the policies and practices in both countries.(Lindqvist & Lamichhane, 2019)

This paper critically analyses the American Disability Act's (ADA) employment security policy, where the Act imposed a fine for sacking specially-abled people from the job. The cost of employing and sacking specially-abled people has discouraged firms from employing them. The author suggests that as this Act of law has hindered the employment of specially-abled people, the government should review this Act.(Kim & Rhee, 2018)

The author explores the economic viability of employing specially-abled people in any industry. From an ethical point of view employing specially-abled people will create a positive image of the organization for the consumer. Legally, the organizations must follow the land law like quota and penalty systems. Employing specially-abled people would be profitable as these employees are very enthusiastic and work with all their efforts to prove their ability to do the job. They are very committed to their job, and a knowledgeable hiring manager can use this potential employee to the best. (Aichner, 2021a)

A study of policies of different countries globally to find out how developed and underdeveloped countries are working to make an inclusive work environment. The success and failure of programs were studied, and overall development from education to technically skilling specially-abled people to earn a livelihood was highlighted. Society should be more accommodating and prioritize giving jobs to the specially-abled people without any discrimination.(Saleh & Bruyère, 2018)

Research on the political approach of Vietnam in employing specially-abled people in the hotel industry suggests that the recruitment process should be designed as per the need of the specially-abled people. The work order designed according to the ability of the specially-abled people, give them more confidence in working in the hotels industry as most of them are unskilled. The author has used an auto-ethnographic approach in this paper.(Doan et al., 2021)

Specially-Abled People and Their Employment in the Hotel Industry

Specially-abled people services are rated lower than people without any disability in the hotel industry. The author found that though the American hotel industry employs a large population of specially-abled people, customers assess their services based on assurance, tangibility, and reliability in America, they scored less. The reason is mostly a disappointment during delivery of service and the type of deformity a service person has.(Madera et al., 2020)

The author investigates how the hotel industries of Malaysia are supporting the engagement of specially-abled people through their corporate social responsibility initiative program. This paper is mainly based on secondary data from companies' websites about four factors: stakeholders, human resources, visibility, and accessibility. The research points out that there are minimal CSR activities by the hotels of Malaysia for engaging specially-abled people. (Mat Saat et al., 2017)

On completion twenty-five years of the introduction of the American disability act, the author tries to find out about the hotels recruiting specially-abled people. The study involves 28 hospitality tycoons who are recruiting specially-abled people not only in the back of the house but also as frontline employees and the obstacles they face. It was found that most hospitality employers are out of the United States of America. However, the recruitment is limited to only four or five types of disabilities but gives the customer unique experiences. Research has been done in two-phase phases, collecting secondary data and then validating it with primary data evidence.(Kalargyrou et al., 2020)

The researcher studies the importance of relationships in promoting inclusion policies of the companies, trust of specially-abled people, and their joining in such companies. Good inclusive practices by the company result in the trust of employees and their feeling of inclusion, which will give high productivity and profit to the company. This study is limited to the healthcare sector only.(Stephanie et al., 2015)

The researcher has identified eight hospitality establishments recruiting specially-abled people through a meta-synthesis approach to explore the positive effects of this initiative. It has been observed that these establishments are content with specially-abled people's service. Most of them use on-job training methods for recruitment as these people lack hospitality education. All the hospitality players in the study are based in North America.(Kalargyrou & Volis, 2014)

The researcher explored the viability of employment prospects of specially-abled people in the hospitality industry of a region of America through the manager's outlook on the

matter. Factors like cooperation, financial aspect, guidance, quality, and on-the-job knowledge of specially-abled people were analyzed from the manager's viewpoint. Though the response rate was significantly less in the hospitality sector, most managers were optimistic about hiring them. The managers were concerned about the communication barrier and skill of the specially-abled people. The most viable recruitment areas are housekeeping and food and beverage departments as helpers.(Paez & Arendt, 2014)

The researcher studies how consumers perceive specially-abled people as service personnel for casual dining in the hospitality sector of the USA. This research shows that consumers are optimistic about dining in such restaurants, where many specially-abled people are employed as servers. Consumers are ready to dine with family and friends but reluctant for romantic or corporate dining purposes. Consumers related to specially-abled people are more optimistic than others. (Kuo & Kalargyrou, 2014)

A case study based on research on a hotel in Germany that has employed 60 % of specially-abled people reveals that they are trustworthy, dependable, and consistent in their job. Keeping specially-abled employees in the heart of managerial forecast and prepares procedures and invests in human resource administration techniques are critical components for integrating such people into the workplace. The researcher found that managers who have not worked with specially-abled people are unaware of their capabilities, and thus their presumed incapability has been nullified through this research. (Gröschl, 2013)

The researcher has tried to find out how specially-abled people can fill the gap in the workforce in the ever-growing American hospitality industry with very low retention of the employees. The issue of unemployment among specially-abled people is very high, which can be minimized with the high employee turnover rates in the hospitality industry. The author suggested this alternate workforce as the remedial solution for both the problems and cited many hospitality houses actively employing them according to their ability without any discrimination. (Donnelly & Joseph, 2012)

The researcher has surveyed 320 different hospitality establishments sizes to know how the employer thought about recruiting specially-abled people. It has been observed that the main concern is the lack of proper knowledge about the abilities and benefits of employing specially-abled people. Tax incentives and credits have positive impacts, but the cost of accommodation and training of specially-abled employees, co-workers, and managers worried the recruiters. Top management policies matter most, and large establishments are recruiting while smaller establishments are hesitant. (Houtenville & Kalargyrou, 2012)

The researcher has used a mixed-method approach to find out the training practices followed by the school food service operations in employing specially-abled people and the attitude of the recruiters in an American state. Job training methods are used for food service operators, which are pretty optimistic about recruiting them. The training should be according to the worker's ability and the nature of the job. The researcher has proposed a model using Atlas ti to train specially-abled people.(Paez, 2011)

Research in the Asian hotel industry managers and frontline employees' perspective on employment of specially-abled people to manage the labor problem. A qualitative study reveals that managers were much more focused on the monetary aspect and advantages of disability employment in the hotels. In contrast, frontline workers were more worried about their work environment and payout distributions. This research will help the human resource department operate a dignified and inclusive work culture in the future.(Hui et al., 2020)

This research establishes a relationship between progresses of the tourism industry in India with foreign investments to engage specially-abled people in this sector. The author has suggested that government should take more steps to remove the obstacles to doing business with foreign counterparts. Foreign direct investments will increase only when there is an improvised investment policy and improved hotel and tourism infrastructure. As this sector is growing and the requirement of human resources can be adjusted with

trained specially-abled people. This study is on the analysis of secondary data only.(R. Gupta, 2015)

ITC hotel division has been recruiting specially-abled people since 1995 as a corporate socially responsible drive. So they came out with a universal design for recruiting specially-abled people and creating an inclusive work environment in hotels. As the private sector recruits only 0.28 percent of this population, this research has helped enhance their recruitment ratio. The book reveals from the inclusive designing of premises, sourcing of this workforce, and cost of training to the skill requirement and their suitable job profile with a structured recruitment process. However, the lack of training of the general employees for accepting specially-abled people has hindered the success of this design principle in ITC hotels.(ITC Hotels India, 2016)

In this paper, the author has tried to show sustainable development from an environmental point of view and focus on the triple bottom line formula. Many hotels in Washington DC follow this concept where the company focuses on profitability concerning the human value and environment-friendly practices. The author is a general manager of the hotel and runs this concept successfully. He tries to evoke other hospitality players to follow this concept of success and help the specially-abled people create an inclusive work environment in the hotel industry.(Houdré, 2006)

The author explores the apprehension of the Oklahoma restaurants in employing specially-abled people even after the presence of a solid American disabilities act. Employer's attitudes were accessed to discover the possibilities of employment of specially-abled people. Research states that most regional employers employ specially-abled people in an entry or restricted restaurant positions. Employers with previous experience working with specially-abled people are more active in recruiting them and training them with a job coach. (Qu, 2003)

A study on factors that hinder the taking of specially-abled people into the workforce through a review of literature for five years reveals many things. The type of co-workers,

specially-abled people, and the organization's management are the eminent factors for creating an inclusive work culture. (Vornholt et al., 2013)

A review paper based on the positive aspects of employing specially-abled people in the hospitality industry has pointed out this workforce's salient features, as mentioned in many research papers. Industry experts can refer to this paper for employing specially-abled people. Though the paper is limited to secondary data review only, it has accumulated the positive aspects of many papers in one place. Detailed research with primary data would enhance this project to its ultimate goal.(Vashishth & Jhamb, 2021)

A qualitative study on managers' view of the challenges the specially-abled people face to get employment in the Indian hospitality industry. The author points out that most hospitality establishments recruit specially-abled people as a part of corporate social responsibility. Long working hours and availability of trained specially-abled people emerged as the main hindrance in employing them, along with other ability-specific factors.(Vashishth et al., 2019)

The researcher focuses on how the severity of infirmities' conditions has impacted the employment of specially-abled people during the pandemic of Covid-19. Classification of the severity of a condition is fundamental as it impacts the employment prospects of specially-abled people in any industry. There is an increase in the employment gap post-pandemic due to improper categorization. (Liu, 2021)

Review research of papers on the benefits of employing specially-abled people in the last decade has pointed out some promising factors. Employing specially-abled people proves to be profitable as a cost-effective human resource, diverse customer range, developing an inclusive work culture, and socially responsible image of the organization with a dignified life of the specially-abled people. However, this study is not limited to the hotel industry.(Lindsay et al., 2018)

A case study of Australian hotels on employing specially-abled people with intellectual infirmities proves that it's viable if practiced with a participative work style. As every

individual has different abilities, they can be incorporated into the workforce, which will increase the social inclusion of specially-abled people with intellectual infirmities.(Meacham et al., 2019)

Table 2.1 Research gap perceived from the above literature

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

Summary

The chapter has been sub-divided into different headings for better understanding and a systematic review of the topic. It infers the literature gap in the studies. The research wanes the myths about the SAP as workers in the hotel industry perceived by the stereotype of thoughtful managers and proven their ability to perform better in every aspect. The researcher used the three-stage Delphi technique to forecast the service possibilities of specially-abled people in the hotel business of Turkey, which has a flourishing tourism business. Though the study is limited to only six types of disability mentioned in Turkish law, it has established employment prospects for SAP in the hospitality industry. A study on the employment prospects of SAP in Sweden depends on types of disability, demographic factors, and educational level. According to the author, this study is more about the general employment condition of SAP, and the degree of severity among the different debilities groups may have influenced the results. In Romania, the employment rate of SAP is only 12. The main apprehension is training SAP according to their abilities and recruitment in the hospitality industry. A study on the employment of SAP in different sizes of enterprises in Poland reveals that the management in most of these enterprises lacks proper knowledge of different types of disabilities as recognized by the Polish law of disability and were more concerned with the cost incurred in re-construction and recruitment than building an inclusive society. The author suggests establishing a board by the government to manage the employment policies for the SAP and imparting knowledge to society about the abilities and salient features of recruiting SAP. The unemployment rate among workable disabled persons is 60% in the USA, despite a solid law to support the employment of specially-abled persons. This research proves the ability of specially-abled people to be employed in the various industries across India. Updated tools and techniques also help in their employment process, but a solid top management intention is more specific in including this labor force in the establishment. The researcher has studied the employment scenario of the specially-abled people in India and suggested that an overall turnover is required to develop an inclusive work environment.

CHAPTER-III

RESEARCH METHODOLOGY

3. Introduction

The methodology is a crucial component of research investigations. It acts as the study's nerve center, providing significance to study results. The methodology describes the procedures and tools that the scholar utilized to acquire, organize, analyze, and interpret data. It describes constructs and variables in detail. A research methodology is a road map for the strategies and technologies used when conducting research. A research technique is a scientific means of explaining how a study should be conducted (Mackenzie, N. and Knipe & Mackenzie.Noella, 2006).

The research technique can also be defined as a systematic problem-solving approach. The procedures to be followed to address concerns when doing research are outlined in the research methodology. To perform the study, the researchers adhere to the provided instructions, methodology, procedures, strategies, and design. The source of information is referred to as the research process (C R Kothari and Gaurav Garg, 2014).

It is essential to design a research approach for any particular subject. The research approach decides whether or not the problem is being addressed or the research is on the right track. Even if two researchers are working on the same subject, their approaches to solving it may differ. It is now essential for the researcher to separate the research methodologies necessary for the research to begin and the methodology (C R Kothari and Gaurav Garg, 2014).

Qualitative research realizes the thoughts and assumptions accepted for the investigation and the emotions related to it to accomplish the target. One of the essential subjects of investigation is the philosophy of examination. A research system is an approach that allows a professional to research for knowledge on a specific topic.(Nind, 2008)

The research methodology chapter will explain the paradigm, methods, approach, design of the study, data collection tools, sampling design used, method of collecting data, and tools used to analyze and interpret data. Subsequently, it describes the ethical concerns followed by the investigator to conduct the study.

The current research methodology section follows a step-by-step procedure to complete the purpose of supporting the investigation. The steps are as follows:

1. Paradigms of research
2. Approaches in research
3. Research Design
4. Method of data collection
5. Sampling and Population
6. Analysis and Interpretation of Data
7. Considerations related to research ethics

The study methodology is a process in which a variety of equipment and instruments related to research enables the researcher to examine diverse types of statistics depending entirely on the study (Peffer et al., 2007). It is a method that helps the researcher determine the most proper technique to collect and analyze various statistics and figures morally. While recognizing many forms of intimation and series methods, it could be evaluated that it contains various modes of research philosophies, methods, and research principles. The researcher could make the right choice by strongly selecting the best variable. Furthermore, research technique and strategy contain two types of methods inclusive of qualitative and quantitative, which are entirely dependent on the nature and function of selected study variables (Mohapatra & Anusree, 2014). Moreover, numerous research methods are employed that reference diverse types of study principles, theories, experiments, and research in a decisive way for the research examination. Data

assessment is yet another component of the research procedure that allows the researcher to discover high-quality outcomes that are entirely and closely related to the evaluation. It can take the shape of a thematic presentation using pie charts, bar diagrams, charts, and table presentations, among other things. Furthermore, statistical tools are used by researchers to analyze accurate and factual information to get more accurate facts and results based on the study (Devers & Frankel, 2000). It will be viable to say that the research will consist of various methods, principles, and practices that will help the researcher achieve the perfect result consistently.

The research process is a combination of many strategies, hypotheses, and beliefs that assist the researcher in thinking critically and effectively. The methodology is the critical component of the study through which a researcher would be able to gather details about the subjects chosen. As a result, a research method will assist in the related quality of the observation to be carried out. It will focus on the research methodology used to generate results (Lune & Berg, 2017). The researcher's approach and methods must provide accurate and correct information to the reader. A thorough examination of the researcher's distinctive strategies, standards, and approaches is also required. Numerous variations of the research procedure are conducted to obtain relevant information about the observation. The research process entails thoroughly and concisely evaluating distinct tactics, ideologies, and strategies. These strategies assist the researcher in selecting appropriate alternatives for data collection (Bryman, 2016). The data collection procedure adopted in the research is adequately explained. Analyzing qualitative and quantitative data was performed using statistical tools like MAXQDA and SPSS to achieve a consistent and correct analysis report and conclude the research.

Research Design

The research design is the conceptual construction from which research is carried out; it serves as the blueprint for data collection, measurement, and analysis. The design offers an outline of the researcher's accomplishments, including questionnaire design, sample selection, data collection methods, and data analysis to conclude the research results (C R

Kothari and Gaurav Garg, 2014). The research plan is the comprehensive technique used by the researcher to combine the various parts of the study consistently and logically. The method assures that the study's issue has been effectively addressed. The conceptual framework acts as a road map for gathering statistics. It also enables the researcher to explore the facts under which the desired findings are obtained (Salkind, 2012). The research design is a crucial aspect of any study since it guides the numerous procedures used in research. The strategy includes steps as examining the type of study, the nature of the targeted spectators, defining the technique for collecting data based entirely on the research objectives, and the data analysis tools necessary to analyze the statistics acquired. The rational style or plan outlines each decision taken while carrying out the research (Akhtar Inaam, 2017). The research blueprint is classified into three major groups for any social study. They are

1. Exploratory design
2. Explanatory design
3. Descriptive research design

According to Reiter 2017, successful exploratory research can enhance awareness among researchers and their audiences by exposing previously unknown links and causation principles. The exploratory analysis seeks to comprehend people, their cultures, and communities by integrating the interpretive scopes of the researcher and the studied. Thus, exploratory inquiry becomes a tool for expanding knowledge, consciousness, and conceptual and intellectual expansion. It can emancipate and is, in the best sense, a process of expanding consciousness, education, and concept development (Reiter, 2017). Exploratory research has been recognized as a good study design in management sciences worldwide since it is regarded as acceptable, efficient, and inexpensive because it avoids bias in data collecting. As a result, exploratory research focuses on the preliminary study stage to get fresh insights into a phenomenon. Because of the less strict methodological constraints, the study introduced management scientists to experimental research design as a technique for producing discoveries.(THOMAS & LAWAL, 2020).

In the present research paper, an exploratory research design was adopted. A two-phase design was used to explore the topic and find new research dimensions. Quantitative data on the perception and process of human resource managers in employing specially-abled people in the hotel industry were collected through a structured questionnaire designed based on a previous study by Paola Paez. The perception of human resource and training department managers on the employment and training of specially-abled people were studied using the scale used in the paper "Training: An Opportunity for People with Disabilities in School Foodservice Operations" with the author's prior permission (Paez et al., 2011). All the managers or supervisors from all core departments of the hotel, namely the Front Office, Housekeeping, Food and Beverage Service, and Food Production, were approached for their perception of employment of specially-abled people to explore the possibilities of their employment in the industry (Patiar & Wang, 2020). A descriptive statistic method thoroughly explores the various factors used to identify the managers' perception of employment or working with specially-abled people. The impact of employment and how the specially-abled people are adjusting with day to day operation in the hotel industry were planned to be explored with a quantitative data on economic and non-economic job parameters as followed by the world bank at the beginning of the year 2020 (Peterson, 2014); (Abosedo, A. J., & Onakoya, 2013). In the pandemic of covid-19, there was an immense loss of jobs in the hotel industry, so the research was transformed into a qualitative study (Dube et al., 2021). This qualitative study will give a clear idea about the choice of departments, types of specially-abled people employed, and their comfortability in the hotel industry. Moreover, this study will describe specially-abled employees' economic and non-economic status. A model developed with the above study will help the hotel industry employ more specially-abled people and create an inclusive society.

Research Problem

The unemployment rate of the specially-abled in India is higher than the standard population. The proportion of disabled workers in the national capital region is

27.92 percent, the fourth lowest in India. However, there are enormous opportunities in multiple sectors in the national capital region, including the hospitality and tourism industry (Saikia et al., 2016). Work provides specially-abled people with a sense of responsibility and identity. It defines a source of legitimate pride for them. Work increases individual and family income while also allowing them to participate in social activities. All individuals, regardless of ability, have the right to live, study, work, and play in a community where they can live, learn, work, and play for the rest of their lives (Manderscheid, 2016). The research seeks to identify Hotels across National Capital Region regarding disability inclusion and the related business practices, benefits, and challenges of recruiting specially-abled people. In the post-pandemic scenario, the GDP contribution of India's travel and tourism sector is predicted to increase at 7.8 percent annually, compared to 6.7 percent of India's overall economy, to nearly 33.8 trillion (US \$457 billion) - or 7.2 percent of the total economy. According to the estimates, the sector would create over 24 million jobs over the next decade, averaging more than 2.4 million new jobs annually (*Global Economic Impact and Trends 2021*, n.d.). The human resource department is facing a challenging workforce crunch for the growing business and a high rate of staff turnover in the hotel industry and is searching for an alternate workforce (Donnelly & Joseph, 2012). The study's primary aim is to bridge the gap between the employment of specially-abled in India with the growth of opportunities in the Indian hotel industry and their need for skilled human resources. This study is about the scope of employability of specially-abled in the hotel industry. This study will explore the types of abilities being employed by the hotel industry.

Research Questions

The research questions were formulated to guide and lead to productive research. These are as follows:-

- How ready is the Indian hotel industry to create an inclusive working environment for the specially -abled?
- Are the specially-abled people comfortable working in the hotel industry for long hours?
- Which types of jobs were assigned to the specially abled regarding their abilities?
- What is hotel managers' perception of employing specially-abled people in hotels in Delhi?
- What is the difference in co-workers' perception of integrated and non – integrated hotels in Delhi?
- Are the hotels aware of employing specially-abled people and the government policies regarding that?
- What process do hotels use in recruiting specially-abled people?
- What are the different training methods used by the hotels for specially-abled people?
- What is the most preferred department in hotels for employing specially-abled people?

Research Objectives

Objective framed are as follows:-

- 1) To identify the current practices adopted by four and five-star hotels in employing specially abled people.
- 2) To examine the human resource and departmental manager's perspective on employing specially abled people in inclusive and non-inclusive four and five-star hotels registered with FHRAI in NCR.
- 3) Study the impact of employment in hotels on the lives of specially-abled people (economic and non-economic parameters).

Research Hypotheses

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

The first hypothesis is framed on the basis of similar studies around the world like stereotype thoughtful managers are reluctant at the beginning but the Embrace Verbund hotels in Germany has employed sixty percent of their staff have one or the other kind of disabilities (Groschl, 2011). A strong supervision and guidance of the managers' are required as the specially-abled people lack proper skill and abilities (Paez & Arendt, 2014). Lack of specific guidelines or human resource practices for handling specially-

abled people in most of the establishments act as a roadblock in employing them (Beatty et al., 2019). A strong leadership will reduce discrimination, which will help in creating a satisfied job environment and the feeling of acceptance for the specially abled people (Trong Tuan Luu, 2019). A study reveals that managers were more focused on economic value and advantages of disability employment, as well as the overall service quality of the hotels (Hui et al., 2020). Thus we conclude the first hypothesis.

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

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

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

The third hypothesis is checked upon qualitative research findings on inclusiveness of hotels of NCR from the specially-abled people view point. As every individual has different abilities, so they can be incorporated into the workforce and this will increase social inclusion of specially-abled people with intellectual infirmities (Meacham et al., 2019). Most of the hospitality establishments in India recruit specially-abled people as a part of corporate social responsibility. Availability of trained specially-abled people emerged as the main hindrance in employing them along with other ability specific

factors (Vashishth et al., 2019). The society should be more accommodating and give priority in giving jobs to the specially-abled people without any discrimination (Saleh & Bruyère, 2018). This will interpret inclusiveness of hotels in NCR.

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

Research Approach

Research is sometimes misinterpreted as a strategy for gathering information, paperwork only. However, it is for getting facts, evaluating them, and interpreting the gathered data to comprehend the specific approach. The investigations follow a particular systematic method for determining the objectives, including proper record maintenance and getting the results using the current pointers. Research is initiated when a few concerns arise regarding the current process regarding its origins and existence. The author begins by situating narrative research within the socio-cultural theory framework, where the researcher's task is to analyze and comprehend how human qualities are related to the social context in which they occur and how and where they happen as a consequence of growth (Moen, 2006). The investigations adopt a specific systematic method for determining the objectives, including proper database maintenance and getting the results using the current references. Research is initiated when a few concerns arise regarding the current process regarding its origins and existence. Three distinct methodologies are used to conduct the research and find the answer to the study's question: quantitative, qualitative, and mixed. The application of the study technique is dependent on the study's requirement (Creswell et al., 2006)

A research approach advises the researcher on the approaches to use. The type of data being examined determines the research strategy. The desire for a methodological approach is also related to the character of the research problem being addressed, the researcher's knowledge, and the study's intended spectators (Creswell, 2014) There are three types of research methodologies in specific. They are as follows: quantitative or

prearranged technique, qualitative or unstructured technique, and mixed approach. Using qualitative and quantitative techniques in a mixed methods study is a significant and complex methodological issue. Its resolution is dependent on various criteria, including the research objective, kind of phenomena, and factual state of the research domain. As a result, mixed methods research differs in terms of this priority problem. Qualitative and quantitative research methodologies may have equal weight, or one approach has more weight than the other, and the degree of this differential weighting varies greatly between investigations (Lund, 2012). The usage of qualitative analysis software is increasing. The incorporation of these sorts of tools into research is followed by a rise in the number of accessible software programs.

Quantitative Approach

The quantitative method generates measurable records and data that can be numerically and scientifically investigated. The vast majority of researchers use the quantitative technique. The data, analytical tools, and techniques might be used. Because it requires a researcher to establish and evaluate hypotheses, quantitative research is related to the descriptive approach. The quantitative method is further separated into an inferential method, experimental method, and simulation technique. A survey is used in the inferential approach to analyze the features and trends of a specific group. The goal is to ascertain not whether the community existed, as the examiner previously stated (Kothari and Garg, 2014).

Quantitative research aims to detect features, fundamental properties, and practical barriers and quantify how much or how frequently a factor occurs. The quantitative technique generates a variety of data. Analytical tools are employed to synthesize the collected information and quantitatively analyze it (Amaratunga et.al, 2002)

The deductive method is assumed to be a top-down approach that utilizes predefined theories for hypothesis formulation and scientific proof assembling after the generated

speculation and reading them to confirm whether the proposed hypothesis is conventional or denied, and to conclude the research correspondingly (Jackson, 2009).

Qualitative Approach

A qualitative technique is alike to the cognitive paradigm, apart from that the researcher identifies a specific transformational topic to be explored, which leads to data collection and highlights the researcher's results (Creswell, 2014). The qualitative method is defined by the fact that the information gathered is qualitative. That information in this study technique is the respondents' perception of the issue under consideration, including their views, experiences, feelings, attitudes, behavior, criticisms, and any such issues (Kothari and Garg, 2014).

Researchers employing qualitative techniques seek descriptive validity, or a proper accounting of the events that most persons seeing the same event can agree on, as well as interpretative validity, or a specific accounting of the meaning's components assigned to those actions. Researchers doing qualitative descriptive studies have a better understanding of their data and the context of terms and occurrences than those perform grounded theory, phenomenological, ethnographic, or narrative research (Lune & Berg, 2017).

Mixed Approach

A mixed method combines quantitative and qualitative techniques. The mixed methodology is used in research that employs both quantitative and qualitative methods to investigate the study's objectives. It's essential foundation for applying both sorts of data gathering procedures results in more incredible statistics on the research subject (Lund, 2012).

Chosen Approach

This study follows a mixed research approach. First two objectives, a quantitative approach is adopted. The human resource managers' practices and perspectives in

employing specially-abled people, quantitative data was collected and analyzed to conclude. The departmental managers' or supervisors' perception of FHRAI registered hotels of NCR in employing specially-abled people is also measured through quantitative data analysis. The impact of employment in NCR hotels on the lives of specially-abled people was described through qualitative data gathered through a semi-structured interview method.

Paradigms of Research

A research paradigm is the collection of shared views and agreements among researchers about how issues should be understood and managed. Ontology, epistemology, and methodology are the three components of the research paradigm (Abdullah Kamal, 2019).

In basic terms, these three aspects of the research paradigm may be viewed as how specific research is carried out in gathering and analyzing data. Research development requires a theoretical foundation, which the research paradigm offers. The manner of interpreting the study is changing as the number of studies increases, giving rise to several paradigms. The structure aids in the establishment of a link between the elements employed in any study. The study model influences how knowledge is learned and comprehended. The research paradigm also maps the study's motivation and expectations (Johnson & Onwuegbuzie, 2004).

Ontology relates to reality, and it is thought that the researcher and the research characters do not alter reality and that the truth is gained as it is. Ontology is concerned with certain rights and rules that are completed in the context of social realism. The ontological perspective concerns how reality appears, what assumptions have been made about reality, what the elements of reality are, and how they interact with one another. Ontology is the study or examination of what is said to exist or existent in actuality (Mack, 2010).

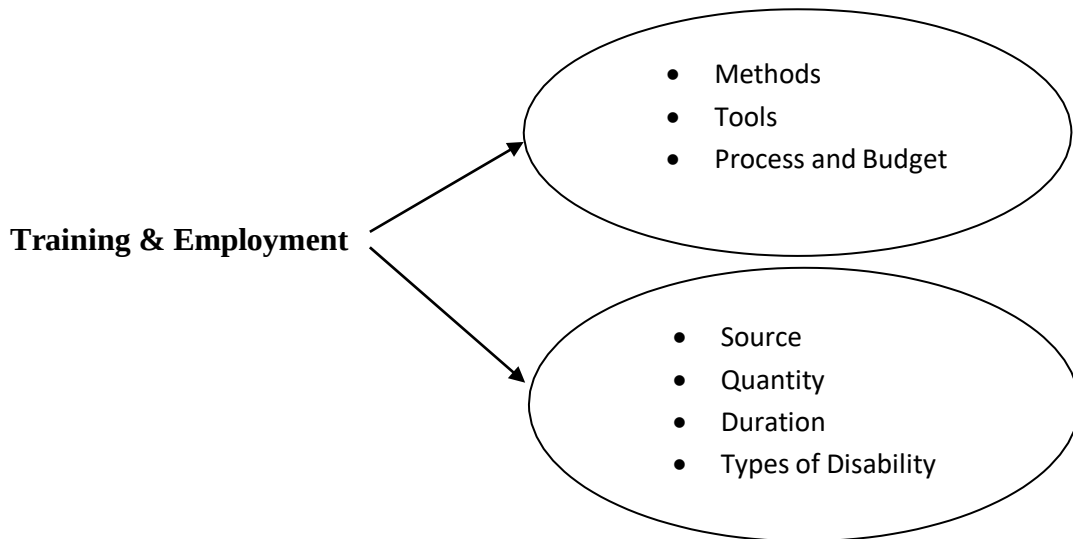
Epistemology refers to how a person obtains knowledge or the process through which knowledge is gained (Mack, 2010). The research paradigm is made up of a set of epistemological and ontological assumptions. The three paradigm components aid in data collection. The ontological and epistemological assumptions provide insight into the approach that will be applied in study. The approach then provides an appropriate strategy for collecting the data needed for the research and determining which methodology must be utilized to analyze the data.

Chosen Paradigm

The positivist paradigm is used in the current investigation. The Positivist paradigm is used to collect quantitative facts and evaluate reality as it is. The current study examines hotel managers' perceptions of NCR in hiring specially-abled employees in the hotel business. The procedures and viewpoints of human resource managers in training modification and hiring particularly abled persons were discussed. Deductive reasoning is heavily used in the current research to conclude the influence of employment in the hotel sector on the lives of specially-abled persons (Ayalon & Even, 2008). A questionnaire with the information necessary is distributed and assessed using statistical methods. The three sets of questionnaire are based upon the following constructs and themes of the study.

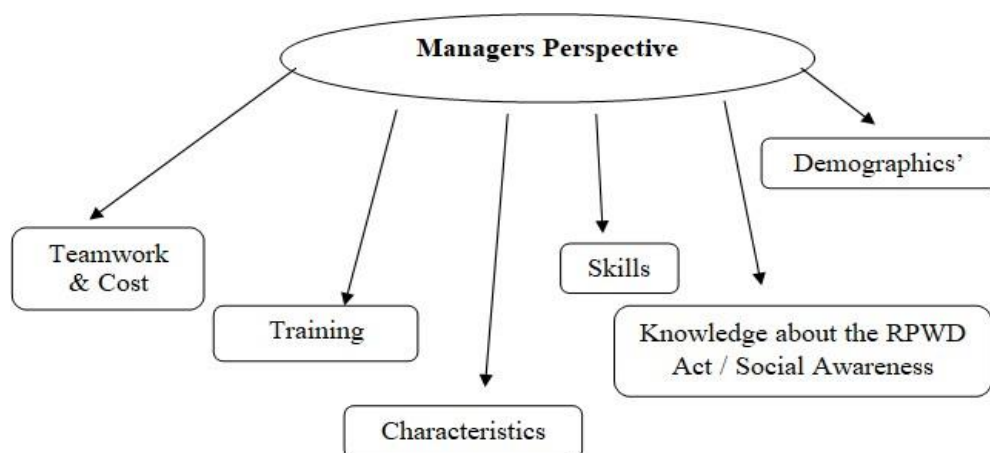
- **To identify the current practices adopted by four and five star hotels in employing specially-abled people, factors as perceived by previous research.**

Figure 3.1 Constructs of Training and Employment Practices Adopted By Four and Five Star Hotels in Employing Specially-Abled People



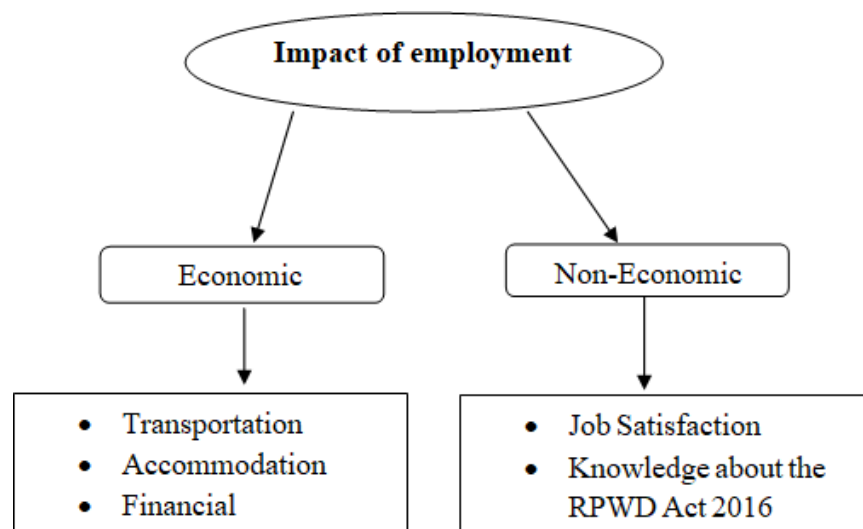
- **To examine the human resource and departmental manager’s perspective on employing specially abled people in inclusive and non-inclusive four and five star hotels registered with FHRAI in NCR.**

Figure 3.2 Constructs of Hotel Manager’s Perspective in Employing Specially-Abled People



- **To study the impact of employment in hotels on the lives of specially abled people (both economic and non-economic parameters).**

Figure 3.3 Constructs of the impact of employment in hotels on the lives of specially abled people



Data Collection Methodology

Collecting data is regarded as the crucial stage of any study since it provides evidence for the formulation of conclusions relevant to the problem. A reliable conclusion is achievable when credible documents relating to the observed subject matter are obtained (Paradis et al., 2016).

Qualitative research is information-derived research that is gained throughout the study process. Research is primarily responsible for investigating the flow of well-described instances of authenticity. Data gathering techniques have become highly significant. While focusing on the data collection approach, it can be noted that it is a crucial component of the study process. The researcher will collect data and information mainly

depending on the research through different research and statistics collection methods (Elmendorf & Luloff, 2001).

Data can be obtained using one of two methodologies: the primary and secondary information collection methods. The method of gathering information depends entirely on the functions and qualities of statistics. To raise awareness about the main facts series strategy, it is said that the number one facts collecting technique entails immediately acquiring records from the relevant persons (Pluye et al., 2018).

The researcher might adopt the questionnaire technique to obtain valuable statistics from the related people. The investigator can also collect data with semi-structured or structured interrogation with the administrator and executive in their relevant domains. The researcher also inquired about the responders' questions about the observation for the study. The researcher must ensure that the relevant persons fill out the questionnaire correctly. As a result, it is also known as first-time acquired information since it comprises facts and figures obtained primarily with the assistance of the researcher (Mackey, A. & Gass, 2015). On the other hand, the secondary information source advance entails articulately acquiring information. This includes gathering data that previous researchers and philosophers have previously produced. The researcher can use any pertinent documents, such as videos, journals, reports, and books.

The current practices of four- and five-star hotels in employing specially-abled people were analyzed by collecting data through a structured questionnaire from the study area's human resource managers. In acknowledgment of this, the investigator employs both primary and secondary information techniques for gathering records and information. Close-ended questions were employed to collect data regarding previous research. The designed questionnaire was validated by a panel of experts from industry and academia with their inputs and suggestions. The questionnaire consists of four parts 1) Training and Employment, 2) Managers Perception, 3) Knowledge about specially-abled people, and 4) Demographic attributes. The data was collected using an online questionnaire survey method using Google form and, in many cases, face-to-face meetings. Another structured

questionnaire was designed to collect information on the manager's perspective of employing specially-abled people in the FHRAI registered hotels of NCR. The questionnaire consists of three parts 1) Managers' Perception, 2) Knowledge about specially-abled people, and 3) Demographic attributes. The scale of questions on managers' perception is based upon previous research by Paola Paez with written consent from the author. The scale is based on themes like Teamwork attitude and cost, Training, Characteristics, and Skills. The data was collected through an online questionnaire survey method using Google form on a seven-point Likert scale (Regmi et al., 2016). The qualitative data was collected from the specially-abled people working in the hotels through a semi-structured questionnaire to analyze the economic and non-economic impact of employment in hotels on their lives. In-house interpreters in hotels helped in the data collection from specially-abled people with hearing and visual infirmities with their consent (Nind, 2008). Collecting data from specially-abled people becomes challenging during the pandemic—the study planned for a quantitative survey but later changed to a qualitative survey of available persons. Inferences from secondary data are widely used for better understanding the research matter and drawing calculations. Data published in the form of books, journals, articles, and online websites were effectively used in the study.

Population and Sampling

It is improbable that the researcher can make inferences from the sample to resolve the study questions. As a result, a representative sample must be chosen. The population is the whole aggregate of cases from which the researcher's sample was selected. Researchers use sampling procedures to reduce the number of samples taken since they do not have the time or resources to research the whole population (Taherdoost, 2016). In general, sampling procedures can be divided into two types:

- Probability or random sampling
- Non- probability or non- random sampling

Population

As, in this research observe the rationale is to give the focus on hotel industry of NCR a purposive or judgmental sampling technique is used. This study uses FHRAI (Federation of Hotel and Restaurant Association of India) registered five and four star hotels of NCR (National Capital Region). FHRAI is an apex body of HRACC (Hotel and Restaurant Approval and Classification Committee) under the ministry of tourism. The population of human resource manager and departmental managers or supervisors of these hotels were approached.

The National Capital Territory (NCR) is a one-of-a-kind example of inter-state regional planning and development for a region centered on NCT-Delhi. The recognized NCR encompasses the whole NCT of Delhi and several districts in Haryana, Uttar Pradesh, and Rajasthan, encompassing an area of about 55,083 sq. km. The sub-region wise area details are as under:

Table 3.1 – Sub – regional districts of NCR

Sub-Region	Name of the Districts	Area (in sq kms)
Haryana	Faridabad, Gurugram, Nuh, Rohtak, Sonapat, Rewari, Jhajjhar, Gurugram, Panipat, Palwal, Bhiwani, Charkhi Dadri, Mahendragarh, Jind and Karnal (fourteen districts).	25,327
Uttar Pradesh	Meerut, Ghaziabad, Gautam Budh Nagar, Bulandshahr, Baghpat, Hapur, Shamli and Muzaffarnagar (Eight districts).	14,826
Rajasthan	Alwar and Bharatpur (two districts).	13,447

Delhi	Whole of NCT Delhi.	1,483
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Source: National Capital Region Planning Board, <https://ncrpb.nic.in/ncrconstituent>

Table 3.2

LIST OF 57 FIVE AND FOUR STAR HOTELS OF NCR REGISTERED UNDER FHRAI

SL.NO	NAME OF HOTEL	STAR CATEGORY	WEB-LINK
1.	Ambassador, New Delhi	5	seleqtionshotels.com
2.	Crowne Plaza Today, Okhla, New Delhi	5	www.crowneplaza.com/newdelhi/okhla
3.	Holiday Inn, New Delhi	5	www.holidayinn.com/mayurvihar
4.	Jaypee Siddharth, New Delhi	5	www.jaypeehotels.com
5.	Maidens Hotel, New Delhi	5	www.maidenshotel.com
6.	Park Plaza Delhi, CBD Shahdara	5	www.sarovarhotels.com
7.	RadissionBlu Hotel, PaschimVihar, New Delhi	5	www.radissionblu.com/hotelsnewdelhipasc mvihar
8.	RadissionBlu Hotel, Dwarka, New Delhi	5	www.radissionblu.com
9.	The Claridges hotel	5	www.claridges.com
10.	Andaz Delhi	5	www.andaz.com
11.	Eros Hotel	5	www.eroshotels.co.in
12.	ITC Maurya	5	www.itchotels.in/itcmaurya
13.	JaypeeVasant Continental New Delhi	5	www.jaypeehotels.com

14.	JW Marriott Hotel New Delhi	5	www.jwdelhi.com
15.	Le Meridien New Delhi	5	www.lemeridien.com
16.	Radisson Blu Plaza Airport, New Delhi	5	www.radissonblu.com/en/hotel-newdel
17.	Shangri-las Eros Hotel New Delhi	5	www.shangri-la.com
18.	Sheraton New Delhi	5	www.itchotels.in
19.	Taj Palace New Delhi	5	www.tajhotels.com
20.	The Imperial, New Delhi	5	www.theimperialindia.com
21.	The Lalit New Delhi	5	www.thelalit.com
22.	The Leela Ambience Convention Hotel, New Delhi	5	www.theleela.com
23.	The Leela Palace New Delhi	5	www.theleela.com
24.	The Lodhi	5	www.thelodhi.com
25.	The Metropolitan Hotel & Spa, New Delhi,	5	www.hotelmetdelhi.com
26.	The Park Hotel New Delhi	5	www.theparkhotels.com
27.	The TajMahal Hotel New Delhi	5	www.tajhotels.com
28.	Hyatt Regency , Delhi	5	www.delhi.regency.hyatt.com
29.	Hilton Garden Inn New Delhi	4	www.newdelhisaket.hgi.com
30.	Hotel City Park New Delhi	4	www.cityparkhotels.com
31.	Hotel Diplomat	4	www.thediplomat.com

	New Delhi		
32.	Park Inn By Radisson Lajpat Nagar, New Delhi	4	www.parkinnbyradissonlajpatnagar.com
33.	Park Inn By Radisson IP Extension, New Delhi	4	www.parkinn.com
34.	Radisson Blu Marina New Delhi	4	www.radissonblu.com/marinahotelnewdelhi
35.	Svelte Hotel & Personal Suites, New Delhi	4	www.svelte.in
36.	Double Tree by Hilton Gurugram	5	www.doubletree.com
37.	Hyatt Regency, Gurugram	5	www.gurgaon.regency.hyatt.com
38.	ITC Grand Bharat Gurugram	5	www.itchotels.in/itcgrandbharat
39.	Le Meridien Gurgaon	5	www.lemeridiengurgaondelhinc.com
40.	The Bristol Hotel Gurgaon	5	www.thebristolhotel.com
41.	The Leela Ambience Gurugram	5	www.theleela.com
42.	Crowne Plaza Today Gurugram	5	www.crowneplaza.com/gurgaon
43.	Heritage Village Resort & Spa, Manesar, Gurugram	5	www.selecthotels.co.in
44.	The Gateway Resort, Damdama lake, Gurugram	5	www.thegatewayhotels.com
45.	Best Western Resort Country Club, Gurugram	4	www.resortcountryclub.com
46.	Clarens Hotel, Gurugram	4	www.clarensotel.com
47.	Fortune Select Global Gurugram	4	www.fortunehotels.in
48.	Hilton Garden Inn	4	www.gurgaonbaanishquare.hg.com

	Gurugram		
49.	Park Premier, Gurugram	4	www.diapark.jp
50.	Radisson Blu Kaushambi Ghaziabad	5	www.radissonblu.com/hotel-ghaziabad
51.	Country Inn & Suites by Carlson, Ghaziabad	5	www.countryinns.com/sahibabad.in
52.	Radisson Blu Hotel Faridabad	5	www.radisson.com
53.	Vivanta Surajkund Faridabad	5	www.vivantahotels.com
54.	Art & Craft Lalit Hotel Faridabad	4	www.thalalit.com
55.	Radisson Noida	5	www.rdnoida.com
56.	Radisson Blu MBD, Noida	5	www.radissonblu.com/en/hotel-noida
57.	Jaypee Greens Golf & Spa Resort, Gautam Budh Nagar	5	www.jaypeehotels.com/hotel/jaypee- greens-golf-spa-resort-greater-noida

Source: *FHRAI registered hotels of NCR*

The population of working specially-abled people in the hotel industry of NCR was identified through a meta-synthesis of literature available. Initially, only two hotels, ITC Hotels and Lemon Tree Hotels group, were identified, but later some other hotels were identified and approached. An MOU with Lemon Tree Hotels group has significantly helped in the study.

Sampling Method

The nature of the study determines the sampling strategy used. In probability sampling, respondents are selected, but in non-probability sampling, respondents are not confirmed.

In this research three different types of sample population were approached as follows:

- Human Resource and Training Managers
- Departmental managers or supervisors
- Specially-abled hotel employees

Sample Size

The generalization technique determines the sample size for the quantitative approach. The larger the sample, the less likely skewed results are. However, declining returns can arise when samples surpass a specific size, which must be balanced against the researcher's resources. This formula is comprised of two major components. The first issue is estimating the degree of accuracy and risk the researcher is prepared to take. The second critical component of a sample size calculation is population variation or heterogeneity estimation. Management scholars are frequently concerned with calculating sample size for problems requiring population percentages or proportions (Bartlett et al., 2001).

In the present study, the total number of FHRAI registered five and four-star hotels in Delhi NCR is 57. The population of this study is 570, assuming an average of 10 managers in each hotel. The study uses Krejcie and Morgan's (1970) formula for sample size determination with a population of 570 with a 95% confidence level or 0.05 margin of error; the result was confirmed to be 230. The researcher has chosen a sample size of 240 to control the unresponsiveness among the sampling population.

Table 3.3 - Krejcie and Morgan's (1970) table for sample size determination

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

The Table is constructed using the following formula for determining sample size.
Figure 3.4 Krejcie and Morgan's formula for determining sample size

Formula for determining sample size

$$s = \frac{X^2 NP(1 - P) + d^2 (N - 1) + X^2 P(1 - P)}{d^2}$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Source: *Krejcie and Morgan's Table for Sample size determination, 1970*

The calculated sample size for human resource and training manager is 118 by assuming three managers in each of the 57 FHRAI registered hotels in NCR by using Krejcie and Morgan's (1970) formula for sample size determination with a population of 171 with a 95% confidence level or 0.05 margin of error. As many hotels are reluctant to participate in the survey and some of the respondents have not completed the survey properly, the researcher has managed to get only 109 valid responses.

For the qualitative study a purposive and snowball sampling technique is used to reach the sampling population. Hotels apart from selected through meta-synthesis were also approached, where specially-abled people are working. Total of 29 specially-abled people were interviewed using a semi-structured questionnaire for gathering data. Key findings were categorized and labeled following the statements included in each category; MAXQDA (a qualitative software program) was used for additional analysis and data visualization.

Data Analysis and Interpretation

It is associated with the study's assessment. It is an excellent instrument used by the researcher to obtain reliable and authentic results with a significant conceptual presentation of the statistical analysis procedure. This chapter entails a graphical analysis representation with a pie chart and a bar graph. This method enabled the researcher to obtain reliable data timely, which was advantageous to the study (C R Kothari and Gaurav Garg, 2014). Moreover, the researcher has completed specific statistical tools such as exploratory factor analysis, validity, median, mode, variance, and chi-square test look at observation. The researcher used the SPSS technique as a statistical tool. It will ensure those accurate and relevant findings are obtained. This allows the researcher to obtain statistics from the acquired material more thoroughly, which is necessary for the same approach to conducting the research. A need-based assessment is done by employing the researcher to obtain records about the people's needs analysis (Jamshed,

2014). To assess the reliability of questionnaires employed in a modern quantitative study, the researcher could apply statistical tools such as Cronbach's Alpha. The data may also be generated and assessed in graphs and charts using SPSS-25 software programs. Developing a model for better representation and understanding of the research with a graphical representation in a qualitative study is presented through the MAXQDA analysis tool (Kuckartz et al., n.d.).

Ethical Consideration

Ethical conduct refers to the researcher's use of particular standards so that the study does not hurt the participants. Respects the anonymity of responders who assisted the investigator in gathering data by taking the survey and obtaining proper consent from respondents by informing them of the reason for the study data collection. While conducting research, a researcher is required to demonstrate social responsibility. As a result, observing ethical guidelines is a must for each researcher, regardless of the nature of the research (Kitchener & Kitchener, 2014).

The researcher maintained the respondents' identity, confidentiality, and privacy while conducting the research. The research has obtained all necessary permissions and licenses from governing organizations and authorities to carry out the research procedure properly.

The researcher has also told all respondents that their confidentiality would be respected and that their comments would not jeopardize their work or social reputation. The respondents had the discretion to abandon the study process and withdraw at any time. Before beginning the study procedure with the participants, the equipment utilized in the research process is cross-checked and evaluated. It will enable the investigator to carry out the research correctly and consistently, without disturbance. Including persons with special needs in the survey was done with great care throughout data collection, and anonymity was carefully preserved throughout the study.

Summary

The research study is a blend of quantitative and qualitative, as evidenced by the acquisition of primary data using a structured questionnaire and interview approach, as well as thorough information on data analysis. The report also outlines the descriptive research strategy used to acquire trustworthy and accurate information based on the research. In addition, a quantitative research strategy was applied to ensure that all quantitatively explored data was presented and gathered effectively. The qualitative technique is used to gather and analyze data about specially-abled people. This part provides a thorough understanding of the primary source of data in the form of questionnaires, interviews, and other tools that aid in the collection of trustworthy and relevant information. This part also detailed how to show the obtained data in the form of pie charts, graphs, and models, so that the researcher may make the best rational choice. Furthermore, it contains the ethical aspect, demonstrating that all of the data and information obtained are genuine and authentic, with no impediments.

CHAPTER - 4

DATA ANALYSIS AND RESULTS

Chapter Overview

The chapter reviews the purpose of the study and the research questions that provided the direction to the research work. This chapter explains the quantitative survey results followed by the qualitative research aimed at understanding the hidden dichotomies and phenomena for specially-abled people in the context of Indian hotels. The chapter provides results for each objective as framed in Chapter1.

Outline of the Objectives

The study aimed to explore the prospects and challenges associated with employing specially-abled people in the context of selected hotels in the NCR region. In the first phase of the research, i.e., quantitative exploration, the focus was on meeting the first two objectives of the research work:

1. To examine the current practices adopted by four and five-star hotels in employing specially-abled people, and
2. To examine the human resource and departmental manager's perspectives on employing specially-abled people.

The first two objectives are achieved by collecting data through a survey method from the HR representatives and the departmental managers to check their perceptions towards employing specially-abled people. Two separate sets of questionnaires were used from both sets of respondents. The second phase of the research was a qualitative exploration aimed at studying

1. The impact of employment in hotels on the lives of specially-abled people from economic and non-economic parameters.

It has conducted individual interviews of 29 specially-abled people employed across different hotels in the NCR region.

Results: Quantitative Phase

The first set of questionnaires was shared with the HR managers of the 57 hotels, which are FHRAI registered, and 109 HR managers' responses were recorded, and the results are summarized.

HR Managers on Specially-Abled People Training and Employment

Based on the information from managers on specially-abled people, the study reveals that only HR managers of hotels (N=15) have employed specially-abled people (SAP) for the last 15 years. HR managers tend to recruit specially-abled people from private employment exchanges (N= 68), followed by NGOs (N= 36). Government employment exchange contributes negligibly (N=5) when specially-abled people recruitment is required. All respondents confirmed that they recruit only 0-7 types of specially-abled people in different departments, and they prefer recruiting them in ancillary departments (N= 78), followed by housekeeping, food and beverages production. F& B service and front office have the minimum number of specially-abled people recruited.

Further, concerning the training and development, the managers confirmed that they prefer using the cross-training modules to train their staff, including operations, allied departments, skill and personal development, and crisis management. For training specially-abled people, HR managers use role-plays (N=67) the most to train them, followed by demonstrations (N= 33), classroom lectures (N=5), and on-the-job training (N=4). For recruiting specially-abled people, only 16 HR Managers confirmed that they get concessions in recruitment criteria when they are employing SAP, but most hotels do not get any such concessions or are unaware of such policies. HR managers further

revealed that they do not have any separate or special budget for recruiting specially-abled; however, few indicated (N=18) that they have a special budget for recruiting specially-abled people.

Perception of HR managers

Descriptive Statistics

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

Table4 .1

Participant Details

Variables	Category	Frequency	Percent
Gender	Male	41	37.61
	Female	68	62.38
Age	19-25 Years	36	33.03
	26-35 Years	29	26.65
	36-45 Years	21	19.26
	46-55 Years	12	11.00
	55 years and above	11	10.06
Category of Hotel	Four-star Hotel	11	10.09
	Five Star hotel	98	89.91

Current job position	Managers	42	38.53
	Director	52	47.7
	Others	15	13.76
Experiences with SAP	None	12	11.01
	Family	3	2.752
	Friend	7	6.42
	Co-worker	87	79.81

Source: *Demographic details of participant H.R. Manager*

Perception of HR Managers

Exploratory factor analysis was carried out to understand HR managers' perception towards employing specially-abled people. Exploratory factor analysis helps identify whether the items represent their construct or have a high correlation with other items. Exploratory factor analysis was conducted using the Principal Component Analysis approach (PCA) using Varimax rotation. Further, to check the suitability of factor analysis on the current data, the KMO (Kaiser-Meyer-Olkin) test was performed to measure sample adequacy. The values of KMO and Bartlett's Test (Table 4.2) confirmed that the data was fit for factor analysis. Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy value is 0.719, which is above the acceptable threshold value (Williams et al., 2010). Bartlett's Test of Sphericity showed that approximated Chi-Square value is 418.404 with 45 degrees of freedom. Bartlett's test was significant at 5% (p-value <0.01), which further confirms that the data was suitable for factor analysis.

Table 4. 2

KMO and Bartlett's Test

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

In the course of the validation process, no item was found to have low factor loadings. Hence all the ten items were retained for factor extraction. The three factors were extracted using varimax rotation, which accounted for 69.893 percent of the variation, as shown in Table 4.3.

Table 4.3

Total variance Explained

Total Variance Explained									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.513	35.127	35.127	3.513	35.127	35.127	2.843	28.431	28.431
2	2.035	20.352	55.479	2.035	20.352	55.479	2.530	25.296	53.727
3	1.441	14.414	69.893	1.441	14.414	69.893	1.617	16.166	69.893
4	.697	6.975	76.868						

5	.537	5.368	82.236						
6	.472	4.718	86.954						
7	.426	4.259	91.212						
8	.390	3.902	95.114						
9	.274	2.740	97.855						
10	.215	2.145	100.000						

Extraction Method: Principal Component Analysis

Further, rotated component matrix (Table 4.4) shows the factor loadings of each item, and these factors were then checked for the reliability using Cronbach Alpha.

Table 4.4

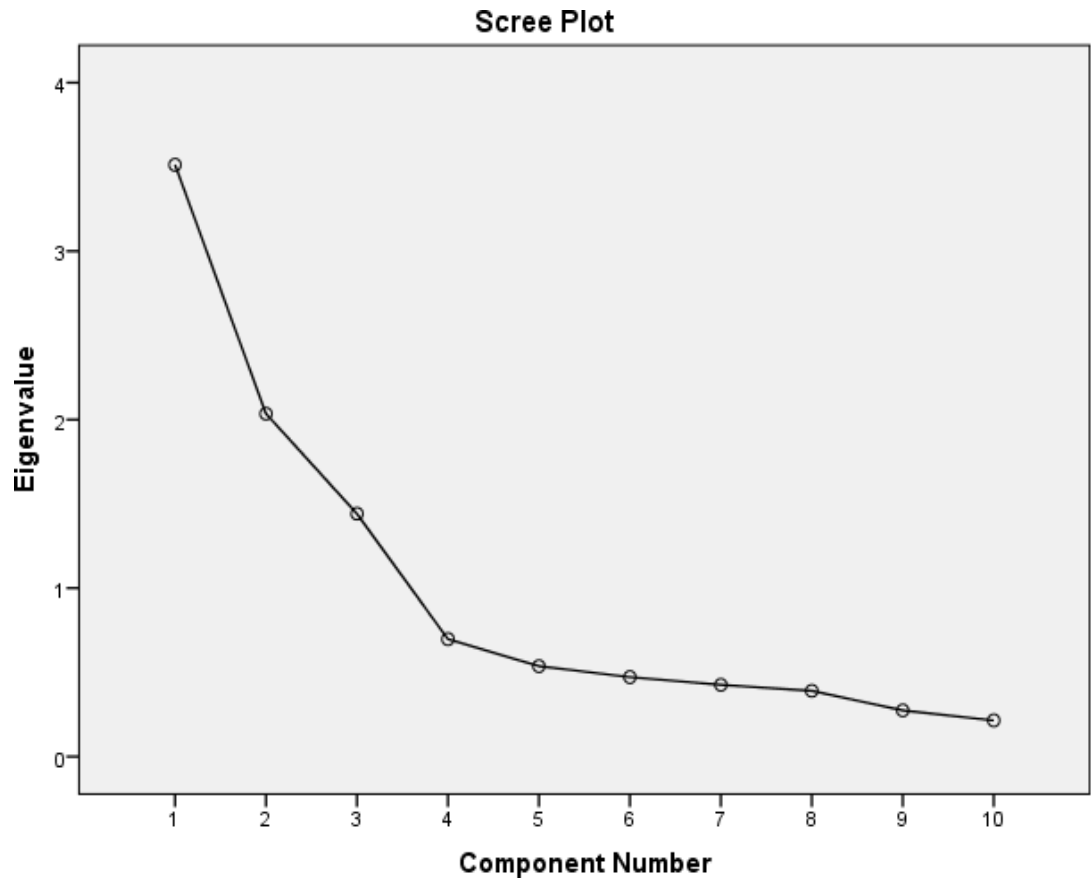
Rotated Component Matrix

Rotated Component Matrix ^a			
	Component		
	1	2	3
P5	.827		
P9	.822		
P10	.765		
P1	.730		
P2		.834	
P6		.826	
P3		.770	
P4		.654	
P8			.903
P7			.874

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

This could be further confirmed by Scree plot (Figure 4.1) that confirmed that three factors have eigen values greater than 1 and from fourth factor onwards, all have given values less than 1.

Figure 4.1 Scree Plot of eigen values for factors of HR managers' perception



This could be further confirmed by the Scree plot (Figure 4.1) that confirmed that three factors have eigen values greater than 1, and from the fourth factor onwards, all have given values less than 1.

Reliability statistics is calculated using Cronbach Alpha for the three factors, and the results are summarized in Table 4.5.

Table 4.5

Reliability Statistics

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

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

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

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

the key to creating an inclusive workforce. Therefore, using different training methods for specially-abled people is crucial (P1). Thus, the participating managers were found to be in favor of implementing a specially designed training curriculum that provides specially-abled people with an appropriate environment for growth. For instance, the integration of training on soft skills and communication as well as technical skills was found to be the most crucial aspect of preparing the specially-abled employees for their positions (P9 and P10).

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

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

members, and soft skills for better time management can be included by the human resources to promote better engagement and productivity among specially-abled people(M. Gupta & Ravindranath, 2018).

4.3.3 Perception of Departmental Managers

4.3.3.1 Descriptive Statistics

The structured questionnaire sent to 500 managers’ of the FHRAI registered hotels in NCR but response rate is only fifty percent because of online survey and the pandemic effect in the hotel industry, among them twenty responses are incomplete. The information is collected from 230 departmental heads, out of which 215 are working at the five-star hotel and 15 in the four-star hotel.

Most of the respondents are males (N=157), and only 73 are females. Maximum respondents fall in the category of 19-25 years of age, followed by 36-45 and then 46- 55 years of age, as mentioned in Table 6:

Table 4.6

Departmental Managers’ Participant Details

Variables	Categories	Frequency	Percent
Gender	Male	157	68.2
	Female	73	31.7
Age	19-25 Years	104	45.2
	26- 35 Years	61	26.5
	36- 45 Years	52	22.6
	46- 55 Years	11	4.7

	55 years and above	2	0.86
Category of Hotel	Four-star Hotel	15	6.5
	Five Star hotel	215	93.5
Current job role	Manager	124	53.91
	Director	20	8.7
	Others	86	37.39

Source: *Demographic profile of departmental managers'*

4.3.3.2 Perception

Exploratory factor analysis was conducted to understand departmental managers' perceptions of employing specially-abled people. While employing factor analysis, the commonalities table revealed low factor loadings for the following three constructs: MP1 (0.154), MP 11 (0.477), and MP 19 (0.445). These three items were deleted to get better values of KMO, resulting in a better explanation of the variance in the factors. The values of KMO and Bartlett's Test (Table 7) confirmed that the data is fit for factor analysis. Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy value is 0.849. For the goodness of fit, it should be higher than 0.7. Bartlett's Test of Sphericity showed that approximated Chi-Square value is 1607.318 with 171 degrees of freedom. EFA extracted four factors, as mentioned in table 8 below, and explained a 57.848 percent variance.

Table 4.7

Managers' Results from KMO and Bartlett's Test

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

The total factors extracted were four, which accounted for 57.85percent of variation as shown in Table 8.

Table 4.8

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.979	31.467	31.467	5.979	31.467	31.467	3.265	17.185	17.185
2	2.107	11.088	42.555	2.107	11.088	42.555	2.942	15.486	32.671
3	1.505	7.92	50.475	1.505	7.92	50.475	2.654	13.967	46.638
4	1.401	7.373	57.848	1.401	7.373	57.848	2.13	11.21	57.848
5	0.948	4.991	62.839						
6	0.849	4.468	67.307						

7	0.773	4.07	71.377						
8	0.654	3.441	74.819						
9	0.629	3.309	78.128						
10	0.594	3.126	81.254						
11	0.57	3	84.254						
12	0.513	2.7	86.954						
13	0.448	2.357	89.311						
14	0.406	2.137	91.448						
15	0.39	2.052	93.5						
16	0.368	1.939	95.439						
17	0.35	1.843	97.282						
18	0.282	1.486	98.769						
19	0.234	1.231	100						
Extraction Method: Principal Component Analysis.									

Source: EFA of departmental managers' perceptions

The Rotated component matrix (Table 4.9) shows the factor loadings of each item, and these factors were then checked for reliability using Cronbach Alpha.

Table 4.9

Rotation Component Matrix

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

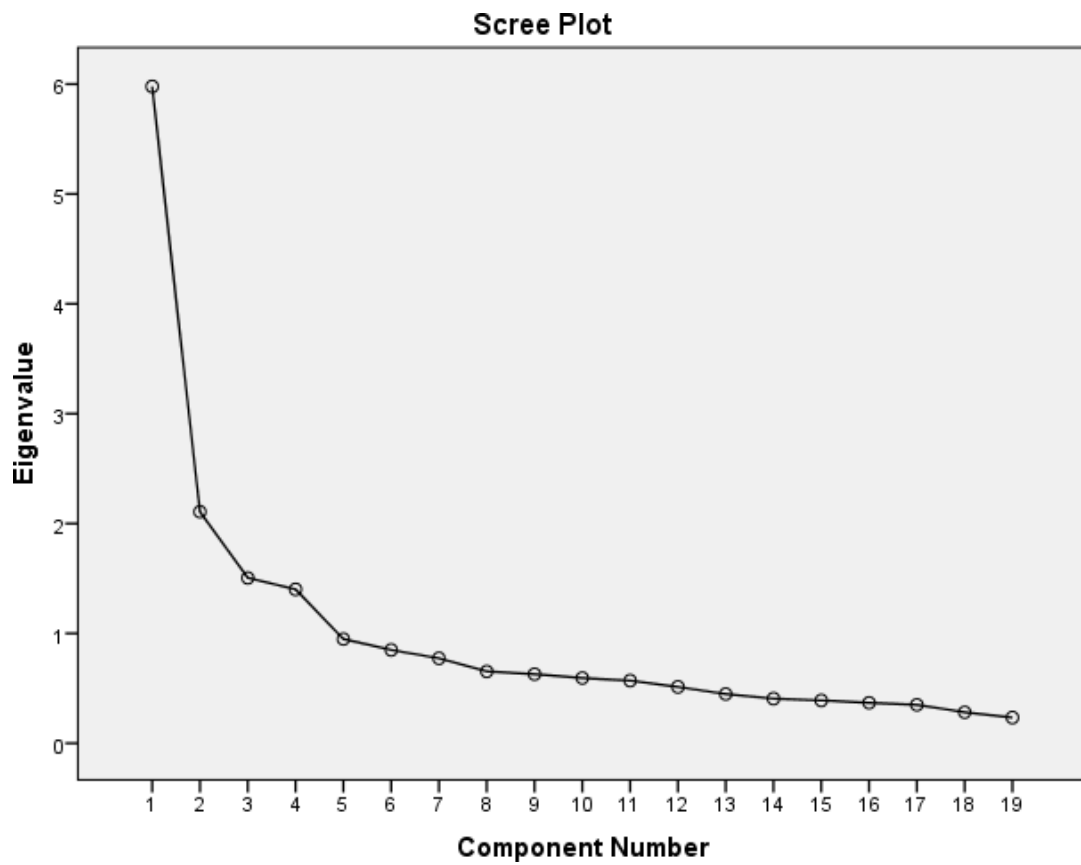
Note: *Extraction Method: Principal Component Analysis.*

Rotation Method: Varimax with Kaiser Normalization.

a. *Rotation converged in 12 iterations.*

This could be further confirmed by Scree plot (Figure 2) that confirmed that four factors have eigen values greater than 1 and from fifth factor onwards, all have given values less than 1.

Figure 4.2 Scree Plot of eigen values for factors of departmental managers perception



Source: Scree plot for departmental managers' perceptions

Reliability statistics for the four factors are shown in Table 4.10.

Table 4.10

Reliability Analysis

Factor	Statements	No of items	Cronbach Alpha
Factor 1	MP2,MP3,MP4	3	0.697
Factor 2	MP7,5,8,12	4	0.763
Factor 3	MP6, MP15,MP18, MP19,MP20	5	0.782
Factor 4	MP10, MP13, MP14,MP16,MP17,MP 21,MP22	7	0.801

Source: *Factors for departmental managers' perceptions*

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

Teamwork attitude and cost—The department managers across the hotels surveyed and analyzed indicated that they would not feel awkward when working with people with disabilities. They also confirmed that the specially abled people could be employed equally with others with no disabilities and can be allowed to work at par with their colleagues (MP2). Rao and Polepeddi (2019) work highlighted that the inclusive workforce is a possibility when the specially-abled people are given an equal chance as the people with no disabilities. The acceptance of the specially-abled people as members of the team can boost overall team productivity. However, they would need closer supervision than the employees with no disabilities (MP3), which can impact the overall

outcomes of the team. Additionally, the specially-abled employees require pick-up and drop facilities, special training, and longer to perform the job, which increases operational costs; otherwise, they often get late for work (MP4)(Rao & Polepeddi, 2019).

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

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

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

Similarly, the management at the workplace can make it necessary for them to have some technical knowledge (MP22). To make it an inclusive workplace, the departmental managers can introduce training programs that help specially-abled people to learn and acquire the necessary skills. The specially-abled people are identified as more loyal (MP16) and humble, producing higher quality work as compared to the other employees (MP17). Similar findings are observed in a study of Indian retail market employing specially-abled employees (TRRAIN, n.d.).

Hypothesis Testing – I and II

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

Summary of Quantitative Findings

The analysis of the quantitative data collected through a survey conducted for the human resources and departmental managers revealed that the employment of specially-abled people requires a particular focus on the training to be given to them on the basis of jobs assigned to them. The unique curriculum must be designed and delivered to execute an inclusive workforce. To ensure that the teamwork is positive and productive, a comfort zone needs to be established, and specially abled people need to be skilled in terms of social skills, technical skills as well as soft skills. The characteristics of the specially abled people, including loyalty, dedication, and devotion, make them employable.

Qualitative Phase

Quantitative analysis has proceeded with qualitative analysis in Phase II with individual interviews of 29 specially-abled people employed across different hotels in the Delhi NCR region. The second phase, i.e., the qualitative phase, focused on understanding the impact that employment in the hotel industry has had on the specially-abled people in the economic and non-economic aspects. The data is collected using interviews and analyzed through the use of MAXQDA software and integration of thematic analysis of grounded theory.

Data Collection using Interviews

Qualitative research can employ different data collection approaches, inclusive document analysis, interviews, focus groups, and observations. The conclusions drawn by Creswell (2014) highlighted that the different approaches to collecting qualitative data have their uniqueness that can be integrated based on the nature of the inquiry. Analysis of documents revolves around the application of the coding process to the available content, which ends up with the generation of themes (J.W. Creswell, 2014). Rapley (2017) highlighted that document analysis is a convenient method of conducting research from pre-existing knowledge. However, the lack of the latest information and the absence of individual involvement affect the reliability of the collected data (Rapley.T, 2017).

Another possibility is to proceed with the observations wherein the non-verbal communication is analyzed by the researcher and the participant's actions. The researcher has the freedom to gain first-hand knowledge through observations revealing what the participants are doing in their real life, but as indicated in work by Laitinen et al. (2014), the outcomes are based on the perception of the researcher, making it a possibility to miss things invisible to the naked eye (Laitinen, H., Kaunonen, M., & Åstedt-Kurki, 2014).

Undertaking focus group interviews is yet another alternative for collecting data wherein different perspectives can be gathered on the same topic, and the study can be analyzed from multiple angles. The work by Guest et al. (2017) indicated that the application of focus group interviews could help the study significantly by delivering varied viewpoints at the exact moment without making the researcher invest too much of his time. However, the focus group interviews are laced with the possibility of delivering outcomes that have been influenced by the presence of the dominant individual in the group (Guest et al., 2017). The overpowering opinions placed by the dominant participant can impact the overall conclusions, which could have been drawn from the focus group interviews (L. Mishra, 2016). Subsequently, as discussed in work by Doody and Noonan (2013), the individual interviews conducted face-to-face or virtually possess consuming. Limitations of the different methods of collecting data under the qualitative approach, interviews conducted individually were found to be the most suitable (Owen & Noonan, 2013). The work by the potential of extracting the details from the participants directly despite being time-Roulston and Choi (2017) highlighted that conducting qualitative interviews using a personal approach allow the researcher to probe the participants more profound into certain defined areas that turn out to be interesting at the time of the interview (Roulston, K., & Choi, 2018).

The individual face-to-face interviews also give the researcher the power to gather better insights into specific areas that were not considered necessary before the interview. Interviews were conducted with a designed questionnaire, wherein questions were framed in accordance with the research objective, i.e., study of the impact that employment has

on the economic as well as the non-economic parameters for the specially-abled people employed in hotels. The qualitative approach aims to provide a deeper understanding of human reactions to the situation which they are exposed to. Therefore, to gain deeper insights, the questionnaire framework should be such that there is room for flexibility and obtaining information in an unrestricted flow is feasible. Mahat-Samir et al. (2019) mentioned in their work that using semi-structured open-ended questions can help the researcher proceed in a pre-set direction but with the room to share elaborately the opinions and experiences that matter to them more than the others. Thus, the researcher framed a semi-structured open-ended questionnaire and encouraged the participants to expand on the areas that were more of their interest (Mahat-Shamir et al., 2021).

The selection of the participants was made based on the eligibility criteria, which included the following parameters:

- The participant should belong to the category of 'specially-abled.'
- The participant should be an employee of an inclusive hotel in the Delhi NCR region
- The participant should have had an experience of a minimum of two years

To ensure the number of participants selected from those eligible for participation in the study, purposive sampling, a non-probability sampling method, was adopted. As the name indicates, purposive sampling is all about fulfilling the purpose of the study and meeting its objectives. The work by Campbell et al. (2020) discussed the concept of purposive sampling and concluded it to be a selective approach (Campbell et al., 2020). Therefore, the study proceeded through the application of purposive sampling, wherein the eligible participants were approached either directly or through telephonic conversations. At the beginning of the study in 2019, averages of 300 employees were accounted for across the two inclusive hotels, i.e., ITC and Lemon Tree, identified through meta-synthesis of literature available. However, the hotel industry suffered an enormous loss of employment during the pandemic (Kaushal & Srivastava, 2020), and by

the time of the study's conclusion, only 29 individuals could be interviewed for the qualitative data collection. Table 11 presents the sample distribution classifying the number of study participants based on the department in which they were employed at the hotel.

Table 4.11

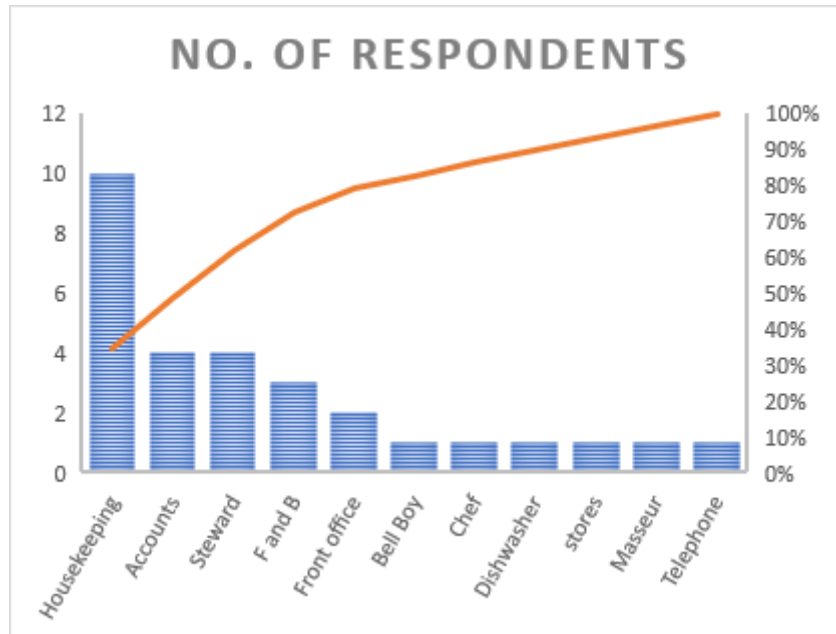
Participant Distribution based on Department

Department	No. of respondents
Accounts	4
Bell Boy	1
Chef	1
Steward	4
F&B	3
Housekeeping	10
Dishwasher	1
Stores	1
Masseur	1
Telephone	1
Front Office	2

Source: *Departmental distribution of specially-abled people participated in the research.*

A graphical representation of the participant distribution is presented in Figure 4.3, which helps to understand the concentration of employees from different departments across the studied hotels.

Figure 4.3 Specially-abled participants Distribution based on Department



Note: Total number of participants = 29

Figure 4.3 shows that the highest concentration of participants was from the housekeeping department, which suggests that the specially abled people are employed most by the housekeeping department.

To further understand the distribution of the participants, they were segregated based on their disability. Table 4.12 provides insights into the differences among participants based on their disabilities.

Table 4.12

Participant Distribution based on Disability

Type of Disability	No. of Respondents
Hard of hearing	4
Speech and hearing loss	14
Low vision	5
Physical disability	6

Source: *Specially-abled respondents' disability status.*

A graphical representation of the participant distribution based on their disabilities is given in Figure 4.4, which aids in the visual understanding of the disability-based concentration of the participants.

Figure 4.4 Respondent participants Distribution based on Disability

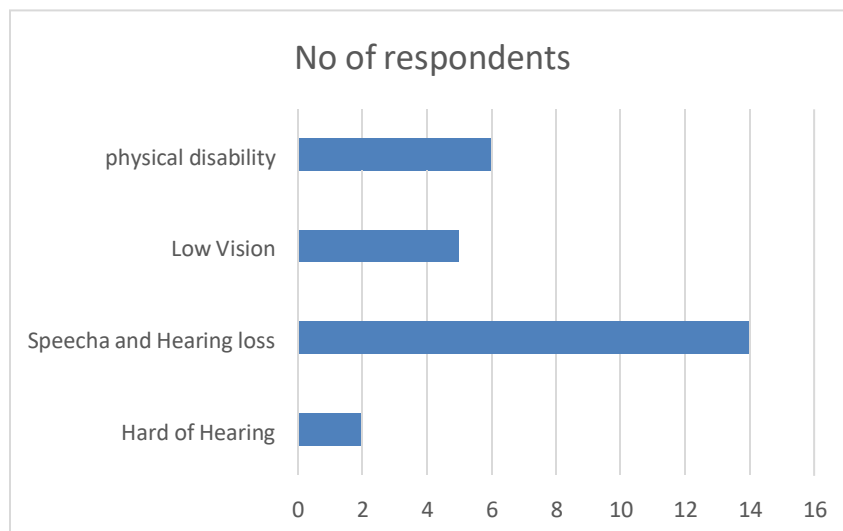


Figure 4.4 indicates that the maximum study participants had speech and hearing loss, suggesting that more individuals with speech and hearing loss were employed across the hotel industry than those with other types of disabilities.

The data analysis collected by interviewing the different participants as identified above is discussed in the following section.

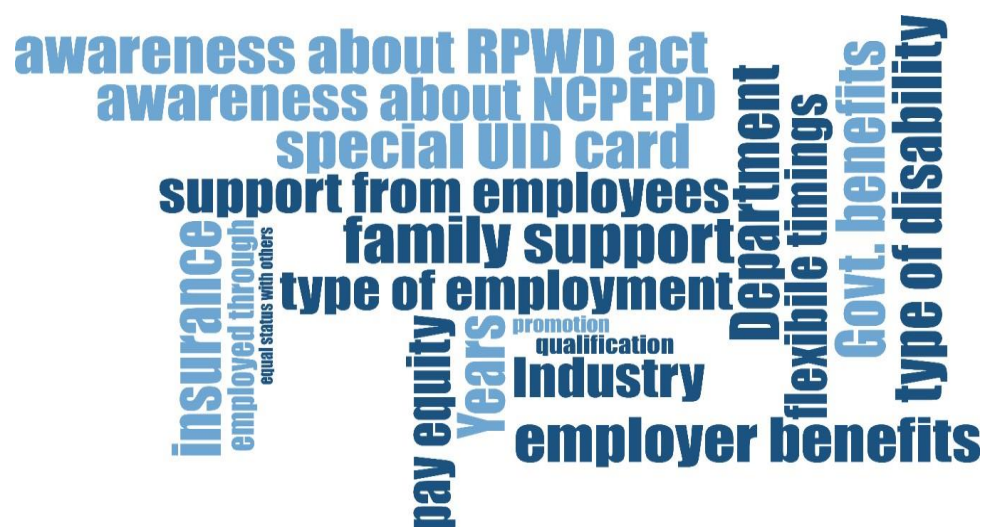
Data Analysis

Analyzing the data collected through the qualitative interviews plays a crucial role in filtering out the relevant information from the large quantities of data that create a nuisance. Lester et al. (2020) highlighted that data analysis is a crucial step, as it allows the investigator to make logic of the collected data. Therefore, analyzing the collected data precisely, makes it possible to generate meaning and derive conclusions, which can provide an outcome to the study (Lester et al., 2020). The qualitative data composed through the individual views were analyzed using MAXQDA software, designed for a computer-assisted scrutiny of the qualitative data. According to the study by Gugushvill and Salukvadze (2021), the application of MAXQDA software helps the researcher visualize the connections by representing codes and coded segments in a graphical manner (Betsy Leimbigler, 2021). The data collected through the qualitative interviews could be represented clearly, as given in Appendix 1. MAXQDA made it possible to display the relationship between different codes and categories, which are the outcomes of applying the grounded theory approach. Through Appendix 1, it becomes clear that all 29 documents were analyzed and that the codes analyzed for each participant show linkage to the codes identified in other participants. The visualizations helped in identifying the relationship between codes and categories.

Word Cloud.

The first step in analyzing the qualitative data collected through interviews is applying the word cloud visualization technique. Interviews are a source of lengthy texts collected in multiples based on the number of participants and therefore require an effective strategy or tool that can help the researcher is identifying relevant and vital information from the unstructured data. As stated by Miles et al. (2014), the interviews contain a large amount of repeated information, as they answer the same questions that revolve around the topic of study (Matthew B. Miles, A. Michael Huberman & Saldaña, 2014). The network structure of words is presented in Figure 4.2, respectively, wherein examination of the visuals can provide the essential concepts, their development, and linkages in the field (Heimerl et al., 2014). The significant concepts are revealed through a temporal analysis and are presented through the word clouds. Lee (2020) mentions that large documents can be presented through the word cloud through frequent words; therefore, single-word summaries can be obtained (Lee, 2020). Figure 4.2 provides the visualization of the essential concepts that display the employability status of SAP in hotels.

Figure 4.5 Word Cloud of the most frequently used words by the participants



Note: Word Cloud representation of SAP interviews.

Figure 4.5 depicts that certain words appear darker and more prominent than the others, which is indicative of their frequency in the analyzed documents. The specific terms like 'family support,' 'employer benefits,' 'department,' 'type of disability' and pay equity appear to be the darkest and most prominent in the visual. It is suggestive that the disability and department of employment have a relationship with the benefits given to the employers like family support and equal pay. The other keywords extracted through the word cloud tool include 'awareness about Rights of Persons with Disabilities Act (RPWD Act)', 'awareness about **National Centre for Promotion of Employment for Disabled People** (NCPEDP)', 'special UID card', 'government benefits', and others. It brings to the surface an understanding among the specially abled people employed across different hotels in the Delhi NCR region towards the benefits they can gain from their employment under the RPWD act and the support that NCPEDP provides them in gaining an employment opportunity. Thereby, through the word cloud, it is also evident that employability has impacted SAP in a positive form.

Being a psycho-social construct, employability enhances adaptive behavior and cognition and enhances the individual-work interface (Fugate et al., 2004). It reveals that employment in hotels to SAP is creating an individual career identity and making them adaptive to flexible timings and other hotel schedules. Although very few, SAP is also offered promotions that make them identify and realize the career opportunities within and between different organizations. Thus, it is concluded that employability is a synergetic combination that gives. Thus, it is the synergistic combination of the dimensions that impact both economic and non-economic parameters of the life of SAP.

The dominant words extracted using the word cloud visualization techniques were coded into 16 crucial codes to assess further the data collected through the qualitative interviews. Table 13 shows the codes list and the frequency with which they appeared in the analyzed documents.

Table 4.13

Codes and their Frequencies

Code	Frequency
awareness about RPWD act	29
insurance	14
employer benefits	29
Govt. benefits	24
special UID card	29
family support	29
awareness about NCPEDP	13
Department	28
type of disability	27
pay equity	25
Industry	25
support from employees	25
flexible timings	23
Permanent employment	23
employed through NGO	11
promotion	5
DOCUMENTS with code(s)	29

The table provides information about the presence of codes in all the analyzed documents and indicates that specific codes like 'awareness about RPWD act,' 'employer benefits,' 'special UID card,' and 'family support' were found in all 29 documents that were

analyzed. A visual representation of the segmentation of codes across 29 documents is presented in Figure 4.6.

Figure 4.6 Codes and their Frequencies

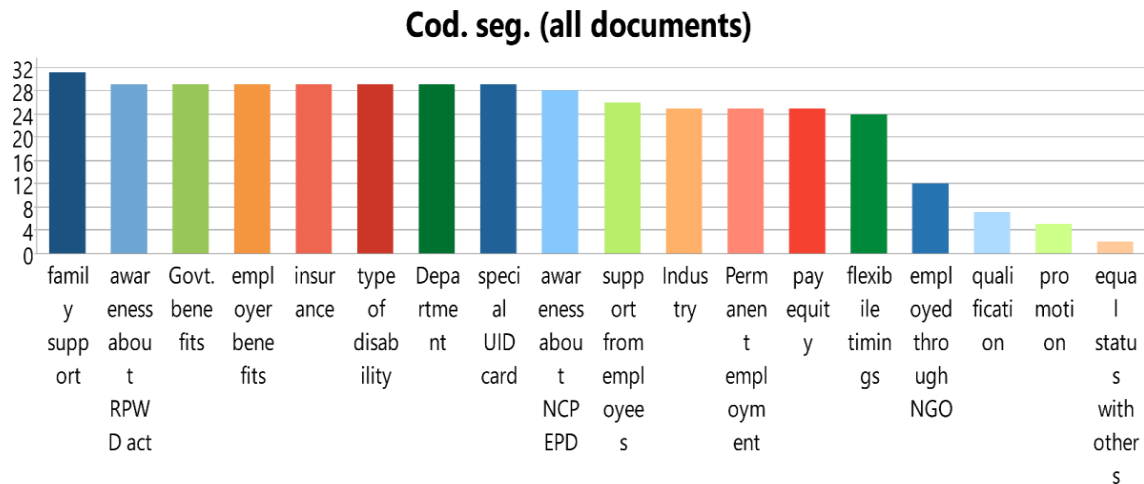


Figure 4.6 depicts how 'family support' was the most mentioned keyword by all the study participants. The figure also reveals that the least discussed and mentioned parameters in the analyzed documents were 'equal status with others,' 'promotion' and 'qualification.' The simple analysis based on coding and frequency creates an ambiguity regarding the lower frequency of these terms, as it can be a possibility due to the lack of impact they have or the lack of acknowledgment of these parameters in employing special abled people in the hotel industry.

Thematic Analysis using Grounded Theory. The second step in the qualitative analysis process was the application of the grounded theory of thematic analysis. The work by Howard-Payne (2015) highlights that Glaser and Strauss gave the grounded theory in 2008, which helped the researchers generate a novel theory that emerged from the data gathered and analyzed. The name of the theory originates from the fact that it possesses the ability to decipher meaning grounded in the explanations provided by the participants (Howard-Payne, 2016). Through the application of grounded theory, it is

possible to analyze the response of the participants critically, which eventually leads to the generation of themes, which is why it is referred to as the grounded theory of thematic analysis. The thematic analysis allows the segregation of volumes of data based on the overlapping factors that emerge during the textual analysis process. The process of thematic analysis consists of four stages, i.e., open coding, axial coding, selective coding, and theme integration (Stefan & Rädiker, 2019). Table 4.14 presents the data analysis map for the thematic analysis process that leads to the theory generation.

Table 4.14

Map of Data Analysis

Phase	Steps for Analysis	Description	Data Used	Outcomes
2	Open Coding	List of participant response on the impact of employment on the economic and non-economic parameters	Transcripts generated from interview recordings	Code assigned to each dominating theme 13 codes derived from the analysed transcripts
2	Axial Coding	Employees perception about the impact of employment on their economic and non-economic parameters was coded and broader categories were developed so that a saturation point can be attained in the data analysis process	Codes that were generated through the application of open coding	Data grouped into different categories Final list of eight categories compiled
2	Selective Coding	From the final list of the categories identified, segments were formed, and data was put under defined themes	Categories created through the application of axial coding	Themes with respect to categories generated Properties assigned to themes Properties of each theme elaborated
2	Theme Integration	Themes generated were compared constantly	Themes' properties and notes obtained from selective coding	Themes with similar properties generated
2	Theory Generation	Emerging themes were analysed using literature	Similar properties' themes derived from theme integration	Conclusion attained

Source: *Data analysis using MAXQDA*

The data analysis map gives a clear picture of the information flow, which begins with collecting the relevant data and eventually leads the researcher to a conclusion. The three steps, i.e., open coding, axial coding, and selective coding, are practical to evaluate the dialogue transcripts. A brief explanation of the three coding steps is explained in the following sub-sections.

Open Coding

The first level in the coding process is open coding, wherein the researcher goes through the transcripts and aims to identify the distinct concepts and themes while identifying the similarities and differences in the feedback shared by the different participants. Belotto (2018) highlighted in their work that it becomes necessary for the researcher to revisit the data and organize the transcripts by segmenting them into refined sections (Belotto, 2018). A systematic arrangement of the data is established through the fragmentation of the codes and the same was achieved for the undertaken study, as represented in Table 4.15.

Axial Coding

In the second coding step, the researcher can establish connections between the different sets of codes, which is why axial coding is recognized as the primary step of the coding process in thematic analysis. As Belotto (2018) discussed, the researcher succeeds in gathering coherent and hierarchically structured data through axial coding. Thus, the frameworks are modified and reshaped based on emerging categories, and the relationship between different codes can be established (Belotto, 2018). Table 15 shows how 13 codes generated through open coding were converted to eight categories under axial coding.

Selective Coding

In Belatto's (2018) work, *selective coding* is defined as the process wherein similar categories are connected and placed under a single core category. The selective coding-based generated core category, therefore, led to the formation of themes (Belotto, 2018). Therefore, further connections were established between the categories for the attainment of a unified theory, which led to the emergence of three themes, as presented in Table 4.15.

Table 4.15

Thematic Analysis using Grounded Theory

Codes	Categories	Themes
awareness about RPWD act	Awareness about the disability act	Awareness about the disability act
awareness about NCPEDP		
special UID card	Recognition	Non-economic Parameters
family support	Individual well being	
support from employees		
flexible timings		
Permanent employment	personal security	
employed through NGO	help from society	
insurance	Access to health needs	Economic Parameters
employer benefits (PF and ESI)	Financial risk protection	
Govt. benefits (Incentives)		
pay equity	equal pay for work of equal value and economic security	
promotion		

Emerging Themes. The analysis of the data collected through the qualitative interviews focused on the economic and non-economic parameters that are the

consequence of the employment of specially-abled people in the hotel industry specific to the Delhi NCR region.

Economic Parameters

The economic parameters are recognized as the factors that describe and depict the economic impact of an activity, business, or profession. In the study conducted by Dolan et al. (2008), it is mentioned that the economic parameters enable the individual or the entity to identify the economic outcomes of the integrated processes and strategy (Dolan et al., 2008). The undertaken study identified the economic parameters associated with the employment opportunity that specially-abled people get. Some of the economic parameters like government incentives, employer benefits, and pay equity were more common as compared to insurance. The government incentives like rebate in income tax, employer benefits like PF and ESI, and pay equity, i.e., equal pay as the other employers benefit the specially-abled people.

Non-Economic Parameters

The non-economic parameters revolve around those specially-abled people from their job who achieve mental satisfaction and pleasure. These non-economic parameters like living with family, support from other employees, and flexible timing were more dominant than those employed through NGOs. The NGOs help the specially-abled people to gain employment, but the satisfaction and joy derived from the extra accommodations made by the employers, like providing the specially-abled employees with flexible shift timings, is greater. Human resource department of inclusive hotels, provides a job and other incentives, which makes it possible for individuals to live with their families without being a financial burden on them (Romeo et al., 2020). It further accentuates their satisfaction and makes them feel empowered.

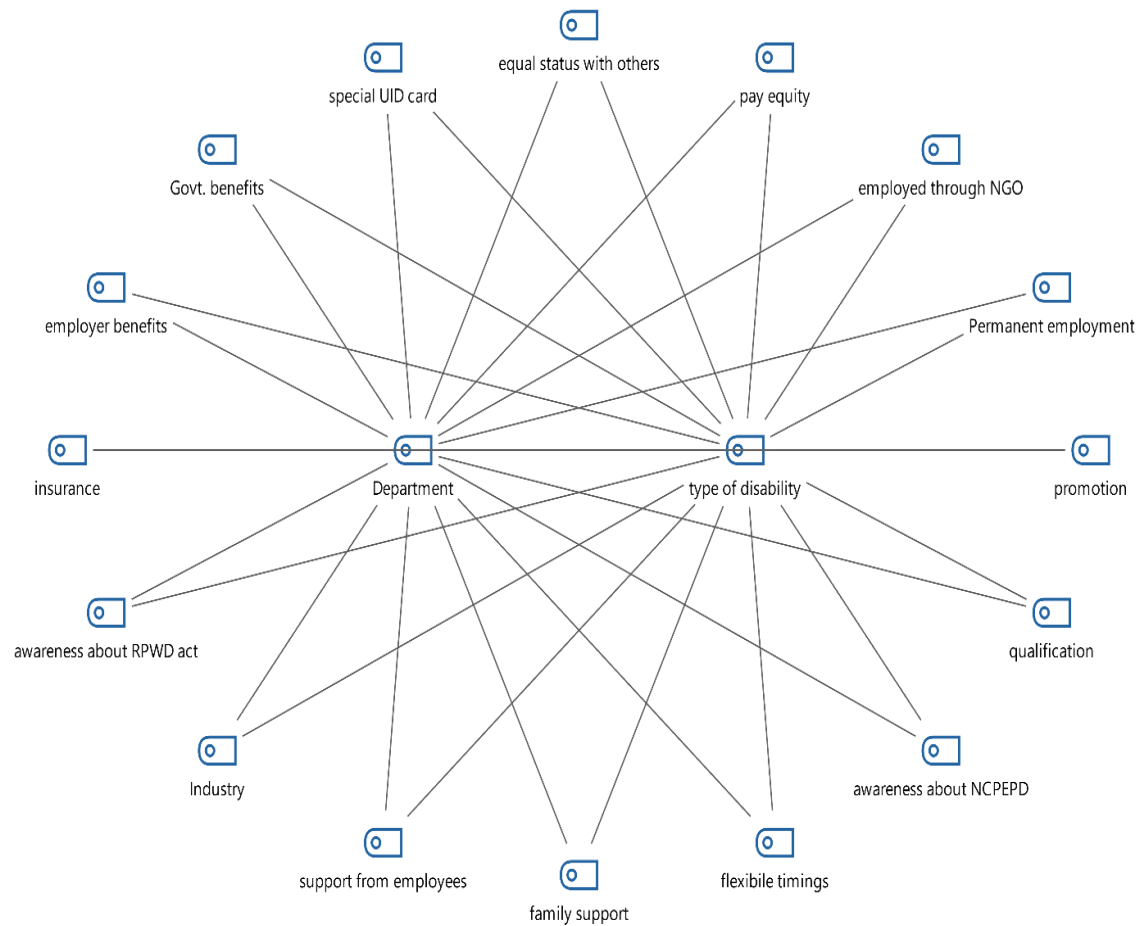
4.4.2.3 Description of Codes using Code Co-occurrence and Two-Cases Model:

The code co-occurrence model was integrated to evaluate the documents based on the co-existence of two main classifications, i.e., department and type of disability. Code co-occurrence allows the researcher to identify the combination of codes that can be linked to one perspective. The intersection of the codes, their proximity, and the occurrence can be depicted visually using the code co-occurrence model, making it suitable for qualitative analysis-based studies. For the undertaken study, the department of the specially abled people and their disability were identified as the two parameters (Scharp, 2021). Figure 7 brings forth the co-existence of defined parameters in the case of both the categories revealing the commonalities of codes between department and disability in employment. Through the code co-occurrence model, it can be extracted that all the codes generated from document analysis were typical for the employees across different departments and the employees with different types of disabilities. However, Figure 4.7 also highlights that the parameters of insurance and promotions varied significantly for the two categories, and a lack of co-existence emerged. It is indicative of the interpretation that the specially abled people are given promotions and provided insurance based on their disability and department of employment. The promotion was identified as the economic and non-economic parameter and was only found in five of the 29 documents analyzed.

Figure 4.7

Code Co-occurrence of Prominent Codes obtained through Document Analysis

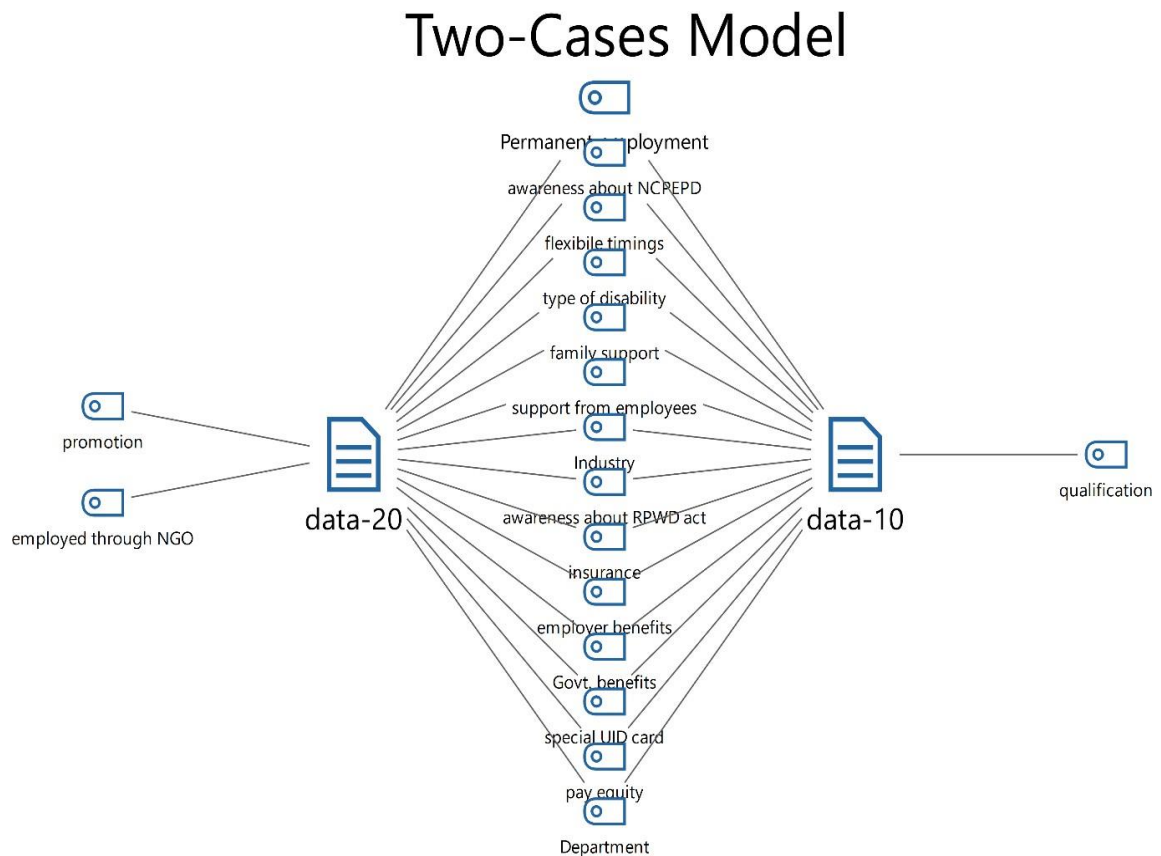
Code Co-occurrence Model (Code Occurrence)



A two-case model study was integrated further to analyze the outcomes of the code co-occurrence model. The two-case model helps visualize the codes or relevant topics and their extent of occurrence in one case or the two cases being studied (Betsy Leimbigler, 2021). Figure 4.8 presents the visual form of the two-cases model-based outcomes of the study.

Figure 4.8

Two-Cases Model presenting Common Parameters



Through Figure 4.8 it is interpreted that both the dataset data-10 and data-20 included several common keywords, i.e., awareness about NCPEDP, got permanent employment, talked about flexible timing, family support, insurance, pay equity, department, employer benefits, awareness about RPWD act, support from employers and industry. At the same time, the contrast between the two datasets highlights that the individuals employed through the NGO got promotions while others who were qualified did not. Two-case model is widely used to visualize frequencies of codes and interpret the results of study (Rädiker & Kuckartz, 2020).

Hypothesis Testing

The qualitative data analysis of the interviews infers that specially-abled people are equally treated in the hotels of NCR as their co-workers because there is no discrimination on pay packages or shift timings. They are treated equally as any other employees for perks or benefits like promotion or any economic and non-economic support from the hotel. Hotels treat specially-abled people and other employees equally, so we can reject any alternate hypothesis (Blot, 1991).

Summary of Qualitative Findings

The analysis of the data collected through the qualitative interviews focused on the economic and non-economic parameters that are the consequence of the employment of specially-abled people in the hotel industry specific to the Delhi NCR region. The results obtained through analyzing the texts using MAXQDA software reveal that most participants had speech and hearing loss and were employed in the housekeeping department. Economic parameters like government incentives, employer benefits, and pay equity were more common than insurance. On the other hand, the non-economic parameters like living with family, support from other employees and flexible timing were more dominant than employed through NGOs. The promotion was identified as the economic and non-economic parameter and was only found in five of the 29 documents analyzed.

4.6 Summary

The chapter began with an overview of the study purpose and the research questions that directed the research work. It was followed by the description of the data collection and analysis process for both qualitative and quantitative phases. The data collected from HR managers revealed that they perceive Training needs, Characteristics of SAP, and Skills as three essential factors while employing SAP. At the same time, departmental heads

perceive teamwork attitude as an additional important factor that should be considered while employing SAP.

The qualitative phase confirmed that employing SAP improved both economic and non-economic parameters of all individuals, irrespective of the department or type of disability, but insurance policies and promotion were the key differentiators between them.

Chapter 5

Discussion and Conclusions

Overview

This chapter elaborates on the findings and draws multiple interpretations. The discussions revolve around the three principal objectives of the study: (i) To explore the current practices adopted by premium hotels in employing specially-abled people (SAP), (ii) To examine the perceptions of the human resources department (HRD) managers and other departmental managers about employing, training, and developing the specially-abled people, and (iii) To identify in what ways the employment in a four-star or five-star hotel would impact the lives of the (Specially-Abled People) SAP both in economic and non-economic aspects. Several implications could be obtained from the qualitative and quantitative analysis results. Finally, the obtained inferences are concluded.

Current practices adopted in employing SAP by the four-star and five-star hotels

It was found that the front office of the studied hotels had minimum SAP as employees witnessed the preference of these hotels to place SAP in ancillary departments. They are given cross-functional training, which includes crisis management, operations, personal development, and allied departmental training modules. And their mode of training includes classroom lectures, demonstrations, on-the-job training, and role-plays. Moreover, some hotels allocate a particular budget for recruiting and training SAP, while others do not have any such allocation in their budget. The findings of Vasanthi and Basariya (2018) revealed that cross-training makes an employee multi-skilled by increasing their communication skills and helping them learn considerable technical skills that boost their confidence levels. Thus, cross-training is required, particularly in the modern scenario, as it enhances employee performance and organizational success by increasing team performance and employee efficiency levels (Vasanthi & Basariya,

2018). Such a feature would increase the independence of SAP. These results from the literature confirm the research findings.

HRD Managers' Perspectives on Employing SAP

The human resource managers perceived three essential factors in employing the specially-abled people, which include (i) *characteristics*, (ii) *skills*, and (iii) *training*. The identified results denote that the HRD managers consider figuring out the necessary characteristics of the SAP to be the central aspect of the recruiting process. They reveal that these people must also have a humble attitude, and the managers must confirm whether they have the interest and ability to produce quality work. However, the respondents felt that specially-abled people depend on and expect much social support. In many cases, the managers did not find a suitable *skill-set* to match the SAP with the job requirements. Since it is necessary to get the work done efficiently, it is necessary to provide them with the *training* required to execute the work. These results are supported by the findings of Gupta and Ravindranath (2018), which revealed that optimal performance of specially-able people is possible by employing innovative HR practices that ensure proper training of SAP to the latest technology with proper tools (Gupta & Ravindranath, 2018). They also added by stating that by training the new joiners and even a specially-abled person, they gain confidence, usually socialize like employees without disability, and work wholeheartedly in a 'family-like' work climate. Hence the results go consistent with the previous findings, and the perceptions of the HRD managers are found to be true.

Perceptions of departmental managers about employing SAP

The department managers perceived four important features pertinent to the employment of SAP, which include (i) characteristics, (ii) skills, (iii) teamwork attitude and cost, and (iv) training. In addition to the characteristics, skills, and training identified as important employment aspects by the HRD managers, the department managers add one more feature to it, which is the attitude of the SAP to work in a team and the cost associated

with employing them. In this regard, they pointed out that they have no different attitudes when coming across specially-abled people within a team of multiple professionals and believe they are employable in equal numbers like those of professionals without disabilities. However, the participants also pointed out some negative things associated with doing so. SAP requires special training in challenging tasks and may require a pick-up and drop facility from the hotels. SAP's lack of professional training emerged as the main hindrance in their employment, also evident in other studies (Azlan & Rashid, 2013).

Additionally, they require more time than others, increasing operational costs. SAPs allocation of departments should be according to their abilities and not their disabilities. They should be comfortable and apt in their work department and not a burden to be cursed. These outcomes are constant with the findings of Rao and Polepeddi (2019), which state that organizations must assess the fit of the SAP with the organizational roles by targeting their abilities and not their disabilities (Rao & Polepeddi, 2019). In fact, by doing so, an inclusive employment culture could be promoted, and the deficiency of skilled employees in the hotel industry can be managed since everyone possesses different strengths and abilities accordingly (Azlan & Rashid, 2013). Though there is additional pressure and extra cost incurred in including the SAP in teamwork, it is factual that the returns to the organizations are enormous.

Employment impact on the lives of the SAP

The participants' major words were 'family support,' 'employer benefits,' 'special UID card,' and 'awareness about RPWD act.' These indicate the perceived importance of these four factors in the lives of the SAP. Support from family members always encourages any person, and Shah (2010) propounded that family shape the minds and hearts of the people by shaping the human perceptions concerning career choices through advice, expectation, and support (Shah, 2010). Lack of awareness of the RPWD Act among SAP results in not availing of the benefits or rights awarded to them, as evident in the findings of Kaur (2017) and Robins et al. (2006). This ignorance, in turn, emphasizes the need to

be aware of the various benefits from the government and the employer(Kaur, 2017); (Robins et al., 2006). Moreover, three themes emerge from the coded categories, namely, (i) awareness about the disability act, (ii) economic parameters, and (iii) non-economic parameters.

Theme 1: Awareness of the disability act

The identified categories under this theme include 'awareness about different laws and organizations concerning disability like RPWD Act- 2016, NCPEDP. Awareness of the disability act is required to make their life more impactful and positive. The findings of the study by Robins et al. (2006) denoted that the awareness among disabled women was deficient, and disabled students in high school have less knowledge about educational allowances, scholarship schemes, and unemployment allowances. Due to the ignorance of specially-abled people's human rights, they often experience worse living conditions (Kaur, 2017). These proofs support the result that the awareness of disability act is essential to eliminate the adversities faced by SAP and enhance their standard of living. Thus in the study, respondents are aware of the RPWD Act and have improved their life by working in reputed hotels.

Theme 2: Economic parameters

The three economic parameters identified from the interview responses include 'financial risk protection,' 'equal pay for work for equal value and economic security, and 'access to health needs.' The SAP perceives that getting incentives from the government and availing ESI and PF from the employers protect them against any financial risks. Moreover, they felt pay equity and promotion were prominent components of being treated economically equally. Also, they stated that getting insurance would cover help them get access to all their health needs. Planning Commission, Government of India (2013) ascertained that several special aids to SAP would help them lead an everyday purposeful life, and government incentives like free vocational training would make them independent in employment and trade ventures(Ahmad, 2015). Also, Verick (2021)

confirmed that financial incentives would reduce the unemployment rate. However, they will not bring a long-term impact on people with severe disabilities. Therefore, this necessitates different incentives for the specially-abled people but must be unique and relevant to the kind of disability they face. This economy supports the prevalence of insurance and promotion given to specially-abled people subject to the kind of disability and the department in which they work (Verick, 2021).

Furthermore, Sivakumar et al. (2019) identified health insurance as a promising strategy for overcoming their burden, but considerable awareness must be raised about the availability of health insurance schemes to make it easily accessible to the beneficiary (James et al., 2019). Besides, Kennedy et al. (2017) identified that people with disabilities earn much below the poverty level but have 3 to 7 times higher health needs, so high insurance coverage would serve their health requirements (Kennedy et al., 2017). Hence, the evidence from the literature supports the SAP arguments.

Theme 3: Non-economic parameters

The main categories attributed to this theme are 'individual well-being,' 'help from society,' 'personal security, and 'recognition.' Among the three themes, the non-economic parameters have more categories indicating the SAP's tendency to cling to the non-monetary benefits and their expectation connected more to support and concern. They felt things that would encourage their working ability and well-being includes family support, flexible timings, and co-employee support. They also expect society to help them get employment, such as getting employed through NGOs. Indeed, SAP believed that permanent employment would keep them personally secured (Baby & Mavoothu, 2019).

Additionally, they wished to get recognized by getting a special UID card. Family plays an indispensable role in empowering specially-abled people and Shah (2010) confirmed families as important social structures shaping the aspirations of children (Shah, 2010). Therefore, the contribution of families and families could help specially-abled people

participate in the functioning of mainstream society. Moreover, Saranya and Rajamohan (2021) brought forward the multiple challenges and issues faced by specially-abled people in getting employment opportunities. He also calls for generating more accessible and valuable work opportunities so that they could get employees on a full-time basis in the long term. Since SAP has limited options for employment, seeking help through NGOs for getting employed could be justified (Saranya Devi & Rajamohan, 2021).

Conclusions

The research aims to discover the practices adopted by the premium hotels in employing the SAP and investigate those aspects perceived as necessary in the SAP recruitment and training process by the HRD managers and other departmental managers at the four-star and five-star hotels in the NCR region, Delhi. The practices followed by the hotels in employing specially-abled people and their job prospects according to the respondent managers' can be summed up in the following points:

- The specially-abled employment in most hotels is a CSR activity.
- Most hotels do not have any particular budget for training or documented recruitment policy for engaging specially-abled people.
- All managers' are aware of the RPWD Act-2016 but lack knowledge about the act.
- Managers are optimistic about hiring specially-abled people because of their characteristic of a loyal, dedicated, and devoted workforce.
- The hotels employ specially-abled people through direct advertisement in newspapers, job consultancy firms, and NGOs.
- Hotels train specially-abled people using the role-play method through cross-training various departments to have a multi-task workforce.

- There is no concession on recruitment criteria for specially-abled people, and the job profile remains the same as other workers.
- Hotels in many parts of the world are operational with 20 to 60 percent specially-abled employees.
- In India, standalone restaurants employ more specially-abled employees than hotels. (Vohra, 2020)
- Consumers in India accept the services of specially-abled employees, barring a few occasions. (Banerjee Suprabhat, 2022)

The challenges faced by the hotels in employing specially-abled people, according to the respondent managers' can be summed up in the following points:

- Specially-abled people lack soft and technical skills, which hinders their employment.
- Cost of training and employment as unique updated technical gadgets required for an inclusive workspace.
- Cost of change in infrastructure for barrier-free movement in hotels.
- Dependency of specially-abled people on other staff for a job.
- A particular trainer with a hotel management background and knowledge of sign language or brail is unavailable.

The majority of the participants were from five-star hotels; hence the responses dominantly reflected the opinions of the respondents belonging to these hotels. Most of the SAP was employed through NGOs, and the government employment board is not found to play a dominant role. Only seven different types of people with infirmities were engaged by hotels out of twenty one types as mentioned in the RPWD Act 2016 (Boman et al., 2015). Besides, the hotels are interested in providing cross-functional training, although a large number of SAP are appointed in allied departments. Moreover, the HRD

managers perceived the characteristics of SAP, their skills, and appropriate training as the most crucial elements in employing SAP. Additionally, the departmental managers included one more factor: the team support and the operational cost associated with providing special amenities and training in performing their organizational role.

Furthermore, the most influencing features on the lives of those employed SAP are found in their level of awareness about the disability acts. It is understood that knowing the incentives mentioned in the disability acts would help them access the benefits in education and employment. In addition, they deem family support and employer benefits as two prominent factors that enhance their well-being. Moreover, they perceive offering special UID cards as essential since it carries all the information about their disability, which can be decoded very easily with the help of dedicated readers. Hence, the study has a lot of implications for the practitioners and policymakers in employing SAP. Also, the study has added more richness to the SAP management literature.

Table 5.1 Tabular view of findings and supporting literature

Key Findings of the Study	Supporting Literature
➤ Requirement of special trainer as per the SAP's ability.	Luu 2019; Hervé Houdré,2008; Paez et.al,2011; Rajamohan & Elango, 2020.
➤ SAP are humble, dedicated and a devoted workforce.	Stefan Gröschl,2013; Kalargyrou & Volis 2014;
➤ SAP lack technical and soft skills as required by the hotel industry.	McIntosh & Harris, 2018; McKinney & Swartz 2021.
➤ Managers' accept SAP as team members but worried about the cost incurred.	Houtenville & Kalargyrou, 2012; Rao & Polepeddi, 2019.
➤ Managers' acknowledge SAP specific characters of reliability, devoted to work and dependence	Bengisu and Balta, 2010; Grześkowiak et.al, 2021

on co-worker.	
➤ Most of the employed SAP have deformities of speech and hearing and are more employed in hotel housekeeping.	Kalargyrou et al., 2020; Bengisu and Balta, 2010; Bonaccio et.al, 2020.
➤ SAPS are aware of RPWD Act but not about NCPEDP, though they seem satisfied working in the hotel industry.	Abidi & Sharma, 2014; Sarkar, 2018

Limitations of the study

Limitations highlight the difficulties encountered by the researcher when carrying out a certain study. However, the current study had certain relevant flaws that limited the findings.

The researcher has tried to reach all the five and four-star hotels registered with FHRAI in the NCR for an in-depth study. The literature review is limited to certain developed countries as there are limited studies and access to data were affected due to the pandemic. As the research was done during the pandemic of Corona virus, which has affected the hotel industry very severely, data collection was consequently affected. There was limited reach to the hotel premises, and most of the data were collected through online mode only. As every individual in the hotel segment is in a depressive situation, the researcher has managed to get only 250 responses out of 600 emails sent to different hotels. The quantitative study on specially-abled people has been changed to a qualitative one as many have left the job and are very hard to contact.

Recommendation

The study's findings and exploration of literature available from various research articles around the world suggest these changes to be implemented to create an inclusive

atmosphere.

Proposal for the hotel industry – The hotel industry in India should have a fixed percentage for the employment of specially-abled people in their establishments. Managers should have a training session on the deployment of this unique workforce. Employment should not be limited to four or five types of specially-abled people, but other types like acid attack victims or dwarfs can be explored. The corporate hotel sector should use technological advancement to employ specially-abled people.

Proposal for the academia – The research result for teaching and training of specially-abled people in the hotel schools of India, both government and private, is negligible. Most of the reserved seats remain vacant. Hotel schools should have more vocational courses in consultation with the industry to minimize the skill gap of the specially-abled people and make them more employable. (Wheebox, 2022)

Request to the society – The society should encourage and accept the specially-abled people in all works of life. The success of the government's mission in creating an inclusive society by 2030, as per NITI Aayogs planning, is achievable only with solid societal support. Acceptance of not only the victim but also to give moral support to the family.

Future research prospects

This study will encourage many hotels to employ more SAP based on their ability, and many educational institutes can train SAP as it is considered the main hindrance in acquiring a job and leading a dignified life. Future research can be done on Hotel Management College's role in imparting training to the specially-abled people, Worker's attitudes toward working with specially-abled people, NGOs, and Skill India's role in training specially-abled people in the hotel and tourism sector. Research can be done on how hotels can overcome the challenges in employing specially-abled people with the help of modern technical gadgets. A comparative study on employment of specially-abled people in Indian hotels with other countries, would explore the subject in a wider prospect. There are enormous scopes of research on this topic to elevate the lives of specially-abled people.

Summary

Thus, the chapter discussed the different practices adopted by the hotels in recruiting specially-abled people. Moreover, the perceptions about employing SAP by the HRD and

other departmental managers are unveiled. In addition, the various economic and non-economic parameters which influenced the lives of the SAP are figured out. (Banerjee Suprabhat, 2022)

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other departmental managers are unveiled. In addition, the various economic and non-economic parameters which influenced the lives of the SAP are figured out. (Banerjee Suprabhat, 2022)

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Appendix 1

Covering Letter for Research Questionnaire

Dear Manager,

Greetings of the day

I Suprabhat Banerjee a research scholar at Lovely Professional University, Jalandhar under doctoral program conducting a questionnaire to gain your viewpoints about current training topics, methods used for employees with disabilities in the hospitality industry, as well as attitudes and knowledge related with employees with disabilities. Results of the project will provide information for the hospitality industry about incorporating disabled workers and training methods used with disabled employees.

People with disabilities represent an important labor source for the hospitality industry around the world. Disabled employees can learn necessary skills to perform their jobs and contribute to the success of an organization. In order to better prepare employees with disabilities it is important to identify current training topics and needs for this sector of the population.

We need your input! Whether you currently employed disabled workers, formerly employed disabled workers, or have never employed disabled workers, your input is valuable. The questionnaire will take less than 15 minutes to complete. Your participation in this project is voluntary and you may refuse to participate. Return of a completed questionnaire indicates your willingness to participate in this project. To ensure confidentiality to the extent permitted by law, the following measures will be taken:

- 1) Questionnaire responses will remain completely anonymous and no identifiers will be used;
- 2) Only the identified researchers will have access to the research records; and
- 3) Research records will be used only for knowledge and betterment of the society.

If you have any questions, please contact at the e-mail or phone number listed below.

Thank you in advance for helping with this research.

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Appendix II

Questionnaire for Human Resource / Training managers of hotels

HR / Training Managers on Specially abled peoples training and employment - People with disabilities represent an important labor source for the hospitality industry around the world. Disabled employees can learn necessary skills to perform their jobs and contribute to the success of an organization. In order to better prepare employees with disabilities it is important to identify current training topics and needs for this sector of the population.

We need your input! Whether you currently employed disabled workers, formerly employed disabled workers, or have never employed disabled workers, your input is valuable.

Part I: On Specially abled peoples (SAP) training and employment.

1. How long your hotel is employing SAP?

___2yrs___5yrs___10yrs___15yrs___Not employing

2. What is the percentage of SAP currently employed in your hotel?

___Less than1%___10%___20%___40%___Above 40%

3. How and from where you source this manpower?

___Governmental Employment exchange

___Private Employment agencies ___NGOs

4. What is the process of recruitment of SAP?

____On-job Trainee____Contractual____Permanent

5. How many types of disability do you recruit?

____0-7____8-14____15-21

6. Which are the preferred departments for recruiting SAP?

____Housekeeping____F & B services____Food Production

____Front Office____Ancillary Department

7. The cross - training modules used by your hotel to train your staff

____Operational Departments____Allied Departments____Skills & Personal Development

____Crisis Management____All of the above

8. Indicate the training methods used for employees post recruitment.

____Classroom style / lecture____Self-guided booklet____On-line method

____On-job training____Demonstration____Role plays

9. Mention your preferred training tools used for your hotel employees

____Text and Manuals____Transparencies____Computer Programs/Simulations

____DVDs, CDs____Podcasts/Vodcasts

10. Is there any concession in recruitment criteria for SAP in comparison to Others?

____Yes____No

11. Do your establishment have separate manpower budget towards employment of SAP?

____Yes____No

Part II: Managers Perception on Specially-abled peoples employment.

1) I use/would use different training methods for specially-abled employees

____Strongly Agree____Agree____Slightly Agree____Neutral

____Slightly Disagree____Disagree____Strongly Disagree

2) Special trainer should train specially-abled persons in the hotel

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

3) Training specially-abled employee in the hotel is more difficult than any other employee.

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

4)I train/would train all employees using the same methods whether they are disabled or not.

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

5) Specially abled employees should be trained according to their ability and the job they have been appointed for in the hotel.

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

6) Specially abled employees are more humble and produce higher quality work than employees without disabilities.

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

7) I feel specially abled employees are more dependable than employees without disabilities.

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

8) Specially abled employees are absent less often than employees without disabilities.

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

9) Providing training on communication and soft skills for specially abled employees is important

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

10) Providing training on technical skills for them is important

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

Part III : Knowledge about disabilities

1)

RPWD Act- 2016 calls for an inclusive and accessible society for all

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

2) There are 21 types of disabilities that are included in the RPWD Act – 2016

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

3) Cerebral palsy, leprosy cured, dwarfism, acid attack victim and muscular dystrophy are also types of disabilities that are included in the RPWD Act – 2016

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

- 1) Autism, intellectual disability, mental illness, specific learning disability, and multiple sclerosis are also types of disabilities that are included in the RPWD Act – 2016

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

- 2) There is 4% job reservation for disable people according to the RPWD Act-2016

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

- 3) Government gives incentives to employers in private sector for employing 5% of their workforce with specially-abled employees.

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

- 4) I have heard of National Centre for Promotion of Employment for Disabled People (NCPEDP)

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

- 5) There is a grievance redressal forum to address any grievance faced by the disable in the community

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

Part-IV - Demographic information of interview participants

- 1)What type of operation do you work for?

___Five Star property___Four Star property

2) What is your gender?

____Male____Female

3) What is your age group?

____19-25 years____26-35 years
____36-45 years____46-55 years____over 55 years

4)What is your current job position?

____Manager____Director____Other

5)What experiences have you had with people with disabilities?

____None____Myself____Family____Friend____Co-worker/Employee

Appendix III

Questionnaire for Departmental managers or supervisors of hotels

Managers Perception on Specially-abled peoples employment - If you currently work with specially abled employees, please answer the following questions based on what you are doing; if you have worked with them in the past, please answer the questions based on what you have done; if you have no experience with them please answer based on what you think you would do.

Part I : Perception

1) I am / will be comfortable in working with specially abled people

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

2) I feel specially abled employees can be employed in Indian hotels and can work equally with employees without disabilities.

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

3) Specially abled employees need closer supervision than other employees

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

4) Specially-abled employees with disabilities are often late for work.

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

5) Specially-abled employees usually stay at a job for a longer time period than employees without disabilities

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

6) Specially-abled employees need special attention from co-workers.

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

7) Specially abled employees increase operational costs.

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

8) I make/would make reasonable accommodations for specially-abled employees

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

6) Hotels should provide pick-up and drop facilities to all specially-abled employees

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

7) Even after training, specially abled employees need special attention from supervisors

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

8) Specially abled employees usually takes more time to perform a job than employees without disabilities

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

9) I use/would use different training methods for specially-abled employees

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

10) Special trainer should train specially abled persons in the hotel

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

11) I train/would train all employees using the same methods whether they are disabled or not

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

12) Specially abled employees should be trained according to their ability and the job they have been appointed for in the hotel

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

13) Employees specially abled are more loyal to the organization than other employees

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

- 14) Specially abled employees are more humble and produce higher quality work than employees without disabilities

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

- 15) I feel specially abled employees are more dependable than employees without disabilities

___Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

- 16) Specially-abled employees are absent less often than employees without disabilities

Strongly Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

- 17) Providing training on communication and soft skills for specially abled employees is important

Agree___Agree___Slightly Agree___Neutral

___Slightly Disagree___Disagree___Strongly Disagree

- 18) Providing training on technical skills for them is important

___Strongly

Strongly Agree ___ Agree ___ Slightly Agree ___ Neutral

___ Slightly Disagree ___ Disagree ___ Strongly Disagree

Part II : Knowledge about disabilities

1)

RPWD Act- 2016 calls for an inclusive and accessible society for all

___ Strongly Agree ___ Agree ___ Slightly Agree ___ Neutral

___ Slightly Disagree ___ Disagree ___ Strongly Disagree

2) There are 21 types of disabilities that are included in the RPWD Act – 2016

___ Strongly Agree ___ Agree ___ Slightly Agree ___ Neutral

___ Slightly Disagree ___ Disagree ___ Strongly Disagree

3) Cerebral palsy, leprosy cured, dwarfism, acid attack victim and muscular dystrophy are also types of disabilities that are included in the RPWD Act – 2016

___ Strongly Agree ___ Agree ___ Slightly Agree ___ Neutral

___ Slightly Disagree ___ Disagree ___ Strongly Disagree

19) Autism, intellectual disability, mental illness, specific learning disability, and multiple sclerosis are also types of disabilities that are included in the RPWD Act – 2016

___ Strongly Agree ___ Agree ___ Slightly Agree ___ Neutral

___ Slightly Disagree ___ Disagree ___ Strongly Disagree

20) There is 4% job reservation for disable people according to the RPWD Act-2016

___ Strongly Agree ___ Agree ___ Slightly Agree ___ Neutral

___ Slightly Disagree ___ Disagree ___ Strongly Disagree

21) Government gives incentives to employers in private sector for employing 5% of their workforce with specially-abled employees.

☐ Strongly Agree ☐ Agree ☐ Slightly Agree ☐ Neutral

☐ Slightly Disagree ☐ Disagree ☐ Strongly Disagree

22) I have heard of National Centre for Promotion of Employment for Disabled People (NCPEDP)

☐ Strongly Agree ☐ Agree ☐ Slightly Agree ☐ Neutral

☐ Slightly Disagree ☐ Disagree ☐ Strongly Disagree

23) There is a grievance redressal forum to address any grievance faced by the disable in the community

☐ Strongly Agree ☐ Agree ☐ Slightly Agree ☐ Neutral

☐ Slightly Disagree ☐ Disagree ☐ Strongly Disagree

Part-III - Demographic information of interview participants

1) What type of operation do you work for?

☐ Five Star property ☐ Four Star property

2) What is your gender?

☐ Male ☐ Female

3) What is your age group?

☐ 19-25 years ☐ 26-35 years

☐ 36-45 years ☐ 46-55 years ☐ over 55 years

4) What is your current job position?

☐ Manager ☐ Director ☐ Other

5) What experiences have you had with people with disabilities?

☐ None ☐ Myself ☐ Family ☐ Friend ☐ Co-worker/Employee

Appendix IV

A semi-structured questionnaire to find out the impact of employment in hotels on the lives of specially-abled people (both economic and non-economic parameters).

- In which department of the hotel you are working?
- How you get to know about this job position?
- In which shift you use to work?
- Do you carry a special UID card issued by the Government?
- Do you get any monetary support from the Government?
- Did you live with your family and do they support you?
- Have you enrolled in social security scheme like EPF and ESI?
- Have you invested in insurance policies?
- Are you aware of RPWD ACT and NCPEDP?
- Do you know about job reservation in governmental jobs and grievance redressal forum in your area?

Appendix V

Letter from Lemon Tree Hotels

refreshingly different



12th September, 2019

TO WHOMSOEVER IT MAY CONCERN

Mr. Suprabhat Banerjee a bonafide research scholar pursuing Ph.D (Hotel Management) at Lovely Professional University, Phagwara, Punjab has approached us to do a brief study on "Employment of Disabled people" at few Lemon Tree Hotels, purely for academic purpose. His research objectives include a study on "Inclusive employment policy, awareness and training modules" at Lemon Tree Hotels located in National Capital Region of Delhi. This certificate is issued to facilitate his research and seek inputs as per Research Proposal.

A handwritten signature in blue ink, appearing to read "R Hari".

R Hari
General Manager Human Resources

Appendix VI

Consent letter from Paola Paez



Paola Paez to you

8 days ago

Mr. Banerjee,

With the proper acknowledgement and citation, you are welcome to use the same scale. If you need a copy of the survey please let me know and I will be happy to share it with you.

Have a nice day,

Paola Paez, PhD
Research Associate Professor
Center for Food Safety in Child Nutrition Programs
Kansas State University

Appendix VII

Some snapshots of data collection from SAP at various hotels of NCR





List of Abbreviations and Acronyms

ADIP -- Assistance to Disabled Persons for Purchase / Fitting of Aids / Appliances

AIF – America India Foundation

ALIMCO -- Artificial Limbs Manufacturing Corporation of India

CCPD -- Chief Commission of Persons with Disabilities

DDRC -- District Disability Rehabilitation Centres

DDRS – Deen Dayal Disabled Rehabilitation Scheme

EPR -- Employment-to-populace ratio

FDI -- Foreign Direct Investment

FHRAI -- Federation of Hotel and Restaurant Association of India

GBDN -- Global Business and Disability Network

ICF -- International Classification of Functioning, Disability

ICT -- Information and communications technology

ILO – International Labor Organization

ISLRTC -- Indian Sign Language Research and Training Centre

ISO -- International Organization for Standardization

LCD -- Leonard Cheshire Disability

MICE -- Meetings Incentives Conferences and Exhibitions

MOT -- Ministry of Tourism

NCPEDP -- National Centre Promotion of Employment for Disabled People

NCR -- National Capital Region

NHFDC -- National Handicapped Finance Corporation

NITI -- National Institution for Transforming India

NSO -- National Statistical Office

NSQF -- National Skill Qualifications Framework

NSS -- National Sample Survey

PPP – Percentage of People below Poverty

PRASHAD -- Pilgrimage Rejuvenation and Spiritual Heritage Augmentation Drive

PWD - People With Disabilities

RCI -- Rehabilitation Council of India

RPWD – Rights of People With Disabilities

SAMOA-- States Accelerated Modalities of Action

SAP – Specially Abled People

SDG – Sustainable Development Goals

SIDS -- Small Island Developing States

SIPDA -- Scheme for Implementation of Persons with Disability Act

TRRAIN-- Trust for Retailers and Retail Associates of India

TSAI -- Tourism Satellite Accounts for India

UGC -- University Grant Commission

UN -- United Nations

UNESCAP -- United Nations Economic and Social Commission for Asia and the Pacific

WTTC -- World Travel and Tourism Council

List of Publications

S.No	Type of Paper (Journal Paper/Conference proceeding/Book Chapter)	Name of the Journal/Conference/Book
1	UGC - Journal paper	IITM Journal of Business Studies (Special Issue)
2	Conference proceeding	INDAM 2022 - TRIPLE BOTTOM LINE th on Developing Business Resilience, Ecological Sustainability and Social Well-being in Post-Pandemic World
3	Conference proceeding	ICTIST 2022 - Indian Council of Social Sciences Research (ICSSR) sponsored International Conference on Trends and Innovations for Sustainable Tourism
4	Conference proceeding	BULMIN Journal of Management and Research
5	INTERNATIONAL CONFERENCE ON INCLUSIVE DEVELOPMENT THROUGH SOCIAL INNOVATION: OPPORTUNITIES AND CHALLENGES	AIMT Journal of Management, AIMT/ ,
6	WOS - Journal paper	International Journal of Early Childhood Special Education (INT-JECS)

List of Conferences and Workshops

Sl.No	Conference Theme / Workshop Topic	Duration	Dates	Organizing Institute
1	Redesigning Management and Organisations in New Paradigm	1 day	26th March 2022	IITM (Institute of Innovation in Technology and Management)
2	Neo Business Practices for the Evolving World	3 days	4th - 6th April 2022	SIBM (Symbiosis Institute of Business Management) Nagpur
3	INDAM 2022 - TRIPLE BOTTOM LINE- Developing Business Resilience, Ecological Sustainability and Social Well-being in Post-Pandemic World	3 days	7th -9th January 2022	IIM Rohtak

4	ICTIST 2022 - Indian Council of Social Sciences Research (ICSSR) sponsored International Conference on Trends and Innovations for Sustainable Tourism	2 days	23rd -24th February 2022	Thiagarajar School of Management, Madurai
5	“Sustainable Developmental Goals and Management Practices” (SDGMP 2022)	2 days	11th -12th February 2022	School of Hotel Management and Tourism, Lovely Faculty of Business and Arts, (SOHMT)
6	Industry 5.0: Human Touch, Innovation and Efficiency	1 day	28th January 2022	Mittal School of Business
7	Refresher Course on Research Methodology and Data Analysis (Workshop)	18 days	24th May - 12th June 2021	HRDC, LPU

8	International Conference on Equality, Diversity and Inclusivity: Issues and Concerns	1 day	25th September 2021	School of Education and School of Humanities, LPU
9	International Conference on Managing Business Enterprises - Evolving Dynamics In the Pandemic Era	1 day	4th September 2021	BULMIN
10	International Conference On Inclusive Development Through Social Innovation: Opportunities And Challenges	1 day	28th February 2020	AIMT (Army Institute of Management and Technology)