

Exploring attitudes towards disability employment in the Indian hotel industry: a qualitative inquiry

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Abstract

Purpose – This study investigates the attitudes and perceptions toward employing persons with disabilities (PWDs) in the Indian hotel industry, focusing on perspectives of senior management and frontline staff. It will also provide insights that could lead to policy changes and inclusive practices in the hospitality industry.

Design/methodology/approach – Through qualitative methods, including 19 semi-structured in-depth interviews with hotel employees across Delhi NCR, Goa and Bengaluru, this research uncovered the complex and varied views on integrating PWDs into the hospitality workforce.

Findings – Our investigation revealed a variety of perceptions after organising them into 18 sub-themes distributed across seven main themes. Results indicated that while senior managers often viewed PWD inclusion positively, citing benefits like enhanced loyalty and corporate social responsibility contributions, frontline staff expressed concerns about operational and service quality challenges. The findings also highlight the need for comprehensive training and support systems to integrate PWDs successfully.

Originality/value – This research contributes new insights into the dynamics of disability employment within a high-interaction service sector, advocating for policy changes and inclusive practices. It suggests practical measures for promoting inclusivity and diversity in hotel operations, marking a significant step forward in understanding and advancing workplace inclusivity in developing economies.

Keywords Persons with disabilities (PWDs), Hotels, India, Inclusivity, Perceptions, Qualitative

Paper type Research paper

1. Introduction

Persons with disabilities (PWDs) make up more than one billion individuals or about 15% of the universal population, as projected by the World Health Organization (WHO) in 2018 (Manoharan *et al.*, 2023). They constitute a dynamic workforce sector. In the Indian hotel sector, the employment rate for PWDs is approximately 37.6%, reflecting similar underemployment challenges worldwide. For instance, employment rates in Hong Kong (38.7%), the United States (38.1%), the United Kingdom (38.9%), and Australia (41.9%) project the extensive challenge of integrating PWDs into the labour force (Tak-yin Hui *et al.*, 2021). These numbers underline the need for the Indian hotel sector to implement wide-ranging hiring procedures and support mechanisms to showcase an assurance of diversity and inclusion of PWDs, thus positioning the country with international efforts to improve employment prospects for this underserved population. Negative perceptions, predominant among employers and co-workers, constrain job opportunities and career progression for PWDs and prevent the industry from utilising this valuable human resource pool (Vashishth *et al.*, 2019).

In the Indian hotel sector, known for its energetic and labour-intensive nature, the high turnover rate presents a significant issue (Vashishth *et al.*, 2019). To address this high turnover rate, many investigators advocate for disability inclusiveness as a tactical resolution (Ghosh *et al.*, 2022; Suresh and Dyaram, 2023). PWDs are often emphasised for their loyalty and lower turnover rates than non-disabled employees, potentially improving hotel productivity.

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Despite these advantages, the industry hesitates to engage PWDs due to a predominant prejudice toward employing individuals who fit conservative models of physical attractiveness and aesthetic presentation. This prejudice is maintained to sustain the hotels' professional image and service quality (Mooney and Baum, 2024; Nair *et al.*, 2015), making it a substantial barrier to their employment, particularly those with physical or cognitive disabilities.

Past research has mainly studied the benefits and challenges of hiring individuals with disabilities in Western contexts such as the US and Canada (Dimanche and Perzyna, 2024; Mooney and Baum, 2024). Research focusing on Asian countries, including India, is scant despite the region's stress on inclusive social relationships and collectivism in management (Tak-yin Hui *et al.*, 2021). Preceding research has focused on the perceptions of managers, customers, employers, and industry experts (Ghosh *et al.*, 2022; Vashishth *et al.*, 2019), with few studies considering the opinions of frontline employees who intermingle directly with colleagues with disabilities (Tak-yin Hui *et al.*, 2021). By not sufficiently considering the views of frontline employees, previous literature has missed a crucial component that could lead to conflicts between managerial intentions and practical execution. This creates a significant research gap, predominantly in the Indian hotel industry, where contradictory managerial and frontline perspectives can lead to workplace conflicts over disability employment. Managers may prioritise economic value and customer perceptions, while frontline staff may be anxious about workload, pay equity, and the workplace atmosphere. This study addresses this gap by examining disability employment from the managerial and frontline perspectives, providing perceptions to help employers and managers alleviate employee confrontation and efficiently integrate persons with disabilities into the labour force. This study aims to expose the perception gap between frontline staff and managers on the employment of PWDs in the Indian hotel industry. The study also aims to comprehend the attitudes and perceptions of managers and employees towards PWD employment in the sector, through an analysis of its advantages and challenges for the hotels, teams, and individuals involved.

2. Literature review

2.1 Disability employment and legal context in Indian hotels

Engaging people with disabilities in purposeful jobs that align with their passions, skills, and capabilities is known as disability employment (Kabeer and Anandkumar, 2024). This includes policies and regulations ensuring fair job opportunities, suitable variations, and defence against inequality in job settings (Vijay *et al.*, 2024). According to Vashishth *et al.* (2019), essential adjustments include modifying communication techniques and training programs, offering assistive devices for visual or auditory impairments, and making physical locations accessible by wheelchairs. Indian hotels increasingly recognise the importance of complying with the Rights of Persons with Disabilities Act of 2016, which mandates equal opportunities and non-discrimination (Dimanche and Perzyna, 2024). Beyond legal compliance, there is a growing acknowledgement of the business benefits of diversity and inclusion. Implementing disability employment approaches involves addressing attitudinal blockades, promoting employee cognizance, and ensuring leadership assurance of diversity and inclusion principles (Suresh and Dyaram, 2023).

2.2 Global insights and challenges in disability employment

Insightful findings are demonstrated by previous research on disability employment in India's hotel industry, which correlates with global investigations. According to Tak-yin Hui *et al.* (2021), there are no significant distinctions between individuals with and without disabilities regarding appraisals, supervisory demands, job longevity, absence rates, or compensation requests. Pérez (2024) corroborated these findings and emphasised a favourable employer perspective on the abilities and output of workers with disabilities. Studies (Al Fardan and

[Morris, 2019](#); [Morris and Kazi, 2014](#)) indicate that guests have more favourable perceptions of organisations employing individuals with disabilities (PWDs). Furthermore, [Tak-yin Hui et al., 2021](#)) observed that guests preferred hotels regarded as disability-friendly.

The employment of PWDs in Indian hotels is a component of a larger Asian trend toward inclusivity. India faces several barriers in providing accessible employment for people with disabilities, as highlighted by [Singh \(2024\)](#). Similar issues regarding adjustments and specialised training costs have been noted in Hong Kong and Malaysia ([Tak-yin Hui et al., 2021](#)). Furthermore, developing positive connections between employees with and without disabilities and addressing the general lack of disability cognisance are significant obstacles. Discrimination and biases against PWDs remain predominant in South Korea and Japan ([Arrington, 2021](#)), posing regional challenges. Operational apprehensions such as staffing, training, monitoring, and task distribution are common across Asia, as studies from Singapore and the Philippines indicate ([Aytona et al., 2022](#)). The experience of Indian hotels, as deliberated by [Dimanche and Perzyna \(2024\)](#), highlight the importance of incapacitating these barriers to fully utilise a diverse workforce that includes PWDs.

Indian hotels have implemented disability inclusiveness to address labour deficiencies in a shrinking workforce ([Dimanche and Perzyna, 2024](#)). However, hoteliers often prioritise candidates who fit conventional physical attractiveness and self-presentation standards, which are crucial for maintaining the hotel's brand image through frontline staff ([Gupta et al., 2023](#)). This tendency makes it challenging for individuals with disabilities—especially those who struggle with cognitive and physical impairments—to obtain front-desk positions. Technical expertise is frequently overshadowed by the sector's focus on aesthetics and interpersonal abilities ([Dimanche and Perzyna, 2024](#)). Furthermore, the requirement for employees to demonstrate emotional labour—that is, to be happy and sincere—presents difficulties to individuals with disabilities, compromising their ability to perform their jobs and their overall health because of appropriate workplace adjustments ([Morris and Kazi, 2014](#)). Despite these challenges, preceding studies suggest a rising guest preference for hotels that hire and support people with disabilities, demonstrating a probable shift towards more inclusive hiring practices in the Indian hotel industry ([Kabeer and Anandkumar, 2024](#); [Suresh and Dyaram, 2023](#)).

As highlighted above, previous studies on disability employment significantly lack breadth, mainly focusing on the perceptions of employers, managers, and customers. Moreover, the investigation of disability inclusion is further constrained by the limited number of studies conducted within the Asian context, where collectivist values predominate ([Tak-yin Hui et al., 2021](#)). To address these research objectives, this study will conduct an extensive qualitative examination involving in-depth interviews with managerial staff and frontline employees at a few internationally recognised hotel-chains. Notably, these hotels have taken the lead in hiring individuals who possess cognitive disabilities, often known as intellectual impairments. The objective was to gather and examine perspectives regarding disability inclusion in the workplace, adding to the body of literature by providing detailed perspectives in a real-world setting.

3. Methodology

3.1 Research setting

This study used semi-structured, in-depth interviews with open-ended questions to extract qualitative information ([Tak-yin Hui et al., 2021](#)). Nineteen in-depth interviews were conducted with senior management staff, frontline staff, and executive-level employees to learn about the employment perspectives of PWDs in the Indian hospitality sector (interviewee profiles are provided in [Table 1](#)). The data saturation point was attained with these interviews, indicating that no new themes or ideas could emerge from further interviews. The interviews were conducted in person to provide a more personalised and in-depth interaction. This facilitated the collection of in-depth information using non-verbal cues and prompt follow-up

Table 1. Interviewee profiles

Respondents (code)	Gender	Age	Designation	Department	Work experience (in years)	Location
R1	Male	57	Restaurant Manager	Food and Beverage	19	Goa
R2	Female	49	Executive Housekeeper	Housekeeping	16	Delhi-NCR
R3	Female	23	Room Attendant	Housekeeping	3	Delhi-NCR
R4	Male	24	Steward	Food and Beverage	3	Goa
R5	Male	46	Duty Manager	Front Office	15	Bengaluru
R6	Female	36	Asst Training Manager	Human Resources	10	Bengaluru
R7	Female	55	Restaurant Manager	Food and Beverage	23	Goa
R8	Male	41	Room Attendant	Housekeeping	19	Goa
R9	Male	29	Room Attendant	Housekeeping	8	Delhi-NCR
R10	Female	68	Captain	Food and Beverage	35	Bengaluru
R11	Female	56	Housekeeping Supervisor	Housekeeping	28	Delhi-NCR
R12	Male	42	Bell Boy	Front Office	16	Delhi-NCR
R13	Female	39	Captain	Food and Beverage	12	Delhi-NCR
R14	Male	57	Front Office Manager	Front Office	24	Goa
R15	Female	56	Housekeeping Supervisor	Housekeeping	26	Delhi-NCR
R16	Female	45	Restaurant Manager	Food and Beverage	21	Bengaluru
R17	Male	61	Front Office Manager	Front Office	29	Goa
R 18	Male	50	Executive Housekeeper	Housekeeping	25	Goa
R 19	Male	28	Steward	Food and Beverage	5	Delhi-NCR

Source(s): The authors

questions. These interviews were strategically held across six prominent five-star chain hotels in the Delhi-NCR region, Bengaluru, and Goa. The prominence of these regions in the hotel industry makes them an ideal setting for examining perceptions and attitudes towards disability employment, given their high service standards and significant contribution to the reputation of the national hospitality sector (Gupta *et al.*, 2023).

To understand the realistic and strategic aspects of hiring PWDs, a purposeful and strategic selection process was used to choose participants from top hotel operations and management teams. This was thought to provide a thorough understanding of the positive and negative aspects of incorporating PWDs into the labour force (Ghosh *et al.*, 2022). Potential participants were identified based on their roles and experience within the hotel industry. We approached the selected hotels through formal communication channels, initially sending out invitation letters and information sheets detailing the study's purpose and confidentiality assurances. Follow-up communications confirmed participation and scheduled interview appointments at convenient times. This careful approach ensured we engaged participants who could provide relevant and insightful contributions to our research.

3.2 Data collection

Questions derived and adapted from previous investigations were probed to executive-level staff, frontline workers, and senior management during these 19 interviews (Morris and Kazi, 2014; Tak-yin Hui *et al.*, 2021). Key questions included: What issues require immediate attention to include staff with disabilities effectively? What are the main goals of your hotel's disability employment policies? What kind of training does the hotel offer to ensure PWDs have a welcoming environment? In what ways does your hotel promote a welcoming and inclusive work environment for employees with disabilities? What impact does hiring of PWDs have on your customer service standards? A detailed list of guiding questions is provided in [Annexure](#).

Qualitative data from each interview was thoroughly transcribed to ensure validity and accuracy. Finding keywords in the transcriptions and choosing those having the highest frequency counts was the first stage of our investigation (Tak-yin Hui *et al.*, 2021). These phrases were then grouped into main themes, including the influence on the organisation, customer service quality, work performance, and team dynamics. Later, the co-author scrutinised the interview scripts to ensure the integrity and consistency of our thematic analysis. This re-examination compared the themes against the interview questions and transcript content to ensure their significance (Gupta *et al.*, 2023).

We used NVivo software, following the recommendation of AlYamandy and Alabri (2013) to systematically categorise and highlight key themes. The interview transcripts were recited multiple times to acquaint ourselves with the data. Key phrases and concepts were coded and grouped into initial themes, which were reviewed and refined through an iterative process involving multiple coders to ensure consistency. Inter-coder reliability checks validated the themes against the research questions and available research. This thorough process confirmed the consistency and validity of our thematic analysis. NVivo simplified a structured and in-depth evaluation of the interviews, allowing for a detailed understanding of attitudes and perceptions toward hiring persons with disabilities in the hotel sector.

4. Results and discussion

The qualitative information obtained from in-depth interviews was subjected to theme analysis in this research (Tak-yin Hui *et al.*, 2021). This investigation aimed to identify the perception gaps about disability employment that persist amongst executive-level employees, frontline staff, and senior management staff. Our investigation discovered a range of perspectives, which was organised into eighteen sub-themes distributed throughout the seven main themes. Each theme and pertinent quotes from participants are methodically provided in [Table 2](#), illustrating the views on integrating persons with disabilities into the workforce.

Regarding the results of our first theme, "Performance insights on PWDs," the sub-theme "Adjusting expectations" emerged as the most prominent. Participants observed that minor changes positively improved PWD employee productivity in service schedules. "We have learned to adjust our service schedules slightly, enabling our PWD staff to excel in their roles," commented an employee of the service team. Nonetheless, a few senior staff members brought up issues like "performance uncertainty" and "slow at work." Due to these issues, a restaurant manager noted the need for extra care when PWD staff provide guest service. These results demonstrate the importance of hiring PWDs in the hospitality sector, which enhances output and customer satisfaction. They corroborate studies by Tak-yin Hui *et al.* (2021) and Al Fardan and Morris (2019) that highlight the value of flexible accommodation in maximising PWD performance. Proactive monitoring and customised support must address issues like perceived slowness and performance uncertainty to foster an inclusive and productive workplace.

Our findings revealed significant insights regarding the theme of "Organisational benefits." Most senior hotel managers highlighted that integrating PWDs into their teams unlocked unexploited potential, improved the talent pool, and nurtured creativity and innovative problem-solving. This was surprising, as Tak-yin Hui *et al.* (2021) had stated opposite

Table 2. Themes, sub-themes and corresponding quotes

Main themes	Sub-themes	Corresponding quotes
Performance insights on PWDs	Adjusting expectations	“We have learned to adjust our service timelines slightly, which allows our PWD staff to shine in their roles”
	Slow at work	“Sometimes guests complain about the delay in service and that they have to wait for long periods to receive their orders or services”
	Performance uncertainty	“I need to be extra cautious and track PWDs delivering services to guests, as their service level can be inconsistent”
Organizational benefits	Talent diversification	“Diversifying our team with PWDs has opened new talent pool that we previously overlooked. It has been a game-changer for us regarding creativity and problem-solving”
	Sustainability and efficiency	“Our approach to including PWDs has led to unexpected efficiencies in our operations. It is a win-win”
	Corporate image enhancement	“Our commitment to inclusivity has really resonated with our guests. I have seen a tangible enhancement in how our brand is perceived”
Influence on workplace culture	Morale and purpose	“Seeing the determination of our PWD colleagues has been incredibly motivating for our team and has brought a renewed sense of purpose to our work”
	Workload balance and equity	“Finding the right balance of workload has been challenging but essential. We are constantly learning and adjusting to ensure fairness for all staff”
	Supportive environment	“Fostering a supportive environment where everyone feels valued is key. It is something we work on every day”
Effective work assignments for PWDs	Task appropriateness	“We carefully match tasks to the abilities of our PWD staff, like assigning them to roles where they can excel, such as in housekeeping services. Seeing them take pride in their work is rewarding”
	Training and communication	“It took extra training and patience, but the communication barrier we initially faced with our PWD staff has become a success story. They are fully integrated into our team now”
	Supervision and support	“Yes, it requires more time and supervision, but the investment in our PWD staff has paid off. Their growth and development have been incredible to watch”
Necessity of specialized training	Integration and productivity	“The specialized training we have developed for our PWD employees has been crucial. It is not just about making them fit into our world, but about us understanding how to adapt to theirs as well”
	Teamwork and inclusion training	“We run regular inclusion workshops for all our staff. It has made a huge difference in how we work as a team and support each other, regardless of anyone’s abilities”
Customer engagement and feedback	Satisfaction and appreciation	“Our guests often mention how they appreciate our inclusive employment policy. Some have shared stories of how it has impacted their view of our hotel, making them choose us over others”
	Service culture and reputation	“Adopting an inclusive hiring policy has not just been about doing good; it has reshaped our service culture and significantly boosted our reputation”

(continued)

Table 2. Continued

Main themes	Sub-themes	Corresponding quotes
Leadership’s role in fostering inclusion	Commitment and policy implementation	“Our leadership’s commitment to diversity and inclusion has been the driving force behind our policies. It is one thing to talk about inclusivity; it is another to live it out daily in your business practices”
	Guiding team on inclusivity	“Clear guidelines and actionable policies from our leadership have helped guide our team in creating a more inclusive workplace. It has been an educational journey for all of us”

Source(s): The authors

findings. Under the sub-theme “Sustainability and efficiency,” a guest room attendant and a restaurant manager emphasised operational efficiencies gained from inclusive employment practices, highlighting both moral and practical benefits. Moreover, “Corporate image enhancement” emerged as an important sub-theme, with employees perceiving improved brand perception and guest satisfaction due to the organisation’s commitment to inclusivity, aligning with [Perez’s \(2024\)](#) findings. This suggests the importance of inclusive employment practices for social responsibility, strategic advantage, and improved stakeholder relationships in the hospitality industry.

Results revealed notable perceptions and attitudes of hotel employees towards PWDs under the theme “Influence on workplace culture.” Senior managers expressed that witnessing the determination of PWD colleagues has deeply motivated the entire team, infusing their work with renewed purpose. A housekeeping supervisor acknowledged the challenges of achieving fair workload distribution but emphasised the ongoing commitment to learning and adjustment to ensure equity. Furthermore, the concept of a “Supportive environment” emerged as crucial, with respondents suggesting efforts to foster a workplace where every individual feels valued, enhancing overall culture. These results align with [Dimanche and Perzyna \(2024\)](#), representing that embracing PWDs’ unique perspectives and talents can assist hotels in developing new services and catering to a broader range of guests. By aligning policies with laws such as the Rights of Persons with Disabilities Act 2016, stakeholders can alleviate legal risks and uphold the rights and dignity of PWDs.

Under the main theme of “Effective work Assignments for PWDs,” a senior housekeeper expressed the commitment to carefully matching tasks to the abilities of PWD staff, citing examples such as assigning them roles in housekeeping or laundry services where they can excel, which nurtures a sense of pride in their work. Most hotel employees recognised the additional time and supervision required yet highlighted the satisfying outcomes of the noteworthy growth and development observed among PWD staff members. These perceptions highlight the importance of personalised approaches and continuing support systems in facilitating the relevant employment of PWDs within the hospitality sector, supporting the findings of [Suresh and Dyaram \(2023\)](#). Therefore, stakeholders need to assign resources for inclusive training programs and ongoing support mechanisms personalised to the explicit needs of PWD staff.

The analysis revealed a common acknowledgement among five-star hotel employees of the need for specialised training for PWDs in the hospitality sector, aligning with [Tak-yin Hui et al. \(2021\)](#). “The specialised training for our PWD employees was crucial,” stated a senior manager. It is equally our responsibility to accommodate their requirements as it is for them to fit into ours. This indicates a change in hotel settings towards inclusivity. Also, our research stressed the value of inclusive training and teamwork, with regular training sessions generating a positive work environment. This view was confirmed by an executive-level employee, who

provided evidence of the visible advantages of diversity and inclusive programs for staff satisfaction and organisational performance.

Within the “Customer engagement and feedback” theme, respondents highlighted the sub-theme of Satisfaction and appreciation. They noted that inclusive employment policies gathered guest appreciation and influenced hotel choice, linking inclusivity directly to customer satisfaction, as supported by the study of [Vashishth et al. \(2019\)](#). According to a manager, happy customers frequently become loyal, encouraging return business and positive word-of-mouth, increasing the hotel’s future profitability. A senior manager stated that the hotel’s reputation had improved, and the service culture had been transformed by inclusive hiring methods. This implies that being inclusive is a strategic advantage that also serves as a moral obligation, setting the hotel apart by providing a warm and diverse setting.

Lastly, respondents at all organisational levels highlighted the importance of leadership commitment in shaping organisational culture. This theme highlights how authentic dedication from leadership translates rhetoric into tangible actions, nurturing a more inclusive workplace, as noted by [Suresh and Dyaram \(2023\)](#). Our sub-themes highlighted the role of clear guidelines and actionable policies from leadership in driving organisational change. These results highlight the influence of proactive leadership in endorsing diversity, equity, and inclusion within the hospitality sector. Stakeholders, including hotel managers, owners, and industry associations, should distinguish the critical role of leadership in creating supportive and accommodating workplaces for PWDs, thereby enhancing workforce diversity and the industry’s overall reputation.

5. Conclusions and recommendations

In conclusion, this study examined the perceptions and attitudes of staff members working in upscale hotels in relation to hiring PWDs and their impact on organisational processes. This study emphasised the significance of customised training programs, adaptive accommodations, and continuous support systems in enhancing the effectiveness and integration of PWDs in hotel settings. These observations highlight the strategic benefits of embracing inclusion, creating welcoming workplaces for all staff members, and offering helpful guidance to stakeholders in the hospitality sector.

Moving forward, hospitality industry stakeholders should utilise the implications of this study to foster meaningful change. This involves establishing training programs specifically designed to meet the needs of PWDs, ensuring they are competent for their positions, and cultivating an inclusive culture through consistent leadership development and responsibility for diversity indicators. Developing inclusive workplaces requires proactive steps like clear guidelines, implementable policies, and targeted training. PWD recruitment and retention will be further supported by conducting regular evaluations of these efforts’ efficacy and by interacting with community organisations and disability advocacy groups. By prioritising these measures, stakeholders may ultimately create more equitable and inclusive settings within the hospitality industry by increasing organisational performance, enhancing employee satisfaction, and strengthening their image within the community.

6. Limitations

One limitation of this study lies in the sample representation. The research focused only on employees within five-star hotels, potentially limiting the generalisability of the findings to other sectors within the hospitality industry. Future research could benefit from expanding the sample size and diversity of participants to ensure a more comprehensive understanding of attitudes toward PWD employment across different hospitality settings. Secondly, qualitative data analysis from in-depth interviews was the primary method to explore employee attitudes and perceptions. While this analysis is valuable for identifying themes

and patterns within textual data, it inherently relies on interpretation and subjective judgement, which may introduce bias. Employing supplementary research, such as surveys or observational studies, could provide a more robust understanding of attitudes toward PWD employment.

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Annexure

Guiding questions for interviews

- (1) When considering the employment of staff with disabilities in your hotel, what specific issues do you believe require immediate attention to facilitate their inclusion effectively?
- (2) What are the primary goals your hotel aims to achieve by implementing disability employment policies?
- (3) In the case of new co-workers with disabilities, what additional steps do you consider necessary to support their integration and success in the workplace?
- (4) What impact, if any, does including PWDs have on team dynamics and morale?
- (5) How do you think customers perceive the employment of PWDs in your hotel?
- (6) From your perspective, how do the performance and productivity of PWDs compare with other employees?
- (7) Have you observed any attitudinal barriers or stigma within the hotel regarding PWDs? How are these addressed?
- (8) What kind of training or support systems are available for staff to work with PWDs effectively?
- (9) How does your hotel actively work to create a friendly and accommodating working environment for workers with disabilities? Can you describe any specific policies or practices?
- (10) How do you anticipate and plan for potential challenges that might arise in the process of implementing disability employment practices?
- (11) How does employing PWDs affect the quality of customer service, if at all? Can you describe any specific policies or practices?
- (12) What strategies are in place for the recruitment and retention of PWDs?
- (13) How do legal compliance and corporate social responsibility (CSR) influence your hotel's approach to employing PWDs?
- (14) What is your outlook on the future of PWD employment in the hotel industry, and what steps are being considered to enhance their integration?

About the authors

Dr Vikas Gupta holds a Ph.D. in Hospitality. He has also done his master's degree in Tourism Management and bachelor's degree in hospitality and Hotel Administration. Apart from his academic credentials, he possesses exemplary leadership and training skills, making him a really sought-after professional, especially in the fields of Food Production and Culinary Arts. He has rich and extensive experience teaching for more than 16 years in both India and abroad with renowned names such as The University of the South Pacific, Fiji National University, Amity University, and Various Central and State IHM's in India. He is presently working with The University of the South Pacific as a Lecturer in the field of Hospitality. He also has a very good research background with publications in SCOPUS and ABDC-

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