

ATTITUDES OF FOODSERVICE EMPLOYERS
TOWARD PERSONS WITH
DISABILITIES

By

JUNG-SOOK PARK

Bachelor of Science
Seoul National University
Seoul, Korea
1986

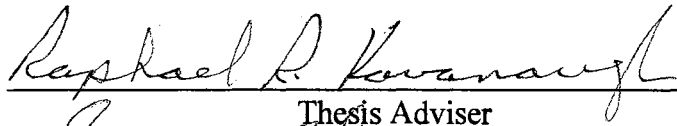
Master of Science
Seoul National University
Seoul, Korea
1988

Submitted to the Faculty of the
Graduate College of the
Oklahoma State University
in partial fulfillment of
the requirements for
the Degree of
DOCTOR OF PHILOSOPHY
July, 1995


Thesis
1995D
P235a

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Thesis Approved:

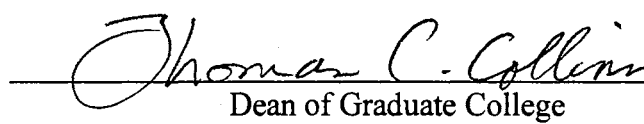


Thesis Adviser









Dean of Graduate College

ACKNOWLEDGMENTS

This dissertation would not have been completed without the support and assistance of many people. I wish to express my sincere gratitude to, Dr. Raphael Kavanaugh, my dissertation advisor, for his supervision, constructive guidance, inspiration, and invaluable help. He was always an encouragement and ready to assist me in any way toward making this study my best.

Many thanks also go to, Dr. Lea Ebro, my graduate committee chairperson, who was always ready for encouragement throughout my graduate program. My sincere appreciation also extends to Dr. Sylvia Gaiko for her willingness to offer assistance wherever needed. I am very grateful to the School of Hotel and Restaurant Administration for providing me with the privilege of working as a graduate research associate as well as for their generous financial support of my research.

Sincere thanks to Dr. William Warde (Dept. of Statistics), who donated countless hours of his time and computer expertise to assist me in compiling data needed for the statistics included in the results chapter of this study. I am also thankful to those who provided encouragement, assistance, and unforgettable friendship for this study; Dr. Gail Sammons; Missy Wikle; and all other friends from the Stillwater Korean Catholic Mission.

I would also like to give my special appreciation to my husband, Yong-Do Hong, for his strong encouragement during times of difficulty, and for his love and support that helped me keep the end goal constantly in sight. A very special appreciation also goes to my parents and my brothers and sister--one and all--who were always there to offer endless support, moral encouragement, and understanding.

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CHAPTER I

INTRODUCTION

The foodservice industry has been facing a serious labor shortage. The U. S. population will be growing more slowly than at any time in the nation's history by the year 2000. The slowing growth of the population will be mirrored by the reduced growth of the labor force even though the labor force gains are proportionally greater than the population growth. The labor force will be increasing at a slower rate than at any time since the 1930s (U. S. Department of Labor, 1987).

The employable youth population, those between the ages of 16 and 25, has dwindled due to slowed population growth. The number of teenagers in this country declined by 6 million between 1980 and 1990. The U. S. labor force has grown from 87 million in 1972, to almost 117 million in 1986 and is predicted to be over 138 million by the year 2000. Workers 16 to 24 years old accounted for 23% of the workforce in 1972, decreasing to 20% in 1986, and are projected to represent only 15% of the work force in the year 2000 (Rochlin, 1989; Smith, 1992).

According to a study by the National Restaurant Association (NRA) in 1976, more than 50 percent of foodservice workers were under 24 years old and two-thirds of these were under 20. Employers who heavily rely on younger workers are becoming desperate to fill positions. The foodservice industry may be particularly effected by the decreased percentage of younger workers (Schapire & Berger, 1984).

As the percentage of younger workers in the workforce shrinks, less traditional work groups such as disabled persons and older workers are being recruited to alleviate the labor shortage (Ananth & DeMicco, 1991; Archetti, et al., 1993; Cross, 1993; McGee, 1989; Rochlin, 1989). Recently, the industry has begun to hire persons with disabilities as one approach to the problems of turnover, industry growth and labor shortage. Several employment programs for the disabled have been developed by leading hospitality companies to employ and train persons with disabilities to meet their needs.

For example, McDonald's "McJobs" program began as a corporate plan to recruit persons with mental retardation. The program now trains persons with disabilities as well. Edward Rensi, president of McDonald's Corp. USA, said that "People with disabilities comprise the largest pool of underutilized labor in America." There are 43 million Americans with disabilities, 60% of whom are unemployed. Out of the 43 million disabled Americans between the ages of 16 and 64, 14.8 million have a condition that limits the work they can do and two-thirds do not work at all. Only 25% of this age bracket are employed, although 66% of the unemployed would like to work. More than 9,000 individuals with disabilities, age 16 and older, have been trained and hired at McDonald's restaurants through its McJobs program since 1981. Even though there are several efforts in the industry to hire persons with disabilities, the unemployment rate of disabled workers is more than double the unemployment rate for nondisabled workers (Laabs, 1991, 1994; Iwamuro, 1992; Rochlin, 1989).

There are several causes contributing to the high unemployment of individuals with disabilities in our society. American society has recognized that persons with

certain physical and mental impairments are handicapped not only by their impairment, but also by social patterns of prejudice and discrimination that systematically exclude persons with disabilities from areas of social, economic, and political life in the American society. One of the most significant areas in which persons with disabilities have been denied equal opportunity is employment (Johnson, 1981).

Fortunately, the Americans with Disabilities Act (ADA) became law on July 26, 1990. It is truly a landmark civil rights bill. It removes the barriers that deny persons with disabilities an equal opportunity to share in the American dream and opens up all aspects of American life to persons with disabilities, particularly employment opportunities. The ADA has a dramatic effect on both employees and customers in foodservice industries (Palmer, 1992; Wodatch, 1990).

The high unemployment of the disabled lies in the assumption that employers are reluctant to hire disabled persons. Foodservice companies are unlikely to hire disabled persons because the industry has relied primarily on employing persons with "pleasant" appearances. Such cosmetic-hiring practices come from the prejudice of the employer toward persons with disabilities (Woods & Kavanaugh, 1992). The attitudes of managers in the position to hire have the potential not only to positively enhance the integration of persons with disabilities' into the workforce, but also to pose a formidable barrier far greater than any architectural workplace barrier (Nathanson & Lambert, 1981).

Jamero (1979) discusses managers' perceptions toward disabled workers. Managers generally display a low level of conscienceness toward persons with disabilities as a group. They appear more inclined to judge disabled persons on a basis of disability rather than on

what they are capable of performing. This is an important barrier to their increased employment. He cites studies where employers appear more inclined to judge handicapped persons on a basis of disability, rather than on performance capabilities. He also found employer attitudes toward hiring disabled persons to be less favorable than towards all other groups of minority persons, such as ex-convicts, students radicals, and the elderly.

Jamero (1979) identifies job discrimination as one of the most persistent obstacles to increased employment of persons with disabilities. Many human beings, including employers, experience these attitudes and perceptions about disabled persons. If employment is to become "equal," members of business must become aware of their feelings toward persons with disabilities and assess employees on ability and performance rather than physical ability.

Statement of the Problem

The significance of employers' attitudes and behaviors toward persons with disabilities relates directly to the hypothesis of many researchers that positive attitudes facilitate successful employment, while negative attitudes create barriers that destroy employee performance and related placement efforts (Hill & Wehman, 1979; Nathanson & Lambert, 1981; Rochlin, 1989).

Jamero (1979) documented that persons with disabilities were actually under-utilized as a valuable part of the nation's workforce; not because of cost or technology, but because of employer attitudes toward persons with disabilities. If employers have negative attitudes

toward persons with disabilities, then they may be less likely to hire or maintain disabled persons in employment. Thus, it is necessary to investigate the attitudes of employers toward persons with disabilities. If such attitudes exist, it is necessary to take appropriate action to confront them.

It is not enough to say that employer attitudes may effect employment outcomes of persons with disabilities. Investigations concerned with employer acceptance must be explored to identify the specific variables that effect positive or negative attitudes in the hiring process of persons with disabilities.

In the case of employer attitudes, the identification of demographic variables (employer- and business-related) and the potential significant relationship between any one variable and positive or negative attitudes could provide insightful information for employers or prospective employers. Business-related variables (e.g., size, type of operation) that effect responses could be used to assist with prioritizing business contacts for job applicants with disabilities. Employer-related variables may also offer information and/or insight regarding employment outcomes within a specific business. The results of the study can be used to assist disabled applicants and potential employers as they attempt to overcome the attitudinal barriers which have existed in the past.

Purpose and Objectives

The intent of this study was to measure attitudes of foodservice employers toward persons with disabilities and to assess the effects of these attitudes on management decisions

in a hypothetical situation. In addition, this study investigated the relationships between the specific variables and employers' expressed attitudes toward persons with disabilities.

The objectives of the study were to:

1. Determine whether a relationship existed between the disability of the hypothetical employee in each case incident and the respondents' management decisions.
2. Identify differences in the attitudes of employers toward persons with disabilities in specific employer-related variables in regard to the type of disability. Specific employer-related variables include: gender, age, race, educational level, years in current job, employment experience with disabled workers, employer disability, and family members or friends with disabilities.
3. Identify differences in the attitudes of employers toward persons with disabilities in specific business-related variables in regard to the type of disability. Specific business-related variables include: type of operation, status of operation, size of operation (number of employees in an operation), sales volume of the operation, and the number of disabled employees.
4. Identify differences in the employer attitudes among members of the National Restaurant Association's Mountain, East north central, West south central, and West north central regions of the United States.

5. Identify differences in the employer attitudes among types of disabilities that limit employment, such as hearing impairment, mental retardation, physical disability, and visual impairment.

Null Hypotheses

The study investigated five hypotheses. These hypotheses are stated below in the null form:

- H1: There will be no significant association with employers' management decisions and the disability of the hypothetical employee in each case incident.
- H2: There will be no significant differences in employer attitudes toward persons with disabilities and related specific employer-related variables: a) gender, b) age, c) race d) educational level, e) years in current job, f) employment experience with disabled workers, and g) family members or friends with disabilities.
- H3: There will be no significant differences in employers and related specific business variables: a) type of operation, b) status of operation, c) size of operation, e) sales volume of the operation, and f) the number of disabled employees
- H4: There will be no significant differences in employers attitudes among geographic regions of the country.
- H5: There will be no significant differences in employers attitudes among types of disabilities.

Assumptions

For the purpose of utilizing results of this study, the following assumptions were accepted by the researcher:

1. The respondents honestly completed the instrument to the best of their abilities.
2. The respondents were responsible for hiring employees in the operations.

Limitations

The following limitations were inherent in this study:

1. The sample encompassed only members of the National Restaurant Association (NRA).
2. Results from the study cannot be generalized to foodservice employers who are non-members of the NRA.
3. The sample was confined to foodservice operations in 14 states of the United States. Therefore, generalizations to the employers of the foodservice operations in the other regions of the United States may be precluded.
4. The response rate is relatively low (20%). It is possible that the data was biased if only those employers with positive attitudes toward persons with disabilities chose to participate in the study. Thus, external validation of findings remains unknown.
5. There will be no way to ascertain whether responses represent the true opinions of the respondents.

Definition of Terms

The following terms have been defined to add clarity to the dissertation. These terms are used frequently throughout the text.

1. Americans with Disabilities Act (ADA) is the civil rights protection for persons with disabilities parallel to those that have been established by the Federal government for women and minorities. The Act not only makes it unlawful to discriminate in employment against a qualified individual with a disability, but outlaws discrimination against individuals with disabilities in state and local government services, public accommodation, transportation and telecommunication (Wodatch, 1990).

2. Attitude is the predisposition of the individual to evaluate an object or aspect of his world in a favorable or unfavorable manner. It is a manner of acting, feeling, or thinking that shows one's disposition, opinion etc. (Kaplan, 1992).

3. Barrier is an identifiable characteristic of an individual or class of individuals, or a quality associated with an individual or class of individuals that operates as an impediment to employment. Barriers are defined by employers and employment agencies based on their perceptions. These barriers may be attitudinal, based on cost considerations or ability to perform (May, & Vieceli, 1983).

4. Disability is defined by the law as a physical or mental impairment that substantially limits one or more major life activities such as breathing, walking, hearing, speaking or working. It also covers individuals who have a record of such an impairment or are regarded as having such an impairment (ADA, 1990).

5. Discrimination considers the relationship between a person's attitude and present behavior. It refers to the unequal treatment of persons on the basis of their memberships in some groups (Colorez and Geist, 1987). Discrimination occurs when persons of equal productivity are offered different wages or unequal opportunities for employment. It can result from prejudice, differential information concerning the average productivity of majority and minority workers (Baldwin & Johnson, 1994).

6. Employer Perceptions are beliefs and opinions of an employer that may or may not be valid concerning specific issues that are identified (Tobias, 1989).

7. Essential functions are the basic job duties that an employee must be able to perform, with or without reasonable accommodation (ADA, 1990).

8. Impairment means any physical disorder or condition, cosmetic appearance or anatomical loss effecting one or more of the following: neurological, musculoskeletal, special sense organs including speech organ, respiratory, cardiovascular reproductive, digestive, and skin. It also means any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and learning disabilities (Spertzel, 1992).

9. Mental Retardation refers to subaverage general intellectual functioning which originated in the developmental period and is associated with impairment in adaptive behavior (Scheerenberger, 1983, p. 218). Persons with mental retardation typically require special instruction in recreation with communication skills or may require more time to learn job skills and work routines (Hutchins, 1989).

10. Physically disabled (Orthopaedically impaired) refers to persons who have one or more of the following impairments: wheelchair bound, single or multiple amputee,

impairment caused by disease or birth defect, permanent use of crutches or cane, or loss of function in the arms or legs that prohibits normal activity (Smith, 1992).

11. Prejudice refers to a prejudgement shaped by preconceived ideas. It is locked into its own patterns of thought, generating premises from conclusions already arrived at. Prejudice is as much at work in a favorable prejudgement as in an unfavorable one, typically ambivalent attitudes are involved. Prejudice in thought and feeling eventually finds overt expression in acts of discrimination (Kaplan, 1992,).

12. Reasonable accommodation is any change or adjustment to a job or work environment that permits a qualified applicant or employee with a disability to participate in the job application process, to perform the essential functions of a job, or to enjoy benefits and privileges of employment equal to those enjoyed by employees without disabilities (ADA, 1990).

13. Undue hardship refers to an accommodation that would be unduly costly, expensive, substantial or disruptive, or would fundamentally alter the nature or operation of the business (ADA, 1990).

CHAPTER II

REVIEW OF LITERATURE

Introduction

Research efforts to identify employer attitudes toward persons with disabilities and the relationships of variables upon employer attitudes have been conducted for many years. Numerous studies have been conducted to more closely examine the employers' attitudes toward individuals' with disabilities.

The nature of the topic requires both a broad and a specific review of literature in the areas of prejudices, attitudes and employment as they effect the disabled as a protected group. The literature review provided is divided into the following major topics: employment problems of persons with disabilities, factors affecting the problem, previous studies of attitudes toward persons with disabilities, the Americans with Disabilities Act, and summary.

Employment Problems of Persons with Disabilities

Historically, classes of individuals with certain characteristics have faced particular problems in obtaining equal access to the labor force. Women, racial and ethnic minorities, older workers and the disabled who were underrepresented in the labor market were also underemployed and in lower-paying occupations (Tobias, 1989). Unlike their minority group counterparts, the disabled face employment and wage effects since employers perceive the

disabled might have limitations to work productively. An employer can use this as an excuse to hire the non-handicapped over an equally qualified disabled applicant. For instance, employers may not hire persons with disabilities because they believe costly job modifications are necessary (Baldwin & Johnson, 1994).

According to Wolfe (1980), disabled individuals were substantially disadvantaged in a number of labor-market areas such as professional, managerial and service occupations. The labor-force participation rate for disabled individuals stood at 59% compared to an estimated 80% of nondisabled individuals. Wolfe's analysis showed substantial differentials in hours worked and wages earned. Thirty percent of the disabled men worked full time compared to 74% of the nondisabled men. In addition, for comparable occupational levels and identical educational levels, the wages for disabled persons were less than those of nondisabled persons.

Dramatic changes in the U. S. labor market have caused employment trends for persons with disabilities to worsen over the last two decades, even though the employment rate of working-aged adults increased by an average of 10% during this period. The overall employment rate of women showed a phenomenal 36% growth, while that of the men decreased by 3%. By contrast, the employment rate of disabled women increased only 30%, only 83% the growth rate of women without disabilities. The labor-force participation rate of men with disabilities, however, decreased by a shocking 15%. This is five times the decline among men without disabilities (Yelin, 1991). Comparisons such as these exemplify the battle disabled workers must fight when entering the work force.

Baldwin and Johnson (1994) estimated the extent of labor market discrimination against men with disabilities by using the 1984 panel of the Survey of Income and Program Participation. They found large differences in employment rates and hourly wages between disabled and nondisabled men. The employment rates and hourly wages of men with disabilities were slightly lower than those of men without disabilities. In 1984, disabled men were offered \$2.44 an hour less than nondisabled men for the same type of work. They also found wage differentials between nondisabled and disabled men increased between 1972 and 1984 when they benchmarked data from the 1972 Social Security Survey of the Disabled.

According to the Census Bureau, as of March 1991, there were 43 million disabled individuals in the United States of America, more than 60% of whom were unemployed. There were 14.8 million persons age 16 to 64 who reported having a work-related disability and described themselves as having a condition that limits the type or amount of they work can do. Of all those with a work-related disability who are ages 45 to 64 (44% of 14.8 million), 29% were employed, while 15% were unemployed. This rate showed more than double the unemployment rate for nondisabled workers (Iwamuro, 1992).

A survey conducted by the International Center for the Disabled (ICD) in 1986 (LaPlante, 1991) showed persons with disabilities were underemployed. Forty-seven percent of persons with disabilities who work less than full time or are not working stated that employers would not recognize their ability to work a full-time job. Other reasons cited for underemployment and unemployment included inability to find any jobs, poor education and work-related training, lack of transportation, and lack of assistance

equipment in the workplace. In addition, Philip Nelan, the National Restaurant Association's director of handicapped employment service, estimated that there are more than 4 million disabled persons age 16 and over who are capable of working but are not working due to a lack of job-related training (Jamero, 1992).

LaPlante (1991) stated that many persons with severe disabilities may not be able to work in traditional jobs and working environments. He cited the data from the National Health Interview Survey (NHIS) during 1983-1985 that 9.9 million persons aged 18 to 69 with disabilities said they are unable to work. LaPlante (1991) estimates 23% of this group and 44% of 7.6 million persons limited in the work they can do would be able to work if the working environment accommodated them. This survey explains that both an architectural barrier and an employer attitudinal barrier in the workplace are obstacles to employment of persons with disabilities. Removal of such barriers could curtail the phenomenal cost of disability in this country by treating the disabled as a reserve work force.

Rochlin (1989) estimated that 8.2 million unemployed people are receiving some form of disability insurance or welfare, ranging anywhere from \$700 a month to \$1,400 a month. If disability benefits plus government medical services were paid over a 40-year work-life to one person with a disability, the cost could easily exceed \$1 million. Those benefits are provided by American tax payers, individuals, and businesses. The challenge is how society and industries can affect policies and programs which would bring the disabled into the working mainstream and make them valuable to the workforce (Noel, 1990; Rochlin, 1989).

Factors Affecting the Problem

Several factors contribute to the disadvantages of the disabled in the labor-market. While similar to other protected groups such as women, blacks, and other ethnic groups, the disabled struggle with additional causative factors. In a general sense, all protected groups experience societal, and more specifically, employer prejudice and discrimination. The differences between the disabled and other protected groups occurs not only in the basis and extent of prejudice and discrimination, but also in systematic disincentives to work as well as in labels that undermine the motivation to work. For instance, disabled men who are full-time workers, in general, earn less than 90% of what nondisabled men earn each month (Wolfe, 1990).

Colorez and Geist (1987) noted that prejudice and discrimination are usually so firmly entrenched that people are either unaware of their presence or rationalize away their existence. Prejudiced individuals are usually not open to new information that might change such attitudes. Prejudices include an either/or-type of logic: the disabled group of people is either good or bad, and it is assumed that each member possesses the characteristics attributed to the population.

The most commonly cataloged manifestations of prejudice toward disabled persons include comments and feelings such as “discomfort,” “charity case,” “physical impairment,” “equals to intellectual impairment,” “can't carry own load” and “no romantic/sexual, emotional life.” These rigid, limited, judgmental natures of common stereotypes have a

destructive and dysfunctional impact. In most situations, they minimize the talents, potentials and accomplishments of disabled individuals (Loden & Rosener, 1991).

The attitudinal barrier in families, social circles and workplace is the most difficult barrier persons with disabilities face. For many centuries, society has treated the disabled as different. They have been excluded from the mainstream of life (Hall et al., 1994). Michael Winter, current president of the National Council on Independent Living (NCIL), strongly believes that both the attitude of employers against persons with disabilities and the attitude of the disabled themselves are the great barriers to the employment of persons with disabilities. Employers are fearful to employ persons with disabilities because they believe hiring persons with disabilities will cost more money (Peters, 1989).

In a discussion of employer attitudes, Jamero (1979) cites studies where employers appear more inclined to judge handicapped persons on a basis of disability, rather than on performance capabilities. He also found employer attitudes toward hiring disabled persons to be less favorable than towards all other groups of minority persons, such as ex-convicts, students radicals, and the elderly.

Peters (1989) cites the advice of William Thomas Leonard, manager of corporate recruitment for McGraw-Hill Inc., to address employer initiative toward persons with disabilities. Leonard said that the conscious or unconscious rejection of physical appearance is one of the first attitudes displayed by an employer toward disabled applicants. More emphasis should be on evaluating the person's ability to do the job itself. Leonard advised "It is important to remove all emotions immediately to look at the person in an objective light; remove all biases and misconceptions."

A number of beliefs about disabled workers have been identified and cited as reasons for not hiring qualified disabled individuals. Nathanson (1977) discussed some beliefs and provided evidence that these beliefs are really myths in a study at Du Pont of disabled workers. Specifically, he discussed the belief that hiring the disabled will bring about more accidents, cause insurance costs to rise, increase absenteeism and turnover rates, decrease productivity, and require expensive modifications of the physical layout of workplace to accommodate the disabled. These beliefs influence the employer's decision making process, making him reluctant to hire qualified disabled persons.

In addition, the attitude of the disabled themselves also effects the unemployment problem. Peters (1989) cited that persons with disabilities have not had an equal opportunity to explore career options because they have been denied equal access to employment. Because of this they are often unaware of their full capabilities and react passively to unequal treatment from work opportunities.

Previous Studies of Attitudes Toward Persons with Disabilities

Literature, data and research show that persons with disabilities are disadvantaged in the labor-market. Higher unemployment rates, lower wages, and a disproportionately large number of the disabled performing entry level and menial tasks are characteristics resulting from prejudiced attitudes.

Employers' Willingness to Hire the Disabled

Nagi, McBroom, and Collette (1972) reviewed research and literature dealing with employer attitudes toward employment and the disabled. They concluded that; a) there was a discrepancy between the expressed willingness of employers to hire the disabled and the number hired in actual practice; b) favorable past experience contribute to positive employer attitudes toward disabled workers; and c) favorable past experience increases the likelihood of hiring such workers in the future. The authors cited studies which reflected that employers were likely to underestimate disabled persons' capabilities. The study also found that cost considerations were frequently mentioned as reasons for rejection of disabled workers. Small organizations were less likely to hire disabled workers than larger ones.

A study conducted by Johnson and Heal (1976) attempted to measure attitudes of private employment agencies toward handicapped applicants. The authors hypothesized that the prejudicial attitudes of employers would also be considered by employment agencies. The responses of the employment agencies were measured in terms of courtesy, type of job offered, number of referrals, and discouragement/encouragement by the employment counselor. The same applicant applied at the same employment agencies, once as a non-handicapped person and again as a wheelchair user. The results revealed that the private employment agency did not treat the wheelchair applicant equally with the non-handicapped applicant. The wheelchair applicant was provided fewer chances for job interviews, counseled that his chances were poor, and referred to jobs where he would be less visible.

Differences were also shown in the courtesy and consideration given to the two types of applicants.

Employer Attitude and Type of Disability

As if having a disability was not challenge enough, a person's type of disability affects attitudes of employers toward persons with disabilities. The association of the type of disability with perceptions was researched in several studies. Roland and Taraba (1971) conducted a study investigating employer attitudes toward five different types of disabilities (e.g. psychiatric, delinquency, epilepsy, retardation, amputation) to see if employers differentiate among types of disabilities, or rather, assume a generalized attitude toward all disabled workers. One hundred fifty-two employers were asked to rate the extent to which they might expect problems from five disability types. The expected problems covered by the questionnaire involved need for supervision, physical work tolerance, reliability, ability to tolerate pressure, trouble adjusting, and worker relationship. The employers showed significant differences in their expectations of work-related problems in each of five different disability types. Employers perceived amputations as the best overall employment risks and psychiatric as the poorest risks.

Mithaug (1979) surveyed 43 Fortune 500 companies in terms of hiring the handicapped. Subjects were asked to estimate the percentage of handicapped persons in their workplace, indicating preferences for disability types and identifying the factors that would influence their decisions to hire the handicapped. Over 50% of the respondents showed that only 2 to 4% of their work force were handicapped. Preferences for disability types were

clearly shown. The physically disabled and hearing impaired were most preferred, while the blind, severely physically disabled, and severely mentally retarded were least preferred.

These results may reflect employer's preference varies according to the type of occupation sought. The employers also expressed considerations about handicapped worker's abilities, productivity, absenteeism, emotional personality, turnover rate, and liability as factors affecting their decisions to hire handicapped workers. These survey results were consistent with other research in substantiating employer preferences for certain types of disabilities and in validating the existence of specific misconceptions surrounding handicapped workers.

The study conducted by Fugua, Rathburn, and Gade (1983) to assess perceptions of work traits and conditions for eight types of disabled workers also showed a consistency in the association of the type of disability with perceptions of employers. The work traits and conditions considered included productivity, absenteeism, turnover rate, accident rate, ability to handle new situation, physical tolerance, emotional stability, co-worker relationship, reliability, workers compensation problem, building modification, and supervision. The eight types of disability were blindness, cerebral palsy, paraplegia, emotional problems, epilepsy, amputation, deafness, and mental retardation. According to the results, employers had the greatest concern about productivity, accident rates, and worker compensation problems. The least important concerns were reliability and relationships with co-workers. Employers showed the most concern about hiring the blind and mentally retarded. The least concern was expressed for the epileptic. There were no differences expressed, based on either gender of the employer or on the number of handicapped employees the organizations had.

Hartlage and Taraba (1971) investigated whether employers are differentially receptive to individuals with various types of handicaps, such as physical, mental, and social handicaps. They found that all employers differentiated among three types of handicaps with respect to: need for supervision, expected trouble of getting along with co-workers, and expected trouble adjusting to new work situation. Employers did not differentiate between types of handicaps in responding to absenteeism. The mentally retarded group was viewed as being the best employment risk among the three disability groups by all employers.

The association of the types of disability with perceptions and existence of preference type of the disability are clearly shown in several research efforts, while the type of disability perceived as the best or the poorest by employers is not consistent in each study. For example, the mentally retarded were perceived as the least favorable type of disability for employment of disabled by employers in the studies of Roland and Taraba (1971), Mithaug (1979), and Fuqua et al. (1983). However, this type was viewed as the most favored in hiring of the study of Hartlage and Taraba (1971). Each study examined existence of preference type of the disability in widely different types of industry as well as different types of position. The major considerations about the disabled workers are supervision, reliability, absenteeism, productivity, turnover rate, worker' ability and physical tolerance.

Different Type of Disability and Type of Position in Workplace

Employers also had different perceptions to workers with different types of disabilities by type of position. Greenwood et al (1991) reported the findings of a national survey of Projects With Industry (PWI). PWI practitioners were asked to indicate how they expected typical employers to respond to concerns such as work performance ability. They expressed the opinion that employers would be more likely to hire persons with physical disabilities for professional and managerial positions than other types of disabilities such as mental retardation , visual impairment, etc. Employers were likely to hire about equally across kinds of disabilities for production positions.

Williams (1972) surveyed 180 Minnesota employers in a wide variety of industries whose number of employees ranged from 45 to over 10,000. The survey identified the attitudes of employers toward hiring handicapped persons and the economic factors underlying their decision. The views from 108 respondent employers varied according to the type of handicap (e.g. serious heart attack, blind, deaf, peptic ulcer, diabetes, epilepsy, loss of one arm, loss of one leg, back alignment, and mental retardation) and the position sought (first line production job, management job, clerical job, and sales job). For instance, over 85% of these employers would never hire mentally retarded persons for management or sales jobs. This type of disabled person would be most likely to secure a production job. Over half of the employers would hire applicants with peptic ulcers, diabetes, or one leg for any of four positions.

In this study, the size of business did not effect decisions with respect to hiring handicapped persons. This result was different from the study of Gade and Toutges (1983). They found that employers having 50 or more employees had a more favorable attitude toward hiring epileptics and used concern for worker safety less often as an excuse for not hiring than employers with small business.

Employer Attitude and Previous Experience with Persons with Disabilities

Several investigators conducted studies to explore the relationship between employer attitudes toward disabled individuals and their previous experiences with persons with disabilities. The results of the studies differ from those studies that investigated the influence of contact on attitudes toward persons with disabilities. Several studies found that employers having prior contact with persons with disabilities had more positive attitudes toward them than those having no previous contact.

Betz et al (1966) examined employer attitudes toward the handicapped and how these attitudes affect employment practices by using a sample of 24 Texas organizations. They found employers' positive attitudes are significantly related to experience with disabled workers. Employers may not actually hire handicapped individuals in practice even though they expressed a willingness to do so.

A study conducted by Florian (1978) examined employers' attitudes toward hiring people with different disabilities. Results of the study revealed that a positive relationship was discovered between past experience and the employers' actual readiness

to employ the disabled. This positive relationship might result from the employers' positive satisfaction with the disabled whom they hired in the past.

Colorez and Geist (1987) conducted a study to compare the attitudes of rehabilitation employers and general employers with respect to the hiring of disabled persons. It was hypothesized that the rehabilitation employer attitudes would be significantly more positive than those of general managers because the actual experience of disabled persons might provide immunity against prejudicial attitudes. Instead they found that the two groups expressed moderately positive attitude toward hiring disabled persons with no significant differences between rehabilitation and general managers.

Satcher and Dooley-Dickey (1992), however, found the variable of previous contact with the disabled does not affect the attitudes of human-resource management students toward persons with disabilities. This result was different from previous studies of Betz et al (1966), Florian (1978), and Colorez and Geist (1987) investigating the influence of contact on attitudes toward persons with disabilities. Satcher and Dooley-Dickey (1992) examined the relationship between attitudes of respondents and previous contact of a personal nature with persons with disabilities, such as having a family member or a friend with a disability.

Several conclusions can be drawn from the literature addressing employer attitudes toward hiring persons with disabilities. A number of attitudinal and work-related barriers do exist for the disabled. An overall perspective of the relationship of disability types with employer attitudes reveals that employers' reception and level of discrimination varies with

the type of disability. It appears that employers do not view disability as a homogeneous entity, but rather tend to evaluate each type of disability as a unique phenomenon.

Without question, individuals with disabilities make up a considerable proportion of the nation's manpower resources. Unfortunately, industry underutilization of disabled persons in the nation's workforce may stem from employer attitude. Employers need to consider disabled individuals on the basis of ability rather than disability (Jamero, 1979).

The Americans with Disabilities Act (ADA); Public Law 101-336

The Americans with Disabilities Act (ADA); Public Law 101-336, Title I, went into implementation July 26, 1992. The ADA is a combination of the Civil rights Act of 1964 and Title V of the Rehabilitation Act of 1973. The Rehabilitation Act of 1973 protects the disabled against discrimination in the workplace, but covers only employers who conduct business with the federal government. Title VII of the Civil Rights Act of 1964 forbids discrimination on the basis of race, sex, or national origin, but does not cover the disabled. The ADA bridges these by specifying the disabled as a protected group and requiring a broad array of accommodation and rights for them (Cross, 1993; Wodatch, 1990).

The ADA prohibits discrimination against people with disabilities in employment at all types of workplaces. There are two primary sections of the Act that affect foodservice operations. Title I of the ADA requires employers of 15 or more employees to provide reasonable accommodation to qualified employees or job applicants with disabilities. Title III of the Act requires places of public accommodation to make their service and facilities

accessible to and usable by physically disabled guests and customers (Salmen, 1992; Cross, 1993). Familiarity with ADA will help owners and operators of small businesses use their knowledge of the law to advantage in finding, interviewing, and hiring qualified people with disabilities. As Peak (1991) stated, "the ADA is the most far-reaching civil rights legislation to come down in 25 years, and labor lawyers agree that the time for preparation of equal opportunity for individuals with disabilities in the areas of employment is now."

Employment Provisions (Title I)

Title I of the ADA protects qualified individuals with disabilities in recruitment, hiring, promotion, training, lay-off, pay, firing, job assignments, leave, benefit, and all other employment related activities. An employer may not refuse to hire an individual based on a disability when that person can perform the essential functions of the job (ADA Sec. 101, 1990; Hunsicker, 1990).

The term "qualified individual with a disability" means "an individual who, with or without reasonable accommodation, can perform the essential functions of the employment position that such individual holds or desires." Under the ADA, the term "disability" refers to: (1) a physical or mental impairment that substantially limits one or more of the major life activities, for example, walking, seeing, speaking or hearing, (2) a record of such an impairment, or (3) a perception of having such an impairment. This definition also includes those persons with the human immunodeficiency virus (HIV) or acquired immune deficiency syndrome (AIDS), but who are not limited in major life activities. Obese persons and those persons who have significant physical burns on their faces that do not actually limit their life

activity also are covered by the Act (ADA, 1990; Barlow, 1991; Cross, 1993; Hunsicker, 1990; Renolds, 1991; Woods & Kavanaugh, 1992).

According to the provisions of the ADA, an employer must make "reasonable accommodation" for known qualified individuals with disabilities, unless doing so would result in an "undue hardship" on the employer or if individuals pose a direct threat to the health and safety of themselves or others. If the operator of the business does not know about the handicap, no accommodation is necessary (Peak, 1991). The term "reasonable accommodation" refers to any change or adjustment to a job or work environment that allows the disabled employee to do the job.

The cost of architectural barrier removal from the existing facilities causes employers great confusion because they lack adequate knowledge in this field. The cost of alteration in existing facilities is often minimal, no additional cost. For instance, the provision of a "reserved" parking spot near the building entrance for an employee in a wheelchair requires no extra company expense. Simple alterations and provisions such as a lowered workbench, curbless walkway or curb cuts, wide doorways, lowered drinking foundations, and reachable telephones show an employer's commitment to meeting his ADA action obligation to a wheelchair-bound employees and impose no undue hardship on an employer (ADA, Sec. 101, 1990; Maslen, 1992; Nathanson, 1977; Woods & Kavanaugh, 1992).

According to the ADA, "essential functions" refers to the basic job duties that an employee must be able to perform, with or without reasonable accommodation. Job tasks should be fundamental and not marginal. For example, a kitchen helper "washes worktable,

walls, refrigerator and floor, 20%; sorts and removes trash and garbage to dumpster, 20%; steam-cleans garbage cans, 5%" etc. (Lorenzini, 1992; Thompson, 1991).

Public Accommodation (Title III)

The ADA prohibits public accommodation from discriminating against individuals with disabilities in the full and equal enjoyment of services and goods. Title III of the ADA requires employers in places of "public accommodation" to make their service and facilities accessible to and usable by physically disabled guests and customers. The list of targets includes lodging establishment, restaurants, bars, theaters, stadiums, convention centers, spas, resorts, museums, libraries, schools and service establishments (e.g. grocery and clothing stores), banks, hospitals, and law and medical offices. There is no exemption based on size in this section, unlike the Title I , employment provisions, of the ADA (Hunsicker, 1990; Weinstein, 1992).

According to the National Restaurant Association statements to comply with the public accommodation (Weinstein, 1992), the existing facilities must remove barriers wherever "readily achievable" that is , when it can be easily accomplished and without much difficulty and expense. For instance, it is considered that rearranging a few tables to provide aisle access for someone in a wheelchair is readily achievable. But if the rearrangement results in significant loss of serving or selling space, it would be considered an "undue hardship." In this case, ADA requires operators to provide alternative methods of making services and goods available.

Summary

Unemployment rates faced by the disabled exceed not only those for the persons without disabilities, but also those of any other U. S. minority group. Employer attitudes document a primary barrier as to why persons with disabilities have difficulty finding and getting a job. A number of studies describe negative attitudes as contributing to employer discrimination against persons with disabilities. Such attitudes play an important role in the employer's decision-making process (Satcher & Dooley-Dickey, 1992).

Although the outlook for employment of the disabled seems grim, the foodservice industry has made great strides in employment opportunities. Iwamuro (1992) cited government statistical results that the foodservice industry is an important employer of persons with disabilities. According to the U. S. Department of Education's Rehabilitation Services Administration, the number of rehabilitated persons employed in foodservice operations has grown steadily during the past decade even though the number of persons with disabilities who completed state-subsidized vocational rehabilitation programs has decreased during the same period. Likewise, while the total number of rehabilitated persons who are employed decreased 22.7% from 1980 to 1990, the number of rehabilitated persons employed in foodservice operations rose 11.7% during the same period.

These statistics provide necessary validation for the foodservice industry as an important labor market for persons with disabilities. However, no studies to date examine employer attitudes toward hiring persons with disabilities in the foodservice industry. If the foodservice industry is to become a larger employer of persons with disabilities, research into

the employer's awareness of physically and mentally handicapped individuals is needed.

Results and information gathered through such a study could be used as an important part of foodservice management training.

CHAPTER III

METHODOLOGY

Many studies have been conducted to determine employers' attitude toward hiring persons with disabilities during the last decades. Conflicting findings were shown since studies used widely different disabled worker groups as well as different industries. Limited studies have been conducted to survey employers attitudes toward hiring persons with disabilities in the foodservice industry. Chapter III contains a detailed description of the method and procedures used to conduct this study.

Research Design

The research design of this study entailed descriptive research which was used to obtain information concerning the current status of the phenomenon. This method focused on "what exists" with respect to variables or conditions in a certain situation (Key, 1994). A mailed survey assessing the characteristics of the defined population was utilized to establish associations among variables or factors. This survey method was chosen because it provides baseline information about data prevalence of a condition or factors of interest in the population (Monsen, 1992). This study is described as descriptive research utilizing a mailing survey with a static group to identify the foodservice employers' attitudes toward persons with disabilities.

Population and Sample

The target population for this study included employers of foodservice operations in the United States. The survey population focused on employers or managers of foodservice operations who are responsible for hiring employees and have membership in the National Restaurant Association's (NRA) Mountain, East north central, West north central, and West south central regions of the United States. The current membership directory of the NRA for these regions was used as a guide. The Mountain region included the states of New Mexico, Colorado, and Arizona. The states of Illinois, Indiana, Ohio, and Wisconsin composed the East north central region, and the states of Kansas, Minnesota, Missouri, and Nebraska composed the West north central region of the country. West south central region included the states of Arkansas, Oklahoma, and Texas.

The samples used in the study encompass only members of the NRA and omit foodservice employers who are non-members of the NRA. Although this may be seen as a problem within the study's structure, further correction was not feasible because of sample size limitation of the study. The most current NRA membership listing was utilized to minimize the number of missing elements in the frame. Based on this survey population, results may only be generalized to foodservice employers who are members of the NRA within selected regions of the United States.

Although this survey's results may only be generalized to the selected 14 states, Chapter IV's discussion of demographic data will show that these results closely

paralleled the 1994 NRA study of foodservice employers on a national scale. With this in mind, significant comparisons may be made between this study's target survey population and the national population of foodservice employers.

Using the NRA individual membership list eliminated any foreign elements in the survey population created through organizational memberships (e. g. Pizza Hut, University, Hospital etc.). In addition, the cover letter sent requested that only individuals responsible for hiring employees complete the questionnaire. By utilizing these two techniques, outside elements within the survey respondents were avoided.

To estimate the sample size of the study, the range ($R=5-1=4$) of the 5 point Likert scale was used to estimate value, the usual assumption being that these measurements will follow a normal distribution. With this assumption, the expected value of the standard range, R/S , can be obtained for various values of n given in Table XXXIII of the Sampling Method (Warde, 1990). This research effort attempted to estimate the mean of attitude scores of employers toward persons with disabilities to within ± 0.1 with 95% of confidence.

The NRA membership listing for the selected four regions of the U. S. included 6,204 individuals in the survey population. Simple random sampling from the population to obtain 1,000 elements was not appropriate because each state contained a different number of individuals, meaning that each state did not have an equal probability of selection. Therefore, initially stratified sampling with proportional allocation was used to decide how many observations should be taken from each state (stratum). This would theoretically require a 16.12% sample to be taken in each state. However, to facilitate

state to state comparison, a minimum sample size of 35 in each state was deemed to be desirable. With this in mind, the summary procedure of getting sample observations for each state (stratum) follows;

1. A census was run in the states of OK (n=33), AR (n=23), and NM (n=32).
2. In the states of NE, TX, MN, MO, and WI, the number of NRA members was such that a 16.12% sample was too small and so n=35 was chosen for each state.
3. A 13.53% sample was selected from each of the remaining states, KS, CO, AZ, IL, IN, and OH in order to achieve an overall sample size of 1,000.

After deciding the number of observations from each state, a sample from each state's members in the each states was selected at random. This system was deemed appropriate for all except OK, AR, and NM, which were done by census, since these states do not contain enough numbers of the NRA members list to be applied with a simple random sampling method.

Research Instrument

The Employer Attitudes Assessment Instrument (Appendix A, B, and C) was designed specifically to identify business and employer demographics and employer attitudes toward hiring persons with disabilities. Employers were told that the study would be used to identify attitudes of foodservice employers toward persons with disabilities. The survey instrument consisted of three parts. The first part requested demographic information concerning the respondent of the survey (e. g., age, race, gender, educational level, etc.) and the business for which the respondent is working (e.

g., operation type, operation status, etc.). Directions for this section describe three types of response options: a) multiple choice, b) open-ended questions, and c) degree of satisfaction with the previous experience related to employees with disabilities (Appendix A).

The second part was a series of three case incidents (Appendix B), presented in memorandum form, to which employers respond as managers of a hospitality firm. Case studies were modified from those developed by DeMicco (1989). Each situation involved a manager/employees decision and includes biographical data pertaining to the hypothetical employees. Two versions of each case incident, with each incident varying in disability type, were prepared. One version featured an employee with a disability and the other featured an employee without a disability. All other anecdotal and biographical data remained identical. To avoid variables of gender or race, the hypothetical employee in all cases is a male of unspecified race. Each respondent received only one version of each case incident. Following the text, respondents were asked to choose the action they would take regarding the incident and document their attitude toward the featured employee.

The third part of the questionnaire consisted of 19 statements (Appendix C) about employees with disabilities in which employers indicating their agreement or disagreement using a 5-point Likert-type Scale (A = Strongly Agree to E = Strongly Disagree). The statements concerned a range of employment issues associated with disabled persons. Respondents selected an alphabetic rating indicating their degree of agreement as it applied to persons with hearing impairment, mental retardation, physical

disability, and visual impairment. A total score for perception was calculated separately for each type of disability by totaling relevant numeric rating scales across all the statements.

Two forms of the questionnaire were prepared. On form A (two disabled employees), case incidents #1 and #3 involved the employee with a disability and case incident #2 involved the employee without a disability. On the second form, form B (one disabled employee), the versions were reversed in that #1 and #3 involved the employee without a disability, and #2 involved the employee with a disability. On both forms, the 19 attitude statements regarding employees with disabilities were identical. To avoid calling attention to the fact that two alternative versions of the survey existed, an unobtrusive code within the title on each form was utilized in addition to identification before shipping.

The cover letter (Appendix D) was carefully designed to enhance the response rate. To keep confidentiality, the business reply postcard (Appendix D) was enclosed for those who wanted to receive copies of the survey results. This postcard was to be mailed separately from the survey. A professional appeal rather than a personalized appeal was used on the cover letter. The School of Hotel Restaurant Administration department's letterhead stationary was used to accomplish this. The cover letter included: 1) the purpose of the study, 2) the method by which the respondent being contacted was selected to be surveyed, 3) the statement about confidentiality of responses, 4) an estimate of the length of time required to complete the survey, 5) the method of returning

the questionnaire, and 6) the method to receive a copy of the final report of the survey (Appendix D).

The initial draft of the instrument was pilot tested with 35 students of the School of Hotel and Restaurant Administration who are prospective employers of foodservice operations in order to: 1) confirm the clarity of written instructions included on the instrument, 2) obtain feedback concerning the amount of time necessary to complete the survey, and 3) obtain any recommendation for change in format or content of the questionnaire. The results of these procedures were utilized to make any necessary revision to the instrument prior to the implementation of the current study. For instance, a few facts and things on both cover letter and the instrument were bolded to emphasize the importance of the study.

After receiving the name and addresses of employers across the 14 states, a cover letter explaining the purpose and nature of the research project and requesting the participation of employer, and a copy of the questionnaire were sent to each selected employer listed. A self-addressed, prepaid business reply envelope, and prepaid postcard which asked the desire to receive a copy of the final report by filling name and address were included to facilitate employer responding.

The cover letter and questionnaire were printed on School of Hotel and Restaurant Administration department's letterhead stationary and white paper and reproduced respectively at the Oklahoma State University Engineering Duplicating Services. The University's Central Mailing Services facilitated the mailing and return of the

questionnaires. An appropriate sample size was received through the initial mailing. As a result, the second mailing was not conducted due to time and financial constraints.

Data Analysis

The questionnaires were coded and data collected were transcribed and entered into the computer using the software program PC-File III. Statistical analysis was performed using Statistical Analysis System (SAS) program (SAS, 1985). For the analysis of the demographic information (employer and business demographics), frequency tables were computed for the responses on each item within Part I of the questionnaire. For the analysis of each of the questions pertaining to the case incidents, chi-square tests of association were used to determine whether relationship existed between the disability of the hypothetical employee in each incident and respondents' management decisions. Analysis of variance (ANOVA) and t-test analysis were conducted to examine the possibility of existing group differences between mean composite scores of 19 attitude statements (Steel and Torrie, 1980).

For more accurate statistical analysis and effective comparison of demographic variables, categories were condensed into the following groupings:

1. Race: White and nonwhite (Black, Native Americans, Hispanic, Asian/Oriental) groups.
2. Age groups: Under 35 years old, from 35 to 44, from 45 to 54, 55 and older.
3. Education level: Under college education, college education, more than college education.

4. Length of time in current job: 5 years and under, from 6 to 10 years, over 10 years.
5. Size of operation (number of employees in operation): 0-10, 11-30, 31-50, 51-100, more than 100.
6. Number of disabled employees in operation: None, 1-5, 6-10, more than 10.
7. Volume of operation (number of patrons a week): Small (1-299), middle (300-799), large (800 and more).

CHAPTER IV

RESULTS

Introduction

The purpose of this study was to measure attitudes of foodservice employers toward persons with disabilities and to assess the effects of these attitudes on management decisions in hypothetical situations. In addition, this study investigated the relationships between the specific variables and employers' expressed attitudes toward persons with disabilities.

The study was guided by the following objectives:

1. Determine whether a relationship existed between the disability of the hypothetical employee in each case incident and the respondents' management decisions.
2. Identify differences in the attitudes of employers toward persons with disabilities in specific employer-related variables with regard to the type of disability. Specific employer-related variables include: gender, age, race, educational level, years in current job, employment experiences with disabled workers, employer disability, and family members or friends with disabilities.
3. Identify differences in the attitudes of employers toward persons with disabilities in specific business-related variables regarding to the type of disability. Specific business-related variables include: type of operation, status of operation, size of

operation (number of employees in an operation), sales volume of the operation, and number of disabled employees.

4. Identify differences in the employer attitudes among geographic regions of the United States, such as Mountain, East north central, West north central, and West south central.

5. Identify differences in the employer attitudes among types of disabilities that limit employment, such as hearing impairment, mental retardation, physical disability, and visual impairment.

The return rate and assessment for sampling bias are presented first. These results are followed by a report of demographic data and a descriptive analysis of the findings. In addition, the results of Chi-square tests of association are discussed to determine whether a relationship existed between the disability of the hypothetical employee in each case incident and the respondents' management decisions. Finally, the relationships between the specific variables and employers' expressed attitudes toward persons with disabilities is reported.

Return Rate

One thousand employers were contacted to participate in the study. Of the two hundred (200) questionnaires returned, seventeen were unusable because they were not properly filled out or not completed at all. Therefore, 183 surveys were returned in usable form indicating a response rate of approximately 19%. Of these surveys, 96

completed form A (two-disabled version) and 87 completed form B (one-disabled version).

Twenty surveys were returned due to undeliverable addresses, and 10 were received after data analysis was completed. If the 17 unusable surveys and the late surveyed are included in the rate of response, 21% would be recorded. This adjusted response rate was almost two times higher than those of the response rate of the survey conducted by the National Restaurant Association which sent 18,000 questionnaires to restaurant operators in 1994, eliciting about an 11% response rate (Prewitt, 1994). Table 1 summarizes the survey sampling data.

TABLE 1
SUMMARY OF SURVEY SAMPLINGS

Content	Frequency
Surveys Mailed	1,000
Usable Returns	183
Unusable Returns*	17
Post Office Returns**	20
Received After Data Analysis	10

Adjusted response rate = $183 + 17 + 10 / 1,000 - 20 \times 100 = 21.43\%$	
Usable response rate = $183 / 980 \times 100 = 18.67\%$	

* Unusable survey due to partial completion.

** Post office returns due to "no such number" or "insufficient address" or "moved left no address"

Characteristics of Respondents

Of the 183 respondents, 77% (141) were males and 23% (42) were females. Ninety-three percent of the respondents were white, with the remainder identified as Black, Hispanic, Native American, and Asian. Twenty one percent (39) were less than 35 years of age, 33% (60) were between ages of 35 to 44, 30% (54) were between ages of 45 to 54, and 17% (30) were 55 years or older. Table 2 enumerates respondent demographics. These demographics paralleled the results of the NRA survey focusing on characteristics and the life styles of average American restaurateur (Prewitt, 1994). The comparison of the findings from this study and the NRA's national survey is presented in Table 3.

In addition to gender, age, and race, questions referring to education, job position, hiring practices, and personal associations with the disabled were asked. More than 50% (94) of the respondents had completed at least 4 years of college education and about 31% (57) of the respondents had some college education experience or completed 2 years of college education. Approximately 11% (19) completed graduate degrees, while 18% (32) held high school and/or vocational school diplomas.

TABLE 2
 FREQUENCIES AND PERCENTAGES OF
 EMPLOYERS' CHARACTERISTICS

Personal Characteristics	Frequency	Percentage
<u>Gender</u>		
Female	42	23.0
Male	141	77.0
<u>Race</u>		
White	170	92.9
Black	1	0.6
Native American	1	0.6
Hispanic	4	2.2
Asian/Oriental	5	2.7
Other	2	1.1
<u>Age Group</u>		
Under 25	5	2.7
25-34	34	18.6
35-44	60	32.8
45-54	54	29.5
55-64	24	13.1
65 and older	6	3.3
<u>Highest Level of Education</u>		
High school	29	15.9
Vocational school	3	1.6
Some college	38	20.8
2 year college	19	10.4
4 year college degree	75	41.0
Master's degree	18	9.8
Doctoral degree	1	0.5
<u>Job Title</u>		
Owner	125	68.3
Administrative	33	18.0
Supervisor	9	4.9
Other*	16	8.7

TABLE 2 (Continued)

Personal Characteristics	Frequency	Percentage
<u>Length of Time in Current Job</u>		
5 years and under	39	22.5
6-10 years	47	27.2
Over 10 years	87	50.3
<u>Have You Hired Persons With Disabilities</u>		
Yes	129	86.9
No	24	13.1
<u>Types of Disabilities of Previous or Current Employees**</u>		
Mental retardation	120	65.6
Hearing impairment	76	41.5
Physically disabled	82	44.8
Visual impairment	33	18.0
Other***	6	3.3
<u>Employer Disabilities</u>		
Yes	16	8.7
No	167	91.3
<u>Family Members or Friends With Disabilities</u>		
Yes	75	41.0
No	108	59.0

* See Appendix F for detail.

** Multiple responses were allowed.

*** Speech impairment (3), learning disabilities (2), dyslexia (1).

TABLE 3
 THE COMPARISON OF THE SELECTED DEMOGRAPHIC
 CHARACTERISTICS FROM THE STUDY
 AND NRA SURVEY

Characteristics	Study (Regional survey) Percent	NRA National Survey* Percent
<u>Response Rate</u>	21	11
<u>Gender</u>		
Female	23	20
Male	77	80
<u>Race</u>		
White	93	92
Asian-American	3	3
Black	1	1
Other	3	4
<u>Age</u>		
35 - 54 years old	62	63
<u>Highest Educational Level</u>		
College degree and more	51.3	35

* Source: Prewitt (1994)

The majority of the respondents run their own foodservice business (68%), followed by administrative with personnel responsibilities (18%). In the other category (see Appendix E for detail), 11 out of the 16 respondents were at the general manager level. With regard to length of time in current job, half of the respondents (87) have spent more than 10 years in their current position. Twenty seven percent (47) indicated experience in the current foodservice industry for a range of from 6 to 10 years. Thirty nine (22.5%) respondents had been less than 5 years in the current job (Table 2).

Eighty seven percent of the respondents (129) have hired persons with disabilities before, while 24 respondents answered they never have hired persons with disabilities. With regard to the types of disabilities of previous or current employees, the respondents were allowed to answer multiple responses. Approximately sixty-six percent of the respondents have hired employees with mental retardation, followed by employees who were physically disabled (82), and employees with hearing impairment (76). Thirty three respondents (18%) have hired persons with visual impairment. Six respondents (3.3%) have other types of employees with disabilities, such as speech impairment, learning disabilities, moderate retardation, and dyslexia (Table 2). The proportion of employment of the mentally retarded is 18% higher than that of NRA's survey result in 1981 (NRA News, 1982).

Over 91% (167) of the respondents had no personal disability. Sixteen of the employers (9%) documented a personal disability. Forty one percent of the respondents (75) had family members or friends with disabilities, while 59% of the respondents did not have any family members or friends with disabilities (Table 2).

Characteristics of Business Where Survey

Participants are Employed

In addition to personal characteristics of the employers, questions referring to characteristic of business such as type and status of operation, size and sales volume of the operation, number of the disabled employees, and the size of community were asked. Family restaurant (75, 41%) was the predominant type of business documented within this study, followed by fast food restaurant (38, 21%) and theme restaurant (30, 16%). Hotel restaurant and institution cafeterias were only a small proportion of the respondents. Fifteen percent of the 183 respondents (28) specified their operation types as “other” (see Appendix F for detail). Operation status indicated by most of the respondents was for profit operations, although 11 respondents indicated a non-profit operation (Table 4).

The respondents were asked to indicate their operation’s sales volume by numbers of patrons a week. The majority of respondents (108, 59%) indicated that they served more than 1,000 patrons per week (Table 4). The respondents were asked to indicate their operation size by numbers of employees. Almost one third of the operations (65) had an employee range from 11 to 31, followed by 51 to 100 employees (44, 24%). Almost 19% of the respondents indicated a range of 31 to 50 employees. The extremes ranged from 12% with under 10 employees to 10% with more than 100.

TABLE 4
 FREQUENCIES AND PERCENTAGES OF EMPLOYERS'
 BUSINESS CHARACTERISTICS

Business Characteristics	Frequency	Percentage
<u>Operation Type</u>		
Fast food restaurant	38	20.8
Family restaurant	75	41.0
Theme restaurant	30	16.4
Hotel restaurant	8	4.4
Institution cafeteria	4	2.2
Other*	28	15.3
<u>Operation Status</u>		
Profit	172	94.0
Not for profit	11	6.0
<u>Operation Volume**</u>		
Under 100	1	0.5
101-299	9	4.9
300-499	20	10.9
500-799	30	16.4
800-999	14	7.7
1,000 and more	108	59.1
Did not answer	1	0.5
<u>Number of Employees</u>		
Under 10	21	11.5
11-30	65	35.5
31-50	34	18.6
51-100	44	24.0
More than 100	19	10.4
<u>Number of Current Employees with Disabilities</u>		
None	86	47.0
1-5	88	48.1
6-10	7	3.8
More than 10	2	1.1

TABLE 4 (Continued)

Business Characteristics	Frequency	Percentage
<u>Community Size</u>		
Under 2,500	14	7.7
2,500-24,999	55	30.2
25,000-74,999	19	10.4
75,000-149,999	16	8.8
150,000-249,999	13	7.1
250,000 and more	65	35.7
Did not answer	1	0.5

* See Appendix F for detail.

** Number of patrons a week.

Almost half of the survey participants (86, 47%) said they did not currently employ persons with any type of disability in their operations, while almost the same ratio of respondents (88, 48%) employed one to five persons with disabilities. Seven respondents indicated that there were six to ten employees with disabilities in their operations. Only two respondents indicated that they have employed more than ten persons with disabilities in their operations (Table 4).

The size of community in which an operation is located stipulates how business is run and could possibly have an effect on the population hired. Almost fifty percent of the respondents' businesses were located in city size of 25,00-149,999, and 36% in a city size of 250,000 and more. Fourteen respondents said that their operations were located in rural areas with under 2,500 (Table 4).

Case Incidents

Chi-square tests were applied to identify whether a certain significant association existed between the two disabled employees version and the one disabled employee version on every question regarding all three cases incidents. Chi-square tests of association did not show a significant difference between the two-disabled version and the one-disabled version regarding all three cases incidents. Each case question will be described in detail in this section.

Case Incident 1

Case Incident 1 required a management decision involving allocation of funds to support a food service supervisor's attendance at an educational seminar on quality management. As described in the Methodology (Chapter III) chapter of the study, the employee making the request on both versions was a 35 year old male. The only difference was the addition of an orthopedic impairment on the two-disabled version (Form A).

There was no evidence that a significant relationship existed between the form of the survey (i.e., the disability of the hypothetical employee) and respondents' perceptions of the employee's reason for wanting to attend the seminar (Table 5). When asked to choose the number one reason for the employee's request to attend the seminar, almost half of the respondents (44) of one-disabled version (Form B) said that the employee was most likely to be motivated by "a desire to learn current management practices (51%)."

The disabled worker was perceived to be more likely motivated by “a desire to learn current management practices” (63%) than the nondisabled worker (51%). “Desire to learn” was the number one reason for both the disabled and nondisabled version.

Employers of the foodservice industry did not show prejudice toward employees with disabilities in terms of their desire to learn and keep up with current management practices.

The second highest motivational factor indicated was the “desire for a future raise or promotion.” While respondents indicated that both the disabled employee and nondisabled employee were most likely to be motivated by “desire to demonstrate a willingness and ability to learn,” the nondisabled employee was cited as more likely to be motivated by status and monetary factors than the disabled employee (Table 6).

TABLE 5
CHI-SQUARE TEST RESULTS FOR
CASE INCIDENT 1*

Source	df	Value	Probability
Case Incident Question #1	3	3.058	0.217
Case Incident Question #2	1	2.397	0.122

* Sample size = 183

TABLE 6
 THE REASON FOR ATTENDING SEMINAR: RESPONSE TO
 THE TWO-DISABLED VERSION AND ONE-DISABLED
 VERSION FOR CASE INCIDENT 1*

Source	Type of Response			Total
	Get fair share	Future raise/prom.	Desire to learn	
<u>Two-Disabled Version</u>				
Number	4	32	60	96
Percentage	4.2	33.3	62.5	100
<u>One-Disabled Version</u>				
Number	3	40	44	87
Percentage	3.5	46.0	50.5	100

* Sample size = 183

In addition, there was no significant relationship ($p > .05$) between employee's disability and the respondents' decision regarding allocation of funds (Table 7). When compared, the percentage of response for the two-disabled version (Form A) versus the one-disabled version (Form B) was greater. Respondents were more likely to allocate funds to the disabled employee than the nondisabled (Table 7). It is interesting to note that the employers claimed that they did not consider the existence of disability when they made a decision between a disabled and a nondisabled worker.

TABLE 7

RESPONDENTS' DECISION REGARDING ALLOCATION OF FUNDS:
 RESPONSE TO THE TWO-DISABLED VERSION AND
 ONE-DISABLED VERSION FOR CASE INCIDENT 1*

Source	Type of Response			Total
	Do not allocate funds	Suggest own expense	Allocate the funds	
<u>Two-Disabled Version</u>				
Number	0	5	91	96
Percentage	0	5.2	94.8	100
<u>One-Disabled Version</u>				
Number	0	10	77	87
Percentage	0	11.5	88.5	100

* Sample size = 183

Case Incident 2

Case incident 2 involved a decision on whether or not to promote the employee to the job of regional marketing manager, a position that was described as requiring a high degree of creativity. On the one-disabled version (Form B), the hypothetical employee has a hearing impairment due to an acute infection. In this case, the proportion of the response revealed that the disabled worker was not perceived as less creative than the nondisabled worker. Almost 91% of the respondents would appoint the nondisabled employee, and 93% indicated that they would appoint the disabled employee (Table 8).

When asked to estimate the future level of performance of the employee if he

were appointed to the position of regional marketing manager, employers predicted a higher than current performance level for both the nondisabled employee and the disabled employee (Table 9). These results indicated that foodservice employers perceive the disabled worker as creative and successful in a management position, as well as capable of increased performance.

TABLE 8

PROMOTION TO REGIONAL MARKETING MANAGER: RESPONSE
TO THE TWO-DISABLED VERSION AND ONE-DISABLED
VERSION FOR CASE INCIDENT 2*

Source	Type of Response		Total
	Create a new position	Promote to manager	
<u>Two-Disabled Version</u>			
Number	9	87	96
Percentage	9.4	90.6	100
<u>One-Disabled Version</u>			
Number	6	81	87
Percentage	6.9	93.1	100

* Sample size = 183

TABLE 9

ESTIMATION OF FUTURE PERFORMANCE LEVEL: RESPONSE TO
THE TWO-DISABLED VERSION AND ONE-DISABLED
VERSION FOR THE CASE INCIDENT 2*

Source	Type of Response					Total
	Very poor	Poor	Fair	Good	Very good	
<u>Two-Disabled Version</u>						
Number	0	0	19	62	15	96
Percentage	0	0	19.8	64.6	15.6	100
<u>One-Disabled Version</u>						
Number	3	1	8	61	14	87
Percentage	3.4	1.2	9.2	70.1	16.1	100

* Sample size = 183

Case Incident 3

Case Incident 3 described a scenario in which a recently hired dining room employee had exhibited unacceptable behavior, resulting in customer complaints and reduced level of service. The employee in question, was described in one version (two-disabled version) as a student with mental retardation from the vocational rehabilitation center and as a nondisabled vocational-technical school student in the second version (one-disabled version). Both employees had superlative attendance and performance records at a previous job that did not involve constant customer contact. The restaurant

manager had requested assistance in deciding what action to take in dealing with the problem.

When asked to predict, on a scale of one to five, how difficult or easy it would be to effectively change the employee's behavior, a significant relationship ($p > .05$) was not shown between the disability of the employee in question and the respondents' estimate of ease with which this employee's behavior could effectively be changed (Table 10). The disabled employee (48%) was found to be very difficult or difficult to effectively change behavior compared to the nondisabled employee (41%) (Table 11). The majority of all respondents, regardless of the version, estimated that changing the employee's behavior would be moderately difficult.

On the question requiring a recommendation for the one of three choices of action to be taken in the situation, a significant association ($p > .05$) was not found between the disability of the employee in question and the respondents' managerial recommendations (Table 10). One-half of the respondents to the two-disabled version indicated that they would "have to assign another employee to handle customer contact and reassign the 'problem employee' to a back of the house job." Those responding to the one-disabled version chose this action less often (40%) than did those who received the two-disabled version (Table 12). This action shows that although respondents claimed both employee types would be "moderately difficult" to modify behavior-wise, they were more willing to work with the nondisabled employee. The proportion of respondents making this choice of action for the disabled employee is almost the same (50%) as the proportion of

TABLE 10
 CHI-SQUARE TEST RESULTS FOR
 CASE INCIDENT 3*

Source	DF	Value	Probability
Question #1	4	3.085	0.544
Question #2	2	3.280	0.194

* Sample size = 183

TABLE 11
 CHANGING THE EMPLOYEE'S BEHAVIOR: RESPONSE TO THE
 TWO-DISABLED VERSION AND ONE-DISABLED
 VERSION FOR THE CASE INCIDENT 3*

Source	Type of response					Total
	Very difficult	Difficult	Moderately difficult	Easy	Very easy	
<u>Two-Disabled Version</u>						
Number	10	36	42	8	0	96
Percentage	10.4	37.5	43.8	8.3	0	100
<u>One-Disabled Version</u>						
Number	8	28	43	6	2	87
Percentage	9.2	32.2	49.4	6.9	2.3	100

* Sample size = 183

respondents estimating the disabled employee's behavior as very difficult or difficult to change.

The similar proportion of the respondents to both versions said they would "have an encouraging talk with the employee in an attempt to influence his performance."

Those responding to the one-disabled version chose this action more often (48.3%) than did those who received the two-disabled version (45%).

Finally, only 5% of the respondents were willing to "issue an ultimatum" to the two-disabled version, while 11% of the employers with the one-disabled version chose this action. While the data's significance does not allow a specific conclusion about this choice, it may be the result of awareness regarding the legal implications of terminating disabled employee.

TABLE 12

TYPE OF THE RECOMMENDED ACTION CHOICE: RESPONSE TO
THE TWO-DISABLED VERSION AND ONE-DISABLED
VERSION FOR CASE INCIDENT 3*

Source	Type of Response			Total
	Issue an ultimatum	Assign another employee	Encouraging talk	
<u>Two-Disabled Version</u>				
Number	5	48	43	96
Percentage	5.2	50.0	44.8	100
<u>One-Disabled Version</u>				
Number	10	35	42	87
Percentage	11.5	40.2	48.3	100

* Sample size = 183

Attitude Toward Employees with Disabilities

Employers' responses to the 19-items attitude scale were analyzed on two dimensions: (1) analysis of the mean scores on the 19 statements, and (2) analysis of the composite variables created by summing each respondent's scores for the 19 statements. Table 14 presents means and standard deviations for each of the 19 statements of the each type of a disability. Respondents' agreement or disagreement with each statement was rated on a scale of one to five, with a higher score indicating a more favorable attitude toward employees with disabilities than a lower score.

Prior to calculating the item means for the attitude statement, responses were coded to reflect agreement/disagreement with a positive interpretation of the statement item in order for a comparison of means to be consistent. Therefore the item means reflect the degree of agreement (1 = strongly agree to 5 = strongly disagree) with the negative presentation of all statements while several items were originally presented positively.

Table 13 enumerates mean scores of each attitude statement for each of the four disability types such hearing impairment (HI), mental retardation (MR), physical disability (PH), and visual impairment (VI). Responses indicated that, in general, employers have a somewhat favorable perception of disabled workers. In regard to accidents in the workplace (item #1), respondents showed a slightly less favorable response regardless of the disability type. Respondents disagreed with the (positive) statement that employees with disabilities have less accidents on the job. This finding is

in disagreement with past studies by Nathanson (1977), Kettle and Massie (1981), Tombari (1979) and National Restaurant Association (1982), while in agreement with findings by Fuqua et al (1983).

TABLE 13
MEAN AND STANDARD DEVIATION OF ATTITUDES TOWARD
EMPLOYEES WITH DISABILITIES

Items	HI		MR		PH		VI**	
	M*	SD	M	SD	M	SD	M	SD
1. I think employees with disabilities have less accidents on the job. <i>positive</i>	2.98	0.85	2.68	0.89	2.86	0.85	2.62	0.82
2. Employees with disabilities are harder to train for jobs. <i>negative</i>	3.15	1.05	2.62	0.98	3.28	0.96	2.90	0.99
3. Employees with disabilities are absent less often than other employees. <i>P</i>	3.51	1.06	3.55	1.10	3.47	1.04	3.46	1.03
4. Employees with disabilities usually quit the job sooner than other employees. <i>N</i>	3.89	0.78	3.90	0.82	3.85	0.83	3.81	0.77
5. Employees with disabilities need closer supervision. <i>N</i>	3.32	1.02	2.51	1.04	3.20	1.03	3.08	1.02
6. I believe that employees with disabilities cooperate more on the job. <i>P</i>	3.65	0.83	3.49	0.89	3.62	0.80	3.61	0.79
7. Employees with disabilities usually turn out work of higher quality. <i>P</i>	3.24	0.83	2.89	0.82	3.15	0.83	3.09	0.78

TABLE 13 (Continued)

Items	HI		MR		PH		VI**	
	M*	SD	M	SD	M	SD	M	SD
8. I feel that employees with disabilities are more dependable. N	3.47	0.88	3.48	0.93	3.47	0.88	3.42	0.85
9. Employees with disabilities work less rapidly than the other employees. N	3.37	0.97	2.58	0.93	2.88	0.92	3.03	0.90
10. Employees with disabilities are often late for work. N	4.01	0.73	4.01	0.73	4.02	0.70	3.96	0.73
11. Supervisors find it hard to get employees with disabilities to adopt new methods on the job. N	3.57	0.80	3.09	1.00	3.49	0.81	3.47	0.80
12. Employees with disabilities require more special attention from coworkers and/or supervisors. N	3.13	0.99	2.60	1.02	2.97	0.98	3.01	0.95
13. Employees with disabilities are usually loyal to the companies they work for. P	3.86	0.78	3.90	0.81	3.88	0.80	3.82	0.77
14. Employees with disabilities make other employees uncomfortable. N	3.38	0.94	2.90	1.02	3.07	0.96	3.22	0.93
15. Employment of persons with disabilities would increase businesses costs or expenses. N	3.45	0.88	3.22	0.93	3.19	0.95	3.33	0.90
16. It is fair to make special accommodations for employees with disabilities. P	3.31	0.91	3.31	0.90	3.33	0.90	3.32	0.90
17. I think that employees with disabilities make better employees. P	3.08	0.73	3.02	0.76	3.06	0.73	3.03	0.69

TABLE 13 (Continued)

Items	HI		MR		PH		VI**	
	M*	SD	M	SD	M	SD	M	SD
18. Complying with the Americans with Disabilities Act requirement in hiring of employees will improve the quality of my workforce. P	2.82	0.84	2.74	0.84	2.76	0.82	2.77	0.82
19. Complying with the Americans with Disabilities Act requirement in hiring of employees complicates the hiring process. N	2.64	1.03	2.57	1.01	2.57	1.01	2.61	1.01

* M: Mean, SD: Standard deviation

** HI (hearing impairment), MR (mental retardation), PH (physical disability), VI (visual impairment)

Both mentally retarded workers and visually impaired workers are perceived as harder to train for jobs (item #2). This finding is in agreement with the study by Hill and Wehman (1979) which surveyed employer perceptions of retarded workers. Employees with mental retardation are perceived as requiring the closest supervision (item #5) and required more special attention from coworkers and/or supervisors.

Respondents indicated favorable (more than 3.0 score) responses toward disabled workers in regard to absenteeism (item #3), turnover rate (item #4), cooperation on the job (item #6), quality of work (item #7), dependability (item #8), adaptability of new methods on the job (item #11), loyalty to the company (item #13), and business costs and expenses (item #15) regardless of the type of disability. These findings are in agreement

with studies by Tombari (1979), National Restaurant Association (1981), Hill and Wehman (1979), Smith (1981), Kettle and Messie (1981), and Nathanson (1977).

In regard to the productivity concern (item #9), respondents perceived both mentally retarded and physically disabled employees as working with less speed than other employees. This finding is in agreement with the study by Fuqua et al (1983), but in direct disagreement with the finding from Florian (1978) and the survey conducted by the U. S. Office of Vocational Rehabilitation which compared able-bodied and disabled employees (Tombari, 1979). Otherwise, respondents indicated a slightly favorable attitude toward employees with hearing impairment and visual impairment.

Respondents indicated that mentally retarded employees make other employees uncomfortable (item # 14), however, the reverse is true for those with other types of disabilities. In every instance, the most favorable perception occurred on item #10 (disabled workers are often late for work). Respondents disagreed that employees with disabilities are often late for the work. This result means that respondents perceived employees with disabilities as likely to be punctual and responsible at the workplace. This finding is in agreement with the study by Smith (1981), where employers indicated that persons with disabilities make better employees.

Except for mentally retarded workers, the lowest item mean occurred for the attitude that complying with the ADA complicates the hiring process (item #19). It means that the majority of foodservice employers perceived the Americans with Disabilities Act as complicating the hiring process. In addition, employers disagreed with the (positive) statement that complying with the ADA requirement in hiring of

employees will improve the quality of workforce. Respondents indicated, however, agreement on statement (item # 16) that making special accommodations for employees with disabilities is fair regardless of disability types.

Total Composite Mean Score

Table 14 presents the total composite means for each disability type. Each respondent's score was totaled across the 19 items on the attitude scale. This composite mean score represents an overall attitude towards persons with disabilities and could range in value from 19 to 95, with a higher score indicating a more favorable attitude toward disabled workers than a lower score.

Respondents indicated a more favorable attitude toward persons with mental retardation than persons with physical disability, visual impairment, or hearing impairment. At first glance, this result does not seem consistent across all 19 attitude tests presented in Table 13. Even though 6 of 19 statements showed employees with mental retardation as being perceived least favorable, the composite mean score of all statements shows mental retardation as having the most favorable of the disabilities tested.

TABLE 14

MEAN AND STANDARD DEVIATION OF ATTITUDE: COMPOSITE
MEANS OF ALL NINETEEN STATEMENTS FOR
EACH TYPE OF DISABILITY

Type of Disability	N	Mean	Standard Deviation
Mental Retardation	183	59.05	5.88
Physical Disability	183	57.10	6.27
Visual impairment	183	56.72	6.28
Hearing Impairment	183	56.02	6.21

Test of Research Hypotheses

Four research questions were examined in an effort to identify significant differences between employers attitude and related specific employer and business related variables, geographic regions of the United States, and type of disability. Analysis of variance (ANOVA) and t-test were used to test differences in the composite mean scores on the attitude scale for the specific variable.

Employer-Related Variables

The specific employer-related variables include gender, race, age, educational level, years in current job, employment experience with persons with disabilities, employer disability, and family members or friends with disabilities. The test results

indicated that there were no significant differences in attitude toward persons with disabilities according to any specific employer-related variables.

Table 15 presents the results for the t-test comparing scores of female and male respondents for each type of disability. There were no significant differences between attitude scores of female versus male for any type of disability at alpha 0.05 level. While, of the four types of disability, the highest significance occurred in the type of mental retardation. Findings indicated male and female employers do not significantly differ on attitudes toward employees with disabilities. This finding corresponds to the previous study by Fuqua et al (1983). There has been found a significant difference between men and women toward the disabled (Livneh, 1982). This study found women display more favorable attitudes toward the physically disabled than men. Other types of disability were not examined in the study reviewed by Livneh.

TABLE 15
SUMMARY OF THE T-TEST COMPARING ATTITUDES
BETWEEN FEMALE AND MALE GROUPS

Type of Disability	t value	Prob > t
Hearing Impairment	0.0588	0.9582
Mental Retardation	0.5452	0.5863
Physical Disability	0.1220	0.9031
Visual Impairment	0.0540	0.9570

* For complete t-test see Appendix E

Table 16 presents the results for the t-test comparing scores of white and nonwhite groups. For more accurate statistical analysis and effective comparison of the variable, this category was condensed into two groups, white and nonwhite groups. The nonwhite group includes Black, Asian, Hispanic, and Native Americans. There were no significant differences between attitude scores of white versus nonwhite groups for any of the types of disability. This finding differs from the study of Satcher and Dooley-Dickey (1992) in which black college students displayed more negative attitudes toward persons with disabilities than did white students.

There were no relationships between age of the employers and attitudes toward persons with disabilities for any types of disability. Age groups were condensed into four groups: under 35, 35 to 44, 45 to 54, 55 and older. The findings presented in table 17, showed no differences in attitude according to the age of the respondents. This finding is in disagreement with the reviews of studies investigating demographic correlates of attitudes toward persons with disabilities (Livneh, 1982). The Livneh's study showed that attitudes are more positive at adulthood, and less favorable attitudes are at old age. The findings from Table 17, however, parallel the results of the study by Gade and Toutges (1983).

TABLE 16

SUMMARY OF THE T-TEST COMPARING ATTITUDES
BETWEEN WHITE AND NONWHITE GROUPS

Type of Disability	t value	Prob > t
Hearing Impairment	1.3336	0.1840
Mental Retardation	0.1116	0.9113
Physical Disability	1.0863	0.2788
Visual Impairment	0.8558	0.3933

* For complete t-test see Appendix E

TABLE 17

SUMMARY OF THE ANALYSIS OF VARIANCE TEST OF
DIFFERENCES IN ATTITUDES BY THE
AGE OF THE RESPONDENTS

Type of Disability	F value	Pr > F
Hearing Impairment	1.74	0.1615
Mental Retardation	1.18	0.3204
Physical Disability	1.29	0.2802
Visual Impairment	1.67	0.1758

* For complete ANOVA test see Appendix E

The educational level (Table 18) of employers was also not a significant factor in employers' perceptions of disabled workers in this study. Educational levels of participants (Table 2) were condensed from 7 into 3 groups: under college education (high school and vocational school); college education (some college, 2 year college degree, and 4 year college education); over college education (master's degree and doctoral degree).

This result does not correspond to previous studies by Livneh (1982) and Gade & Toutges (1983) which found that employers' attitudes toward persons with disabilities were positively related to the employer's educational attainment. Cohen (1963) found, however, that there was a significant negative relationship between years of schooling and attitudes toward the retarded people. He discussed that employers with a lower level of education might have felt a great degree of empathy with the relatively uneducated retarded people.

TABLE 18
SUMMARY OF THE ANALYSIS OF VARIANCE TEST OF
DIFFERENCES IN ATTITUDES BY THE
EDUCATIONAL LEVEL OF THE
RESPONDENTS

Type of Disability	F value	Pr> F
Hearing Impairment	1.59	0.2067
Mental Retardation	1.02	0.3636
Physical Disability	0.27	0.7640
Visual Impairment	0.63	0.5331

* For complete ANOVA test see Appendix E

The analysis of variance (ANOVA) results (Table 19) indicated that the variable lengths of time in the job of respondents was not significantly associated with the attitudes toward the disabled at the alpha .05 level. The length of time was categorized into under 5 years, 6 to 10 years, and over 10 years.

The findings presented in Table 20 documented the difference in attitude according to the employers' experience of hiring disabled workers as having no significance. This result is not consistent with the study by Florian (1978), which found a positive relationship between past hiring experience and employers' actual readiness to employ the disabled.

TABLE 19
SUMMARY OF THE ANALYSIS OF VARIANCE TEST OF
DIFFERENCES IN ATTITUDE BY YEARS
IN CURRENT JOB

Type of Disability	F value	Pr> F
Hearing Impairment	1.02	0.3636
Mental Retardation	1.87	0.1574
Physical Disability	0.80	0.4503
Visual Impairment	0.54	0.5826

* For complete ANOVA test see Appendix E

TABLE 20
 SUMMARY OF THE T-TEST COMPARING ATTITUDES
 BETWEEN THE RESPONDENTS WHO HAVE HIRED
 THE DISABLED AND THE RESPONDENTS
 WHO NEVER HIRED THE DISABLED

Type of Disability	t value	Prob> t
Hearing Impairment	0.2295	0.8187
Mental Retardation	0.7315	0.4654
Physical Disability	0.2616	0.7939
Visual Impairment	0.4111	0.6815

* For complete t-test see Appendix E

In addition to gender, race, education, and previous experience with hiring the disabled, respondents' personal association with the disabled were examined to measure effect on attitude. No significant differences between attitudes of the respondents with disabilities and the respondents without disabilities for all four types of disability were found (Table 21). In addition, significant differences ($p=0.04$) in attitude toward the physically disabled was found between the respondents who have family members or friends with disabilities and the respondents who do not have family members or friends with disabilities (Table 22). Employers who have a disabled family member or friend have more positive perceptions of physically disabled workers than other employers. This finding is in agreement with the study by Darnell (1981), which investigated the influence of contact on attitude toward the physically disabled. According to findings from studies by Betz et al (1966), Florian (1978), and Colorez and Geist (1987),

employer's positive attitudes were significantly related to previous experience with the disabled. Specific types of disability were not, however, described in those studies.

Satcher and Dolley-Dickey also found no significant differences between attitude and previous contact with the disabled (1992).

TABLE 21

SUMMARY OF THE T-TEST COMPARING ATTITUDES
BETWEEN RESPONDENTS WITH DISABILITY AND
RESPONDENTS WITHOUT DISABILITY

Type of Disability	t value	Prob> t
Hearing Impairment	0.0147	0.9883
Mental Retardation	0.4936	0.6222
Physical Disability	0.6394	0.5234
Visual Impairment	0.2720	0.7859

* For complete t-test see Appendix E

TABLE 22

SUMMARY OF THE T-TEST COMPARING ATTITUDES BETWEEN
RESPONDENTS WHO HAVE FAMILY MEMBERS OR FRIENDS
WITH DISABILITIES AND RESPONDENTS WHO
DO NOT HAVE FAMILY MEMBERS OR
FRIENDS WITH DISABILITIES

Type of Disability	t value	Prob> t
Hearing Impairment	1.2030	0.2305
Mental Retardation	0.8188	0.4140
Physical Disability	2.0757	0.0393*
Visual Impairment	1.0939	0.2755

* For complete t-test see Appendix E

* Significant level at $p \leq .05$

Business-Related Variables

In addition to the tests of specific employer-related variables; tests referring to business related variables such as type, status, size, sales volume of the operation, and the number of disabled employees were examined. Overall, test results showed that there were no significant differences in attitude toward persons with any type of disability and specific business related variables except for the variable of the number of disabled employees.

The test results (Table 23, 24) indicated that the type and status of operation was not significantly associated with the attitudes of the respondents toward persons with all four types of disabilities. There were no significant differences in attitude of employers toward persons with all four types of disabilities according to the type and status of operations at the alpha 0.05 level. These findings did not support the results of the study by Hutchins (1989), in which government businesses had significantly more positive attitudes toward persons with disabilities than did businesses with a profit status regardless of disability type.

The effect of operation size (number of employees) on employer's attitudes toward the disabled was also examined. The analysis of variance (ANOVA) results (Table 25) indicated that a low level of significance ($p=0.09$) is demonstrated only toward the physically disabled workers. Attitudes were most positive with small operations (10 employees or less). The least favorable attitude was documented with large operations (100 employees or more) (Table 26). This finding is not consistent with the results from

previous research where employer attitudes appeared to be more positive as the number of employees increased (Gade & Toutges, 1983; Williams, 1983).

TABLE 23

SUMMARY OF THE ANALYSIS OF VARIANCE TEST
OF DIFFERENCES IN ATTITUDES BY
THE TYPE OF OPERATION

Type of Disability	F value	Pr> F
Hearing Impairment	0.73	0.6053
Mental Retardation	1.28	0.2749
Physical Disability	0.67	0.6491
Visual Impairment	0.80	0.5516

* For complete ANOVA test see Appendix E

TABLE 24

SUMMARY OF THE T-TEST COMPARING DIFFERENCES
IN ATTITUDES BY THE STATUS OF OPERATION

Type of Disability	t value	Prob> t
Hearing Impairment	0.5619	0.5749
Mental Retardation	1.5701	0.1181
Physical Disability	1.0493	0.2955
Visual Impairment	0.5373	0.5917

* For complete t-test see Appendix E

TABLE 25

SUMMARY OF THE ANALYSIS OF VARIANCE TEST
OF DIFFERENCES IN ATTITUDES BY
THE SIZE OF OPERATION

Type of Disability	F value	Pr> F
Hearing Impairment	1.78	0.1347
Mental Retardation	1.31	0.2674
Physical Disability	1.98	0.0997
Visual Impairment	1.69	0.1543

* For complete ANOVA test see Appendix E

TABLE 26

ATTITUDES TOWARD PHYSICALLY DISABLED
WORKERS BY THE SIZE OF OPERATION

Number of employees	N	Mean Score*
Under 10 employees	21	60.95
11 to 30 employees	65	58.86
31 to 50 employees	34	58.79
51 to 100 employees	44	59.57
More than 100 employees	19	56.89

* Mean composite score for 19-item attitude scale.

The number of disabled employees (Table 27) was found to be a significant factor in employers' perceptions of disabled workers except for the hearing impaired workers. The effect of the number of disabled employees on employers' scores on the attitude scale indicated that a higher level of significance ($p=0.009$) is demonstrated for mentally retarded workers than other types of disabled workers (Table 28). Although the highest attitude score occurred on the "more than 10 disabled employees" group, it may not reflect truly that the employers' attitudes toward disabled employees increases as number of disabled employees increase because only two respondents answered this question. The small sample size eliminated the option to test the difference with other groups of respondents. In a study by Fuqua, et al (1983), there were no differences when attitudes were compared with the number of the disabled workers in firms in all eight types of disabilities. The types of disabilities included blindness, deafness, mental retardation, amputation, etc.

The variable, sales volume of the operation, was examined to find any significant differences in attitudes of employers toward disabled workers for four types of disabilities. The sales volume of the operation was indicated by numbers of patrons a week. The sales volume of the operation was condensed into 3 groups from 6 original categories of demographic question # 16 (Table 4); operations serving less than 300 patrons a week, serve 300 - 799 patrons a week, and serve more than 800 patrons a week. The analysis of variance (ANOVA) results (Table 29) indicated that the variable, sales volume of the operation, was not significantly associated with the attitudes of the respondents toward persons with all four types of disabilities. There were no significant

differences in attitude of employers toward persons with all four types of disabilities according to the volume of operations the employers worked with at the alpha .05 level.

TABLE 27

SUMMARY OF THE ANALYSIS OF VARIANCE TEST OF DIFFERENCES IN ATTITUDE BY THE NUMBER OF DISABLED EMPLOYEES

Type of Disability	F value	Pr > F
Hearing Impairment	2.02	0.1132
Mental Retardation	3.95	0.0093**
Physical Disability	3.81	0.0112**
Visual Impairment	3.14	0.0266*

1. For complete ANOVA test see Appendix E

* Significant level at $p \leq .05$

** Significant level at $p \leq .01$

TABLE 28

ATTITUDE TOWARD MENTALLY RETARDED (MR), PHYSICALLY DISABLED (PH), AND VISUALLY IMPAIRED (VI) WORKERS BY THE NUMBER OF DISABLED EMPLOYEES

Number of disabled employees	N	MR	PH	VI
		Mean*	Mean	Mean
None	86	59.02	57.37	57.12
1 to 5	88	59.45	57.25	56.81
6 to 10	7	52.57	50.14	49.86
more than 10	2	65.50	63.50	59.50

* Mean composite score for 19-item attitude scale.

TABLE 29
SUMMARY OF THE ANALYSIS OF VARIANCE TEST
OF DIFFERENCES IN ATTITUDES BY THE
SALES VOLUME OF OPERATION

Type of Disability	F value	Pr> F
Hearing Impairment	0.83	0.4373
Mental Retardation	0.23	0.7960
Physical Disability	0.44	0.6420
Visual Impairment	0.78	0.4597

* For complete ANOVA test see Appendix E

Geographic Regions

The variable, regions of the United States, was examined to find if significant differences in attitudes of employers toward disabled workers existed by region. Four regions of the country were chosen: Mountain (Arizona, Colorado, and New Mexico); East north central (Illinois, Indiana, Ohio, and Wisconsin); West north central (Kansas, Minnesota, Missouri, and Nebraska); and West south central (Arkansas, Oklahoma, and Texas). The analysis of variance (ANOVA) results indicated (Table 30) that the variable regions of country was not significantly associated with the attitudes of the respondents toward the disabled. There were no significant differences in attitude of employers toward the disabled by the regions of the United States at the alpha .05 level.

TABLE 30

SUMMARY OF THE ANALYSIS OF VARIANCE TEST OF
DIFFERENCES IN ATTITUDES BY THE REGIONS
OF THE U. S.: MOUNTAIN, EAST NORTH
CENTRAL, WEST NORTH CENTRAL,
WEST SOUTH CENTRAL

Type of Disability	F value	Pr> F
Hearing Impairment	0.79	0.4999
Mental Retardation	0.28	0.8379
Physical Disability	0.55	0.6501
Visual Impairment	0.60	0.6181

* For complete ANOVA test see Appendix E

Types of Disability

The variable, types of disabilities that limit employment of the disabled persons, was examined to find any significant differences in attitudes of employers among four types of disabilities; hearing impairment, mental retardation, physical disability, and visual impairment. The analysis of variance (ANOVA) results indicated (Table 31) that there was significant differences in attitudes toward disabled workers by the type of disability at alpha 0.01 level. It appears that employers do not view disability as a homogeneous entity, but rather tend to evaluate each type of disability as a unique phenomenon. Among four types of disabilities, employers might be more accepting of persons with mental retardation and physically disabled and less accepting toward persons with hearing impairment and visual impairment (Table 32).

These findings are in agreement with the findings of past studies by Hartlage, et al (1971), Hartlage and Taraba (1971), Williams (1972), and Florian (1978). The mentally retarded were viewed as the best employment risks by employers. Earlier studies by Mithaug (1979) and Fuqua, et al (1983), however, found that employers preferred the physically disabled over the mentally retarded. The results showed that employer attitudes vary toward specific types of disability that limit employment.

TABLE 31

ANALYSIS OF VARIANCE TEST RESULTS FOR
DIFFERENCES IN ATTITUDES BY
THE TYPE OF DISABILITY

Source	df	Mean Square	F	P**
Types of Disabilities	3	309.21	8.14	0.005*
Error	728	37.99		
Total	731			

* The P value used 1 & 243 df as required in a repeated measure analysis.

** Significant level at $p \leq .01$

TABLE 32

MEAN AND STANDARD DEVIATION OF COMPOSITE MEANS OF
ALL NINETEEN ATTITUDES STATEMENTS FOR
EACH TYPE OF DISABILITY

Type of Disability	N	Mean	Standard Deviation
Mental Retardation	183	59.05	5.88
Physical Disability	183	57.10	6.27
Visual Impairment	183	56.72	6.28
Hearing Impairment	183	56.02	6.21

CHAPTER V

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

The purpose of this study was to examine the existence of prejudice based on a variety of factors that potentially influence employers' attitudes toward persons with disabilities in the workplace. This study shows that, of the NRA members surveyed, the majority possess positive attitudes toward the disabled. This chapter will look first at the major conclusions by hypotheses and then discuss resulting implications. By summarizing each case incident with regard to hypothesis, overall conclusions can be drawn and as a result, later implications for the foodservice industry become clear.

This survey shows that, overall, employers think disabled workers are a valuable asset to the foodservice industry. They showed favorable perceptions of the disabled through responses to 19 attitude statements. The mean on many of the individual attitude statements falls around the midpoint (i. e., 3.0), indicating that employers of the foodservice industry have positive attitudes, or at least do not have negative attitudes, toward persons with disabilities. This is parallel to the results of the case incidents which provide evidence for the existence of positive attitudes toward persons with disabilities, proving hypothesis one to be correct.

H1: There will be no significant association with employer's management decisions and the disability of hypothetical employees in each case incident.

Chi-square tests of association did not indicate a significant difference between the disabled employee and the employers' management decision regarding all three case incidents at the alpha 0.05 level. The test results from this study indicate that employers in the foodservice industry did not allow the existence of a disability to effect a decision between a disabled and a nondisabled employee. This finding does not provide evidence for the negative stereotypes of disabled individuals.

Respondents did not show prejudice toward disabled employees in terms of the physically disabled employee's desire to learn and keep with current management practices. Responses indicated that employers were more likely to allocate funds to the disabled employee than the nondisabled. The results from case incident 2 indicated that employers in the foodservice industry perceive the physically disabled worker (the employee with hearing impairment) as creative and successful in a management position, as well as capable of increased performance. Employers perceived both the disabled and the nondisabled employee as having behaviors that were moderately difficult to modify.

H2: There will be no significant differences in employer attitudes toward persons with disabilities by specific employer related variables.

Out of all employer-related variables tested (gender, race, age, educational level, years in current job, employment experience of the disabled, personal association with the disability, and family or friends with disabilities), only "previous contact with the

disabled” was found significant in attitude of employers toward the physically disabled. Employers who have family members or friends with disabilities have more positive perceptions of physically disabled workers than other employers.

This finding is in agreement with Darnell’s study (1981), which investigated the influence of contact on attitude toward the physically disabled . According to findings from studies conducted by Betz et al (1966), Florian (1978), and Colorez and Geist (1987), employers’ positive attitudes were significantly related to previous experience with the disabled. However, specific types of disabilities were not described in those studies. Other research has found no significant difference in attitudes according to the previous contact with the disabled (Satcher & Dolley-Dickey, 1992). Unlike this study which suggests that having past experiences with disabled individuals may increase employers’ overall perceptions of disabled individuals.

H3: There will be no significant differences in employer attitudes toward persons with disabilities by specific business related variables such as the type, size, status, and sales volume of operations.

Only one business related demographic variable, the number of disabled employees, produced significant results in employers attitude toward disabled individuals. This is true for mental retardation, physical disability, and visual impairment. Although significance was shown, the attitude scale data shows that there is not a direct correlation between the number of disabled employees and positive employer attitude toward the disabled. Instead, the mean score of employers attitude with zero disabled

employees is almost equal to that of the employer with a few disabled employees. The lowest mean score occurred in those establishments with 5 to 10 disabled employees in operations (refer to Table 28). In a study by Fuqua et al (1983), there were no differences when attitudes were compared with the number of the disabled workers in firms of eight types of disabilities. He studied the types of disabilities included blindness, deafness, mental retardation, amputation, etc.

Test results indicated that there were no significant differences in attitudes toward persons with disabilities by the status of operations. This contradicts Hutchins' conclusion (1989) that government businesses had significantly more positive attitudes toward persons with disabilities than did businesses with a profit status.

H4: There will be no significant differences in employer attitudes according to the geographic regions of the country.

Employers of foodservice operations from the different regions studied did not produce significant differences in attitude toward persons with disabilities. Employers across the central and mountain regions showed equally positive attitudes toward individuals with disabilities. However, this result can not be generalized across the nation due to the geographic limitations of the study.

H5: There will be no significant differences in employer attitudes according to type of disability.

Strong significant differences in attitudes between disability types were found (Table 31). It appears that employers of the foodservice industry do not view disability as a homogeneous entity, but rather tend to evaluate each type of disability as a unique phenomenon. Mentally retarded employers were the most favorable type of disabled worker for employment in the foodservice industry. This is congruent with the types of disabilities of previous or current employees, which showed employment of more mentally retarded people than those with other types of disabilities (Table 2).

This finding supports the results of previous studies which showed that employers' attitudes vary toward specific types of disability (Fuqua et al., 1983; Hartlage & Taraba, 1971; Florian, 1978; Mithaug, 1979; and Roland & Taraba, 1971). In this study, employers of the foodservice industry were most likely to employ persons with mental retardation. By contrast, studies by Fuqua et al (1983) and Mithaug (1979) showed the mentally retarded were the least type preferred type of employee. These differences may be explained by the fact that the employment position and type of business employing the disabled could be related to the preferred type of disability. For example, physically or visually impaired persons would have difficulty working in dining rooms. Those disabled employees can work in other positions or jobs in which they can perform to the best of their abilities.

Implications

The above conclusions, when addressed as a whole, produce tremendous implications for the foodservice industry. The employable disabled population is an important labor market ready to be utilized within the foodservice industry. In this study, only two respondents employed more than 10 disabled workers. This result may suggest that operations in which the disabled have not been hired or have hired a small number of disabled employees would be a target employment opportunity for persons with disabilities to find work.

The possibilities of utilizing the mentally retarded and physically disabled within the foodservice industry are endless. The tasks in foodservice operations are very repetitive, tedious, and do not ask for great mental demands. Kitchen and menial labor jobs are performed away from the customer. Structural modifications required for adaptation of the mentally retarded to the work environment are less than those for other types of disabled employees. In addition, employers may already have knowledge of the mentally retarded worker due to organized legislation passed during the past decades, and the numerous educational opportunities for employers to learn about mentally retarded individuals. This same type of education and awareness does not currently exist for the other three disability groups discussed in this study. Increased involvement through awareness groups, employee/employer education, publications, presentations, and using materials and services available through NRA membership could assist in putting more

disabled people; such as the hearing impaired, physically disabled, and visually impaired, to work.

Although this study presents positive employer attitudes toward the disabled, it does not necessarily reflect a willingness to hire individuals with disabilities. Black (1970) and Whigman and Mattson (1969) found employers did not express a willingness to hire the disabled even when they showed positive attitudes toward persons with disabilities. This inability to hire the disabled could be due to an incomplete understanding of the services and resources available to the employer in support of hiring and training the disabled individual. One answer could be the integration of more employer education regarding support for the disabled program. An example of such a program is the University Affiliated Programs of Oklahoma which develops contact and awareness programs to help in the hiring process of the disabled through a one-day workshop program, the EnaBLE* Team Advocacy Community Workshop. This program is designed to assist community organizations and individuals from business, public, and voluntary organizations through an interactive training technique that focuses on community interests regarding individuals with disabilities (Williams & Goff, 1992).

In addition to employer education, disabled workers must also become involved. As discussed in a study by Smith (1992), an increased involvement of mentally retarded and physically disabled individuals in the employment process could help the hospitality industry. In order to increase the involvement of disabled individuals in the employment process, the employer's awareness of disabled peoples availability is needed to educate employers about their contribution to the hospitality industry. This involvement could be

in the form of educating human resources individual of the numerous advantages available to them when hiring the disabled. Or the disabled could form awareness groups to “market” their potential; for examples, setting up a 1-800 number, and presenting at state and national industry meeting. Increased awareness of the availability of mentally retarded and physically disabled individuals and knowledge of the contribution this group of people can make to the hospitality industry could be very beneficial to both employees and employers.

Today, the hospitality industry is facing labor shortages and a high rate of employee turnover. Employees with disabilities can benefit business. Foodservice operations that have proactive efforts to hire persons with disabilities are finding that this practice offers definite business advantages. The business advantages include: (1) low turnover rates, (2) tax credits, (3) federal assistance, (4) loyalty, (5) dependability, and (6) steadiness.

The average turnover of hourly employees in the hospitality industry was more than 250% in 1987. For instance, turnover at McDonald’s in 1987 was 240%. The costs associated with turnover of one hourly employee may be as much as \$5,000 to \$10,000 (Stokes, 1990; Woods & Macaulay, 1989). Employees with disabilities have strengths such as loyalty, dependability, and steadiness. They generally have a lower level of absenteeism and turnover than nondisabled employees. According to study results of Kettle and Massie (1981), disabled workers at Western Electric Company had seven percent less sickness absences than nondisabled counterparts. The annual turnover rate for nondisabled workers in Pizza Hut, Inc., of 1988 was 190%. With the supported-

employment-program, "Jobs Plus", the turnover rate for disabled workers was only 32%. Hiring disabled employees saved the corporation money in the areas of training and recruitment (Batty, 1991). With the high rate of turnover in the foodservice industry; hiring, training, and retaining employees with disabilities would be a successful business strategy.

In addition to the benefits of employing dependable and stable workers, the employer that hires the physically or mentally disabled may have advantages of tax legislation such as Public Law 95-600, the "Targeted Job Tax Credit". For example, an employer can claim a 40% credit for the first \$6,000 of qualified wages earned by a disabled worker (Tarras, 1990). Tax credits and deductions are also available to help defer the cost of complying with the ADA. This study presented that respondents did not believe the ADA improved their work force. However, business can be granted a tax deduction of up to \$15,000 a year for any ADA-related facilities alteration made for disabled workers (Weinstein, 1992). Foodservice employers who want to know more about regulation and information of the ADA could obtain information from: (1) President's Committee on Employment of People with Disabilities' Job Accommodation Network (JAN), (2) President's Committee on Employment of People with Disabilities, (3) State Governor's Committee on Employment of People with Disabilities, and (4) the National or State Restaurant Association.

Other federal and state assistance is also available for foodservice industry operators that hire the disabled. State vocational-rehabilitation services provide federal help and technical advice to employers of the disabled. This assistance and information

is available through Federal and State Vocational rehabilitation agencies, states employment offices, the Veterans Administration, and other government agencies advocating the employment of disabled individuals. Employers can also obtain assistance information from such non-profit organization as the NRA and the National Association of Retarded Citizens (Stokes, 1990).

Recommendations

This study was undertaken to identify attitudes of foodservice employers toward persons with disabilities. A survey questionnaire was used to assess employers' expressed perceptions toward persons with disabilities. Recommendations for future research assessing employer attitudes toward potential workers with disabilities follow:

1. The instrument should be simplified to increase participation in the survey. In addition, a second mailing should be done to increase response rate.

2. The research instrument, especially attitude statements, should include description of the hypothetical condition of disability for clarification, including type and degree of disability. Respondents' answers may vary as to the degree and condition of disability.

3. Both members and non-members of the NRA should be utilized to increase validity of the study. The NRA members may have easier access to information regarding current issues in the industry than non-members. For example, the NRA provides members with information and assistance about the employment of the disabled in foodservice operations.

4. Additional research should be done to identify relationships between expressed perceptions of the disabled and actual employment behavior. This study did not look at the actual hiring practices of employers. An employer with a positive attitude toward disabled employees does not necessarily hire this disabled individual.

5. Additional research needs to be conducted among co-workers of disabled employees. Hopefully, it will help to make a better work environment for both disabled workers and nondisabled counterparts.

6. Additional research is required to better understand the correlation between the number of disabled workers employed and overall employer attitude toward the disabled employee.

Employing persons with disabilities requires adjustments in management and coworker attitudes. As one respondent said, "It makes no sense to discount a person from the workforce just because of a disability." Providing appropriate disability awareness training experience, erasing some of the "myths" associated with employees who are disabled, and promoting the skill competencies of persons with disabilities can affect employer and employee perceptions.

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APPENDICES

APPENDIX A

**EMPLOYER ATTITUDE ASSESSMENT
INSTRUMENT**

Survey Code #: _____

Employer Attitudes Assessment Instrument

Foodservice employers are increasingly concerned with appropriate positions for disabled personnel. The following is a survey of your attitudes regarding hiring disabled employees. Please provide the information below by checking the appropriate box or by writing in the response as indicated.

Please check or fill in the appropriate information concerning yourself.

- | | |
|--|--|
| <p>1. Gender:</p> <p><input type="checkbox"/> 1. Male</p> <p><input type="checkbox"/> 2. Female</p> | <p>4. What is your highest level of education completed? (Check one)</p> <p><input type="checkbox"/> 1. High school</p> <p><input type="checkbox"/> 2. Vocational school</p> <p><input type="checkbox"/> 3. Some college</p> <p><input type="checkbox"/> 4. 2 year college degree</p> <p><input type="checkbox"/> 5. 4 year college degree</p> <p><input type="checkbox"/> 6. Master's degree</p> <p><input type="checkbox"/> 7. Doctoral degree</p> <p><input type="checkbox"/> 8. Other: specify _____</p> |
| <p>2. Race:</p> <p><input type="checkbox"/> 1. White</p> <p><input type="checkbox"/> 2. Black</p> <p><input type="checkbox"/> 3. Native American</p> <p><input type="checkbox"/> 4. Hispanic</p> <p><input type="checkbox"/> 5. Asian/Oriental</p> <p><input type="checkbox"/> 6. Other: specify _____</p> | <p>5. Your current job title: (Check one)</p> <p><input type="checkbox"/> 1. Owner</p> <p><input type="checkbox"/> 2. Administrative not including personnel management</p> <p><input type="checkbox"/> 3. Administrative with personnel responsibilities</p> <p><input type="checkbox"/> 4. Supervisor</p> <p><input type="checkbox"/> 5. Other :specify _____</p> |
| <p>3. Age group:</p> <p><input type="checkbox"/> 1. Under 25</p> <p><input type="checkbox"/> 2. 25-34</p> <p><input type="checkbox"/> 3. 35-44</p> <p><input type="checkbox"/> 4. 45-54</p> <p><input type="checkbox"/> 5. 55-64</p> <p><input type="checkbox"/> 6. 65 and older</p> | <p>6. Lengths of time in current job:
 _____ years _____ months</p> |

7. Have you ever hired persons with disabilities?

- 1. Yes
- 2. No

8. Types of disabilities of previous or current employees hired by you: (Check all that apply)

- 1. Mental retardation
- 2. Hearing impairment
- 3. Physically disabled
- 4. Visual impairment
- 5. Other: specify _____

9. How many persons with disabilities are employed in your operation?

10. Rate quality of experience with employees with disabilities on a scale of 1 to 5.

<u>Negative</u>		<u>Positive</u>		
1	2	3	4	5

11. Do you have a disability?

- 1. Yes
- 2. No

12. Do you have any family members or friends who have disabilities ?

- 1. Yes
- 2. No

13. Type of Operation where you work: (Check one)

- 1. Fast food restaurant
- 2. Family restaurant
- 3. Theme restaurant
- 4. Hotel restaurant
- 5. Institution Cafeteria
- 6. Other: specify _____

14. Operation Status: (Check one)

- 1. Profit
- 2. Not for Profit

15. How many persons are employed at your location? _____

16. Volume of your operation or business (number of patrons per week):

- 1. Under 100
- 2. 101 - 299
- 3. 300 - 499
- 4. 500 - 799
- 5. 800 - 999
- 6. 1000 and more

17. Size of community where your business is located: (Check one)

- 1. Under 2,500
- 2. 2,500 - 24,999
- 3. 25,000 - 74,999
- 4. 75,000 - 149,999
- 5. 150,000 - 249,999
- 6. 250,000 and more

APPENDIX B

**SEPARATE APPENDIX FOR
CASE STUDIES**

Instructions

You will be presented three incidents describing an employment case.

Do not go back to change a response to a previous case incident. Be honest.

Circle the letter of the answer that best fits your response. Thank you for your assistance.

CASE INCIDENT 1***Background: Hospitality Restaurants, Inc.**

Mr. David Brown is a staff member of the Hospitality Restaurants. He is thirty-five years old and orthopedically impaired, and has fifteen years experience in the food service business (Form A). (Form B: He is 35 years old and has 15 years experience in the food service industry.) He has been with the restaurant for a number of years, previously in various banquet production capacities as cook. With the recent expansion of the property, Mr. Brown was promoted to supervisor of the cold food production staff. His performance ratings have been satisfactory and he seems to be satisfied and productive in his new position

It has been Hospitality Restaurants' policy to pay full salary and all expenses for employees who attend educational seminars. However, the budget for such activities is limited and a number of requests are received by top management. It is therefore imperative that management carefully choose whom they select to attend the seminars.

Memorandum:

To: General Manager, Hospitality Restaurants, Inc.

From: David Brown

Subject: Quality Management Certification

Date: December 1, 1994

I would like to attend the upcoming seminar being offered by the State Association leading to a **certificate in quality management**. Staff members both here and at other locations have attended similar seminars when previously offered. I feel that the certification is beneficial both to myself as a learning experience and to the company as well. The seminar is being held the week of May 11-15. Please let me know as soon as possible

* Adapted from DeMicco.

QUESTIONS FOR CASE INCIDENT 1

1. Of the following reasons, which do you believe is the number one factor underlying Mr. Brown's desire to take the course? (circle only one response below)
 - A. A desire to get his fair share of the training budget allocations.
 - B. A desire to demonstrate to his superiors that he is willing and able to learn and thus he might be more seriously considered at evaluation time for a raise of a promotion
 - C. A desire to learn and keep up with current management practices.

2. If you were Mr. Brown's superior, what action would you take regarding this request? (Circle only one response below)
 - A. Do not allocate the funds for Mr. Brown to attend.
 - B. Suggest to Mr. Brown that he attend at his own expense.
 - C. Allocate the funds for Mr. Brown to attend.

CASE INCIDENT 2

To: Midwest Regional Manager

From: Corporate Director of Hospitality Marketing

Subject: Regional Marketing manager

Date: December 15, 1994

This memo is in response to your request that we investigate the possibility of promoting one of our corporate marketing representative to the position of regional marketing manager. We have identified one candidate with the necessary qualifications and experience who may suitable for this position. Mr. Charles Erving has been with our company for nearly six years. In that time he has performed up to and sometimes exceeded our base standards.

In his six years with us Mr. Erving has a favorable record to his credit. Prior to joining our company, he worked for five years for a major hospitality competitor. This was preceded by experience in a few independent hospitality operations. On a personal note, he is thirty-five years old and has a wife and two young daughters (Form A). (Form B: He is 35 years old and has a wife and two young daughters. Recently he has hearing impairment due to an acute infection.) I would appreciate it if you could review this information as soon as possible as to whether you believe his qualifications will suit your needs.

Please bear in mind that this position calls for a high degree of creativity. The Midwest is our fastest growing region and we need a person with a great deal of insight into our operations. The increasing competitive pressure demands innovative ideas and solutions, not to mention "feel" for the tastes and demands of our present and future customers.

QUESTIONS FOR CASE INCIDENT 2

3. Mr. Erving is clearly due for some sort of promotion given his past record and experience. Management is considering creating a new position for him rather than appointing him to the job of regional marketing manager. Do you feel that this is a good alternative or should he be given a chance to prove himself in the proposed position? (circle your response)
- A. Create a new position for him.
- B. Appoint him to the job of regional marketing manager.
4. If management does decide to promote Mr. Erving to the new position, on a scale of **one** to **five**, what do you believe his performance level will turn out to be? (circle your response)

very poor performance	poor performance	fair performance	good performance	very good performance
1	2	3	4	5
A	B	C	D	E

CASE INCIDENT 3

Memorandum:

To: Regional Manager

From: Manager, Main Street Location
Hospitality, Inc.

Subject: Speed of Service

Date: December, 22, 1994

I am sure that you will recall that when you appointed me manager of the Main Store, you emphasized that our customers must receive fast, friendly service; and, that this is especially important during the daily "lunch rush" from 12:00 noon until 1:30. In response to home office requests, our location has accepted for employment some of the students with mental retardation from the local Vocational Rehabilitation Center (Form A) (Form B: In response to home office requests, our location has accepted for employment some of the students from the local vocational technical school.)

In some instances, this has posed problems. For example, we decided to hire Mr. Arnold Thompson whom you referred to us, as a member of our dining room staff. Arnold's attendance and performance record at the Vocational Rehabilitation Center were exemplary.

However, here at our location, Arnold has not always done his job with a smile, and has been on occasion quite harsh with customers. At the Vocational Rehabilitation Center/cafeteria he worked behind the scenes and so is unaccustomed to dealing with customers all day. The result has been noticeable reduction in service time and also some complaints from our patrons. The majority of our lunch business comes from the office personnel in the adjacent complex, and they cannot afford to waste time and are used to being treated courteously.

As I'm sure you are aware, Arnold has an excellent attitude and attendance record with our company with the exception of the aforementioned problem. I would appreciate some assistance with the problem from the regional office, especially in view of our recently publicized community relation campaign.

The employee's behavior in this case is clearly not acceptable, especially given that he is employed in the hospitality industry. It is therefore mandatory that some action be taken.

QUESTIONS FOR CASE INCIDENT 3

5. On a scale of one to five, how difficult or easy do you believe it will be to effectively change the employee's behavior? (Circle the letter of your response below)

very difficult to change behavior	difficult to change behavior	moderately difficult	easy to change behavior	very easy to change behavior
1	2	3	4	5
A	B	C	D	E

6. What action would you recommend be taken regarding this employee? (Circle the letter of your response.)
- A. Issue an ultimatum - either the employee improve his behavior or he will be terminated.
 - B. Assign another employee to handle situations that involve customer contact and reassign the "problem employee" to a back of the house job.
 - C. Have an encouraging talk with the employee in an attempt to influence his performance.

**Thank you for taking the time to answer these questions
Please continue to the next section.**

APPENDIX C

**SEPARATE APPENDIX FOR
QUESTIONNAIRE**

Questionnaire About Persons with Disabilities

Directions

Please be perfectly honest in your responses in order to give a true picture of the way you feel or believe. The following statements represent concerns and perceptions that many individuals expressed related to the employment of persons with disabilities. Read each statement carefully and indicate your response according to each **DISABILITY TYPE** in each column using the rating scale provided. Please circle the letter that best describes your attitude or belief to every item. There are no "right" or "wrong" answers. Just tell **how you feel** about each statement.

Rating scale				
<u>Strongly Agree</u>	<u>Agree</u>	<u>Undecided</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
A	B	C	D	E

	Hearing impairment	Mental retardation	Physically disabled	Visual impairment
1. I think employees with disabilities have less accidents on the job.	A B C D E	A B C D E	A B C D E	A B C D E
2. Employees with disabilities are harder to train for jobs.	A B C D E	A B C D E	A B C D E	A B C D E
3. Employees with disabilities are absent less often than other employees.	A B C D E	A B C D E	A B C D E	A B C D E
4. Employees with disabilities usually quit the job sooner than other employees.	A B C D E	A B C D E	A B C D E	A B C D E
5. Employees with disabilities need closer supervision.	A B C D E	A B C D E	A B C D E	A B C D E
6. I believe that employees with disabilities cooperate more on the job.	A B C D E	A B C D E	A B C D E	A B C D E
7. Employees with disabilities usually turn out work of higher quality.	A B C D E	A B C D E	A B C D E	A B C D E

Rating scale				
<u>Strongly Agree</u>	<u>Agree</u>	<u>Undecided</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
A	B	C	D	E

	Hearing impairment	Mental retardation	Physically disabled	Visual impairment
8. I feel that employees with disabilities are more dependable.	A B C D E	A B C D E	A B C D E	A B C D E
9. Employees with disabilities work less rapidly than the other employees.	A B C D E	A B C D E	A B C D E	A B C D E
10. Employees with disabilities are often late for work.	A B C D E	A B C D E	A B C D E	A B C D E
11. Supervisors find it hard to get employees with disabilities to adopt new methods on the job.	A B C D E	A B C D E	A B C D E	A B C D E
12. Employees with disabilities require more special attention from coworkers and/or supervisors.	A B C D E	A B C D E	A B C D E	A B C D E
13. Employees with disabilities are usually loyal to the companies they work for.	A B C D E	A B C D E	A B C D E	A B C D E
14. Employees with disabilities make other employees uncomfortable.	A B C D E	A B C D E	A B C D E	A B C D E
15. Employment of persons with disabilities would increase business costs or expenses.	A B C D E	A B C D E	A B C D E	A B C D E

Rating scale				
<u>Strongly Agree</u>	<u>Agree</u>	<u>Undecided</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
A	B	C	D	E

	Hearing impairment	Mental retardation	Physically disabled	Visual impairment
16. It is fair to make special accommodations for employees with disabilities.	A B C D E	A B C D E	A B C D E	A B C D E
17. I think that employees with disabilities make better employees.	A B C D E	A B C D E	A B C D E	A B C D E
18. Complying with the Americans with Disabilities Act requirement in the hiring of employees will improve the quality of my workforce.	A B C D E	A B C D E	A B C D E	A B C D E
19. Complying with the Americans with Disabilities Act requirement in the hiring of employees complicates the hiring process.	A B C D E	A B C D E	A B C D E	A B C D E

**Thank you for your help. We'll keep your answers in strict confidence.
If you wish to make any comments, please write them below.**

APPENDIX D

CORRESPONDENCE

Oklahoma State University

COLLEGE OF HUMAN ENVIRONMENTAL SCIENCES

School of Hotel and
Restaurant Administration

Stillwater, Oklahoma 74078-0337
405-744-6713, FAX 405-744-7113

February 1, 1995

Dear Respondent:

You have been selected as one of the 1,000 members of **National Restaurant Association (NRA)** to participate in a very important study entitled "**Attitudes of Foodservice Employers toward Persons with Disabilities.**" Recently, the foodservice industry has been facing a serious labor shortage problem. There has been considerable interest about hiring individuals with disabilities in terms of getting valuable human resources to meet staffing needs. Understanding the employer's attitude and behavior toward persons with disabilities is becoming very important. **The attached questionnaire focuses on your beliefs toward persons with disabilities.**

We are requesting that you or the most appropriate member of management at this unit responsible for hiring employees complete a short survey. It will take about **10 to 15 minutes** to complete this survey. Once the questionnaire is completed, please put it in the self-addressed, prepaid envelope provided and mail at **your earliest convenience.**

Thank you for participating in this project. **Your response will remain anonymous.** This form has an identification number on it for mailing purpose only. The identification number is used to check your name off the mailing list when the forms are returned. Receiving your views is extremely important to the outcome of this study. We will be glad to provide you with a summary of the survey results in order to compensate for your time. **Please indicate your desire to receive a copy of the final report by filling in your name and address on the prepaid post card provided and mail separately from the survey in order to protect your anonymity.**

Thank you again for your time and willingness to participate in the project. If you have any question or need further assistance, please call us at **(405) 744-6713.** We look forward to receiving your response soon.

Sincerely,

Jung-Sook Park, M.S.
Graduate Research Associate

Raphael R. Kavanaugh, Ed.D., FMP
Professor and Director



Survey results requesting postcard

To receive a copy of this study's results, please complete:

NAME: _____

ADDRESS: _____

APPENDIX E

ANOVA AND T-TEST ANALYSIS RESULTS

TABLE 33

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF MALE
AND FEMALE GROUPS TOWARD PERSONS WITH
HEARING IMPAIRMENT

Gender	N	Mean	SD	t value	P > t
Male	141	56.00	6.46	0.0588	0.9582
Female	42	56.07	5.34		

TABLE 34

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE
MALE AND FEMALE GROUPS TOWARD PERSONS WITH
MENTAL RETARDATION

Gender	N	Mean	SD	t value	P > t
Male	141	59.18	6.12	0.5452	0.5863
Female	42	58.62	5.05		

TABLE 35

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE
MALE AND FEMALE GROUPS TOWARD PERSONS WITH
PHYSICAL DISABILITY

Gender	N	Mean	SD	t value	P > t
Male	141	57.13	6.59	0.1220	0.9031
Female	42	57.00	5.12		

TABLE 36

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE
MALE AND FEMALE GROUPS TOWARD PERSONS WITH
VISUAL IMPAIRMENT

Gender	N	Mean	SD	t value	P > t
Male	141	56.70	6.52	0.0540	0.9570
Female	42	56.76	5.46		

TABLE 37

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF
WHITE AND NONWHITE GROUPS TOWARD PERSONS
WITH HEARING IMPAIRMENT

Race	N	Mean	SD	t value	P > t
White	170	55.85	6.27	1.3336	0.1840
Nonwhite	13	58.23	5.03		

TABLE 38

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF
WHITE AND NONWHITE GROUPS TOWARD PERSONS
WITH MENTAL RETARDATION

Race	N	Mean	SD	t value	P > t
White	170	59.05	5.95	0.1116	0.9113
Nonwhite	13	59.23	5.15		

TABLE 39

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF
WHITE AND NONWHITE GROUPS TOWARD PERSONS
WITH PHYSICAL DISABILITY

Race	N	Mean	SD	t value	P > t
White	170	56.94	6.32	1.0863	0.2788
Nonwhite	13	58.92	5.36		

TABLE 40

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF
WHITE AND NONWHITE GROUPS TOWARD PERSONS
WITH VISUAL IMPAIRMENT

Race	N	Mean	SD	t value	P > t
White	170	56.60	6.34	0.8558	0.3933
Nonwhite	13	58.15	5.43		

TABLE 41

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE AGE OF THE RESPONDENTS TOWARD
PERSONS WITH HEARING IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Age	3	66.10	1.74	0.1615
Error	179	38.10		
Corrected Total	182			

TABLE 42

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE AGE OF THE RESPONDENTS TOWARD
PERSONS WITH MENTAL RETARDATION

Source	DF	Mean Squares	F value	Pr > F
Age	3	40.62	1.18	0.3204
Error	179	34.56		
Corrected Total	182			

TABLE 43

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE AGE OF THE RESPONDENTS TOWARD
PERSONS WITH PHYSICAL DISABILITY

Source	DF	Mean Squares	F value	Pr > F
Age	3	50.35	1.29	0.2802
Error	179	39.11		
Corrected Total	182			

TABLE 44

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE AGE OF THE RESPONDENTS TOWARD
PERSONS WITH VISUAL IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Age	3	65.06	1.67	0.1758
Error	179	39.03		
Corrected Total	182			

TABLE 45

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE EDUCATIONAL LEVEL OF THE RESPONDENTS TOWARD
PERSONS WITH HEARING IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Educational level	2	60.93	1.59	0.2067
Error	180	38.31		
Corrected Total	182			

TABLE 46

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE EDUCATIONAL LEVEL OF THE RESPONDENTS TOWARD
PERSONS WITH MENTAL RETARDATION

Source	DF	Mean Squares	F value	Pr > F
Educational level	2	35.25	1.02	0.3636
Error	180	34.65		
Corrected Total	182			

TABLE 47

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE EDUCATIONAL LEVEL OF THE RESPONDENTS TOWARD
PERSONS WITH PHYSICAL DISABILITY

Source	DF	Mean Squares	F value	Pr > F
Educational level	2	10.68	0.27	0.7640
Error	180	39.61		
Corrected Total	182			

TABLE 48

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE EDUCATIONAL LEVEL OF THE RESPONDENTS TOWARD
PERSONS WITH VISUAL IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Educational level	2	25.00	0.63	0.5331
Error	180	39.62		
Corrected Total	182			

TABLE 49

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY YEARS IN CURRENT JOB OF THE RESPONDENTS TOWARD
PERSONS WITH HEARING IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Years in Current job	2	40.02	1.02	0.3636
Error	180	39.32		
Corrected Total	182			

TABLE 50

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY YEARS IN CURRENT JOB OF THE RESPONDENTS TOWARD
PERSONS WITH MENTAL RETARDATION

Source	DF	Mean Squares	F value	Pr > F
Years in Current job	2	65.16	1.87	0.1574
Error	180	34.86		
Corrected Total	182			

TABLE 51

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY YEARS IN CURRENT JOB OF THE RESPONDENTS TOWARD
PERSONS WITH PHYSICAL DISABILITY

Source	DF	Mean Squares	F value	Pr > F
Years in Current job	2	32.37	0.80	0.4503
Error	180	40.38		
Corrected Total	182			

TABLE 52

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY YEARS IN CURRENT JOB OF THE RESPONDENTS TOWARD
PERSONS WITH VISUAL IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Years in Current job	2	22.23	0.54	0.5826
Error	180	41.01		
Corrected Total	182			

TABLE 53

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS WHO HAVE HIRED THE DISABLED AND THOSE WHO NEVER HIRED THE DISABLED TOWARD PERSONS WITH HEARING IMPAIRMENT

Have hired the disabled before	N	Mean	SD	t value	P > t
Yes	159	56.06	6.24	0.2295	0.8187
No	24	55.75	6.14		

TABLE 54

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS WHO HAVE HIRED THE DISABLED AND THOSE WHO NEVER HIRED THE DISABLED TOWARD PERSONS WITH MENTAL RETARDATION

Have hired the disabled before	N	Mean	SD	t value	P > t
Yes	159	58.93	5.97	0.7315	0.4654
No	24	59.88	5.37		

TABLE 55

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS WHO HAVE HIRED THE DISABLED AND THOSE WHO NEVER HIRED THE DISABLED TOWARD PERSONS WITH PHYSICAL DISABILITY

Have hired the disabled before	N	Mean	SD	t value	P > t
Yes	159	57.06	6.31	0.2616	0.7939
No	24	57.42	6.08		

TABLE 56

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS WHO HAVE HIRED THE DISABLED AND THOSE WHO NEVER HIRED THE DISABLED TOWARD PERSONS WITH VISUAL IMPAIRMENT

Have hired the disabled before	N	Mean	SD	t value	P > t
Yes	159	56.64	6.30	0.4111	0.6815
No	24	57.20	6.27		

TABLE 57

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS
WITH PERSONAL DISABILITY AND RESPONDENTS WITHOUT
PERSONAL DISABILITY TOWARD PERSONS
WITH HEARING IMPAIRMENT

Have personal disability	N	Mean	SD	t value	P > t
Yes	16	56.00	4.63	0.0147	0.9883
No	167	56.02	6.35		

TABLE 58

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS
WITH PERSONAL DISABILITY AND RESPONDENTS WITHOUT
PERSONAL DISABILITY TOWARD PERSONS
WITH MENTAL RETARDATION

Have personal disability	N	Mean	SD	t value	P > t
Yes	16	59.75	4.25	0.4936	0.6222
No	167	59.99	6.03		

TABLE 59

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS
WITH PERSONAL DISABILITY AND RESPONDENTS WITHOUT
PERSONAL DISABILITY TOWARD PERSONS
WITH PHYSICAL DISABILITY

Have personal disability	N	Mean	SD	t value	P > t
Yes	16	58.06	4.04	0.6394	0.5234
No	167	57.01	6.44		

TABLE 60

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS
WITH PERSONAL DISABILITY AND RESPONDENTS WITHOUT
PERSONAL DISABILITY TOWARD PERSONS
WITH VISUAL IMPAIRMENT

Have personal disability	N	Mean	SD	t value	P > t
Yes	16	57.13	4.26	0.2720	0.7859
No	167	56.68	6.45		

TABLE 61

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS WHO HAVE FAMILY MEMBERS OR FRIENDS WITH DISABILITIES AND THOSE WHO DO NOT HAVE FAMILY MEMBERS OR FRIENDS WITH DISABILITIES TOWARD PERSONS WITH HEARING IMPAIRMENT

Have family or friends with disabilities	N	Mean	SD	t value	P > t
Yes	75	55.36	6.01	1.2030	0.2305
No	108	56.48	6.32		

TABLE 62

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS WHO HAVE FAMILY MEMBERS OR FRIENDS WITH DISABILITIES AND THOSE WHO DO NOT HAVE FAMILY MEMBERS OR FRIENDS WITH DISABILITIES TOWARD PERSONS WITH MENTAL RETARDATION

Have family or friends with disabilities	N	Mean	SD	t value	P > t
Yes	75	58.62	5.69	0.8188	0.4140
No	108	59.35	6.02		

TABLE 63

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS WHO HAVE FAMILY MEMBERS OR FRIENDS WITH DISABILITIES AND THOSE WHO DO NOT HAVE FAMILY MEMBERS OR FRIENDS WITH DISABILITIES TOWARD PERSONS WITH PHYSICAL DISABILITY

Have family or friends with disabilities	N	Mean	SD	t value	P > t
Yes	75	57.90	6.31	2.0757	0.0393*
No	108	55.96	6.07		

TABLE 64

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS WHO HAVE FAMILY MEMBERS OR FRIENDS WITH DISABILITIES AND THOSE WHO DO NOT HAVE FAMILY MEMBERS OR FRIENDS WITH DISABILITIES TOWARD PERSONS WITH VISUAL IMPAIRMENT

Have family or friends with disabilities	N	Mean	SD	t value	P > t
Yes	75	56.11	6.18	1.0939	0.2755
No	108	57.13	6.35		

TABLE 65

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE TYPE OF OPERATION TOWARD PERSONS
WITH HEARING IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Type of operation	5	28.19	0.73	0.6050
Error	177	38.85		
Corrected Total	182			

TABLE 66

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE TYPE OF OPERATION TOWARD PERSONS
WITH MENTAL RETARDATION

Source	DF	Mean Squares	F value	Pr > F
Type of operation	5	43.99	1.28	0.2749
Error	177	34.39		
Corrected Total	182			

TABLE 67

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE TYPE OF OPERATION TOWARD PERSONS
WITH PHYSICAL DISABILITY

Source	DF	Mean Squares	F value	Pr > F
Type of operation	5	26.44	0.67	0.6491
Error	177	39.65		
Corrected Total	182			

TABLE 68

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE TYPE OF OPERATION TOWARD PERSONS
WITH VISUAL IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Type of operation	5	31.71	0.80	0.5516
Error	177	39.67		
Corrected Total	182			

TABLE 69

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS
BY THE STATUS OF OPERATION TOWARD PERSONS
WITH HEARING IMPAIRMENT

Operation status	N	Mean	SD	t value	P > t
Profit	172	56.08	6.20	0.5619	0.5749
Non-profit	11	55.00	6.57		

TABLE 70

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS
BY THE STATUS OF OPERATION TOWARD PERSONS
WITH MENTAL RETARDATION

Operation status	N	Mean	SD	t value	P > t
Profit	172	59.23	5.81	1.5701	0.1181
Non-profit	11	56.36	6.69		

TABLE 71

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS
BY THE STATUS OF OPERATION TOWARD PERSONS
WITH PHYSICAL DISABILITY

Operation status	N	Mean	SD	t value	P > t
Profit	172	57.22	6.26	1.0493	0.2955
Non-profit	11	55.18	6.32		

TABLE 72

T-TEST ANALYSIS COMPARING ATTITUDE SCORES OF THE RESPONDENTS
BY THE STATUS OF OPERATION TOWARD PERSONS
WITH VISUAL IMPAIRMENT

Operation status	N	Mean	SD	t value	P > t
Profit	172	56.77	6.26	0.5373	0.5917
Non-profit	11	55.72	6.77		

TABLE 73

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE SIZE OF OPERATION TOWARD PERSONS
WITH HEARING IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Size of operation	4	67.50	1.78	0.1347
Error	178	37.91		
Corrected Total	182			

TABLE 74

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE SIZE OF OPERATION TOWARD PERSONS
WITH MENTAL RETARDATION

Source	DF	Mean Squares	F value	Pr > F
Size of operation	4	45.15	1.31	0.2674
Error	178	34.42		
Corrected Total	182			

TABLE 75

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE SIZE OF OPERATION TOWARD PERSONS
WITH PHYSICAL DISABILITY

Source	DF	Mean Squares	F value	Pr > F
Size of operation	4	76.10	1.98	0.0997
Error	178	38.46		
Corrected Total	182			

TABLE 76

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE SIZE OF OPERATION TOWARD PERSONS
WITH HEARING IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Size of operation	4	65.69	1.69	0.1543
Error	178	38.86		
Corrected Total	182			

TABLE 77

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE NUMBER OF DISABLED EMPLOYEES TOWARD
PERSONS WITH HEARING IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Number of disabled employees	3	76.48	2.02	0.1132
Error	179	37.92		
Corrected Total	182			

TABLE 78

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE NUMBER OF DISABLED EMPLOYEES TOWARD
PERSONS WITH MENTAL RETARDATION

Source	DF	Mean Squares	F value	Pr > F
Number of disabled employees	3	130.49	3.95	0.0093**
Error	179	33.05		
Corrected Total	182			

TABLE 79

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE NUMBER OF DISABLED EMPLOYEES TOWARD
PERSONS WITH PHYSICAL DISABILITY

Source	DF	Mean Squares	F value	Pr > F
Number of disabled employees	3	143.02	3.81	0.0112**
Error	179	37.55		
Corrected Total	182			

TABLE 80

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE NUMBER OF DISABLED EMPLOYEES TOWARD
PERSONS WITH VISUAL IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Number of disabled employees	3	119.77	3.14	0.0266*
Error	179	38.11		
Corrected Total	182			

TABLE 81

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE SALES VOLUME OF OPERATION TOWARD
PERSONS WITH HEARING IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Operation volume	2	32.13	0.83	0.4373
Error	180	38.71		
Corrected Total	182			

TABLE 82

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE SALES VOLUME OF OPERATION TOWARD
PERSONS WITH MENTAL RETARDATION

Source	DF	Mean Squares	F value	Pr > F
Operation volume	2	8.02	0.23	0.7960
Error	180	35.13		
Corrected Total	182			

TABLE 83

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE SALES VOLUME OF OPERATION TOWARD
PERSONS WITH PHYSICAL DISABILITY

Source	DF	Mean Squares	F value	Pr > F
Operation volume	2	17.66	0.44	0.6420
Error	180	39.75		
Corrected Total	182			

TABLE 84

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE SALES VOLUME OF OPERATION TOWARD
PERSONS WITH VISUAL IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Operation volume	2	30.96	0.78	0.4597
Error	180	39.70		
Corrected Total	182			

TABLE 85

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE REGIONS OF THE UNITED STATES TOWARD
PERSONS WITH HEARING IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Regions	3	30.64	0.79	0.4999
Error	179	38.69		
Corrected Total	182			

TABLE 86

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE REGIONS OF THE UNITED STATES TOWARD
PERSONS WITH MENTAL RETARDATION

Source	DF	Mean Squares	F value	Pr > F
Regions	3	9.91	0.28	0.8379
Error	179	35.07		
Corrected Total	182			

TABLE 87

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE REGIONS OF THE UNITED STATES TOWARD
PERSONS WITH PHYSICAL DISABILITY

Source	DF	Mean Squares	F value	Pr > F
Regions	3	21.69	0.55	0.6501
Error	179	39.58		
Corrected Total	182			

TABLE 88

ANALYSIS OF VARIANCE RESULTS OF DIFFERENCES IN ATTITUDES
BY THE REGIONS OF THE UNITED STATES TOWARD
PERSONS WITH VISUAL IMPAIRMENT

Source	DF	Mean Squares	F value	Pr > F
Regions	3	23.69	0.60	0.6181
Error	179	39.72		
Corrected Total	182			

APPENDIX F

**BREAKDOWN OF RESPONSE TO OTHER
CATEGORY OF JOB TITLE AND
OPERATION TYPE**

LIST OF RESPONSE TO OTHER CATEGORY

Employment Attitude Assessment Instrument

Question #5: Your current job title

<u>Job Title</u>	<u>N</u>
General Manager	11
Vice President	2
Assistant manager	2
Finance Officer	1

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Question #13: Type of Operation you work

<u>Operation Type</u>	<u>N</u>
Country club	8
Catering	5
Fine dining restaurant	4
Bar	2
100 beds	1
Donut shop	1
Continental cuisine	1
Concession Stands	1
Cafe/patio	1
Carry out ice cream	1
Dinner train	1
Travel plaza	1
Ice cream parlor	1

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IRB STATEMENT OF APPROVAL

OKLAHOMA STATE UNIVERSITY
INSTITUTIONAL REVIEW BOARD
HUMAN SUBJECTS REVIEW

Date: 11-11-94

IRB#: HE-95-007

Proposal Title: ATTITUDES OF FOODSERVICE EMPLOYERS TOWARD PERSONS WITH DISABILITIES

Principal Investigator(s): Raphael R. Kavanaugh, Jung-Sook Park

Reviewed and Processed as: Exempt

Approval Status Recommended by Reviewer(s): Approved

APPROVAL STATUS SUBJECT TO REVIEW BY FULL INSTITUTIONAL REVIEW BOARD AT NEXT MEETING.

APPROVAL STATUS PERIOD VALID FOR ONE CALENDAR YEAR AFTER WHICH A CONTINUATION OR RENEWAL REQUEST IS REQUIRED TO BE SUBMITTED FOR BOARD APPROVAL.
ANY MODIFICATIONS TO APPROVED PROJECT MUST ALSO BE SUBMITTED FOR APPROVAL.

Comments, Modifications/Conditions for Approval or Reasons for Deferral or Disapproval are as follows:

As per phone conversation on 11-14-94 with the principal investigator, the blanks for name and address of subjects requesting a copy of the study results will be placed on a separate sheet of paper and removed from the instruments upon receipt by the principal investigator.

Signature:


Chair of Institutional Review Board

Date: November 14, 1994

2
VITA

Jung-Sook Park

Candidate for the Degree of

Doctor of Philosophy

Title: ATTITUDES OF FOODSERVICE EMPLOYERS TOWARD PERSONS
 WITH DISABILITIES

Major Field: Human Environmental Sciences

Biographical:

Personal Data: Born in Kyung-puk, Korea, on March 1, 1964, the daughter of Sung-Bo and Kyung-Hee Park. Married to Yong-Do Hong, on June 13, 1992.

Education: Graduated from Hye-Wha High School, Pusan City, Korea, in February 1982; received Bachelor of Science degree in Home Economics from Seoul National University, Suwon, Korea in February 1986; received Master of Science degree with major in Home Economics at Seoul National University in February 1988; completed requirements for Doctor of Philosophy degree at Oklahoma State University, Stillwater, Oklahoma in July, 1995.

Experience: An teaching assistant , Department of Home Economics at Seoul National University, Korea as a staff, 1988-1989; Instructor, Home Economics Department at Milyang Junior College and Yangbak Women's Junior College; Graduate Research Assistant, Family Relations and Child Development at Oklahoma State University, 1992; Graduate Research Associate, School of Hotel and Restaurant Administration at Oklahoma State University, 1992-1995.

Professional Memberships: Council on Hotel, Restaurant and Institutional Education.