Thesis
Advisory report

“I choose not to place ‘DIS’, in my ability.”

The perceived inclusion of people with a disability working in the hospitality industry; a qualitative research that provides insight into the experiences of people with a disability.
Declaration of own work

I hereby declare that:

- I am fully informed about the Thesis C assessment criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

Name: Esmée Buijtenhuis
Date: 11/01/2020

Signature:
Preface

Hereby I present to you my thesis that is written in the final phase of the study International Hotel Management at Saxion University, location Apeldoorn.

During my study at Saxion University I have always been interested in social issues. Psychological, social and human resources issues always spoke to me. Therefore, I tried to find a thesis topic in this area. My thesis supervisor told me that an alumni Saxion student already wrote a thesis looking at the employers perspective on why to hire someone with a disability. Therefore, I thought it would be interesting to focus on the employees perspective and their experiences working in the hospitality industry. I wanted to find out to what extent they experienced actual inclusion on the work floor.

In addition, theory showed that not much research has been done regarding this topic. After conducting a literature research it showed that there is a lot of information available on the practical side for people with a disability. Such as facilitating factors. However, not much research is done to the actual feeling and experienced inclusion of people with a disability in the hospitality industry. This confirms the relevance of the thesis for the industry.

I approached Disability Studies with these matters and asked if they were open to guide another thesis. DSiN was and still is open for new insights and research. Therefore, this thesis was created in collaboration and under the guidance of Disability Studies in Nederland (DSiN).

I would like to thank DSiN for guiding me during this thesis period and for giving me the chance to write this thesis for them. In special I want to thank my supervisor Minne Bakker for all the help, feedback and support I received this past six months. Furthermore I want to thank my first examiner Erik Pakkert for the guidance and support during all these months. I am very grateful for the help I received from the both of them and I could not have written this thesis without them.

Finally I would like to thank all the respondents I got to interview for this thesis. Furthermore I want to thank the companies that who were prepared to cooperate in this research. I learned a lot from these observations and interviews. All these new insights were of high value for the given advice.

Barneveld, 12th of January 2020

Esmée Buitenhuis
Management summary

DSiN is a research institute that strives for inclusion and participation of people with a disability. Nowadays it is high on the political agenda to work towards an inclusive society where people with a disability also get the opportunity to have a job. New regulations, rules and measures should make it easier for people with a disability to work (Ministerie van Sociale Zaken en Werkgelegenheid, 2018). The hospitality industry is known for the fact that everyone needs to feel welcome, but in reality, is this the case? And if this matter was not so high on the political agenda, would any action for this group be taken?

The goal of this research is to give an advice and develop a policy implementation plan on how to work towards inclusiveness for people with a disability working in the hospitality industry. The advice question that is established based on this objective, is the following: ‘What can hospitality businesses do to promote the perceived inclusion of people with a disability in the hospitality industry?’ The advice will be written for DSiN, focussing on hospitality businesses.

The goal of the research is to create a better insight into the experienced perception of inclusion of people with a disability working in the hospitality industry in order to stimulate the inclusion of people with a disability in this sector.

The conducted research of this thesis consists of desk- and field research. It is possible to gather new information and draw new conclusions by comparing and linking existing literature. The desk research conducted mostly consists of an extensive literature research. Nevertheless, it is not possible to only base the advice on the desk research. The field research can lead to new insights and information when combining it to the existing literature. The field research of this thesis consists of interviews and observations. In total 13 interviews were conducted and 3 companies were visited for observations. People with a disability working in different hospitality businesses are interviewed. Examples of the hospitality businesses are a convention centre, restaurants and hotels. In addition, respondents work in regular hospitality businesses and in specially tailored hospitality businesses.

Based on the results of the field research, an answer is given to the sub-research questions. There are different factors that play a role in the perceived inclusion for people with a disability working in the hospitality industry. The results show that there is a negative attitude towards society. Factors relating to this negative attitude are stigma, shame and the feeling of constantly needing to prove oneself. The results show a significant difference between the perceived inclusion at work and perceived inclusion in society. The experience of inclusion on the work floor is much more positive. Two main factors can be distinguished here; relationships and work tasks. Overall respondents feel appreciated by their colleagues and employers but are not that content with their work tasks. Respondents experience that they should be easily satisfied and constantly need to prove themselves in their work. Another important attention point is the salary and the effect of the participation law.

The perceived inclusion on the work floor comes from a sense of belonging in terms of relationships rather than actual inclusion on the work floor.

The results showed some interesting and remarkable insights. These relevant insights were turned into advice concepts. Three advice concepts were provided in this thesis: set up a research project to increase the perception of inclusion focusing on working tasks, get in contact with important stakeholders and discuss salary options and change the image people have of someone with a disability. The conclusion of the research showed that the first advice concept: set up a research project to increase the perception of inclusion focusing on working tasks was most appropriate. This advice concept best meets the needs and wants of people with a disability working in the hospitality industry. This advice concept is described and substantiated with the help of the PDCA-cycle.
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1. Introduction

In this chapter, the background information of the client organization is described. Furthermore, the relevance, reason for the research, advice questions and structure of the research were described. In 1.8 a reading guide can be found that leads one through the entire thesis report.

1.1 Client organization

This thesis was written for Disability Studies in Nederland. Disability Studies in Nederland (DSiN) is a Dutch foundation established in 2009. DSiN is the abbreviation used for this project when talking about the client organization. This foundation stimulates research and education in the field of disability studies. By growing, sharing and applying knowledge, the organisation wants to work on social change and contributes to the participation and inclusion of people with a disability. Furthermore, DSiN cooperates with stakeholders such as universities, colleges and knowledge institutes to gather more knowledge. Also, foundations and the government make a contribution to that (Disability Studies, 2019).

The foundation has the following goals and guidelines in order to reach the desired results:

- "Developing a structural and coherent program of research and education in the field of disability studies for colleges and universities
- Stimulating theoretical and conceptual knowledge with regards to disability studies
- Creating opportunities for researchers, lecturers, and managers with a disability
- Building and establishing a knowledge network of involved stakeholders. Examples of these stakeholders can be researchers, lawyers, teachers and field experts
- Working towards inclusive societies and communities
- Connecting science and reality in order to stimulate inclusiveness" (Disability Studies, 2019).

1.2 Reason and relevance project

DSiN is a research foundation that strives for social change, inclusion and participation for people with a disability. Currently, working towards an inclusive society where people with a disability also get the opportunity to have a normal job is high on the political agenda in the Netherlands. New rules, regulations and measures should make it easier for people with a disability to work (Ministerie van Socialezakenenwerkgelegenheid, 2018). In the Netherlands, the government wants as many people as possible to participate in the labour process. Participating on the labour market brings advantages for the individual and society in general (SCP, 2019). Therefore, the focus of this research is on the participation and inclusion on the work floor. In 2015, there were 1.7 million people aged between 15 and 75 years old who indicated that they had difficulties performing their work due to a disability. Almost 400,000 people with a disability where aged between 25 and 45 years old. According to CBS, only 200,000 of these people where active on the labour market (CBS, 2016).

First of all, an important reason for this research project is the social context. In 2006, the United Nations established the Convention on the Rights of Persons (CRPD). The Convention was intended as a human rights instrument for people with a disability. It reaffirmed that all persons with a disability must enjoy all human rights and fundamental freedoms (United Nations, 2018). This convention was ratified by the Netherlands in 2016. The convention basically states that people with a disability should have the same rights as people without a disability. Apart from different new rules and regulations, the ambition is clear; making sure that all people in the Netherlands with a disability are equally treated and dealt with in the society (Colleguevoorderechtenvandemens, n.d.). Meaning that everyone should
make a contribution to work towards an inclusive society. More and more companies say they started thinking about hiring someone with a disability because of the participation law (SCP, 2019).

Second of all, besides the social and moral reason to hire more people with a disability, an economical reason also played a role. Currently, there is a shortage on the labour market, and therefore everyone is needed and useful. Fortunately, more and more people with a disability find a job. However, still too many people with a disability do not have job. This is economically unwise but also morally unacceptable (Rijksoverheid, 2019). The labour participation of people with a disability in the Netherlands increased from 2015 to 2017. It increased from in 2015 37.7% to 38.9% in 2017. The unemployment rate for people with a disability decreased from 2015 to 2017 with 5% (CBS, 2018). This being said, it is good that people with a disability get the opportunity to work. However, it shows that the effects of the participation law are not as they should. It shows that the law barely led to an increase of job opportunities. The current system contains insufficient tools to offer the most vulnerable group job opportunities, as was intended with the law (SCP, 2019). However, these statements, numbers and percentages do not say anything about how these people actually feel. It is important that is discovered if this group of people actually feels included in their work life.

Thirdly, the imbalance between the scope of the developing world and what little is known about the life circumstances of persons with disabilities living there should be a point of attention. Over a billion people, about 15% of the world’s population, have some form of disability (WHO, 2018). Therefore, inclusion in the labour market for people with a disability is not only a problem in the Netherlands, but worldwide. It would have been interesting to make a comparison between the current situation in other countries and the Netherlands to discover significant similarities and differences.

Finally, Ms. S. van Gerrevink, a former student at Saxion University wrote her thesis for DSiN and looked at the employer's perspective of working with people with a disability in the hospitality industry (Van Gerrevink, 2016). As a follow up on this thesis, DSiN found it interesting to not only investigate the employer's perspective but to also look at the employees experience. How do people with a disability that work in the hospitality industry actually feel? Do people with a disability feel and experience that they are treated differently than employees without a disability?

Therefore, DSiN wanted to get a better insight in the current situation. Although various movements and approaches have been suggested throughout history, full inclusion of all facets of society remains a hard challenge. Even after the implementation of new laws and regulations, it did not mean everyone was included in the labour market. And if they were, it does not mean they actually felt at ease, welcome and included. Therefore, it is interesting to provide better insights in the current situation. This is important so that steps can be taken towards a more inclusive society, especially in the hospitality industry. The hospitality industry and especially the hotel industry is known for the fact that everyone needs to feel welcome, but in reality, is this really the case? And if this matter was not high on the political agenda, would any action for this group be taken?
1.3 Kind of advice

The professional product that was delivered is an advice plan, especially a social advice. More specifically, an implementation plan was provided. An implementation plan is a plan in which is described how the goal of the policy can be reached (Olsen, 2019).

Little information was known, and little research was done regarding the actual situation of people with a disability in the hospitality industry, and the perceived inclusion of those people. This means that more research and possible adjustments needed to be done in order to reach a more inclusive labour market. It is not realistic to say that this project will instantly lead to inclusive society and labour market but is meant as an eye opener for people and to stimulate further research, so more attention is paid to this important matter.

Finally, a very important piece of information is that the client, DSiN, is a research foundation. The advice of this research was written for DSiN and indirectly for hospitality businesses. Advices that were provided are actions that DSiN could undertake in order to improve the experiences of people with a disability working in the hospitality industry. Therefore it can be stated that it is also an advice indirectly to hospitality businesses.

1.4 Advice question and objective

Based on this information, the advice question of this project was established.

The advice question for this project is the following:

‘What can hospitality businesses do to promote the perceived inclusion of people with a disability in the hospitality industry?’

The advice objective is to define or develop a policy implementation plan for hospitality businesses in order to give an advice on how to work towards inclusiveness for people with a disability working in the hospitality industry.

1.5 Research question and objective

The research objective is to create a better insight the experienced perception of inclusion for people with a disability working in the hospitality industry in order to stimulate the inclusion of people with a disability in this sector.

In order to reach the research objective, a main research question was established. The main research question is the following:

‘Which factors play a role in the perceived inclusion of people with a disability in the hospitality industry?’

1.6 Sub-research questions

In order to answer this main research question, several sub research questions were established. The following sub research questions were established:

- How do people with a disability experience inclusion in their work (in the hospitality industry)?
- Which factors play a role in the degree to which employees feel included at their work?
- What current experiences of people with a disability working in the hospitality industry are there?
- What is the difference in experience for people with a disability working in the regular hospitality sector or hospitality companies that are tailored for people with a disability?
1.7 Reading guide

The following chapter discusses the theoretical framework. The most important core concepts for this research were described, explained and compared. In addition existing literature on the experiences of people with a disability working in the hospitality industry was described. Chapter 3 describes the methodological accountability and describes the research strategy and methods used for this research in order to come to the desired advice. In chapter 4 the results of the conducted field research are described and explained. On the basis of these results, in chapter 5 conclusions of the results section can be found. In chapter 6 one can find the discussion on the results. In chapter 7, the three advice concepts are presented and evaluated. One advice concept is elaborated and an implementation plan along with financial implications can be found here. An answer to the advice question was given here. Finally, in chapter 8 a reflection on one-self and the value of the thesis is presented. A reference list can be found after chapter 9, and the appendix in chapter 10.
2. Theoretical framework

In this chapter the core concepts were described and elaborated based on a literature research. This was visualized with a conceptual framework in figure 1. This conceptual framework shows the relationship between the core concepts.

2.1 Introduction theoretical framework

As is mentioned before, the objective of the research is to create a better insight into the ‘current’ situation of the perception of inclusion for people with a disability working in the hospitality industry in order to stimulate the inclusion of people with a disability in this sector.

In order to give an answer to the advice question, a main research question was established. The main research question is the following:

‘Which factors play a role in the perceived inclusion of people with a disability in the hospitality industry?’

This main research question can be answered based on the following sub-research questions:

- How do people with a disability experience inclusion in their work (in the hospitality industry)?
- Which factors play a role in the degree to which employees feel included at their work?
- What current experiences of people with a disability working in the hospitality industry are there?
- What is the difference in experience for people with a disability working in the regular hospitality sector or hospitality companies that are tailored for people with a disability?

When an answer to the sub-research questions is found and given, the main research question can be answered. Based on the answer to the main research question, an answer to the main advice question can be provided. The advice question is the following:

‘What can hospitality businesses do to promote the perceived inclusion of people with a disability in the hospitality industry?’

2.2 Elaboration of the core concepts

Below the most important core concepts for this research are described, compared and explained based on an extensive scientific literature research.

2.3 People with a disability

The most important core concept for this project is ‘people with a disability’. There are various definitions and interpretations to this concept. The most relevant definitions are discussed and considered.

In the study of Kalargyrou & Volis (2014) the definition disability was discussed. This study made use of the definition that comes from the World Health Organisation. This organisation sets the guidelines and standards for people with health issues. According to the WHO: ‘Disabilities is an umbrella term, covering impairments, activity limitations, and participation restrictions. An impairment is a problem in body function or structure; an activity limitation is a difficulty encountered by an individual in executing a task or action; while a participation restriction is a problem experienced by an individual in involvement in life situations.’
This definition focuses on the medical side of people with a disability and makes three distinctions. However, for this research project it is more important to put the focus on the social aspect of the term people with a disability.

According to the study of Oliver & Barnes (2006), disability should be distinguished from ‘impairment and ill health’. In the study of Oliver & Barnes this definition is supported by recent European Union (EU) policy documents on disability: ‘The EU also sees disability as a social construct. The EU social model of disability stresses the environmental barriers in society which prevent the full participation of people with disabilities in society. These barriers must be removed. (European Commission of the European Communities 2003, 4)

Finally, Paez & Arendt (2014) made use of the ADA-model to define the core concept people with a disability. They state that someone with a disability is substantially restricted in one or more life activities. The following quote supports that: ‘the ADA defines an individual with a disability as someone who: has a physical or mental impairment that substantially limits one or more major life activities; has record of such an impairment; or is regarded as having such an impairment ([USDJ], 1990, p.7).’

To conclude, for this project the quote stated in the study of Paez & Arendt is the definition used in this project. It is more important to focus on the social definition of disabled people than to look at the medical side of it, because this project focusses on the perceived inclusion on the work floor for people with a disability. DSiN emphasizes the social aspect rather than the clinical aspect of disability. Even though there are different types of disabilities, this research used a cross-disability perspective. The focus is on people with a disability that have difficulties executing their day-to-day working tasks.

2.3 Social vs medical model

Besides different definitions for the term ‘people with a disability’, there were also different views with regards to this term. Below the researcher compared and explained different views of the term, and explains which views are applicable for this research project.

Based on previous research, there are two types of acknowledged people with a disability. One of them is a labour disability and the other is a psychosocial disability. The term ‘labour disability’ covers: a person with a disorder that can either be physical or sensory nature, which means that it limits a person when performing a job. Examples are hearing impairment, muscle disease and chronic fatigue syndrome. The term ‘psychosocial disability’ means that because of psychosocial problems, someone has a hard time finding or performing a job according to standards. Examples are long-term unemployment, serious financial problems and psychological vulnerability (HRWij, 2017).

For this research project, the focus is on the labour disability rather than the psychosocial disability. Labour disability is applicable for this research because the research project focusses on limitations in the work field.

Another model that is applicable for this research project is the medical and social model view for people with a disability. The medical view looks at disability as a disease. A disease that can be cured, healed or taken care of. It aims to ‘fix’ people with disabilities and ‘normalizes’ them (Saxton, 2017). However, a shift in society took place towards a more social view. The social model of disability argues that disability is caused by the way society is organised, rather than by a person’s impairment. Removing barriers, not only physical, but also attitudes should contribute for people with a disability to have the chance to be equal part of the society (Oliver, 2013).
An interesting conceptual model for this research is one by Verbrugge and Jette (1994). They visualized the disablement process, which shows the international classification of impairments, disabilities and handicaps (ICIDH). This classification clearly shows the difference between the different types of disabilities there are, and their effect on life. This conceptual model can be found in appendix 10.2.1.

According to Verbrugge & Jette (2014): ‘Disability is experienced difficulty doing activities in any domain of life due to a health or a physical problem’ (p.4.). The model of Verbrugge and Jette supports the view and definition the researcher uses for this project.

In short, for this research the social model is applicable since it corresponds to the view on people with a disability by DSiN, the client for this research. The researcher investigated the perception of inclusiveness of people with a disability in the labour market rather than putting the focus on the medical side of disability.

2.4 An inclusive society

Another important core concept for this research is inclusion. What is the perception of inclusion for people with a disability working in the hospitality industry? It is important for this research to define the concept inclusion and explain and define the influencing factors that make someone feel included in a group of people.

The United Nation created a shared definition for social inclusion. Written in DESA, the United Nations (2009) defined social inclusion as: ‘a process by which efforts are made to ensure equal opportunities for all, regardless of their background, so that they can achieve their full potential in life’ (p. 3).

The core of this concept is that differences between individuals are accepted. In addition, according to the universal declaration of human rights ratified by the Netherlands, all individuals should have equal rights to economic, social and cultural access (Mensenrechten, 2017).

Research has shown that an aspect of social inclusion is exclusion from the labour market, due to physical or mental state. In order to strive for an inclusive labour market, a way needs to be found to include all races, gender and people with disabilities (Levitas et. all, 2007).

Even though great improvements have been made over the past years to increase the access to buildings and services for people with a disability, social acceptance and knowledge about disabilities are remaining factors that need attention (Hersch 2015; Souto-Otero et al., 2013).

Social inclusion is important for a person’s mental health, physical health and well-being. Therefore, it is essential that social inclusion is promoted for all people. However, one group of people that is particularly vulnerable to social exclusion are people with a disability (Cobigo, 2016).

According to Cobigo (2016): ‘The United Nations Convention on the Rights of Persons with Disabilities (2006) recognizes and reaffirms social inclusion as a general principle (Article 3), a general obligation (Article 4), and a right (Articles 29 and 30)’ (p.1). This emphasizes the need for social inclusion of people with a disability in the society.

In appendix 10.2.2 the framework designed by Cobigo (2016) on social inclusion can be found. The framework of social inclusion designed by Cobigo shows the relationship between different factors and the perceived inclusion. It shows that different aspects are all related to one another and can influence, directly or indirectly the perception of inclusion.

For this research project it is important to know that social inclusion is a process in which both the employee with a disability and the employer are involved. It is about the reciprocity; two people do
something similar for each other to have the same rights. Based on the conceptual framework you can see the factors that influence social inclusion. According to Cobigo (2016): ‘Mutual satisfaction builds trust and reciprocity and a sense of belonging, which in turn enhances mutual satisfaction’ (p.11).

2.5 Stigma

The researcher came across several aspects that have a negative influence on the perception of inclusion for people with a disability in the labour market and society. One important reason for managers not to hire someone with a disability has to do with prejudices. According to Jaeger & Bouwman (2005): 'Disability exists in society because certain conditions are thought by the majority of members of the society to be far enough from the norm that they significantly affect daily activities in some way (p.6)'

The quote above is linked to a very important core concept of this project; stigma. According to Disability Rights California (2018): ‘Stigma refers to attitudes and beliefs that lead people to reject, avoid, or fear those they perceive as being different’ (p.1). Stigmatization connected to disabilities has occurred for a thousand or more years. It can lead to feelings of isolation and estrangement from the community, meaninglessness and self-worth (Martz, 2010).

Stigma is an important concept for this project because even though disabled people have a job and are ‘officially’ included in the labour market, it is not said that those people ‘perceive’ that they are actually included in their work environment.

2.6 Employability

Another quite important factor for this project is the term employability. There are various definitions and interpretations of the term employability. One of them focusses on the individual aspects of employability. According to Hillage & Pollard (1998): ‘employability is about having the capability to gain initial employment, maintain employment and obtain new employment if required’.

Another definition of employability is defined by Fugate, Kinicki and Asforth (2003). This definition focusses more on the context of the term rather than only focussing on the individual aspects. According to Fugate et al. (2003): ‘Employability is conceptualized as a form of work specific active adaptability that enables workers to identify and realize career opportunities. As such, employability facilitates the movement between jobs, both within and between organizations’ (p. 16).

Therefore, for this project the researcher used the definition of Fugate, Kinicki and Asforth, since it is broader, and it takes all the different perspectives into consideration. A conceptualization of the concept employability is made by Fugate et al., The conceptualization is shown in appendix 10.2.3. In this model it becomes clear that the term employability can be divided into three different dimensions all overlapping and relating to one another; career identity, personal adaptability and social and human capital.

First of all, career identity is similar to role identity, occupational identity and organizational identity in that they all refer to how people define themselves in a particular work context (Fugate et al., 2004).

Second of all, personal adaptability refers to the willingness and ability to change personal factors and contributes to organizational performance and career success (Fugate et al., 2004).

Thirdly, the final dimension of employability is the social and human capital. Social capital can be described as the goodwill inherent in social networks. In the context of work, information and influence
provide individuals the access to career opportunities. Human capital refers to a number of factors influencing a person’s career advancement variables – age and education, work experience and training, job performance, emotional intelligence and cognitive ability (Fugate et al., 2004).

Based on the aspects mentioned above, it can be concluded that employability is of relevance for this research. The level of employability for someone with a disability can be linked to the perceived inclusion in the labour market.

2.7 Quality of labour

Besides employability, the quality of labour also influences the perceived inclusion of people with a disability in the labour market. As is mentioned in 2.4, the perceived inclusion comes from both the employee with a disability and the employer. If the employer does not give the employee the right quality of labour, it can influence the perception of inclusion in the labour market.

The quality of labour depends on four factors.

Firstly, the quality of labour depends on work content. This entails the tasks the employee needs to perform, the opportunity the employee gets to learn something new and the space for own interpretation of work.

Secondly, the work conditions also define the quality of labour. This includes for example the degree of safety and protection against accidents.

Thirdly, the terms of employment also play a role. Such as wages, working hours and options for promotion.

Finally, the work relations are also part of the quality of labour. This is based on the work environment, and support employees get from their colleagues and employers (Hootegem, 2008).

The researcher will investigate the perceived inclusion of people with a disability working in the hospitality industry. It is therefore important to also take into consideration the respondents work environment and quality of labour.

2.8 Current situation for people with a disability working in the hospitality industry

Even though it is high on the political agenda in the Netherlands to work towards an inclusive society where people with a disability are included in the labour market, not much research is done to provide an overview of how things are at the moment. However, presented below are some findings that show facts that are already known with regards to this matter.

Internal hospitality is a concept that can be linked to this project. Internal hospitality can be described as the fact that employees treat another with the same consideration as they treat their guests (InnerCompas, 2017). The primary reason people in general are happy with their jobs is because of the workplace culture. Therefore, internal hospitality is an important factor when looking at the perception of inclusion for people with a disability working in the hospitality industry.

In a study by Hernandez and McDonald (2010), which surveyed hospitality employers, findings revealed that when compared to workers without disabilities, employees with disabilities obtain nearly identical average ratings on job performance, had longer tenure in their job positions and required similar levels of superior time. Furthermore, including people with a disability in the workforce has been associated with increased revenue since it attracts consumers with different backgrounds and people that are attentive to social responsibility (Kalargyou & Volis, 2014).

Another positive outcome for people with a disability in the work field is that they stay longer in the same job in comparison to employees without a disability. In other words, you can rely more on people
with a disability to stick with a company in comparison to people without a disability (Van Gerrevink, 2016).

However, research showed that there are also hesitations in relation to hiring employees with a disability in the hospitality industry. The research shows that there is a fear of lack in quality of service, limited communication and interaction between workers with and without disabilities. Other reasons that are stated to not hire someone with a disability is the fear that it is too expensive (Kalargyou & Volis, 2014). Too expensive in means of costs for additional training and additional supervision (Van Gerrevink, 2016).

2.9 Conceptual framework

The conceptual framework can be found in figure 1, below. In this conceptual framework, you can find the relationship between the different core concepts. In the first box you can see the different characteristics that differentiates people with disabilities. In the second box, above, the different influencers for the perceived inclusion for people with a disability are described. This eventually leads to the third box, which indicates the level of perceived inclusion of people with a disability. All of these boxes are related to one another and influence one another.

An operationalisation of the most important aspects covered in the theoretical framework can be found in 10.3.1. The operationalisation serves as the basis for the interview guide and observation sheet made.

Figure 1: conceptual framework.
3. Methodology

The research project has been set up based on several questions. These questions include an advice question, a research question and several sub-research questions. The answers to these questions can be answered by desk and field research. By combining theory with practice, a suitable advice was established.

3.1 Research strategy

Desk and field research have been completed in order to provide the client with a suitable advice. Desk research can be defined as collecting data from existing sources and see what information of these sources can be used for a particular research (Juneja, 2015).

New information can be derived and new conclusions can be drawn by comparing and linking existing literature. The biggest part of the desk research consists of the literature research. According to Verhoeven (2015): ‘Literature research takes place at all levels. Literature research can either be on macro level or on micro level. In a literature research, texts, books and articles are analysed that already include interpretations of a research’ (p.145). For this project the definitions and meaning of the core concepts have been found and compared, and linked to the experiences of people with a disability working in the hospitality industry. All of the sources that are used for the desk research are assessed based on the AAOCC-criteria. An elaboration the AAOCC criteria and assessment of all sources used in the theoretical framework can be found in appendix 10.1. The AAOCC-criteria is a list of five critical criteria to assess the literature used for the project. The five criteria are: authority, accuracy, objectivity, currency and coverage (Johns Hopkins University, 2018).

Nevertheless, it is not possible to provide a valid advice to the client only based on desk research. In order to give a complete and solid advice also field research is done. By conducting a field research new insights and information can be gathered and as a result the advice will then not only be based on existing literature. The field research of this project was a combination between interviews and observations of people with a disability working in the hospitality industry. In the interviews and observations the researcher tackled all of the core concepts that were relevant to the perceived inclusion for people with a disability working in the hospitality industry.

As was mentioned above, for this project the combination of desk and field research makes it possible to give a completer picture of the current situation on the perceived inclusion for people with a disability working in the hospitality industry. A more complete overview is given rather than focussing on one type of research. It can also be said that the validity of the research increases. Combining both research types can also be called ‘triangulation’. The central question is discussed and looked at from several points of views (Verhoeven, 2015, p.32).

3.2 Data collection methods

In general, two different types of research can be distinguished: qualitative and quantitative research. For this project, qualitative research methods are applicable. According to Verhoeven (2015): ‘When qualitative methods are used, the researcher carries out research in the field. He or she is mainly interested in the meaning that persons attach to a situation or experience. The ‘research subjects’ are studied in their environment as a whole’ (p.31). The qualitative research method is most suitable for this research because the research is focussing on the perceived inclusion for people with a disability, which is a feeling. In quantitative research the focus is more on numerical information, which is not really relevant in this case.
In this research, the perceived inclusion for people with a disability working in the hospitality industry is central. There are some core concepts connected to this topic which are mentioned and discussed earlier in the theoretical framework, in chapter 2. According to Verhoeven (2015): ‘When you gather information for qualitative research, the methods used are open and flexible and it is possible to intervene when something unexpected happens’ (p.31). Part of qualitative research methods are interviews and observations. Both methods have been used for this research. The interviews that have been conducted were open interviews. According to Verhoeven (2015): ‘Semi-structured interviews are open interviews were only a topic list were used, and were not only based on pre-structured questions’ (p. 142).

An interview guide was used for all interviews to make sure that the researcher discusses the most important core aspects. The interview guide is based on the theoretical framework, specifically from the operationalisation that can be found in appendix 10.3.1. But the researcher also gave the respondent room and space to speak up about things that were not included in the interview guide.

Sometimes it is difficult for people or companies to be open for interviews and therefore observations were also conducted in companies where people with a disability work. Based on these observations the researcher can have short conversations with the people and see whether they feel comfortable or at ease, or if there are things that could be worthwhile discussing in the interviews. According to McKechnie (2008): ‘Observation in qualitative research ‘is one of the oldest and most fundamental research method approaches. This approach involves collecting data using one’s senses, especially looking and listening in a systematic and meaningful way’ (as cited in Smit & Onwuegbuzie, 2018). The specific types of observations that are conducted are the participant, undisguised and structured observation.

The observation type was undisguised, which means that the observed individuals know that the observer is present and why they are here. Furthermore the conducted observations were also participatory which means that the researcher was allowed to work along the observed individuals rather than watching form a distance. Finally, the structured observation is applicable for this research. This is because a topic list was used in this research to structure and make sure none of the core concepts were missed and the most important behaviour was looked at (Verhoeven, 2015, p.140).

3.3 Respondents

It is of high importance that the right respondents are found for interviews, therefore a distinction in ‘population’ is made. Population means all the elements (people, companies and organizations) that make statements about this particular project (Verhoeven, 2015, p.179). The domain of this research is focused on people with a disability working in the hospitality industry. Initially, because the hospitality industry is a very broad domain, the plan was to put an emphasis on people with a disability in the hotel industry. However, it turned out that it was not possible only to focus on people with a disability working in the hotel industry, therefore it was changed to hospitality businesses. Hospitality businesses including restaurants, convention centres, hotels and bed and breakfasts. Interviews and observations are done and conducted both at regular hospitality businesses and companies that were specially tailored to having employees with a disability. Both of these company types are taken into account because it could lead to interesting outcomes in if there is a difference in the perceived inclusion working for a regular business or a specially tailored one.

The researcher did not make a distinction in the type of disability when looking for respondents. The respondent could have any type of disability, which is because the client, DSiN does not want to put the focus on one specific disability but recognizes that someone with a mental disability can experiences similar barriers as someone with a physical disability.

In total the researcher has sent over 100 e-mails and tried several platforms to find respondents. Eventually, the researcher found 13 respondents and 3 companies where the researcher was allowed
to observe and interview. In total 7 respondents of the interviews work at regular hospitality businesses and 6 respondents at specially tailored businesses.

Initially the researcher tried to find respondents that worked and lived in the Netherlands and a few that worked and lived in other European countries. The researcher however succeeded to interview one respondent that lives in Aruba but comes from the Netherlands. The researcher could not find anyone with a disability living and working in a foreign country wanting to participate in the research within the given time frame of this project. Therefore, all respondents except one come from the Netherlands, worked and lived in the Netherlands.

3.5 Analysing techniques and results

All interviews were recorded with a voice recorder. Before every interview permission for the voice recording was asked from the respondent. In addition, before all interviews the researcher let the respondents sign an informed consent statement.

After all the interviews were conducted, the researcher transcribed all the interviews word by word on the basis of the voice recordings. The researcher fragmented and coded all the conducted interviews. The researcher used coding in order to find correlations, relationships, similarities and differences between the interviews. The process of codes used were open, axial and selected.

Open coding means that one reads through the data several times and then start to create labels. The researcher looked for similar words in the interviews of the respondents. Axial coding is linked to open coding, the researcher looked for relationships between the open codes. Finally, selective coding means finding the core variable in all the data of the interviews, and, in this case, observations (Gallicano, 2013).

A combination of these three coding techniques led to better insights into the perception of inclusion for people with a disability in the hospitality industry. Finally, the results of the field research combined with the desk research gave the researcher the ability to write an advice on how to increase the perception of inclusion for people with a disability working in the hospitality industry. The specific coding technique used for this research is the MAXQDA. First, all of the transcripts were analysed and coded openly. After that, the transcripts were analysed once again and correlations between the codes were found, axial coding. Based on these correlations and overlaps in the codes, the researcher made a code tree on paper and found the core variables that connected the codes with one another. The researcher chose to do create a coding tree and code partly on paper. This is because it gave the researcher more structure and clarity in the work and it was easier to find connections on paper than online. In total the codes where divided into six main aspects and under that sub-aspects.
4. Results research

This chapter provides an answer to the sub-research questions based on the results of the field research. Below in figure 2 an overview is presented of the respondents for this research. In figure 2 information such as gender, age, type of disability and type of company are shown. A distinction was made between regular businesses and specially adapted businesses.

This distinction means the difference between a regular company or one that is specially created for people with a disability. Besides interviews the researcher also conducted field observations. Some of the findings of the observations are also used to come to the results. Furthermore, in the table a distinction is made between a physical-, mental- and intellectual disability. The difference between a mental- and intellectual disability. An intellectual disability is most often presented from birth and is a permanent condition. However a mental disability can onset on any age and does not necessarily need to be a permanent condition (Sleigh, n.d).

<table>
<thead>
<tr>
<th>Number respondent</th>
<th>Gender</th>
<th>Age</th>
<th>Company</th>
<th>Type of job</th>
<th>Type of disability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Male</td>
<td>51</td>
<td>Luxury hotel (part of chain) Regular business</td>
<td>Waiter</td>
<td>Physical disability</td>
</tr>
<tr>
<td>2</td>
<td>Male</td>
<td>23</td>
<td>Restaurant Regular business</td>
<td>Assistant manager</td>
<td>Physical disability</td>
</tr>
<tr>
<td>3</td>
<td>Male</td>
<td>59</td>
<td>Luxury hotel (part of chain) Regular business</td>
<td>Cook</td>
<td>Mental disability</td>
</tr>
<tr>
<td>4</td>
<td>Male</td>
<td>45</td>
<td>Middle-class hotel (part of chain) Regular business</td>
<td>Cook</td>
<td>Mental disability</td>
</tr>
<tr>
<td>5</td>
<td>Male</td>
<td>32</td>
<td>Convention center Regular business</td>
<td>All-round employee</td>
<td>Mental disability</td>
</tr>
<tr>
<td>6</td>
<td>Male</td>
<td>32</td>
<td>Restaurant/training company Specially adapted business</td>
<td>Cook / teacher</td>
<td>Mental disability</td>
</tr>
<tr>
<td>7</td>
<td>Male</td>
<td>35</td>
<td>Hotel / training company Specially adapted business</td>
<td>External internship supervisor</td>
<td>None</td>
</tr>
<tr>
<td>8</td>
<td>Female</td>
<td>20</td>
<td>Hotel (part of chain) Regular business</td>
<td>Intern</td>
<td>Intellectual disability</td>
</tr>
<tr>
<td>9</td>
<td>Male</td>
<td>16</td>
<td>Restaurant/bakery Specially adapted business</td>
<td>All-round employee</td>
<td>Mental disability</td>
</tr>
<tr>
<td>10</td>
<td>Female</td>
<td>Unknown</td>
<td>Restaurant/bakery Specially adapted business</td>
<td>All-round employee</td>
<td>Intellectual disability</td>
</tr>
<tr>
<td>11</td>
<td>Male</td>
<td>Unknown</td>
<td>Restaurant/bakery Specially adapted business</td>
<td>All-round employee</td>
<td>Mental disability</td>
</tr>
<tr>
<td>12</td>
<td>Male</td>
<td>Unknown</td>
<td>Restaurant/bakery Specially adapted business</td>
<td>All-round employee</td>
<td>Physical disability</td>
</tr>
<tr>
<td>13</td>
<td>Male</td>
<td>43</td>
<td>Catering company Regular business</td>
<td>Cook</td>
<td>Physical disability</td>
</tr>
</tbody>
</table>

Figure 2: overview respondents research.
Based on the analysis of the conducted field research, the researcher came to new and relevant insights. The researcher categorized these insights into different sections. First, in 4.1 the researcher elaborated on the attitude towards society in general. In 4.2 the factors and experiences were described that play a role in the perceived inclusion for people with a disability. In 4.3 the difference and similarities were explained between regular businesses and specially tailored ones.

4.1 Attitude towards society in general

Based on the conducted interviews and observations the researcher found out that there is a significant difference between the perceived inclusion for people with a disability in the society in general and the perceived inclusion in their work.

It is important to first elaborate on the perceived inclusion for people with a disability in the society in order to better understand the level of perceived inclusion at work for people with a disability.

The conducted interviews and observations showed that there are still a lot of things that need to change in order for people with a disability to feel more included in society. There are several aspects that were similar and appointed in several interviews. The respondents indicated that they are dissatisfied with the way things are going and how they are dealt with in society. Besides this, they indicate that they felt despondent, ashamed for their disability and continuously had to deal with stigma in different situations.

The government

In a lot of the interviews that were conducted, it came forward that many of the respondents were dissatisfied with the way things are dealt with nowadays. They have the feeling that they are not being heard or seen. “There are so many young people at home with a disability where is told to: you have a sticker on you and are completely rejected for everything, just go and sit at home.” (respondent 6).

The respondents express that they have the feeling that the government does not put in enough effort to create jobs for people with a disability or stimulates progression for people with a disability. It appears that a lot of the respondents feel unheard. “There is just not looked at, looked at further what is possible and can be done (...) And yes, that is a shame because if people in our society changed their way of thinking, people could see that people with a disability can do more than you think” (respondent 13).

Need to prove oneself

It appears that the respondents are tired of continuously needing to prove their place in society. In a number of interviews, the same phrase came forward: it is what it is. One of the respondents defined having a disability as: “That the odds are unequal for people with a disability to enter the labour market in comparison to people without a disability” (respondent 5). In the interviews it came forward that the respondents feel that they need to convince others of their abilities and that they need to work extra hard in order to get something done or achieve something. This is in contradiction with the participation law that was ratified in the Netherlands in 2016, which states that people with a disability should have equal rights and opportunities in the labour market and society.

Stigma

Besides this, another big aspect that came forward in most interviews is shame and stigma. The respondents get insecure because of their disability and therefore are scared to do certain things such as applying for a job because they get the feeling that they are not good enough anyway. It appears that our society has created a lot of prejudices about people with a disability and made certain stereotypes that do not match with reality. “(...) people like me walk against a lot of doors in order to function normally in society and this results in a decrease of self-confidence and excitement to work” (respondent 5).
Gap perceived inclusion in society vs. at work
This being said, a shift can be made towards the experienced inclusion at work for people with a disability. It is surprising to see that there is a big difference in the experience of inclusion in society and the inclusion at work. In several interviews it came forward that it is rather difficult for the respondents to find a suitable job in the first place. It makes it hard because employers and companies have the wrong idea and misjudge the capabilities of the people with a disability. A company supervisor claimed the following: "(...) I had my prejudices I am telling you honestly. This because it is a hotel chain and if there is any place where speeds needs to be ensured it is this hotel chain" (respondent 3.2).

4.2 Factors that play a role in the perceived inclusion and experiences of people with a disability working in the hospitality industry

There are different factors that play a role in the degree to which employees feel included at their work. Furthermore there are different experiences of people with a disability working in the hospitality industry. It is the connection and balance of different factors and experiences combined that result in the level of experienced inclusion of employees with a disability on the work floor. Based on the conducted interviews and field observations the researcher will point out the different factors and experiences that contribute to inclusion. The factors and experiences found in the field research are divided into three categories: intra-individual factors, inter-individual factors and social factors.

Intra-individual factors
Intra-individual factors are factors that are related to the individual. Below the most important factors and experiences are described.

Motivation
One thing that came forward in most of the conducted interviews is that the respondents are extremely motivated and hard-working in comparison to other employees. The respondents go the extra mile in order to stand out from their colleagues. “If it was necessary I would sleep at the hotel in the evening to set up the breakfast. They would arrange a room for me and I would sleep there” (respondent 4). It appears that they are extremely loyal and dedicated once they have a job. “We want him because he is loyal. (…) The chef cook expresses that he rather has 10 employees of him because he knows he can count on him.” (Respondent 3).

In a lot of the interviews the respondents claim that they get the feeling that they need to stand out from their colleagues. That they need to be better and continuously need to prove themselves. “Then I always try to do that extra thing. Always give that an extra bit” (respondent 1).

It appears that the respondents need to work hard to prove themselves and to earn their place in a company. “(...) I have worked my way up in the recent years in such a way that people look up to me, as an example. (…) Why? I want to be an example to show how much we can achieve if you put time and energy in us” (respondent 6).

Insecurities
Moreover, it appears that insecurity is another aspect that people with a disability have to deal with when working in the hospitality industry. “You get insecure” (respondent 1).

In a few interviews it came forward that they limit themselves and shut themselves down for certain things because they get the feeling that they are not good enough for that. The respondents avoid conversations because of that reason. “(...) Sometimes I miss things. You do not start conversations with certain people. Because you do not understand the people completely, you do not start some
conversations” (respondent 1). “I am always present while serving important tables but since the accident I do not take the lead anymore, not anymore” (respondent 1).

The respondents see their disability as a disability for themselves but also as a disability for the company. It appears that they feel that a company needs to pay more attention to them and they sometimes feel ashamed for this.

Shame for their disability is another important factor more respondents experience. “You have a bit of shame about it you know” (respondent 1). “Yes, you rather keep it quiet” (respondent 6).

Acceptance

Moreover, another important factor that multiple respondents experience is acceptance. The acceptance of their disability. They feel that it is something they need to accept and cannot really change, and feel that it is something they have to deal with and give it a place. It was mentioned before in sub-question 1, a phrase is common in more interviews is: ‘It is what it is’. “You have to learn to accept it” (respondent 13). “I think it is accepting the handicap that you have and make adjustments based on that” (respondent 12). “You always have to accept what you have. It is 50% accepting and 50% tolerating” (respondent 13). “If you have a disability you need to let go of your dreams” (respondent 13).

It appears that the respondents are easily satisfied. It turns out that the respondents are quickly satisfied because they get the idea that they should be lucky that they even have a job, regardless if their working tasks meets their abilities or not. “You often think in a different way when you have a disability” (respondent 13).

Flexibility

Another challenge that people with a disability experience whilst working in the hospitality industry is dealing with changes. “I find being flexible one of the hardest things” (respondent 11). The respondents claim that they prefer to be notified on time when something changes and not to hear it on the spot. They prefer some time to progress things and find it hard to progress and deal with changes if they need to do that at that exact moment. “Certain changes are difficult to deal with but I have been training myself the past couple of years” (respondent 6).

Inter-individual factors

Work tasks and recognition for work

First of all, it appears that work tasks are a factor that play a role in the perception of inclusion. It is of importance that people with a disability are happy with their day-to-day tasks. Another important aspect that motivates employees and results in a higher perception of inclusion is the recognition for doing a job right, by colleagues and employers. “I get the feeling that my boss sees my qualities and that he stimulates the progression of these qualities” (respondent 5.)

Influence on own working tasks

Moreover, the respondents express that they like to have a certain degree of own influence on their work tasks. It appears that they appreciate it if an employer lets them give their opinion on important aspects of a company. It gives the respondents the feeling that they are included at work. It gives them a sense of belonging, a feeling that they matter. It is even that big of a deal because one of the respondents argues that colleagues of him left the company because they did not get a say in things. The feedback the employees gave to the employer was not listened to. This is what happened then: “Yes but they do nothing with it. That is why two chefs left the company” (respondent 4). “I can always say something but mostly nothing is done with it” (respondent 1).
Opportunity of growth
In addition, what also adds to the degree that employees feel included at their work is the opportunity to grow in a job. It is of importance that employees can develop themselves and grow into a higher position in the company. It is important that employers give employees recognition for a job and let to develop themselves. This is one of the aspects that multiple respondents mention in the interviews. “My boss saw that I had more to offer” (respondent 5).

Relationship with colleagues
Another big factor that influences the degree of perceived inclusion for employees are the relationships with their colleagues and employers. If the work atmosphere is good, it means that employees feel at ease and comfortable on the work floor. If employees build up and maintain good relationships with their colleagues, it results in a good working atmosphere. This contributes to the perception of inclusion.

If relationships with colleagues are strong employees get the feeling that they can share their experiences and can ask for help when needed. “(…) because they value and respect me, the feeling is mutual and I do that for them too” (respondent 5). It appears that when there are good relationships on the work floor employees do not mind to do something extra or work harder in order to help their colleagues.

What came back in multiple interviews is that the respondents get the feeling that they are valued as an employee and that their colleagues are happy with them. The respondents experience a sense of belonging. “I feel appreciated. An appreciated colleague” (respondent 4). In multiple interviews it came forward that respondents often hear from their colleagues that they know that they can count on them and are valued. This results in the sense of belonging at work.

In general, all colleagues know about the disability of the respondents. However a lot of the respondents argue that they do not talk about their disability often on the work floor. “Well I do not know if I actually told them. (…) Not to all colleagues at least.” (respondent 3).

Even though the respondents feel valued, it appears that they feel a pressure to explain colleagues and their employer about their disability, otherwise they felt that they were not understood. It shows that the respondents have the feeling that they need to justify themselves and their disability before being accepted and included to a group of people. “If someone is new I have the feeling that I need to talk about my disability because otherwise it is a bit weird. Then they get the feeling that I don’t feel like working” (respondent 2). “The only thing that makes it difficult is that a disability is not always visible, even though someone looks normal it does not say anything about their feelings” (respondent 3.2). It appears that if there is a new employee the respondents most of the times feel the need to tell them about their disability because they otherwise feel that they get a wrong impression. “Otherwise they just get the feeling that I am not motivated or wanting to work” (respondent 2).

One of the respondents claims that one of the things that could go better is to ask follow up questions. Most conversations remain superficial. “I think a bit of mental support that could go better. Showing empathy that you can do certain things not always up to standard. Ask further. Because if they just ask how are you then off course I will say I am fine” (respondent 9).

Contact person
The respondents explain that they feel good at the place where they work. They have good relationships with their colleagues. What contributes to a positive work experience is if they have a certain colleague that they can trust and come to for problems. “And the connection, a person and point of contact is of importance” (respondent 7).
**Relationship with employers**

Besides, the relationship with the employer is also relevant. It appears that management transparency is valued. If a big change or development in the company is coming up, the respondents like to get notified on time in order for them to process the change. It turns out that the respondents find it difficult to deal with unexpected changes and therefore it is of high importance to communicate openly and on-time. “(...) He changed things on the spot. That is something that is difficult for me. Changes need to be communicated in a certain way and I think he forgot” (respondent 4).

A remarking outcome from the conducted interviews was that all respondents claimed to have a good relationship with their employer. It appears that the respondents really appreciate what they have and are very grateful to even have a job. Therefore, they are grateful towards their employer. “Well I do not think that I will find such a good boss anywhere else” (respondent 5).

One of the respondents claims that even though he has a good connection with its employer, he only takes the practical side into account. “Yes practical, but less supportive” (respondent 13). That is another thing that appears in multiple interviews. The respondents feel that employers, colleagues and people in general sometimes could show a bit more understanding for a situation. “If I think about my disease I think come on guys, it would be nice if it could be dealt with differently” (respondent 12).

**Work atmosphere**

Overall the respondents experience the work atmosphere as positive. “(...) That there is mutual respect is of importance. But also that there is time for some fun, a doll and just socializing” (respondent 6). Also they experience the communication flow in the company as open and see this as an important factor. “Yes, the communication connects everything” (respondent 6).

**Open attitude**

Other aspects that the respondents experience that contribute to inclusiveness on the work floor is to have an open attitude. In addition, giving a feeling of appreciation and making sure respondents feel welcome increases productivity. “I think it all starts with the feeling that you are welcome and appreciated. But also that you are taken seriously” (respondent 7).

**Social factors**

Below the most important experiences and social factors are discussed.

**Salary**

A big factor of dissatisfaction for the respondents was the salary. It appears to be important that you get the right value of wage for what you work. It gives employees the feeling that they are taken seriously. “So on the work floor I do not have any problems the only thing is that I would like to have a little bit more money left over at the end of the month. That is the only thing. But that is something that I cannot change” (respondent 5).

It came back in multiple of the conducted interviews that the respondents were dissatisfied with the salary they received. A lot of money is withheld by the government. “It was on 50 – 50 basis. The UVW withheld much more” (respondent 4). Another respondent argues that even though he worked himself up to a higher position in the company, he cannot earn more money than the minimum wage. It appears that a lot of the respondents earn little or no money and need to pay compensations to the government while working for a company. “I am hired by Wajong, which means that you cannot earn more than the minimum wage” (respondent 5).

**Influence government**

The conducted field research showed that the influence of the government is not where it should be yet. It appears that the respondents feel that they have to deal with stigma and that they are not seen or are ignored by the government. “I think the government needs to open its eyes and should not look
away” (respondent 6). “(…) There is a big difference in what is said to be done and what is actually one” (respondent 7). “Yes, that is a pity that much more has to happen in society there. We can do so much more with a disability” (respondent 13).

Finally, there are mixed feelings when it comes to the effect of the participation law that was ratified in the Netherlands in 2016. Most of the respondents did not see any effect of this law and did not experienced it as positive. However, one of the respondents did see a change because of it. “If I understood it correctly I made use of this myself. My travel costs are reimbursed and I got a bike from the government” (respondent 4).

Based on the conducted interviews and field observations it seems that the respondents feel a sense of belonging in their work, which is often confused with inclusion. This sense of belonging is mostly based on the relationships established at work. However, for actual inclusion there are still some aspects that need improvement. Especially when it comes to work tasks and salary. In general the working conditions, growth opportunities and salary need improvement.

4.3 Difference in experience for people with a disability working in the regular hospitality sector or hospitality companies that are tailored for people with a disability

The researcher conducted interviews and observations in different companies. Some hospitality businesses where tailored for people with a disability and some were regular ‘normal’ hospitality businesses. Comparing these two types of companies some interesting insights have been gained.

Working conditions big hotel chains
One of the things that came forward during the research is that there are good working conditions and insurances for people with a disability in big hotel chains. Because it is a big hotel chain it needs to work and proceed under certain rules and regulations which can be an advantage for people with a disability. “(…) Hotels are open for it. (…) the hotel has an extra insurance.” (respondent 1).

Experiences of people with a disability working in regular businesses
One of the challenges that respondents come across when working in a ‘normal’ hospitality business is the speed. Some respondents have a difficult time dealing with the fact that everything needs to be done fast, in time and that it is all about making as much profit as possible. “(…) You notice at a certain moment that you run short in certain things and cannot keep up with the speed and get stressed easily” (respondent 6). “Especially the pressure” (respondent 8) .

Another pitfall for the respondents when working in a ‘normal’ hospitality business is that they are overloaded with work and that it gets too much. “(…) But that is the biggest pitfall. That it is too much information at once and that the student will do too much out of insecurity and then it could go wrong” (respondent 7).

Moreover, what can be difficult sometimes is the working hours in the hospitality. Working hospitality means working long days and a lot of the times working without end times. “Yes that is something that I really struggled with. That you had shifts from 11 to 12 hours and that is kind of hard” (Respondent 5).
Experiences specially tailored businesses
Besides an interesting outcome from the conducted interviews is to see that people with a disability like to have structure and clarity in their working tasks. The respondents in most cases prefer to know what is expected from them. It turns out that respondents have a more positive experience with this when working in a company specialized in working with a disability. “I had some more problems with the regular hospitality industry. The company where I work now I do have start and ending times” (respondent 5).

Seriousness of disability plays a significant role
The type of disability also plays a role to decide whether it is better to work in a company specialized for people with a disability or not. It appears that when working in a company tailored for people with a disability, better mental support and guidance is given because the employers know better how to act and deal with certain situations than employers that do not have any experience with it.
Some companies try to work with a protocol on how to deal with people with a disability in the best possible way. This certainly does not work. “In the Netherlands it is like this; if you do not fit in a certain box a rule is written to make sure you fit into a box. Try to get a square in a circle. That does not work. Therefore, you need to think in a different way” (respondent 13).

5. Conclusion
In this chapter an answer is given to the research questions with the help of the results of the field research. This research is carried out in order to create a better insight into the current situation on the perception of inclusion for people with a disability working in the hospitality industry. The main research question that belongs to this is the following: “Which factors play a role in the perceived inclusion of people with a disability in the hospitality industry?”

An answer to this question can be given based on four sub-research questions. In this paragraph an answer is given to the four sub-research questions in order to answer the main research question.

5.1 The experienced inclusion in the work of people with a disability in the hospitality industry

How do people with a disability experience inclusion in their work? (in the hospitality industry)

The results showed that there is a difference between the experienced inclusion in the work of people with a disability and the experienced inclusion in society in general. However the results showed that the attitude towards the society in general and towards work are related to one another. The results of the field research showed that people with a disability have to deal with difficulties in order to function normally in society. This has an effect on the experienced inclusion in the work.

It appears in the interviews that the respondents got the feeling that they are not being heard or seen by the government. Furthermore, the respondents are tired of continuously needing to prove their place in society, and constantly needing to deal with shame and stigma. This being said, a shift can be made towards the experienced inclusion in the work. Based on the results, two important factors can be distinguished here: relationships and work tasks.

The results of the interviews showed that it is rather difficult for the respondents to find a job in the first place due to wrong ideas and misjudgements of the capabilities of the respondents. However, when having found a job the respondents feel appreciated at work. They experience a sense of belonging. It appears that respondents felt that they need to justify themselves and their disability before being accepted and included at work.
The results show that respondents are easily satisfied with their work and their tasks because they get the idea that they should be lucky to even have a job in the first place. Motivation and going the extra mile are something most respondents have in common. The respondents train themselves to be better than others. Furthermore, the results show that the respondents are dissatisfied with their salary.

In short, the results show that respondents experience a sense of belonging rather than actually experience inclusion. The sense of belonging is based on the relationships established at work. However the path towards getting a job and the place of people with a disability in society is something that needs improvement. Finally, based on the results it shows that the work tasks, especially working conditions, growth opportunities and wage need serious improvement.

5.2 The factors that play a role in the degree to which employees feel included at their work

Which factors play a role in the degree to which employees feel included at their work?

There are different factors that play a role in the degree to which employees feel included at their work, or not. What already came forward previously is that there are two important that can be distinguished when it comes to the degree to which employees feel included at their work. The two most important factors are work tasks and relationships.

It turns out that people feel included at their work if they are happy with their day-to-day tasks and get recognition for the work they do. Moreover, another factor related to work tasks what is important for the respondents is the opportunity of growth in a job. The opportunity to prove oneself and to have influence on the working tasks one needs to perform. Another factor that plays a role for the respondents is the salary, to get the right value of wage for the work they put in.

Besides work tasks, relationships are important. The work atmosphere influences the degree to which employees feel included at their work. Furthermore, based on the results it appears that building and maintaining a good relationship with colleagues contributes to the degree of inclusion. When it comes to the relationship with the employer the type of communication is of importance. The results show that transparency and open communication is valued.

5.3 The current experiences of people with a disability working in the hospitality industry

What current experiences of people with a disability working in the hospitality industry are there?

The results show that most respondents are extremely motivated and hard-working. The need to stand out from their colleagues and prove themselves to earn their place in the company is another experience that came forward.

Another thing that most respondents experience is insecurity and shame. Insecure to do certain things and shame for their disability. The acceptance of their disability is also a challenge for people with a disability.

What came forward in multiple interviews is that respondents find it difficult to deal with changes and to be flexible. Most respondents prefer structure and regularity.

What contributes to a positive experience for people with a disability is a contact person on the work floor. Overall the respondents experience a pleasant working atmosphere and open communication stream. In general the respondents are quite satisfied with the relationships they have with their
colleagues and employer. However, the respondents express that most conversations remain superficial and would appreciate if people could show more understanding and interest. Respondents experience that an open attitude contributes to inclusiveness on the work floor. Overall the results show that the most respondents are dissatisfied with the salary they receive. As is mentioned before, the participation law was ratified in 2016. The results show that most of the respondents are dissatisfied with the effect of this particular law. The results show that the respondents feel ignored by the government and have to deal with stigma still too often.

5.4 The difference in experience for people with a disability working in the regular hospitality sector or hospitality companies that are tailored for people with a disability

What is the difference in experience for people with a disability working in the regular hospitality sector or hospitality companies that are tailored for people with a disability?

When working in a ‘normal’ hospitality business, the speed seems to be a pitfall for multiple respondents. Moreover, respondents experience an overload of work when working in ‘normal’ hospitality businesses, and find the working hours hard to deal with. The results show that structure and clarity in working tasks are preferred. This is mostly experienced by the respondents in specially tailored hospitality companies for people with a disability. Furthermore, better mental support and guidance is experienced in these companies. The type of disability plays a role in the decision whether to work in a company specially tailored for people with a disability or to work in a regular hospitality company.

5.5 The factors that play a role in the perceived inclusion for people with a disability

Main research question: “Which factors play a role in the perceived inclusion for people with a disability working in the hospitality industry?”

There are different factors that play a role in the perceived inclusion for people with a disability working in the hospitality industry. First of all, the respondents experienced a negative attitude towards society. It appears the most important factors that contributed to this experience were shame, stigma, the feeling of constantly needing to prove oneself. A big difference between the perceived inclusion in society and the perceived inclusion at work is experienced by people with a disability in the hospitality industry. Even though the attitude towards how being dealt with in society is quite negative, the experience of inclusion on the work floor is much more positive. Two important factors can be distinguished here, relationships and work tasks. Overall, the respondents feel appreciated by their colleagues and employers. A pleasant working atmosphere and open communication stream contributes to the perceived inclusion. Related to work tasks it appears that people with a disability are easily satisfied with their work tasks. They feel lucky that they even have a job in the first place. Overall, the results show that most respondents are dissatisfied with the salary and this plays a role in the perceived inclusion. Overall the respondents feel that they constantly need to train themselves to be better than other colleagues, to stand out.

Overall, it can be said that the people with a disability do not experience inclusion in society as they should, but do have the feeling that they are included at the work floor. This has to do with a sense of belonging on the work floor in terms of relationships rather than actual inclusion on the work floor when it comes to working tasks, conditions and responsibilities.
6. Discussion

6.1 Construct validity

According to Verhoeven (2015) the term construct validity means that you are “measuring what you intend to measure” (p. 194). Construct validity focusses on the extent to which the core concepts required for the research are measured. In order to achieve construct validity, it is important to ensure that the measurements and indicators are based on relevant existing knowledge (Verhoeven, 2015). Different ways are used to ensure and value the construct validity of the research. The core concepts were based on the research questions of this research. The core concepts were compared, analysed and described based on scientific articles. The validity of the scientific articles is guaranteed by applying the AAOCC criteria on all the articles used for the desk research.

The field research consists of interviews and observations. For the interviews and observations an interview guide and observation sheet was established. To ensure the construct validity of the interview guide and observation sheet, both items were reviewed and approved by an expert in the field of disability studies and by the thesis supervisor. Therefore the researcher made sure that all important concepts of the research are covered and no relevant information is missed. This increases the construct validity and made it a strong point. However, a weak point for the construct validity is that with some of the conducted interviews a company supervisor needed to be present with the interview. This could result in giving socially desirable answers rather than actually getting the opportunity to express how the respondent actually feels about a certain situation. In order to tackle this weak point, follow-up questions were asked to the respondent. By asking follow-up questions, the researcher took into account the construct validity.

Prior to the field research, an extensive desk research is conducted. In the desk research existing literature is found on the perceived inclusion for people with a disability working in the hospitality industry and to the factors that play a role in the perceived inclusion. The results of this literature research were the basis for the theoretical framework that was written. Based on the theoretical framework a tree diagram was made and based on the tree diagram the interview guide and observation sheet were established.

6.2 Internal validity

When results are internally valid, it means that the correct conclusions can be drawn from them (Verhoeven, 2015). For qualitative research, validity is more important than reliability. Boeije (2012) argues that: "qualitative researchers prefer to put the emphasis on the validity of the results, the degree to which they can be applied to other situations, places and people, and the extent to which the research design is appropriate for answering the central question" (as cited in Verhoeven, 2015, p.191). The researcher used several methods to ensure the internal validity of the research. Triangulation is used to strengthen the internal validity. Triangulation means that one looks at the central question from various points of view (Verhoeven, 2015). A combination of desk- and field research is used for this research. The existing literature is linked and tested to the field research conducted. The results of the field research matched with the results of the desk research. The conducted interviews were semi-structured, therefore the researcher made sure that most important topics were discussed but left room open for the respondents for own interpretation and own remarks. This maximised the own input of the respondents on the interviews.
6.3 External validity

External validity for qualitative research means focusing on the generalizability to other situations. A qualitative research is conducted which means that theoretical generalizability plays a role for this project. According to Baarda et. al. (2001) theoretical generalizability means “to what extent do the conclusions apply to similar situations” (as cited in Verhoeven, 2015, p. 304). The goal of qualitative research is to give a complete overview of the experiences of the perceived inclusion for people with a disability working in the hospitality industry. If that is the case the report is applicable in other situations.

For this research 13 interviews were conducted. Moreover, 3 companies were visited by the researcher to conduct observations. The respondents voluntarily chose to participate in the interviews. They gave permission and were not forced to do so. It is not possible to say that this research gives a complete overview on the perception of inclusion for all people in the Netherlands working in the hospitality industry. In the Netherlands, there are more than 1.7 million people with a disability, aged between 15 and 75 years (CBS, 2016). Therefore there cannot be concluded that the results of this research are applicable for all people with a disability working in the Netherlands. The researcher tried to find respondents with a disability that worked and lived in other European countries to interview. However, the researcher only succeeded in finding one respondent that lived and worked in Aruba. Therefore, this research project is only applicable to the Netherlands and not to other European countries. Another remarkable comment that can be made when looking back at the conducted field research is that there are a lot of male respondents in comparison to female respondents. This influences the generalizability. However, this research does give an overview of the experience and perception on inclusion for people with a disability working in the hospitality industry. This research is meant as a set up for follow up research on this topic. It is meant as an eye opener. Due to the fact that it is meant as a set up for further research and that the results and conclusions are based on scientific literature and field research, it can be stated that the external validity is still reserved.

6.4 Reliability

The researcher took multiple steps in order to enhance and ensure the reliability. Replicability means that it must be possible to replicate the research at another time, by another researcher, using other subjects and under different circumstances. If it leads to the same results, then the research is reliable (Verhoeven, 2015). As is mentioned before, an interview guide and observation sheet are used to ensure that the same and most relevant concepts are tackled in every interview and observation. This contributes to standardization, which leads to a more reliable research. The interview guide is checked by a professional of disability studies. Besides, the researcher made an appointment with every respondent on time. The researcher made sure that the respondent felt at ease by being in a room or space where the respondent felt comfortable. The respondents got the opportunity to prepare for the interview since the appointments were made on time. Almost all interviews were done face-to-face. However not all respondents felt comfortable enough to do the interviews face-to-face and therefore some interviews were done by video-calling. A downside to the approach of video-calling is that the researcher could not see the body language and attitude of some of the respondents. Another downside here is that the connection was poor sometimes and the researcher might have missed important information what was just said. The researcher tackled this issue by repeating a question again and repeated the answer the respondent gave in order to make sure the researcher understood it correctly.
All interviews were recorded with a voice-recorder. One of the primary benefits of recording an interview is that it allows the interviewer to concentrate on the interview rather than on writing down notes, which can act as a distraction (Cook, n.d). All interviews are transcribed word by word based on the voice recordings. All interviews are fragmented and coded, open, axial and selective. With this approach other researchers or readers can see which steps have been taken to come to the results and advice, which increases the reliability of the research. However, the interviews itself are not included in the thesis and are only available for the researcher, the client and the thesis supervisor due to privacy reasons.
7. Advice

In this chapter three advice concepts are discussed and evaluated. The three advice concepts are established based on the results of the desk and field research. The three advice concepts are evaluated and on the basis of set criteria one best advice concept is chosen and elaborated. The set of criteria is described and can be found in paragraph 7.2. In paragraph 7.3 the chosen advice concept is further elaborated and explained. The PDCA cycle is used to describe how the advice can be implemented in the best possible way. In 7.5 a financial substantiation can be found and an explanation of the expected costs when implementing the advice concept. In paragraph 7.6 a conclusion of the advice is described. It is good to know that the advice concepts are instantly written for DSiN as a set up for further research projects. The further research projects of DSiN are focused on hospitality businesses. Therefore, the researcher advised DSiN but indirectly also advised hospitality businesses.

The advice question for this research was the following:
‘What can hospitality businesses do to promote the perceived inclusion of people with a disability in the hospitality industry?’

The goal of this advice was to define or develop a policy implementation plan for hospitality businesses in order to give an advice on how to work towards inclusiveness for people with a disability working in the hospitality industry.

7.1 Elaboration of the advice concepts

7.1.1 Set up a research project to increase the perception of inclusion focusing on the working tasks

The first advice concept that can be given for DSiN is to start a project in which is focused on increasing the perceived inclusion on working tasks for people with a disability. This advice concept is relevant for DSiN because the results of the field research show that the respondents have the feeling that they are included on the work floor, but this has more to do with a sense of belonging in terms of relationships than actual inclusion when it comes to working tasks. When it comes to working tasks the results show that people with a disability are easily satisfied with a job because they feel that they should be lucky to have one in the first place. Furthermore they get the feeling that they need to go the extra mile and prove their spot in a company in order to stand out from their colleagues. Those feelings are experienced by people with a disability working in regular hospitality businesses rather than in specially tailored ones, therefore DSiN should in this case focus its project on regular hospitality businesses.

The results of the field research show that the respondents are happy with their jobs but that this has more to do with the sense of belonging in terms of good relationships with employers and colleagues. Therefore advisable to DSiN is to further research and start up a project in order to improve the perception on inclusion when it comes to the experience of work activities.

Referring back to the theoretical framework, the quality of labor depends on the work content. It entails the tasks an employee needs to perform, the opportunity the employee gets to learn something new and the space for own interpretation of work (Hootegem, 2008). If employees get the opportunity to learn more and do more in their day-to-day working tasks, it could increase the organizational performance of a company. Even though the participation law was ratified in the Netherlands in 2015 meaning that more jobs should be available for people with a disability, it does not say anything about
the feelings someone has regarding a job. Good guidance and support are the key for feeling good in work activities.

What also came back in the theoretical framework is that employees with a disability obtain nearly identical average ratings on job performance, had longer tenure in their job positions and required similar levels of superior time in comparison to employees with a disability (Hernandez & McDonald, 2010). Another positive outcome mentioned in the theoretical framework is that employees with a disability tend to stick longer to the same job in comparison to employees without a disability (Van Gerrevink, 2016).

The results of the desk- and field research show that employees with a disability are very motivated and hard-working and when happy with their job, very loyal to a company. Therefore it is advisable for DSiN to start up a project or do further research in how to increase the perception on inclusion when it comes to working activities. When people are happy with their day-to-day tasks, get recognition for their work and have the opportunity to grow in a job it maximizes one’s work performance and increases the perceived inclusion and eventually the organizational performance of a company. This being said, it is of high importance that the right attention is paid to this matter. It is up to employers to facilitate an environment in which employees get the chance to show and explore their talents (Meulen, 2019). If DSiN would start up a project regarding this topic, DSiN could advise companies and employers on how to increase the job performance and overall feeling for employees with a disability. Examples of this could be to start working with a contact person in a company and to work with progress reports. Another thing that could be included is to set goals of what one wants to reach in the coming quarter, as it gives someone the feeling that their qualities are seen and gives one room to grow in a job.

In the theoretical framework it shows that employers are scared to hire someone with a disability because of additional costs or that someone with a disability cannot keep up with the standards of a company expensive (Kalargyou & Volis, 2014). If DSiN would give the right advice to companies it could get this prejudice out of the way. A downside to this advice concept is that it is time-consuming to start up a project like this and that it costs money.

7.1.2 Get in contact with important stakeholders and discuss salary options

The second advice concept that can be presented for DSiN is to get in contact with important stakeholders that have an influence or say in the salary, payments and rewards for people with a disability. The results of the field research show that people with a disability are overall dissatisfied with the effect of the participation law, the support of the government and the amount of salary they receive. Therefore, it is advisable for DSiN to see if it is possible to get in contact with important parties such as the UWV (Dutch institute of employee insurances), important labour unions, experts in the field and the government. The participation law that was ratified in 2015 in the Netherlands should have the effect that employees and people with a disability in the Netherlands have the equal rights and chances in comparison to employees and people without a disability. However this is not what is happening at the moment and therefore something needs to change.

Not only did it came forward in the field and desk research that people with a disability are overall dissatisfied with the effect of the participation law and the salary they receive, it is also a concern that is nowadays a topic that is more and more discussed in the news. A director of the CNV, an important labour union in the Netherlands states that there should be short on people with a disability. This group deserves a full income, just like everyone else (CNV, 2018). Another thing that came to light in the past few months is the effect of the participation law. The introduction of the participation law has hardly led to an increase in job opportunities, as was intended by law. Job opportunities did increase
for young handicapped people with work capacity. However, their income position deteriorated and most often the work they can do is temporary (SCP, 2019).

The experiences mentioned above can also be found in the results of the field research. The results of the field research showed that, overall most respondents did not see any effect of the participation law. The respondents feel ignored by the government and experience that it is easier if they just stayed at home and receive a monthly payment to live with. The results show that the respondents experience a big difference in what is said to be done and what is actually done. Another attention point is the salary. Even though some respondents worked themselves up to a higher position in a company, it is not possible for them to earn more than the minimum youth wage. Another remarkable aspect respondents mention is that from the salary they receive a big part is withheld for taxes or by Wajong.

If it is not possible to earn more than the minimum youth wage even though you grow in a position, or if you always have to pay such a high taxes that you earn just enough to live, how can the government than expect to reach a high perceived inclusion for people with a disability at their work?

In the theoretical framework it is mentioned that the terms of employment such as wage and options for promotion play a role in the perceived inclusion on the work floor (Hootegem, 2008). The United Nations describes social inclusion as a process by which efforts are made to ensure equal opportunities for all so that full potential in life can be reached (UnitedNations, 2009). However, by not giving people with a disability the chance to get more salary when getting promotion at a job this concept of social inclusion can never be reached in the Netherlands.

Therefore it would be wise for DSiN to get in contact with involved stakeholders regarding this topic in order to discuss such items and see what can be done to chance this matter. However a downside to this advice concept is that the important stakeholders are often people in high positions that do not have much time and might not want to make time for meetings like this.

7.1.3 Change the image people have of someone with a disability

The final advice concept for DSiN is about the image and ideas that exist in society and on the work around people with a disability. What came forward in the desk- and field research is that people with a disability often need to deal with stigma, prejudices and wrong ideas people have. The results show that employees with a disability often feel that they need to tell and explain about their disability before being accepted and included in a group. Not only does this happen on the work floor, also in society people with a disability experience challenges because of it. What comes forward is that employers often have the wrong idea and misjudge the capabilities of people with a disability. Not much attention in the news and media is paid to this and therefore this wrong image people have continues. It is advisable for disability studies to see if there is a way to change the way people look and think of someone with a disability, as this would beneficially change so much.

As is mentioned in the theoretical framework, stigmatization connected to disabilities has occurred for a thousand or more years. It can lead to feelings of isolation, meaninglessness and self-worth and estrangement from a community (Martz, 2010). Stigma refers to attitudes and beliefs that leads people to reject, fear and avoid those they perceive as being different (DisabilityRightsCalifornia, 2018).

Combining this information with the results of the field research, it shows that people with a disability get insecure because of stigma and prejudices. They are scared to apply for certain jobs or do not start certain conversations because they are afraid of how people might react. The results show that because of their disability people get less self-confident. The results show that it is hard to find a job because employers have the wrong idea of their disability and misjudge their capabilities. Another thing that is experienced by the respondents is that people in society and at the work place tend to put
people in a box or place them in a category, while every disability is different and every one should be treated differently.

It is advisable for DSiN to start a project in which the institute tries to bring this topic more to light and see what can be done in order to create a more realistic and better image for people with a disability. Think about a project plan that can be established to get misjudgements out of the way, or to post more articles relating to stigma or share actual experiences of people with a disability so that a more realistic image of people with a disability is created in society. However, a downside to this advice concept is that it is impossible and unrealistic for DSiN to change societies view on people with a disability. However, every little piece and bit contributes and helps. Therefore it would be good for DSiN to make a start since it is a problem that exists for many years already.

7.2 Analysis advice concepts

In order to make a good substantiated choice, the advice concepts will be compared based on a set of criteria. The set of criteria are determined based on the values of the client, DSiN. Below an overview is provided of the relevant criteria of the different concepts:

- 1. The advice results in little (extra) costs
- 2. The advice is feasible for DSiN
- 3. The advice can be implemented quickly
- 4. The advice is in line with the mission and vision of DSiN
- 5. The advice meets the desired results for people with a disability

Below you can find an explanation of the criteria mentioned above. After that the three different advice concepts will be compared and weighed based on the criteria. One advice concept will be chosen and further elaborated on in the form of an implementation plan.

The advice results in little (extra) costs
It is important that the chosen advice concept does not come along with high costs. It is possible for DSiN to exist because of the support of financial partners (DSiN, 2019). The goal of DSiN is not to make profit but it needs financial support in order to exist. Since the budget is not very high it is important that the advice concept does not bring along high expenses or labour costs.

The advice is feasible for DSiN
In order for the advice concept to succeed, enough resources need to be available. Resources can be people, time, materials and financial resources. Therefore the advice should be realistic and feasible.

The advice can be implemented quickly
It is important that the advice can be implemented quickly in order to reduce costs and save time. If that is possible it will be good for DSiN as it can focus on other aspects that need improvement but it would also be better for employers and people with a disability, as they can immediately start working with the given advice.

The advice is in line with the mission and vision of DSiN
It is of high importance that the advice matches the mission and vision of DSiN. Because if it does not, there is no point in actually implementing the plan of advice if the advice clashes with the values of DSiN. The most important mission for DSiN is to work towards an inclusive society where everyone has equal rights and is treated the same.
The advice meets the desired results for people with a disability
Based on the field research multiple things came forward. The results of the field research show certain points that need improvement and some things that go well and contribute to the perception of inclusion. When choosing an advice concept, it is important to check whether the advice concept matches with the experiences of the respondents.

7.2.1 Consideration of the different advice concepts

The choice of which final advice concept will be used is made on the determined evaluation criteria. In the table below, the different advice concepts will be evaluated and compared.

The considerations are based on a scale range of one to five. Below an elaboration of the meaning of each point:

1. Definitely not
2. Probably not
3. Neutral
4. Probably yes
5. Definitely yes

Finally after evaluating every advice concept with every criteria, the points are counted and added together and the advice concept with the highest points will be chosen and used.

<table>
<thead>
<tr>
<th>Advice concept</th>
<th>Advice concept 1</th>
<th>Advice concept 2</th>
<th>Advice concept 3</th>
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</thead>
<tbody>
<tr>
<td>Criteria</td>
<td>Advice concept</td>
<td>Advice concept</td>
<td>Advice concept</td>
</tr>
<tr>
<td>Set up a research project to increase the perception of inclusion focusing on the working tasks</td>
<td>Get in contact with important stakeholders and discuss salary options</td>
<td>Change the image people have of someone with a disability</td>
<td></td>
</tr>
<tr>
<td>The advice results in little (extra) costs</td>
<td>In order to implement this advice research and time of personnel needs to be taken into account. Therefore it can be stated that labour costs are connected to this advice.</td>
<td>In order to get in contact with important stakeholders, time needs to be made and research needs to be done, which results in labour costs.</td>
<td>This advice concept does not result in a lot of expenses, only labour costs need to be charged to work on this project.</td>
</tr>
<tr>
<td>The advice is feasible for DSiN</td>
<td>The advice is feasible for DSiN as this matter is part of their expertise and they are able to advise companies and employers. Besides, DSiN can make time to implement this advice based on their own preferences.</td>
<td>It would be feasible for DSiN to get in contact with the stakeholders, however there is a big chance that stakeholders in high positions do not want to make or do not have time for such meeting</td>
<td>It would be difficult for DSiN to reach the desired result as it is impossible to change the view of the entire society. It is only possible when focusing on a small scale</td>
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</tbody>
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4 4 4
The advice can be implemented quickly. This depending on the time and personnel DSiN wants to invest in it. It does not depend on stakeholders.

Research needs to be done before this meeting can take place, furthermore the involved stakeholders need to have time for the meeting meaning that the advice can be implemented depending on the availability of the stakeholders.

The advice is in line with the mission and vision of DSiN. By working on a better perception of inclusion based on working tasks the institute is indirectly working towards a more inclusive society.

The advice is in line with the mission and vision of DSiN as the institute wants to contribute and keep working to a more inclusive society and is doing this by this meetings.

The advice concept is in line with the mission and vision of DSiN; working towards a more inclusive society. Tackling stigma and prejudices is in line with the mission and vision.

The advice concept is based on the conducted field research and therefore based on the desired results and needs and wants of people with a disability.

The field research showed that multiple respondents were dissatisfied with their salary and therefore this advice concept meets most of their needs and wants.

The advice concept meets the needs and wants for people with a disability, they sometimes have a difficult time dealing with stigma.

<table>
<thead>
<tr>
<th>The advice can be implemented quickly</th>
<th>The advice is in line with the mission and vision of DSiN</th>
<th>The advice meets the desired results for people with a disability</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The advice can be implemented quickly. This depending on the time and personnel DSiN wants to invest in it. It does not depend on stakeholders.</td>
<td>The advice is in line with the mission and vision of DSiN. By working on a better perception of inclusion based on working tasks the institute is indirectly working towards a more inclusive society.</td>
<td>This advice concept is based on the conducted field research and therefore based on the desired results and needs and wants of people with a disability.</td>
<td>21</td>
</tr>
<tr>
<td>Research needs to be done before this meeting can take place, furthermore the involved stakeholders need to have time for the meeting meaning that the advice can be implemented depending on the availability of the stakeholders.</td>
<td>The advice is in line with the mission and vision of DSiN as the institute wants to contribute and keep working to a more inclusive society and is doing this by this meetings.</td>
<td>The field research showed that multiple respondents were dissatisfied with their salary and therefore this advice concept meets most of their needs and wants.</td>
<td>19</td>
</tr>
<tr>
<td>The advice can be implemented quickly but a difference will not be seen in a short period.</td>
<td>The advice concept is in line with the mission and vision of DSiN; working towards a more inclusive society. Tackling stigma and prejudices is in line with the mission and vision.</td>
<td>The advice concept meets the needs and wants for people with a disability, they sometimes have a difficult time dealing with stigma.</td>
<td>17</td>
</tr>
</tbody>
</table>

7.3 Elaboration chosen advice

As is shown in the table above of paragraph 7.2.1, one advice concept turns out to be the most suitable. The different advice concepts are considered, weighed against each other and substantiated. It turns out that the first advice concept is the most suitable advice concept when matching it to the set criteria. Moreover, advice concept one best meets the outcomes of the conducted desk- and field research. Therefore, the advice will be: ‘to start up a project to increase the perception of inclusion focusing on working tasks’. In the next paragraph the implementation of the advice will be described and substantiated.
7.4 Implementation plan

An implementation plan is written in order to be able to execute and implement the advice. The implementation plan is written based on the PDCA-cycles. The model is better known as the Deming circle. This model reflects the principle of continuous improvement and is formed by the facets: Plan, Do, Act, Check. The focus of the model is to solve problems by following the four phases. It also promotes continuous improvement and can have a positive effect on productivity and efficiency. The model is designed by William E. Deming (Veyrat, 2016). Below all of the different phases are elaborated based on the chosen advice concept.

7.4.1 Plan phase

This phase is meant for planning activities and setting goals. In this phase the problem definition is described, a better insight in the current situation is given and a start for the plan of action is provided by the advisor. It is not possible to specify all details but in general goals will be set.

First, internally in DSiN the essence and relevance of the research will be discussed. It is important to first determine the relevance and necessity of the research. The conducted field and desk research show that there is still a lot of room for improvement when it comes to the perceived inclusion on working tasks for people with a disability working in regular businesses. It shows that people with a disability experience inclusion on the work floor, but this has more to do with a sense of belonging based on the relationships with their colleagues and employers than actual inclusion. When it comes to working tasks, employees with a disability experience that they should be happy with the fact that they even have a job, regardless if it is up to their preference. Furthermore, they have the feeling that they need to stand out, go the extra mile and be better than their colleagues in order to be seen. The field research shows that the respondents miss an opportunity to grow in a job or do not get enough recognition for the work they do. In order to improve the overall perception of inclusion for people with a disability on the work floor, it is important for DSiN to start up a research project and see how to tackle and improve this issue.

The final goal of DSiN with this research project is to improve the perceived inclusion on the work floor for people with a disability working in regular hospitality businesses. In order to realize this goal, a plan is made. The plan consists of several steps. First of all, an internal meeting in DSiN with all involved staff around this topic will be held to discuss the research project. Here can be brainstormed what will be researched in the project. On the basis of this meeting, a research plan and submission will be done to get approval and the right financial support. When this is done and approved, the research can start. The first step then is to conduct further desk research with regards to this topic. Then, the researcher can start by conducting observations in regular hospitality businesses. Another thing that is useful to do in the first step is to organize focus groups in which experiences on the work floor are shared. Focus groups with both employers and focus groups for people with a disability working in the hospitality industry. After these observations and focus groups are completed, an interview guide can be established. The researcher can then conduct interviews, first on homogeneous level. Meaning that the researcher will conduct interviews with employers in the hospitality business and employees with a disability working in the hospitality separately. Based on the outcomes of the interviews, the researcher can start heterogeneous dialogues with the researcher, employers and employees with a disability present. These dialogues can lead to new insights and can improve aspects on the work floor for people with a disability. Based on the conducted research, a rapport can be written where the effect of the research and most important aspects are described. In order to complete this research project, a total of 2 years, 24 months is estimated. The first phase, desk research, observations and focus groups will take up to 8 months, the second phase, homogeneous interviews with employers and employees will take up to 8 months, and the final phase, creating heterogeneous dialogues will take up to 8 months, coming with that the final evaluation. This time frame is given because it gives
the researcher enough time and space to find the right respondents, conduct all the interviews and do the research besides the other working tasks and activities one needs to perform.

Concrete actions for the planning:
- Follow up research based on the research and advice plan provided
- As soon as possible discuss the project internally in DSiN
- Set objectives and goals for the research project
  - How many observations
  - How many focus groups
  - How many separate interviews
  - How many dialogues
  - The preferable outcome of the research
- If all personnel agrees, submit the research request

Phase 1 (8 months)
- Further research into the perceived inclusion on the work floor (desk research)
  Based on this research project, the outcomes of it and the advice provided, further desk research on the topic can be conducted to support the future research project
  - For a time period of 3 months, conduct observations at regular hospitality businesses
  Visit regular hospitality businesses where people with a disability work and see how they are treated and being dealt with and behave on the work floor.
  - For a time period 3 months, organize and hold focus groups
  Arrange separate focus groups for people with a disability working in regular hospitality businesses, people with a disability working in specially tailored businesses and employers
  - Describe and evaluate the results of the conducted observations and focus groups

Phase 2 (8 months)
- Determine and prepare an interview guide
  Based on the conducted desk research, the observations and the focus groups determine the most important aspects that need to be covered in the interviews
  - For a time period of 3 months, conduct interviews with people with a disability
  Conduct interviews with people with a disability working in the regular hospitality industry
  - For a time period of 3 months, conduct interviews with employers
  Conduct interviews with employers that work with people with a disability in their hospitality businesses
  - Transcribe, code and evaluate the conducted interviews

Phase 3 (8 months)
- Determine and prepare the most important aspects that need to be covered in the dialogues
  Based on the outcomes and results of the interviews, determine which important aspect might lead to an increase on the perception of inclusion and need to be included in the dialogue
- Plan the heterogeneous interviews with the researcher, employer and people with a disability
- Conduct the interviews
- Evaluate the outcomes of the interviews
- Describe the outcomes of the research and make a plan for further research
7.4.2 Do phase

In order to realize and implement the research project and execute the planning, concrete actions need to be taken. The actions that need to be taken into consideration are the following:

**Phase 1:**
- Meeting with the researchers and personnel of DSiN
  *The research, the goals and objectives will be discussed making sure everyone is on the same page.*
- Meeting with the Koninklijke Horeca Nederland
  *The Koninklijke Horeca Nederland is one of the biggest trade associations in the Netherlands when it comes to the hospitality business and especially restaurant industry. When discussing the goal of the research and making the association aware of the current situation, they might want to participate and contribute to the research as well.*
- Find companies where observations can be done
  *Find regular hospitality businesses, meaning that the businesses are not specially tailored for people with a disability. Hospitality businesses can entail hotels, restaurants or congress centres.*
- Find respondents that want to cooperate in focus groups
  *Find candidates that want to cooperate in a focus group and are willing to share their experiences working in the hospitality industry. The focus here is on people with a disability. It might be interesting to organize separate focus groups for people with a disability working in regular hospitality businesses and people with a disability working in specially tailored differences to see if there is any significant difference here. This comparison could lead to useful and interesting information. Furthermore it could also be interesting to organize a focus group for employers where they can share their experiences. This could also lead to interesting outcomes.*

**Phase 2:**
- Meeting with the researchers and personnel of DSiN
  *During this meeting, the outcomes of the observations and focus groups can be discussed. Furthermore in this meeting there can be discussed which topics are relevant and need to be included in the homogeneous interviews.*
- Find applicable respondents for the interviews (people with a disability working in regular hospitality businesses)
- Find applicable respondents for the interviews (employers of the people with a disability that work in regular hospitality businesses)
- Combine the results of the conducted observations, focus groups and homogeneous interviews

**Phase 3:**
- Meeting with the researchers and personnel of DSiN
  *During this meeting, the outcomes of the interviews is discussed. In the meeting the staff will discuss what is most relevant and useful to discuss in the combined dialogues with both the employers and employees with a disability*
- Make appointments for the dialogues
  *The researcher makes appointments and plans and conducts the interviews with both the employer and employees with a disability present*
- Evaluation of all the results with the researchers and personnel of DSiN
  *The outcomes of the conducted research is discussed. A plan for further research is discussed and a follow-up plan is made.*
7.4.3 Check phase

In this phase there is checked whether the set goals are realized and achieved. What was the effect of the research project? Does the project make any differences for the perceived inclusion on the work floor? After the research project is finalized, it is recommended to contact the respondents of the research to evaluate and monitor the progress after 3 months. And then 3 months later again. This evaluation does not need to be long and can either be a phone conversation or via e-mail.

Based on the evaluation, a report can be drawn to monitor the progress and effect of the research report. These reports will be added to the project so that all information is available and structured in one place. In these evaluation meetings there will be talked to the employees with a disability without the employer present, so that no socially desirable answers will be given. This gives the people the room to express the concerns they might still have or things they would like to see differently.

It is important to check whether the research project was successful and made a difference. It is successful when the perceived inclusion on the work floor and in specific working tasks is increased. When employees with a disability have the feeling of growth in a job, get recognition for their job and experience that they are heard and seen, the research is successful.

7.4.4 Act phase

It is of high importance to reflect on the research project. What went well during the project, and which things could have gone better? Working towards an inclusive society is a long process and cannot be solved simply by this research project. However, this research project is a step in the right direction. Every research project, every attempt to work towards an inclusive society helps.

A reflection can be made on the outcomes of the research project and the evaluation meetings that took place. Based on the evaluation meetings the effect and efficiency of the research project can be determined. Furthermore, there can be determined which points still need improvement and which steps or actions help to make someone feel more included at the work floor. Based on the research project and the outcomes of it, DSiN can decide where should be focussed on in further research projects and which actions they need to undertake. It is a time-consuming process and estimated is that the research project can be finished after 2.5 years. Correctly implementing the research project and advice is time-consuming, but with the right persons and resources it should be possible to make this advice concept a success.
7.5 Financial implications

7.5.1 Costs research project

There are a number of costs associated with the research project. In order to realize the given advice concept, DSiN needs to submit a request to start the research project. It is estimated that the research project will take up two years before being finalized. Several costs are made in order to realize the project. The biggest costs are the labour costs of the researchers. The remaining costs are based under the name material costs, consist of meeting costs, travelling costs and support costs. The budget provided below is based on an internal confidential document of DSiN in which a submission of a comparable research project is described.

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Level</th>
<th>Category</th>
<th>FTE</th>
<th>Period (year)</th>
<th>Fee</th>
<th>Bench fee</th>
<th>End of project fee</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior researcher</td>
<td>Promovendus</td>
<td>0.8</td>
<td>2</td>
<td></td>
<td>€ 79,586.5</td>
<td>€2,000</td>
<td>€7,439</td>
<td>€89,025.50</td>
</tr>
<tr>
<td>Postdoc</td>
<td>Postdoc.</td>
<td>0.15</td>
<td>2</td>
<td></td>
<td>€19,992.5</td>
<td>€500</td>
<td>€1,707</td>
<td>€22,199.50</td>
</tr>
<tr>
<td>Total personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>€111,225.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Materials</th>
<th>Description</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support</td>
<td>(librarian, support articles and materials)</td>
<td>€1,375</td>
<td>€1,000</td>
<td>€2,375</td>
</tr>
<tr>
<td>Meeting costs</td>
<td>(rent, beverages, etc)</td>
<td>€500</td>
<td>€750</td>
<td>€1,250</td>
</tr>
<tr>
<td>Travelling costs</td>
<td></td>
<td>€1,150</td>
<td>€1,725</td>
<td>€2,875</td>
</tr>
<tr>
<td>Attendance fees</td>
<td></td>
<td>€4,500</td>
<td>€3,000</td>
<td>€7,500</td>
</tr>
<tr>
<td>Total materials</td>
<td></td>
<td></td>
<td></td>
<td>€14,000</td>
</tr>
<tr>
<td>Total requested support</td>
<td></td>
<td></td>
<td></td>
<td>€125,225.00</td>
</tr>
</tbody>
</table>

7.5.2 Elaboration and substantiation budget

*Personnel*

In order to enable the development and implementation of the research project: ‘to increase the perceived inclusion of working tasks for people with a disability working in the hospitality industry’, personnel is needed. The requested support for personnel is for a junior researcher and a post doc. A junior researcher is one that is awarded with a doctoral degree, and is engaged in a temporary or defined period of advanced, not yet fully independent research, either in academia, in the public or in the private sector (Eurodoc, 2018). A postdoc is primarily a researcher that works under the supervision of a mentor as part of a larger research group. Due to the complexity of the process, the structural and substantial contribution of a postdoc researcher increases the validity of the project (Academicpositions, 2019).

The personnel costs of the junior researcher and the post doc are determined based on the confidential internal document of DSiN. The adviser assumed that this is approximately the amount that a junior researcher and postdoc earn annually. The requested support for the junior researcher is based on part-time appointment (0.8 fte) for 2 years. The postdoc researcher is requested part-time (0.15 fte) for 2 years. The postdoc researcher will assist the junior researcher where needed, but the junior researcher leads the project.
Materials
Support: The transcription of the interviews, and focus groups are outsourced to an external company. Other costs consist of conducting literature and hiring a librarian for the execution of systematic literature reviews. The total expenses for this are estimated for €2,375. In the first year the costs will be a bit higher due to the literature research that will be conducted.
Meeting costs: the focus groups and interviews will take place at an external location, centrally situated. Therefore, the meeting rental costs is estimated to be €1,250 in total for 2 years, including beverages at location.
Travelling costs: travelling costs include the costs of the respondents for the interviews and focus groups. As well as the travelling costs of the research team for the observations, interviews and focus groups. The costs are based on a mean travel distance of €0.19 per kilometre.
Attendance fees committees: the attendance fee that is paid to respondents for participating in the focus groups. In total for 2 years the attendance fee is estimated to be €7,500 based on the confidential internal document of DSiN.

Requested support
Based on the personnel and material costs, an estimation of the total costs of the research project can be provided. The estimation of the total research project costs for two years is €125,225.00.

Feasibility
The feasibility of this advice is high. The goal of DSiN is to stimulate research and education in the field of disability studies. By developing, sharing and applying knowledge DSiN wants to work on social change, participation and inclusion for people with a disability in society (Disabilitystudies, n.d.)
This research project is in alignment with the goal of the institute. The institute has experience in working on research projects similar to this one and therefore the feasibility to actually execute the given advice concept is high. This research project could bring the institute a step closer to the final goal and it can lead to interesting insights and developments.

7.6 Conclusion advice
Based on the results of the conducted desk- and field research it came forward that three advice concepts are possible. From all of the three advices, advice concepts are made. The following three advice concepts are given:

- **Set up a research project In order to increase the perception of inclusion focusing on the working tasks**
  DSiN could submit a research request for 2 years in order to research the perceived inclusion for people with a disability focusing on working tasks. This research could provide better insights in the current situation and stimulates the perceived inclusion when it comes to working tasks.

- **Get in contact with important stakeholders and discuss salary options**
  The second advice concept that can be presented for DSiN is to get in contact with important stakeholders that have an influence in the salary, payments and rewards for people with a disability. Based on the conducted desk- and field research it shows that people with a disability are overall dissatisfied with the effect of the participation law, support of the government and the salary one receives.

- **Change the image people have of someone with a disability**
What came forward in the conducted research is that people with a disability often need to deal with stigma, wrong ideas and prejudices that exist in society and on the work floor. It is advisable for DSiN to start up a project in which the institute tries to tackle this topic and see what can be done in order to create a more realistic and better image of people with a disability.

The three advice concepts were compared and weighed against each other. This is done based on a set of relevant criteria and a point system. Every advice concept is assessed with all set criteria and points. The points were added together and ultimately, advice concept one, improve work tasks had the most points. The criteria and points can be found in paragraph 7.2. An implementation plan of the first advice concept was written based on the PDCA-cycles. Four phases are described here: plan, do, check and act. This PDCA-cycles can be found in paragraph 7.4.

DSiN has to submit a research request and request financial support in order to realize the research project. In 7.5, the financial implications of the advice are described and elaborated. The advice given is estimated to take up to two years in total and the total costs for the research project will be around €125,225.00. The money is needed for labour costs of the researcher and materials, including meeting rental costs and support materials.

In order to realize the given advice, a submission of the research project needs to be made and approved. It will take time to realize the given advice, but if it is realized it will be effective and useful.
8. Afterword

In this chapter there will be reflected on two topics. The first aspect that will be reflected on is the day-to-day practice and on the own actions of the researcher. The second aspect the researcher will focus on is the reflection of the value of the thesis for the industry or field in general. The past six months I have been very busy writing my thesis. I have learned a lot and learned a lot about the topic. While writing my thesis I came to interesting and new insights. I look back to this period with a satisfied and happy feeling.

8.1 Reflection on own actions

When I just started this thesis project I had some difficulties with making the thesis topic concrete and precise. I had a difficult time starting to write the thesis proposal and actual thesis. I tackled this issue by making a detailed planning and by cutting all the tasks into tiny pieces. This helped me to achieve my final goal: finish the thesis on time. Especially in the beginning of the thesis and after every part of the thesis such as theoretical framework, methodology, results and advice I asked for feedback to my supervisor of DSiN and to my thesis supervisor of Saxion. These feedback moments and meetings were very helpful for me. It made me think in a different way and it lead to different insights. I developed myself in a way that once I started writing the actual thesis I started to see the bigger picture and knew what was expected from me. I noticed that dividing the thesis into small tasks and by completing the tasks one by one I had more structure and worked more efficiently.

I already started preparations for writing the thesis in May. Because it is a very complex topic I started looking for possible respondents on time. This was not only useful for myself when actually starting the thesis in September but it was also necessary for the client, DSiN to see that the thesis was actually feasible. Looking back it was very wise of me to already start looking for respondents. It is a difficult task convincing hotels to cooperate in a research like this since the companies do not want to make time or are interested in helping out. In total I sent over a 100 e-mails and in the end I only found 13 respondents. In the beginning the plan was to only focus on regular hotel businesses and then especially hotels. However during the recruitment of the respondents it came forward that there were not enough respondents working in hotels that wanted to cooperate. Therefore, after consulting with my thesis supervisor and the client the scope changed from only hotels to hospitality businesses. Furthermore I put a lot of effort in reaching people with a disability working in other European countries. Despite the efforts I was not able to get a reach of people with a disability working in other European countries.

Conducting the interviews and observations went well. I transcribed all the interviews right after I conducted them. However, I waited coding the interviews after I finalized almost of the interviews. For the future, this is one improvement point for me. It would be better to code directly after finalizing transcribing one interview. This is because coding an interview might lead to interesting insights. These interesting insights could have been used in the interviews that were still coming up.

Another improvement point for the next time for me is to better think of and formulate the research and advice questions. When I was busy analysing and working out the results, I noticed that there was a lot of overlap in the research and advice questions. When writing another thesis or big project it is important that I have a more critical view when formulating the research and advice questions.

The guidance of my supervisor of DSiN and my thesis supervisor were extremely helpful. They supported me whenever needed and even for small questions they made time free to talk to me. Without their help I could have not achieved finalizing the thesis. I had regular meetings with both of them separately after finalizing big parts of my thesis. Furthermore we had two meetings with the three
of us in order to make sure that we were all on the same page. I also had one meeting with my research supervisor. I experienced this meeting as kind of difficult. The supervisor wanted to help me but did not know anything about my thesis topic and the research I needed to conduct. This made it difficult since I had to explain everything to him first before he could be of any help.

Overall, I am very content with the thesis that I wrote. I put a lot of time and energy in it. I tried to go the extra mile by creating a thesis with a topic that stands out, since it is not a very standardised topic. In particular I want to thank Mrs. Bakker and Mr. Pakkert for all the help and guidance they gave me while writing this thesis.

8.2 Reflection on value thesis

The literature research showed that lots of research is done about people with a disability. However, not specifically on the perceived inclusion for people with a disability working in the hospitality industry. This research project was meant as a stepping stone for possible further research.

The results of the field research led to interesting new insights. It shows that one of the biggest challenges, not only in the hospitality industry but overall in society for people with a disability is stigma. In society, certain values, norms and rules are created that people see as ‘normal’. If you deviate from these values, norms and rules, people perceive it as different or not normal. A big influence on this is social media. Unfortunately it was not possible to dig deeper into this matter during this research project. Therefore, it is recommendable for DSiN to start up a research project regarding this matter. There is still a lot to gain here.

It was meant to make a comparison between how people with a disability where treated in the Netherlands and in other European countries. However, after many attempts the researcher did not succeed in finding suitable respondents within the given time frame. It would be interesting however in further research to make a comparison between the experiences of people with a disability in the Netherlands and in other European countries.

An interesting factor that came forward in the field research is the different experience of inclusion when it comes to relationships and working tasks. It appears that people with a disability feel that they experience inclusion on the work floor, but that this has more to do with a sense of belonging within a group of people than actual inclusion. What came forward is that having a sense of belonging is not the same as inclusion, even though it is often perceived that it is. It would be interesting to further dig into this difference.

The research shows that the effect of the participation law did not turn out as desired. In addition, there is still a lot to be gained when it comes to money matters and salary for people with a disability. If one cannot earn more than the minimum wage even though one grows in a job and to a higher position, the result would be that one does not feel that he or she is taken seriously.

Everyone is different. Every disability is different. Therefore, this thesis is not generalizable for everyone with a disability working in the hospitality industry in the Netherlands. However, it does provide insights in the current situation. In order to make it generalizable, more respondents with different disabilities need to participate and a better male-female ratio needs to be done.

Based on the outcomes of the conducted field research, three advice concepts were established and weighed against each other. The advice concepts show the attention points that still exist in the branch and field. The advice is elaborated and substantiated into an implementation plan. As a result, an answer is given to the needs of the industry and field.
9. Reference list


https://doi.org/10.5772/59230


https://doi.org/10.1080/15325020490423343

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https://www.scp.nl/Publicaties/Alle_publicaties/Publicaties_2019/Eindevaluatie_van_de_Participatiewet


10. Appendix

10.1: AAOCC criteria and evaluation sources

The five letters stand for Accuracy, Authority, Objectivity, Currency and Coverage. The following table shows what every word means and when a web page has research value.

<table>
<thead>
<tr>
<th>Source</th>
<th>Year</th>
<th>Authority</th>
<th>Accuracy</th>
<th>Objectivity</th>
<th>Currency</th>
<th>Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cobigo et al.</td>
<td>2016</td>
<td>++ All researchers from universities in America</td>
<td>+ Lots of knowledge on social inclusion, not specifically disabilities</td>
<td>+ Research is conducted by a lot of researchers from different universities in the US</td>
<td>+ Source is from four years ago</td>
<td>+ Literature and framework on social inclusion</td>
</tr>
<tr>
<td>DESA</td>
<td>2009</td>
<td>++ Writers/researchers are from the United Nations</td>
<td>++ Worldwide knowledge about social inclusion and disabilities</td>
<td>+ Information of the source derives from a meeting that a lot of qualified researchers attended</td>
<td>+/- Older source</td>
<td>+ Information regarding social inclusion and integration worldwide</td>
</tr>
<tr>
<td>Disability Rights California</td>
<td>2018</td>
<td>+ Qualified researchers in Disability Studies</td>
<td>+ Non-profit organisation that protects the rights for people with a disability</td>
<td>+ Information comes from database that exists around disability studies</td>
<td>++ Recent source</td>
<td>+ Covers the topic stigma and discrimination</td>
</tr>
<tr>
<td>Hersch</td>
<td>2015</td>
<td>+ Qualified researcher from the University of Glasgow</td>
<td>+ The researcher uses reliable sources and many cited the article</td>
<td>+/- Written by one researcher, more researchers would have been better</td>
<td>+ Source is from four years ago</td>
<td>+/- Paper is about disabled people but working with robots, which is not relevant for this project</td>
</tr>
<tr>
<td>HRWijs</td>
<td>2017</td>
<td>+/- Researchers, but not qualified in the field of</td>
<td>+/- Gives advice but not backed up by scientific literature</td>
<td>+ Written by different advisors working for a</td>
<td>++ Source from two years ago</td>
<td>+ Explains the meaning of someone with a working disability</td>
</tr>
</tbody>
</table>

(Kapoun, 1998)
<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Year</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kalargyrou &amp; Volis</td>
<td>2014</td>
<td>++ Both qualified researchers in the field of hospitality management ++ The researchers use relevant sources and are cited by many + Different researchers from different departments looked at the case + Source is a bit older but still used by many ++ Covers a lot of important topics for this research; inclusion and disability</td>
</tr>
<tr>
<td>Levitas et al.</td>
<td>2007</td>
<td>++ 6 qualified researchers worked on the paper ++ Relevant sources to back up sources ++ Created for the government by different researchers, very objective +/- Source is a bit older +/- Covers the part of social exclusion</td>
</tr>
<tr>
<td>Martz</td>
<td>2004</td>
<td>+ Qualified researcher + Cited by many and relevant sources +/- only looks from one researchers perspective and is not created by more researchers +/- Source is old but still relevant information + Covers stigmatization and prejudices</td>
</tr>
<tr>
<td>Oliver &amp; Barnes</td>
<td>2010</td>
<td>++ Qualified researchers in England ++ Published in scientific journal, backed up with scientific articles and cited by many ++ Qualified researcher in the field of disability studies; good perspective +/- Source is a bit old ++ Article tackles relevant topics on disability and inclusion</td>
</tr>
<tr>
<td>Paez &amp; Arendt</td>
<td>2014</td>
<td>++ Qualified researchers of University in Costa Rica and the United States ++ Published in a journal and cited by many people ++ Research is only focused on the United States and no other countries are involved +/- Source is a bit older but still contains relevant information + Article is focused on the American market but still contains relevant information regarding disabilities and the hospitality industry</td>
</tr>
<tr>
<td>Saxton</td>
<td>2003</td>
<td>+ Qualified researcher and expert in the field of disability studies + Published in scientific document and used in other articles more than 130 times +/- written by one person with one perspective, could have been more objective when written by more researchers +/- Old source, but still contains relevant information +/- Article is focused on disabilities, therefore relevant but not all information in the article is relevant for this research</td>
</tr>
<tr>
<td>Verbrugge &amp; Jette</td>
<td>1994</td>
<td>++ Both very experienced and qualified researchers at Universities in America ++ Reviewed in 2004 and still used by over 3632 people and cross-referenced + The concept explained in the journal is build on several conceptual concepts backed up by important scientific articles +/- Old source, but reviewed in 2004 and still used by many nowadays + Relevant information with regards to the disablement process</td>
</tr>
</tbody>
</table>
10.2. Models theoretical framework

10.2.1 Disablement process by Verbrugge and Jette

Below you can find the disablement process by Verbrugge and Jette (2014).

10.2.2 Social inclusion framework by Cobigo

Below you can find the social inclusion framework by Cobigo (2016).
10.2.3 Employability model Fugate

Above you can find a model of employability by Fugate et. Al (2004).
10.3 Topic list observation sheet and interview guide

10.3.1 Operationalisation

- Perceived inclusion of people with a disability
  - Personal characteristics and skills
  - Legislation and laws
- Mutual satisfaction
  - Trust & reciprocity
  - Sense of belonging
- Terms of employment
  - Promotion options
  - Wages
  - Labour hours
- Relations at work
  - Social cohesion in company
  - Internal hospitality
  - Risk insurance
  - Degree of safety
- Working conditions
  - Quality of work
  - Degree of own influence
- Content of work
  - Role identity
  - Organizational identity
  - Occupational identity
- Employability
  - Career identity
  - Social and human capital
  - Personal adaptability
- Stigma
  - Prejudices
  - Self-worth
- Quality of work
  - Social cohesion in company
  - Internal hospitality
  - Risk insurance
  - Degree of safety
- Working conditions
  - Quality of work
  - Degree of own influence
- Content of work
  - Role identity
  - Organizational identity
  - Occupational identity
- Employability
  - Career identity
  - Social and human capital
  - Personal adaptability
- Stigma
  - Prejudices
  - Self-worth
10.3.2 Interview guide

**Introduction/Introductie:**
Thank you so much for making the time to help me. My name is Esmée Buitenhuis and I am a last year student at the University of Applied Sciences of Saxion, the study international hotel management. In order to finish my study I need to write a thesis where I research a particular topic. I chose to research the perception of inclusion for people with a disability working in the hospitality industry. The goal of this research is to get a better insight into the current situation. The interview will take up 30 to 45 minutes. Is it okay for you if I make a voice recording of the interview? Do you have any questions before we start the interview?

Enorm bedankt dat u deze tijd vrij wilde maken om mij te helpen. Mijn naam is Esmée Buitenhuis en ik ben laatstejaarsstudent aan de opleiding International Hotel Management aan het Saxion te Apeldoorn. Om mijn opleiding af te ronden, moet ik een scriptie schrijven waarin ik onderzoek doe naar een onderwerp. Ik heb ervoor gekozen om onderzoek te doen naar de perceptie op inclusie van mensen met een arbeidsbeperking werkzaam in de hospitality industry. Het doel van dit onderzoek is om een beter beeld te krijgen van de huidige situatie. Het interview zal ongeveer 30/45 minuten gaan duren. Vindt u het goed dat ik het interview opneem? Heeft u nog vragen aan mij voor we hieraan gaan beginnen?

**Introduction questions / introductie vragen**
- Could you shortly introduce yourself?
  *Kunt u zichzelf kort voorstellen?*
- Could you explain me a bit more what kind of disability you have?
  *Kunt u mij misschien uitleggen wat voor soort beperking u heeft?*
- Could you tell me a bit more about this company/hotel/restaurant?
  *Kunt u mij iets meer vertellen over dit bedrijf/hotel/res?*
  *tau?nt?*
- What is your specific function within this company?
  *Wat is uw functie binnen dit bedrijf precies is?*
- What is your definition of a person with a disability?
  *Wat is uw definitie van een arbeidsbeperking?*
- How would you describe inclusion on the labour market?
  *Hoe zou u inclusie op de arbeidsmarkt omschrijven?

**General image / Beeldvorming**
As is just explained this research is about the perception on inclusion for people with a disability. Zoals net gezegd gaat dit onderzoek over de perceptie op inclusie van mensen met een arbeidsbeperking.

- What is your best qualities at work?
  *Wat denkt u dat uw beste kwaliteiten zijn op werk?*
- What are qualities in which you can improve yourself/develop yourself?
  *Wat zijn kwaliteiten die u nog zou kunnen verbeteren/ontwikkelen?*
- What is the relationship with your colleagues?
  *Hoe is de band met uw collega’s?*
- How do you feel about your colleagues?
  *Wat vindt u van uw collega’s?*
- What is the relationship with your employer?
  *Hoe is de band met uw werkgever?*
- How do you feel about your employer?
  *Wat vindt u van uw werkgever?*
- Do you have the feeling that you get enough attention and accompaniment?
  *Krijgt u genoeg aandacht en begeleiding?*
- How do you feel in this company/within this group?
  *Hoe voelt u zich in dit bedrijf/binnen de groep?*
- What could your employer/colleagues/work do to give you a better feeling?
Wat zou de werkgever/collegas/werk kunnen doen om u een beter gevoel te geven?
- How is the working atmosphere?
  Hoe is de werksfeer?
- To what extent do you feel welcome at your work?
  In welke mate voelt u zich welkom op uw werk?
- To what extent do you feel involved at your work?
  In welke mate voelt u zich betrokken op het werk?
- How would you describe the communication within your company? (Think of open and transparent, or closed?)
  Hoe is de communicatie binnen het bedrijf? Denk aan:(open en transparant/gesloten)?

Quality of work / Kwaliteit van werk
- What are your working tasks?
  Wat zijn uw werktaken?
- How do you feel about these working tasks?
  Wat vindt u van deze werktaken?
- To what extent do you feel that you have personal influence on these working tasks?
  Wat is de mate van eigen inbreng op deze werktaken?
- How do you feel about the working hours?
  Wat vindt u van de werktijden?
- How do you feel about the working conditions? (think of breaks, days off, etc).
  Hoe zijn de werkomstandigheden (denk aan pauzes, dagen vrij, etc)

Employability / Inzetbaarheid
- What is your role within this company? How would you describe your role within this company?
  Wat is uw rol binnen dit bedrijf? / Hoe zou u uw rol binnen dit bedrijf omschrijven?
- How do you feel about changes?
  Wat vindt u van veranderingen?
- How quickly can you adapt yourself when changes happen? / Are you flexible?
  Hoe snel kunt u zich aanpassen bij veranderingen? / Bent u flexibel?
- Do you see opportunities of growth within this company?
  Ziet u doorgroei mogelijkheden in dit bedrijf?

Stigma
- Do you get the feeling that you run into certain things because of your disability?
  Heeft u het idee dat u tegen bepaalde dingen aanloopt vanwege uw beperking?
- If yes, what kind of things are that then?
  Zo ja, wat voor punten zijn dit dan?

Future / Toekomst
- Where do you see yourself in five years?
  Waar ziet u uzelf over 5 jaar?
- Would you like to keep working for this company?
  Zou u graag bij dit bedrijf willen werken?
- If yes, what would your ideal function within this company be?
  Zo ja, wat is uw ideale functie binnen dit bedrijf?
- If no, where would you like to work?
  Zo nee, waar zou u dan graag willen werken?
- How could employers and companies improve themselves in order to increase the perception of inclusion for people with a disability?
  Hoe zouden werkgevers en bedrijven zich kunnen verbeteren om de perceptie van inclusie van mensen met een arbeidsbeperking te verhogen?
- The participation law is ratified in the Netherlands a few years ago, which should have a positive impact on the space and places on the labour market for people with a disability, how
do you see this? Do you get the impression that a lot of things changed in the recent years or do you still see little difference?

De participatiewet die sinds een paar jaar is ingesteld zou een positieve invloed moeten hebben voor ruimte en plekken op de arbeidsmarkt voor mensen met een arbeidsbeperking, hoe ziet u dit?

Krijgt u de indruk dat er de afgelopen jaren hier veel aan verandert is of ziet u nog weinig verschil?

Finally / Tot slot

- Do you have anything you would like to share or add, that you feel that is of relevance for this research? (Space for comments or questions)

Heeft u zelf nog dingen die u graag kwijt wilt of toe te voegen, of denkt die van relevante zijn voor dit onderzoek? (Ruimte voor opmerkingen/vragen)

Then I would like to thank you for your participation in this research and for your time. I expect to finish the thesis in January. Would you like to receive the advice rapport by e-mail?

Do you have any further questions for me? And if I have still some uncertainties while working out the interviews, can I contact you then?

Dan wil ik u hartelijk bedankt voor de deelname aan dit interview en voor uw tijd. De verwachting is dat ik eind januari mijn scriptie af heb. Stelt u het op prijs als ik het adviesrapport naar u mail? Heeft u verder nog vragen aan mij? Mochten er nog onduidelijkheden zijn bij het uitwerken van het interview, mag ik dan nogmaals contact met u opnemen?

10.3.3 Topic list observation sheet

1. Social inclusion
   - Personal characteristics and skills
   - Trust & reciprocity
   - Sense of belonging
   - Relationship between students
   - Relationship between employer and employee

2. Work atmosphere
   - Communication types and flow; (e.g. open and transparent or closed)
   - Focussed on training and development?
   - Hard work pays off; recognition for hard work?
   - Team spirit and values

3. Quality of work
   - Content of work: work tasks
   - Degree of own influence in work
   - Internal hospitality
   - Work environment; working conditions (e.g. labour hours, breaks)

4. Employability
   - Role identity
   - Personal adaptability
   - Social and human capital