

Skill Matrix Development for Persons with Disabilities in the Indian Hotel Industry

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Based on the findings of India's 2011 Census, it was observed that the unemployment rate for individuals classified as persons with disabilities (PwD) stood at 64 percent, in contrast to a rate of 9.1 percent for those not falling under the category. Those with disabilities often find themselves employed in skill-based positions, mostly due to their lower educational attainments. The selection of disabled applicants is impeded by a multitude of barriers, specific disabilities being one of them. There is a wide range of occupational positions where the presence of a disability does not impede job performance. This study constructs a comprehensive skills matrix for persons with disabilities in the hotel industry.

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Disability Canvass in India

Since the inception of India's initial census in 1872, the matter of disability has been consistently examined in each subsequent census performed until 1931. The inquiry into disability was omitted from the Census of India between 1941 and 1971. The 1981 Census encompassed the collection of data about three distinct categories of handicap, namely total blindness, entire disability, and total deafness. The inquiry pertaining to disability was omitted from the 1991 Census. The issue of disability was reintroduced in the 2001 Census, when data about five distinct categories of disability, namely vision, speech, hearing, mobility, and mental disability, were gathered. The 2011 Census encompassed the collection of data on eight distinct categories of disability, including vision impairment, hearing impairment, speech impairment, mobility impairment, intellectual disability, mental illness, any other form of disability, and the presence of multiple disabilities (Jeffery & Singal, 2008).

According to the 2011 Census in India, a total of 2.68 billion individuals, accounting for about 2.21 percent of the overall population, are classified as “disabled. According to available data, the male population accounts for 56% (1.5 billion) of those with disabilities, while the female population constitutes 44% (1.18 billion). The male population constitutes 51% of the entire population, and the female population accounts for 49% of the overall population. A significant proportion of the disabled population, specifically 69%, resided in rural regions. This translates to around 1.86 billion disabled individuals living in rural areas, while urban areas accommodate approximately 0.81 billion of them. Approximately 58% of individuals who possess disabilities fall

within the working age group (Commissioner, 2017; Satha Sivam, 2017).

Types of Disability

In India, a significant proportion of the handicapped persons experience various forms of disabilities. Specifically, 20% of the disabled population has challenges related to movement, while 19% encounter difficulties in visual perception. Similarly, an additional 19% grapple with hearing impairments, while 7% contend with speech disorders. A combined total of four disabilities, including visual impairment, hearing impairment, mobility impairment, and speech impairment, collectively contribute to 65 percent of all reported disabilities. The distribution of disabilities is presented in Table 1.

Table 1 Disability Proportion as per Census 2011

Disability Type	Male	Female	Total
In Seeing	26,39,028	23,94,403	50,33,431
In Hearing	26,78,584	23,94,330	50,72,914
In Speech	11,22,987	8,75,705	19,98,692
In Movement	33,70,501	20,66,325	54,36,826
Mental Retardation	8,70,898	6,35,066	15,05,964
Mental Illness	4,15,758	3,07,122	7,22,880
Multiple Disability	11,62,712	9,53,986	21,16,698
Others	27,28,125	21,99,464	49,27,589

In India, about 36% of persons with disabilities are engaged in gainful employment. A significant proportion (46%) of persons with disabilities who are unemployed fall within the age range considered working age. Among those with disabilities, dependents constitute the largest proportion of non-working persons across all disability categories. Subsequently, students and those engaged in home tasks follow suit, with the excep-

tion of those with mental illness. In the case of mental illness, the percentage of disabled persons performing household duties surpasses that of students. (Ministry of Home Affairs (Government of India), 2011); (Census, 2001.Pdf, n.d.).

Census Analysis

The reported prevalence of those with disabilities of 2.21% as per 2011

The data reveals that 64% of disabled persons are unemployed, while only 9.4% of the overall population faces unemployment.

census may underestimate the true population size. Separate surveys from other organizations have claimed disability rate in the range of 7-16% in India. According to the census data, a significant disparity exists between the employment rates of disabled persons and the general population. Specifically, the data reveals that 64% of disabled persons are unemployed, while only 9.4% of the overall population faces unemployment. The unemployment rate among females is 77%, whereas males experience an unemployment rate of 53%. For the purpose of this study, the four disabilities under investigation are movement, speech, hearing, and vision impairments, collectively accounting for a total of 1,754,186 cases, representing 65.0% of all reported disabilities. The official working age group, encompassing persons aged 15–59, comprises a total of 15.7 million persons, constituting around 58% of the overall disabled population. The demographic composition of non-workers is primarily consists of dependents and home workers, accounting for 60% of the total. This study selected four disabilities as the focus of investi-

Table 2 Type of Disability

Type of Disability	Code
Seeing	PwD 1
Hearing	PwD 2
Speech	PwD 3
Movement	PwD 4

gation, and their respective coding is presented in Table 2.

Literature Review

Persons with Disabilities (PwD) embody a substantial and underutilized reservoir of inherent capabilities. The untapped potential and innate abilities of individuals can be harnessed through structured instruction in an engaging setting. Moreover, when their skills are meticulously aligned, individuals possess the capability to engage in a diverse range of occupational roles in different sectors (Prasad, 1994).

The hotel industry places a premium on appearance, which makes it one of the most challenging industries in which to employ a person with a disability. However, a successful outcome in this industry can open doors in other industries for employing people with disabilities.

Moreover, a significant proportion of employment opportunities within Hotel industry exhibit characteristics such as repetitiveness, lack of dangerous conditions, absence of locomotive tasks, and a requirement for semi-skilled labor. Consequently, the attributes of employment within the hotel industry present a multitude of prospects for persons with disabilities (PwD) to be integrated, within lower and middle-tier labor positions (Rungta, 2004).

The increasing recognition of the employability of persons with disabilities, coupled with a significant shortage of skilled labor and other government and

CSR initiatives, has generated considerable interest in their recruitment in Indian hotel industry. The persons possess advanced alternative sensory abilities, along with proficiency in activities of daily living, mobility, the utilization of assistive devices, social skills, and other relevant areas. These capabilities enable them to effectively adjust to their disabilities and achieve comparable performance levels to those of employees without disabilities.

Skill Matrix

Extensive scholarly literature exists regarding the identification of appropriate profiles for non-disabled employees in accordance with job needs. However, there is a notable absence of studies pertaining to the alignment of job roles with disabilities within any industry. The use of a skill matrix facilitates the effective assignment of individuals to appropriate roles, resulting in the attainment of the required level of performance. The use of the skill matrix tool facilitates a systematic approach to the evaluation, analysis, and development of skill sets. The implemented approach facilitates ongoing learning and the enhancement of skills, resulting in advantages for both the individual professional and the organization as a whole (Singh & Chandra, 2022).

It can be anticipated that workers who possess similar disabilities and are appropriately matched in their respective job roles are likely to experience more favorable employment outcomes, including higher earnings and longer job

Disability employment strategies ought to incorporate systematic endeavors aimed at facilitating the identification of appropriate job placements for persons with disability.

tenure, compared to workers with similar disabilities who are not suitably matched in their job placements. Employees who experience extended periods of disability tend to be employed in occupations that are more suited to their physical limits compared to employees with shorter durations of impairment. Moreover, workers who are not well-matched with their employment experience receive reduced salaries and shorter working hours compared to their peers who have a more suitable job fit. In general, the results suggest that disability employment strategies ought to incorporate systematic endeavors aimed at facilitating the identification of appropriate job placements for persons with disability. In the context of airline baggage handling, it is evident that a worker who encounters challenges in carrying heavy goods would have a lack of compatibility and reduced effectiveness. The identical employee has the potential to excel in the field of computer programming. It is anticipated that workers who have disabilities and are able to get suitable employment opportunities, whereby their functional limits have minimal or negligible influence on crucial job activities, will experience more favorable employment outcomes compared to those who are not appropriately matched (Choe & Baldwin, 2017).

The use of a methodical approach to skill mapping through the skill matrix process not only aids in the assessment of existing skill levels but also offers a strategic plan for skill enhancement by addressing identified deficiencies. The implementation of a systematic methodology for incorporating value-enhancing elements guarantees the advancement of proficiency levels while simultaneously establishing a framework for the acquisition of diverse skills (Paritkar & Parchure, 2016). Managers possess the potential to mitigate the impact of an employee's disability on their performance by employing selection procedures that exhibit a high degree of predictive validity for future job performance. Additionally, managers can optimize performance by aligning an employee's competencies with the specific job requirements.

There is a notable propensity for individuals with disabilities to experience a higher degree of skill mismatch within the labor market, resulting in a particularly pronounced adverse effect on their earnings. Enhancing labor market alignment would lead to improved incomes for those with disabilities (Jones & Sloane, 2010). There is potential to promote more utilization of formal evaluations by employers in evaluating the skills and capacities of individuals with disabilities (Jones & Sloane, 2010). There is a higher probability of workers in physically demanding occupations experiencing a lack of alignment between their skills and job requirements. Employees who possess a strong job fit experience higher earnings and dedicate more hours to their work

compared to individuals whose skills and qualifications do not align well with their job requirements (Choe & Baldwin, 2017).

Some industries generate skill matrix for non-disabled personnel for skill-based job. The garment industry provides a skill matrix for non-disabled personnel at the operator level. The skill matrix is a comprehensive record of an operator's past operations, including an assessment of their proficiency in each operation. Efficient operator selection is of utmost importance to engineers and line supervisors, who want to save the time required for this process. The selection of operators for line balancing can be determined according to the nature of the task involved. In the event of a person's absence, the supervisor possesses the ability to readily identify a suitable substitute from the skill matrix table. This can be juxtaposed with the skill demand during a certain era and the adequacy of available skills to fulfil the training needs. Therefore, enhancing productivity can be achieved through the strategic allocation of skilled and semi-skilled personnel to suitable workstations, along with comprehensive training programs for unskilled operators (Mazharul Islam, 2015). A typical format of skill matrix used in garment industry is shown in Table 3.

Operations

SNLS: Single Needle Lock Stitch Source

O/L: Over Lock

Table 3 Skill Matrix chart in Garment Industry

Operations/Operators	SNLS	O/L	DNLS	ZigZag	FoA	Flat Lock
Abhishek		√				
Balram	√		√			
Chavi					√	
Devansh						√
Ebrahim	√	√	√	√		

Source: Chuter (1995)

DNLS: Double Needle Lock Stitch

Zigzag: Zig Zag Machine

FoA: Feed of the Arm

Flat Lock: Flat Lock Machine.

The examination of the skill matrix, as outlined in Table 3, is undertaken in this analysis. Operator Abhishek possesses the capability to solely run the O/L machine, while operator Ebrahim exhibits proficiency in operating a wider range of machines, including SNLS, O/L, DNLS, and Zig Zag machines. Furthermore, it is possible to incorporate the efficiency of each operator in relation to each job role into the skill matrix. The garment industry, characterized by its reliance on manufacturing processes and labor-intensive operations, offers favorable job prospects for those with disabilities due to its repetitive nature and emphasis on skill-based tasks.

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The employability of impaired person is contingent upon their skill matrix. Nevertheless, a comprehensive skill matrix for several industries is still unavailable. In order to provide a framework for assessing the aptitude of individuals with disabilities for various career positions within the hotel industry, it is imperative to create a comprehensive skill matrix for future reference.

Objective: Skill Matrix preparation for four selected physical disabilities for skill-based job roles in the hotel industry.

Methodology

Step 1: Identification of skill-based job roles in hotel industry.

Step II: Categorization of each of skill-based Job into partial and complete skill required for four selected abilities.

Step III: Skill matrix generation

Step 1: Identification of Skill-based Job Roles

Hotels are intricate commercial enterprises that require departmental cooperation in order to effectively serve a high volume of visitors. Each division

serves a vital purpose. The main departments are:

1. *Housekeeping*: A hotel's housekeeping division is responsible for maintaining the aesthetics, hygienic conditions, and cleanliness of the hotel as well as each room. The roles frequently found in the housekeeping department are housekeeper, floor supervisor, deputy housekeeper, linen room supervisor, head housekeeper and room attendant (Raghubalan, 2023; Walker, 2007)
2. *Guest Services*: The first point of contact for the guests when they make a reservation with the hotel is the guest services division, sometimes referred to as the front office. Different job roles at front office are, front desk agent, guest service manager, concierge, porter and receptionist (Jatashankar, 2016)
3. *Event Planning*: A section dedicated to event planning is typically found in many hotels, which are popular locations for conferences, expos, and other large-scale gatherings. The team for event management include event manager, hotel group coordinator, meetings coordinator, banqueting manager, conference service manager and event planner (Walker, 2007; O' Fallon & Rutherford, 2010)
4. *Sales & Marketing*: The goal of a hotel's sales and marketing division is to draw customers and market the establishment's offerings. The sales and marketing team determines the best ways to promote the hotel's features, like upgrades, specialist suites, and facilities. Important job roles in sales and marketing are sales manager, marketing assistant, promotion manager, brand manager, marketing director. (Walker, 2009)
5. *Food Preparation*: A hotel's kitchen and food preparation department should be one of its main departments since dining is a crucial component of providing excellent hospitality. The menu for the food and drinks that patrons can purchase via room service, hotel restaurants, catering, or on-site stores that sell prepared meals are designed by the food preparation department. Workers in the food preparation division prepare ingredients, cook meals according to orders, and oversee kitchen inventory. They also make sure the kitchen complies with all food safety laws and is hygienic. Different job profiles in food preparations are , executive chef, line cook , sous chef, catering manager , kitchen manager. (Gro, 2007)
6. *Food & Beverages Service* The food and beverage service department delivers the meals that the food preparation department has prepared for hotel guests. In hotels with restaurants, cafes, and bars, the food and beverage service department serves as the front-of-house personnel. By delivering room service orders to customers in their rooms or serving dine-in customers, they deliver rapid customer service. Important roles in food and beverages service are room service attendant, bartender,

- server, head waiter (Hussaian, 2019) (O' Fallon & Rutherford, 2010)
7. *Purchasing* : Due to the extensive use of equipment and supplies by both staff and visitors, major enterprises often employ a purchasing department that oversees the inventory. Some major roles in the purchasing are inventory manager, buyer, vendor relation manager, procurement officer, purchasing manager. (Soloman, 2016)
 8. *Accounts*: The accounts department, sometimes referred to as the finance department or the credits department, is in charge of managing the hotel's incoming and outgoing costs. Accounts division personnel keep tabs on all financial transactions, including delinquent payments from business partners and outstanding balances from visitors. (Vallen, Gary . Vallen, 2012)
 9. *Security* : Hotels usually have a security department because they want to ensure that their guests are safe while they are in. The hotel's assets, personnel, and visitors are all protected by the security division. Job titles in security might include, overnight security guard, security officer, and safety manager. (Raghubalan, 2023)
 10. *Information Technology*: Hotels usually have an IT staff to support the software systems they employ to manage reservations, internal communications, and maintenance needs. For both staff and visitors, the IT department installs, sets up, and maintains phone systems, intercoms, software, and the Internet. Team includes software manager, IT coordinator, helpdesk agent, IT project manager. (Raghubalan, 2023)
 11. *Maintenance*: The building's and the property's functionality are overseen by the maintenance and operations department. They handle problems with furniture repair, landscaping, air conditioning and ventilation, plumbing, and electrical systems. Maintenance team includes utility attendant, hotel maintenance technician, plumber, groundkeeper, and maintenance engineer. (Vallen, Gary . Vallen, 2012)
 12. *Human Resources*: All other hotel personnel are under the management of the human resources department. The hotel's HR department handles payroll, benefits administration, employee management, and hiring new recruits. Employees in charge of human resources create job advertisements to get applicants to the hotel, decide what benefits to provide, negotiate employment agreements, run orientation sessions, and create employee development initiatives. Common list of HR positions are HR assistant, payroll manager, HR administrator, HR generalist, director of HR. (Walker, 2007)
- The hotel industry's skill matrix was created by selecting 30 skill-based jobs out of all available positions.

Table 4 Skill -based Job Roles in Hotel Industry

S.No	Code	Job Role	Department
1	JRH1	Front Desk	Guest Service
2	JRH2	Reservation agent	Guest Service
3	JRH3	Concierge	Guest Service
4	JRH4	Hotel Clerk	Guest Service
5	JRH5	Hotel receptionist	Guest Service
6	JRH6	Café Manager	Food Preparation
7	JRH7	Chef	Food Preparation
8	JRH8	Catering Manager	Food Preparation
9	JRH9	House Keeper	House Keeping
10	JRH10	Room attendant	House Keeping
11	JRH11	Mopper	House Keeping
12	JRH12	Cleaner	House Keeping
13	JRH13	Waiter	Food and Beverages Service
14	JRH14	Catering attendant	Food and Beverages Service
15	JRH15	Food Server	Food and Beverages Service
16	JRH16	Baggage Porter	Guest Service
17	JRH17	Bell Attendant	Guest Service
18	JRH18	Parking Lot attendant	House Keeping
19	JRH19	Vallet Attendant	House Keeping
20	JRH20	Driver	House Keeping
21	JRH21	Gardener	House Keeping
22	JRH22	Linen Room Manager	House Keeping
23	JRH23	Kitchen Cleaner	Food and Beverages Service
24	JRH24	Cutlery Assistant	Food and Beverages Service
25	JRH25	Launderer	House Keeping
26	JRH26	Iron Person	House Keeping
27	JRH27	Vegetable & Fruit Cutter	Food and Beverages Service
28	JRH28	Food Packer	Food and Beverages Service
29	JRH29	Washing Utensils with Dishwasher	Food and Beverages Service
30	JRH30	Washing Utensils without Dishwasher	Food and Beverages Service

Step –II Categorization of Skill-based Jobs

A comprehensive survey was conducted with 74 supervisors and middle-level managers from the Indian hotel industry. Survey was conducted from August 23 to October 23 in different cities of India. In the Survey 30 job responsibilities were meticulously categorized based on the extent of abilities required, namely complete or partial. Subsequently, every occupation is classified based on

the extent of skill required for each of the four specified disabilities, namely

Table 5 Classification of Disability into Partial and Complete

S.no	Code	Skill
1	PV	Partial Visibility Sufficient
2	CV	Complete Visibility Mandatory
3	PH	Partial Hearing Sufficient
4	CH	Complete Hearing Mandatory
5	PS	Partial Speaking Sufficient
6	CS	Complete Speaking Mandatory
7	PM	Partial Movement Sufficient
8	CM	Complete Movement Mandatory

partial or complete skill. The characterization of impairments as either partial or total capacity required is presented in Table 5.

The participant has the option to choose either a partial or full proficiency that is necessary for the associated work position. A single point was allocated to the chosen alternative. The results achieved for the Job Role JRH1 Fabric

Checking Manual are presented in Table 6. The task's completion will be determined by each participant, who will assess whether partial or complete movement is necessary. Based on the collected responses, the Job Role JRG1 Front Desk will be assessed and categorized as either appropriate for those with mobility impairments or not. Table 6 presents the analysis of responses obtained from the SPSS 26 software for the Job Role JRH1 Front Desk.

Table 6 Descriptive Statistics for Job Role JRG1 Front Desk

Code	Minimum	Maximum	Mean
JRH1PV	.00	1.00	.0366
JRH1CV	.00	1.00	.9634
JRH1PH	.00	1.00	.0488
JRH1CH	.00	1.00	.9512
JRH1PS	.00	1.00	.0732
JRH1CS	.00	1.00	.9268
JRH1PM	.00	1.00	.9146
JRH1CM	.00	1.00	.0854

Based on the data presented in Table 6, it can be inferred that job role JRH1 is well-suited for those who possess complete visibility, hearing and speaking capabilities. However job role can be assigned to person with partial mobility. Analogous assessments were conducted on all job roles.

Step – III: Skill Matrix Generation

A skill matrix was produced through a two-step process. The work requirements were initially categorized based on Appendix A and subsequently presented in Tables 7 and 8.

Table 9 presents the skill matrix for the selected 30 job roles, which has been

derived from the study of Table 7 and Table 8.

Based on the aforementioned study, it can be inferred that JRH1 necessitates comprehensive visibility, hearing and speaking, rendering it unsuitable for individuals with disabilities (PwD1, PwD2 and PwD3). However, it is alright to allocate JRH1 to individuals with mobility issues PwD4, as this disability do not affect their job performance.

Analysis & Discussion

Table 10 displays the job roles that persons with different selected disabilities are capable of undertaking.

Table 7 Suitability of Seeing & Hearing Disability for Selected 30 Job Roles

Job Code	Job Role	PV	CV	PH	CH
JRH1	Front Desk	Not Suitable	Mandatory	Not Suitable	Mandatory
JRH2	Reservation agent	Not Suitable	Mandatory	Not Suitable	Mandatory
JRH3	Concierge	Not Suitable	Mandatory	Not Suitable	Mandatory
JRH4	Hotel Clerk	Not Suitable	Mandatory	Not Suitable	Mandatory
JRH5	Hotel receptionist	Not Suitable	Mandatory	Not Suitable	Mandatory
JRH6	Café Manager	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH7	Chef	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH8	Catering Manager	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH9	House Keeper	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH10	Room attendant	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH11	Mopper	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH12	Cleaner	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH13	Waiter	Not Suitable	Mandatory	Not Suitable	Mandatory
JRH14	Catering attendant	Sufficient	Not Mandatory	Sufficient	Not Mandatory
JRH15	Food Server	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH16	Baggage Porter	Sufficient	Not Mandatory	Sufficient	Not Mandatory
JRH17	Bell Attendant	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH18	Parking Lot attendant	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH19	Vallet Attendant	Not Suitable	Mandatory	Not Suitable	Mandatory
JRH20	Driver	Not Suitable	Mandatory	Not Suitable	Mandatory
JRH21	Gardener	Sufficient	Not Mandatory	Sufficient	Not Mandatory
JRH22	Linen Room Manager	Sufficient	Not Mandatory	Sufficient	Not Mandatory
JRH23	Kitchen Cleaner	Sufficient	Not Mandatory	Sufficient	Not Mandatory
JRH24	Cutlery Assistant	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH25	Launderer	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH26	Iron Person	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH27	Vegetable & Fruit Cutter	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH28	Food Packer	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH29	Washing Utensils with Dishwasher	Sufficient	Not Mandatory	Sufficient	Not Mandatory
JRH30	Washing Utensils without Dishwasher	Not Suitable	Mandatory	Sufficient	Not Mandatory

Table 8 Suitability of Speaking & Movement Disability for Selected 30 Job Roles

Job Code	Job Role	PS	CS	PM	CM
JRH1	Front Desk	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH2	Reservation agent	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH3	Concierge	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH4	Hotel Clerk	Sufficient	Not Mandatory	Sufficient	Not Mandatory
JRH5	Hotel receptionist	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH6	Café Manager	Not Suitable	Mandatory	Sufficient	Not Mandatory
JRH7	Chef	Sufficient	Not Mandatory	Sufficient	Not Mandatory
JRH8	Catering Manager	Sufficient	Not Mandatory	Sufficient	Not Mandatory
JRH9	House Keeper	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH10	Room attendant	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH11	Mopper	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH12	Cleaner	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH13	Waiter	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH14	Catering attendant	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH15	Food Server	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH16	Baggage Porter	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH17	Bell Attendant	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH18	Parking Lot attendant	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH19	Vallet Attendant	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH20	Driver	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH21	Gardener	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH22	Linen Room Manager	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH23	Kitchen Cleaner	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH24	Cutlery Assistant	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH25	Launderer	Sufficient	Not Mandatory	Not Suitable	Mandatory
JRH26	Iron Person	Sufficient	Not Mandatory	Sufficient	Not Mandatory
JRH27	Vegetable & Fruit Cutter	Sufficient	Not Mandatory	Sufficient	Not Mandatory
JRH28	Food Packer	Sufficient	Not Mandatory	Sufficient	Not Mandatory
JRH29	Washing Utensils with Dishwasher	Sufficient	Not Mandatory	Sufficient	Not Mandatory
JRH30	Washing Utensils without Dishwasher	Sufficient	Not Mandatory	Sufficient	Not Mandatory

Table 9 Skill Matrix Generation

S.No	Code	Job Role	PwD1 (Seeing)	PwD2 (Hearing)	PwD3 (Speech)	PwD4 (Movement)
1	JRH1	Front Desk				√
2	JRH2	Reservation agent				√
3	JRH3	Concierge				√
4	JRH4	Hotel Clerk			√	√
5	JRH5	Hotel receptionist				√
6	JRH6	Café Manager		√		√
7	JRH7	Chef		√	√	√
8	JRH8	Catering Manager		√	√	√
9	JRH9	House Keeper		√	√	
10 ⁺	JRH10	Room attendant		√	√	
11	JRH11	Mopper		√	√	
12	JRH12	Cleaner		√	√	
13	JRH13	Waiter		√	√	
14	JRH14	Catering attendant	√	√	√	
15	JRH15	Food Server		√	√	
16	JRH16	Baggage Porter	√	√	√	
17	JRH17	Bell Attendant	√		√	
18	JRH18	Parking Lot attendant		√	√	
19	JRH19	Vallet Attendant			√	
20	JRH20	Driver			√	
21	JRH21	Gardener	√	√	√	
22	JRH22	Linen Room Manager	√	√	√	
23	JRH23	Kitchen Cleaner	√	√	√	
24	JRH24	Cutlery Assistant		√	√	
25	JRH25	Launderer		√	√	√
26	JRH26	Iron Person		√	√	√
27	JRH27	Vegetable & Fruit Cutter		√	√	√
28	JRH28	Food Packer		√	√	√
29	JRH29	Washing Utensils with Dishwasher	√	√	√	√
30	JRH30	Washing Utensils without Dishwasher		√	√	√

Table 10 Number of Job Roles That Can Be Taken by Different Disabilities

Partial Visibility	7
Partial Hearing	21
Partial Speaking	25
Partial Movement	14

Suitable Job Roles for Speech, Hearing and Movement Disability are shown in Table 12

Table 11 Suitable Job Roles for only Movement Disability

Job Code	Job Role
JRH1	Front Desk
JRH2	Reservation agent
JRH3	Concierge

Table 12 Suitable Job Roles for Speech & Hearing Disability

Job Code	Job Role
JRH7	Chef
JRH8	Catering Manager
JRH9	House Keeper
JRH18	Parking Lot attendant
JRH24	Cutlery Assistant
JRH25	Lauderer
JRH26	Iron Person
JRH27	Vegetable & Fruit Cutter
JRH28	Food Packer
JRH30	Washing Utensils without Dishwasher

Suitability of number of Disabilities for Job role are shown in Table 13

Table 13 Suitability of Number of Disabilities for Job Role

Disability	Number of Job Role
Number of Job roles where no disability was Suitable	0
Number of Job roles where only one disability was Suitable	7
Number of Job roles where two disability were Suitable	10
Number of Job roles where three disability were Suitable	12
Number of Job roles where all four disability were Suitable	1

There is no evidence of job incompatibility with any disability.

The fact that 7 jobs are compatible with a single disability, 10 jobs are compatible with two disabilities, 12 jobs are compatible with three disabilities, and 1 job role is compatible with all four selected disabilities shows that there is no evidence of job incompatibility with any disability.

Conclusion

Persons with disabilities constitute a substantial and underutilized workforce

for labor-intensive, skill-oriented, repetitive, and non-dangerous positions. Nevertheless, the current lack of a skill matrix poses a challenge in assessing the compatibility between a certain impairment and a given professional role. A skill matrix for the hotel industry has been created through recent research. The skill matrix was developed based on four specific disabilities: visual impairment, speech impairment, hearing impairment, and mobility impairment. These disabilities were identified as the primary contributors, accounting for around 65 percent of all disabilities, as reported in the 2011 census. A skill matrix was devel-

oped by selecting 30 job roles based on their skill requirements across multiple departments. A skill matrix was established for 30 selected job roles based on a survey conducted among 74 supervisors. Among the 30 employment opportunities identified within the hotel industry, it was determined that 7 job roles were appropriate for individuals with partial visibility, 21 job roles were acceptable for those with hearing impairments, 25 job roles were suitable for individuals with speech impairments, and 14 job roles were suitable for individuals with a movement impairment. The suitability of individuals with impairments varies, thus requiring the implementation of a skills matrix to allocate job positions based on their respective suitability levels. There was no discernible incompatibility between any job function and a disability. Specifically, 7 job roles were found to be compatible with a single disability, while 10 job roles were compatible with two disabilities. Additionally, 12 job roles were identified as compatible with three disabilities, and one job role was found to be compatible with all four impairments.

All four disabilities that have been chosen demonstrate varying degrees of employability within the hotel industry. Each job position may have one or more disabilities that are considered acceptable for assignment. Every disability is associated with one or more appropriate job assignments based on the established skill matrix. Assigning jobs based on an established skill matrix has the potential to bring about favorable outcomes for enhancing the employability of individuals with disabilities.

Limitation of the Study & Scope for Further Research

The current investigation focused only on four specific physical disabilities for the purpose of research. Further research can include other disabilities also for making a comprehensive skill matrix. Currently, the scope of research is confined to the Indian hotel industry, with a focus on the development of a skill matrix for a limited number of 30 skill-based employment roles. The skill matrix was established by a comprehensive survey conducted among a sample of 74 supervisors. In order to enhance the broader influence of research, it is recommended that the inclusion of a greater number of work positions within the hotel industry may be pursued while concurrently expanding the sample size and encompassing individuals with disabilities across the spectrum. People with disabilities (PwD) are not exclusively employed in the hotel industry. It is important to build a comparable skill matrix for other sectors, such as manufacturing and service industries like retail, garment and automobiles, where individuals with disabilities are also employed.

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