



**Fostering disability inclusion in hospitality
organisations: Exploring co-workers' role in the social
integration of employees with disabilities (EWDs)**

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An Integrated Thesis Submitted in Partial Fulfilment of the
Requirements of Bournemouth University for the Degree of Doctor
of Philosophy

March 2025

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ABSTRACT

This integrated thesis fills the gap in the academic literature regarding fostering disability inclusion in employment within the hospitality sector, an emerging area of diversity and inclusion. Despite scholarly attention and ongoing efforts to promote disability inclusion through policies and human resources practices at both national and organisational levels, employees with disabilities (EWDs) continue to experience significant exclusion in terms of engagement and collaboration with co-workers. This exclusion typically stems from persistent barriers in organisational culture and ecosystems, such as lack of understanding and limited opportunities for meaningful interaction, which hinder their full participation and integration into team activities. The lack of knowledge about the roles of co-workers, who are key stakeholders working directly with EWDs, has contributed to negative treatment, stereotypes, and stigma toward EWDs. This issue has been identified as a major barrier to social integration in disability employment and serves as the motivation for this study. Therefore, this integrated thesis seeks to address these knowledge gaps by focusing on three distinct research objectives, each explored through separate studies.

The first objective (Study 1) involves a comprehensive integrative review of existing literature on disability inclusion in hospitality, focusing on tourists and employees with disabilities to assess current interventions and gaps related to disability inclusion. Based on an analysis of 101 empirical disability inclusion articles from top-ranking hospitality journals, the findings highlight a greater emphasis on tourist-related inclusion over employment. It reveals the need for improved employment systems and proactive strategies to promote social sustainability and inclusivity of EWDs. The review also calls for exploring the role of diverse organisational ecosystems within organisations in shaping inclusion outcomes.

The second objective (Study 2) addresses the social barriers in disability employment by analysing the psychosocial factors that influence co-workers' behaviour to support EWDs. This study applies the extended theory of planned behaviour and ethics of care theory. It evaluates how positive attitudes, subjective norms, perceived behavioural control, anticipated emotions and the moderating effect of past behaviour affect co-workers' intention to support EWDs. The study reveals that while individual responsibility drives supportive behaviour rather than social norms, co-workers' willingness to support EWDs is significantly influenced by their attitudes, perceived behavioural control and anticipated emotions. The moderating effect of past behaviour is the key finding of this

research, revealing differences in supportive behaviour between inexperienced and experienced co-workers. The study highlights the importance of co-workers' moral obligations and direct experiences in overcoming stereotypes and enhancing their supportive intentions.

The third objective (Study 3) expands on the role of co-workers in fostering disability inclusion by exploring the factors influencing their self-efficacy in supporting EWDs. While the self-efficacy of EWDs is essential for their job performance, it is equally important to understand co-workers' skills and competencies to engage with EWDs. Study 3 draws on theories of self-efficacy theory and ethics of care theory to examine how job resources, such as organisational diversity climate and the perceived usefulness of facilitating technology, impact co-workers' self-efficacy, with a focus on the mediating role of psychological states of anticipated emotions. The findings show that organisational support and technology resources are crucial for fostering co-workers' self-efficacy. Anticipated emotions serve as a mediating factor, reinforcing co-workers' problem-solving coping strategies and resilience in supporting EWDs.

Studies 2 and 3 employ a quantitative approach with a survey method. They target non-disabled co-workers in different roles within three major hospitality organisations in Malaysia that have strong disability employment policies and significant experience employing EWDs. These cross-sectional studies encompass 421 respondents from the food service, accommodation, and retail sectors.

This research significantly advances existing theoretical frameworks, such as the theory of planned behaviour theory and self-efficacy theory, by integrating principles from the ethics of care theory. It offers novel insights into the factors influencing workplace inclusion for EWDs. The study underscores the critical role of individual characteristics, organisational culture, leadership commitment, and resource availability in shaping co-workers' attitudes and behaviours towards EWDs. These factors, in turn, mediate co-workers' readiness, motivation, and engagement in fostering an inclusive environment and promoting effective collaboration with EWDs. Ultimately, the findings contribute to a deeper understanding of how organisational practices can enhance the well-being and professional development of EWDs in hospitality settings.

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LIST OF ABBREVIATIONS

ADANCO	Advanced Analysis of Composites
AMOS	Analysis of Moment Structure
AVE	Average Variance Extracted
BU	Bournemouth University
CA	Cronbach Alpha
CB-SEM	Covariance Structural Equation Modelling
COVID-19	Coronavirus Disease 19
CR	Composite Reliability
DI	Disability Inclusion
EWDs	Employees with Disabilities
H&T	Hospitality and Tourism
HR	Human Resources
HRM	Human Resources Management
HTMT	Heterotrait-Monotrait Ratio
IBM	International Business Machines
LISREL	Linear Structural Relations
PhD	Doctor of Philosophy
PLS-SEM	Partial Least Squares Structural Equation Modelling
PWDs	People with Disabilities
Q ²	Predictive Relevance
QR	Quick Response
R ²	Coefficient of Determination
SEM	Structural Equation Modelling
SmartPLS	Software for Partial Least Squares
SPSS	Statistical Package for the Social Science
SRMR	Standardised Root Mean Square
TPB	Theory of Planned Behaviour
TWDs	Tourists with Disabilities
VIF	Variance Inflator Factor
WarpPLS	Software for Partial Least Squares
α	Cronbach's coefficient alpha
Q ²	Predictive Relevance or Stone-Geisser's Q ²
R ²	R-squared or Coefficient of Determination

ACKNOWLEDGEMENT

“In the name of Allah SWT, the Most Gracious, the Most Merciful”

I want to express my heartfelt gratitude to those who have supported me in completing this doctoral research endeavour.

First and foremost, my family has been my rock through this journey. My mother’s unwavering prayers and encouragement have been my strength. At the same time, my husband, Hendra Darwis, and our daughters, Hadeel Amani and Hasya Alani, have transformed every milestone into a vibrant achievement with their support and love. They stood by me through countless challenges and triumphs, making this doctoral research journey in a foreign land possible and extraordinary. Without them, none of this would have been meaningful.

I am forever grateful to the Ministry of Higher Education Malaysia and Universiti Teknologi MARA (UiTM) Malaysia for their belief in my potential, funding this program, and providing me with this invaluable experience.

I extend my most profound appreciation to my supervisors for their expertise, dedication, and encouragement. Professor Dr. Gbolahan Gbadamosi, your confidence in my work and your wisdom, especially when I doubted myself, have been invaluable. Dr. Svetla Stoyanova-Bozhkova, your consistent support and guidance have kept me on track, enabling me to balance my progress with my roles as a mother and wife.

I would also like to thank the expert panels who provided feedback on my instrument validations, language validators, research representatives and all the respondents who voluntarily participated in my research. Their contributions were crucial to this study.

Navigating the highs and lows of this journey would not have been manageable without my “PhD buddy”, Mohd Taufik Zamri. Despite being thousands of miles apart, I cherished every online meeting we had over the past three years. Your tidbits helped us stay sane and made this ride enjoyable.

Finally, I extend my heartfelt thanks to everyone at Bournemouth University who supported me during my time here. I thank the Doctoral College teams, BUBS Postgraduate Administrators Denise George and Zoe Leonard, my dear friend Kamonpa Wangkuanklang, and all the BUBS fellow researchers.

DEDICATION

Abah,

I dedicate this to you, the epitome of perseverance and determination. Your soldier qualities have shown me that any hurdle can be conquered with resilience and dedication. Thank you for teaching me the power of never giving up!

Al-fatihah.

AUTHOR'S DECLARATION

I hereby declare that:

This thesis was done while a candidate pursued a PhD at Bournemouth University.

I wrote the work and generated it from my original research.

I have attributed all consulted works and given sources for all quotations.

Some parts of this work have been published, while others are currently under review by selected journals or have been presented prior to submission. The list of these publications (published/under review) and presentations is as follows:

Journal publications – Published

1. Author: Jamin, A., Gbadamosi, G. and Stoyanova-Bozhkova, S.
Year: 2024
Title: The ecosystem of disability inclusion in hospitality and tourism organisations: an integrative review and research agenda
Journal: International Journal of Contemporary Hospitality Management
Ranking: Q1 (CABS 3-star ranking)

Journal Publication – Under review at the time of writing this thesis

1. Author: Jamin, A., Gbadamosi, G. and Stoyanova-Bozhkova, S.
Year: 2024
Title: Championing disability inclusion: the mediating role of anticipated emotions in the relationship between job resources and co-worker self-efficacy.
Journal: Equality, Diversity and Inclusion: An International Journal
Ranking: Q1 (CABS 2-star ranking)

Journal Publication – Ready for submission at the time of writing this thesis

1. Author: Jamin, A., Gbadamosi, G. and Stoyanova-Bozhkova, S.
Title: Fostering sustainable disability inclusion behaviour in the hospitality organisations through the social model lens: Perspectives from co-workers.

Seminars and Colloquiums:

1. Author: Jamin, A.
Year: 2022
Title: Fostering work inclusion for people with disabilities in the hospitality organisations: The views of non-disabled co-workers.
Program: Department of People and Organisations Research Seminar, Bournemouth University, United Kingdom
Category: Oral presentation
2. Author: Jamin, A.
Year: 2024
Title: Championing disability inclusion in organisations: The roles of job resources on co-workers' self-efficacy and the mediating effects of anticipated emotions.
Program: BUBS Postgraduate Colloquium, Bournemouth University, United Kingdom
Category: Oral presentation

Conference presentations:

1. Author: Jamin, A., Gbadamosi, G. and Stoyanova-Bozhkova, S.
Year: 2021
Title: Are we there yet? A perspective from people without disabilities to support disability inclusion practices in the workplace.
Program: The 13th Annual Postgraduate Research Conference, Bournemouth University, United Kingdom
Category: Oral presentation
2. Author: Jamin, A., Gbadamosi, G. and Stoyanova-Bozhkova, S.
Year: 2022
Title: Theoretical examination of work inclusion for people with disabilities in hospitality organisations.
Program: EuroCHRIE Conference 2022, Apeldoorn, Netherlands
Category: Poster presentation
3. Author: Jamin, A., Gbadamosi, G. and Stoyanova-Bozhkova, S.

Year: 2022
Title: Extending the Theory of Planned Behaviour (TPB) to promote work inclusion behaviour in disability employment.
Program: The 14th Annual Postgraduate Research Conference, Bournemouth University, United Kingdom
Category: Poster presentation

4. Author: Jamin, A., Gbadamosi, G. and Stoyanova-Bozhkova, S.
Year: 2023
Title: Disability inclusion in hospitality organisations: Are we there yet?
Program: Surrey Conference 2023, Surrey University, United Kingdom
Category: Oral presentation

5. Author: Jamin, A., Gbadamosi, G. and Stoyanova-Bozhkova, S.
Year: 2023
Title: Validating measurement model of PLS-SEM higher-order constructs using modified Theory of Planned Behaviour (TPB).
Program: The 15th Annual Postgraduate Research Conference, Bournemouth University, United Kingdom
Category: Poster presentation

Signature : _____

Name : _____

CHAPTER 1: GENERAL INTRODUCTION

1.1 Introduction

Disability inclusion in the workplace is a critical issue that warrants deeper exploration, particularly given the significant gaps in existing research. While extensive studies have been conducted on workplace accommodation and selection processes for disability inclusion, there is limited research on the social integration of employees with disabilities (EWDs) after they are recruited, which can greatly impact their well-being and productivity. Social integration encompasses physical, behavioural, cognitive, and emotional ways of building connections and relationships, promoting a sense of belonging and active participation with others (Holt-Lunstad 2021). This process significantly influences personal and work adjustments for all employees and is especially valuable for EWDs, who view these interactions as the most critical aspects of their lives (Khayat-zadeh-Mahani et al. 2020; Emerson et al. 2021). This oversight is particularly concerning because previous research often fails to acknowledge the crucial role of co-workers, whose attitudes and behaviours are closely connected to the social integration challenges faced by EWDs. Addressing these challenges necessitates enhancing trust, collaboration, and positivity in the workplace and fostering a sense of being valued and respected, which are linked to better relationships and overall well-being (Mastroianni and Storberg-Walker 2014).

This thesis adds to the body of knowledge by identifying gaps and opportunities in disability inclusion, particularly examining co-workers' perspectives in supporting EWDs in the workplace. While disability inclusion in the Global South has been less studied than in the Global North, it is crucial to examine this context to incorporate co-workers' perspectives on disability inclusion specific to each country. Therefore, the research focuses on the context of hospitality organisations in Malaysia, where disability employment is gaining attention due to its financial and social responsibility benefits. By understanding co-workers' roles in supporting disability inclusion, this study provides valuable insights for similar settings in other Global South countries with comparable structural and cultural factors.

1.2 Integrated thesis format

This PhD thesis adopts an integrated format, incorporating three paper-style chapters in the final thesis report. This approach was chosen to enhance research productivity, professional development, academic visibility, and collaborative opportunities for early-

career researchers. Three paper-style chapters in this thesis are stand-alone manuscripts, each containing its introduction, literature review, methodology, discussion, theoretical and practical implications, future research recommendations and limitations. It includes a published paper, a paper under review, and a manuscript prepared for submission. They are located in Chapter 2, Chapter 4, and Chapter 5, with each paper-style chapter aiming to address one of the three objectives of the thesis. In addition to these paper-style chapters, three conventional chapters are included in this thesis to demonstrate the coherence of the standard thesis submission (Chapter 1: General Introduction, Chapter 3: Methodology, and Chapter 6: General Conclusion).

Specifically, Chapter 1 presents a general introduction to the thesis, which follows an integrated thesis format rather than a traditional one. It begins with an introduction of the research, a statement justifying the choice of integrated thesis format, followed by an overview of disability, a discussion of the research background and rationale, and an outline of the research aims and objectives. The significance of the study is also offered. Finally, the structure of the thesis elaborates on how each publication and hybrid chapters are interconnected to ensure integration within the thesis.

1.3 Overview of disability

The World Health Organisation (WHO 2024) estimates that 1.3 billion people, or 16% of the global population, are currently experiencing significant disability. The number of people with disabilities is also rising due to chronic health conditions and the ageing population (Benjamin et al. 2021). Disability can result from a medical condition, but it is also shaped by the social and physical environment in which a person lives (Altman 2014). The language used to address the disabled community varies not only between different models of disability but also across regions and within policy frameworks (Andrews et al. 2019; Andrews et al. 2022; Taboas et al. 2023). Research publications and policy documents often mirror these differences, with terminology shaped by each region's dominant cultural and legal frameworks (Boxall et al. 2018). For example, people-first language such as "people with disabilities"¹ or "persons with disabilities" is widely used in the United States of America, particularly by organisations like the American Psychology Association (APA) and the Americans with Disabilities Act (ADA).

¹ In this thesis, the term "people with disabilities" is exclusively used, as the study focuses on Malaysia. Malaysian government documents and policies commonly employ "people with disabilities" (*Orang Kurang Upaya* or OKU in Malay), emphasising the individual before their disability. Similarly, the term "employees with disabilities (EWDs)" is used throughout this thesis to describe the disability community within the context of employment, emphasises the individual before their disability.

This approach prioritises the person over their disability based on the medical model of disability, which sees disability as a part of a person's identity and primarily as a medical condition to be treated or managed (Dunn and Andrews 2015).

In contrast, identity-first language, such as "disabled people," is widely used in countries like the United Kingdom, especially by organisations like Disability Rights UK and the British government (Kazou 2017). This approach emphasises disability as a core part of a person's identity, aligning with the social model of disability that highlights societal barriers limiting full participation (Wright 1983; Gill 2001). Nonetheless, there is no explicit agreement among people with disabilities on whether person-first or identity-first language is preferred, as many are comfortable using either or both (Dunn and Andrews 2015).

Understanding the precise definition of disability is also crucial because it is a complex, dynamic, multidimensional, and evolving concept. Despite numerous disability definitions in global literature and practices, a universally applicable definition of disability is still lacking (Grönvik 2009; Mapou 2022). The International Classification of Functioning, Disability, and Health (ICF) provide a foundation for the definition of disability, which is widely recognised and used internationally. Disability is an umbrella term for impairments, activity limitations, and participation restrictions, recognising it as a multifaceted interaction between the individual's health condition and environmental factors (Hurst 2003; WHO 2007). The concept of disability within the framework of ICF emphasises the interaction of a person and the environment (Karlsson and Gustafsson 2022), in which disability occurs when a person's impairment prevents them from meeting specific demands in a particular environment. In this context, disability is understood as a mismatch between a person's abilities and their environment, meaning a person is only considered disabled when their environment does not accommodate their impairments (Vornholt et al. 2018).

Likewise, The United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) defines disability as encompassing individuals with long-term physical, mental, intellectual, or sensory impairments who may encounter barriers that hinder their full and equitable participation in society (United Nations 2008; Pinilla-Roncancio and Alkire 2021). Symptoms of disabilities can vary in stability and may affect certain aspects of life while working with others (Santuzzi et al. 2014). Specifically, disability is categorised into visible and invisible disabilities. Visible disabilities include physical and mental impairments that greatly limit one or more main living activities, such as

movement, vision, intellectual, hearing, communication, and social relationships (Loi and Kong 2017). Invisible disabilities encompass a broad spectrum of physical and psychological disorders that frequently do not appear visibly or have blatant expressions that may not be definitively linked to a disability (Santuzzi et al. 2014). Certain illnesses, such as cancer and mental health, cause invisible disabilities (Kalargyrou et al. 2023). Despite the varying definitions of disability, individuals within this group continue to encounter challenges in participating fully in society due to numerous barriers which require targeted attention and intervention.

1.4 Research background

People with disabilities have the same rights as everyone else to participate fully in all aspects of society, such as employment (McKinney and Swartz 2021). Employment is recognised as a fundamental and essential component of the well-being of all people (Bezyak et al. 2020). Inclusive and fulfilling work opportunities foster economic growth and enable everyone to balance professional responsibilities with family, social, and leisure commitments (Robinson et al. 2019). However, the unemployment rate of people with disabilities continues to be significantly higher than the general population without disabilities. In Global North countries, between 50% to 70% of working-age people with disabilities are unemployed, while in Global South countries, this figure rises to between 80% and 90% (Vornholt et al. 2018; United Nations 2022). People who identify as living with moderate and extreme disabilities demonstrate the highest rates of unemployment (Lindsay 2011), with women experiencing a reduced likelihood of employment than men (Ballo 2020). Consequently, people with disabilities remain the poorest members of society in many countries (Pinilla-Roncancio and Alkire 2021), with those with severe disabilities often relying entirely on financial support from the government (Zhu et al. 2019).

The primary factors contributing to the high unemployment rate in the disability community are commonly linked to the seminal model developed by Stone and Colella (1996). The model suggests that environmental factors, organisational characteristics and individual characteristics impact the experiences and inclusion of EWDs. Several reviews of disability employment research have produced significant discussions concerning the application of this model (Vornholt et al. 2013; Santuzzi and Waltz 2016; Beatty et al. 2019; Schloemer-Jarvis et al. 2022). These evaluations collected broad human resources management evidence regarding the treatments of EWDs in the general business context. The reviews conclude that various factors have been identified in earlier research on disability employment, either individually or in combination, with

the need for strong organisational support systems as a recurring theme. For instance, Schloemer-Jarvis et al. (2022) and Beatty et al. (2019) highlight the importance of organisational policies and support from human resource practices in improving employment outcomes for EWDs. However, traditional human resources strategies have failed to handle the complexities of disability in the workplace appropriately (Cavanagh et al. 2017), resulting in either unproductive employment or the resignation of EWDs (McKinney and Swartz 2021). EWDs should receive fair selection and training opportunities, equitable performance reviews, and reward evaluations (Kulkarni et al. 2016; Luu 2021b). Pre-vocational support, job coaching, and on-the-job support, such as buddy systems (Meacham et al. 2017), are crucial for accommodating EWDs. Additionally, work arrangements like shorter and flexible shifts better suit EWDs by aligning with their variable work capacities (Gröschl 2013; Kalargyrou 2014).

Likewise, Vornholt et al. (2013) and Santuzzi and Waltz (2016) highlight that the characteristics of employers, managers, and EWDs influence the acceptance of EWDs at work. Employers' attitudes toward hiring EWDs have dominated previous attitudinal investigations on disability employment (Gupta and Priyadarshi 2020; Schloemer-Jarvis et al. 2022). Chan et al. (2010) found that prior interactions with EWDs significantly predicted the commitment of human resource managers and line managers to appoint EWDs. Employers who have previously hired EWDs are generally optimistic about their prospects despite ongoing concerns regarding the cost and accommodation necessary for employing EWDs (Chi and Qu 2004b). The recommendations for hiring candidates with disabilities are also favourably correlated with openness to new experiences (Leasher et al. 2009). In terms of EWDs' characteristics, employers frequently discriminate against candidates with mental or psychological impairments compared to those with physical impairments when making hiring decisions (Bell and Klein 2001; Nota et al. 2014), while candidates with physical impairments face greater rejection rates in hospitality organisations due to physical attractiveness requirements (Hui et al. 2021).

1.5 Problem statement

Despite this model's valuable insights to enhance disability employment, they have not effectively improved disability inclusion in organisations. The quality of job experience for EWDs is primarily determined by their interaction with other employees within the workplace environment. Unfortunately, EWDs continue to encounter discrimination, unequal treatment, and obstacles to full inclusion (Beatty et al. 2019). To better understand disability inclusion and address the exclusion of EWDs in the workplace, a

more comprehensive exploration of disability inclusion is needed, utilising relevant theories and frameworks.

First, advocating for disability inclusion entails engaging employees through categorisation and incorporating disability into broader diversity initiatives (Bonaccio et al. 2020; Gould et al. 2022). It shows that while there was rich research on workplace accommodation and selection, there was little research on integration or the process that occurs after EWDs are recruited into the workplace (Colella and Bruyère 2011; Schloemer-Jarvis et al. 2022; Jamin et al. 2024). Integrating involves physical accommodations and social and psychological inclusion, which can significantly impact the well-being and productivity of EWDs. The integration issues may arise when studies on disability inclusion have primarily explored the viewpoints of employers and EWDs (Kulkarni et al. 2016; Kalargyrou et al. 2020b; Lee et al. 2021; Suresh and Dyaram 2022), but there is still a lack of research on the broader organisational context (Vogus and Taylor 2018). This is especially significant because disability research has frequently emphasised social integration challenges among co-workers and EWDs as a critical issue in disability inclusion (Jamin et al. 2024). Employers expressed concerns regarding objections and complaints from co-workers about working with EWDs (Kalargyrou et al. 2020a), fearing it could impact work efficiency and job stress (Kalargyrou 2014; Paez and Arendt 2014). Hui et al. (2021) found several challenges faced by co-workers dealing with EWDs concerning work fairness and environments, including increased job difficulties and workload, which lead to reduced productivity. Stereotyping, othering, and discrimination against EWDs are also associated with co-workers (Houtenville and Kalargyrou 2015; Nelissen et al. 2016). Co-workers may perceive workplace accommodations for EWDs and disparities in pay as unfair (Gröschl 2007; Hui et al. 2021). This unfavourable workplace climate has resulted in dissatisfaction among co-workers towards working with EWDs (Iwanaga et al. 2021) and prevented EWDs from obtaining employment success and job satisfaction (Nelissen et al. 2016; Wehman et al. 2020).

These findings indicate that employee engagement is a challenge to disability employment, while research on the enablers to foster disability inclusion from this perspective remains limited. Existing research often lacks a robust theoretical framework that explains how co-workers' attitudes, behaviours, and interactions contribute to disability inclusion (Colella and Bruyère 2011). While a few attempts have examined co-workers' attitudes toward EWDs, those studies have not fully uncovered the underlying factors influencing co-workers' motivations to support EWDs (Mapuranga and

Mutswanga 2014; Hsu et al. 2015; Luu 2021b). This gap highlights the necessity for comprehensive studies to develop theoretical models that clarify the complex role of co-workers in promoting disability inclusion. As the organisation's core group, co-workers play a crucial role in communicating organisational strategy and goals defined by employers to EWDs, acting as a catalyst for disability inclusion. Therefore, positive psychology research is needed to assess well-being and work behaviour congruence, aiming to overcome adverse treatments toward EWDs in the workplace (Madera et al. 2020; Restubog et al. 2021). At the same time, understanding co-workers' supportive behaviour is critical in successfully executing organisational change toward fostering disability inclusion (Dias de Faria et al. 2012; Haffar et al. 2019).

Second, disability inclusion efforts typically centre on adjusting physical and procedural aspects of the workplace to accommodate EWDs, ensuring accessibility, and providing necessary resources (Nevala et al. 2015; Lindsay et al. 2019). The objectives of workplace accommodation and environmental support are to enhance the self-efficacy of EWDs in performing job responsibilities (Baumgärtner et al. 2014; Zhu et al. 2019). While these aspects are undoubtedly critical, this focus often overlooks the equally important role of co-workers' self-efficacy in fostering an inclusive work environment for disability inclusion. The success of these efforts can be significantly undermined if co-workers are not adequately prepared, confident, and able to engage with and support EWDs (Jamin et al. 2024). Self-efficacy is the belief in one's ability to perform tasks and handle situations (Bandura 1977), which plays a crucial role in how co-workers interact with EWDs. Self-efficacy beliefs improve performance by giving individuals control over their living circumstances (Bandura 1986). Self-efficacious employees have the necessary skills and experiences to meet their work role demands and expectations, making them less likely to be negatively affected by workplace challenges (Bandura 1986; Fasbender et al. 2023).

Co-workers' capacity to address issues and alleviate negative work-related expectations regarding disability employment and engagement with EWDs may be improved by co-workers who possess high self-efficacy. High self-efficacy among co-workers leads to more positive interactions, a greater willingness to assist, and a more substantial commitment to disability inclusion principles (Jasper and Waldhart 2013; Kalargyrou 2014). Boosting co-workers' self-efficacy also aligns with the view that the workplace is an interconnected system where everyone's behaviour and attitudes affect overall inclusiveness (Stone and Colella 1996; Colella and Bruyère 2011). Recognising organisational support and psychological facilitators that encourage self-efficacy can

create an environment where all employees can contribute and succeed regardless of their abilities. Such initiatives ensure that disability inclusion extends beyond structural accommodation to include the social dynamics within the workplace. Simultaneously, it builds a supportive environment where EWDs can thrive, contributing to their productivity and job satisfaction. Therefore, it is crucial to address this gap in the literature by exploring the organisational and psychological factors that influence co-workers' self-efficacy. This approach supports the holistic success of disability inclusion, benefiting both EWDs and co-workers and leading to a more inclusive and equitable workplace.

Finally, although disability is not a central topic compared to other diversity and inclusion issues such as gender, race, and ethnicity (Manoharan and Singal 2017; Madera et al. 2023; Manoharan et al. 2023), employment issues in hospitality organisations have drawn the attention of researchers and policymakers to the need for disability inclusion (Jamin et al. 2024; Russen and Dawson 2024). Labour shortage, high turnover, and an ageing population have led to a demand for a non-traditional labour force, emphasising inclusive working opportunities and environments for EWDs (Al Fardan and Morris 2019; Hui et al. 2021). The consequences of the COVID-19 pandemic have also increased the pressure on employers in the hospitality sector to acquire talent to fill vacant positions (Baum et al. 2020). Employing EWDs could help alleviate this problem, as they have proven to be valuable workforce talents, demonstrating commendable attendance, high motivation, reliability, loyalty, and strong job performance (Manoharan et al. 2023). Apart from that, hospitality organisations that employed EWDs have noted positive customer responses, increased consumer satisfaction, and increased public recognition due to adopting a corporate social responsibility recruitment strategy (Kuo and Kalargyrou 2014; Kalargyrou et al. 2020b; Madera et al. 2020).

However, a noticeable gap exists between studies on disability inclusion within hospitality organisations in the Global North and the Global South (Hui et al. 2021; Luu 2021b). Many of the disability inclusion investigations overlook disability-related issues in the South, showing little consideration of cultures, context, and history and rarely acknowledging Southern voices (Grech and Soldatic 2014). Treating conclusions from Global North theories as generally applicable is problematic, leading to inaccurate predictions (Wickert et al. 2024). While the Global North has a more robust legal framework for disability (Beatty et al. 2019), the lived experience of people with disabilities in the Global South frequently differs from the legal rhetoric (Meekosha and Soldatic 2011). It is crucial to note that disability in Southern nations may not have the same difficulties or perspectives on disability (Meekosha 2011). Many people with

disabilities in the Global South living in poverty are more likely to endure socioeconomic consequences (Grech 2015; World Bank 2022) and lack access to appropriate disability inclusion treatments (Lang 2011). Therefore, Sy and Chang (2019) suggest that disability employment studies in Global South countries are urgently needed since the results from Global North countries may be biased due to cultural and structural factors strongly influencing behaviours toward disability inclusion. Doan et al. (2021) further confirm that sociocultural interpretations between countries significantly affect disability and cannot be uniformly interpreted across different cultures (Klarsfeld et al. 2019).

1.6 The research aims and objectives

Following the research gaps explained above, this thesis aims to comprehensively explore disability inclusion in the context of hospitality organisations in the Global South, particularly Malaysia. The motivation is driven by the need to enhance disability inclusion in the workplace from a new dimension. It seeks to identify existing disability inclusion practices and explore new strategies and approaches that have not been thoroughly examined. The goal is to extend an understanding of disability inclusion in employment and integrate diverse theories and the viewpoints of overlooked organisational stakeholders, such as co-workers. Specifically, the broad objectives of this thesis are as follows:

Research Objective 1: To critically explore the current practices, challenges, and opportunities related to disability inclusion in hospitality organisations through an integrative literature review.

In order to address this objective, a comprehensive literature review is conducted to identify gaps and rationalise the need for further theoretical and practical implications for disability employment. This review assesses studies on disability support and interventions, considering perspectives from both customers and employees with disabilities in hospitality organisations. It aims to enrich the knowledge about disability, an overlooked diversity and inclusion spectrum in the hospitality industry. The review highlights gaps and offers recommendations for scholars and practitioners in hospitality organisations to approach disability inclusion from new perspectives, diverging from the traditional focus on accessibility and workplace accommodation.

Research Objective 2: To analyse the role of co-workers in fostering disability inclusion within organisations by examining their supportive behaviour towards EWDs.

This research creates a multifaceted theoretical approach to enhance understanding of co-workers' intention to support EWDs. The findings seek to improve the theories' relevance and applicability by examining psychosocial factors that influence co-workers' supportive behaviour. Simultaneously, the study aims to enhance social integration and collaboration among all employees, thereby improving EWDs' workplace experiences.

Research Objective 3: To examine the factors influencing co-workers' self-efficacy in supporting disability inclusion in organisations.

This study examines how organisational and psychological factors affect co-workers' abilities to support EWDs. It suggests that promoting disability inclusion goes beyond mere behavioural intention. Advancing disability employment requires accommodating EWDs and providing co-workers with organisational support to collaborate effectively within the employment ecosystem. In this context, developing co-workers' skills and encouraging innovative behaviour are essential for addressing challenges related to workgroup integration involving EWDs.

1.7 Significance of the study

1.7.1 Theoretical significance

First, diversity and inclusion initiatives in hospitality organisations predominantly focus on gender, racial, and ageing diversity, often overlooking disability inclusion (Manoharan and Singal 2017; Madera et al. 2023; Manoharan et al. 2023). Most discussions around disability in hospitality also tend to centre on improving accessibility and services for customers or tourists with disabilities rather than addressing the employment needs and opportunities for people with disabilities within the industry (Jamin et al. 2024). While significant developments have been made to ensure a diverse representation of gender and race and to integrate the ageing workforce (Baum 2015), disability inclusion remains a largely underexplored area, especially regarding employment (Madera et al. 2023; Manoharan et al. 2023). Conducting research on disability employment in hospitality is crucial as it highlights the gap and potential biases in hiring and inclusion practices. EWDs face many challenges, such as limited accessibility, inadequate workplace accommodations, and social barriers related to employment (Jamin et al. 2024). In addition to the ongoing issue of disability employment being insufficient in hospitality organisations, many EWDs continue to feel excluded even after being hired (Beatty et al. 2019). Therefore, achieving success in disability employment requires collaboration and participation from internal and external organisational ecosystems, including

leadership, co-workers, and customers (Mohsin et al. 2023; Russen and Dawson 2024). Prioritising disability inclusion in employment meets moral and legal responsibilities and harnesses a valuable, underutilised talent pool, propelling the hospitality industry toward greater inclusivity and overall success.

Next, Colella and Bruyère (2011) identify three areas of disability employment essential for ensuring disability inclusion, including workplace accommodations, selection, and social integration. Workplace accommodations are facilities and infrastructure designed to support EWDs in employment, such as physical adjustments and flexible work arrangements. Selection refers to the hiring process that is inclusive and accessible for EWDs, ensuring fair recruitment practices. Social integration concentrates on creating conducive social support for EWDs, highlighting positive workplace culture among all employees, thereby reducing social barriers. However, social integration is the least investigated aspect of disability employment (Schloemer-Jarvis et al. 2022; Jamin et al. 2024). Social integration challenges are particularly significant in disability employment, leading to social separation between EWDs and their co-workers. This separation often results in stereotyping and negative treatment toward EWDs and employees' dissatisfaction (Hui et al. 2021). Understanding co-workers' perspectives on supporting disability inclusion is essential to overcoming these integration barriers. The results of this research are expected to offer valuable insights into how inclusive practices transform organisational theories, fostering more comprehensive and equitable models of workplace dynamics and social cohesion. This study can explain how organisations function, are structured, behave, and interact within disability environments to foster disability inclusion.

Finally, this thesis emphasises addressing social barriers related to disability rather than focusing on the personal limitations of EWDs. This objective aligns with the social model of disability, which distinguishes between impairment (physical, mental, or sensory limitations) and disability (the disadvantage or restriction of activity due to societal shortcomings in accommodating these impairments) (Anastasiou and Kauffman 2013). The findings are projected to empower organisational stakeholders, especially co-workers, to dismantle social barriers and foster a more inclusive and equitable environment for disability inclusion, shifting focus away from the limitations of EWDs (Shakespeare 2006). By examining co-workers' roles, this thesis highlights the importance of creating a collaborative and inclusive culture rather than burdening workplace adaptation solely on EWDs. This viewpoint shifts the focus from individual accommodations to the collective social dynamics that facilitate or impede the inclusion

of EWDs. It helps to identify the social mechanisms through which inclusion occurs, and it can reveal how co-workers' positive and proactive behaviours can mitigate the challenges faced by EWDs.

1.7.2 Practical significance

First, the initial objective of this thesis is to prepare a comprehensive literature review on disability inclusion that emphasises its significant contributions to hospitality practitioners and policymakers. As the first integrative literature review discussion on disability inclusion in hospitality organisations that covers tourists and employees with disabilities, it identifies vital disability inclusion themes from existing literature, highlighting previous discussions and priorities. The review showcases successful disability inclusion strategies and recognises barriers and challenges specific to hospitality organisations. The literature review offers valuable recommendations for hospitality stakeholders to enhance the inclusion of people with disabilities, identifying them as an essential source of customers and workforce talent for the industry. The findings are expected to be crucial for hospitality stakeholders, highlighting the need for further investigation into disability employment and introducing new dimensions to improve disability inclusion practices that have previously been overlooked. Simultaneously, several practical implications and recommendations are provided for stakeholders to enhance the strategies for integrating people with disabilities into the hospitality sector.

Second, the involvement of various organisational stakeholders is crucial to ensure successful disability inclusion. Most disability inclusion interventions focus on accessibility and workplace accommodations for EWDs, the roles of organisational leaders, and strengthening policies related to disability employment. In contrast, this thesis aims to improve disability inclusion from a new perspective by discussing co-workers' dynamics in integrating the workforce with disabilities. This research identifies critical factors influencing co-workers' motivations and supportive behaviours towards EWDs. Insights into co-workers' willingness to engage in peer support within disability networks and their preferences for inclusive communication strategies can shape initiatives that foster a supportive and inclusive workplace culture. The findings will help human resource managers identify knowledge gaps, misconceptions, or biases about disability employment among co-workers. Addressing these issues reduces work stress and promotes a positive work environment. Additionally, cultivating positive organisational mindsets and commitments positively impacts employee engagement, productivity, and retention (Gbadamosi 2003; Hardonk and Halldórsdóttir 2021; Gould et al. 2022).

Finally, acknowledging co-workers' needs to support disability employment helps to prove that co-workers may also need specific organisational support and personal development to collaborate with EWDs effectively. Addressing the roles of co-workers in this context does not promote the othering EWDs or ableism, which could favour non-disabled individuals in organisations and contribute to the social oppression of EWDs. Instead, recognising co-workers' requirements will help organisations improve disability inclusion strategies to ensure fair treatment and equal opportunities for all employees, thereby reducing social barriers to disability employment. The research findings can assist organisations in enhancing human resource policies and practices by implementing comprehensive disability training programmes, fostering leadership, and improving a supportive environment for all employees, which in turn promote greater acceptance and increased willingness to support EWDs (Jasper and Waldhart 2013; Kalargyrou 2014). Understanding co-workers' roles in advocating disability employment also helps human resource managers streamline employment processes that benefit all employees, regardless of ability. This objective is closely linked to the Sustainable Development Goals (SDG) to minimise inequality by empowering and fostering all nations' social, economic, and political integration (United Nations 2015). Ultimately, it improves co-workers' understanding of disability, reduces stigma, fosters better communication and collaboration, and ensures that EWDs receive the support they need to succeed in their roles (Meacham et al. 2017).

1.8 Thesis structure

This integrated thesis is organised into six chapters. Figure 1.1 outlines the thesis's structure and descriptions of each chapter.

Chapter 1 begins with an explanation of the decision to adopt an integrated thesis format, followed by a definition of disability and an overview of the research background on disability inclusion in the workplace. It then outlines the study's rationales and motivations, identifying research gaps in existing literature. A discussion of the research aims and objectives and the theoretical and practical significance of the research follows this.

Chapter 2 (Manuscript 1) presents the integrative literature review on disability inclusion in hospitality organisations, addressing objective 1. It covers disability inclusion discussion on supply and demand chains within hospitality organisations, assessing disability support and interventions for disabilities, and identifying gaps regarding disability inclusion. This manuscript includes its protocols and approaches for conducting

the integrative literature review. It highlights the critical need for empirical research into the diverse disability employment ecosystem within hospitality organisations, emphasising social integration for an inclusive workplace. This study has been published in the *International Journal of Contemporary Hospitality Management*.

Chapter 3 elucidates the methodology employed in the empirical studies of this thesis. It examines the research philosophy, the rigorous research process, and the research designs used. The goal is to present a comprehensive research methodology that has not been previously addressed in the manuscripts.

Chapter 4 (Manuscript 2) aims to answer objective 2 of the research. It includes a cross-sectional study examining the factors influencing supportive behaviour among co-workers toward EWDs. This study argues that disability inclusion should be approached from the social model of disability, emphasising social support rather than focusing on individual impairments. It extends the theory of planned behaviour and ethics of care theory through several modifications to enhance its applicability in the case of disability. The findings suggest that co-workers' psychosocial factors, such as attitudes, perceived behavioural control, anticipated emotions, and past behaviour, influenced the intention to support EWDs. It confirms that hospitality organisations should prioritise social integration for all employees, promoting better experiences and collaboration regardless of disability status. The manuscript is now completed and ready for submission to an appropriate journal, focusing on finding one in human resource management or organisational behaviour.

Chapter 5 (Manuscript 3) addresses objective 3. It presents a cross-sectional study on empowering co-workers' self-efficacy in disability employment. It claims that understanding co-workers' motivations and competencies to support EWDs is crucial for translating innovative behaviour for disability inclusion. This study combines the self-efficacy theory and ethics of care theory by demonstrating how organisational antecedents and psychological processes influence self-efficacy and promote resilience when facing challenges related to disability inclusion. The findings validate that understanding co-workers' self-efficacy is just as crucial as ensuring the self-efficacy of EWDs in disability employment. The study reveals a positive relationship between an organisational diversity climate, facilitating technology effectiveness, and anticipated emotions toward co-workers' self-efficacy. This study is under review by *Equality, Diversity, and Inclusion: An International Journal*.

Chapter 6 discusses the overall conclusion based on the research findings from the three manuscripts and outlines theoretical and practical implications. It also highlights the limitations of this research and future research agendas.

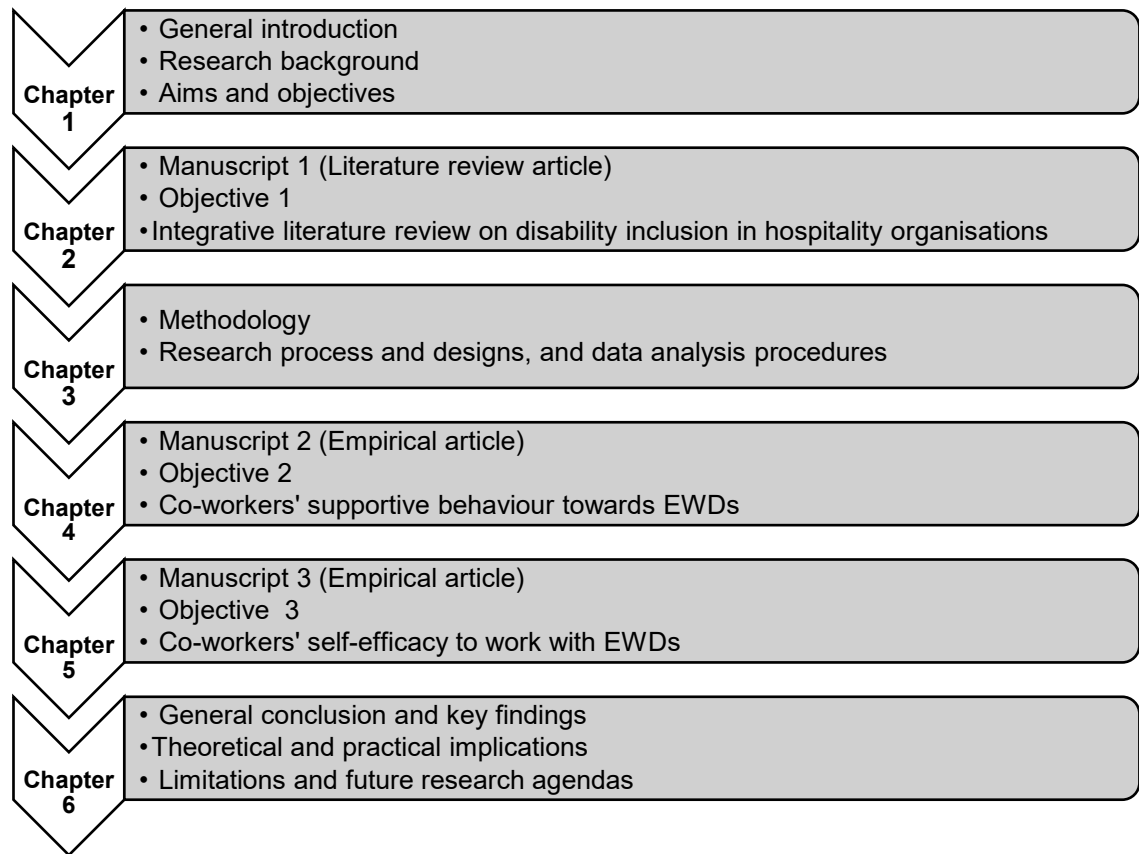


Figure 1.1: Thesis Structure

Source: Formulated by the researcher for this study

1.9 Conclusion

In conclusion, this chapter provides a robust foundation for this thesis by introducing the concept of an integrated thesis, providing an overview of disability, elucidating the research background and rationale, outlining clear aims and objectives, and emphasising the significance of the study. The structured overview of the thesis also ensures coherence and integration across its publications and hybrid chapters, thereby facilitating a comprehensive exploration of the topic suitable to the integrated thesis format.

CHAPTER 2: STUDY 1 (PUBLISHED ARTICLE)

The ecosystem of disability inclusion in hospitality and tourism organisations: An integrative review and research agenda²

² This study is published in the International Journal of Contemporary Hospitality Management (Q1, CABS 3-star ranking journal), thus the format of Chapter 2 adheres to the journal's guidelines.

The manuscript is available online: Jamin, A., Gbadamosi, G. and Stoyanova-Bozhkova, S., (2024). The ecosystem of disability inclusion in hospitality and tourism organisations: an integrative review and research agenda. *International Journal of Contemporary Hospitality Management*, 36 (13), pp.38-56.

The ecosystem of disability inclusion in hospitality and tourism organisations: an integrative review and research agenda

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Abstract

Purpose – This paper reviews the literature on disability inclusion (DI) in supply and demand chains of hospitality and tourism (H&T) organisations. The purpose of this study is to assess disability support and interventions within H&T organisations. Through the assessment, we identified gaps to recommend H&T scholars' and practitioners' knowledge of DI from new perspectives.

Design/methodology/approach – An integrative review was conducted to examine the published evidence on DI in H&T organisations. This study used high-ranking H&T journals from the Scopus and Web of Science databases between 2001 and 2023. In total, 101 empirical papers met the criteria for the review analysis.

Findings – DI focuses heavily on customer disabilities, with scant research on DI in H&T employment. The review emphasises the critical need for empirical research into the varied disability employment ecosystem within H&T organisations, focusing on social integration for inclusive workplaces.

Originality/value – This study contributes to the H&T literature, which previously overlooked the disability context in diversity. The research offers strategies for creating inclusive environments in the H&T industry for disabled consumers and producers.

Keywords Disability inclusion (DI), Employees with disabilities (EWDs), Tourists with disabilities (TWDs), Integrative review

Paper type Literature review

1. Introduction

Disability inclusion (DI) ensures equitable engagement of people with disabilities, increasing the hospitality and tourism (H&T) sectors' interest concerning their travel experiences,

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This research was supported by Bournemouth University, United Kingdom and the Ministry of Higher Education Malaysia.



employment prospects and well-being (Cloquet *et al.*, 2018; Kalargyrou *et al.*, 2023). Many H&T leaders value successful DI, as it involves socially conscious organisations that actively encourage participation by marginalised communities, ultimately lowering barriers for underrepresented groups to participate meaningfully as producers or consumers (Singh *et al.*, 2023; Russen and Dawson, 2024). The approach is reflected in the social development of sustainability (Vallance *et al.*, 2011), promoting human welfare, social and cultural justice and empowering potential (Boström, 2012). Social sustainability is vital in DI by harnessing social and moral benefits and fostering acceptance, support and empowerment (Gould *et al.*, 2022).

The World Health Organisation (WHO) estimates that 16% of the global population has mobility/physical, vision, psychological, hearing, cognitive/learning and invisible disabilities (WHO, 2023). Because of chronic health conditions and an ageing population, the prevalence of disabilities is also increasing (Benjamin *et al.*, 2021). Although disability has long-term effects on daily activities, a universally applicable definition of disability is limited. Generally, disability is divided into visible and invisible. Visible disabilities include physical and mental impairments such as movement, vision, hearing and communication (Loi and Kong, 2017), while invisible disabilities are hidden physical conditions such as cancer and mental health (Kalargyrou *et al.*, 2023).

People with disabilities often seem invisible stakeholders in H&T organisations, rarely being tourists and employees. Tourists with disabilities (TWDs) experience several obstacles, such as accessibility constraints, limited knowledge and information, physical or psychological impediments and personnel attitudes that hinder their ability to travel (Fennell and Garrod, 2022; De Pascale *et al.*, 2023). Likewise, despite beneficial government legislation and financial benefits to hiring employees with disabilities (EWDs), the employment rate remains low. The biases and stigmas fostering negative attitudes regarding disability employment among employers and co-workers are the leading causes of the low employment rate of EWDs (Hui *et al.*, 2021). Customers' feedback and service assessments also hinder EWDs in H&T employment (Kalargyrou *et al.*, 2020b). DI implementations in H&T organisations are also limited (Russen and Dawson, 2024). Inclusive environments frequently use intervention tactics targeting specific groups such as service providers and TWDs or employers and EWDs. However, they failed to include multiple stakeholders or address the relationships between actors within the ecosystem. Scholars must understand how a multi-actor system influences the organisational ecosystem among DI (Nyanjom *et al.*, 2018). As H&T organisations deal with disability from different perspectives, understanding diverse stakeholders who encourage inclusion is crucial.

Despite addressing disability issues, literature reviews in H&T primarily focus on diversity-related topics, while DI receives little attention (Madera *et al.*, 2023). Tlili *et al.* (2021) explored technologies to support TWDs and identified technological empowerment needs. Doan *et al.* (2021) investigated disability employment in H&T organisations, suggesting adopting an emancipatory technique in qualitative studies. Singh *et al.* (2023) conducted a bibliometric review of disability research in tourism, focusing on visualising trends and patterns but providing limited exploration of gaps and future research goals. This study pioneers the discussion of strategies for DI in H&T organisations. Studies examining DI investigations from various organisational ecosystems and disability participation in H&T organisations were reviewed. Several categories (national context, stakeholder category and type of disability) and research themes were assessed to highlight requirement to effective DI. Then, we propose a research strategy for future studies aspiring theoretical advances for DI in H&T organisations. The research questions are:

- RQ1.* What Chartered Association of Business Schools Academic Journal Guide (CABS) publications on DI in the H&T research were published between 2001 and 2023, covering national contexts, disability categories, H&T sectors, types of disability and methodologies used?
- RQ2.* To what extent have the trends, patterns or gaps been identified across different studies exploring the perspective of DI of people with disabilities in H&T organisations?
- RQ3.* How do various interventions addressing DI issues compare effectiveness and outcomes based on the existing literature?

2. Research methodology and procedures

A systematic literature review is used in theory-based, domain-based, method-based, meta-analytical and meta-systematic reviews (Paul *et al.*, 2021). Elsbach and van Knippenberg (2020) proposed an integrative review (IR) as an alternative. IR synthesises literature and creates new perspectives on a topic or phenomenon (Post *et al.*, 2020). It presents ideas founded in knowledge and identifies progress and significant gaps in the literature (Elsbach and van Knippenberg, 2020). The SPAR-4-SLR protocol was used to generate well-justified rationales following IR principles (Lim *et al.*, 2022). It comprises three stages (assembling, arranging and assessing) and six sub-stages (identification, acquisition, organisation, purification, evaluation and reporting). Table 1 and Figure 1 detailed the IR process based on the SPAR-4-SLR.

2.1 Assembling

It identified research questions and literature review domains to investigate DI discussions in H&T journals published by April 2023. The inclusion criteria are the keyword disability in conjunction with a set of industry-related keywords: (TITLE-ABS-KEY (disab*) AND TITLE-ABS-KEY (hospitality OR tourism OR travel OR food*)). Relevant publications from 2001 to 2023 were collected from two major databases (Scopus and Web of Science) with enhanced data quality (Mariani and Baggio, 2022) and reputable peer-reviewed journals (Mehraliyev *et al.*, 2022). This chronology illustrates the evolution of DI in H&T organisations, emphasising the historical foundation and the current state of the research (Singh *et al.*, 2023). In total, 6,098 peer-reviewed articles were collected during the assembling stage (1,229 Scopus and 4,868 Web of Science).

Database	Scopus and Web of Science
Time frame	2001–2023
Keywords	Disability in combination with a set of keywords related to the industry (hospitality, tourism, travel and food service)
Inclusion criteria	Empirical manuscripts, English language Publications from H&T journals ranked 1–4 in the Chartered Association of Business Schools Academic Journal Guide (CABS) 2021
Exclusion criteria	Book chapters and conference proceedings Secondary and review articles Disability inclusion (sport, education, obesity and ageing traits)

Table 1.
General search
criteria

Source: Created by author

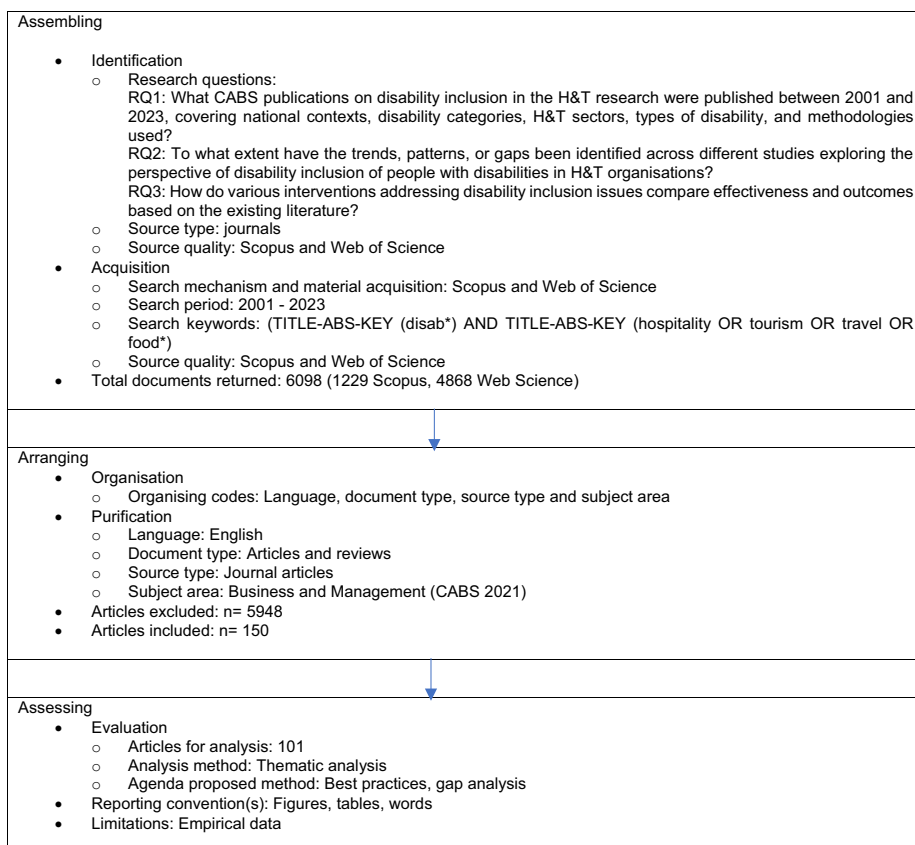


Figure 1.
The SPAR-4-SLR
protocol

Source: The SPAR-4-SLR protocol suggested by Paul *et al.* (2021)

2.2. Arranging

It organised codes and purified article types within the business and management subject area to retrieve journal articles. We chose publications based on the CABS 2021. All journals ranking 1, 2, 3 and 4 with publications related to DI in H&T were the basis for review. Only English articles were considered, and duplicate records were removed, resulting in 150 publications and 5,948 articles being removed. The abstracts were assessed to determine appropriate DI topics, followed by exclusion procedures. We excluded secondary and review documents, disability research on sport, education, obesity and ageing traits. Ageing individuals may encounter limitations naturally, which often lead to disabilities. While older adults transitioning into disability may slowly adapt, individuals with sudden loss of function may have fewer resources to cope. These exclusions yielded 49 unrelated articles.

2.3 Assessment

It detailed readings reviewed the abstracts, literature, methodology, findings and summary. Data extraction was performed independently to finalise their suitability. We followed the

guidelines by [Petticrew and Roberts \(2006\)](#) to categorise articles, including high- or moderate-quality papers in the analysis. The selection was limited to articles that obtained consensus among all three authors, with any disagreement being discussed. Finally, 101 empirical publications were examined for the review analysis.

3. Findings

3.1 Disability inclusion publications in hospitality and tourism fields

DI research has reached multiple networks in higher-ranking H&T journals in the CABS 2021 ([Table 2](#)). “Tourism Management” was the most prolific outlet for DI research in H&T organisations, with 15 publications. Publications have increased since 2010. More active discoveries were revealed between 2017 and 2023, indicating DI relevance in research. Publications in the CABS 2021 four-star and three-star ranking journals have dominated the literature. Arguably, publishing DI topics in H&T journals is an emerging study area and is expected to evolve with more publications.

[Table 3](#) shows the distribution of studies across the review’s categorisation. National contexts reveal that most studies were conducted in the Global North countries. Eleven publications used multiple countries’ environments dominated by European nations. DI research in H&T focused on TWDs, whereas EWD investigations remain sparse. The emphasis is on the general TWDs’ experience (38 publications), with 21 papers in accommodation sectors, while 19 articles examined disability employment context. Disability types mainly explored multiple disabilities (38 publications). Twenty-seven papers examined non-disabled opinions, websites and promotional material without specifying disability

No.	Journal	No. of studies	Ranking
1	<i>Tourism Management</i>	15	4*
2	<i>International Journal of Contemporary Hospitality Management</i>	13	3*
3	<i>Annals of Tourism Research</i>	9	4*
4	<i>Asia Pacific Journal of Tourism Research</i>	7	1*
5	<i>Current Issues in Tourism</i>	6	2*
6	<i>Journal of Travel Research</i>	6	4*
7	<i>Journal of Sustainable Tourism</i>	6	3*
8	<i>International Journal of Hospitality Management</i>	5	3*
9	<i>Cornell Hospitality Quarterly</i>	4	2*
10	<i>International Journal of Hospitality and Tourism Administration</i>	4	1*
11	<i>Journal of Human Resources in Hospitality and Tourism</i>	4	1*
12	<i>Journal of Hospitality and Tourism Management</i>	3	2*
13	<i>Journal of Policy Research in Tourism, Leisure, and Events</i>	3	1*
14	<i>Journal of Destination Marketing and Management</i>	2	1*
15	<i>Journal of Travel and Tourism Marketing</i>	2	2*
16	<i>Tourism Planning and Development</i>	2	2*
17	<i>World Leisure Journal</i>	2	1*
18	<i>Worldwide Hospitality and Tourism Themes</i>	2	1*
19	<i>Event Management</i>	1	2*
20	<i>Journal of Hospitality and Tourism Technology</i>	1	2*
21	<i>Leisure Studies</i>	1	2*
22	<i>Tourism Geographies</i>	1	2*
23	<i>Tourism Recreation Research</i>	1	2*
24	<i>Journal of Hospitality and Tourism Research</i>	1	1*

Table 2.
Journal publications
(n = 101)

Source: Created by author

No.	Categorisation	No. of studies
1	<i>National context</i>	
	USA	29
	Australia	12
	UK	6
	South Korea	5
	Spain	5
	Hong Kong	4
	New Zealand	4
	China	4
	Israel	3
	Turkey	3
	United Arab Emirates	2
	Italy	2
	Canada	1
	Poland	1
	Denmark	1
	Sweden	1
	Cyprus	1
	Ghana	1
	Taiwan	1
	Philippines	1
	Brazil	1
	Netherland	1
	Germany	1
	Multiple countries	11
2	<i>Disability category</i>	
	Tourists with disabilities (TWDs)	77
	Employees with disabilities (EWDs)	24
3	<i>Sectors</i>	
	General travel experiences	38
	Accommodation	21
	Disability employment	19
	Foodservice	7
	Tourist attractions	4
	Air travel	4
	Hospitality website	4
	Event	2
	Tour operators/travel agents	1
	Casino	1
4	<i>Type of disabilities</i>	
	Multiple disabilities	38
	Physical	20
	Visual	10
	Intellectual	2
	Hearing	2
	Cancer	1
	Epilepsy	1
	Not stated	27
5	<i>Research methodology</i>	
	Quantitative	48
	Qualitative	43
	Mixed methods	10

Ecosystem of
disability
inclusion

43

Table 3.

Publication category
(*n* = 101)

Source: Created by author

kinds. The research methodology includes 48 quantitative approach papers, 43 qualitative approach papers and 10 mixed-method approach papers.

3.2 *Disability inclusion themes in hospitality and tourism research*

We used thematic analysis to understand and represent textual data (Nowell *et al.*, 2017), generating three major research themes approved by the expert panels. These include DI enablers, TWD experiences and EWD employment (Table 4). We present our findings by outlining the research themes and a discussion.

3.2.1 *Disability inclusion enablers*

3.2.1.1 Disability discrimination acts. The literature reveals that anti-discrimination acts and their compliance are essential (Darcy and Taylor, 2009). The United Nations disability efforts, such as the Convention on the Rights of People with Disabilities and Disability Acts at the national level, signify their inclusive right. While previous studies concentrated on Global North countries, they still struggle to meet disability support requirements. These ineffective policies hinder TWD accommodations (Freeman and Selmi, 2010).

3.2.1.2 Inclusive marketing. The marketing, imagery and representation of TWDs in promotional materials are vital for inclusion. The literature shows that marketing materials are invisible or unclear among TWDs and their families (Cloquet *et al.*, 2018), creating an unwelcoming tourism environment (Benjamin *et al.*, 2021). While accessibility marketing has been mainly discussed in TWDs, significant gaps exist in addressing the marketing representation of disability employment in H&T organisations.

3.2.1.3 Stakeholders' collaboration. Previous studies examined stakeholders' collaboration to foster DI in H&T organisations. Nyanjom *et al.* (2018) assessed multiple key stakeholders supporting DI in the H&T industry, suggesting an innovative developmental strategy for stakeholder involvement. Walters *et al.* (2021) evaluated the positive outcomes of power relationships among stakeholders in H&T organisations by investigating the importance of events for marginalised groups, revealing that psychological empowerment benefited TWDs and stakeholders.

3.2.2 *Travel experience of tourists with disabilities*

3.2.2.1 Service provisions for tourists with disabilities. DI within H&T organisations has centred on the TWDs' experiences. Although disability travel is considered new in some countries, there is a significant willingness to serve TWDs (Ozturk *et al.*, 2008). Numerous trials and errors with TWDs in the H&T business still exist (Patterson *et al.*, 2012). Prominent barriers to supporting TWDs are attitudes among personnel in H&T organisations (Sy and Chang, 2019). Negative attitudes to serve vary by gender, formal educational attainment and organisational category (Adam, 2019). To understand how attitudinal barriers affect TWDs, researchers should use existing models to systematically study the TWDs' experience (Card *et al.*, 2006). Service providers are encouraged to prioritise duty and justice over conventional business practices because serving TWDs necessitates specialised adaptations (Fennell and Garrod, 2022).

3.2.2.2 Physical accessibilities. Multiple studies investigated the importance of physical accessibility in H&T facilities (Darcy and Pegg, 2011; Morris and Kazi, 2014). Significant physical factors affecting TWDs were the accessibility of public areas, recreation and hotel room facilities (Lyu, 2017). Israeli (2002) developed a model assessing the relative significance of accessibility factors in tourist sites to enhance physical accessibility. Darcy (2010) suggested the preferred format for providing accessible accommodation information (combining textual descriptions, floorplans and digital photography).

3.2.2.3 Information accessibilities. Information availability issues for TWDs remained unresolved (Park *et al.*, 2022). Information accessibility and designs should accommodate

No.	Themes	Sub-theme	No. of studies	Source
1	<i>Disability inclusion enablers</i>	Disability discrimination acts	2	Miller and Kirk (2002), Darcy and Taylor (2009)
		Inclusive marketing	2	Cloquet <i>et al.</i> (2018), Benjamin <i>et al.</i> (2021)
		Stakeholders' collaboration	2	Nyanjom <i>et al.</i> (2018), Walters <i>et al.</i> (2021)
2	<i>Travel experience of TWDs</i>	Service provisions to serve TWDs	19	Takeda and Card (2002), Ray and Ryder (2003), McKercher <i>et al.</i> (2003), Card <i>et al.</i> (2006), Ozturk <i>et al.</i> (2008), Freeman and Selmi (2010), Bizjak <i>et al.</i> (2011), Darcy and Pegg (2011), Patterson <i>et al.</i> (2012), Nicolaisen <i>et al.</i> (2012), Schitko and Simpson (2012), Morris and Kazi (2014), Cole <i>et al.</i> (2014), Zhang and Cole (2016), Boxall <i>et al.</i> (2018), Sy and Chang (2019), Adam (2019), Randle and Dolnicar (2019), Fennell and Garrod (2022)
		Physical accessibilities	3	Israeli (2002), Darcy (2010), Tutuncu (2017)
		Information accessibilities	9	Williams and Rattray (2005), Shi (2006), Mills <i>et al.</i> (2008), Eichhorn <i>et al.</i> (2008), Buhalis and Michopouloub (2011), Zajadacz (2014), Casais and Castro (2020), Lam <i>et al.</i> (2020), Park <i>et al.</i> (2022)
		Barriers to travel	8	Hunter-Jones (2004), Daniels <i>et al.</i> (2005), Poria <i>et al.</i> (2011), Lee <i>et al.</i> (2012), Wan (2013), Loi and Kong (2017), Kong and Loi (2017), De Pascale <i>et al.</i> (2023)
		Motivation and experience	28	Burnett and Baker (2001), Yau <i>et al.</i> (2004), Shaw and Coles (2004), Lane (2007), Lovelock (2010), Poria <i>et al.</i> (2010), Chang and Chen (2011), Blichfeldt and Nicolaisen (2011), Var <i>et al.</i> (2011), Darcy (2012), Joo and Cho (2012), Dias de Faria <i>et al.</i> (2012), Small <i>et al.</i> (2012), Pagan (2012), Lyu (2017), Olya <i>et al.</i> (2018), Moura <i>et al.</i> (2018), Tchetchik <i>et al.</i> (2018), Devile and Kastenholz (2018), Chikuta <i>et al.</i> (2019), Cole <i>et al.</i> (2019), Zhang <i>et al.</i> (2019b), Zhang <i>et al.</i> (2019a), McIntosh (2020), Pagan (2020), Cerdan Chiscano and Darcy (2021), Gillovic <i>et al.</i> (2021), Ali <i>et al.</i> (2023)
		Caregiver's experience	5	Kim and Lehto (2013), Sedgley <i>et al.</i> (2017), Nyman <i>et al.</i> (2018), Lehto <i>et al.</i> (2018), Kang <i>et al.</i> (2020)
3	<i>The employment of EWDs</i>	Challenges of hiring EWDs	4	Gröschl (2007), Bengisu and Balta (2011), Houtenville and Kalargyrou (2012), Al Fardan and Morris (2019)
		Employers' attitudes toward hiring	5	Chi and Qu (2004a), Chi and Qu (2004b), Jasper and Waldhart (2013), Houtenville and Kalargyrou (2015), Kalargyrou <i>et al.</i> (2020a)
		Human resource practices	6	Harris and Durocher (2003), Daruwalla and Darcy (2005), Kalargyrou and Volis (2014), Kalargyrou (2014), Luu (2021), Bellucci <i>et al.</i> (2023)
		Employees' treatments	4	Ross (2004), Paez and Arendt (2014), Hui <i>et al.</i> (2021), Kalargyrou <i>et al.</i> (2023)
		Customers' evaluation	4	Kuo and Kalargyrou (2014), Kalargyrou <i>et al.</i> (2018), Madera <i>et al.</i> (2020), Kalargyrou <i>et al.</i> (2020b)

Source: Created by author

Table 4.
Research themes
(*n* = 101)

inclusive engagement (Williams and Rattray, 2005). An inclusive H&T environment necessitates accessible built conditions and online information accessibility (Buhalis and Michopouloub, 2011). However, online content targeting TWDs is too generic and limited (Casais and Castro, 2020). Eichhorn *et al.* (2008) demonstrate how varied needs and

perceptions of the quality of information sources result in diverse search outcomes. The available information mainly targets physical disabilities (Ali *et al.*, 2023), while tourists with visual impairments typically struggle with online visual content (Shi, 2006).

3.2.2.4 Barriers to travel. The literature shows that women with disabilities are doubly disadvantaged because of gender and disability-related exclusion (De Pascale *et al.*, 2023). Major travel barriers among TWDs were accessibility and intrapersonal and interpersonal aspects (Wan, 2013; Kong and Loi, 2017). Lee *et al.* (2012) discovered that the intrinsic and environmental factors positively and significantly influenced TWDs' travel decisions. Studies on accessibility expectations also found that TWDs prioritise their treatment over physical accommodations (Chikuta *et al.*, 2019; Lam *et al.*, 2020). Unpleasant interactions with services create helplessness among TWDs, erecting intrapersonal barriers to participation (Kong and Loi, 2017). Emphasising H&T offerings accessible to TWDs, fostering stakeholder engagement and nurturing positive relationships can lead to higher travel satisfaction (Loi and Kong, 2017; Cole *et al.*, 2019).

3.2.2.5 Motivations and experience. TWDs travel for self-care, overcoming self-doubt and redefining themselves (Blichfeldt and Nicolaisen, 2011). Travelling minimises loneliness and expands their social interaction possibilities and experiences (Pagan, 2020). Although TWDs travel for multiple intrinsic and extrinsic reasons (Small *et al.*, 2012), Moura *et al.* (2018) suggested that accessible tourism can be a new stress-coping resource for TWDs. It rebalances their personal and social resources. Yau *et al.* (2004) agreed that personal courage, family support and the tourist industry's precise information can create active tourism among TWDs. Comprehensive information and disability awareness training would enhance service providers' preparedness (Agovino *et al.*, 2017), while continuous social interactions between employees and TWDs reduce disability travelling concerns (Casais and Castro, 2020).

3.2.2.6 Caregivers' experience. The psychological well-being and experiences of carers of TWDs have attracted attention. The burden on carers prompted more studies (Lehto *et al.*, 2018). Other than caring for children or family members with disabilities, carers typically travel with TWDs for various reasons such as the intellectual and physical development of the children/TWDs, relaxation, socialisation and strengthening the family relationship (Kim and Lehto, 2013; Nyman *et al.*, 2018). However, carers encounter emotional challenges while planning trips, leading to stress and feelings of escape during vacations (Sedgley *et al.*, 2017). Kang *et al.* (2020) found a significant correlation between caregivers' satisfaction and the quality of the service environment provided to their cared individuals. Travelling for families with multiple family members with disabilities and without disabilities also presents unique challenges requiring careful planning and consideration. Suitable transportation, accommodations and activities are necessary for a smooth trip (Kang *et al.*, 2020). Communication and coordination among family members are crucial, whereas adaptability and readiness for unforeseen circumstances are essential (Nyman *et al.*, 2018).

3.2.3 Employees with disabilities employments

3.2.3.1 Challenges of hiring employees with disabilities. DI in disability employment is the least researched topic in H&T literature. Gröschl (2007) found that employers' preferences for physical attractiveness and industry-specific qualities hinder EWDs hiring in H&T organisations, followed by limited legal pressure and awareness. Bengisu and Balta (2011) claimed that employers mostly agree that EWDs may perform any duty in the H&T business when their professional knowledge and skills match the requirements. While larger organisations are likelier to hire EWDs (Houtenville and Kalargyrou, 2012; Jasper and Waldhart, 2013), employers concur that increased efforts to accommodate the EWDs market

through accessible workplaces, public perception shifts and enacting unified laws and regulations are necessary (Al Fardan and Morris, 2019).

3.2.3.2 Employers' attitudes towards hiring. Employers' attitudes towards hiring EWDs dominate previous attitudinal investigations on disability employment. Though employers are generally worried about the costs and accommodations for hiring EWDs, those with experience are optimistic about EWD prospects (Chi and Qu, 2004b). Negative attitudes among employers stemmed from their concerns about the acceptability of other employees and customers (Kalargyrou *et al.*, 2020a). Employers' attitudes towards physical and sensory-challenged employees positively affected the likelihood of hiring EWDs compared to other disabilities (Chi and Qu, 2004a).

3.2.3.3 Human resource practices. Human resource processes should allow EWDs to demonstrate competence during selection, training, fair performance reviews and rewards (Luu, 2021). Challenges for EWDs include limited quality training, restricted business performance standards and inadequate support in operational policies (Harris and Durocher, 2003). Luu (2021) revealed that disability-inclusive leadership mediated between disability-inclusive HRM practices, work-family conflict and work-family enrichment for EWDs. Kalargyrou and Volis (2014) proposed three initiatives to enhance human resource practices in H&T organisations: promoting awareness and integration techniques among stakeholders, alliances with vocational rehabilitation organisations and financial support from state health and human services ministries for DI strategies. Advanced human resource practices yield a positive social return, benefiting employees, the social cooperative and customers through increased satisfaction, improved reputation and heightened exposure to disability issues (Bellucci *et al.*, 2023).

3.2.3.4 Employees' treatments. Ross (2004) confirmed that societal and personal ethical factors are essential in determining employees' treatment. Organisational characteristics affect the managers' attitudes towards EWDs (Kalargyrou *et al.*, 2023). Hui *et al.* (2021) found challenges managers and employees face engaging with EWDs concerning work fairness and environment. EWDs encounter challenges in workforce integration, like dealing with their employers and co-workers (Paez and Arendt, 2014). Therefore, exploring employees' competencies and personal ethical beliefs among employees is required to understand EWDs' working expression (Ross, 2004).

3.2.3.5 Customers' evaluation. Previous studies examined how customers evaluated EWDs in H&T organisations, yielding varied outcomes. Kalargyrou *et al.* (2018) found no significant differences in the perceived service quality offered by EWDs in food service establishments, indicating that people with family members or close friends with disabilities were less stereotypical. Kuo and Kalargyrou (2014) discovered that customers demonstrated a moderately positive purchase intention for a restaurant employing EWDs. Madera *et al.* (2020) showed that customers evaluate EWDs lower than employees without disabilities in hotel sectors. The negative evaluation and stereotyping are influenced by customer characteristics such as ethnicity, religiosity and relationship to people with disabilities (Kalargyrou *et al.*, 2020b).

We incorporated summaries from the reviewed articles in the supplementary material.

4. Conclusions and practical implications

Our IR advances the knowledge of DI through a rigorous and transparent process by assembling, arranging and assessing literature published in H&T academic journals. Using the CABS 2021 guidelines, 150 papers were generated, with 101 meeting the selection criteria. The data search process followed the SPAR-4-SLR protocol and specific inclusion criteria, prioritising high-ranking journal publications to guarantee credibility and high-quality data.

Drawing on the articles reviewed in H&T organisations, we present practical implications and recommendations for H&T stakeholders to enhance the strategies to include people with disabilities in H&T sectors.

4.1 Embracing the representation of *tourists with disabilities* in travel marketing

The guidelines established by the Disability Discrimination Acts ensure that all H&T establishments are accessible to TWDs (Darcy and Taylor, 2009). However, TWDs are overlooked or underrepresented in travel marketing campaigns, promotional materials and imagery (Benjamin *et al.*, 2021). Promoting diversity and inclusivity in travel marketing is a moral necessity and an intelligent economic approach (Cloquet *et al.*, 2018). Service providers can reach a broader market by promoting accessibility and acceptance by incorporating TWDs in marketing tactics. Various TWDs' portrayals break down barriers and give positive inclusivity messages. Advocating for marginalised groups, eradicating negative perceptions and forming new alliances foster a greater understanding of these communities (Walters *et al.*, 2021). When represented, TWDs will feel accepted and inspired to explore new destinations and activities (Benjamin *et al.*, 2021).

4.2 Empowering families with disabled children

Despite substantial studies on service provision and TWDs' experiences in the H&T literature, families and guardians of children with disabilities report low satisfaction. Families with disabled children face obstacles in H&T activities, prompting more assistance, accessibility and inclusive services (Nyman *et al.*, 2018). These families encounter positive emotions, such as exuberance, pride and awe, alongside negative emotions, such as distress, frustration and humiliation (Lehto *et al.*, 2018). Spontaneity is often a desirable aspect of holidays, but it can significantly distress families with autism spectrum children (Sedgley *et al.*, 2017). Addressing their needs and supporting inclusive H&T can create an environment where impaired children can engage and reach their potential (Nyman *et al.*, 2018). Travelling can be a rewarding experience for families with disabled children through thoughtful planning and support (Sedgley *et al.*, 2017). Tailoring tour packages to accommodate diverse needs, including sensory-friendly tours and activities, can create an inclusive environment (Lehto *et al.*, 2018). A convenient location for rental and well-equipped assistive devices is critical for a high-quality service environment for this group (Kang *et al.*, 2020). Because socialising was preferred for families with disabled children travelling (Kang *et al.*, 2020), H&T operators should train their personnel on disability awareness and sensitivity.

4.3 Social integration in disability employment

Although policies and anti-discrimination rights solidly set objectives to minimise exclusion, the reality shows a societal limitation in handling disability engagement in employment. Accessibility and human resource practices are not the sole means of promoting DI. Organisational practice must focus on social interaction within a disability environment. Social value creation is critical, emphasising understanding how EWDs co-create value in an environment shared with others and how the organisations can facilitate inclusive experiences (Cerdan Chiscano and Darcy, 2021). Stereotypes that hamper the growth of interactions can be addressed when EWDs engage with co-workers (Hui *et al.*, 2021). These experiences may increase an individual's self-efficacy for engaging with EWDs, linked with better attitudes regarding disability (Kalargyrou *et al.*, 2023). Promoting social transformation can increase participation, benefiting EWDs and employees, while neglecting societal expectations of disability may increase injustice.

5. Theoretical implications and future research directions

Our analysis found DI research in H&T concentrated on inclusive environments for TWDs covering multi-actor systems. Although some agendas might be addressed in the future, positive engagements from H&T players to accommodate TWDs are more important than accessibility. Conversely, the global recognition of employment issues in H&T organisations, such as talent shortages, has underscored the importance of empowering EWDs in the workforce, with benefits such as lower absenteeism and greater loyalty (Kalargyrou, 2014). Advances in medical, technology and legal frameworks have increased employment opportunities for EWDs (Kalargyrou *et al.*, 2020a). EWDs should have equal employment opportunities and growth based on performance and organisational contributions (Luu, 2021).

The review reveals that disability employment has challenges, including limited accessibility, accommodation and social barriers, contributing to lower employment rates of EWDs and low satisfaction among internal stakeholders. Achieving success in disability employment necessitates internal and external organisational factors, including leadership, co-workers and customers (Mohsin *et al.*, 2023). Stakeholders' engagement and participation with policies and practises about DI would help the organisation enhance its financial performance (Lim *et al.*, 2023) and foster greater job satisfaction (Mohsin *et al.*, 2023). Adopting a holistic approach to strengthen the inclusive organisational ecosystem is imperative. Considering this, we offer recommendations for future research, providing valuable insights into the H&T organisations.

Colella and Bruyère (2011) identified three areas of disability employment: accommodation, selection and workplace integration. However, the co-creation of social integrations related to disability employment among organisational stakeholders is limited. Some research revealed positive attitudes among leaders towards hiring EWDs, although occasional interactions between managerial-level individuals and EWDs restrict this conclusion (Houtenville and Kalargyrou, 2015). Employers and managers may be concerned with the economic value of disability employment, customer feedback and service quality, while co-workers may be more worried about the impact of working with EWDs (Hui *et al.*, 2021). Disability-related behavioural research that assesses attitudes and interactions of disability employment to increase collaboration between co-workers and EWDs is critical. It should focus on individuals representing the internal ecosystem of the organisation and individuals working directly with EWDs. Hui *et al.* (2021) highlighted the advantages and difficulties of disability employment experienced by work groups and individuals dealing with EWDs. Understanding the elements of positive work behaviour is vital to guaranteeing the long-term viability of disability employment. Further investigations into the disability employment model by Stone and Colella (1996) must consider EWDs' traits, observers' characteristics, legal requirements, organisational norms and policies to understand the treatments towards EWDs.

Moreover, DI research usually treats disabled individuals as a homogenous group. Many disability employment studies used an undifferentiated disability approach, but disability does not constitute a unified group and should not be regarded as such (Darcy, 2010). Prior research neglects invisible disabilities such as cancer and mental illness, which elicit distinct reactions from co-workers and unique disability management. They might face obstacles that prevent full engagement, inability to cope, lack of confidence and therapy effects (Hunter-Jones, 2004). Managers and the organisation must work together to help employees with invisible impairments (Kalargyrou *et al.*, 2023). Further investigations are needed to embrace social responsibility and contribute to enabling invisible EWDs' working conditions.

Finally, H&T organisations frequently prioritise DI strategies among EWDs for lower-level positions, particularly in the back office (Kalargyrou *et al.*, 2020a). As more EWDs have advanced degrees and work experience, comprehending their contributions and job satisfaction to meet their self-actualisation requirements is essential (Baldwin *et al.*, 2014). Future research should focus on understanding the experiences and needs of EWDs in higher-status positions and examining the potential positive effects of having such positions within H&T organisations.

6. Limitations

The literature review examined past publications on DI in H&T organisations from the perspectives of customers and employees with disabilities. The review debated existing literature surrounding DI across different ecosystems. However, the relationship between DI and other issues, which need to be considered, is not explained. For instance, a review could be done on how DI affects the tourists' satisfaction or how DI practices affect organisational performance or corporate social responsibility goals. Despite these limitations, the current study has carefully reviewed DI in H&T research from a collaborative ecosystem's perspective.

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Supplementary material

The supplementary material of this article can be found online.

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Appendix 1: The summary of reviewed articles (n=101)

No.	Author	Journal, CABS ranking	Research Design/ Method	Theme	Sub-theme	Type of disability	Country	Sector	Sample	Main contribution
1.	Burnett and Baker (2001)	JTR, 4*	Quantitative self-administered questionnaire (ANOVA)	Travel experience of TWDs	Motivation and experience	Multiple disabilities	United States of America	Travel experience	TWDs	TWDs with severe disabilities have distinct travel patterns and motivations compared to others.
2.	Miller and Kirk (2002)	JST, 3*	Quantitative Mystery shopper (letter)	Disability inclusion enablers	Disability discrimination acts	Visually impaired	United Kingdom	Travel experience	TWDs	Organisations need to improve their ability to fulfil basic requests.
3.	Israeli (2002)	JTR, 4*	Quantitative Compensatory methods and non-compensatory methods	Travel experience of TWDs	Physical accessibilities	Physical disabilities	Israel	Tourist attractions	TWDs	Assessing the significance of accessibility factors for TWDs at tourist sites.
4.	Takeda and Card (2002)	JTMM, 2*	Quantitative Questionnaire Graphical display analysis	Travel experience of TWDs	Service provisions to serve TWDs	Physical disabilities	United States of America	Tour operators/ travel agencies	Tour operators' perspective	Accessibility barriers and staff attitude barriers.
5.	Ray and Ryder (2003)	TM, 4*	Mixed methods Focus group discussion Hybrid surveys	Travel experience of TWDs	Service provisions to serve TWDs	Physical disabilities	United States of America	Travel experience	TWDs	PWDs consider word-of-mouth recommendations, the internet, and travel guides are crucial for travel planning.
6.	McKercher <i>et al.</i> (2003)	TM, 4*	Qualitative Focus-group interviews	Travel experience of TWDs	Service provisions to serve TWDs	Mobility and visual disabilities	Hong Kong	Travel experience	TWDs	Attitudinal and structural limitations are the most negligible efficiency factors for travel agents.
7.	Chi and Qu (2004a)	IJHTA, 1*	Quantitative Questionnaire Factor analysis, multiple regression, and one-way ANOVA	The employment of EWDs	Employers' attitudes toward hiring	Multiple disabilities	United States of America	Foodservice	Foodservice employers	The findings indicate that having positive previous work experience with individuals with disabilities can lead to favourable attitudes towards hiring them.
8.	Harris and Durocher (2003)	IJHTA, 1*	Quantitative Questionnaire ANOVA	The employment of EWDs	Human resource practices	Vision-Impaired	United States of America	Foodservice	EWDs (Managers)	Enhancing training programs and improving the inspection process is necessary for better training outcomes.

9.	Yau <i>et al.</i> (2004)	ATR, 4*	Qualitative In-depth Interview	Travel experience of TWDs	Motivation and experience	Mobility or visual disabilities	Hong Kong	Travel experience	TWDs	Understanding the active travel process will increase awareness of the specific tourism requirements of TWDs.
10.	Hunter-Jones (2004)	TM, 4*	Qualitative In-depth Interview	Travel experience of TWDs	Barriers to travel	Skin cancer	United Kingdom	Travel experience	Multiple stakeholders	Key travel barriers include concerns about managing difficulties while on vacation, a lack of confidence, and a need for self-belief.
11.	Shaw and Coles (2004)	TM, 4*	Qualitative Case study interview	Travel experience of TWDs	Motivation and experience	Multiple disabilities	United Kingdom	Travel experience	TWDs	The results indicate that TWDs should be included in broader disability studies that embrace the social model of disability.
12.	Ross (2004)	IJHM, 3*	Quantitative Questionnaire ANOVA	The employment of EWDs	Employees' treatments	-	Australia	Hospitality organisations	Tourism students	Both societal and personal ethical factors play a significant role in determining how EWDs are treated.
13.	Chi and Qu (2004b)	JHRHT, 1*	Quantitative Questionnaire ANOVA	The employment of EWDs	Employers' attitudes toward hiring	Multiple disabilities	United States of America	Restaurant	Employers	Employers had a more favourable attitude towards employees with sensory impairment and physical disabilities than those with mental disabilities.
14.	Daruwalla and Darcy (2005)	ATR, 4*	Quantitative Questionnaire	The employment of EWDs	Human resource practices	-	Australia	Hospitality organisations	Tourism students and employees	Changing societal attitudes is more manageable than changing personal attitudes, and having direct contact with EWDs is more effective in altering attitudes than simply providing information.
15.	Daniels <i>et al.</i> (2005)	TM, 4*	Qualitative interpretive content analysis, comparative pattern analysis	Travel experience of TWDs	Barriers to travel	Physical disabilities	United States of America	Travel experience	TWDs	The study recognises six intrapersonal, six interpersonal, and eight structural barriers to travel.
16.	Williams and Rattray (2005)	IJCHM, 3*	Qualitative Bobby software analysis	Travel experience of TWDs	Information accessibilities	-	United Kingdom & United States of America	Hotel	Hotel websites	The hotel websites revealed abysmal levels of accessibility for EWDs.
17.	Shi (2006)	TM, 4*	Quantitative World Wide Web Consortium's (W3C) analysis Bobby software	Travel experience of TWDs	Information accessibilities	-	Australia	Visitor information centres (VIC) websites	VIC websites	Most homepage websites in VIC were discovered to violate one or more of the W3C web accessibility standards.

18.	Card <i>et al.</i> (2006)	APJTR, 1*	Quantitative Questionnaire AABM Comparison	Travel experience of TWDs	Service provisions to serve TWDs	Physical disabilities	United States of America	Travel agencies	Provider (Tour operators) and TWDs	The study compares the barriers faced by providers with those faced by TWDs.
19.	Lane (2007)	IJCHM, 3*	Qualitative Case study	Travel experience of TWDs	Motivation and experience	Multiple disabilities	United Kingdom	Travel experience	TWDs	This study emphasises how TWDs interact with a wide range of organisations and businesses while on a trip and experiencing their services.
20.	Gröschl (2007)	IJHM, 3*	Qualitative Interview	The employment of EWDs	Challenges of hiring EWDs	Multiple disabilities	Canada	Hotels	Leaders and employment agencies	Managers' aesthetic and self-presentation preferences and other hotel industry-specific traits may limit EWDs' recruitment.
21.	Mills <i>et al.</i> (2008)	CHQ, 2*	Quantitative The Kruskal-Wallis's test	Travel experience of TWDs	Information accessibilities	Visual disabilities	United States of America	Hotel	Accommodation websites	Numerous issues hinder the usability of these websites for visual impairments TWDs.
22.	Ozturk <i>et al.</i> (2008)	TM, 4*	Quantitative Questionnaire t-test	Travel experience of TWDs	Service provisions to serve TWDs	Physical disabilities	Turkey	Hospitality organisations	Hotel and travel agency managers	Although serving TWDs is an emerging effort, travel operators are willing to participate.
23.	Eichhorn <i>et al.</i> (2008)	ATR, 4*	Mixed method (Questionnaire, focus group) information search theory	Travel experience of TWDs	Information accessibilities	Multiple disabilities	Europe	Hospitality organisations	Service providers, disability organisations	The analysed existing schemes partially meet informational requirements.
24.	Darcy and Taylor (2009)	LS, 2*	Mixed method Content analysis, complaint cases analysis	Disability inclusion enablers	Disability discrimination acts	-	Australia	Hospitality organisations	Government authorities	Discrimination themes show that TWDs are struggling for their rights.
25.	Lovelock (2010)	TM, 4*	Quantitative Questionnaire t-test	Travel experience of TWDs	Motivation and experience	Physical disabilities	New Zealand	Natural attraction	Disabled and non-disabled residents	The group with mobility issues reported a more significant need for improved access in such settings.
26.	Poria <i>et al.</i> (2010)	JTR, 4*	Qualitative Interview	Travel experience of TWDs	Motivation and experience	Physical and visual disabilities	Israel	Air travel	TWDs	Wheelchair users face physical and social challenges that humiliate and hurt them.
27.	Darcy (2010)	TM, 4*	Quantitative questionnaire t-test and ANOVA	Travel experience of TWDs	Physical accessibilities	Multiple disabilities	Australia	Hotel	TWDs	Disability dimensions and level of support requirements are crucial to accessibility.

28.	Freeman and Selmi (2010)	JTR, 4*	Qualitative Interview	Travel experience of TWDs	Service provisions to serve TWDs	Multiple disabilities	France & Canada	Travel experience	TWDs	Neither country's tourism business has a disability-friendly policy.
29.	Chang and Chen (2011)	TM, 4*	Quantitative questionnaire IPA analysis	Travel experience of TWDs	Motivation and experience	Lower extremity function (LEF) impairment	Taiwan	Air travel	TWDs	The results show that people with minor, moderate, and severe disabilities have different care needs.
30.	Bizjak <i>et al.</i> (2011)	ATR, 4*	Quantitative Experiment	Travel experience of TWDs	Service provisions to serve TWDs	-	Europe	Hospitality organisation	Tourism students	Disabled subjects in tourism schools can improve students' views of TWDs.
31.	Bengisu and Balta (2011)	JST, 3*	Quantitative Delphi study	The employment of EWDs	Challenges of hiring EWDs	Multiple disabilities	Turkey	Hospitality organisations	Experts of disability	Regardless of disability, EWDs should be hired on merit, suitability, and ability.
32.	Blichfeldt and Nicolaisen (2011)	CIT, 2*	Qualitative Interview	Travel experience of TWDs	Motivation and experience	Physical disabilities	Denmark	Travel experience	TWDs	The travel decision process for TWDs is complex, but as the TWDs gain more experience, the complexity decreases.
33.	Buhalis and Michopoulou (2011)	CIT, 2*	Qualitative Focus group	Travel experience of TWDs	Information accessibilities	Multiple disabilities	United Kingdom & Europe	Travel experience	Multiple stakeholders	Profiling and personalisation tools in information accessibility are crucial for TWDs.
34.	Darcy and Pegg (2011)	IJHM, 3*	Qualitative In-depth Interview, focus group	Travel experience of TWDs	Service provisions to serve TWDs	Multiple disabilities	Australia	Hotel	Hotel managers	The importance of inclusive attitudinal approach, safety, communication, accessibility, and operational processes.
35.	Poria <i>et al.</i> (2011)	IJCHM, 3*	Qualitative Interview	Travel experience of TWDs	Barriers to travel	Visual and physical disabilities	Israel	Hotel	TWDs	The main obstacles are physical design and staff behaviour.
36.	Var <i>et al.</i> (2011)	APJTR, 1*	Quantitative Questionnaire t-test, chi-square, and factor analysis	Travel experience of TWDs	Motivation and experience	Physical disabilities	Turkey	Travel experience	TWDs	Different demographic groups/patterns of TWDs travel differently.
37.	Darcy (2012)	JHTM, 2*	Mixed method Content analysis Questionnaire In-depth interviews	Travel experience of TWDs	Motivation and experience	Multiple disabilities	Australia	Air travel	Newspapers, complaint cases, TWDs	Anxiety, helplessness, and shame are beyond what individuals commonly experience because of unfair, inaccessible, undignified, and dependent practices.
38.	Patterson <i>et al.</i> (2012)	WLJ, 1*	Qualitative Interview	Travel experience of TWDs	Service provisions to serve TWDs	Multiple disabilities	Australia	Hospitality organisations	Owners/managers of tourism operations	Individual tourism operators continue to engage in an ad hoc process of trial and error regarding their level of engagement.

39.	Nicolaisen <i>et al.</i> (2012)	WLJ, 1*	Qualitative Interview	Travel experience of TWDs	Service provisions to serve TWDs	-	Denmark and Germany	Travel experience	Regional and local DMOs	The provision for TWDs should be considered through the lens of both the medical and social models of disability.
40.	Houtenville and Kalargyrou (2012)	CHQ, 2*	Quantitative Questionnaire	The employment of EWDs	Challenges of hiring EWDs	Multiple disabilities	United States of America	Hospitality organisations	Employers	Larger companies, tax credits and incentives, flexible work schedules, disability awareness training and knowledge about EWDs would enhance the hiring process.
41.	Joo and Cho (2012)	APJTR, 1*	Quantitative Questionnaire Chi-squared, correlations	Travel experience of TWDs	Motivation and experience	Multiple disabilities	Korea	Foodservice	Special education students	The improvement of mobility and accessibility within restaurants and personnel attitudes are needed.
42.	Schitko and Simpson (2012)	APJTR, 1*	Mixed method Questionnaire Focus group discussions	Travel experience of TWDs	Service provisions to serve TWDs	-	New Zealand	Hospitality organisations	Hospitality students	Disability awareness in educational programmes in hospitality courses is needed to equip students to serve them in the future.
43.	Dias de Faria <i>et al.</i> (2012)	IJCHM, 3*	Mixed method Focus group Questionnaire	Travel experience of TWDs	Motivation and experience	Visual disabilities	Brazil	Foodservice	TWDs	For visually impaired TWDs, a disability-friendly environment and empathetic servers are crucial.
44.	Lee <i>et al.</i> (2012)	TM, 4*	Quantitative questionnaire AMOS	Travel experience of TWDs	Barriers to travel	Multiple disabilities	Korea	Travel experience	TWDs	Intrinsic and environmental factors were statistically associated with acquired helplessness.
45.	Small <i>et al.</i> (2012)	TM, 4*	Qualitative Interview, focus group	Travel experience of TWDs	Motivation and experience	Visual disabilities	Australia	Travel experience	TWDs	It is essential to recognise the multi-sensory aspect of TWDs' experiences and highlight how providing such experiences benefits them.
46.	Pagan (2012)	ATR, 4*	Quantitative Personal diary, Questionnaire	Travel experience of TWDs	Motivation and experience	Multiple disabilities	Spain	Travel experience	Households (disabled and non-disabled)	TWDs are less likely to engage in tourism activities, but the disparities in participation intensity based on disability status are less pronounced, especially among male TWDs.
47.	Kim and Lehto (2013)	TM, 4*	Quantitative questionnaire Canonical correlation analysis	Travel experience of TWDs	Caregiver's experience	-	Korea	Travel experience	Family with disabled children	Five motivational factors and seven activity factors were identified in this study.

48.	Wan (2013)	IJCHM, 3*	Qualitative Interview	Travel experience of TWDs	Barriers to travel	Visual and physical disabilities	China	Casino	Disabled customers, casino supervisors and dealers	TWDs encountered social, economic, and physical difficulties while visiting casinos.
49.	Jasper and Waldhart (2013)	IJCHM, 3*	Quantitative Questionnaire F-, T-, and Z-tests.	The employment of EWDs	Employers' attitudes toward hiring	-	United States of America	Hospitality organisations	Employers	Employee abilities and workplace accommodations were significant worries, but financial incentives and workplace attitude practice were valuable remedies.
50.	Kuo and Kalargyrou (2014)	IJCHM, 3*	Quantitative Experimental design	The employment of EWDs	Customers' evaluation	Multiple disabilities	United States of America	Foodservice	Consumers	Consumers generally showed a moderately positive intention to purchase from a restaurant with EWDs, though this intention varied based on different dining occasions.
51.	Paez and Arendt (2014)	IJHTA, 1*	Quantitative Mailed questionnaire t-test and ANOVA	The employment of EWDs	Employees' treatments	Multiple disabilities	United States of America	Foodservice	Managers	Age and tenure with the current organisation impacted attitudes regarding the significance of training EWDs.
52.	Zajadacz (2014)	CIT, 2*	Quantitative Questionnaire logistic regression analysis	Travel experience of TWDs	Information accessibilities	Hearing disabilities	Poland	Travel experience	TWDs	Deaf and hearing individuals rely on the internet and advice from close friends or family for tourist information.
53.	Kalargyrou and Volis (2014)	JHRHT, 1*	Qualitative Meta-synthesis approach	The employment of EWDs	Human resource practices	-	United States of America	Hospitality organisations	Hospitality leaders	The champion organisations recognise the advantages of disability inclusion (financial and social).
54.	Kalargyrou (2014)	JHRHT, 1*	Qualitative Interview	The employment of EWDs	Human resource practices	-	United States of America	Hospitality organisations	Hospitality leaders	Overcoming biases and stereotypes requires creating a disability-friendly culture that supports EWDs.
55.	Morris and Kazi (2014)	WHATT, 1*	Qualitative Document analysis, Interview	Travel experience of TWDs	Service provisions to serve TWDs	-	United Arab Emirates	Hotel	Hospitality leaders	Most participants were unaware of Dubai's disability rights statute.
56.	Wang and Cole (2014)	APJTR, 1*	Qualitative Focus group Comparative analysis	Travel experience of TWDs	Service provisions to serve TWDs	Physical disabilities	KLM airlines Netherland	Air travel	Flight attendants	Assistance with in-flight amenities, equal treatment as other passengers, personalised services, and effective communication with accurate information.

57.	Houtenvill e and Kalargyro u (2015)	CHQ, 2*	Quantitative Questionnaire Logistic regressions	The employment of EWDs	Employers' attitudes toward hiring	-	United States of America	Hospitality organisations	Employers	Customers' and co-workers' attitudes are the biggest concerns.
58.	Zhang and Cole (2016)	TM, 4*	Mixed method Web content analysis, Penalty-Reward Contrast Analysis	Travel experience of TWDs	Service provisions to serve TWDs	Physical disabilities	United States of America	Accommodatio n	Web travel reviews	The focus is prioritising essential factors like room access and staff attitude capability. At the same time, optional offerings include excitement and exceptional performance factors like luggage support and additional lodging features.
59.	Loi and Kong (2017)	TPD, 2*	Qualitative Interview	Travel experience of TWDs	Barriers to travel	Visual disabilities	China	Travel experience	Disabled customers and caretakers	The study examines the problems and challenges of person-centred, social, and environmental factors.
60.	Tutuncu (2017)	IJHM, 3*	Quantitative Questionnaire Factor analysis	Travel experience of TWDs	Physical accessibilities	Physical disabilities	United States of America	Hotel	TWDs	Factor analysis revealed five dimensions of accessibility: the accessibility of public areas, rooms, recreation and other areas, in-room bathrooms, and food and beverage areas.
61.	Kong and Loi (2017)	JHTM, 2*	Qualitative Interview	Travel experience of TWDs	Barriers to travel	Visual disabilities	China	Travel experience	Disabled customers and family members	The discussion is organised into three themes: structural, intrapersonal, and interpersonal.
62.	Lyu (2017)	TM, 4*	Quantitative (Choice experiment)	Travel experience of TWDs	Motivation and experience	Physical disabilities	South Korea	Travel experience	TWDs	Respondents place the most importance on the accessibility of accommodations to maximise their travel satisfaction.
63.	Sedgley <i>et al.</i> (2017)	ATR, 4*	Qualitative Interview Interpretative Phenomenologic al Analysis (IPA)	Travel experience of TWDs	Caregiver's experience	Autism	United Kingdom	Travel experience	Mother with autism spectrum disorder (ASD)	The findings reveal challenges, benefits and caregiving strategies for managing children's (autism) tourism experience.
64.	Boxall <i>et al.</i> (2018)	IJCHM, 3*	Qualitative Utopian enquiry	Travel experience of TWDs	Service provisions to serve TWDs	Physical disabilities	Australia	Peer-to-peer (p2p) holidays Airbnb	Sharing economy organisations (p2p accommodatio ns)	The hypothetical scenarios imply that TWDs in traditional hotels and p2p holiday lodging are insecure without state action.
65.	Olya <i>et al.</i> (2018)	IJCHM, 3*	Qualitative Interview Fuzzy set qualitative	Travel experience of TWDs	Motivation and experience	Orthopaedic disorders	Cyprus	Peer-to-peer (p2p)	TWDs	The finding shows that host attributes, charm, and the convenience of a place are important factors influencing

comparative analysis (fsQCA)										disabled tourists' behavioural intentions to use p2p accommodations.
66.	Nyman <i>et al.</i> (2018)	TRR, 2*	Qualitative Interview	Travel experience of TWDs	Caregiver's experience	Physical disabilities	Sweden	Travel experience	Family (parents) with physical disabilities and children	The findings suggest that this target group's destination choice set model should also consider an "accessible set" of destinations with a universal design.
67.	Cloquet <i>et al.</i> (2018)	JST, 3*	Mixed method Quantitative and qualitative content analysis	Disability inclusion enablers	Inclusive marketing	-	United Kingdom	Travel experience	Travel brochures and websites	Most marketing materials for Cornish tourist attractions emphasise accessibility, and most imagery projects a sense of invisibility or conveys unclear messages.
68.	Lehto <i>et al.</i> (2018)	JDMM, 1*	Qualitative Interview	Travel experience of TWDs	Caregiver's experience	Multiple disabilities	China	Travel experience	TWDs and caregivers	Travel plays an integral part in developing resistance methods used by TWDs and their carers and their value propensity for self-evident well-being.
69.	Nyanjom <i>et al.</i> (2018)	TG, 2*	Qualitative Interview	Disability inclusion enablers	Stakeholders' collaboration	Multiple disabilities	Australia	Hospitality organisations	PWDs, PWDs organisations, H&T service providers, government agencies	Findings suggest that when multiple and diverse stakeholders are involved, an organic, circulatory, and developmental approach to stakeholder collaboration should be adopted to advance inclusive tourism innovatively.
70.	Moura <i>et al.</i> (2018)	JPRTLE, 1*	Quantitative Questionnaire CFA and LISREL	Travel experience of TWDs	Motivation and experience	Multiple disabilities	Spain	Travel experience	TWDs	Accessible tourism can be a beneficial coping resource for TWDs, helping them restore personal and social resources and promoting better health and well-being.
71.	Tchetchik <i>et al.</i> (2018)	JPRTLE, 1*	Quantitative Simple choice experiment	Travel experience of TWDs	Motivation and experience	-	Israel	hotel	Non-disabled individuals	1/3 of the non-disabled study participants were willing to stay in a hotel with a minor to moderate chance of being with TWDs. Still, this willingness decreased significantly when presented with visual aid and textual information.
72.	Devile and Kastenholz (2018)	JPRTLE, 1*	Qualitative Interview	Travel experience of TWDs	Motivation and experience	Visual disabilities	Spain	Travel experience	TWDs	Participation in tourist activities by people with visual disabilities is an interactive and multifaceted process influenced by individual contexts, impairment conditions, and social

										environments, impacting various process stages.
73.	Kalargyrou <i>et al.</i> (2018)	IJCHM, 3*	Quantitative Controlled experiment, questionnaire	Travel experience of TWDs	Customers' evaluation	Multiple disabilities	United States of America	Hotel	Customers dealing with EWDs	No significant differences in the perceptions of service quality delivery and stereotyping for service employees with disabilities, except for those with visual impairment.
74.	Chikuta <i>et al.</i> (2019)	TPD, 2*	Mixed method Questionnaire, Interview	Travel experience of TWDs	Motivation and experience	Multiple disabilities	Global	National parks	TWDs	TWDs are more concerned about how they are treated by others (social treatment) rather than physical accessibility.
75.	Cole <i>et al.</i> (2019)	JTTM, 2*	Quantitative Questionnaire AMOS	Travel experience of TWDs	Motivation and experience	Physical disabilities	United States of America	Travel experience	TWDs	Despite having the highest level of intrinsic motivation, respondents primarily travelled for external reasons (accessibility).
76.	Al Fardan and Morris (2019)	WHATT, 1*	Qualitative Interview	The employment of EWDs	Challenges of hiring EWDs	-	Dubai	Hotel	HR directors/managers	This study argues that Dubai hotels must improve accessibility, perceptions, and laws to serve the special needs market.
77.	Sy and Chang (2019)	APJTR, 1*	Quantitative questionnaire MANOVA	Travel experience of TWDs	Service provisions to serve TWDs	-	Philippine	Hospitality organisations	Employees	The employees had positive attitudes towards TWDs before training, disability law knowledge, or prior contact with PWDs.
78.	Adam (2019)	IJHM, 3*	Quantitative Questionnaire Kruskal-Wallis's test, Chi-square	Travel experience of TWDs	Service provisions to serve TWDs	-	Ghana	Hotel	Employees	Attitude segments varied by gender, formal education level, and hotel category.
79.	Zhang <i>et al.</i> (2019b)	IJCHM, 3*	Quantitative Questionnaire LISREL	Travel experience of TWDs	Motivation and experience	Physical disabilities	United States of America	Resort	TWDs	Self-determined motivations are discovered to be the most effective facilitators of TWDs' challenging resort-travel pursuits, confirming the usefulness of the proposed motivation subdivision.
80.	Zhang <i>et al.</i> (2019a)	JTR, 4*	Quantitative A quasi-experimental design LISREL	Travel experience of TWDs	Motivation and experience	Physical disabilities	United States of America	Resort	TWDs	The tourism industry should focus on fostering intrinsic travel motivations and perceived travel competence satisfaction as a priority over less autonomous motivations and meeting alternative psychological needs.

81.	Randle and Dolnicar (2019)	ATR, 4*	Qualitative Netnography	Travel experience of TWDs	Service provisions to serve TWDs	Multiple disabilities	United States of America	P2p accommodation networks	Airbnb website	The main challenge is not the lack of suitable accommodation (physical barrier) but instead identifying reasonable accommodation (informational barrier).
82.	McIntosh (2020)	ATR, 4*	Qualitative Interview	Travel experience of TWDs	Motivation and experience	Epilepsy	New Zealand	Travel experience	TWDs	Three primary themes for epileptic travellers: seizure episodes, invisibility, and anxiety management.
83.	Kang <i>et al.</i> (2020)	EM, 2*	Quantitative questionnaire SEM	Travel experience of TWDs	Caregiver's experience	Physical disabilities	South Korea	Event	Caregivers	Only service environment quality for PWDs was statistically significant concerning caregivers' event satisfaction.
84.	Casais and Castro (2020)	JHTT, 2*	Qualitative Observation, content analysis	Travel experience of TWDs	Information accessibilities	-	Spain	Hospitality website	Website review	The online content of destination websites aimed at TWDs is generic and incomplete.
85.	Madera <i>et al.</i> (2020)	CHQ, 2*	Quantitative Experiment Factor analysis	The employment of EWDs	Customers' evaluation	Physical and visual impairment	United States of America	Hotel	Customers evaluating EWDs	Customers were less optimistic about EWDs compared to employees without impairments.
86.	Pagan (2020)	CIT, 2*	Quantitative UCLA Loneliness Scale OLS regressions	Travel experience of TWDs	Motivation and experience	Multiple disabilities	Germany	Travel experience	TWDs	Holiday trips reduce loneliness in all persons, but especially in TWDs.
87.	Kalargyrou <i>et al.</i> (2020b)	APJTR, 1*	Quantitative A controlled experiment MANOVA	The employment of EWDs	Customers' evaluation	Multiple disabilities	United States of America	Hotels	Customers evaluating EWDs	Customer characteristics (ethnicity, religiosity, and relationship to people with disabilities) influenced the stereotyping of service quality.
88.	Kalargyrou <i>et al.</i> (2020a)	IJHTA, 1*	Qualitative Interview, content analysis	The employment of EWDs	Employers' attitudes toward hiring	Multiple disabilities	Global	Travel experience	hospitality business owners	These companies hire EWDs in front-of-house positions instead of EWDs in back-of-house positions.
89.	Lam <i>et al.</i> (2020)	JDMM, 2*	Qualitative Interview	Travel experience of TWDs	Information accessibilities	Visual disabilities	Hong Kong	Travel experience	TWDs	This study substantiates the contribution of technology to increased accessibility by demonstrating that mobile applications can eliminate the TWDs' knowledge limitations.

90.	Hui <i>et al.</i> (2021)	JHRHT, 1*	Qualitative Interview, focus group	The employment of EWDs	Employees' treatments	-	Hong Kong	Hotel	Managers and employees	The paper recommended ways to reduce disability employment barriers and manage the disability inclusion programme.
91.	Benjamin <i>et al.</i> (2021)	JST, 3*	Qualitative Content analysis, Interview	Disability inclusion enablers	Inclusive marketing	Physical disabilities	United States of America	Travel experience	Promotional materials review	The findings offer insight into inclusive tourism and remove physical and psychological barriers to PWDs' travel.
92.	Cerdan Chiscano and Darcy (2021)	CIT, 2*	Qualitative Ethnographic, Interview, observation	Travel experience of TWDs	Motivation and experience	Multiple disabilities	Spain	Heritage sites	TWDs and non-disabled customers	The results demonstrate the significance of concentrating on customers-to-customers (C2C) co-creation opportunities that generate value.
93.	Luu (2021)	JST, 3*	Quantitative Questionnaire SEM	The employment of EWDs	Human resource practices	Multiple disabilities	South Korea and Vietnam	Hospitality organisations	HR managers and department managers	Disability-inclusive leadership mediated the links between disability-inclusive HR practises, work-family conflict, and enrichment among disabled employees.
94.	Walters <i>et al.</i> (2021)	IJCHM, 3*	Qualitative Observation, reflective ethnography, Interview	Disability inclusion enablers	Stakeholders' collaboration	-	Australia and New Zealand	Event	Multiple stakeholders	The study revealed eight power and empowerment themes: offering a platform, giving/taking ownership, building confidence, empowering with/through knowledge, respect, pride and affirmation, freedom to "be," and resistance.
95.	Gillovic <i>et al.</i> (2021)	JHTM, 2*	Qualitative Interview	Travel experience of TWDs	Motivation and experience	Intellectual disabilities	New Zealand	Travel experience	TWDs	This view of intellectual disability fills a gap in current tourism research by adding to and advancing understandings of inclusive tourism experiences for TWDs with intellectual disabilities.
96.	Park <i>et al.</i> (2022)	CIT, 2*	Quantitative Content analysis MANOVA, ANOVA	Travel experience of TWDs	Information accessibilities		Global	Tourism websites	Multiple tourism websites	This study concluded that the problem with tourism websites remains unresolved and that further investigation is required.
97.	Ali <i>et al.</i> (2022)	JHTR, 1*	Qualitative Content analysis, focus group interview	Travel experience of TWDs	Motivation and travel experience	Intellectual disabilities	United States of America	Travel experience	TWDs	Technology can be the solution TWDs travel, but its design must meet specific criteria, including usability, comprehension, utility, and dependability.
98.	De Pascale	JTR, 4*	Quantitative Questionnaire	Travel experience of TWDs	Barriers to travel	Multiple disabilities	Italy	Travel constraints	TWDs	The findings disclose gender differences in PWDs' travel participation, highlighting issues related to societal constraints.

	<i>et al.</i> (2023)		Logistic regression							
99.	Fennell and Garrod (2022)	JST, 3*	Quantitative Content analysis Chi-square	Travel experience of TWDs	Service provisions to serve TWDs		Australia	Travel constraints	Ecotourism Australia websites	The study found limited statistical evidence supporting Australia's "leading" ecotourism operators with advanced EA certification prioritise disability issues.
100.	Kalargyro u <i>et al.</i> (2023)	IJCHM, 3*	Quantitative SmartPLS	The employment of EWDs	Employees' treatment	Mental health	United States of America	Disability employment	Managers	Managers' traits, including workplace productivity pressure, experience with depression, anxiety levels, and personality, strongly predict their attitudes towards employees with depression.
101.	Bellucci <i>et al.</i> (2023)	ATR, 4*	Mixed method Social Return on Investment Analysis (SROI) analysis	The employment of EWDs	Human resource practices		Italy	Disability employment		SROI analysis helps apply the capability approach in tourism studies, offering a clear understanding of disability and effective reporting of job inclusion impacts.

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CHAPTER 3: METHODOLOGY

3.1 Introduction

Chapter 2 provides an integrative literature review on disability inclusion within hospitality organisations, detailing its distinct procedures and protocols. In contrast, this chapter focuses on elucidating the methodology employed in the empirical research of this PhD project. It examines the philosophical viewpoint, rigorous research process and design, and pilot study analysis. Data purification and analysis for the main study and their rationales are also discussed. The aim is to present an expanded research methodology not previously covered in associated academic articles, drawing from the data collected to fulfil the broader objectives of this thesis.

3.2 Research Philosophy

Research philosophy describes an underlying set of beliefs and assumptions about developing new knowledge, particularly regarding the relationship between data and theory. A clear grasp of these philosophical foundations is essential for defining the researcher's role, guiding the research design, evaluating its feasibility, and encouraging innovative research practices (Saunders et al. 2019). The research philosophy is influenced by various factors, including the individual's mental model, worldview, diverse perceptions, and numerous beliefs and attitudes regarding reality perception. In this vein, researchers' opinions and values are vital to supplying sound reasoning and terminology for achieving accurate results (Žukauskas et al. 2018). According to Bell et al. (2022), the research philosophy aims to clarify and explore assumptions in three key areas: a) ontology, which focuses on understanding the nature of reality; b) epistemology, which concerns how we can know and understand that reality; and c) methodology or research strategy, which addresses the most appropriate approach to conducting research based on the chosen ontological and epistemological assumptions.

3.2.1 Ontology

Ontology refers to assumptions about the nature of reality that influence how the researcher interprets the universe and, as a result, the research project chosen (Saunders et al. 2019). The main distinction of ontology is between objectivism and subjectivism. Objectivism posits that social entities and realities exist independently of individuals' thoughts, beliefs, or perceptions. It assumes that the structures and phenomena in the social world are objective and external to the observer and that they

can be studied and understood through unbiased observation and measurement (Saunders et al. 2019; Bell et al. 2022). In this view, reality is fixed and stable, making it possible to uncover general truths that apply across different contexts. Conversely, subjectivism suggests that reality is socially constructed and varies based on individuals' perceptions and experiences. It argues that social phenomena are created and interpreted through human interaction (Saunders et al. 2019), and therefore, reality is fluid and shaped by the meanings individuals attach to their experiences (Bryman et al. 2022). Subjectivism focuses on understanding these subjective interpretations and exploring how individuals make sense of their social world.

In the current study context, objectivism is the most appropriate ontological assumption. The study aims to uncover general patterns and relationships between co-workers' roles and disability inclusion, treating these factors as objective realities that can be measured and analysed (Bell et al. 2022). By adopting an objectivist stance, the research assumes that the perspectives and behaviours of co-workers regarding disability inclusion exist independently of the researcher's interpretations and can be systematically observed and quantified using structured instruments. Moreover, an objective approach to research emphasises the need for precision and control, reducing potential bias and personal interpretation in data collection and analysis (Creswell and Guetterman 2021). It also helps to minimise research bias by relying on statistical analyses of data collected through structured methodologies (Bryman et al. 2022). This ontological stance aligns with the study's goal of producing objective, generalisable findings that can inform broader strategies for supporting EWDs.

3.2.2 Epistemology

Epistemology concerns knowledge assumptions, what constitutes acceptable, valid, and legitimate knowledge, and how to communicate information to others (Burrell and Morgan 2019). Researchers can use different epistemologies in their work, given the availability of various methods. However, it is critical to comprehend the consequences of various epistemological assumptions concerning the method(s) of choice and the strengths and limitations of future research findings (Queirós et al. 2017). The choice epistemology lies between positivism and interpretivism. Positivism asserts that knowledge is derived from observable, measurable facts and emphasises the importance of scientific methods in gaining a reliable understanding of reality (Bryman et al. 2022). Interpretivism is an epistemological perspective that emphasises understanding the social world through individuals' subjective experiences and the meanings they attribute to it (Bell et al. 2022). In contrast to positivism, which seeks

objective truths, interpretivism views reality as socially constructed. It asserts that it can only be fully understood by exploring the perspectives and interpretations of those directly involved.

Positivism is selected as the most appropriate epistemological stance for the research because it is particularly relevant when the aim is to produce generalisable and objective findings through systematic and empirical investigation. The positivist approach focuses on collecting numerical data to understand human behaviours and is particularly useful in providing objective insights through measurable values. Within this paradigm, researchers utilise theories, variables and hypotheses to structure their inquiries and rely on statistical analysis tools to handle numerical data objectively. The deductive approach, closely aligned with positivism, emphasises testing theories through empirical observation and statistical methods to ensure validity and reliability (Saunders et al. 2019; Bell et al. 2022). This approach begins with a general theory or hypothesis development, followed by research designed to test its validity through empirical observation. The collected data is then statistically analysed to explain how the social world functions (Gilbert and Stoneman 2015). This not only strengthens the rigour of the research but also aids in advancing knowledge across various disciplines.

3.2.3 Methodology

Methodology relates to the significance of values and ethics (Saunders et al. 2019). The researcher's values are reflected in their research philosophy, research topic, and choice of the data collection method. A fundamental difference in methodology assumptions is often highlighted between quantitative and qualitative research (Bell et al. 2022). As an emerging topic in research, previous disability inclusion studies in hospitality organisations mainly used qualitative approaches (Meacham et al. 2019; Cruz-Morato et al. 2021; Im and Chung 2023; Mzembe and Filimonau 2024). Although these studies have established meaningful evidence, they may have limitations, such as a limited capacity for hypothesis testing, which may result in ambiguous interpretations and an inability to be extended to broader populations (Ochieng 2009). Kalargyrou et al. (2023) suggest that quantitative research in disability inclusion, particularly in hospitality organisations, can provide clear evidence for or against theoretical propositions. A quantitative approach can help identify the most influential disability inclusion practices in hospitality by statistically analysing their impact on employment outcomes for EWDs (Bonaccio et al. 2020; Chan et al. 2021). Additionally, the quantitative data is cost-effective, quick to develop, reaches a large audience, and employs statistical tests to ensure technical rigour (Queirós et al. 2017).

The methodology adopted in this study follows a deductive approach, which is common in quantitative research. Bell et al. (2022) explain that the quantitative approach is focused on testing theories, follows the natural science model rooted in positivism, and perceives social reality as objective and external. This study aims to investigate co-workers' perspectives in supporting EWDs in hospitality organisations. The research begins with a review of existing literature and theories on disability inclusion and co-workers' roles in supporting EWDs, from which hypotheses are developed. These hypotheses are then tested through the collection and analysis of quantitative data. Structured instruments, such as surveys, are utilised to gather data from co-workers, enabling the researcher to measure their perspectives on disability inclusion in a systematic and objective manner. A quantitative approach is particularly suitable for this research because it provides objective measurements and facilitates statistical analysis, which helps draw generalised conclusions (Queirós et al. 2017). The structured nature of this research ensures robust, generalised evidence that can effectively guide organisational practices and support strategies.

3.3 Research process and design

Figure 3.1 presents an overview of the research process for the study, illustrating all stages involved, from formulating the research problem to disseminating the findings (Kothari 2004). This process also includes a research design that outlines the criteria for evaluating the quality of the research (Bell et al. 2022). Demonstrating the research process is crucial as it enhances transparency and rigour by providing a clear roadmap that allows readers to understand how the study was conducted (Creswell and Creswell 2017). Moreover, a well-structured research design dictates the methods employed and ensures that the research effectively addresses the intended questions, thereby contributing meaningfully to the body of knowledge (Saunders et al. 2019). The interplay between various methodologies and carefully considering design elements are essential for producing valid and reliable research outcomes. This research process also shows three manuscripts developed from the study. Specifically, one paper was produced during the literature review stage, while the other two manuscripts were based on the empirical findings from the quantitative research. Notably, a well-structured research process and design underscore the study's contribution to the field, highlighting its significance and potential impact on practice, policy and further research.

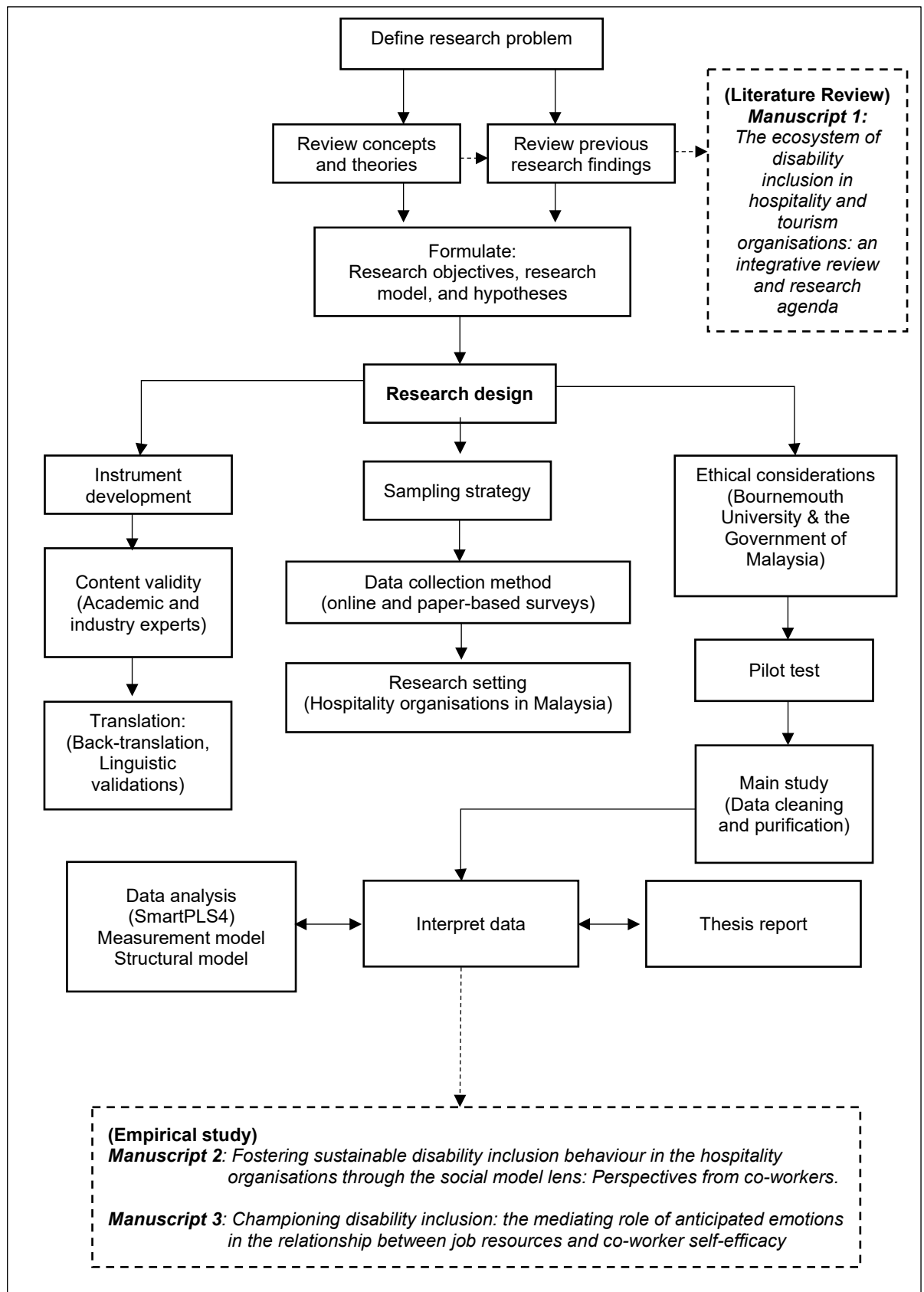


Figure 3.1: Research process and design

Source: Formulated by the researcher for this study

3.3.1 Instrument development

The instrument for the study integrates validated measurement scales from past research, ensuring reliability and consistency. While Straub (1989) highlighted the importance of using established instruments to strengthen research findings, this study goes beyond simply adopting previous scales. The existing questionnaires have been carefully utilised and extended to align with the unique context of this research, addressing specific variables and nuances relevant to the study's objectives. The wording of some items in this study was adjusted to align with the context of disability inclusion in organisations, focusing on the opinions and perspectives of co-workers towards EWDs. Such modifications enhance the instrument's applicability in this research setting, thus contributing to the study's originality while maintaining methodological rigour (Straub et al. 2004; Firouzbakht et al. 2018).

Seven items for attitudes explaining the general evaluation and work ethics of EWDs were adopted from Chi and Qu (2004b). The wording of each item was kept unchanged, as the original study focused on employees' perceptions of EWDs. An example item is, *"Employees with disabilities have fewer accidents on the job."*

McKay et al. (2007) developed nine items measuring organisational diversity climate. The items were utilised without modifications since the diversity elements in the workplace encompassed various aspects, including disability inclusion. For example, *"Top leaders are visibly committed to diversity practices in the organisation."*

The self-efficacy scale, consisting of eight items, was adapted from Chen et al. (2001). While these items were developed to measure general self-efficacy, the items were revised to include the context of working with EWDs. For instance, the item "I am confident I can perform many tasks effectively" was modified to *"I am confident I can perform many tasks effectively when working with employees with disabilities."*

Six items assessing facilitating technology usefulness were drawn from the scale developed by Davis (1989). Although the original items were retained, additional wording was added to emphasise the context of working with EWDs. A sample item is *"Facilitating technology enables me to accomplish tasks more quickly when working with employees with disabilities."*

Since limited scales exist for measuring co-workers' anticipated emotions toward supporting EWDs, five items for positive anticipated emotions and five items for negative

anticipated were adapted from Zhao et al. (2020). While the original study examined the impact of anticipated emotions on environmentally responsible behaviour in heritage tourism, minor modifications were made to align with the context of disability inclusion from the co-workers' perspective. A sample item for positive anticipated emotion is "*If I support employees with disabilities at work, I will feel delighted,*" and for negative anticipated emotion is "*If I fail to support employees with disabilities at work, I will feel disappointed.*"

Past behaviour was measured using a single item adapted from Hagger et al. (2001). Although the original study used to assess past behaviour related to physical activity intentions in young people, a minor modification was made to fit the context of disability employment. The item reads, "*How often have you worked with employees with disabilities in the past year?*"

Finally, five items measuring intention to support EWDs were adapted from McDonnall and Lund (2020), which initially focused on the intention to hire EWDs in hospitality organisations. These items were modified to reflect the perspective of co-workers supporting EWDs. A sample item is, "*I am ready to support employees with disabilities at work*" instead of "*I am ready to hire employees with disabilities at work.*"

All variables were measured on a five-point Likert scale ranging from (1) 'strongly disagree' to (5) 'strongly agree,' except past behaviour from (1) 'never' to (5) 'always.' While a seven-point Likert scale is usually recommended, the literature indicates that a five-point Likert scale is less confusing and can lead to higher response rates (Devlin et al. 1993). Chomeya (2010) suggests that this approach helps to simplify decision-making when responding to each item on the questionnaire instead of using a six or seven-point Likert scale, which may present more significant difficulty. A five-point Likert scale also tends to provide higher reliability because it allows respondents to choose the middle option, reducing the likelihood of biased or uninformed responses (Leung 2011).

3.3.2 Instrument validity and reliability

Ensuring the accuracy and consistency of measurement scales in research is critical because they directly determine the quality of research outcomes (Sürücü and Maslakci 2020). Following that, the foundational viewpoints of validity and reliability are introduced to achieve this goal, and in-depth explanations of the critical methodologies used to evaluate the instrument quality used in the study are discussed.

Validity is vital in selecting and using an instrument in practice and research. Validity is "the extent to which an instrument measures what it purports to measure" (Kimberlin and Winterstein 2008, p.2278). Following that, Cook and Beckman (2006) confirm that validity is not the quality of the measuring instrument but rather the interpretation of what it measures. Similarly, validity refers to the degree to which an instrument measures what it is intended to measure (DeVon et al. 2007). Cook and Beckman (2006) outline several considerations regarding instrument validity. First, it is vital to grasp that validity refers to the conclusion reached, not the instrument itself. Also, the level of validity in interpretations varies rather than being absolute. Finally, instrumental scores can represent the underlying concept with varying degrees of precision but never with absolute precision. Face validity, content validity, construct validity, and criterion validity (which may include concurrent and predictive validity) are some types of validity described in the literature (Nunnally and Bernstein 1994; Anastasi and Urbina 1997; Rubio et al. 2003).

Equally, the reliability of a study is essential to establishing the credibility of its findings. Schuurman and Hamaker (2019) define reliability as the degree to which a measuring instrument produces consistent results. A scale measure generates and attains highly reliable results when multiple assessments consistently converge on the same score. Test theory assumes that a reliable instrument contains as little measurement error as feasible, maximising the proportion of variance resulting from actual differences in the measured construct (Kimberlin and Winterstein 2008). Less error is introduced into the statistical measurement and analysis due to the use of reliable instruments (DeVilles 2011). Therefore, assessing scale reliability is essential for maximising the statistical power of a study (Thanasegaran 2009). Mitchell (1996) presents three standard methods for evaluating reliability. First is the test-retest, comprised of a correlation of responses to the same questionnaire from respondents who answered it twice. Second, testing internal consistency correlates responses across questionnaire questions, typically for a subset. Finally, an alternative form compares responses to various versions of the same question or groups of questions, frequently with "check questions" that should be used sparingly due to potential issues.

Although validity and reliability are closely related concepts, they are distinct characteristics of a measuring instrument. A valid questionnaire will facilitate accurate data collection that accurately measures the concepts of interest, while a reliable questionnaire will ensure that these data are collected consistently (Saunders et al. 2019). A measurement instrument can be reliable without necessarily being valid.

However, reliability alone does not ensure validity. Similarly, a test may be reliable but fails to capture the intended behaviour or characteristic accurately. Therefore, researchers must evaluate the validity and reliability of the intended measurement instrument (Taherdoost 2016). Meeting these two criteria is critical; otherwise, researchers must consider careful interpreting of the research findings (Sürücü and Maslakci 2020).

Several validity and reliability approaches were used to validate the adapted instrument in this research. First, content validity was assessed by obtaining feedback from academic experts and industry specialists on the adapted scales. This ensured the items were appropriate and relevant to the study's context. The questionnaire was then translated from English to Malay, as the original instrument was developed in English. This sequence ensures that only validated content is translated, leading to a more reliable and valid instrument for cross-national or multilingual research. After validating the translated questionnaire, the sampling strategy, data collection methods, and research setting were established. Next, following the receipt of ethical approval from Bournemouth University and the Government of Malaysia to conduct the research, a reliability assessment was carried out through pilot study procedures. This step ensured that all items achieved the recommended level of internal consistency for the study. Finally, the primary data analysis selected Partial Least Squares Structural Equation Modelling (PLS-SEM) to provide robust validity and reliability in assessing the measurement and structural models. The process of each validation will be explained in the individual section below.

3.3.2.1 Content validity

Lennon (1956, p.295) defines content validity for the first time as "the extent to which a subject's responses to the items of a test may be considered to be a representative sample of his responses to a real or hypothetical universe of situations which together constitute the area of concern to the person interpreting the test." Since then, numerous definitions of content validity have been published, with a shared understanding that content validity refers to how accurately the selected items represent the concept's scope and definition, even if the wording varies (Almanasreh et al. 2019). For the initial pool of items to satisfy the criterion of content validity, these items must be face-valid (Hardesty and Bearden 2004).

The current study integrated expert opinions as judges and validators to confirm the relevance and representation of items for the constructs. The following criteria were used

in this study to evaluate items: comprehension (the degree to which the item is clearly understood), ambiguity (the likelihood that the item can be construed in several ways), and clarity (the degree to which the item is succinct, accurate, and straightforward) (Berk 1990; DeVellis and Thorpe 2021). The contribution of experts consists of selecting a subset of items highly relevant to the research constructs. The approach narrows down the number of potentially correlated constructs considered for inclusion in a model, ensuring that only pertinent items are chosen for the constructs (Almanasreh et al. 2019).

While two judges are sufficient to assess content validity, Haynes et al. (1995) argue that having five or more judges boosts confidence in the results and aids in the identification of outliers. The procedure for selecting content validity judges involves combining the perspectives of academic experts with research knowledge and direct organisational behaviour experience (Lawshe 1975). They were chosen due to their extensive knowledge of the subject to evaluate the measurement items and indicate whether they are logically legitimate. From the academic point of view, the content experts included two (2) supervisory committees and four (4) academics from Tourism Management and Business Studies. In addition, content validity judges can also include members of the target populations to evaluate whether their interpretation of the items corresponds to the intended construct (Johnston et al. 2014). For this study, two (2) managers and four (4) employees from various positions within hospitality organisations in Malaysia participated as industry specialists in the content validity assessment. The process began by providing these academic experts and industry specialists with the initial draft of the questionnaire, including conceptual definitions of EWDs, descriptions of each construct, and designated items for each construct. They were then asked to evaluate whether each item effectively represented the constructs and if the clarity of wording and item content were appropriate for inclusion in the questionnaire.

Both academic experts and industry specialists recommended a few revisions of items for clarity purposes. In addition, the judges reached a consensus to eliminate a few items from the survey that were redundant or unnecessary to streamline the questionnaire and increase its efficacy by preventing the duplication of content (Hardesty and Bearden 2004). Based on this feedback, final decisions regarding the modifications or deletion of items were made in consultation with the supervisory team. Once the changes were agreed upon, the questionnaire was finalised and prepared for translation and the pilot testing phase. Table 3.1 shows the items revised or deleted during content validity.

Table 3.1: Items revision and deletion during content validation

Validator	Construct	Item code	Item	Revision/deletion	Justification
Academics	Attitudes	AGE3	Employees with disabilities can cooperate more on the job.	<i>Employees with disabilities can cooperate on the job.</i>	“More” is unnecessary in this statement.
Academics		AGE6	Employees with disabilities make better employees.	<i>Employees with disabilities are capable of being great employees.</i>	“Capable of being great employees” is appropriate.
Industry specialists	Self-efficacy	SE2	When facing difficult tasks while working with employees with disabilities, I am confident that I will accomplish them.	When facing <i>complex</i> tasks while working with employees with disabilities, I am confident that I will accomplish them.	“Complex” is appropriate.
Industry specialists		SE3	In general, when working with employees with disabilities, I can obtain important outcomes.	In general, when working with employees with disabilities, I can obtain <i>essential</i> outcomes.	“Essential” is better positioned in the sentence.

Industry specialist	Organisational diversity climate	SN3	The organisation has open communication on disability inclusion.	Deleted due to redundancy.	Similar to “the organisation publicises diversity principles.”
Academics		SN6	The organisation respects the perspectives of people like me.	Deleted	What does it mean by “people like me”? Unclear statement.
Academics	Intention	INT2	I am planning to support employees with disabilities at work.	Deleted due to redundancy.	Similar to “I intend to support employees with disabilities at work.”

Source: Formulated by the researcher for this study

3.3.3 Survey translation

Questionnaires are usually translated for several reasons, such as cross-national survey projects, studies within a country in countries with more than one official language, and projects that need to include people who do not speak the majority language of a given country (Harkness et al. 2004). The execution of precisely and successfully translating surveys from one language to another is also critical for maintaining the validity and reliability of research results across diverse cultural and linguistic contexts (Behr and Shishido 2016). The questionnaire for this study was designed in Malay and English to accommodate respondents who are co-workers in hospitality organisations in Malaysia, where Malay is the official language. The decision to prepare the questionnaire in English and Malay arises from the reality that many Malaysians in the study's target demographic are also fluent in English as a second language.

According to Usunier et al. (2017), there are three primary approaches to language translation: 1) direct translation, where the original questionnaire is directly translated into another language, though this may result in errors due to nuanced meanings; 2) back translation, which involves translating the questionnaire into the target language and then translating it back to the original language for comparison and error connection; and 3) parallel translation, where multiple translators independently translate the questionnaire, allowing for comparison of different translations, though this method may struggle to capture all linguistic nuances accurately.

After weighing the advantages and disadvantages of each translation technique, the decision was made to use back-translation to translate the survey from English to Malay. Since all the items were adapted from literature written in English, the questionnaire was initially devised in English. The general process for a team approach for back translation includes translation, review, and translation approval procedures (Harkness et al. 2004). In the first stage of the back translation process, the researcher translated the original survey from English into the target language, Malay. The primary goal was to create an initial translation that accurately captured the essence of the original questionnaire while being appropriate for the intended audience's language and culture.

In the second stage, two language academics from the Academy of Language Studies, *Universiti Teknologi MARA (UiTM)*, Malaysia, were appointed to review and refine the initial translation. The first academic conducted a forward translation and independently translated the survey from English to Malay. The second academic then performed a blind-back translation without prior knowledge of the original surveys' content, translating

the Malay version back into English. The accuracy of the translation was evaluated during this phase while identifying potential errors, misinterpretations, and problems.

In the third stage, the researcher and the two academics collaborated to address and resolve inconsistencies between the forward and back translations. It was essential to harmonise the translations and achieve consensus on the most accurate representation of the survey in the target language.

The translated questionnaires from a source to a target language should not be used as data collection instruments unless a pre-test is implemented (Adam 2019). In the final stage, bilingual participants were given a pre-testing to validate the language translation, checking for reversals and translation errors (Eremenco et al. 2005). In this instance, five PhD students from Malaysia studying in the United Kingdom participated in the pre-test. Feedback from the language validation stage is crucial to refine the translated questionnaire further. One important suggestion from the pre-test was to retain specific terms, such as diversity (*diversiti* in Malay), in the study context. This approach would help ensure that respondents fully understand the intended meaning of the term rather than relying on a general translation. Following that linguistic accuracy assessment process, the translation instrument was deemed satisfactory, and no additional changes or revisions were required.

3.3.4 Sampling strategy

Sampling involves choosing an adequate number of appropriate portions from the population to be research participants. This strategy allows a study to examine the properties or characteristics of the sample and generalise these attributes to the entire population (Bougie and Sekaran 2019). Two main sampling approaches include probability and non-probability sampling. Probability sampling ensures that each population can be included in the sample and is generally recommended due to its significance in achieving broader generalisability (Hair et al. 2020). In contrast, non-probability sampling designs lack attached probabilities to populations chosen as sample subjects, which may limit the confidence in generalising study findings to the population (Bougie and Sekaran 2019). While it may not offer the same level of generalisability, non-probability sampling techniques can be valuable in situations where probability sampling is not feasible or appropriate (Bell et al. 2022). Non-probability sampling has transformed the survey landscapes, enabling numerous previously unfeasible projects and streamlining others to be conducted more rapidly, efficiently, and affordably (Lehdonvirta et al. 2021).

The research population in this study focused on international chain hospitality organisations registered with the Human Resource Ministry, Malaysia, known as champions in disability employment for their well-defined policies for hiring EWDs. These organisations must be sizable, specifically those with over 500 employees, and demonstrate a history of recruiting and integrating EWDs into their workforce (Gould et al. 2022). Three major hospitality sectors met the specified criteria: food service, accommodation, and retail (Ministry of Human Resources Malaysia 2021). However, registration of people with disabilities is voluntary in Malaysia, resulting in a lack of precise data on the number of employed EWDs across different organisations. Assessing this population is further complicated because not all hospitality organisations that employ EWDs have updated their registration with the relevant government agencies. Due to these reasons, Hair et al. (2020) suggest that convenience sampling is suitable for selecting sample elements that are readily available to participate in the research and capable of providing the necessary information, and it allows researchers to conduct a large amount of data collection quickly and cost-effectively.

This study adopted a three-fold approach suggested by Doebel and Frank (2023) to address the challenges associated with convenience sampling. First, when resources are limited, focusing on observed or expected variations can help decide on sampling, which advances theory improvement and reduces bias. The variation may relate to various study elements, including participant characteristics, measured outcomes, or the impact of interventions. Subsequently, this study employed hybrid data collection methods, incorporating online surveys and paper-based questionnaires to broaden the scope of convenient samples. Finally, the team collaboration appointed to collect samples from diverse convenience populations enhances the study's representation and reliability.

3.3.4.1 Sample size

The “10-times rule” method is the most commonly used approach for estimating the minimum sample size in multivariate analysis across various disciplines. The minimum sample size should be determined as the greater of the following two criteria: (1) ten times the highest count of formative indications utilised for measuring a single construct, or (2) ten times the highest count of structural paths directed toward a specific latent construct within the structural model (Hair et al. 2011). However, this approach sometimes results in small sample sizes, leading to significantly inaccurate estimates of the minimum required sample size (Kock and Hadaya 2018). Alternatively, Marcoulides and Chin (2013) suggest that researchers use power analysis to determine the

necessary sample size, considering factors such as the model structure, anticipated significance level, and expected effect sizes. The current study used an online power analysis application, a-priori sample size, primarily used for Structural Equation Modelling (SEM) (Fennell 2021). The application required necessary parameter values, including anticipated effect size, desired statistical power level, number of latent variables, number of observed variables, and probability level. It computed the minimum sample size needed to determine a specified effect, considering the complexity of the model's structure. It can be applied to any research design, whether it uses probability or non-probability sampling methods for data collection (Memon et al. 2020).

Additionally, considering model complexity is essential in estimating sample size, whereby a complex model with more parameters necessitates a larger sample size than a simpler one (Chikuta et al. 2019). Although the calculator generated a minimum sample size for the study (<200), Kline (2023) acknowledges that a sample size of 200 might not be sufficient for a complex model with non-normal distributions. The author outlines sample size recommendations for SEM, suggesting that 100 is considered small, 100 to 200 is medium, and above 200 is substantial. Moreover, Ali et al. (2018), in a review of the application of SEM data analysis in hospitality studies, also highlight that a sample size between 200 and 400 is generally sufficient. This range leads to more stable estimates of path coefficients and loadings, ensuring the model produces valid and reliable results. Therefore, this study aims to reach a sample size larger than 200 respondents.

3.3.4.2 Unit of analysis

The unit of analysis pertains to the level at which data is examined and conclusions are derived (Bougie and Sekaran 2019). The unit of analysis focuses on gathering data from individuals or objects to understand what or who is being studied (Kumar 2018). For this research, a non-disabled co-worker in various employment positions covering manager, supervisor, and operation staff was the focus of the analysis. The criteria for participant selection were outlined in the questionnaire's cover letter. The respondent must be 16 years of age and above. In Malaysia, employment regulations for children and young individuals are primarily governed by the Children and Young Persons (Employment) Act 1966. The legal minimum age for employment is 15 years old, with light work permitted for individuals aged 15 to 18 (Ministry of Human Resources Malaysia 2022). The research targeted individuals aged 16 and older since this age group has completed lower-level secondary schooling and typically exhibited the maturity and cognitive development necessary to understand and consent to participate in research activities.

3.3.5 Data collection

A combination of survey distribution methods, utilising online and paper-based surveys, were used for data collection to enhance the representative nature of the samples. An online questionnaire offered several advantages, including cost-effectiveness, as it eliminated the need for printing and manual data entry (Schmidt 1997). The approach also allowed for broader reach, making gathering data from geographically dispersed respondents easier, while responses were collected in real-time, facilitating efficient data processing (Vaske 2011). Specifically, Qualtrics customisation features used in the study allowed researchers to design tailored surveys and monitor progress efficiently, and the online platform's automated nature ensures data entry accuracy. However, an online questionnaire also presented challenges, such as limited access for individuals without reliable internet connections or those less familiar with technology. Incomplete data related to missing items and data quality were considered the main challenges of this approach (Fricker and Schonlau 2002). Moreover, concern about privacy, data security, or the legitimacy of the survey source also contributed to low response rates (Bryman et al. 2022).

Therefore, a paper-based survey was also employed to overcome some limitations and complement the online approach, particularly for respondents without internet access or those more comfortable with traditional methods. Distributing a paper-based survey in this study resulted in higher engagement and lower dropout rates, as respondents were likelier to complete the survey in one setting. The personal interaction in distributing and collecting paper-based questionnaires also allowed for clarifications, enhancing the quality of responses (Hassler et al. 2018). However, printing, distribution, and manual data entry requirements made paper-based surveys more costly and time-consuming (Schmidt 1997). The geographical reach of this approach was also limited compared to the online method.

This research effectively leveraged the advantages of online and paper-based survey approaches while addressing their limitations. The combination approach facilitated a more diverse sample by accommodating individuals with varying technology access and preferences, thereby increasing the overall response rate. It mitigated selection bias, guaranteeing that the data more accurately reflects the intended population, further improving broader generalisability. The Qualtrics link and QR code were sent to human resource directors and managers for distribution to the respected respondents, which were then shared via organisational email and messaging platforms such as WhatsApp. At the same time, with the human resource managers' approval, data collection was

conducted on-site, utilising a paper-based survey and the Qualtrics QR code to increase the response rate. Three academics were appointed as research representatives to support the data-collecting process. Research representatives were assigned to approach potential respondents and invite them to complete the questionnaire voluntarily. Respondents approached by research representatives were given a thorough explanation of the survey process. They were briefed on the study's objectives, the survey instrument, and the guarantees of confidentiality. Although both survey methods were used at this stage, distributing QR codes in person through research representatives proved to be the most effective way to reach respondents for this research. In addition to being more convenient, this approach reduced the likelihood of respondents completing self-administered questionnaires to please the researcher or conform to socially desirable responses (Dillman et al. 2014).

3.3.6 Research setting

In Malaysia, the employment rate for registered people with disabilities remains low, with less than 10% currently employed (Ministry of Human Resources Malaysia 2022), and most EWDs work in the private sector (Ta and Leng 2013). Between 1990 and 2018, the private sector hired 14,252 EWDs out of 13,74 million employees (HRDF Human Capital Report 2019). Several industries, particularly the hospitality sector, have played a key role in promoting disability employment in Malaysia. The hospitality industry, such as food and beverages, accommodations, and retail, dominated the initiative, followed by the technology sectors (HRDF Human Capital Report 2019).

As the third-largest component of the services sector, the hospitality industry generates 6% of Malaysia's Gross Domestic Product (GDP) and 23% of national employment, or 3.5 million jobs (Department of Statistics Malaysia 2019). Similar to the worldwide trend observed in hospitality organisations, employers in the hospitality industry recognise people with disabilities as valuable assets for the labour force by addressing employment challenges such as high turnover rates, labour shortages, and an ageing workforce (Al Fardan and Morris 2019). Corporate social responsibility (CSR) initiatives have also been a primary motivation for hiring EWDs (Kuo and Kalargyrou 2014). CSR is an organisation's responsibility to an inclusive society or individuals directly or indirectly affected by its policies and practises as a corporate body (Hon and Gamor 2022). Employing EWDs strengthens employees' and the general public's perception of an organisation's credibility and corporate image (Köseoglu et al. 2021). McDonald's, Hilton, and Lotus (Tesco) are among the international brand organisations actively employing

people with disabilities in Malaysia as part of their CSR initiatives (Ministry of Human Resources Malaysia 2021).

Despite these efforts, Malaysia, like many other countries, continues to face global challenges in advancing employment opportunities for people with disabilities. Disability employment challenges extend beyond limited accessibility and accommodations, with social barriers often leading to lower employment rates for EWDs and reduced employee satisfaction (Hui et al. 2021). The most significant problem for EWDs in the Malaysian workforce is that they frequently face stigmatisation and discrimination from their non-disabled colleagues (Ang et al. 2015; Islam 2015; Jamil and Saidin 2018; Khoo 2020). The preceding evidence shows that, although EWDs were hired, they were still socially excluded from co-workers. Jamil and Saidin (2018) further highlight that organisational behaviour concerning disability employment in Malaysia has received limited attention, and many organisations lack a clear understanding of the broader societal impact of employing EWDs.

Research on organisations that actively hire EWDs is essential for understanding the interventions that support their integration and success in the workplace. Examining how leading organisations, particularly in the hospitality industry, address challenges such as discrimination, stigmatisation, and social exclusion helps uncover best practices for creating more inclusive work environments. Moreover, research that addresses the unique needs of local populations is often the most impactful, making it essential to promote inclusive discussions at the national level (Wickert et al. 2024). Mainly because Islam is the official religion in Malaysia, and most of the population practises the Islamic faith. Cultural and religious factors may profoundly influence societal norms, values, and governance structure. These factors can shape perceptions of disability and affect workplace practises related to disability inclusion. Therefore, understanding these cultural and structural dynamics is crucial for conducting research that accurately reflects the Malaysian context and addresses the challenges and opportunities for employing EWDs. These insights can help inform broader disability employment strategies in Malaysia and other Global South countries with similar cultural and structural characteristics, ensuring that employment opportunities for EWDs are increased and supported through meaningful social and organisational change.

3.3.7 Ethical considerations

This study received ethical approval from Bournemouth University and the Government of Malaysia before data collection commenced. In compliance with Bournemouth

University ethical guidelines, a meticulous participant information sheet has been prepared to inform the participants of vital information about the purpose of the research and its procedures. A plain language statement was designed to acquire respondents' permission to use their input in the study. The participant information sheet detailed the primary concerns regarding confidentiality, anonymity, and participant inclusion criteria. The information also specified that respondents understand their participation is voluntary and can be withdrawn at any point during the research. All information gathered about the respondents remains strictly confidential, ensuring that no individual completing the survey is identifiable in any report or publications resulting from this research. This approach effectively addressed the concern regarding preventing the exploitation of respondents. The study questionnaire was presented to identify the set of questions that will be asked of the respondents. The definition of disability in the context of the study is explicitly established to provide a conclusive definition of EWDs. The focus is specifically on visible disabilities, such as physical impairments, because individuals with visible and invisible disabilities may face different challenges in the workplace. The survey comprised generic questions, excluding any sensitive or personal inquiries except for demographic data. Additionally, the survey offered primary contact information for respondents who may need assistance with any issues arising from their participation. The BU's Research Ethics Committee approved the application on June 07th, 2022.

Following the ethics approval from Bournemouth University, an application to conduct research in Malaysia was made to the Economic Planning Unit (EPU), Prime Minister Department Malaysia. The approval was received on September 1st, 2022, and the period of research approved is between September 1st, 2022, and August 31st, 2023. After the application's approval, the Prime Minister's Department facilitated connections between the researcher and agencies closely related to the research topic. This assistance aims to help the researcher reach potential research respondents. Representatives from three Ministries in Malaysia, including the Ministry of Women, Family and Community Development, the Ministry of Tourism, Arts and Culture, and the Ministry of Human Resources, were assigned to support the research. The support entailed providing research statistics and information about hospitality organisations hiring EWDs and linking the researcher with the HR directors and managers of these respective organisations.

3.3.8 Pilot study

A pilot test is essential for completing the reliability assessment of an adapted instrument because it helps ensure that the modified questionnaire functions as intended in the

specific research context. According to Van Teijlingen and Hundley (2001), the term pilot study is utilised in social science research in two distinct methods. A pilot study is an essentially scaled-down or experimental experiment carried out as an initial phase before embarking on a more extensive research endeavour (Ismail et al. 2018). A pilot study can also refer to the preliminary examination of a particular research instrument or tool (Baker 1994). The main advantage of a pilot study is that it can provide critical early insights into potential difficulties in the primary research project, such as the effectiveness of research procedures or the applicability and complexity of proposed methods and instruments (Van Teijlingen and Hundley 2001). Thabane et al. (2010) suggest that a pilot study is a roadmap to assist in defining the research questions and testing the feasibility, reliability, and validity of the proposed research design. Repeatability is another crucial aspect of reliability where repeated measurements conducted with the same instrument under identical conditions indicate the instrument's reliability (Taherdoost 2016).

The instrument's reliability was determined using Cronbach's coefficient alpha (α) and item-to-total correlation to demonstrate internal consistency in the present study. α is likely the most often used estimate of the internal consistency of items on a scale (Cronbach 1951; Cronbach and Shavelson 2004). α measures the amount of variance in a set of test scores that is systematic or consistent. It can vary from 0.00 to 1.00, with any value in between reasonable. Generally, high reliability is desirable and should be as high as possible to signify good reliability. For exploratory or pilot studies, scholars recommend that reliability be equal to or greater than 0.60 (Straub et al. 2004). Yet previous scholars suggest that α values greater than 0.70 indicate that the items in the scale are internally consistent (Dinis et al. 2020; DeVellis and Thorpe 2021). Additionally, Taber (2018) describes the significance of an α value above 0.90 as excellent. However, α values greater than 0.95 are unfavourable because they suggest that all indicator variables capture the same phenomenon, showing that the redundant items lower construct validity (Drolet and Morrison 2001; Diamantopoulos et al. 2012; Hair et al. 2014a). Therefore, deletion of an item with α value higher than 0.95 is recommended. Apart from that, a negative α result can exist when the items are not positively correlated among themselves (Vaske et al. 2017). The corrected item-total correlation should exceed the recommended threshold of 0.30 (Netemeyer et al. 2003), while Dinis et al. (2020) propose that items with poor item-to-total correlations be deleted.

3.3.8.1 Procedures and Results

Before the pilot data-gathering phase, a pre-test session with ten respondents was conducted to assess the survey collection method. The primary purpose of this pre-test was to ensure the clarity of all questions within the study's context while also evaluating the time needed to complete the survey (Brace 2018). The participants comprised eight Bachelor of Tourism Management program graduates at Malaysian universities and two PhD students from Bournemouth University Business School, United Kingdom. The findings revealed that all questions were understandable, and participants took approximately 15 minutes to complete the survey.

The pilot survey was conducted in October 2022 and concentrated on the food and beverages sectors. The pilot data was collected using online (Qualtrics) and paper-based surveys. A total of 64 usable responses were used for the pilot test analysis. The presence of research representatives was valuable in aiding respondents with any queries regarding the questionnaire items. Following the recommendation from Kohli et al. (1993), the research representatives randomly requested respondents to highlight any items that seemed unclear or challenging to answer. Respondents were also encouraged to provide feedback on the survey, and the results indicate no significant issues with understanding the instructions and items. Some respondents suggested that a clear definition of EWDs relevant to this research should be provided to prevent confusion between visible and invisible impairments. Additionally, a clear definition of EWDs is necessary to ensure that all respondents interpret the term consistently and minimise ambiguity.

Table 3.2 provides demographic information on the pilot study. 57.8% of respondents were female, and 42.2% were male. Most respondents were Bumiputera (93.8%), aged between 20 and 29 (76.6%). Most respondents were single (82.8%) and Muslim (84.4%). Additionally, most respondents hold a Diploma in education qualifications (35.9%). Regarding employment characteristics, full-time and part-time employees contributed comparably to the survey's participation (53.1% and 46.9% respectively). Besides, respondents with 1-5 years of working experience dominated the survey participation with 46.9%. Finally, operation staff positions accounted for the most prominent response rate (79.7%).

Table 3.2: Demographic information of the pilot study

No	Demographic	Frequency N= 64	Percentage (%)
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1.	Gender		
	Male	27	42.2
	Female	37	57.8
2.	Ethnicity		
	Bumiputera	60	93.8
	Chinese	4	6.3
	Indian	0	0
	Others	0	0
3.	Age		
	16 – 19	6	9.4
	20 – 29	49	76.6
	30 – 39	7	10.9
	40 – 49	2	3.1
	50 – 59	0	0
	60 and older	0	0
4.	Marital status		
	Single	53	82.8
	Married	11	17.2
	Divorced	0	0
	Widower	0	0
5.	Religion		
	Muslim	54	84.4
	Buddhist	2	3.1
	Christian	4	6.3
	Hindu	1	1.6
	Other	3	4.7
6.	Education background		
	Secondary School	12	18.8
	Certificate	11	17.2
	Diploma	23	35.9
	Bachelor	18	28.1
	Masters	0	0
	PhD	0	0
7.	Organisation type		
	Food and beverages	64	100.0
	Accommodations	0	0
	Retails	0	0
8.	Employment status		
	Full-time	34	53.1
	Part-time	30	46.9
9.	Working experience		
	Less than a year	24	37.5
	1 - 5 years	30	46.9
	6 - 10 years	8	12.5
	11 years and above	2	3.1
10.	Position		
	Manager	9	14.1
	Supervisor	4	6.3
	Operation staff	51	79.7

Source: Formulated by the researcher for this study

Table 3.3 summarises the reliability results below. The attitudes scale with seven items showed a solid reliability with an α value of 0.853. The subjective norm (organisational

diversity climate) demonstrated excellent reliability with an α of 0.927 for seven items. The eight-item perceived behavioural control (self-efficacy) scale also exhibited strong reliability with a high α value of 0.899. The positive and negative anticipated emotions scales used five items each. For positive anticipated emotions, removing item PAE2 due to its low item correlation (0.995) increased the α to 0.879, improving the reliability. The negative anticipated emotions scale showed a strong item-total correlation and good reliability with an α of 0.786. As past behaviour is assessed with a single item, no α result is provided. Matthews et al. (2022) confirm that consistency-based reliability is intrinsically related to the psychometric properties of multi-item reference measures, implying that a single item is omitted in this scenario. Finally, the four-item intention scale demonstrated excellent reliability with an α value of 0.876. Following the reliability check and refinement conducted in the pilot study, the final scales for the main study are presented in Table 3.4.

Table 3.3: Reliability results

Constructs	Item codes	Mean	Std. Dev	Cronbach's Alpha (α)	Item-to-total correlation	Cronbach's Alpha if the items deleted
Attitudes	AGE 1	2.891	0.961	0.853	0.521	0.847
	AGE2	3.156	1.072		0.492	0.854
	AGE3	3.828	0.918		0.740	0.815
	AGE4	3.391	0.866		0.681	0.825
	AGE5	3.750	0.909		0.630	0.831
	AGE6	4.109	0.838		0.692	0.824
	AGE7	3.422	1.005		0.607	0.835
Subjective norm	SN1	3.469	0.908	0.927	0.660	0.925
	SN2	3.641	0.932		0.738	0.918
	SN4	3.547	0.907		0.773	0.915
	SN5	3.656	0.912		0.821	0.910
<i>Organisational diversity climate</i>	SN7	3.688	1.006	0.874	0.783	0.914
	SN8	3.750	0.909		0.846	0.908
	SN9	3.688	0.974		0.759	0.916
Perceived behavioural control	SE1	3.406	0.811	0.874	0.573	0.866
	SE2	3.781	0.678		0.408	0.880
	SE3	3.547	0.754		0.763	0.845
	SE4	3.563	0.732		0.695	0.853
<i>Self-efficacy</i>	SE5	3.656	0.781	0.899	0.661	0.856
	SE6	3.609	0.828		0.744	0.846
	SE7	3.281	0.845		0.560	0.868
	SE8	3.797	0.739		0.669	0.855
Facilitating technology usefulness	FT1	3.641	0.764	0.899	0.747	0.878
	FT2	3.656	0.840		0.738	0.879
	FT3	3.750	0.713		0.766	0.876
	FT4	3.703	0.810		0.640	0.894
	FT5	3.625	0.864		0.739	0.879
	FT6	3.875	0.807		0.737	0.879
	PAE1	4.000	0.836	0.794	0.748	0.697

Positive anticipated emotions	PAE2	3.484	0.756		0.095	0.879
	PAE3	4.094	0.750		0.725	0.712
	PAE4	3.891	0.893		0.680	0.718
	PAE5	3.875	0.951		0.693	0.713
Negative anticipated emotions	NAE1	3.828	0.918	0.786	0.534	0.756
	NAE2	4.078	0.741		0.313	0.812
	NAE3	3.375	1.016		0.748	0.678
	NAE4	3.063	0.990		0.616	0.728
	NAE5	3.547	1.007		0.609	0.731
Past behaviour	PB1	-	-	-	-	-
Intention	INT1	4.063	0.814	0.876	0.656	0.871
	INT3	3.984	0.826		0.821	0.806
	INT4	3.938	0.906		0.691	0.863
	INT5	4.219	0.701		0.798	0.824

Source: Formulated by the researcher for this study

Table 3.4: The final scales for the main study

Constructs	Item codes	Items
Attitudes (7 items)	AGE1	Employees with disabilities have fewer accidents on the job.
	AGE2	Employees with disabilities are absent less often than others.
	AGE3	Employees with disabilities can cooperate on the job.
	AGE4	Employees with disabilities usually provide high-quality work.
	AGE5	Employees with disabilities are usually loyal to the organisations.
	AGE6	Employees with disabilities are capable of being great employees.
	AGE7	Employees with disabilities are dependable.
Subjective norm (Organisational diversity climate) (7 items)	SN1	The employees in the organisation are recruited from diverse sources.
	SN2	The organisation offers equal access to training.
	SN4	The organisation publicises various diversity principles.
	SN5	The organisation offers training to manage a diverse population.
	SN7	The organisation maintains a diversity-friendly work environment.
	SN8	The workgroup has a climate that values diverse perspectives.
	SN9	Top leaders are visibly committed to diversity.
Perceived behavioural control (Self-efficacy) (8 items)	SE1	I will achieve most of the goals I have set for myself when working with employees with disabilities.
	SE2	When facing complex tasks while working with employees with disabilities, I am confident I will accomplish them.
	SE3	In general, when working with employees with disabilities, I can obtain essential outcomes.

	SE4	When working with employees with disabilities, I believe I can succeed at almost any endeavour I set my mind to.
	SE5	I will be able to overcome many challenges while working with employees with disabilities successfully.
	SE6	I am confident I can perform many tasks effectively while working with employees with disabilities.
	SE7	Compared to others, I can do most tasks very well when working with employees with disabilities.
	SE8	Even when things are tough while working with employees with disabilities, I can perform quite well.
Facilitating technology usefulness (6 items)	FT1	Facilitating technology enables me to accomplish tasks more quickly when working with employees with disabilities.
	FT2	Facilitating technology would improve my job performance while working with employees with disabilities.
	FT3	Facilitating technology would increase my productivity when working with employees with disabilities.
	FT4	Facilitating technology would enhance my effectiveness when working with employees with disabilities.
	FT5	Facilitating technology would make it easier for me to do my job when working with employees with disabilities.
	FT6	I would find facilitating technology useful when working with employees with disabilities.
Positive anticipated emotions (4 items)	PAE1	If I support employees with disabilities at work, I will feel delighted.
	PAE3	If I support employees with disabilities at work, I will feel glad.
	PAE4	If I support employees with disabilities at work, I will feel proud.
	PAE5	If I support employees with disabilities at work, I will feel excited.
Negative anticipated emotions (5 items)	NAE1	If I fail to support employees with disabilities at work, I will feel disappointed.
	NAE2	If I fail to support employees with disabilities at work, I will feel worried.
	NAE3	If I fail to support employees with disabilities at work, I will feel depressed.
	NAE4	If I fail to support employees with disabilities at work, I will feel angry.
	NAE5	If I fail to support employees with disabilities at work, I will feel unsatisfied.
Past behaviour (1 item)	PB1	How often have you worked with employees with disabilities in the past year?
Intention (4 items)	INT1	I am ready to support employees with disabilities at work.

INT3	I am planning to support employees with disabilities at work.
INT4	I have decided to support employees with disabilities at work.
INT5	I will support employees with disabilities at work.

Source: Formulated by the researcher for the present study

3.4 Main study

3.4.1 Data cleaning and preparation

The data analysis began using IBM SPSS software for data entry, coding, cleaning, and preparation tasks. The first step involved screening the dataset for missing values. Missing data in Qualtrics was not an issue because the survey is designed with forced answers, preventing respondents from moving to the next question without completing the current one. However, some respondents stopped answering the questionnaire halfway through, resulting in incomplete responses. Cases with more than 50 percent missing data were excluded from further analysis (Hair et al. 2014a). Simultaneously, ignorable missing data were expected in research, and no remedies were needed because the technique used inherently allows for some missing data (Little and Rubin 2020). Listwise deletion was applied, meaning cases with missing data in any of the variables in the analysis were removed from the sample (Gallagher et al. 2008). As a result, fifteen cases from the online survey and six cases from the paper-based survey, which consisted entirely of ignorable missing data, were removed. Extreme data duplication was then addressed by examining the standard deviation of each data case. One case with a standard deviation of 0 was eliminated, indicating complete duplication of answers.

Next, identifying outliers was essential to avoid inaccurate models, parameter estimation, and standard error estimations (Gallagher et al. 2008). Outliers with extremely high or low values in a distribution of scores can potentially distort both the mean and the range (Bryman et al. 2022). Multivariate outliers were detected using Mahalanobis distance (D^2), which calculates each observation's distance from the mean centre in multidimensional space, giving a single value for each observation regardless of the number of variables (Hair et al. 2014a). Observations with a p-value less than 0.001 were considered multivariate outliers (Gallagher et al. 2008), removing thirty-eight cases. Based on the data-cleaning process, 324 online and 97 paper-based surveys were deemed suitable for further analysis, resulting in a total sample size of 421.

Finally, testing normality examines the data distribution of a single construct and its relationship to the normal distribution, which is a crucial assumption in multivariate analysis (Tabachnick et al. 2013). Mardia's multivariate skewness and kurtosis were assessed to check for normality. Cain et al. (2017) recommend using online statistical analysis to measure multivariate skewness and kurtosis. The WebPower statistical power analysis tool is utilised for this analysis, which can be assessed at <https://webpower.psychstat.org/models/kurtosis/>. The results indicated non-normality in the data, with a p-value of 0.

3.5 Data analysis: Structural Equation Modeling (SEM)

Throughout the 1980s, first-generation statistical approaches such as factor analysis, regression analysis, and analysis of variance dominated the research landscape. Although first-generation techniques have been extensively used to test relationships between variables in social science research, they share certain limitations. First, multiple regression analysis and expanded variants present a basic model structure with a single layer of dependent and independent variables, necessitating estimates in parts rather than simultaneously (Sarstedt et al. 2020). Second, approaches such as regression are limited to working with observable variables, and unobserved variables can only be addressed after validation, typically through techniques like confirmatory factor analysis (Hair et al. 2022). Finally, the assumption that all variables can be measured without error is not universally accurate, particularly in social research, where many variables are prone to measurement errors that demand remedial procedures for further analysis (Churchill 1979; Haenlein and Kaplan 2004).

Over the past two decades, second-generation methods such as SEM have evolved primarily to overcome these limitations (Gefen et al. 2000; Straub et al. 2004). SEM is a collection of multivariate statistical methods designed to investigate relationships between one or more continuous or discrete independent variables (IVs) and one or more continuous or discrete dependent variables (DVs) (Ullman and Bentler 2012; Hair et al. 2022). SEM is a flexible modelling technique for undertaking numerous multivariate statistical analyses such as regression analysis, path analysis, and factor analysis simultaneously (Chin 1998a; Gefen et al. 2000; Dash and Paul 2021). SEM examines not only the presumed structural relationships between measured variables (those that are directly observed) but also the relationships between latent variables (those that are not directly observed) (Ullman and Bentler 2012).

Generally, there are two approaches to estimating SEM, namely the Covariance-Based SEM (CB-SEM) and Partial Least Squares SEM (PLS-SEM) (Hair et al. 2017b; Rigdon et al. 2017; Dash and Paul 2021). CB-SEM is commonly used to test theories and confirm hypotheses, mainly when the primary goal is to understand the relationships between latent variables (Hair et al. 2017b), while PLS-SEM is typically chosen for theory development, especially when the objective is to predict dependent variables and exploring new concepts (Rigdon 2012; Sarstedt et al. 2014b). CB-SEM, often executed by software packages such as LISREL or AMOS, utilises the covariance matrix of the data and estimates the model parameters by only considering common variance (Jöreskog 1973). Compared to PLS-SEM, CB-SEM imposes stricter assumption requirements to effectively use this analysis method (Hair et al. 2011).

PLS-SEM is known as variance-based since it accounts for total variance and employs total variance to estimate parameters (Hair et al. 2017a). In other words, PLS-SEM is similar to multiple regression analysis in terms of conceptual comprehension and practical implementation (Dash and Paul 2021). The approach is now commonly used by researchers to simultaneously analyse relationships between observed and latent variables in a complex model and perform multiple robustness assessments, such as endogeneity tests, while accounting for measurement errors inherent to evaluating abstract concepts (Henseler et al. 2016; Chikuta et al. 2019; Hair et al. 2022). PLS-SEM uses least square estimates for single-component models, models with more than one component, and canonical correlation (Chin 1998b). Restrictive distributional assumptions are not necessary with PLS-SEM, which also considers heterogeneity in the data (Chi and Qu 2004b). PLS-SEM is also widely accepted because of its user-friendly visual interface (Hair et al. 2019). PLS-SEM employs software programs designed mainly for SEM, such as SmartPLS, WarpPLS, and ADANCO.

3.5.1 The guidelines to choose between CB-SEM and PLS-SEM

There are several considerations when deciding whether to apply CB-SEM or PLS-SEM. The choice between CB-SEM and PLS-SEM can be made based on specific factors, such as research goals, data characteristics, model characteristics, and model evaluations (Hair et al. 2011; Hair et al. 2022). Table 3.5 shows the guidelines for selecting between CB-SEM and PLS-SEM.

Table 3.5: Evaluation guidelines for selecting CB-SEM and PLS-SEM

Evaluation criteria	CB-SEM	PLS-SEM
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Research goals		
Objective:		
Prediction of the key target constructs		√
Theory testing, theory confirmation, or comparison of alternative theories	√	
Exploratory research or theory development		√
Data characteristics		
Data distributions:		
Normally distributed data	√	
Non-normally distributed data		√
Sample size:		
Small sample size consideration (N = < 100)		√
Large sample size consideration (N = > 100)	√	√
Model characteristics		
The number of items in each construct:		
Handles constructs measured with multi-item measures	√	
Handles constructs measured with single- and multi-item measures		√
Model evaluation		
Structural model:		
If a structural model is complex		√
If a structural model is non-recursive	√	
Model evaluation:		
Incorporate latent variable scores into subsequent analyses		√
Assessment of the overall model (goodness of fit criterion)	√	
Need to test for measurement model invariance	√	

Source: Adapted from Hair et al. (2011) and (Hair et al. 2022)

3.5.2 The decision to choose PLS-SEM

Following the guidelines to choose CB-SEM or PLS-SEM explained above, the decision to adopt PLS-SEM to assess the research model of the current study was made due to the following factors:

1. PLS-SEM rigorously evaluates scales' validity and reliability through its measurement model assessment. It examines convergent validity using Average Variance Extracted (AVE), indicating that constructs explain a significant portion of the variance in their indicators. Discriminant validity is assessed using the Heterotrait-Monotrait Ratio (HTMT), ensuring distinct constructs. Internal consistency reliability is determined through Composite Reliability (CR) and Cronbach's Alpha, and finally, Indicator Loadings are evaluated to indicate strong relationships between items and their respective constructs.

2. The nature of the data is a crucial factor to consider when selecting the appropriate statistical analysis method. Ringle et al. (2012) state that small sample sizes and non-normal data are the most common considerations when choosing PLS-SEM over CB-SEM. The data in this study do not adhere to normal distribution. Thus, PLS-SEM addresses potential non-normality issues, such as biased parameter estimates and inaccurate model fit indices (Chi and Qu 2004b). However, choosing PLS-SEM solely based on data distribution is insufficient, but it is unquestionably advantageous when combined with other factors (Hair et al. 2019).
3. The current research extends the existing theory frameworks alongside additional variables to construct the research models, emphasising theory development and predictive capabilities. This approach aligns with PLS-SEM principles, which prioritises theory development, unlike CB-SEM, which emphasises theory testing. Moreover, when the research model becomes complex, involving many constructs, indicators, and/or model relationships, PLS-SEM is considered more suitable for analysis (Hair et al. 2019).
4. Despite debates by researchers like Bergkvist and Rossiter (2007) about the usefulness of single-item constructs, Diamantopoulos et al. (2012) suggest that single-item constructs can perform just as effectively as multi-item scales. The practical advantages of single-item constructs in the PLS-SEM model are recognised and contribute to many models' widespread adoption in previous studies (Ringle et al. 2012).
5. When using PLS-SEM, researchers can use its statistical power compared to CB-SEM. A higher statistical power indicates that PLS-SEM is more inclined to detect significant relationships if they exist within the population (Sarstedt and Mooi 2019). Moreover, unlike CB-SEM, there is no need to test measurement model invariance when using PLS-SEM.

3.5.3 Measurement model analysis

All constructs in this research were conceptualised as reflective rather than formative. Assessing the research model in PLS-SEM involves (1) the measurement model analysis and (2) the structural model analysis. Generally, model validation aims to determine whether the measurement and structural model fulfil the reliability and validity of the quality criteria for empirical work (Hair et al. 2022). The relationships between this study's variables were modelled using the SmartPLS 4.0 software. The relevant criteria

for evaluating the measurement models for reflective construct involves the following steps: (1) examining the indicator loadings, (2) assessing internal consistency reliability, (3) addressing convergent validity, and (4) evaluating discriminant validity (Hair et al. 2019). The guidelines for measurement model assessment are shown in Table 3.6.

3.5.3.1 Outer loadings

The outer loadings are examined in the first stage of the reflective measurement model. Loadings greater than 0.708 are recommended, indicating that the constructs account for more than fifty per cent of the indicator's variance, thereby providing sufficient item reliability (Hair et al. 2019). Nonetheless, while loadings above 0.50 are acceptable (Chin 1998b), weaker outer loadings are frequently observed in social science research (Hair et al. 2014a). Therefore, thorough investigations into how the removal of indicators affects other reliability and validity measures are required. It is advisable to delete an indicator only when two conditions are met: the indicator has low reliability, and removing it results in a substantial increase in composite reliability and convergent validity (Henseler et al. 2009; Hair et al. 2014a).

3.5.3.2 Internal consistency

Cronbach's coefficient alpha (α) is likely the most often used estimate of the internal consistency of items on a scale (Cronbach 1951; Cronbach and Shavelson 2004). However, Cronbach's Alpha is a less precise measure of reliability due to the unweighted nature of the items (Hair et al. 2019). Thus, using composite reliability by Jöreskog (1971) to assess internal consistency reliability is recommended. Although both Cronbach's alpha and composite reliability measure internal consistency, composite reliability considers indicator loadings (Chin 1998b). Generally, high reliability is desirable and should be as high as possible to signify good reliability. Regardless of the specific reliability coefficient employed, an internal consistency reliability value equal to or greater than 0.60 is advised in PLS-SEM (Straub et al. 2004; Henseler et al. 2009). Scholars also suggest that α values greater than 0.70 indicate that the items in the scale are internally consistent and robust (Dinis et al. 2020; DeVellis and Thorpe 2021). Taber (2018) also describes the significance of a value above 0.90 as excellent. However, reliability values greater than 0.95 are unfavourable because they suggest that all indicator variables capture the same phenomenon, showing that the redundant items lower construct validity (Drolet and Morrison 2001; Diamantopoulos et al. 2012; Hair et al. 2014a)

3.5.3.3 Convergent Validity

The degree to which the construct converges to explain the variance of its items is known as convergent validity (Hair et al. 2019). Convergent validity indicates that a group of indicators represents the same underlying concept, which can show the indicators' unidimensionality (Henseler et al. 2009). Convergent validity can be assessed using PLS-SEM by calculating the average variance extracted (AVE) value. Fornell and Larcker (1981) emphasise that for convergent validity to be obtained, the AVE of a construct must be at least 0.50. Conversely, an AVE less than 0.50 indicates more variation in the errors of the items than in the variation that can be described by the constructs (Hair et al. 2014a).

3.5.3.4 Discriminant Validity

The two commonly used measures of discriminant validity in PLS-SEM are cross-loading (Chin 1998b) and Fornell-Larcker's criterion (Fornell and Larcker 1981). According to Chin (1998b), cross-loading is determined by correlating the component scores of each latent variable with the scores of all other items. Suppose the loading of each indication is larger for its designated construct than for any other construct. In that case, it can be concluded that the indicators of the distinct constructions are not interchangeable. The Fornell-Larcker criterion is applied to compare the square roots of the AVE values and the correlations between the latent variables (Fornell and Larcker 1981). Specifically, the square root of the AVE of each construct should be higher than the higher association with any other construct. However, Henseler et al. (2015) raise significant doubts about the effectiveness of these two approaches. The authors indicate that Fornell-Larcker's criterion may not always perform well under certain conditions related to various outer loadings, showing a potential flaw in this widely used criterion. Furthermore, while researchers frequently note that cross-loadings are more tolerant in proving discriminant validity when the Fornell-Larcker criterion is not, this notion has not been thoroughly investigated in previous research.

Hence, Henseler et al. (2015) propose using the heterotrait-monotrait ratio (HTMT) of correlations to measure discriminant validity as an alternative to evaluating discriminant validity HTMT inference using the bootstrapping technique. The HTMT is calculated by comparing the average item correlations across constructs to the average correlations across items measuring the same construct, typically using a geometric mean (Hair et al. 2019). An HTMT criterion below 0.90 is recommended (Darcy 2011; Chikuta et al.

2019). On the other hand, an HTMT value above 0.90 may suggest that discriminant validity is absent.

Table 3.6: The guidelines of measurement model assessment

Measurement Model Analysis		
Assessment	Criterion	Guidelines
Indicator Reliability	Outer loading	Outer loading > 0.708 or higher (recommended) Outer loading > 0.7, 0.6, 0.5 or 0.4 (adequate if the other items have high scores of loadings to complement AVE and CR).
Internal consistency	Cronbach Alpha (CA)	CA > 0.7
	Composite Reliability (CR)	CR > 0.7
Convergent Validity	Average Variance Extracted (AVE)	AVE ≥ 0.5
Discriminant validity	Heterotrait-monotrait ratio (HTMT)	HTMT criterion below 0.90

Source: Compiled from literature reviewed in the preceding explanation

3.5.4 Structural Model Analysis

After the measurement model analysis has confirmed the validity and reliability of all constructs, the next stage is to evaluate the structural model results. In this step, the model's ability to predict one or more target constructs was evaluated (Hair et al. 2022). Validating the structural model involves several steps, including (1) assessing the collinearity issues, (2) hypothesis testing, and (3) examining the explanatory and predictive relevance of the model. Table 3.7 presents the summary of structural model requirements.

3.5.4.1 Collinearity assessment

The first step in structural model analysis is to assess the collinearity issues. Like multiple regression, excessive collinearity among predictor constructs can introduce bias into the estimation of path coefficients (Hair et al. 2022). VIF values ranging from 3 to 5 are deemed acceptable. However, it is typically advised to maintain VIF values below 3 to alleviate potential collinearity concerns that might arise when surpassing this threshold (Becker et al. 2015).

3.5.4.2 Path Coefficient

For hypothesis testing, the path relationship in the model is accomplished using a bootstrapping approach, a nonparametric test in PLS-SEM. This procedure replaces the original sample with repeated random samples to calculate standard errors for hypothesis testing and generates a bootstrap sample, as Hair et al. (2011) outlined. Becker et al. (2023) propose using a larger number of bootstrap subsamples for better results, and they explicitly recommend 10,000 subsamples for the final analysis. The bootstrapping in this study uses a significance threshold of 0.05 (p -value < 0.05), a two-tailed test (t -value > 1.96), and 10,000 subsamples.

3.5.4.3 Explanatory and predictive relevance

In addition to characterising the significance of the relationships, Hair et al. (2022) recommend several statistical analyses to validate structural models in PLS-SEM. This study uses the coefficient of determination (R^2) and predictive relevance (Q^2) to show the explanatory and predictive power of the model. The Standardised Root Mean Square (SRMR) is also provided to validate the model fit.

R^2 value explains the model's explanatory power or in-sample predictive power (Ali et al. 2018). The fit measure assesses the coefficient of determination of the average R^2 for endogenous constructs (Hair et al. 2022). The R^2 value, ranging from 0 to 1, represents the explanatory power of a model, with higher values indicating greater explanatory power. Typically, R^2 values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak, respectively (Henseler et al. 2009; Hair et al. 2011). Nonetheless, acceptable levels may vary depending on the field (Hair et al. 2019), with values above 0.10 considered satisfactory (Hair et al. 2022).

Calculating the Stone-Geisser Q^2 predictive relevance value is another method for evaluating the PLS-SEM path model's predictive accuracy (Geiser 1974; Stone 1974). A value larger than 0 indicates that exogenous constructs have predictive relevance for endogenous constructs (Hair et al. 2019). As a general rule, the effectiveness of endogenous construct Q^2 values is as follows: 0.02 to 0.15 (weak), 0.15 to 0.35 (moderate), and 0.35 and above (strong) (Cohen 1988).

Finally, while CB-SEM heavily emphasises model fit, this aspect is considerably less critical in PLS-SEM (Hair et al. 2019). Standardised Root Mean Square (SRMR) is a common bootstrap-based model fit assessment, measuring the disparity between

observed and estimated covariance matrices. It is recommended that SRMR be aimed at a threshold level below 0.08 (Henseler et al. 2014).

Table 3.7: Summary of Indices for Structural Model

Structural Model Analysis				
Assessment	Criterion		Guidelines	
Lateral Collinearity	Variance Inflator Factor (VIF)		VIF ≥ 5.0	
Path Coefficient	Path Coefficient		10,000 sub-sample p-value < 0.05 t value > 1.96 (two-tailed)	
R ²	Coefficient of Determination		0.75 – Strong 0.50 – Moderate 0.25 – Weak	
Q ²	Stone-Geisser Q2 Predictive Relevance		A value larger than 0 indicates that exogenous constructs have predictive relevance for endogenous constructs.	
Model fit	Standardised Root Square (SRMR)	Root Mean Square	Below the threshold value of 0.08	

Source: Compiled from literature reviewed in the preceding explanation

3.6 Conclusion

This chapter outlines the rigorous methodological steps taken to prepare the empirical articles for this research. It presents the basis for each approach used to support decision-making throughout the study. The chapter begins with a discussion of the philosophical approach to choosing quantitative research, followed by a detailed explanation of the research process. This includes the comprehensive sequence of steps for conducting the study and the research design for data collection. Finally, it explains the rationale for using PLS-SEM for data analysis, including measurement and structural analysis requirements for hypothesis testing.

CHAPTER 4: STUDY 2

Fostering sustainable disability inclusion behaviour in the hospitality organisations through the social model lens: Perspectives from co-workers³

Abstract

This study analyses co-workers' role in bridging disability inclusion (DI) in organisations by examining their supportive behaviour towards employees with disabilities (EWDs). Guided by the social model of disability, which emphasises societal barriers over individual impairments as the primary cause of disability, our study diverges from the traditional theory of planned behaviour (TPB) to clarify co-workers' intention to support EWDs. Apart from examining the positive attitudes of co-workers, we explore organisational diversity climate and self-efficacy in explaining subjective norms and perceived behavioural control. Additionally, we introduce anticipated emotions and investigate the moderating role of past behaviour in these relationships. Survey data was collected from 421 co-workers in Malaysia's hospitality sector, which has well-defined policies regarding disability inclusion. Using PLS-SEM, the findings reveal that all constructs in the modified TPB model are associated with behavioural intention to support EWDs except subjective norms. The results also corroborate the moderating effect of past behaviour, indicating that experienced co-workers showed a more substantial influence on attitudes, subjective norms, and positive anticipated emotions, while the impact of perceived behavioural control diminished with increased past behaviour. These insights encourage organisations to prioritise social integration for all employees, fostering better experiences and collaboration regardless of disability status.

Keywords: Disability inclusion, disability employment, social integration, co-workers' behaviour, social model of disability

³ This study has been formatted as a manuscript and is ready for submission to an appropriate journal in human resource management or organisational behaviour.

4.1 Introduction

Disability inclusion (DI) in employment refers to an organisation's initiative to maximise the participation of various employee groups (Russen and Dawson 2024). DI entails adjusting HR practises and emphasising the benefits of disability-related adaptations to all employees regardless of disability status (Schloemer-Jarvis et al. 2022). Drawing from the Sustainable Development Goals (SDG 2030) introduced in 2015, the aim is to enhance the inclusion of employees with disabilities (EWDs), fostering sustained and inclusive economic growth through productive employment opportunities (United Nations 2015). However, the effectiveness of DI practices is often assessed based on the representation of EWDs without critically considering how these practices are accepted by various stakeholders (Jammaers 2023). A recent study by Jamin et al. (2024) uncovered that primary challenges in disability employment lie in social barriers rather than limited accessibility and work accommodations for EWDs. These challenges result in reduced satisfaction among organisational stakeholders, as EWDs may feel excluded despite being hired, and concern about work efficiency may arise among co-workers (Hui et al. 2021; Kalargyrou et al. 2023).

Restubog et al. (2021) highlight that psychology research involving stakeholders working with vulnerable workers such as EWDs helps assess the congruence of well-being and work behaviour, aiming to overcome adverse treatments toward EWDs in the workplace. The seminal model developed by Adam (2019) serves as a framework for understanding and organising factors that influence the treatment of EWDs in the workplace. The model emphasises that the attributes of organisational stakeholders have a powerful effect on how people perceive EWDs. The psychosocial consequences experienced by these stakeholders working with EWDs highlight how the categorisation and stereotyping of EWDs can influence cognitive processes and, consequently, affect the treatment of EWDs (Beatty et al. 2019).

This study explores co-workers' overlooked role as crucial contributors to co-creating value for DI in organisations. Understanding co-workers' supportive behaviour is critical in successfully executing organisational change toward DI (Dias de Faria et al. 2012; Haffar et al. 2019). Supportive behaviour from co-workers significantly affects how EWDs integrate socially, offering them social support and essential information about their team and organisation (Griffin et al. 2000). White and Bryson (2013) demonstrate that within a team setting, positive behaviour can acquire the ability to perform tasks and roles interchangeably, fostering enhanced adaptability to manage work requirements and providing individuals with a broader array of experience. These collaborative efforts

occur through organisational interactions, necessitating engagement for reciprocal assessment of valuable information and fostering transparency and trust, which are essential for building sustainable relationships (Pinna et al. 2020).

The critical contribution of this research lies in its focus on addressing the social barriers of disability rather than the personal limitations of EWDs, drawing from the social model of disability. The social model approach necessitates the elimination of obstacles, anti-discrimination laws, independent living, and other solutions to social injustice (Shakespeare 2006). The model separates an individual's impairment from disability, with impairment referring to physical, mental or sensory limitations and disability denoting the disadvantage or restriction of activity stemming from societal failures in accommodating those impairments. While physicians and professionals affiliated with medicine attempt to treat impairment, the true objective of the social model is to embrace impairment and eradicate disability (Haegele and Hodge 2016). Disability should not be viewed as a personal or individual phenomenon but rather as a social phenomenon requiring broad social intervention (Williams et al. 2018). The social model focuses on transforming society to remove barriers and create a more inclusive and equal environment. In this instance, when building solutions related to DI, the focus should not be on the EWDs' limitations but on societal aspects (Haegele and Hodge 2016).

4.2 Literature review and hypotheses development

We employ the theory of planned behaviour (TPB) as the foundational framework for our investigation into the factors influencing support for EWDs, which are crucial for addressing social integration challenges in disability employment. TPB was introduced by Ajzen (1991) and is widely acknowledged as the most effective framework for elucidating human behaviour across diverse fields. The TPB suggests that attitudes, subjective norms, and perceived behavioural control predict behavioural intentions and shape actual behaviour. Attitudes are conceptualised as people's evaluations of the consequences of behavioural performance, subjective norms refer to the social influences from significant others to perform or not perform a behaviour, and perceived behavioural control reflects the presence of factors that may facilitate or impede the performance. Perceived behavioural control may also serve as a proxy for actual control and directly predict behaviour (Hagger et al. 2022).

While TPB is recognised as a successful psychological theory, Sniehotta et al. (2014) propose that TPB should be modified or expanded because it does not sufficiently explain human behaviour. Likewise, predicting human behaviour solely through

attitudes, subjective norms, and perceived behavioural control is nearly impossible due to the complexity of human behaviours (Esfandiar et al. 2020). Ajzen (2020) acknowledges that adding new constructs to the model can broaden the exploratory power of the theory. This approach is known as theory deepening (Perugini and Bagozzi 2001), in which revising a theory is necessary to elucidate how existing predictors function to influence intentions. Therefore, we delve into the revision of TPB below and illustrate our research model in Figure 4.1.

4.2.1 Positive attitudes of co-workers to support EWDs

The primary concern with TPB is that attitudes are typically measured using scales including instrumental or enjoyable-unenjoyable components, potentially overlooking other aspects of attitudes. Instrumental evaluations are reflected in pairs, such as valuable-worthless or harmful-beneficial and pleasant-unpleasant, while enjoyable-unenjoyable scales represent experiential assessments (Ajzen 2006). A meta-analysis by Hagger and Hamilton (2024) highlights that attitudes in TPB lack explicit consideration for changes in its constructs over time. Anable (2005) proposes integrating instrumental, situational, and psychological factors associated with them is necessary to fully comprehend attitudes. Consequently, previous studies sought to understand attitudes by employing different variables to address this limitation, with general attitude questions commonly used to evaluate behaviour (Ulker-Demirel and Ciftci 2020). For instance, scales measuring positive attitudes can lead to favourable behavioural outcomes, whereas negative attitudes may negatively affect behaviour (Nagar 2020).

DI studies in organisations currently emphasise negative perceptions and treatments toward EWDs (Gormley 2015; Mik-Meyer 2016). Vornholt et al. (2018) argue that examining co-workers' positive attitudes is necessary to overcome stigmatisation, negative attitudes, and discrimination. Co-workers with positive attitudes about EWDs may express stronger intentions to support them, while those with negative attitudes may not intend to provide support to EWDs. Copeland et al. (2010) reveal that co-workers with experience in disability-friendly environments tend to have more positive attitudes, indicating that increased exposure to EWDs in the workplace may lead to improved attitudes. Therefore, assessing co-workers' perceptions of their positive attitudes towards EWDs based on their work experience is crucial for understanding the impact of these affective reactions. The following hypothesis is proposed:

H1: Co-workers' positive attitudes about EWDs will influence their intention to support EWDs.

4.2.2 Organisational diversity climate describing subjective norms

The second argument regarding TPB is that the relationship between subjective norms and intention was frequently inconsistent compared to the other components of TPB (Adam 2019; Ulker-Demirel and Ciftci 2020). Subjective norms are typically evaluated using perceptions of what other people want you to do (injunctive norms) or social pressures based on other people's behaviours (descriptive norms) (Rivis and Sheeran 2003). However, scholars such as Terry et al. (1999) and Armitage and Conner (2001) have criticised the limitation of subjective norms in explaining intentions due to the shortcomings in conceptualisation, measurement constructs, and restriction of the normative component. Despite the traditional conceptualisation of subjective norms, Terry and Hogg (1996) suggest that individuals' behaviour is influenced by group norms when they perceive themselves as part of a social group. This social identity approach elucidates how social influence shapes individual behavioural intentions, with individuals' actions guided by cognitive, motivational, and socio-historical factors in intergroup contexts (Hornsey 2008).

This study uses an organisational diversity climate to explain social influences within group norms (McKay et al. 2007; Luu 2021b). Organisational atmospheres that exhibit openness to and appreciation for individual differences define organisational diversity climate (Hofhuis et al. 2016). The organisational diversity climate is established through leadership commitment, fair policies and performance evaluation, diversity training, employee resource groups, and inclusive communication (McKay et al. 2007). Mor Barak et al. (1998) show that diversity practices and regulations affect co-workers' ability to feel integrated into the workplace towards diversity in the organisation, providing a comprehensive understanding of subjective norms. Organisational culture from these attributes significantly inspires and motivates employees to engage in innovative practices (Lei et al. 2020). We suggest that organisational commitment to diversity is most effective when co-workers perceive it positively, leading to increased support towards EWDs. Hence, we hypothesise that,

H2: Organisational diversity climate depicting subjective norms will influence co-workers' intention to support EWDs.

4.2.3 Conceptualising perceived behavioural control through self-efficacy

The third argument concerning TPB pertains to the notion of perceived behavioural control. Ajzen (1991) introduces perceived behavioural control in TPB, addressing

individuals' beliefs about their ability to control behaviour, ultimately shaping the actual behaviour performance. Perceived behavioural control was designed to encompass perceptions of both internal factors (such as knowledge, skills, and willpower) and external factors (such as time, availability and the cooperation of others) affecting individuals' control over behaviour (Kraft et al. 2005). In other words, individuals are less likely to engage in behaviour they perceive as beyond their control (Sheeran et al. 2002). Ajzen (2002) agrees that perceived behavioural control and self-efficacy theory by Bandura (1977) share similarities in their focus on individuals' perceived ability to perform behaviours. Bandura (1977) defines self-efficacy as the belief in one's ability to plan and carry out actions to accomplish specific objectives, emphasising what individuals can achieve with their current skills. Self-efficacy beliefs encourage improved action by strengthening an individual's sense of control or agency over life circumstances (Bandura 1986). Although there are ongoing debates from conflicting or overlapping conceptual definitions between perceived behavioural control and self-efficacy (Kraft et al. 2005; Zolait 2014), Opoku et al. (2021) affirm that perceived behavioural control is closely related to Bandura's (1977) concept of self-efficacy, particularly in disability settings.

In TPB, perceived behavioural control refers to the perceived ease or difficulty of performing a behaviour (Sheeran et al. 2003). Self-efficacy closely corresponds to this concept as it measures individuals' confidence in their capability to effectively carry out the behaviour, thereby offering a dependable measure of perceived behavioural control over that behaviour. Ajzen (2002) also recommends that measures based on beliefs provide a deeper understanding of the cognitive framework shaping perceptions of behavioural control. Therefore, we assess self-efficacy to elucidate the sense of perceived behavioural control among co-workers to support EWDs in organisations. We argue that when co-workers possess strong self-efficacy for supporting EWDs, they are inclined to believe they have control over it and can successfully execute it.

H3: Co-workers' self-efficacy in determining perceived behavioural controls will influence their intention to support EWDs.

4.2.4 The roles of anticipated emotions

The fourth critique about TPB is its omission of the role of emotions, which have been overlooked in its framework. Lerner et al. (2015) suggest that emotions are powerful, widespread, predictable and sometimes detrimental or advantageous influences on decision-making. Emotions have increasingly garnered attention in explaining ethical

behaviour within diversity (Escadas et al. 2019). Supporting behaviour towards EWDs aligns with organisational ethical decision-making, considering cognitive factors and care's rational and empathetic aspects (Jammaers 2023). This concept is further emphasised by Gilligan (1993), who suggests that moral reasoning can stem from the principle of relationality, highlighting a morality marked by a concern for context, empathy, and action. While these psychological consequences for organisational stakeholders play a central role in Stone and Colella's (2019) model concerning the treatments of EWDs, few have measured these psychological processes and their relationship to positive organisational behaviour towards DI (Beatty et al. 2019).

Specifically, this study centres on the anticipated emotions that frequently influence individuals' decision-making regarding future outcomes (Mellers and McGraw 2001). It is a process that involves setting a goal and assessing the emotional implications, both positive and negative, of accomplishing a behaviour (Perugini and Bagozzi 2001). Typically, positive anticipated emotions are connected to goal accomplishment, and negative anticipated emotions are related to goal failure (Perugini and Bagozzi 2001). When people perceive consequences as more significant, they are more likely to see behaviours as unethical and judge them more severely (Winterich et al. 2015). However, Escadas et al. (2019) suggest that negative anticipated emotions can also drive positive behaviour by prompting individuals to avoid the negative consequences of non-participation in a specific action. Assisting individuals with disabilities is often linked with guilt, sympathy, and pity, encouraging the public to support them based on moral obligation (Kamenetsky et al. 2016). This expected feeling influences positive outcomes by promoting a problem-centred response mode (Antonetti and Maklan 2014). It highlights that both anticipated emotions consider individual feelings and intentions as well as the relationships and moral obligations within the workplace community. This voluntary initiative by individuals showcases the ethical principles of care as offering the most significant potential for inclusion (Jammaers 2023). Therefore, we contend that evaluating the roles of anticipated emotions is vital in this study to determine emotional processes among co-workers to support EWDs in organisations.

H4: Positive anticipated emotions will influence co-workers' intention to support EWDs.

H5: Negative anticipated emotions will influence co-workers' intention to support EWDs.

4.2.5 Moderating effect of past behaviour

The final drawback of the TPB framework is its inadequate capacity to account for the influence of past behaviour on both intention and subsequent behaviour. Past behaviour often directly predicts future behaviour, with some authors suggesting that it predicts future behaviour even more strongly than intention (Sommer 2011). Cerdan Chiscano and Darcy (2021) propose that past behaviour can impact future behaviours by providing individuals with experience and information about the behaviour and leading to a habitual reaction. Higher levels of past behaviour are related to more substantial intention stability, connected with improved intention-behaviour consistency (Sheeran and Taylor 1999; Norman and Conner 2006). These suggest that the more experienced someone is with a given behaviour from previous experiences, the more routine it becomes and the less cognitive effort it requires.

A disability employment study revealed that managers' experience with EWDs was a significant predictor of their commitment to hiring them, with this association mediated by knowledge of the ADA legislation, job accommodations, and the inclusion of disability in the organisation's diversity statement (Chan et al. 2010). Nevertheless, the moderating effect assessment of past behaviour on DI in employment remains a subject of limited research. We argue that the influence of determinants to support DI may differ among those who have engaged in similar actions in the past versus those who have not. This follows the suggestion from Stone and Colella (1996) that co-workers with substantial experience with EWDs are more likely to respond favourably to them than those with little or no contact. Hence, we propose that investigating the moderating influence of past behaviour in this study would determine which of the theoretical frameworks most accurately represents the mechanisms underlying the development of intentions to promote DI in organisations.

H6: Greater past behaviour explains more variation in behavioural response variables than lower past behaviour.

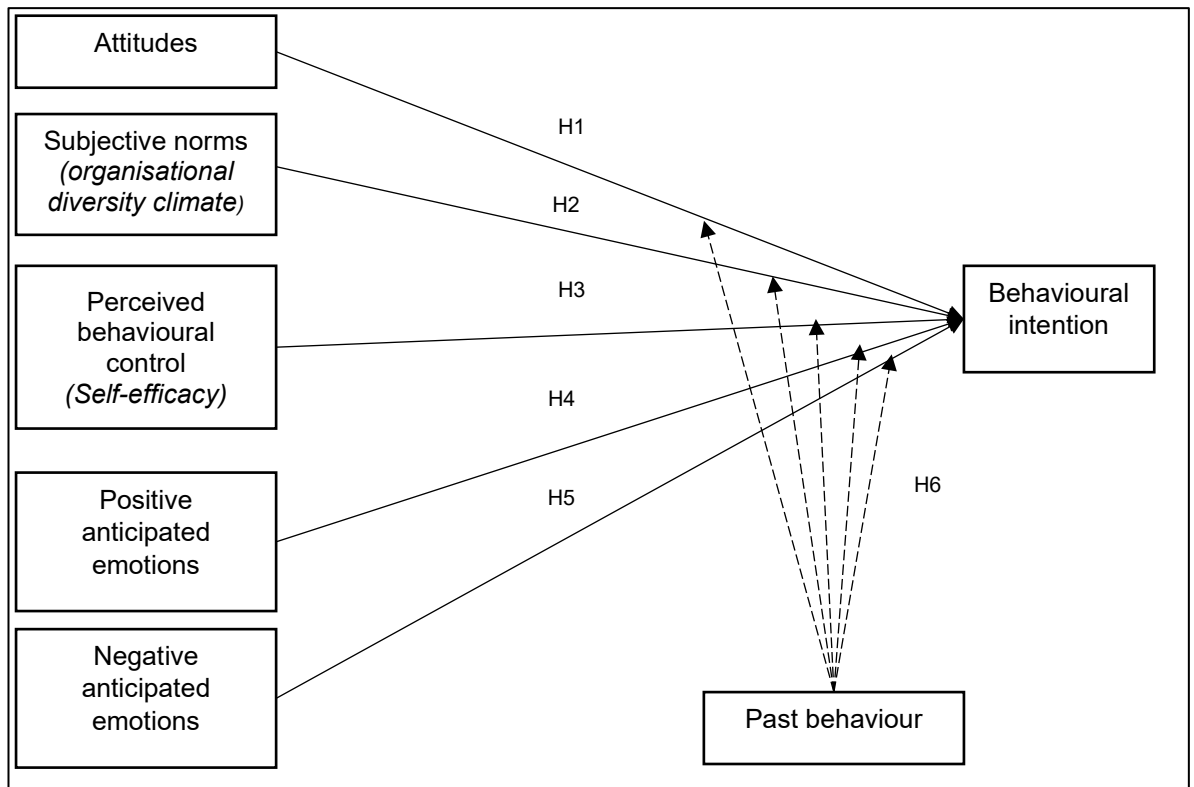


Figure 4.1: Modified TPB model

Source: Created by author

4.3 Methodology

4.3.1 Measurement

The instrument for the study consists of validated measurement scales that emanate from past studies. The survey was prepared in English and Malay using a back translation approach. A five-point Likert scale (1 = strongly disagree, to 5 = strongly agree) was used for all items except past behaviour (1 = never, to 5 = always). The questionnaire underwent a thorough content validity process involving academic experts and industry specialists, which led to further minor modifications. A pilot test with 64 food and beverage co-workers was also conducted. Following rigorous reliability and validity evaluations, one item representing positive anticipated emotions was removed from the primary data collection due to a low item-to-total correlation value (0.095). The approved instrument is presented in Table 4.1.

Table 4.1: The instrument details

Construct	No. of items	Alpha value (Pilot)	Source
Attitudes	7	0.853	Chi and Qu (2004a)

Subjective norms	7	0.927	McKay et al. (2007)
Perceived behavioural control	8	0.874	(Chen et al. 2001)
Positive anticipated emotions	4	0.879	Zhao et al. (2020)
Negative anticipated emotions	5	0.786	Zhao et al. (2020)
Past behaviour	1	-	Hagger et al. (2001)
Behavioural intentions	4	0.876	McDonnall and Lund (2020)

Source: Created by author

4.3.2 Participants and procedures

The study focuses on non-disabled co-workers in hospitality organisations in Malaysia. We choose international chain companies registered with the Human Resource Ministry with well-defined policies for hiring EWDs. These organisations also demonstrate a history of recruiting and integrating EWDs into their workforce. We include three major hospitality sectors that met the specified criteria: food service, accommodation, and retail (Ministry of Human Resources Malaysia 2021). However, due to the unavailability of accurate data regarding the size and distribution of the population, probability sampling techniques were not feasible. As a result, convenience sampling was employed for this study. A-priori sample size calculator using the Daniel Soper programme was utilised, which considers factors like statistical power, significance level, number of observed and latent variables, expected effect size, and model complexity to determine the necessary sample size for detecting meaningful relationships and obtaining reliable results in SEM analyses. The calculation yields a minimum sample size of 170.

After obtaining ethical approvals from the authors' university and the Prime Minister's Office of Malaysia, HR Managers were conveniently identified through the Department of Social Welfare and social media platforms, establishing them as key connections to organisational samples. A combination of online (Qualtrics) and traditional paper-based surveys were employed for primary data collection to ensure the sample's representative

nature. The data was collected from December 2022 to April 2023, and the respondents cover various co-workers' positions, including managers, supervisors, and operation staff. Following meticulous data-cleaning procedures, 421 valid responses were deemed suitable for subsequent analysis. The sample comprised 60.6% females and 39.4% males, mostly between 20 and 29 years old (56.5%). Samples employed in the food and beverage sectors accounted for 54.9%, those in accommodations represented 24.9%, and those in retail comprised 20.2%. Most respondents have 1-5 years of working experience, signifying 46.3% of the sample. Furthermore, operation staff dominated the employment positions, accounting for 63.9%, while 19.5% were supervisors and 16.6% were managers.

4.3.3 Managing biases in the research

To minimise the influence of social desirability bias and common method bias, we implement several measures following the recommendations of Chang et al. (2010) at both the pre-survey and post-survey stages. In the questionnaire design phase, we incorporated independent and dependent variables from diverse sources and employed randomised response options in the survey administration. We adopt multiple survey modes, including online and paper-based distributions, to reach a broader audience and mitigate bias associated with a single method. Using Harman's single-factor test, we also employ an ex-post statistical approach to address common method bias (Podsakoff et al. 2003). The dominant factor explains only 24% of the total variance, below the threshold value of 50%.

4.3.4 Data analysis

We choose PLS-SEM for multiple factors due to its flexibility and broad applicability (Chin 1998b). PLS-SEM is an alternative to covariance-based SEM, which has gained popularity in hospitality and tourism studies (Ali et al. 2018). PLS-SEM offer advantages in model prediction and theory development. It does not impose restrictions regarding the normal distribution of the data and the unrestricted use of single-item measurement in the questionnaire (Ringle et al. 2012; Sarstedt et al. 2014a; Hair et al. 2019), which are relevant to the data of this study.

4.4 Findings

4.4.1 Measurement model assessment

The measurement model assessment presents the scale's reliability and validity. We evaluate the measurement model using outer loadings' value, composite reliability, convergent validity, and discriminant validity (Hair et al. 2022) (Tables 4.2 and 4.3). An outer loading above 0.50 is considered adequate if other items have high loading scores that support the average variance extracted (AVE) and composite reliability (CR) (Chin 1998b; Hair et al. 2022). We removed two items (attitudes) because their low outer loadings negatively impacted the reliability and validity of the constructs. Construct reliability was assessed using Cronbach alpha (CA) and composite reliability (CR). While the CA value is considered a less precise reliability measure due to the unweighted nature of the items (Hair et al. 2019), the results show that the CR values for the study surpassed the recommended value of 0.70 (DeVellis and Thorpe 2021). Convergent validity with AVE values exceeding 0.50 suggests that the variance explained by the relevant construct indicators is at least 50% (Fornell and Larcker 1981; Hair et al. 2022). We use Heterotrait-monotrait (HTMT) ratio of correlations to evaluate discriminant validity (Henseler et al. 2015). The model indicates that all constructs' HTMT values adhere to the maximum conservative threshold of 0.85 (Henseler et al. 2015).

Table 4.2: Reliability and validity analysis

Items	Outer loadings	CA	CR	AVE
Intention		0.919	0.943	0.804
INT1: I am ready to support employees with disabilities at work.	0.874			
INT3: I am planning to support employees with disabilities at work.	0.934			
INT4: I have decided to support employees with disabilities at work.	0.894			
INT5: I will support employees with disabilities at work.	0.884			
Attitudes		0.810	0.867	0.566
AGE3: Employees with disabilities can cooperate on the job.	0.780			
AGE4: Employees with disabilities usually provide high-quality work.	0.762			
AGE5: Employees with disabilities are usually loyal to the organisations.	0.730			
AGE6: Employees with disabilities are capable of being great employees.	0.777			

AGE7: Employees with disabilities are dependable.	0.710			
Subjective norms (<i>organisational diversity climate</i>)		0.922	0.938	0.684
SN1: The employees in the organisation are recruited from diverse sources.	0.680			
SN2: The organisation offers equal access to training.	0.811			
SN4: The organisation publicises diversity principles.	0.851			
SN5: The organisation offers training to manage a diverse population.	0.874			
SN7: The organisation maintains a diversity-friendly work environment.	0.857			
SN8: The workgroup has a climate that values diverse perspectives.	0.890			
SN9: Top leaders are visibly committed to diversity.	0.809			
Perceived behavioural control (<i>self-efficacy</i>)		0.922	0.936	0.648
SE1: I will achieve most of the goals I have set for myself when working with employees with disabilities	0.738			
SE2: When facing complex tasks while working with employees with disabilities, I am confident I will accomplish them.	0.856			
SE3: In general, when working with employees with disabilities, I can obtain essential outcomes.	0.858			
SE4: When working with employees with disabilities, I can succeed at almost any endeavour I set my mind to.	0.853			
SE5: I will be able to overcome many challenges while working with employees with disabilities.	0.807			
SE6: I am confident I can perform many different tasks effectively while working with employees with disabilities.	0.840			
SE7: Compared to others, I can do most tasks very well when working with employees with disabilities.	0.708			
SE8: Even when things are tough while working with employees with disabilities, I can perform quite well.	0.764			
Positive anticipated emotions		0.912	0.938	0.791

PAE1: If I support employees with disabilities at work, I will feel delighted.	0.867			
PAE3: If I support employees with disabilities at work, I will feel glad.	0.908			
PAE4: If I support employees with disabilities at work, I will feel proud.	0.878			
PAE5: If I support employees with disabilities at work, I will feel excited.	0.904			
Negative anticipated emotions		0.839	0.882	0.602
NAE1: If I fail to support employees with disabilities at work, I will feel disappointed.	0.791			
NAE2: If I fail to support employees with disabilities at work, I will feel worried.	0.834			
NAE3: If I fail to support employees with disabilities at work, I will feel depressed.	0.772			
NAE4: If I fail to support employees with disabilities at work, I will feel angry.	0.657			
NAE5: If I fail to support employees with disabilities at work, I will feel unsatisfied.	0.812			
Past behaviour	-	-	-	-
PB1: How often have you worked with employees with disabilities in the past year?				

Source: Created by author

Table 4.3: Heterotrait-monotrait (HTMT) ratio matrix

	Attitudes	Subjective norms	Perceived behavioural control	Positive anticipated emotions	Negative anticipated emotions	Past behaviour
1. Attitudes						
2. Subjective norms	0.386					
3. Perceived behavioural control	0.750	0.469				
4. Positive anticipated emotions	0.509	0.346	0.519			
5. Negative anticipated emotions	0.489	0.319	0.570	0.547		
6. Past behaviour	0.087	0.091	0.037	0.032	0.028	
7. Intention	0.440	0.328	0.449	0.495	0.399	0.221

Source: Created by author

4.4.2 Structural model analysis

The structural model analysis aims to predict the relationships of the constructs (Figure 4.2). Specifically, Table 4.4 presents the direct relationships explaining hypotheses H1 to H5, and Table 4.5 shows the potential moderating effect of hypothesis 6 on the relationships. Before considering the relationship of the constructs, the low VIF values (< 2.193) suggest no collinearity issues among the inner model. The results demonstrate a significant direct relationship between (H1) attitudes ($\beta = 0.088$; $t = 1.710$; $p = 0.044$), (H3) perceived behavioural control ($\beta = 0.123$ $t = 2.150$; $p = 0.016$), (H4) positive anticipated emotions ($\beta = 0.283$; $t = 5.927$; $p = 0.000$), (H5) negative anticipated emotions ($\beta = 0.127$; $t = 2.649$; $p = 0.004$) and intention. The results also reveal positive anticipated emotions emerged as the most influential predictor ($\beta = 0.283$). In contrast, the findings indicate an insignificant relationship between subjective norms and intention ($\beta = 0.081$, $t = 1.548$, $p = 0.061$), thus rejecting H2.

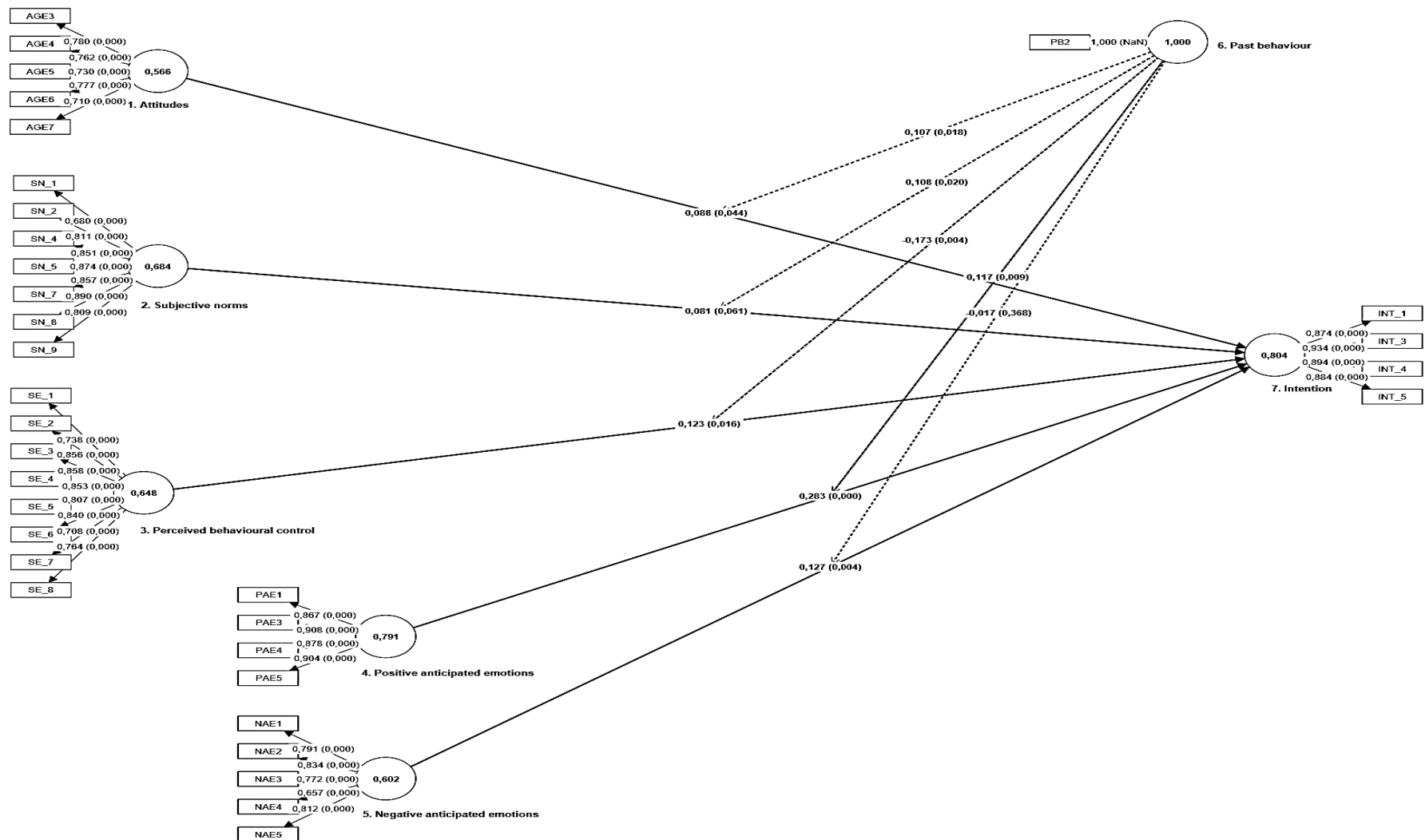


Figure 4.2: Structural Model Analysis

Source: Created by author

Table 4.4: Collinearity and path coefficients result – Direct effect

	β	Mean	Std. Dev.	<i>t</i>	P values	Confidence interval		Sig.	VIF
						2.5 %	97.5 %		
Direct effect									
H1: Attitudes -> Intention	0.088	0.091	0.052	1.710	0.044	0.006	0.176	***	1.907
H2: Subjective norms -> Intention	0.081	0.085	0.052	1.548	0.061	0.003	0.175	NS	1.277
H3: Perceived behavioural control -> Intention	0.123	0.121	0.057	2.150	0.016	0.026	0.216	***	2.193
H4: Positive anticipated emotions -> Intention	0.283	0.285	0.048	5.927	0.000	0.206	0.364	***	1.575
H5: Negative anticipated emotions -> Intention	0.127	0.127	0.048	2.649	0.004	0.049	0.205	***	1.575

Note: $p < 0.05$, *t* value < 1.96 (two-tailed), ***: Significant, NS: Insignificant.

Source: Created by author

4.4.3 Moderating effects of past behaviour

Before investigating past behaviour's moderating impact, the study reveals a noteworthy influence of past behaviour on intention. Past behaviour was identified as the second most influential predictor in these relationships ($\beta = 0.209$; $t = 5.083$; $p = 0.000$). Specifically, the results show that past behaviour moderates the following relationships: Attitudes and intention ($\beta = 0.107$; $t = 2.097$; $p = 0.018$), subjective norms and intention ($\beta = 0.108$; $t = 2.064$; $p = 0.020$), perceived behavioural control and intention ($\beta = -0.173$; $t = 2.649$; $p = 0.004$) and positive anticipated emotions and intention ($\beta = 0.117$; $t = 2.378$; $p = 0.009$). However, the result illustrates that past behaviour has an insignificant moderating effect between negative anticipated emotions and intention ($\beta = -0.017$; $t = 0.338$; $p = 0.368$), showing that the t value exceeds the acceptable standard of 0.005 (Hair, 2009).

Table 4.5: Collinearity and path coefficients result – Moderating effect

	β	Mean	Std. Dev.	<i>t</i>	P values	Confidence interval		Sig.	VIF
						2.5 %	97.5 %		
Moderating effect									
H6: Past behaviour -> Intention	0.209	0.208	0.041	5.083	0.000	0.141	0.276	***	1.031
H6a: Past behaviour x Attitudes -> Intention	0.107	0.105	0.051	2.097	0.018	0.019	0.188	***	
H6c: Past behaviour x Subjective norms -> Intention	0.108	0.105	0.052	2.064	0.020	0.018	0.191	***	
H6b: Past behaviour x Perceived behavioural control -> Intention	-0.173	-0.172	0.065	2.649	0.004	-0.278	-0.064	***	
H6d: Past behaviour x Positive anticipated emotions -> Intention	0.117	0.116	0.049	2.378	0.009	0.036	0.198	***	
H6e: Past behaviour x Negative anticipated emotions -> Intention	-0.017	-0.014	0.049	0.338	0.368	-0.095	0.065	NS	

Note: $p < 0.05$, t value < 1.96 (two-tailed), ***: Significant, NS: Insignificant.

Source: Created by author

4.4.4 Predictive relevance and model fit

Calculating the Stone-Geisser Q^2 predictive relevance value is a method for evaluating the PLS path model's predictive accuracy (Geiser 1974; Stone 1974). Generally, when the Q^2 value for an endogenous construct is greater than zero, it suggests the predictive relevance of the path model for the construct (Hair et al. 2014b). The effectiveness of endogenous construct Q^2 values can also be interpreted as follows: 0.02 to 0.15 (weak), 0.15 to 0.35 (moderate), and 0.35 and above (strong) (Cohen 1988). The PLS-path model in this study exhibits a moderate predictive power of intention of 0.318 for predictive relevance. In addition, the Standardised Root Mean Square (SRMR) is an alternative method for assessing model fit in PLS-SEM (Henseler et al. 2014). Following the estimation of the PLS model, the SRMR for the structural model is determined to be 0.057, which falls below the threshold level of 0.08, indicating a satisfactory model fit.

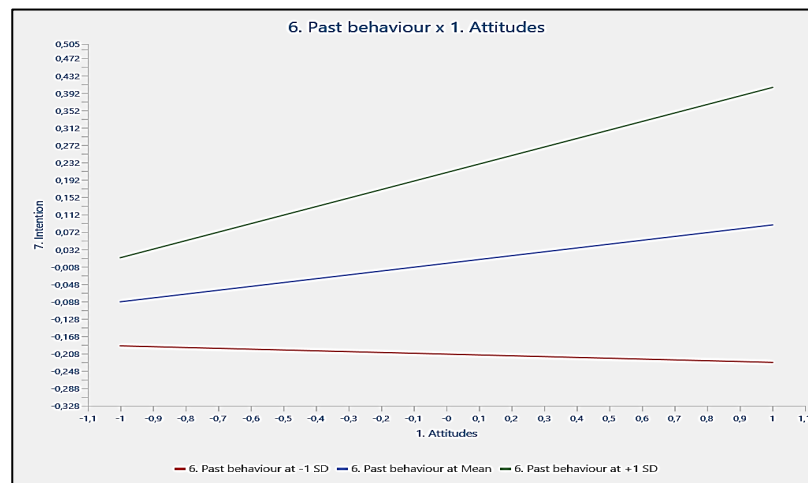
4.5 Discussion

This study's findings uncover the complexity of co-workers' decision-making processes in supporting DI within organisations and extend the TPB framework. While the typical TPB framework uses instrumental and enjoyable-unenjoyable scales for attitudes, this study demonstrates that employing an integrated scale covering instrumental, situational and psychological factors provides a more comprehensive understanding of attitudes (Anable 2005). Specifically, by examining these integrated components from a positive attitude perspective, we can conclude that more positive attitudes towards EWDs increase the likelihood that co-workers will support them. The results also expand the role of self-efficacy in defining perceived behavioural control in TPB, making it particularly applicable to disability research (Stone and Colella 1996; Opoku et al. 2021). Self-efficacy allows for assessing co-workers' confidence, competencies, and resilience in overcoming challenges related to disability employment, further enhancing their perceived behavioural control.

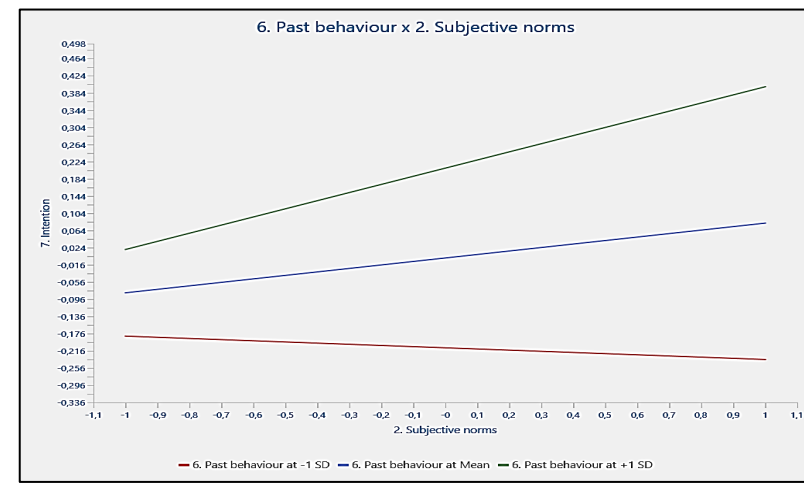
Conversely, although we attempt to deepen the concept of subjective norms by looking at the roles of organisational diversity climate, our findings confirm the negligible role of subjective norms in co-workers' intention to support EWDs. This result is consistent with previous TPB literature such as Adam (2019) and Van den Putte et al. (1991). It shows that the commitment to supporting DI is typically based on the individual's responsibility rather than seeking to conform to subjective norms or fit into a particular social group (Gould et al. 2022).

Adding anticipated emotions emerges as the most influential predictor compared to the other constructs in the relationship. The findings indicate that anticipated emotions are a simple yet powerful decision-making determinant (Bagozzi et al. 2016), which has been neglected in the TPB model. People frequently expect the emotions they may experience based on the outcomes of their decisions, effectively simulating their decisions with various results (Mellers and McGraw 2001). The findings also validate that emotions are crucial psychological outcomes that influence supportive behaviour in disability employment (Beatty et al. 2019) and guide ethical decision-making in organisations' contexts (Jammaers 2023).

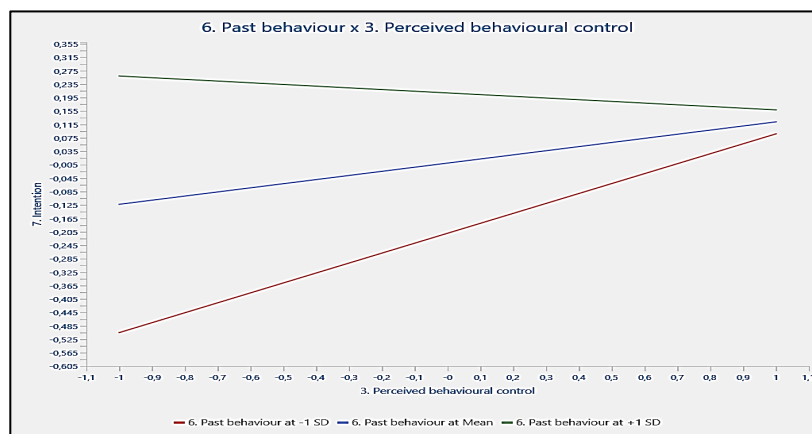
We offer a simple slope analysis in Figure 4.3 to circumvent the challenges in interpreting moderation results (Hair et al. 2022). The result shows that past behaviour strengthens the relationship between attitudes and intention, with past behaviour at +1 SD demonstrating a steeper and more pronounced upward trend as the values increased (Figure 4a). In other words, when co-workers gain more experience working with EWDs, their attitudes towards supporting EWDs improve. Figure 4b demonstrates that although the direct effect of subjective norms on intention is insignificant, a noteworthy pattern emerges when subjective norms are combined with past behaviour, whereby greater past behaviour amplifies the relationship between subjective norms and intention. Figure 4c reveals a negative moderating effect between past behaviour and perceived behavioural control, particularly with a steeper past behaviour value at -1 SD, demonstrating that higher past behaviour weakens the relationship between perceived behavioural control and intention. Figure 4d indicates that past behaviour strengthens the relationship between positive anticipated emotions and intention. It suggests that positive anticipated emotions and intention to support EWDs become more relevant as co-workers get more experience working with them. These results confirm that supporting behaviour towards EWDs differs between experienced and non-experienced co-workers.



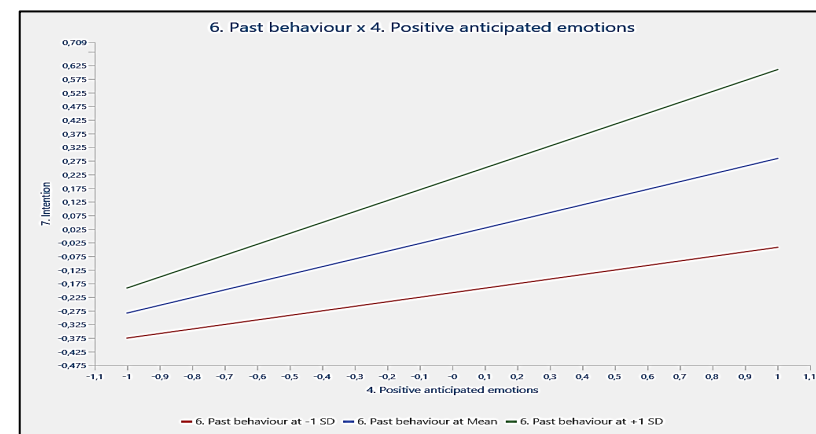
a) Past behaviour X Attitudes



b) Past behaviour X Subjective norms (organisational diversity climate)



c) Past behaviour X Perceived behavioural control (self-efficacy)



d) Past behaviour X Positive anticipated emotions

Figure 4.3: Simple slope analysis for moderating relationships

Source: Created by author

4.6 Theoretical implications

This study adds crucial insights to the literature by delving into the understudied area of DI within organisations, which often neglects co-workers' perspectives in supporting DI. First, the results extend the understanding of the social model of disability, which posits that disability is not caused by an individual's impairment but by the physical, social, and attitudinal barriers that hinder equal participation in society (Bunbury 2019). We affirm that understanding the factors influencing positive behaviour among co-workers in supporting EWDs is essential for enhancing employee engagement and fostering an inclusive workplace environment.

Next, we enrich TPB in evaluating supportive behaviour in disability employment by deepening the concept of perceived behavioural control and anticipated emotions within a disability context. We confirm that co-workers' confidence in managing challenging situations, such as engaging in disability settings, significantly influences their decision-making (Kidwell and Jewell 2003; Yzer 2012). Previous studies typically included self-efficacy as an additional factor affecting the intention-behaviour relationship (Hutzler et al. 2019; Opoku et al. 2021), while controllability items usually predicted intention only when combined with self-efficacy items (Ajzen 2002; Zolait 2014). Examining the controllable aspect of self-efficacy offers a more substantial contribution to the TPB framework than assessing self-efficacy as a direct influence on intention (Sparks et al. 1997). The conceptualisation of anticipated emotions is also extended and diverges from the traditional perspective, which often associates negative anticipated emotions with avoidance behaviour. Our findings are consistent with Escadas et al. (2019), who propose that negative anticipated emotions can lead to positive behaviour, in which co-workers' emotions toward EWDs are influenced by rational and empathetic aspects of care (Jammaers 2023). In this instance, co-workers perceived it as their moral duty to support EWDs to prevent exclusion.

Another notable theoretical contribution of this study is incorporating past behaviour as the moderator within the integrated model. The findings suggest that supportive behaviour differs significantly for experienced and non-experienced co-workers. We establish that past behaviour strongly influences positive behaviour in a disability setting. However, its function is not uniform. Consistent with prior research findings, as the strength of past behaviour increased, the predictive power of attitudes, subjective norms, and positive anticipated emotions significantly amplified in forecasting intention (Norman and Conner 2006; Hsieh et al. 2016; Odou and Schill 2020). Previous interactions with EWDs influence co-workers' expectations and affective states in which greater exposure

allows them to alter their expectations of EWDs, potentially assisting them in overcoming or challenging EWDs-related stereotypes (Stone and Colella 1996). While subjective norms did not correlate with co-workers' intention to support EWDs, past behaviour provides a potential explanation for experienced and non-experienced co-workers. Promoting group norms through an organisational diversity climate is insufficient to improve positive behaviour among co-workers without prior experience. Our results confirm that previous associations with individuals or groups who share similar values enhanced the influence of subjective norms (Norman and Conner 2006) and highlighted the vital role of subjective norms in predicting intention (La Barbera and Ajzen 2020).

Conversely, the predictive role of perceived behavioural control on intention was reduced as past behaviour increased. The findings support Bandura's (1977) self-efficacy theory, indicating that increased past behaviour can boost individuals' skill mastery and confidence. Co-workers may depend less on self-efficacy beliefs to guide their intentions and feel more competent in performing the behaviour based on their prior experience rather than their perceived self-efficacy level. The theory of repeated engagement in behaviour also clarifies the requirement for perceived behavioural control in conscious decision-making decreases over time (Verplanken and Orbell 2003). When people engage in a particular behaviour constantly, that behaviour may develop into a habit (Gardner and Lally 2013). Habitual behaviours are frequently performed reflexively and with less conscious deliberation, thereby diminishing the effect of perceived behavioural control on the formation of intentions (de Wit and Dickinson 2009; Lally and Gardner 2013). This situation also encourages habitual coping methods such as problem-solving (El Khawli et al. 2022), which distracts co-workers from the challenges of working with EWDs and emphasises their knowledge and experiences. As co-workers become more experienced in working with EWDs, the level of self-efficacy may become less influential in shaping their supportive behaviours toward EWDs. Instead, co-workers' mastery skills and habit formation influence their positive behaviour.

4.7 Managerial implications

While policies and anti-discrimination laws strive to reduce exclusion, effectively integrating EWDs into the workforce remains a significant societal challenge. Organisations should prioritise the development of social relationships among all employees by recognising the significance of collaboration, regardless of disability status, to produce shared value (Jamin et al. 2024). We confirm the importance of co-workers' motivations to promote DI in organisations, as suggested by the social model of disabilities (Giri et al. 2021; Luu 2021a). Positive psychosocial attributes among co-

workers strengthen DI by fostering a workplace culture that values and integrates EWDs, thereby reducing stigma stereotyping and promoting acceptance. Also, psychological processes and interpersonal competencies facilitate improved communication and collaboration, boosting productivity and efficiency. It enables co-workers to discover innovative solutions to disability-related challenges, ensuring EWDs receive the necessary support (Brosch and Steg 2021).

This research highlights the significant role of experienced co-workers in enhancing their positive interactions with EWDs. Addressing social integration issues in the workplace can be accomplished by giving EWDs more opportunities to engage with co-workers in business operations while fostering experiences that increase co-workers' efficacy in interacting with EWDs (Jamin et al. 2024). Promoting social transformation through disability awareness training, social gathering, and decision-making involving all employees, regardless of disability conditions, can break down barriers and create a sense of belonging (Hui et al. 2021). This approach is complemented by investing in environmental support, which leads to a more diverse, inclusive, and harmonious workplace, resulting in long-term benefits for individuals and organisations (Haffar et al. 2023).

4.8 Conclusion

In summary, this study contributes to understanding DI related to workplace climate (Jamin et al. 2024) by examining vital factors influencing co-workers' behaviours to support EWDs within organisations. In line with Stone and Colella (1996), our findings suggest that understanding the expectations and responses of internal stakeholders such as co-workers is crucial in promoting DI within organisations. However, this study is not exempted from limitations. The study's findings refer to the sample exclusively from hospitality organisations in Malaysia. Due to the distinct policies and cultural characteristics unique to this particular sample, caution must be exercised when generalising these findings to other industries and countries. Additionally, the study encompasses organisations with significant disability employment policies, suggesting that future research outcomes may vary based on different organisational characteristics.

Future research should expand upon the model devised by Stone and Colella (1996), according to which EWDs' characteristics, organisational stakeholders' traits, legal requirements, corporate norms, and policies influence the treatment of EWDs in organisations. DI studies should include a broader range of under-represented disability

stakeholders to support disability employment. Moreover, insightful perspectives could be gained by conducting in-depth discussions with organisational stakeholders, such as focus group discussions or interviews. An exhaustive, multi-method follow-up inquiry might produce substantial data and insights in this under-researched field.

CHAPTER 5: STUDY 3

Championing disability inclusion: the mediating role of anticipated emotions in the relationship between job resources and co-workers' self-efficacy⁴

Abstract

Purpose – This study aims to improve disability inclusion (DI) in hospitality organisations by investigating how job resources empower co-workers to support employees with disabilities (EWDs) effectively. Drawing from self-efficacy theory and ethics of care theory, we examined the influence of two job resources (organisational diversity climate and facilitating technology usefulness) and the mediating role of anticipated emotions on co-workers' self-efficacy.

Design/methodology/approach – We employed a survey (n=421) targeting co-workers in Malaysian hospitality organisations recognised for disability inclusion leadership. Partial least squares structural equation modelling (PLS-SEM) analysed the complex relationships.

Findings – Our findings highlighted the importance of a two-pronged approach: accommodating EWDs and equipping co-workers with the necessary resources. Adequate job resources influence co-workers' self-efficacy, and anticipated emotions mediate this link and serve as a psychological buffer, reinforcing self-efficacy beliefs and promoting resilience in the face of challenges related to DI.

Originality – This study filled the gap by exploring co-workers' competencies for translating positive intentions into practical, innovative behaviours supporting EWDs inclusion.

Keywords: disability inclusion, co-workers' perspective, co-workers' self-efficacy, disability employment, social integration

Paper type: Research paper

⁴ This study is currently under review by Equality, Diversity and Inclusion: An International Journal (Q1, CABS 2-star ranking journal). Thus, the format of Chapter 5 adheres to the journal's guidelines. However, the reference format for the thesis has been modified to comply with the Bournemouth University Code of Practice for Research Degrees.

5.1 Introduction

Championing disability inclusion (DI) involves engaging employees based on categorisation and integrating disability into broader diversity initiatives, with future research needed to assess specific employee engagement strategies and understand how organisations implement DI in varying contexts (Gould et al. 2022). Although considerable attention has been given to organisational policies and procedures to accommodate employees with disabilities (EWDs), the roles of co-workers in fostering disability inclusion have received comparatively little attention. Concentrating solely on EWDs with an identity-conscious approach may overlook the broader impact on other stakeholders regarding disability employment awareness, openness, job accessibility, and retention (Nicholas et al. 2018).

DI efforts typically centre on adjusting workplace accommodation and environmental support to enhance the self-efficacy of EWDs in performing job responsibilities (Baumgärtner et al. 2014; Zhu et al. 2019). While these aspects are undoubtedly critical, this focus often overlooks the equally important role of co-workers' self-efficacy in fostering an inclusive work environment for DI. EWDs' efficacy denotes their ability to effectively perform tasks and navigate workplace challenges (Zhu et al. 2019). Co-workers' self-efficacy relates to their ability to support and collaborate with EWDs (Thisted et al. 2020) and problem-focused coping with workplace stressors (Van den Brande et al. 2020). However, workplace separation between co-workers and EWDs may result from a lack of knowledge about co-workers' self-efficacy. Co-workers constantly worry about work efficiency and job stress adapting to EWDs' needs (Hui et al. 2021). Such fears lead to disrupted teamwork (Nicholas et al. 2018) and resentment among co-workers who anticipate compensating for lower productivity (Kosny et al. 2013).

Disability-champion organisations must uphold co-workers' readiness when crafting disability policies and practices to foster support and positivity for EWDs (Jetha et al. 2018). Grasping co-workers' self-efficacy is crucial as it plays a vital role in shaping various workplace dynamics related to DI. Self-efficacy, which involves belief in one's abilities and optimism (Bandura 1986), could be a vital resource for co-workers to foster work engagement and a supportive workplace environment. It is a personal strength that helps co-workers deal with the unfavourable impacts of workplace ostracism and find joy in the process (De Clercq et al. 2019). Individuals with strong self-efficacy believe in their capabilities and tend to approach challenges as opportunities to master rather than to avoid (Gbadamosi et al. 2015). As a result, co-workers' self-efficacy can create positive

attitudes toward EWDs and mitigate negative stereotypes in disability employment (Jamin et al. 2024).

The current study contributes to understanding positive psychology in the workplace by examining the factors influencing co-workers' self-efficacy working with EWDs. This study moves DI research from addressing EWDs' needs to examining how co-workers' self-efficacy can improve DI in organisations. The aim is to advance a conceptual understanding of job resources such as organisational diversity climate, facilitating technology usefulness, and their impacts on co-workers' self-efficacy. Simultaneously, exploring anticipated emotions helps to define how co-workers' moral obligations may link to self-efficacy. Understanding co-workers' requirements to assist DI and supporting all employees' contributions regardless of ability helps organisations embrace disability-inclusive practices (Schloemer-Jarvis et al. 2022). Figure 5.1 shows the research model of this study.

5.2 Literature review and theoretical development

5.2.1 Self-efficacy

Self-efficacy is an individual's belief in their capacity to achieve a goal or complete a task, substantially impacting their motivation, persistence, and success in an activity (Bandura 1977). Self-efficacy shapes behaviour by influencing the way of thinking, emotions, and motivation, highlighting that belief in one's ability to apply skill leads to successful task completion (Bandura 2012). It regulates an individual's expectations and efforts, thereby supporting their ability to cope with behaviour when dealing with challenging experiences (Bandura 1977). Bandura (1977) constructed self-efficacy from four primary sources: mastery experiences, vicarious experiences, social persuasion, and psychological states. Mastery experiences involve recalling past successes in similar tasks. Vicarious experiences occur when individuals evaluate their effectiveness by observing others, especially when they lack experience. Social persuasion involves positive encouragement about one's abilities, while psychological states influence how individuals interpret sensory information. Understanding these various sources can lead to a better knowledge of how self-efficacy beliefs are developed and how they may be altered (Waddington 2023).

Research has consistently demonstrated mastery experiences are powerful for fostering co-workers' self-efficacy when working with EWDs. Organisational stakeholders have developed positive inclusion of EWDs through their prior experiences and familiarity with

them (Manoharan et al. 2023). Stone and Colella (1996) found that previous interaction with EWDs influences co-workers' expectations and emotions, enabling them to overcome stereotypes associated with EWDs, thus enhancing self-efficacy. Co-workers with regular contact with EWDs also developed more positive attitudes toward supporting them (Spoor et al. 2021). Mastery experiences inspire proactive behaviour and give co-workers the authority to execute innovative interventions, thus actively promoting workplace DI (Bartram et al. 2021). However, evidence on the influence of vicarious experiences, social persuasion and psychological states on co-workers' self-efficacy remains limited.

5.2.2 Job Resources

Job resources are significantly correlated with positive behaviour, as they facilitate goal achievement and satisfy fundamental motivational needs for autonomy, connection, and competence (Bakker and Demerouti 2014). High job resources can boost employee interest and motivation, positively impacting their self-efficacy (Xanthopoulou et al. 2012; Albrecht and Marty 2020). It encompasses job elements that contribute to achieving work goals, alleviate job demands and associated physiological and psychological costs, and promote personal growth and development (Demerouti et al. 2001).

This study focused on two job resources: organisational diversity climate and facilitating technology usefulness, which is essential for vicarious experiences and social persuasion. Organisations that emphasise diversity often provide more role models from varied backgrounds, enriching the vicarious experiences contributing to self-efficacy (Lindsley et al. 1995; Méndez-Fernández et al. 2022). Organisational support that promotes positive co-worker collegiality through collaboration and interpersonal trust can improve the quality of learning experiences (Lu et al. 2006). When employees observe the organisation supporting peers from diverse settings, they are more likely to believe in their ability to achieve similar outcomes, reinforcing their confidence in handling diverse work situations (Bandura 1997). Simultaneously, facilitating technology's usefulness can bolster employees' confidence through positive social persuasion. When co-workers observe others successfully employing the technology, it further reinforces their belief that technology is helpful, highlighting the importance of social persuasion in developing self-efficacy related to technology use (Compeau and Higgins 1995). This positive reinforcement from trusted sources can enhance an individual's belief in their ability to utilise the technology effectively, thereby strengthening their self-efficacy (Venkatesh and Davis 2000).

5.2.2.1 Organisational diversity climate

Organisational diversity climate refers to employees' sense of fairness in personnel practices and regulations and their ability to feel integrated into the workplace (Mor Barak et al. 1998). The organisation's dedication to employee well-being is demonstrated by a highly perceived diverse climate, which signals a workplace free from biases (McKay et al. 2007). An organisational diversity climate is built on leadership commitment, fair policies and performance evaluation, diversity training, employee resource groups, and inclusive communication, fostering an inclusive culture and equal opportunities for all (Jayne and Dipboye 2004; Goodman et al. 2024). It helps reduce demographic gaps in disability employment and promotes pleasant work experiences for all employees (Boehm and Dwertmann 2015). Organisational culture from these attributes significantly inspires and motivates employees to engage in innovative practices (Lei et al. 2020).

Although numerous research employed organisational diversity climate to investigate various variables in employment, such as work satisfaction and turnover intention (García-Rodríguez et al. 2020; Lee et al. 2021), little research has examined its impact on co-workers' self-efficacy in supporting DI. Investigating organisational diversity climate as a contextual factor in self-efficacy development is crucial, as it is typically shaped within a social context (Bandura 1977). While self-efficacy naturally arises from past success, co-workers filter information from this experience based on their characteristics and the contexts in which they are embedded (Zhu et al. 2019). We posit that regardless of how the organisation promotes diversity, the effectiveness of organisational commitment lies in its positive perception by co-workers, assisting them in improving their confidence towards specific cultural and social changes occurring in the workplace. In other words, a lack of organisational diversity climate will impede sharing experiences and resource availability, potentially diminishing co-workers' self-efficacy. Consequently, we hypothesise that,

H1: Organisational diversity climate influences co-workers' self-efficacy when working with EWDs

5.2.2.2 Facilitating technology usefulness

Promoting DI requires prioritising work conditions and accommodating the physical environment (Dunstan and Maceachen 2014). Facilitating technology includes commercially acquired, modified, or customised objects or systems that enable disability employment by replacing human assistance and fostering independent task completion

(Morash-Macneil et al. 2018). Assistive technologies, adaptive equipment, such as image and auditory cues, and hearing assistance devices are commonly utilised to facilitate disability employment (Sauer et al. 2010; Houtenville and Kalargyrou 2012; Kalargyrou et al. 2020a). Facilitating technology usefulness boosts employees' self-efficacy by simplifying organisational structures, decreasing borders between roles, tasks, and departments, and allowing employees to self-organise and self-regulate individually or in groups (Raghuram et al. 2003). It enhances both the employment and vocational skills of EWDs, leading to positive improvements in performance outcomes across various tasks associated with self-efficacy.

Although facilitating technology is offered in disability employment, it remains uncertain whether these efforts are fully integrated into organisations and whether all employees, regardless of disability status or experience, benefit from them. Understanding the benefits and challenges of facilitating conditions for EWDs among co-workers can provide valuable insights (Nicholas et al. 2018) and potentially investigate its influence on their self-efficacy in supporting DI. An individualised assessment of facilitating technology usefulness is needed, as this oversight may lead to mismatched needs and equipment features (Morash-Macneil et al. 2018). In this instance, understanding co-workers' views is crucial for improving work accommodation for EWDs to avoid unintentionally creating separation from the broader workforce (Canton et al.). We argue that facilitating technology usefulness benefits and empowers co-workers with scientific information, resources, and support to improve their self-efficacy while working with EWDs. Therefore, we propose the following hypothesis.

H2: Facilitating technology usefulness influences co-workers' self-efficacy when working with EWDs

5.2.3 The mediating roles of anticipated emotions

We further argue that it is crucial to recognise that emotions as psychological responses substantially impact co-workers' judgements in shaping self-efficacy beliefs. Emotions are central to the ethics of care theory (Gilligan 1993), emphasising the importance of empathy, relationships, and compassion in making ethical decisions and supporting others (Pulcini 2017). Recognising the roles of emotions in ethical behaviour helps individuals develop moral responsibility and prioritise others' well-being (Gilligan 1993). Emotions are crucial in building self-efficacy by assisting individuals in managing feelings, overcoming challenges, and empathising with others (Bandura et al. 2003). It allows individuals to assess their competence by interpreting psychological arousal and

strong emotional reactions to provide cues to expected success or failure (Perugini and Bagozzi 2004).

While decision-making often centres on individuals' assessments of their current emotions, this viewpoint overlooks the significance of anticipating the emotional outcomes that may arise from their decisions (Bagozzi et al. 2016). Anticipated emotions operate under the assumption that individuals foresee the emotional consequences of their choices (Perugini and Bagozzi 2001). Positive anticipated emotions serve as motivational fuel, fostering a sense of competence and empowerment. Linking positive emotions to success boosts individuals' confidence in achieving goals, enhancing their self-efficacy as they become more convinced of their ability to produce desired results (Brosch and Steg 2021). For instance, co-workers who anticipate feeling proud of their ability to support EWDs are more inclined to approach DI initiatives with confidence and determination.

Negative anticipated emotions typically prompt individuals to avoid situations or actions to mitigate the likelihood of experiencing unpleasant feelings (Perugini and Bagozzi 2004). However, negative anticipated emotions can also predict good behaviour by motivating individuals to avoid negative outcomes associated with not participating in a particular action (Escadas et al. 2019). Helping behaviour with a disability is often linked with guilt, sympathy and pity to encourage the public to contribute and support people with disabilities (Kamenetsky et al. 2016). These expected feelings can influence positive outcomes by promoting a problem-centred response mode (Antonetti and Maklan 2014) and aiding individuals in developing problem-focused coping strategies (Skinner and Brewer 2002). For instance, expecting disappointment about failing to support EWDs during collaborative work may encourage co-workers to adopt positive behaviours while working with EWDs.

This study contributes to a more extensive research outcome investigating the relationship between cognitive factors and human functioning by evaluating the mediating role of anticipated emotions in job resources and self-efficacy assessment. This argument proposes that job resources can influence co-workers' self-efficacy through anticipated emotions. The investigation is crucial in revealing the psychological processes involved in how job resources influence self-efficacy, explaining how anticipated emotions mediate between job-related factors and co-workers' confidence in their abilities. Therefore, the following hypotheses are presented.

H3: Positive anticipated emotions mediate the relationship between organisational diversity climate and self-efficacy.

H4: Negative anticipated emotions mediate the relationship between organisational diversity climate and self-efficacy.

H5: Positive anticipated emotions mediate the relationship between facilitating technology usefulness and self-efficacy.

H6: Negative anticipated emotions mediate the relationship between facilitating technology usefulness and self-efficacy.

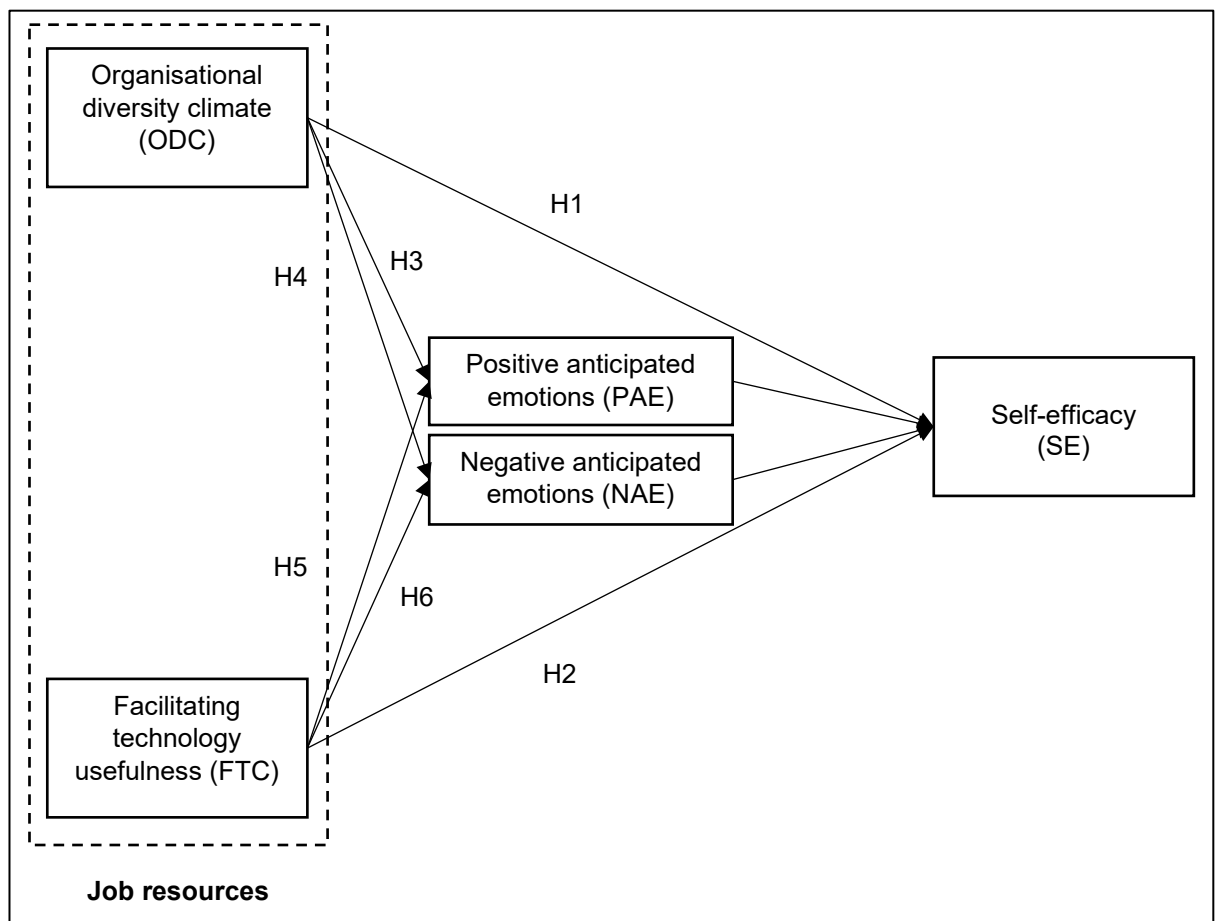


Figure 5.1: The Research Model

Source: Created by author

5.3 Methodology

5.3.1 Measures

The survey instrument included measures of organisational diversity climate, facilitating technology usefulness, positive and negative anticipated emotions, self-efficacy, and several demographic variables. We measured all variables on a five-point Likert-type scale ranging from 'strongly disagree' (1) to 'strongly agree' (5). The survey was prepared

in English and Malay using a back translation approach, and it underwent a comprehensive content validity assessment involving academic experts and industry specialists. Before the primary data collection, a pilot test was conducted with 64 non-disabled co-workers in food service organisations. Using Cronbach's coefficient alpha and item-to-total correlation assessments, we removed 1 item in positive anticipated emotions (*If I support employees with disabilities at work, I will feel happy*) due to a low item-total correlation of 0.095.

5.3.1.1 Organisational diversity climate

We used a 7-item scale from McKay et al. (2007) to measure organisational diversity climate. Example items include: "The employees are recruited from diverse sources" and "The organisation publicises diversity principles." The Cronbach's alpha for this scale was 0.922.

5.3.1.2 Facilitating technology usefulness

Davis (1989) proposed a 6-item scale to measure technology usefulness, which we used in this study. These measures capture how a facilitating technology enables one to accomplish tasks more quickly, improving performance, productivity, and effectiveness. Also, the extent to which facilitating technology would make it easier to do a job and useful while working with EWDs. The Cronbach's alpha for this scale was 0.926.

5.3.1.3 Anticipated emotions

We adapted 4-items for positive anticipated emotions and 5-items for negative anticipated emotions from Zhao et al. (2020). Positive anticipated emotions include feeling delighted, glad, proud, and excited if supporting EWDs. In contrast, negative anticipated emotions cover feelings of disappointment, worry, depression, anger, and dissatisfaction if failing to support EWDs. The Cronbach's alpha for these scales were 0.912 and 0.839.

5.3.1.4 Self-efficacy

We used 8-items from Chen et al. (2001) to measure co-workers' self-efficacy. Sample items include: "I will achieve most of the goals I have set for myself when working with employees with disabilities" and "When facing complex tasks while working with employees with disabilities, I am confident I will accomplish them." The Cronbach's alpha for this scale was 0.922.

5.3.2 Sample selection and procedures

Three major hospitality sectors in Malaysia, namely food service, accommodation, and retail, are recognised for championing disability employment through robust policies and a higher prevalence of hiring EWDs within the nation (Ministry of Human Resources Malaysia 2021). These organisations are sizable, specifically those with over 500 employees, and demonstrate a history of recruiting and integrating EWDs into their workforce (Gould et al. 2022). The unit of analysis for the research focused on non-disabled co-workers in various employment positions covering managers, supervisors, and operation staff. Convenience sampling was employed, and the minimum sample size of 200 was determined using the Daniel Soper programme, a priori sample size calculator.

This research ethics received approvals from the authors' university and the Prime Minister's Office Malaysia. With assistance from the Department of Social Welfare and social media platforms like LinkedIn, the HR Managers were conveniently identified as pivotal connections to the organisational samples. We used a combination of survey distribution methods, utilising Qualtrics and a paper-based survey for primary data collection to enhance the representative nature of the samples. Before administering the questionnaires, we sought co-workers' consent for their voluntary participation in the study and assured them of the confidentiality and anonymity of their responses. Following a rigorous data cleaning process, we excluded questionnaires whose responses lacked variation, those that were returned faster than expected, and those that were incomplete. 421 valid responses were considered appropriate for further analysis.

The demographic samples consisted of 60.6% female and 39.4% male. 54.9% of the samples came from the food and beverage sectors, 24.9% from the accommodations, and 20.2% from retail. Most respondents have 1-5 years of experience, accounting for 46.3% of the sample. Operation staff accounted for 63.9% of employment positions, while 19.5% were supervisors and 16.6% were managers.

5.3.3 Managing bias

Common method bias is one potential challenge with survey data obtained through self-report measures. We used Harman's single-factor to address typical method bias and found that the dominating component only explained 24% of the variance below the 50% threshold (Cooper et al. 2020). We also used the Variance Inflation Factor (VIF) to

measure the indicators' collinearity. The VIF values are recommended to be below 3, as collinearity issues may arise when the VIF exceeds this threshold (Becker et al. 2015). Table 3 shows that the VIF values of this study range between 1.237 and 1.379, suggesting no collinearity issue.

5.3.4 Data analysis

This research used PLS-SEM due to its broad applicability and flexibility (Chin 1998b). PLS-SEM is similar to multiple regression analysis in terms of conceptual comprehension and practical implementation (Dash and Paul 2021). The approach is now commonly used by researchers to simultaneously analyse relationships between observed and latent variables in a complex model and perform multiple robustness assessments, such as endogeneity tests, while accounting for measurement errors inherent to evaluating abstract concepts (Henseler et al. 2016; Chikuta et al. 2019; Hair et al. 2022). PLS-SEM is also presented as an alternative to the covariance-based SEM, which has numerous limiting restrictions. The data in this study did not exhibit normal distribution. Therefore, by utilising PLS-SEM, the study was able to circumvent potential non-normality-related issues, such as biased parameter estimates and inaccurate model fit indices (Chi and Qu 2004b). Specifically, we used Smart-PLS 4 to perform PLS-SEM analysis for this study.

5.4 Findings

5.4.1 Measurement model assessment

The initial step of PLS-SEM is to evaluate the measurement model's validity and reliability. First, the indicator reliability was assessed through the outer loadings, in which values of 0.708 or higher are recommended. This indicates that the constructs account for over fifty per cent of the indicator's variance, providing sufficient item reliability (Hair et al. 2019). Next, the construct reliability was confirmed using Cronbach's alpha (CA) and composite reliability (CR) coefficients. Generally, high reliability is desirable and should be as high as possible to signify good reliability. The CA and CR values of the study surpass 0.70, indicating a robust degree of internal consistency among the scale items (Dinis et al. 2020; DeVellis and Thorpe 2021). Then, we assessed convergent validity using PLS-SEM by calculating the average variance extracted (AVE) value. A construct is deemed satisfactory if its AVE exceeds 0.50; otherwise, a value below this threshold indicates that item errors contribute more to the variance than the constructs themselves (Hair et al. 2022). Finally, Henseler et al. (2015) introduced the heterotrait-monotrait ratio (HTMT) of correlations as an alternative method to measure discriminant

validity, distinct from the conventional approach like cross-loading (Chin 1998b) and Fornell-Larcker's criterion (Fornell and Larcker 1981). The HTMT is calculated by comparing the average item correlations across constructs to the average correlations across items measuring the same construct, typically using a geometric mean (Hair et al. 2019). An HTMT criterion below 0.90 is recommended (Darcy 2011; Chikuta et al. 2019). Table 5.1 and Table 5.2 show that the measurement model analysis met the required minimal standards and was suitable for the subsequent analysis.

Table 5.1: Reliability and validity analyses

Constructs	Item code	Outer loadings	CA	CR	AVE
Organisational diversity climate (ODC)	SN_1	0.712	0.922	0.938	0.684
	SN_2	0.817			
	SN_4	0.866			
	SN_5	0.872			
	SN_7	0.837			
	SN_8	0.879			
Facilitating technology usefulness (FTC)	SN_9	0.795	0.926	0.941	0.729
	FT_1	0.836			
	FT_2	0.899			
	FT_3	0.898			
	FT_4	0.839			
	FT_5	0.835			
Positive anticipated emotions (PAE)	FT_6	0.811	0.912	0.938	0.791
	PAE_1	0.864			
	PAE_3	0.907			
Negative anticipated emotions (NAE)	PAE_4	0.881	0.839	0.886	0.609
	PAE_5	0.905			
	NAE_1	0.745			
	NAE_2	0.812			
	NAE_3	0.817			
Self-efficacy (SE)	NAE_4	0.709	0.922	0.936	0.649
	NAE_5	0.814			
	SE_1	0.743			
	SE_2	0.851			
	SE_3	0.868			
	SE_4	0.855			
	SE_5	0.813			
	SE_6	0.836			
	SE_7	0.718			
	SE_8	0.745			

Source: Created by author

Table 5.2: Heterotrait-monotrait ratio (HTMT) - Discriminant validity

	ODC	PAE	NAE	FTC	SE
Organisational diversity climate (ODC)					

Facilitating technology usefulness (FTC)	0.470			
Positive anticipated emotions (PAE)	0.346	0.287		
Negative anticipated emotions (NAE)	0.319	0.293	0.547	
Self-efficacy (SE)	0.469	0.477	0.519	0.570

Source: Created by author

5.4.2 Structural model assessment

This study assessed the structural model using a significance threshold of 0.05, a two-tailed test, and a 10,000 subsample in PLS-SEM. Before indicating the relationship between the study's direct and indirect effects, the Standardised Root Means Square (SRMR) values and R^2 were used to examine the model fitness and explanatory power (Table 5.3). This study demonstrated satisfactory model fitness, indicated by an SRMR value below 0.08, as recommended by Henseler et al. (2016). Moreover, the R^2 value explains the model's explanatory power or in-sample predictive power (Ali et al. 2018). The fit measure assesses the coefficient of determination of the average R^2 for endogenous constructs (Hair et al. 2022). The R^2 value, ranging from 0 to 1, represents the explanatory power of a model, with higher values indicating greater explanatory power. Typically, R^2 values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak, respectively (Henseler et al. 2009; Hair et al. 2011). This study revealed that the exogenous constructs explain a medium weight of 43% of the total variance in self-efficacy, showing a moderate explanatory power.

Table 5.3: Model Fit

	VIF	R-square	SRMR
Organisational diversity climate -> Positive anticipated emotions	1.237	0.433	0.053
Organisational diversity climate -> Negative anticipated emotions	1.237		
Organisational diversity climate -> Self-efficacy	1.321		
Facilitating technology usefulness -> Positive anticipated emotions	1.237		
Facilitating technology usefulness -> Negative anticipated emotions	1.237		
Facilitating technology usefulness -> Self-efficacy	1.284		
Positive anticipated emotions -> Self-efficacy	1.379		
Negative anticipated emotions -> Self-efficacy	1.353		

Source: Created by author

Figure 5.2 and Table 5.4 illustrate the direct and indirect effects of the model's relationships. The result confirmed H1, revealing a significant influence of organisational diversity climate towards co-workers' self-efficacy in supporting EWDs within organisations ($\beta = 0.183$; $t = 4.340$; $p = 0.000$). Similarly, H2 is validated, showing the significant relationship between facilitating technology usefulness and co-workers' self-efficacy in supporting EWDs within organisations ($\beta = 0.235$; $t = 4.749$; $p = 0.000$).

Carrión et al. (2017) explained two conditions to distinguish full and partial mediation results. Full mediation is suggested when the direct effect is insignificant while the indirect effect is significant, indicating that only the indirect pathway through the mediator is present. Partial mediation occurs when both direct and indirect effects are substantial. According to indirect effects estimation, positive anticipated emotions mediated the relationship between organisational diversity climate and self-efficacy ($\beta = 0.055$; $t = 2.957$; $p = 0.003$) and between facilitating technology usefulness and self-efficacy ($\beta = 0.036$; $t = 2.473$; $p = 0.013$), supporting H3 and H4. Similarly, negative anticipated emotions were verified as a mediator between organisational diversity climate and self-efficacy ($\beta = 0.058$; $t = 3.028$; $p = 0.002$) and facilitating technology usefulness and self-efficacy ($\beta = 0.050$; $t = 2.691$; $p = 0.007$), supporting H5 and H6. These conclusions indicated partial mediation of anticipated emotions in all relationships.

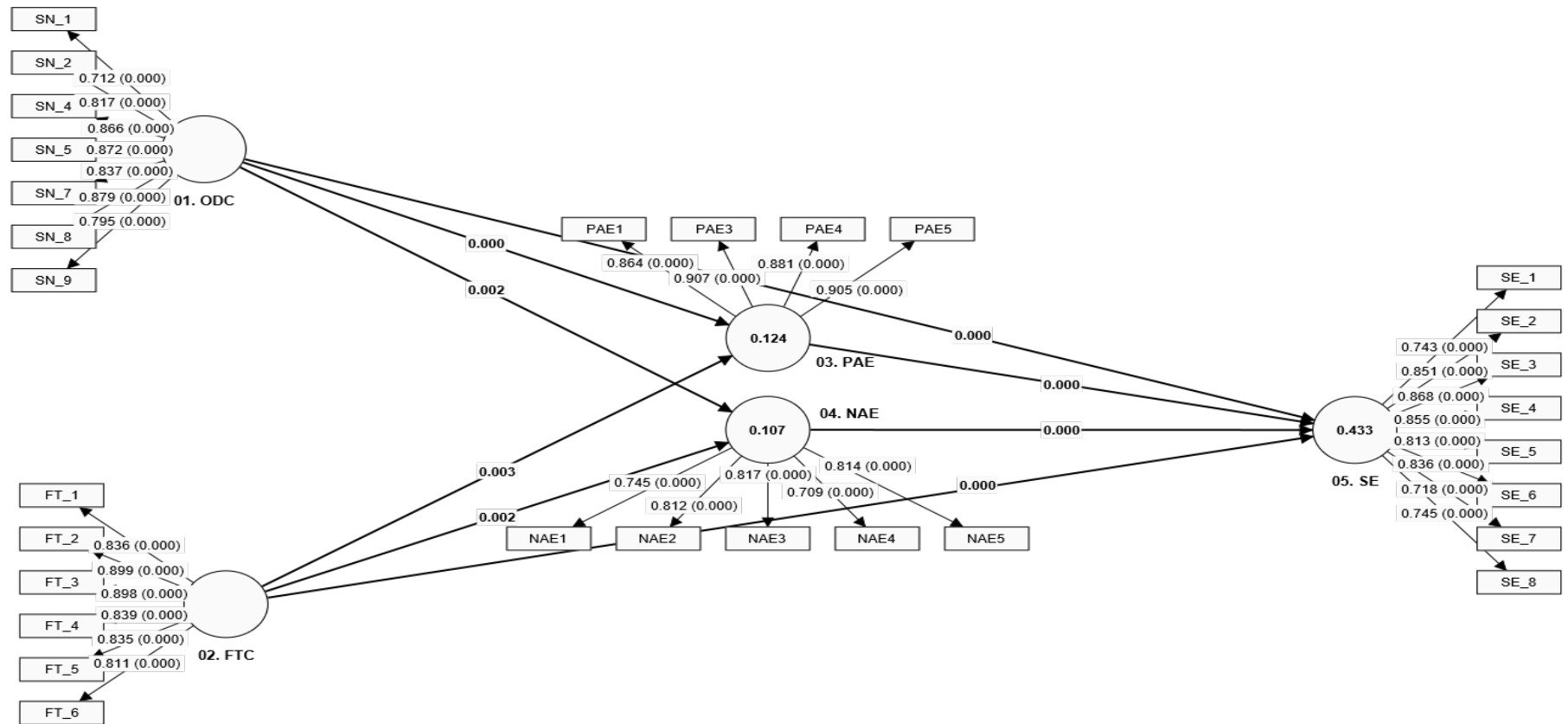


Figure 5.2: Structural model assessment results

Note(s): ODC = Organisational diversity climate, FTC = Facilitating technology usefulness, PAE = Positive anticipated emotions, NAE = Negative anticipated emotions, SE = Self-efficacy

Source: Created by author

Table 5.4: Hypotheses testing results

	β	Mean	Std. Dev.	T	P values	Confidence Interval		Result
						2.5%	97.5%	
Direct effect:								
H1: Organisational diversity climate -> Self-efficacy	0.183	0.184	0.042	4.340	0.000	0.104	0.269	Supported
H2: Facilitating technology usefulness -> Self-efficacy	0.235	0.234	0.049	4.749	0.000	0.135	0.328	Supported
Organisational diversity climate -> Positive anticipated emotions	0.248	0.251	0.058	4.245	0.000	0.135	0.367	
Organisational diversity climate -> Negative anticipated emotions	0.207	0.211	0.066	3.146	0.002	0.082	0.339	
Facilitating technology usefulness -> Positive anticipated emotions	0.164	0.163	0.056	2.939	0.003	0.054	0.272	
Facilitating technology usefulness -> Negative anticipated emotions	0.179	0.177	0.059	3.047	0.002	0.062	0.290	
Indirect effect:								
H3: Organisational diversity climate -> Positive anticipated emotions -> Self-efficacy	0.055	0.056	0.018	2.957	0.003	0.024	0.096	Partially mediated
H4: Organisational diversity climate -> Negative anticipated emotions -> Self-efficacy	0.058	0.059	0.019	3.028	0.002	0.023	0.099	Partially mediated
H5: Facilitating technology usefulness -> Positive anticipated emotions -> Self-efficacy	0.036	0.036	0.015	2.473	0.013	0.011	0.068	Partially mediated

Note: $p < 0.05$, t value < 1.96 (two-tailed)

Source: Created by author

5.5 Discussion and conclusion

This study contributes to the growing body of research on self-efficacy, particularly in DI within employment settings. Our findings reinforce the notion that achieving DI is not a one-dimensional endeavour. It necessitates a multifaceted approach that benefits both EWDs and their co-workers. While workplace accommodations for EWDs are undoubtedly essential, this research underscores the critical role of co-worker engagement in fostering a truly inclusive environment. Previous studies (Hui et al. 2021; Jamin et al. 2024) highlight how a lack of knowledge, capabilities, and resources among co-workers can lead to social integration challenges for EWDs. By acknowledging the influence of self-efficacy among co-workers, this research paves the way for promoting collaborative engagement with EWDs (De Clercq et al. 2019; Van den Brande et al. 2020).

This study's findings confirm that specific job resources (organisational diversity climate and facilitating technologies usefulness) are crucial for strengthening the capabilities and competencies of co-workers when interacting with EWDs. Our research extends the existing body of knowledge on self-efficacy by providing evidence that organisational factors significantly impact this key construct (Newman et al. 2019). These findings contribute to a richer understanding of Bandura's (1977) self-efficacy theory, highlighting the importance of organisational factors in shaping employee confidence.

This research further introduces a novel perspective by delving into the often-overlooked role of anticipated emotions in self-efficacy development (the mediating role of anticipated emotions). The results offer compelling evidence regarding the impact of anticipatory emotions on behavioural decision-making in the context of DI. Our findings corroborate existing research (Kamenetsky et al. 2016) by demonstrating that positive and negative anticipated emotions play a crucial role in shaping positive disability-related behaviours. Furthermore, the study suggests that access to suitable job resources strengthens anticipated emotions among co-workers, ultimately enhancing their self-efficacy and leading to more positive interactions with EWDs. This aligns with the work of Skinner and Brewer (2002), who highlight the indirect influence of job resources on fostering positive coping strategies and promoting desired outcomes.

5.6 Theoretical contributions

This study offers a novel and nuanced perspective on how co-workers' self-efficacy fosters DI within hospitality organisations. We move beyond traditional approaches that

solely emphasise mastery experiences (Stone and Colella 1996; Spoor et al. 2021) by highlighting the crucial role of organisational factors in shaping self-efficacy. Specifically, hospitality organisations with adequate job resources foster self-efficacy among co-workers by openly communicating values and motivations surrounding DI (Hui et al. 2021; Luu 2021b). This translates to practices that support all employees, ensure equal access to resources, value contributions, and ultimately boost co-workers' self-worth – all of which mirror critical elements of self-efficacy. Notably, the research underscores the complexity of DI initiatives by emphasising the need for well-equipped co-workers. Providing co-workers with the necessary resources to support DI does not constitute ableism; rather, it represents a crucial step toward ensuring the sustainability of disability employment initiatives (Jamin et al. 2024). Understanding the components that foster positive work behaviours related to DI is essential for promoting long-term success in these initiatives.

Furthermore, this research expands the conceptualisation and effectiveness of anticipated emotions in predicting co-workers' self-efficacy. We highlight the role of emotional processes in shaping individuals' beliefs about their capabilities, paving the way for more comprehensive models that integrate cognitive and emotional factors in self-efficacy development. The study demonstrates that positive and negative anticipated emotions play a crucial role in enhancing co-workers' self-efficacy within the context of DI. This finding departs from traditional perspectives that primarily associate negative anticipated emotions with avoidance behaviours. Our results align with Escadas et al. (2019), who suggest that negative anticipated emotions can predict positive behaviours, particularly those related to DI (Kamenetsky et al. 2016). We further demonstrate that anticipated emotions influence the relationship between job resources and self-efficacy by motivating co-workers to take supportive actions and rectifying negative behaviours towards EWDs. In this context, anticipated emotions function as a psychological defence mechanism – a strategy individuals employ to uphold a positive self-concept (Lu et al. 2020).

5.7 Managerial implications

This research offers significant insights for hospitality organisations seeking to champion disability DI and create a genuinely equitable work environment. This study bridges the gap by identifying methods to mitigate social integration inequalities. First, the empowerment of co-workers is needed for effective DI. Our findings highlight the critical role of co-worker self-efficacy in fostering DI. Hospitality organisations investing in EWD recruitment must also prioritise supporting self-efficacy for EWDs and co-workers. This

requires a two-pronged approach: providing work accommodations and disability employment support for EWDs while addressing co-worker needs through training and resource allocation. Understanding the specific support co-workers require to collaborate with EWDs effectively is essential. Organisations must cultivate a deeper understanding of disability frameworks within the workplace context (Gould et al. 2022). Effective collaboration hinges on addressing the needs of both parties. By neglecting co-worker requirements, organisations risk jeopardising DI goals. Our research demonstrates that strong self-efficacy among co-workers empowers them to navigate the complexities of working with EWDs, combat negative stereotypes, and ultimately provide effective support.

Second, is harnessing the power of positive emotions for sustainable change. While positive and negative anticipated emotions influence co-worker self-efficacy, fostering a culture that cultivates positive anticipated emotions is more advantageous for promoting sustainable DI efforts (Brosch and Steg 2021). Kamenetsky et al. (2016) noted that negative feelings associated with disability support can reinforce stereotypes. Organisations should deliberately develop and communicate positive self-images that encourage helping behaviours towards DI. This approach aims to shift the narrative away from feelings of guilt, sympathy, or pity for EWDs. Building on the work of Odou and Schill (2020), organisations can leverage the fact that individuals with moderate behavioural engagement are more receptive to positive anticipated emotions. Organisations can influence how co-workers treat EWDs and foster positive emotional states by promoting a positive and inclusive work environment.

Finally, the outcomes of this research hold valuable insights for a wide range of organisations looking to enhance their disability inclusion initiatives by providing transformative strategies for social inclusion. Traditional HRM practices often segregate employees with and without disabilities during work activities (Stone and Colella 1996). This study advocates for a paradigm shift towards social transformation. Organisations can achieve this through targeted initiatives such as disability awareness training, fostering inclusive workgroups, and involving all employees – regardless of disability status – in decision-making processes (Hui et al. 2021). These strategies dismantle social barriers, promote a sense of belonging, and create opportunities for mastery experiences that stimulate positive anticipated emotions among co-workers working with EWDs. By implementing these recommendations, hospitality organisations can move beyond tokenistic inclusion and create a truly inclusive work environment where all employees, regardless of ability, thrive and contribute to the organisation's success. This

benefits EWDs and co-workers and strengthens the organisation's reputation and social impact.

5.8 Limitations and future research agendas

This study acknowledges several limitations that offer valuable opportunities for future research. The study opens doors for further research into the intricate interplay between job resources, self-efficacy, and anticipated emotions in disability inclusion. Investigating specific types of anticipated emotions and their targeted management through interventions could provide valuable insights for practitioners. Additionally, exploring the long-term effects of self-efficacy on co-worker behaviours and the overall organisational climate related to DI would significantly contribute to the field. By continuing to explore these avenues, researchers can contribute to developing more effective strategies for fostering a truly inclusive work environment for all.

The other specific future research agendas include the following. Firstly, the participating hospitality organisations were characterised by robust disability employment policies and extensive experience in this domain. Future research should explore the generalisability of these findings by including organisations with varying levels of DI maturity and commitment. Secondly, the study's correlational design allows for identifying relationships between variables but cannot establish causality. While this study provides valuable insights into co-worker self-efficacy, future research employing experimental designs would be beneficial in definitively establishing causal relationships between the proposed variables.

Finally, this study focused on job resources and the mediating role of anticipated emotions in shaping co-worker self-efficacy. However, co-worker self-efficacy likely stems from a broader range of internal and external factors not explored here. In-depth qualitative research through focus groups and interviews with organisational stakeholders, including EWDs and co-workers, could provide a more comprehensive understanding of the multifaceted sources of self-efficacy that contribute to successful DI within the hospitality industry. This deeper exploration could yield valuable insights that inform the development of targeted interventions designed to foster a culture of inclusion.

CHAPTER 6: GENERAL CONCLUSION

6.1 Introduction

This concluding chapter concisely summarises the key findings of the integrated thesis, discusses the theoretical and practical implications, and reflects on the research process. It synthesises the conclusions of the three studies, offering a comprehensive understanding of the conducted research. The primary aim is to highlight the overall significance of this research and its contributions to the topic of disability inclusion in hospitality organisations. The chapter also identifies the limitations encountered during the investigation and suggests potential avenues for future research.

6.2 Summary of key findings

This thesis explores the efforts to promote disability inclusion in employment within the hospitality sector, focusing on the perspectives of co-workers, who are the key internal stakeholders in these organisations. This research seeks to address the gaps in understanding the role of co-workers in enhancing the social integration of EWDs in the workplace. Studying the role of co-workers is crucial for supporting disability inclusion because co-workers interact with EWDs on a daily basis, influencing their social impact, workplace experience, and overall success. Co-workers' attitudes, behaviours, and support can either foster an inclusive environment or create additional barriers for EWDs. Understanding how co-workers contribute to inclusion helps to identify practical ways to improve workplace dynamics and ensure that inclusion efforts are not limited to policies or employer initiatives alone (Nelissen et al. 2016; Hui et al. 2021; Gould et al. 2022; Jamin et al. 2024). More importantly, this research does not diminish the importance of EWDs experiences. Instead, it complements existing studies by focusing on a critical but less-explored dimension of inclusion. By examining how co-workers' actions and attitudes shape the work environment, this study adds depth to the broader conversation on disability inclusion while recognising that EWDs' perspectives remain central to understanding their challenges and needs.

In line with the integrated thesis format, the research rigorously investigates the roles of co-workers in fostering the social integration of EWDs through three academic manuscripts. Study 1, published in the *International Journal of Contemporary Hospitality Management*, examines interventions and gaps in disability inclusion within hospitality organisations to achieve the first objective. Study 2, a completed manuscript not yet submitted to any journal, focuses on co-workers' supportive behaviours toward EWDs to

meet the second objective. Study 3, under review in *Equality, Diversity and Inclusion: An International Journal*, explores co-workers' self-efficacy when working with EWDs to address the third objective. Each study offers valuable insights into how co-workers can enhance disability employment, contributing to a deeper understanding of inclusive practices in the hospitality industry. The key findings derived from the three objectives of this thesis are as follows:

Research Objective 1: To critically explore the current practices, challenges, and opportunities related to disability inclusion in hospitality organisations through an integrative literature review.

The first objective was to establish a systematic literature review on disability inclusion in hospitality organisations. Beyond providing a comprehensive understanding of disability inclusion, this systematic literature review that addresses disability from both customer and employee perspectives is crucial for exploring the roles of organisational ecosystems in fostering inclusion. Organisational ecosystems encompass the relationships and interactions between various stakeholders—such as management, employees, customers, and external partners—which collectively influence the success of inclusion initiatives (Russen and Dawson 2024). By examining these ecosystems, the review uncovers how different actors contribute to or hinder disability inclusion, identifies the dynamics that support or challenge inclusive practices and suggests strategies for creating more supportive environments (Nyanjom et al. 2018). To the best of the researcher's knowledge, this is the first integrative review on disability inclusion that has been done, covering extensive disability interventions and identifying gaps related to disability inclusion in hospitality organisations that combine customers and employees with disabilities.

The review reveals that the current practices in hospitality organisations primarily focus on customer-related disability inclusion, with a strong emphasis on the experiences of TWDs. At the same time, there is a noticeable limited research and implementation of disability inclusion in the employment context within hospitality organisations. It has led to underdeveloped support systems for EWDs, resulting in low employment rates and ongoing stigmatisation and bias (Hui et al. 2021; Russen and Dawson 2024). The review calls for more research into employment systems with the participation of various organisational ecosystems in hospitality organisations to help create evidence-based strategies that address the specific needs of EWDs. There is also a pressing need for the hospitality sector to adopt a more proactive approach to disability inclusion by

focusing on social sustainability as a guiding principle for disability inclusion initiatives that can help organisations align their practices with broader societal goals of equity and justice, ultimately leading to more inclusive and supportive workplaces (Gould et al. 2022).

Alongside this integrative review, a new data search was conducted in July 2024 to identify the most recent studies on disability inclusion in hospitality organisations from April 2023 to July 2024, covering the period outside of the review. An updated literature search is crucial to capture recent advancements and emerging trends in disability inclusion that were not covered in the previous review in order to strengthen conclusions and identify any new gaps or opportunities. The search followed the same approach and protocol outlined by Paul et al. (2021) and adhered to the established inclusion and exclusion criteria. This search resulted in forty-three articles, with accessibility for TWDs remaining the central topic in most (Garrod and Fennell 2023; Tomej and Duedahl 2023; Florido-Benítez 2024). Only five articles specifically addressed disability inclusion from the employment perspective. While inclusion studies continue to focus primarily on Global North countries, they have also contributed valuable insights into three key areas in disability employment: human resource practices, employees' treatment, and customers' evaluation, all involving multiple organisational stakeholders. Table 6.1 summarises recent studies on disability inclusion in hospitality organisations, following a similar approach to the earlier integrative literature review.

Table 6.1: The summary of recent articles on disability inclusion in hospitality organisations (n=5)

No.	Author	Journal, CABS ranking	Research Design/ Method	Theme	Sub-theme	Type of disability	Country	Sector	Sample	Main contribution
1.	Lim et al. (2023)	IJCHM, 3*	Quantitative Employees' online review (Glassdoor) STATA (Panel data statistics)	The employment of EWDs (Diversity and inclusion)	Human resource practices	-	United States of America	Hospitality organisations	Employees	The key findings show that positive employee perceptions of diversity management significantly boost a firm's financial performance. This effect is further strengthened when the firm's board members are diverse, indicating that diverse leadership enhances the effectiveness of diversity policies.
2.	Tracey et al. (2023)	IJCHM, 3*	Quantitative Online survey STATA Hierarchical regression analyses	The employment of EWDs (diversity and inclusion)	Human resource practices	-	United States of America	Restaurants and foodservice	Leaders (owner, president, CEO, COO, CHRO or CFO) Employees (line-level FOH/BOH, supervisor, manager, executive)	The findings show that formal diversity management policies, structural oversight and senior leaders' beliefs in the value of diversity initiatives are positively associated with firm-level diversity. Notably, the significance of these relationships varies across different diversity groups, supporting a contingency-based explanation.
3.	(Mzembe and Filimonau 2024)	TMP, 2*	Qualitative Semi-structured interviews Abductive analytical approach (transcribing, axial coding, thematic)	The employment of EWDs	Employees' treatments	Intellectual disabilities and physical disabilities	Netherland	Hospitality organisations	Owners, managers, EWDs, representatives from work placement agencies and government officers	The study indicates that organisational members are more likely to engage in supportive actions for EWDs when they believe the inclusion processes are fair and the EWDs deserve fair outcomes.

4.	(Tsui et al. 2024)	JHRHT, 1*	Quantitative Online survey Exploratory factor analysis (EFA), One-way Analysis of variance (ANOVA), Structural equation modelling (SEM)	The employment of EWDs	Employees' treatments	-	Hong Kong	International-class hotels	Front-line employees, supervisors and management executives	The results show that employees' perception of disability employment varies across different hotel job levels. It is partially linked to their organisational commitment and overall job satisfaction through four specific emotions.
5.	(Doan et al. 2023)	IJHM, 3*	Qualitative In-depth interviews	The employment of EWDs	Customers' evaluation	Physical disabilities	Vietnam	Foodservice organisations	EWDs and customers	The study reveals that EWDs viewed service interactions with customers as chances to offer total attractiveness, impress customers, and create social connections. In contrast, customers saw these interactions as opportunities for genuine hospitality and contributing to social change.

Source: Formulated by the researcher for this study

The pivotal discussion on disability inclusion in employment focuses on human resource practices, particularly the importance of diversity management concerning formal policies, practices, and leadership roles to ensure successful disability outcomes. It indicates that the benefits of employing a diverse workforce do not emerge spontaneously but require deliberate initiatives and investments from the organisation (Migliaccio 2019). For instance, Lim et al. (2023) explore the relationship between employees' perceptions of diversity management and hospitality firms' financial performance while examining how the diversity level of board members moderates this relationship. Similarly, Tracey et al. (2023) investigate the relationship between diversity management initiatives and firm-level diversity within the restaurant and food service industry. The findings from the research underscore the integral role of effective diversity management in enhancing organisational outcomes, both in terms of overall diversity and financial performance.

Lim et al. (2023) illustrate that positive employee perceptions of diversity management, bolstered by diverse board members, significantly enhance financial performance, highlighting the tangible benefits of an inclusive culture. Tracey et al. (2023) further emphasise that formal diversity management policies, structural oversight, and senior leaders' commitment are crucial for improving firm-level diversity, with varying significance across different diversity groups. This suggests that robust diversity practices can create a more inclusive environment, which is essential for including EWDs. Such an approach not only promotes better integration of EWDs but also drives organisational success, demonstrating that inclusive practices are both ethically and economically advantageous. Consistent with the current study's aim of shaping co-workers' participation in supporting disability employment, the findings show that organisations with strong diversity practices will encourage employees to embrace and uphold diversity policies (Ling et al. 2016; Migliaccio 2019). In turn, it promotes a sense of legitimacy and responsibility (Lin et al. 2022). However, this can only be achieved when diverse organisational stakeholders are actively involved rather than relying solely on diversity mandates (Lim et al. 2023; Tracey et al. 2023).

Concerning employees' treatment toward EWDs, Tsui et al. (2024) examine the mediating effects of emotions on work-related outcomes, organisational commitment, and job satisfaction among existing hotel employees. These emotions consist of happiness, disappointment, tension, and relaxation. The research shows that employees who support EWDs' employment are more likely to feel committed to their organisation and experience higher job satisfaction. Happiness positively influences organisational

commitment, while disappointment has a negative effect, but tension and relaxation do not significantly impact organisational commitment. Additionally, happiness and disappointment partially mediate the relationship between perceptions of disability employment and organisational commitment. In contrast, Mzembe and Filimonau (2024) examine the employment of EWDs in the hospitality industry through normative ethics, explicitly focusing on the ethics of justice (procedural and distributive) and ethics of care theory. The study proves that when hospitality businesses actively demonstrate fairness in their procedures (procedural justice) and ensure equitable outcomes for EWDs (distributive justice), these efforts are supported by non-disabled co-workers, leading to more effective inclusion. The ethics of care were also essential in offering a supportive and compassionate environment for EWDs. The research suggests balancing justice and care is crucial for establishing genuinely inclusive workplaces.

These studies demonstrate that the interplay of emotion, justice, and care is vital in disability inclusion, as it shapes how employees perceive and respond to organisational practices (Meng et al. 2024). Justice ensures fairness in employment processes and outcomes, while care addresses the emotional and relational needs of employees (Cho et al. 2013; Khurram et al. 2020). Positive emotions, such as happiness, reinforce perceptions of fairness (justice) and empathy (care), leading to greater organisational commitment and support for inclusion. Conversely, negative emotions, like disappointment, reveal gaps in justice and care, signalling areas where inclusion efforts may fall short. This highlights the importance of meeting both emotional and relational needs in the workplace to create a supportive environment for all employees, including EWDs (Cho et al. 2013; Nota et al. 2014). Together, they are crucial for fostering a truly inclusive workplace where fair treatment of both EWDs and all employees leads to positive emotional outcomes and strengthens support for disability inclusion.

Finally, one study examines customers' evaluations of EWDs. Doan et al. (2023) explore the perceptions of service interactions between EWDs and their customers in the Vietnamese food service industry. It aims to understand how these interactions are experienced and perceived by both parties, particularly in a developing country context where such experiences are less documented. The study reveals that EWDs view their customer service interactions as rewarding opportunities to demonstrate their commitment to attentive and genuine hospitality. Customers, in turn, appreciated the exceptional and personal nature of the service provided by EWDs, seeing these interactions as meaningful and contributing to social change. However, environments that fail to accommodate EWDs can lead to frustration and negative evaluations of both

service and employees (Madera et al. 2020). Therefore, organisations must provide support and training to help EWDs effectively meet customer needs.

While both findings from the integrative review and the recent studies acknowledge the role of organisational factors such as diversity management, leadership, and company policies in shaping disability inclusion outcomes, the recent findings (2023-2024) underscore the involvement of various organisational stakeholders in fostering disability inclusion. These recent studies not only focus on the perspective of EWDs in promoting disability inclusion but also examine often-overlooked stakeholders, such as non-disabled employees at different levels and the perspective of customers. These studies also emphasise the importance of understanding the roles of individuals within the organisational ecosystem who work or deal directly with EWDs, as highlighted in the previous review (Jamin et al. 2024). Additionally, recent research delves deeper into ethical theories like the ethics of justice and care, which received less attention in the earlier studies. Exploring these ethical theories concerning disability inclusion in employment is vital because it helps organisations create fair, supportive, and morally responsible workplaces that genuinely value and integrate EWDs, aligning with the objective of this integrated thesis.

Research Objective 2: To analyse the role of co-workers in fostering disability inclusion within organisations by examining their supportive behaviour towards EWDs.

The second objective was to explore co-workers' critical role in fostering disability inclusion within hospitality organisations by examining their supportive behaviour toward EWDs. Guided by the social model of disability, this research aims to address the social barriers to disability employment rather than focusing on the personal limitations of EWDs. The study not only investigates the often-overlooked roles of co-workers in contributing to disability inclusion in organisations but also tests a behavioural framework by applying the extended theory of planned behaviour and the ethics of care theory. It assesses co-workers' positive attitudes, subjective norms, perceived behavioural control, anticipated emotions, and past behaviours concerning their intention to support EWDs. Additionally, the research offers new insights into the key factors influencing supportive behaviour among co-workers - specifically subjective norms, perceived behavioural control, and anticipated emotions. The concept of subjective norms is expanded by considering the influence of group norms within an organisational diversity climate (Terry and Hogg 1996; Shore et al. 2018), demonstrating how diversity practices and policies impact co-workers' sense of integration towards supporting EWDs (Mor Barak et al.

1998; McKay et al. 2007). Perceived behavioural control is explained through the lens of self-efficacy, highlighting the likelihood of engaging in behaviours based on individuals' abilities. Belief-based measures offer a deeper insight into the cognitive framework shaping perceptions of behavioural control (Ajzen 2002), closely aligning with Bandura's (1977) concept of self-efficacy, especially in disability contexts (Opoku et al. 2021). Furthermore, the study redefines the role of anticipated emotions, recognising positive and negative anticipated emotions as significant drivers of supportive behaviour (Escadas et al. 2019), reflecting individual feelings, intentions and moral obligations with the workplace community (Antonetti and Maklan 2014; Kamenetsky et al. 2016; Jammaers 2023).

The findings reveal that all variables are linked directly to the intention to support EWDs except subjective norms. It demonstrates that the commitment to supporting disability inclusion is generally driven by individuals' responsibility rather than by a desire to conform to social norms or fit into a specific group (Gould et al. 2022). However, the study highlights that past behaviour moderates these relationships, with experienced co-workers demonstrating stronger positive behaviours. In this instance, past interactions with EWDs shape co-workers' expectations and emotional responses, where increased exposure helps them adjust their perceptions of EWDs and potentially overcome or challenge related stereotypes about EWDs (Stone and Colella 1996). Experienced co-workers display a higher positive attitude, stronger positive anticipated emotions and improved individuals' mastery skills and habit formation, influencing their positive behaviour. The results also indicate that promoting group norms (subjective norms) through an organisational diversity climate alone cannot improve positive behaviour among co-workers without prior experience. However, past interactions with individuals or groups who share similar values strengthen the impact of subjective norms (Norman and Conner 2006). The moderating effect of past behaviour in this study is recognised as a crucial determinant of supportive behaviour among co-workers toward EWDs. It provides co-workers with direct experience and familiarity, which helps shape positive attitudes, increase confidence and reduce stereotypes, enhancing their willingness to offer support.

Research Objective 3: To examine the factors influencing co-workers' self-efficacy in supporting disability inclusion in organisations.

The third objective was to examine the organisational and psychological factors influencing self-efficacy among co-workers for effectively working with EWDs. According

to Bandura (1977), the primary sources of self-efficacy include mastery experiences, vicarious experiences, social persuasion, and psychological states. While research consistently highlights the powerful impact of mastery experiences in fostering co-workers' self-efficacy when working with EWDs, the influence of vicarious experiences, social persuasion, and psychological states has been less explored. This study draws from self-efficacy theory and the ethics of care theory to examine the impact of two job resources – organisational diversity climate, the usefulness of facilitating technology, and the mediating role of anticipated emotions on co-workers' self-efficacy. Generally, organisations prioritising diversity provide role models from various backgrounds, enhancing vicarious experiences that contribute to self-efficacy (Lindsley et al. 1995; Méndez-Fernández et al. 2022). Observing an organisation's support for peers from diverse settings can strengthen employees' confidence in their ability to achieve similar outcomes, reinforcing their self-efficacy in handling diverse work situations (Bandura 1977). The perceived usefulness of facilitating technology can boost employees' confidence through positive social persuasion. When co-workers see others successfully using technology, it reinforces their belief in its utility, underscoring the role of social persuasion in developing self-efficacy related to technology use (Compeau and Higgins 1995). Furthermore, anticipated emotions, which highlight the moral obligations emphasised in the ethics of care theory, are considered in evaluating how these emotions influence co-workers' self-efficacy beliefs. These anticipated feelings can promote positive outcomes by encouraging a problem-centred approach (Antonetti and Maklan 2014) and aiding in developing problem-solving-focused coping strategies (Skinner and Brewer 2002).

The findings of this study confirm that specific job resources, such as an organisational diversity climate and the usefulness of facilitating technology, are essential for enhancing co-workers' capabilities and competence when working with EWDs. Rather than solely depending on the primary sources of self-efficacy identified by Bandura (1977), this research enhances existing knowledge by showing that organisational factors such as job resources significantly influence this crucial construct (Newman et al. 2019). These insights contribute to a deeper understanding of Bandura's self-efficacy theory, emphasising the importance of organisational elements in building employee confidence. The findings underscore the importance of accommodating EWDs and providing co-workers with the necessary resources (Efeoğlu and Kılınçarslan 2024). Establishing clear policies championing inclusion and providing guidance on accommodating disabilities helps create an environment where EWDs feel supported and valued (von Schrader et al. 2022; Meng et al. 2024). Simultaneously, equipping co-workers with

adequate resources, such as organisational support and enabling technology, enhances their ability to support EWDs effectively. This support encourages better communication and collaboration, further strengthening the culture of care. Sufficient job resources positively impact co-workers' self-efficacy, with anticipated emotions mediating this relationship and acting as a psychological buffer. It reinforces self-efficacy beliefs and fosters resilience when facing challenges related to disability inclusion. The results show that organisational stakeholders that value care and compassion toward vulnerable groups may view discrimination and prejudice against EWDs as failing to show empathy, concern and care for others (Gotsis and Kortezi 2013; Tsui et al. 2024). In this instance, the ethics of care urges organisations to demonstrate a strong commitment to empowering EWDs and treating them with dignity (Mzembe and Filimonau 2024).

6.3 Theoretical implications

This thesis explores the overlooked role of co-workers in promoting disability inclusion within hospitality organisations, addressing the research gaps identified in Chapter 1. Each of the three studies conducted as part of this research emphasises the social barriers to disability employment and underscores co-workers' vital role in supporting inclusion efforts. It highlights that fostering inclusion requires more than providing accessibility and work accommodations to EWDs. Instead, it necessitates active engagement from co-workers as critical stakeholders. Notably, Chapters 2, 4, and 5 thoroughly explain each study's theoretical implications. In contrast, this section presents the general theoretical implications of the entire thesis.

First, the study contributes to the expanding literature on disability inclusion in the workplace within hospitality organisations. While studies on disability inclusion in the hospitality sector have traditionally focused on the perspectives of employers and managers during the hiring process, this research highlights the need to address the social barriers and ongoing social separation faced by EWDs from the lens of co-workers (Jamin et al. 2024). The three studies in the thesis underscore the importance of involving other organisational stakeholders who work directly with EWDs in fostering an inclusive environment, particularly regarding social integration between co-workers and EWDs. What is lacking in current disability practices within organisations is a comprehensive, holistic approach that considers the interplay between EWDs and their co-workers. Much of the literature shows that organisations focus on meeting the standards for accessibility and accommodations for EWDs but often neglect to foster an inclusive culture where all employees, including co-workers, are empowered to support the inclusion of EWDs. As a result, this creates environments where EWDs are present

but not fully integrated into the workplace. It shows the significance of fulfilling employment requirements for all employees with the requisite resources and support to cultivate an inclusive workplace. Therefore, the contribution advocates for reevaluating current disability employment practices, encouraging scholars to develop more comprehensive strategies that cater to the needs of collaborations between EWDs and co-workers.

Second, this research diverges from traditional studies on disability employment, which have predominantly focused on the barriers and challenges associated with the inclusion of EWDs in the workplace (Kalargyrou et al. 2020a; Lee et al. 2021; Suresh and Dyaram 2022; Kalargyrou et al. 2023). Rather than emphasising these obstacles, the current study adopts a positive perspective by investigating the role of co-workers in fostering the inclusion of EWDs. It examines co-workers' responsibility, positive behaviour, and self-efficacy in explicitly supporting their colleagues with disabilities. This approach significantly contributes to the theoretical landscape by broadening the understanding of disability inclusion. Unlike previous research that concentrates on the difficulties faced by EWDs, this study highlights the importance of positive social dynamics and collective responsibility of the workforce. It suggests that fostering inclusion extends beyond merely overcoming barriers. It involves empowering all employees to actively engage in creating an inclusive culture. The study shows how individuals' psychosocial factors and confidence in their abilities can influence inclusive behaviour. Simultaneously, it introduces a new dimension to the existing literature, which has traditionally focused on external or structural factors, by underscoring the role of internal psychological factors in promoting inclusion. The research enriches the academic discourse on disability inclusion, emphasising the potential of co-workers as allies and the critical impacts of their positive behaviour and self-efficacy in cultivating supportive workplace environments.

Third, integrating the theory of planned behaviour and the ethics of care theory (Study 2) and the intersection of the theory of self-efficacy and the ethics of care theory (Study 3) are crucial. The integration of these theories addresses the cognitive and affective aspects of behaviour change, resulting in a more inclusive environment in which co-workers are motivated, feel equipped, and morally committed to treating EWDs positively. This research contributes to understanding the complex interplay between rational decision-making, ethical responsibility, and personal efficacy. While the components of the theory of planned behaviour, such as attitudes, subjective norms and perceived behavioural control, are critical in shaping co-workers' intention to support

EWDs in Study 2, these factors are deeply influenced by a sense of ethical responsibility and care toward EWDs. The moral dimension of care is not merely a background consideration but a core component that interacts with cognitive processes outlined in the theory of planned behaviour, thus expanding the theory's applicability to the context where ethical considerations are paramount. Additionally, drawing from the integration of the theory of self-efficacy and the ethics of care theory in Study 3, the research emphasises that co-workers' moral obligations to provide care were inseparably linked with their sense of efficacy. This integration suggests that the ethics of care theory can enhance the understanding of self-efficacy by framing it not only as a personal belief in one's capabilities but also as a reflection of one's ethical engagement with others in the workplace. When co-workers feel a moral responsibility to support EWDs, they are more likely to engage with organisational procedures, training, and resources actively. This sense of ethical duty enhances the internal motivation to use these supports effectively, boosting their confidence and belief in their ability to contribute to an inclusive environment. As a result, moral obligations amplify the impact of organisational support, leading to greater self-efficacy.

The value of the ethics of care theory was elucidated by the psychological processes that individuals anticipate experiencing in the future as a consequence of their actions or decisions. The conceptualisation of anticipated emotions is expanded, diverging from the traditional view that only positively anticipated emotions motivate individuals to engage in a situation. While negative anticipated emotions often lead to avoidance, the findings show that both anticipated emotions can influence individuals' approach to disability inclusion positively. In this context, co-workers' positive reactions toward EWDs are shaped by a combination of rational and empathetic care, which is influenced by their negative anticipated emotions. Negative anticipated emotions serve as a psychological defence mechanism – a strategy individuals use to maintain a positive self-concept, and co-workers view it as a moral duty to support EWDs in preventing exclusion.

Finally, confirming the critical role of past behaviour among co-workers in shaping their actions toward EWDs is highly valuable. It acts as a significant moderator in the integrated model in Study 2, influencing how co-workers engage with EWDs. Those with prior experience working alongside EWDs are more likely to demonstrate supportive behaviour, as this experience enhances their understanding, empathy, and confidence in interacting with EWDs. Experience with EWDs helps co-workers develop a deeper awareness of the unique challenges and strengths that EWDs bring to the workplace. This awareness reduces biases, dismantles stereotypes, and leads to more informed

and compassionate interactions. As co-workers become more familiar with the needs and abilities of EWDs through past experiences, they are better equipped to provide appropriate support, collaborate effectively, and advocate for inclusivity within organisations.

6.4 Practical implications

This thesis offers a fresh perspective on disability inclusion within hospitality organisations, addressing both the experiences of tourists and employees. It paves the way for new interventions and enhancement efforts to improve the inclusion of this marginalised group within the hospitality industry, whether customers or employees. The practical implications of each study are thoroughly discussed in Chapters 2, 4, and 5. Therefore, this section summarises the overall practical implications of the thesis, covering inclusive representation of tourists, team-driven collaboration, and championing a disability-inclusive climate, drawing on the findings from all three studies.

Inclusive representation of tourists: While this thesis primarily investigates co-workers' roles in fostering disability inclusion within organisations, it is crucial to acknowledge the practical implications identified in Study 1, which pertain to consumer perspectives on disability inclusion. The literature review reveals the need for hospitality organisations to represent TWDs in their marketing efforts. Integrating this demographic into marketing strategies is both ethically important and economically beneficial, as it helps to break down societal barriers and foster a positive perception of inclusivity for all types of consumers. By representing diverse demographic groups in their marketing campaigns, hospitality organisations can appeal to a broader audience and encourage them to feel welcomed and inspired to explore new destinations. It is essential to recognise that certain groups may require tailored marketing strategies to address their unique travel needs. For instance, this effort is significantly crucial for families with impaired children, who often face specific problems that can provoke both positive and negative feelings during their travels. Providing accurate, appropriate, and inclusive marketing material to these families can help them improve their travel experiences by recognising their individual needs, whether they have impairments or not. In this sense, travel can be made more accessible by providing them with comprehensive information on sensory-friendly activities, well-equipped accommodations, accessible facilities, and services. However, this alone is insufficient if staff fail to provide adequate support during the trips. The findings indicate that interactions with travel personnel are even more important than accessibility in enhancing travellers' satisfaction. Therefore, implementing disability

awareness training for hospitality staff is vital in creating a more accommodating and satisfying travel experience for this group.

Team-driven collaboration: Understanding the perceptions, readiness, motivations, and positive behaviour of co-workers improves employee collaboration, strengthening a supportive and inclusive workplace involving EWDs. Study 2 confirms that co-workers' positive attitudes toward EWDs, perceived behavioural control, and anticipated emotions significantly impact their support for EWDs. At the same time, co-workers' past experiences with EWDs serve as a crucial moderating factor, indicating that prior interactions increase the likelihood of co-workers providing support. It shows that past behaviour is critical in shaping how co-workers support EWDs. Past interactions with EWDs significantly influence co-workers' attitudes, boosting their confidence and fostering a more inclusive view. When co-workers experience successful engagements with EWDs, it challenges preconceived biases and reinforces the belief that EWDs are valuable team members, leading to more positive and supportive attitudes. These positive experiences also enhance co-workers' self-efficacy or confidence in supporting EWDs. As co-workers accumulate successful interactions, they become more comfortable and proactive in offering assistance, knowing they can make a meaningful difference. Past behaviour also influences how co-workers anticipate emotional responses to support EWDs. The memory of positively contributing to an inclusive environment reinforces the belief that continued support will yield similar emotional rewards. The desire to avoid the failure of being unable to support EWDs effectively encourages co-workers to view their moral obligation as a motivation to continue collaborative efforts. Past interactions can also help soften negative anticipated emotions, promoting a more supportive and collaborative environment with a more open and optimistic mindset. Additionally, while subjective norms alone do not influence co-workers' intention to support EWDs, past behaviour is critical, as it shows that promoting group norms through a diverse climate is insufficient to improve positive behaviour among inexperienced co-workers.

Similarly, Study 3 illustrates that co-workers' self-efficacy is developed through an organisational diversity climate, facilitating technology usefulness and anticipated emotions. The results indicate that when organisations cultivate an inclusive environment for all employee groups and provide resources that are beneficial to all, regardless of disability status, it increases the rightful anticipated emotions of co-workers, thereby encouraging them to collaborate more effectively with EWDs. Ultimately, it leads to co-workers' self-efficacy and more effective and inclusive collaboration, as co-workers

feel more confident and motivated to engage with EWDs. These implications suggest that organisations should actively create opportunities for positive interactions between co-workers and EWDs. Organisations can strengthen these supportive behaviours by facilitating collaboration projects and encouraging reflection on positive experiences, such as mentorship programs and team-building exercises for all employees. Inclusive disability training, such as a buddy system and workshops on accessible technology, can also improve collaboration. In contrast, separating co-workers and EWDs hinders collaboration by limiting understanding and empathy, reinforcing stereotypes, and reducing opportunities for positive interactions. This separation undermines inclusivity, weakens team cohesion, and prevents the development of essential teamwork skills.

Championing disability-inclusive climate: Organisational diversity climate typically encompasses various dimensions, including age, gender, race, disability, and more. However, when a study focuses specifically on policies and practices related to disability inclusion, it highlights a critical aspect of this broader concept. This thesis focuses on championing organisations in disability employment, showing that leadership commitment, fair policies, work resources, and inclusive communication all contribute to establishing a diversity-inclusive climate. The study deepens understanding of how diversity climate functions concerning disability by assessing how organisations support and integrate EWDs. The findings suggest that to promote disability inclusion effectively, organisations should strategically frame disability as equal to other diversity categories and implement targeted practices to advance inclusion efforts.

Study 1 proves that beyond ensuring accessibility, organisations must prioritise fostering social integration within the workplace. Creating social value is essential, as it involves understanding how EWDs contribute to a shared environment and how organisations can facilitate their inclusion. Promoting these social transformations within the workplace can enhance participation and benefit both EWDs and organisational stakeholders, while failure to meet societal expectations regarding disability may lead to increased injustice. Similarly, Study 2 and Study 3 demonstrate that implementing robust policies and practices related to a disability-inclusive climate increases the likelihood of co-workers collaborating with EWDs. This approach enhances teamwork, leverages diverse perspectives, and boosts overall productivity. When developing policies and practices for disability employment, decision-makers should ensure that these initiatives benefit the organisations, EWDs, and all organisational stakeholders. For instance, the environmental support and resources provided for disability employment should be suitable and accessible to everyone. Apart from that, the organisations' culture must

prioritise developing and communicating positive self-images that foster positive anticipated emotions, as this approach is more effective for sustaining disability inclusion efforts. Shifting the narrative away from feelings of guilt, sympathy or pity for EWDs is essential because negative emotions can lead to stereotyping and biases, which hinder true inclusion. Ultimately, organisations with a robust disability-inclusive climate are more likely to attract a wider talent pool and enhance their reputation as socially responsible employers, leading to improved recruitment and retention of untapped talent, including those with disabilities.

6.5 Limitations and future research directions

This study presents unique results that advance both theoretical and practical understanding of co-workers' roles in supporting the social integration of EWDs. These contributions highlight not only specific implications for workplace practices but also broader contributions to current theories on inclusivity, teamwork, and disability integration. However, several limitations must be acknowledged, as they may influence the comprehensiveness and applicability of the findings. Recognising these limitations is essential for understanding the scope of the research and identifying areas for future research.

Study 1 begins with an integrative literature review on disability inclusion in hospitality organisations, focusing on the interventions and gaps related to tourists and employees with disabilities. While this approach offers a detailed understanding of disability inclusion in these contexts, it does not adequately explore the relationships between disability inclusion and other relevant issues within the broader ecosystem. For example, the interaction between disability inclusion and organisational culture, management practices, or economic factors in the hospitality industry may be critical for a holistic understanding of disability inclusion but is not fully addressed in the review. This gap highlights the need for future research to consider these interconnected aspects to provide a more comprehensive framework for disability inclusion in the hospitality sector. Another limitation is that the review concentrated on 1-star to 4-star journals listed in the Chartered Association of Business Schools Academic Journal Guide (CABS) 2021 rankings, subject to annual revisions. The journals included in the review may not maintain the same ranking over time. If a journal's ranking drops in subsequent years, the studies from that journal may be viewed as less authoritative, potentially affecting the overall credibility and impact of the review. Concentrating on these high-ranking journals may also inadvertently overlook essential findings published in emerging or lower-ranking journals, offering valuable insights into disability inclusion discussions.

Therefore, fluctuating rankings could limit the comprehensiveness and long-term relevance of the review's findings. Despite these limitations, the review's contribution to understanding disability inclusion in hospitality organisations remains significant. By adopting a collaborative ecosystem perspective, the review provides a novel lens through which disability is analysed, marking a first in systematic literature reviews related to this topic within the hospitality sector. However, acknowledging the limitations discussed ensures that the findings are contextualised, underscoring the importance of ongoing research efforts to build on the foundations laid by this study. Future research should broaden the scope of literature review to include emerging and lower-ranked journals that may provide novel perspectives and findings on disability inclusion. Integrating databases like Web of Science and Scopus, regardless of journal ranking, would offer a more comprehensive and inclusive approach to literature selection. This integration ensures that valuable research is considered without bias toward journal rankings, facilitating a more thorough understanding of disability inclusion in the hospitality sector, which remains an emerging field.

Furthermore, this integrative review focused solely on hospitality and tourism journals, ensuring sector-specific relevance but restricting interdisciplinary perspectives. This approach ensured that the integrative literature review remained highly relevant to the sector-specific context of the study, aligning with the research focus on disability inclusion in hospitality organisations. Such an emphasis is also expected, as disability inclusion is widely explored in the service industry (Beatty et al. 2019; Suresh and Dyaram 2020; Manoharan et al. 2023), which closely aligns with the nature of hospitality organisations. The hospitality industry's strong focus on interpersonal interactions and teamwork makes it a suitable context for studying disability inclusion. However, excluding disability studies in other fields may have constrained theoretical depth and broader applicability. While this targeted approach provided practical insights, future research could integrate diverse disciplines for a more comprehensive understanding.

Study 2 analyses co-workers' supportive behaviour toward EWDs by extending the theory of planned behaviour framework and incorporating the ethics of care theory. The theory of planned behaviour explains behavioural outcomes through three key constructs: attitudes, subjective norms, and perceived behavioural control (Ajzen 1991). According to this theory, behavioural intention, which ultimately influences behaviour, arises only when there are strong attitudes, significant approval from others and a sense of capability. While the study also includes substantial variables such as anticipated emotions, a crucial aspect of moral obligations founded in the ethics of care theory

(Gilligan 1993), and the moderating effects of past behaviour, Stone and Colella (1996) highlight that characteristics of EWDs play a significant role in determining the treatment of EWDs within organisations. Although the study addresses some of these aspects related to the work qualities of EWDs, it overlooked the impact of specific characteristics of EWDs, such as the type and severity of their disabilities, on co-workers' behaviour toward supporting them. Past studies show that organisations often favour individuals with physical disabilities over those with mental disabilities when hiring (Bell and Klein 2001; Nota et al. 2014). However, candidates with physical impairments are frequently judged more negatively in hospitality due to the traditional concepts of physical attractiveness and the emphasis on self-presentation skills, usually associated with the industry's brand image (Hui et al. 2021). Therefore, future research should consider including characteristics of EWDs to determine whether disability status significantly affects co-workers' supportive behaviour. This approach would allow the study to capture comprehensive factors influencing co-workers' behaviour toward supporting EWDs while also assessing the impact of stereotypes and stigma related to disability employment.

Study 3 examines the factors influencing co-workers' self-efficacy when working with EWDs by extending Bandura's (1977) self-efficacy theory. The study creatively incorporates concepts of vicarious experiences, social persuasion through job resources, and psychological states, using the mediating role of anticipated emotions reflected from the ethics of care theory to shape co-workers' self-efficacy. While these findings provide valuable insights and introduce significant implications for understanding self-efficacy in this context, the study does have certain limitations. One fundamental limitation is that co-workers' self-efficacy likely stems from a broader range of internal and external factors not explored in this study. For instance, individual personality traits, prior experience with disability inclusion, and external societal influences could all be crucial in shaping self-efficacy. Still, they were not included in the analysis. Moreover, while this study extensively reviewed past research highlighting the importance of mastery experiences in fostering co-workers' self-efficacy, empirical evidence could further strengthen and expand the research findings. Conducting in-depth qualitative research through focus groups and interviews with organisational stakeholders, including EWDs and co-workers, could offer a collective understanding of the various sources of self-efficacy that contribute to successful disability inclusion within the hospitality industry. As the study focuses on leading organisations in disability employment, it has the potential to uncover omitted sources of self-efficacy that may not be present in organisations with limited experience in disability inclusion. This deeper

exploration could provide valuable comprehensions that help create targeted interventions to foster a culture of inclusion.

Several methodological limitations should also be mentioned. First, the focus on visible disabilities in this study was informed by cultural, legal, and practical considerations specific to the Malaysian context. In Malaysia, visible disabilities, such as physical impairments, often receive greater attention due to societal attitudes and traditional perceptions of disability within a collectivist culture, where community-based support typically prioritises readily apparent conditions (Islam 2015). This emphasis aligns with the Persons with Disabilities Act (2008), which, while inclusive, often sees greater advocacy and visibility for physically observable disabilities. Additionally, individuals with invisible disabilities often conceal their conditions to avoid stereotypes and negative treatment (Santuzzi et al. 2014; Ysasi et al. 2018). As a result, understanding co-workers' opinions and behaviours toward invisible disabilities is challenging because these impairments are not immediately apparent (Kattari et al. 2018). By concentrating on visible disabilities, the study sought to address the more immediately recognisable challenges and opportunities for fostering workplace integration, particularly in sectors like hospitality, where teamwork and visual interactions are integral. However, this choice also has implications for the study's outcomes, as it limits the generalisability of findings to individuals with invisible disabilities, such as mental health conditions or chronic illnesses. While this narrower focus allowed for a deeper exploration of co-worker attitudes and support strategies for visible disabilities, it highlights the need for future research to investigate the unique experiences of employees with invisible disabilities to achieve a more holistic understanding of workplace inclusion.

Second, the organisational sampling in this study prioritised workplaces with clear disability inclusion policies and practices, as these organisations were more likely to engage with and support the research objectives. This approach was adopted to ensure that sufficient data could be collected from settings where disability inclusion efforts were already in place, allowing for a focused examination of co-worker attitudes and behaviours in environments conducive to social integration. However, this sampling strategy also represents a limitation, as it excludes organisations without formal disability inclusion frameworks, potentially overlooking the unique challenges and dynamics present in less inclusive workplaces. Consequently, the findings may not fully capture the breadth of experiences for EWDs across diverse organisational contexts, particularly in settings where inclusion is not a formalised priority. While this targeted sampling enabled a more in-depth analysis of best practices in disability inclusion, future research

should explore organisations without explicit disability inclusion policies to provide a more comprehensive understanding of the barriers and opportunities for fostering workplace inclusion across varying contexts.

Third, the study's findings are based exclusively on a sample from hospitality organisations in Malaysia. The distinct policies, cultural characteristics, and societal attitudes towards disabilities in Malaysia may influence the study's outcomes in ways that are not directly transferable to other contexts. These cultural norms and legal frameworks related to disability inclusion can vary widely across countries and industries. For instance, the cultural and religious standards unique to Islam may have an impact on the findings in research samples where the majority of participants are Muslims. These norms can potentially influence attitudes, behaviour, and practices in a manner that may not be representative of other populations. The unique context of disability organisation champions in Malaysia means that the findings may not fully capture the complexities and challenges of disability inclusion in regions with different cultural, legal, or organisational environments. As a result, caution must be exercised when attempting to generalise these findings to other sectors or geographical locations. Future research should examine the generalisability of these findings by including organisations with different levels of disability inclusion maturity and commitment and by comparing the influence of various cultural norms.

Fourth, the cross-sectional design of this thesis does not allow for establishing definitive causality between constructs or assess any potential chronological inconsistencies among constructs studied. Since the data were gathered at a single point, any unique characteristics of that time may influence the results and might not be evident if data were collected at different times. Thus, it is essential to exercise caution when interpreting the direction of cause and effect in the relationships identified. Moreover, cross-sectional studies often face higher rejection rates in top-tier journals, such as those with 3-star and 4-star CABS rankings. These journals typically demand robust methodological contributions, often including multiple methods or longitudinal approaches. Relying on a cross-sectional design can limit the options for publication in these high-ranking journals, posing a challenge for integrated thesis publications. Therefore, future research should consider longitudinal designs to resolve the temporal ambiguity issue and better understand causal relationships. Observing the impact of changes in one variable on another is facilitated by tracking the same participants over time, which provides more definitive evidence of causality. Combining cross-sectional data with qualitative methods like interviews or focus groups can also improve context

and mechanism understanding. This method can lessen some biases and constraints linked to a single process.

Finally, although the research aimed to broaden respondent participants using both online and paper-based surveys, the findings highlight the limitations of both methods. The paper survey was introduced due to the low response rate from the online survey (Qualtrics). However, when research representatives met potential respondents in person, many preferred the online survey over the paper version, as they found it quicker and more convenient to complete directly from their smartphones. Nevertheless, the combination of online and paper-based approaches still proved valuable, as it increased respondent numbers by offering supplementary survey formats and facilitating in-person engagement rather than solely relying on online survey distribution through HR departments.

6.6 Conclusion

In summary, this integrated thesis has expanded the knowledge on disability employment and the inclusion of EWDs. These areas have traditionally focused on policies, workplace accommodations, and the challenges faced by EWDs, often overlooking the need for effective intervention from the views of co-workers. The research demonstrates that co-workers are instrumental in influencing the experience of EWDs in the workplace. The findings underscore the importance of inclusive workplace cultures, supported by effective diversity management practices, and highlight the necessity of equipping co-workers with both the psychological and organisational resources needed to support their colleagues with disabilities. Through the three key studies, the research has shown that fostering a positive diversity climate, providing necessary resources, and encouraging positive emotional and moral engagement among co-workers is essential for the success of disability inclusion initiatives. This understanding goes beyond policies and practices while addressing the interpersonal dynamics that occur on a daily basis related to disability employment.

Assessing the efforts of leading organisations in this field provides valuable insights, offering practices that can be adopted by other organisations seeking to contribute to disability employment and attract more talent from the disability community. Furthermore, moving beyond surface-level accommodations and focusing on social relationships within the workplace offers new avenues for improving the experience of EWDs. The hope is that this work will inspire further efforts to engage multiple organisational stakeholders actively in fostering a collective and inclusive work environment, ensuring

that all employees are given the opportunity to contribute and succeed in disability employment.

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APPENDICES

Ethics approval – Bournemouth University



Research Ethics Checklist

About Your Checklist	
Ethics ID	42131
Date Created	07/02/2022 13:57:52
Status	Approved
Date Approved	07/06/2022 10:41:25
Risk	Low

Researcher Details	
Name	Aziean Binti Jamin
Faculty	BU Business School
Status	Postgraduate Research (MRes, MPhil, PhD, DProf, EngD, EdD)
Course	Postgraduate Research – BUBS
Have you received funding to support this research project?	Yes
Is this external funding?	Yes
RED ID	
Please provide the External Funding Body	
Is this internal funding?	No

Project Details	
Title	Fostering work inclusion support for employees with disabilities (EWDs) in hospitality organisations: The views of non-disabled co-workers.
Start Date of Project	11/10/2021

End Date of Project	10/10/2024
Proposed Start Date of Data Collection	01/09/2022
Original Supervisor	Gbola Gbadamosi
Approver	Adele Ladkin
Summary - no more than 600 words (including detail on background methodology, sample, outcomes, etc.)	
The study contributes to understanding psychosocial integration among non-disabled co-workers toward supporting work inclusion for Employees with Disabilities (EWDs) in the organisation. The aim is to fill the gap in the literature regarding the supportive behaviours of co-workers in hospitality organisations. Existing Human Resource Management (HRM) research has concentrated on policies and organisational practices from managerial and employer levels. To strengthen inclusive practices, further investigations into employees' decision making to support EWDs and the elimination of discriminatory behaviour are obligated. The research investigates the influence of psychosocial factors on supporting work inclusion for EWDs. The study uses deductive approach logic focusing on the online survey. Non-disabled co-workers working in Malaysia's foodservice and accommodation establishments will be the study sample. The findings have significant implications for understanding individual behaviour within the organisation, particularly creating an inclusive work environment for this marginalised group. Underlying factors in defining positive employee behaviours can help businesses improve inclusive policies and practices, reduce work stress, and promote a positive work environment.	

Filter Question: Does your study involve Human Participants?

Participants	
Describe the number of participants and specify any inclusion/exclusion criteria to be used	
The research participant will engage exclusively with non-disabled co-workers in hospitality organisations, particularly Malaysia's accommodation and food industries. These industries are chosen since they have hired more employees with disabilities (EWDs) in the nation. These participants are selected to evaluate their attitudes and experiences toward supporting EWDs. Participants must be 16 years old or older, including part-time and full-time co-workers. The inclusion of participants will cover various employment positions as long as they have working experience and direct interaction with EWDs at work, which can range from less than a year to more than ten years. Non-disabled co-workers without direct contact with EWDs will be excluded from the research because the entire survey will focus on the participants' perceptions, attitudes and prior experience working with EWDs. Several psychosocial factors related to supporting behaviour amongst non-disabled co-workers have been thoroughly investigated to be included in the research survey. A total number of 500 participants are needed to accomplish the study.	
Do your participants include minors (under 16)?	No
Are your participants considered adults who are competent to give consent but considered vulnerable?	No
Is a Disclosure and Barring Service (DBS) check required for the research activity?	No

Recruitment

Please provide details on intended recruitment methods, include copies of any advertisements.	
Preliminary contact has been established with the representatives from the Department of Disability Development (JPOKU), Malaysia. According to the department's official report, eighteen hospitality corporations in Malaysia that employ EWDs have been recognised. The database includes nine multinational brand companies in the accommodation industry and nine in the food and beverage industry. Each organisation may have distinct inclusion features. The number of stores with EWDs and the overall number of non-disabled staff may vary. Therefore, the participant information will be gathered through the Human Resource Managers of selected organisations. An invitation email will be sent out and an online meeting will be conducted with the Human Resource Managers from these organisations to explain the research objectives and the research process's transparency and fairness. Once everything has been agreed upon, an online survey will be distributed to all participants utilising the Qualtrics platform. Participants will be given a participant information sheet and requested to sign a Participant Information Sheet before taking the online survey. The agreement form will thoroughly inform participants on the safety of their participation in the study endeavour.	
Do you need a Gatekeeper to access your participants?	No

Data Collection Activity	
Will the research involve questionnaire/online survey? If yes, don't forget to attach a copy of the questionnaire/survey or sample of questions.	Yes
How do you intend to distribute the questionnaire?	
online,other	
If online, do you intend to use a survey company to host and collect responses?	No
If Other, please provide details.	
The online survey will use the Qualtrics platform.	
Will the research involve interviews? If Yes, don't forget to attach a copy of the interview questions or sample of questions	No
Will the research involve a focus group? If yes, don't forget to attach a copy of the focus group questions or sample of questions.	No
Will the research involve the collection of audio recordings?	No
Will your research involve the collection of photographic materials?	No

Will your research involve the collection of video materials/film?	No
Will the study involve discussions of sensitive topics (e.g. sexual activity, drug use, criminal activity)?	No
Will any drugs, placebos or other substances (e.g. food substances, vitamins) be administered to the participants?	No
Will the study involve invasive, intrusive or potential harmful procedures of any kind?	No
Could your research induce psychological stress or anxiety, cause harm or have negative consequences for the participants or researchers (beyond the risks encountered in normal life)?	No
Will your research involve prolonged or repetitive testing?	No
What are the potential adverse consequences for research participants and how will you minimise them?	

Consent

Describe the process that you will be using to obtain valid consent for participation in the research activities. If consent is not to be obtained explain why.

The research will use an online survey entirely using the Qualtrics platform. The participant information sheet will be issued to all participants on the first page of the online survey. If the participant agrees to participate in the survey, they must tick the respective boxes confirming their approval.

The consent process consists of three stages:

Stage 1 (providing the information): the person considers the information provided, reads and understands the research plan, and is not under any obligation to respond to the researcher immediately.

Stage 2 (obtaining consent): the researcher reaffirms the terms of the study, and then the participant needs to confirm that they have read and understood the Participant Information Sheet and consent to take part in this questionnaire or decline to participate.

Stage 3 (obtaining consent for BU's Online Research Data Repository): The participant has to respond to their agreement for the Research Team to access and use recorded responses to this questionnaire, and may be included in an anonymised form within a dataset to be archived at BU's Online Research Data Repository.

Do your participants include adults who lack/may lack capacity to give consent (at any point in the study)?	No
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Will it be necessary for participants to take part in your study without their knowledge and consent?	No
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Participant Withdrawal

At what point and how will it be possible for participants to exercise their rights to withdraw from the study?

The study's participants are doing so voluntarily. The survey is not mandatory for all participants. They can opt-out of the survey by checking the box that says, "I do not consent to participate in this questionnaire." As a result, their participation in this point will be automatically disqualified.

They can also reject to finish the survey at any time during the survey's completion term. However, the researcher will not be able to withdraw their survey response from the study analysis once they have submitted it because the participant will be anonymous.

If a participant withdraws from the study, what will be done with their data?

All participant data is unidentifiable and completely anonymous. If a participant does not respond to all of the questions, their participation is incomplete. As a result, their participation in the data analysis will be withdrawn.

However, the researcher will not be able to withdraw their survey response from the study analysis after submitting it because the participant is anonymous and unidentified.

Participant Compensation

Will participants receive financial compensation (or course credits) for their participation?	No
Will financial or other inducements (other than reasonable expenses) be offered to participants?	No

Research Data

Will identifiable personal information be collected, i.e. at an individualised level in a form that identifies or could enable identification of the participant?	No
Will research outputs include any identifiable personal information i.e. data at an individualised level in a form which identifies or could enable identification of the individual?	No

Storage, Access and Disposal of Research Data

Where will your research data be stored and who will have access during and after the study has finished.

The collected anonymous data may be utilised in the future to help other research projects, and access to it in this format will not be restricted. Anonymized data will be uploaded to BU's Online Research Data Repository (a central repository for data storage) and made available to the public.

Once your project completes, will your dataset be added to an appropriate research data repository such as BORDaR, BU's Data Repository?	Yes
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Dissemination Plans

How do you intend to report and disseminate the results of the study?

Peer reviewed journals,Conference presentation,Other Publication,Public Engagement Activities

Will you inform participants of the results?		Yes
If Yes or No, please give details of how you will inform participants or justify if not doing so		
The results of the research project will be distributed to the participants via the Human Resource Department for future improvement and intervention. The results will be presented at academic conferences and published in peer-reviewed journals. Human Resource Managers will receive a copy of these papers to disseminate the study findings to all employees at the company. A virtual presentation with all participants and organisation representatives will be organised to discuss the study's findings. The findings will be summarised in layman's terms in this presentation so that a non-academic audience can understand them.		
Final Review		
Are there any other ethical considerations relating to your project which have not been covered above?		No
Risk Assessment		
Have you undertaken an appropriate Risk Assessment?		No
Attached documents		
PI Sheet Template Questionnaires _ Aziean.pdf - attached on 06/06/2022 09:58:56		
AZIEAN_QUESTIONNAIRES.pdf - attached on 06/06/2022 09:59:07		
Approved Amendments		
Message	I am writing to formally request a retrospective amendment to the approved ethics application for my study titled 'Fostering disability inclusion in hospitality organisations: Exploring co-workers' role in the social integration of employees with disabilities (EWDs)'. This PhD thesis follows an integrated format of three articles intended for publication. The online ethics checklist was approved with a low-risk classification. Ethics approval from the Prime Minister's Office of Malaysia has also been obtained for this research. The proposed change involves introducing paper-based data collection in addition to the originally approved online survey method. Due to a lower-than- expected response rate in the online phase, this modification was necessary to broaden the study's reach and improve participation. In making this adjustment, we followed the same validated questionnaire format used in the online surveys. The questions and content remain identical, and no new data is being collected outside the approved survey scope. The only alteration was the mode of distribution. To assist in distributing and collecting the paper-based questionnaires, we engaged three research representatives—experienced academics with over 10 years of experience in Hospitality Management. These representatives were thoroughly briefed on the research procedures and ethical requirements and adhered to the same confidentiality and participant consent protocols outlined in the original approval. This change is not substantial and does not alter the study's objectives, participant demographics, or any other core elements of the research.	

	We comply with all ethical guidelines concerning informed consent, participant anonymity, and data protection. I would greatly appreciate your consideration regarding this request. Thank you very much.
Date Submitted	30/09/2024 09:37
Comment	
Date Approved	07/10/2024 19:42
Approved By	Adele Ladkin

Ethics approval – The Government of Malaysia





**Unit Perancang Ekonomi
Economic Planning Unit
Jabatan Perdana Menteri
Prime Minister's Department**

Menara Prisma, No.26, Persiaran Perdana, Presint 3
Menara Prisma, No.26, Persiaran Perdana, Precinct 3
Pusat Pentadbiran Kerajaan Persekutuan
Federal Government Administrative 62675
Putrajaya
MALAYSIA

Tel : 603-8000 8000
Faks (fax) : 603-8090 2500
Laman web : www.epu.gov.my

Our Ref.: EPU 40/200/19/3794(5)

Date: 01 September 2022



AZIEAN BINTI JAMIN

Bournemouth University Business School
Bournemouth University
Fern Barrow, Poole, Dorset
BH12 5BB, United Kingdom
Email : aziean1267@uitm.edu.my

APPLICATION TO CONDUCT RESEARCH IN MALAYSIA

With reference to your application, I am pleased to inform that your application to conduct research in Malaysia has been approved by the **Economic Planning Unit (EPU)**. The details of the approval are as follows:

Researcher's name : **AZIEAN BINTI JAMIN**

Passport No./ I.C No : **800905-04-5226**

Nationality : **MALAYSIAN**

Title of Research : **FOSTERING WORK INCLUSION SUPPORT
FOR EMPLOYEES WITH DISABILITIES (EWD)
IN HOSPITALITY ORGANISATIONS: THE
VIEWS OF NON-DISABLED CO-WORKERS**

Period of Research Approved : **1 year (01.09.2022 – 31.08.2023)**

Period of Researcher Pass : **1 year (14.07.2022 – 13.07.2023)**
Research Pass : 3452

2. Please take note that the study should avoid sensitive issues pertaining to local values and norms as well as political elements. At all time, please adhere to the conditions stated by the code of conduct for researchers as attached.

3. The issuance of the research pass is also subject to your agreement on the following:

I. Economic Planning Unit, Prime Minister Department

- a) To ensure submission of a brief summary of your research findings on completion of your research;
- b) To submit three (3) copies of your final dissertation/publication; and
- c) To return the research pass to the Researcher Pass Unit, Macroeconomics Division, Economics Planning Unit, Prime Minister Department.

4. Thank you for your interest in conducting research in Malaysia and wish you all the best in your future research endeavour.

Yours sincerely,



(MUHAMMAD JAWAD BIN TAJUDDIN)

Macroeconomics Division

for Director General

Economic Planning Unit

Prime Minister Department

Email : jawad.tajuddin@epu.gov.my/oridb@epu.gov.my

Tel : 03 8090 2302/2316

Fax : 03 8090 2500

ATTENTION

This letter is only to inform you the status of your application and **cannot be used as a research pass.**

C.C. :
(for record)

Ketua Setiausaha
Kementerian Sumber Manusia
Blok D3, Kompleks D
Pusat Pentadbiran Kerajaan Persekutuan
62502 Wilayah Persekutuan Putrajaya
(u.p.: SUB Bahagian Dasar)

Ketua Setiausaha
Kementerian Pelancongan, Seni dan Budaya
No. 2, Menara 1, Jalan P5/6
Presint 5
62200 PUTRAJAYA
(u.p.: Ketua Unit Komunikasi Korporat)

Ketua Setiausaha
Kementerian Pembangunan Wanita,
Keluarga Dan Masyarakat
No.55, Persiaran Perdana Presint 4,
62100 Putrajaya
(u.p.: Bahagian Dasar Dan Perancangan Strategik)

Jabatan Kebajikan Masyarakat
Aras 6, 9-18
No 55, Persiaran Perdana,
Presint 4,
62100 Putrajaya
(u.p.: Bahagian Perancangan dan Pembangunan)

Questionnaire

Disability Definition:

In this study, "employees with disabilities" refers to those with visible impairments, including individuals with long-term physical, mental, intellectual, or sensory impairments. These impairments, when combined with various barriers, may restrict their full and equal participation in society.

Participant Information Sheet

The title of the research project

Fostering work inclusion support for employees with disabilities (EWDs) in hospitality organisations: The views of non-disabled co-workers.

What is the purpose of the research/questionnaire?

My name is Aziean Binti Jamin, and I am a PhD student at Bournemouth University Business School, United Kingdom. This research project aims to investigate the motivational factors that influence non-disabled co-workers' decision to support employees with disabilities (EWDs) in hospitality organisations—the motivations of non-disabled co-workers to work with employees with disabilities (EWDs). Several psychological and social factors that impact decision-making are evaluated.

Why have I been chosen?

You have been invited to participate in this survey in light of your working experience in a hospitality organisation. Participants must be 16 years old or older without disabilities, including part-time and full-time co-workers. The inclusion of research participants will cover various employment positions.

Use of my information

We will use your data on the basis that it is necessary for the conduct of research, which is an activity in the public interest. We put safeguards in place to ensure that your responses are kept secure and only used as necessary for this research study and associated activities such as a research audit. Once you have submitted your survey response, it will not be possible for us to remove it from the study analysis because you will not be identifiable.

The anonymous information collected may be used to support other research projects in the future, and access to it in this form will not be restricted. It will not be possible for you to be identified from this data. Hence, anonymised data will be added to BU's Online Research Data Repository (a central location where data is stored) and which will be publicly available.

Contact for further information

If you have any questions or would like further information, do not hesitate to get in touch with the following research team:

Aziean Binti Jamin (Post-graduate researcher)

Email: ajamin@bournemouth.ac.uk

Associate Professor Dr Gbolahan Gbadamosi (Main supervisor)

Email: ggbadamosi@bournemouth.ac.uk

Dr Svetla Stoyanova-Bozhkova (Second supervisor)

Email: ssoyanovabozhkova@bournemouth.ac.uk

Any concerns about the study should be directed to Professor Michael Silk, Deputy Dean (Research & Professional Practice), Faculty of Management, Bournemouth University Business School (BUBS), by email to researchgovernance@bournemouth.ac.uk.

SECTION A: DEMOGRAPHIC

Instruction: Please tick (✓) as appropriate. (*Arahan: Sila tandakan (✓) pada kurungan berkenaan*)

1. Gender (*Jantina*) () Male (*Lelaki*) () Female (*Perempuan*)
2. Ethnic (*Bangsa*): () Bumiputera (*Bumiputera*)
 () Chinese (*Cina*)
 () Indian (*India*)
 () Other(Please specify/ *Lain-lain*
 (*Sila nyatakan*).....
3. Age (*Umur*): () 16 - 19 () 20 – 29
 () 30 – 39 () 40 – 49
 () 50 – 59 () 60 and older (*60 dan ke atas*)
4. Marital status
 (*Status perkahwinan*) () Single (*Bujang*)
 () Married (*Berkahwin*)
 () Divorced (*Bercerai*)
 () Widower (*Balu*)
5. Religion (*Agama*) () Muslim (*Islam*)
 () Buddhist (*Buddha*)
 () Christian (*Kristian*)
 () Hindu (*Hindu*)
 () Other-Please specify (*Lain-lain- Sila*
 nyatakan).....
6. Education background
 (*Tahap pendidi*) () Secondary School (*Sekolah Menengah*)
 () Certificate (*Sijil*)
 () Diploma (*Diploma*)
 () Bachelor (*Sarjana Muda*)
 () Masters (*Sarjana*)
 () PhD (*Doktor Falsafah*)
7. Type of organisation
 (*Jenis organisasi*) () Food and beverages (*Makanan dan minuman*)
 () Accommodations (*Penginapan*)
 () Retail (*Peruncitan*)
8. Employment status
 (*Status pekerjaan*) () Full-time (*Sepenuh masa*)
 () Part-time (*Separuh masa*)
9. Working experience
 (*Pengalaman pekerjaan*) () Less than a year (*Kurang daripada setahun*)
 () 1 - 5 years (*1- 5 tahun*)
 () 6 – 10 years (*6 – 10 tahun*)
 () 11 years and above (*11 tahun ke atas*)
10. Position (*Jawatan*) () Manager (*Pengurus*)
 () Supervisor (*Penyelia*)
 () Operation staff (*Pekerja operasi*)

SECTION B: CO-WORKERS' ATTITUDES TOWARDS EMPLOYEES WITH DISABILITIES

Instruction: Please tick (✓) as appropriate. (Arahan: Sila tandakan (✓) pada kurungan berkenaan)

(1) Strongly disagree (Sangat tidak bersetuju)	(2) Disagree (Tidak bersetuju)	(3) Neutral (Neutral)	(4) Agree (Setuju)	(5) Strongly agree (Sangat bersetuju)
--	--------------------------------------	-----------------------------	--------------------------	---

		(1)	(2)	(3)	(4)	(5)
(1)	Employees with disabilities have fewer accidents on the job. <i>Pekerja kurang upaya jarang terlibat dengan kemalangan di tempat kerja.</i>					
(2)	Employees with disabilities are absent less often than others. <i>Pekerja kurang upaya jarang tidak hadir berbanding pekerja yang lain.</i>					
(3)	Employees with disabilities can cooperate on the job. <i>Pekerja kurang upaya boleh bekerjasama di dalam tugas pekerjaan mereka.</i>					
(4)	Employees with disabilities usually provide high-quality work. <i>Pekerja kurang upaya biasanya menghasilkan kerja yang berkualiti.</i>					
(5)	Employees with disabilities are usually loyal to the organisations. <i>Pekerja kurang upaya biasanya setia kepada organisasi.</i>					
(6)	Employees with disabilities are capable of being great employees. <i>Pekerja kurang upaya mampu menjadi pekerja yang lebih baik.</i>					
(7)	Employees with disabilities are dependable <i>Pekerja kurang upaya boleh diharapkan.</i>					

SECTION C: ANTICIPATED EMOTIONS TO SUPPORT EMPLOYEES WITH DISABILITIES

C1: POSITIVE ANTICIPATED EMOTIONS

Instruction: Please tick (✓) as appropriate. (Arahan: Sila tandakan (✓) pada kurungan berkenaan)

(1) Strongly disagree (Sangat tidak bersetuju)	(2) Disagree (Tidak bersetuju)	(3) Neutral (Neutral)	(4) Agree (Setuju)	(5) Strongly agree (Sangat bersetuju)
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		(1)	(2)	(3)	(4)	(5)
(1)	If I support employees with disabilities at work, I will feel delighted. <i>Saya akan berasa seronok jika saya menyokong pekerja kurang upaya di tempat kerja.</i>					
(2)	If I support employees with disabilities at work, I will feel happy.					

	<i>Saya akan berasa gembira jika saya menyokong pekerja kurang upaya di tempat kerja.</i>					
(3)	If I support employees with disabilities at work, I will feel glad. <i>Saya akan berasa senang hati jika saya menyokong pekerja kurang upaya di tempat kerja.</i>					
(4)	If I support employees with disabilities at work, I will feel proud. <i>Saya akan berasa bangga jika saya menyokong pekerja kurang upaya di tempat kerja.</i>					
(5)	If I support employees with disabilities at work, I will feel excited. <i>Saya akan berasa teruja jika saya menyokong pekerja kurang upaya di tempat kerja.</i>					

C2: NEGATIVE ANTICIPATED EMOTIONS

Instruction: Please tick (✓) as appropriate. (Arahan: Sila tandakan (✓) pada kurungan berkenaan)

(1) Strongly disagree (Sangat tidak bersetuju)	(2) Disagree (Tidak bersetuju)	(3) Neutral (Neutral)	(4) Agree (Setuju)	(5) Strongly agree (Sangat bersetuju)
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		(1)	(2)	(3)	(4)	(5)
(1)	If I fail to support employees with disabilities at work, I will feel disappointed. <i>Jika saya gagal menyokong pekerja kurang upaya di tempat kerja, saya akan berasa kecewa.</i>					
(2)	If I fail to support employees with disabilities at work, I will feel worried. <i>Jika saya gagal menyokong pekerja kurang upaya di tempat kerja, saya akan berasa bimbang.</i>					
(3)	If I fail to support employees with disabilities at work, I will feel depressed. <i>Jika saya gagal menyokong pekerja kurang upaya di tempat kerja, saya akan berasa tertekan.</i>					
(4)	If I fail to support employees with disabilities at work, I will feel angry. <i>Jika saya gagal menyokong pekerja kurang upaya di tempat kerja, saya akan berasa marah.</i>					
(5)	If I fail to support employees with disabilities at work, I will feel unsatisfied. <i>Jika saya gagal menyokong pekerja kurang upaya di tempat kerja, saya akan berasa tidak puas hati.</i>					

SECTION D: CONFIDENCE LEVEL IN SUPPORTING EMPLOYEES WITH DISABILITIES

Instruction: Please tick (✓) as appropriate. (Arahan: Sila tandakan (✓) pada kurungan berkenaan)

(1) Strongly disagree	(2) Disagree	(3)	(4) Agree	(5)
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(Sangat tidak bersetuju)	(Tidak bersetuju)	Neutral (Neutral)	(Setuju)	Strongly agree (Sangat bersetuju)
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		(1)	(2)	(3)	(4)	(5)
(1)	I will achieve most of the goals I have set for myself when working with employees with disabilities. <i>Saya dapat mencapai kebanyakan matlamat yang telah saya tetapkan untuk diri saya sendiri sewaktu bekerja dengan pekerja kurang upaya.</i>					
(2)	When facing complex tasks while working with employees with disabilities, I am confident that I will accomplish them. <i>Apabila menghadapi tugas yang kompleks semasa bekerja dengan pekerja kurang upaya, saya yakin bahawa saya akan mengahadapinya.</i>					
(3)	In general, when working with employees with disabilities, I can obtain essential outcomes. <i>Secara umum, ketika bekerja dengan pekerja kurang upaya, saya boleh mencapai hasil-hasil yang diperlukan..</i>					
(4)	When working with employees with disabilities, I believe I can succeed at any endeavour I set my mind to. <i>Ketika bekerja dengan pekerja kurang upaya, saya percaya bahawa saya boleh mencapai matlamat yang saya tetapkan.</i>					
(5)	I will be able to overcome many challenges while working with employees with disabilities successfully. <i>Saya akan dapat mengatasi banyak cabaran dengan jayanya ketika bekerja dengan pekerja kurang upaya.</i>					
(6)	I am confident I can perform many tasks effectively while working with employees with disabilities. <i>Saya yakin bahawa saya boleh melaksanakan tugas dengan berkesan sewaktu bekerja dengan pekerja kurang upaya.</i>					
(7)	Compared to others, I can do most tasks very well when working with employees with disabilities. <i>Berbanding dengan orang lain, saya boleh melakukan kebanyakan tugas dengan baik ketika bekerja dengan pekerja kurang upaya.</i>					
(8)	Even when things are tough while working with employees with disabilities, I can perform quite well. <i>Walaupun sukar bekerja dengan pekerja kurang upaya, saya boleh memberikan prestasi yang agak baik.</i>					

SECTION E: ORGANISATIONAL DIVERSITY CLIMATE

Instruction: Please tick (✓) as appropriate. (Arahan: Sila tandakan (✓) pada kurungan berkenaan)

(1) Strongly disagree (Sangat tidak bersetuju)	(2) Disagree (Tidak bersetuju)	(3) Neutral (Neutral)	(4) Agree (Setuju)	(5) Strongly agree
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				(Sangat bersetuju)
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		(1)	(2)	(3)	(4)	(5)
(1)	The employees in the organisation are recruited from diverse sources. <i>Pekerja organisasi ini digaji daripada pelbagai sumber diversiti.</i>					
(2)	The organisation offers equal access to training. <i>Organisasi ini menawarkan capaian latihan yang sama rata kepada semua pekerja.</i>					
(3)	The organisation publicises various diversity principles. <i>Organisasi ini menghebahkan prinsip diversiti.</i>					
(4)	The organisation offers training to manage a diverse population. <i>Organisasi ini menawarkan latihan untuk menguruskan populasi pekerja yang pelbagai.</i>					
(5)	The organisation maintains a diversity-friendly work environment. <i>Organisasi ini mengekalkan persekitaran kerja yang mesra diversiti.</i>					
(6)	The workgroup has a climate that values diverse perspectives. <i>Kumpulan kerja mempunyai persekitaran yang menghargai perspektif yang pelbagai.</i>					
(7)	Top leaders are visibly committed to diversity. <i>Pemimpin tertinggi organisasi ini jelas komited terhadap diversiti.</i>					

SECTION F: FACILITATING TECHNOLOGY USEFULNESS

Instruction: Please tick (✓) as appropriate. (Arahan: Sila tandakan (✓) pada kurungan berkenaan)

(1) Strongly disagree (Sangat tidak bersetuju)	(2) Disagree (Tidak bersetuju)	(3) Neutral (Neutral)	(4) Agree (Setuju)	(5) Strongly agree (Sangat bersetuju)
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		(1)	(2)	(3)	(4)	(5)
(1)	Facilitating technology enables me to accomplish tasks more quickly when working with employees with disabilities. <i>Kemudahan teknologi membolehkan saya menyiapkan kerja dengan lebih cepat Ketika bekerja dengan pekerja kurang upaya.</i>					
(2)	Facilitating technology would improve my job performance while working with employees with disabilities. <i>Kemudahan teknologi meningkatkan keberkesanan kerja saya ketika bekerja dengan pekerja kurang upaya.</i>					

(3)	Facilitating technology would increase my productivity when working with employees with disabilities. <i>kemudahan teknologi meningkatkan produktiviti saya Ketika bekerja dengan pekerja kurang upaya.</i>					
(4)	Facilitating technology would enhance my effectiveness when working with employees with disabilities. <i>Kemudahan teknologi akan meningkatkan keberkesanan saya ketika bekerja dengan pekerja kurang upaya.</i>					
(5)	Facilitating technology would make it easier for me to do my job when working with employees with disabilities. <i>Kemudahan teknologi memudahkan pekerjaan yang saya lakukan apabila bekerja dengan pekerja kurang upaya.</i>					
(6)	I would find facilitating technology useful when working with employees with disabilities. <i>Saya mendapati kemudahan teknologi berguna apabila bekerja dengan pekerja kurang upaya.</i>					

SECTION G: PAST BEHAVIOUR

Instruction: Please tick (✓) as appropriate. (Arahan: Sila tandakan (✓) pada kurungan berkenaan)

How often have you worked with employees with disabilities in the past year? Berapa kerap anda bekerja dengan pekerja kurang upaya sejak tahun lalu?

(1) Never (Tidak pernah)	(2) Rarely (Jarang)	(3) Sometimes (Kadang-kadang)	(4) Very often (Sangat kerap)	(5) Always (Sentiasa)

SECTION H: INTENTION TO SUPPORT EMPLOYEES WITH DISABILITIES

Instruction: Please tick (✓) as appropriate. (Arahan: Sila tandakan (✓) pada kurungan berkenaan)

(1) Strongly disagree (Sangat tidak bersetuju)	(2) Disagree (Tidak bersetuju)	(3) Neutral (Neutral)	(4) Agree (Setuju)	(5) Strongly agree (Sangat bersetuju)

		(1)	(2)	(3)	(4)	(5)
(1)	I am ready to support employees with disabilities at work. <i>Saya bersedia untuk menyokong pekerja kurang upaya di tempat kerja.</i>					
(2)	I am planning to support employees with disabilities at work. <i>Saya merancang untuk menyokong pekerja kurang upaya di tempat kerja.</i>					
(3)	I have decided to support employees with disabilities at work. <i>Saya telah membuat keputusan untuk menyokong pekerja kurang upaya di tempat kerja.</i>					

(4)	I will support employees with disabilities at work. <i>Saya akan menyokong pekerja kurang upaya di tempat kerja.</i>					

THANK YOU FOR YOUR PARTICIPATION
(Terima kasih di atas penyertaan anda)

Decision letter – Equality, Diversity and Inclusion: An International Journal

Decision on EDI-08-2024-0349

From Equality, diversity and inclusion: An international journal
<onbehalf@manuscriptcentral.com>

Date Sun 20/10/2024 14:42

To Aziean Binti Jamin <ajamin@bournemouth.ac.uk>

External Email: Use caution when responding, opening attachments, or clicking links.

20-Oct-2024

Dear Mrs. Jamin

I have now received two reviews for your paper. Both reviewers believe that your paper is likely to be of interest to EDI readers. I am also enthusiastic about your work, but it needs additional push. In short, I invite you to submit a revision of this paper.

Both reviewers have given useful suggestions. I will not repeat those points. I will reinforce a few and request you to broadly think about the following.

Outline what we know about the coworkers' role (which relates directly and indirectly to self-efficacy) in the context you refer to. That literature seems missing. Only then you can show the need for your study. Also, indicate how job resources are impacted by coworkers. This literature is also missing. There is a lot of work in the disability space that will help you strengthen your arguments.

Importantly, while these arguments of yours are indeed valid for those with a disability, they seem valid overall. As such, you will have to spotlight more carefully why these arguments apply to disability studies. This may also help strengthen your contributions.

Overall, you have received several useful comments from both reviewers. I hope you can address each of them. Please see the uploaded file by one of the reviewers. They have marked several comments that you also need to address. If you cannot access the file, please let me know.

If you accept this invitation for revision and resubmission, please explain how you have responded to each of the points raised by the reviewers (item by item).

The success of your revision depends on how well you are able to address each of the reviewers' concerns. I encourage you to carefully consider all of their feedback and be as responsive as possible. If you decide to revise and resubmit this paper, please have a copy back to us by no later than 60 days. If we do not receive your revision by that time, we will take it that you have withdrawn your submission.

Please be sure to follow the APA guidelines if formatting your revision, including adherence to structured abstract and manuscript length (not to exceed 8,000 words).

To revise your manuscript, log on to <https://mc.manuscriptcentral.com/edi> and enter your Author Centre, where you will find your manuscript title listed under "Manuscripts with Decisions." Under

"Actions," click on "Create a Revision." Your manuscript number has been appended to denote a revision.

You will be unable to make your revisions on the originally submitted version of the manuscript. Instead, revise your manuscript using a word processing program and save it on your computer. Once the revised manuscript is prepared, you can upload it and submit it through your Author Centre.

When submitting your revised manuscript, you will be able to respond to the comments made by the reviewer(s) in the space provided. You can use this space to document any changes you make to the original manuscript. In order to expedite the processing of the revised manuscript, please be as specific as possible in your response to the reviewer(s).

IMPORTANT: Your original files are available to you when you upload your revised manuscript. Please delete any redundant files before completing the submission.

Because we are trying to facilitate timely publication of manuscripts submitted to Equality, diversity and inclusion: An international journal, your revised manuscript should be uploaded as soon as possible. If it is not possible for you to submit your revision in a reasonable amount of time, we may have to consider your paper as a new submission.

To help support you on your publishing journey we have partnered with Editage, a leading global science communication platform, to offer expert editorial support including language editing and translation.

If your article has been rejected or revisions have been requested, you may benefit from Editage's services. For a full list of services, visit: authorservices.emeraldpublishing.com/

Please note that there is no obligation to use Editage and using this service does not guarantee publication.

Once again, thank you for submitting your manuscript to Equality, diversity and inclusion: An international journal and I look forward to receiving your revision.

Yours,

Mukta Kulkarni

Associate Editor, Equality, diversity and inclusion: An international journal mkulkarni@iimb.ac.in

Reviewer(s)' Comments to Author:

Reviewer: 1

Comments:

Your research model and quantitative methods are logical and clear. However, the writing needs to be strengthened. The literature review and theoretical development should be separate sections.

This may help the reader understand how one leads to the development of the other. There are sentence structure issues as well that are undermining your argument. See my comments. I think a second version is necessary to prepare this paper for publication

Additional Questions:

1. Originality: Does the paper contain new and significant information adequate to justify publication?: The methodology is a new contribution; however, the treatment of the concepts does not rise to the level of the author's claim in the originality statement. However, a revised version that drills deeper into these concepts and makes a stronger link to the hypotheses could position this paper for publication.
2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: It is clear that a good amount of research went into this paper, but it is not backed up by a thorough treatment of the literature. Much of the content is a rough paraphrasing without expanding on the ideas presented. The reader is left to ask why or how more often than they should.

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: The research model and the quantitative methods are clear and seem solid. As mentioned, the theoretical concepts upon which this paper hinges are not explored in any substantial way. More work needs to be done on the literature review and theoretical development. I recommended dealing with these two sections separately.

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: The analysis is fine. However, the other sections are under-developed which affects how the paper and its conclusions hang together.

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: There are implications stated for research which holds with my understanding of methods and the subject matter. However, the gap between theory and practice is tenuous. This can be resolved though with a more thorough handling of the theoretical development. The sole implication for society is an overreach. See my comments.

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: The paper is weak. The points made are vague, and incomplete at times. Word choice and sentence structure are issues. It reads like it may have been written in Mala and then translated into English. But the reader is left with the sense that the author did not know the literature well enough to make strong arguments, in part because no workplace-applicable examples were used to reinforce the claims made.

Reviewer: 2

Comments:

(There are no comments.)

Additional Questions:

1. Originality: Does the paper contain new and significant information adequate to justify publication?: thank you for providing the opportunity to review this interesting paper.

The authors propose an interesting area of study, but at present do not adequately articulate the importance of the study in the introduction.

I would like the authors to consider the either theoretical/emperical gap in the literature or problem they observe and state more clearly how their proposed concepts aim to fill this gap. The authors may benefit from providing some research questions/objectives in the intro

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: The manuscript at present could benefit from a review specifically and description of self-efficacy theory as used in the proposed model

Currently, while the authors have reviewed the relevant literature, the proposed hypothesis are currently under motivated. The authors need to take time and explain these hypothesis and make stronger motivations for them

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: A stronger rationale and explanation of how the sample was selected and why the sample was chosen

Also it may be wise for the authors to discuss the sample and selection first before moving onto the measures

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: the results are presented fine

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: At present the implications and findings are under-developed.

Specifically it may be beneficial for the authors to provide a more robust explanation of the findings before connecting to the literature

Well done on the managerial implications as well, they are well developed and presented

At present though, there is little thought given to limitations and future directions of research, this needs to be included

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: generally well written

DEADLINE: 02-Dec-2024