For a World without Barriers: An Exploratory Study on the Role of Online Hiring of People with Disabilities in the Philippine Hospitality Setting

Vreznaia Altikai Catacutan[1], Bea Mari Ingco[1], Danielle Coleen Maala[1], Rockney Ritz Roasa[1], Avi Ben Andalecio, MA[2*]

[1]University of Santo Tomas – College of Tourism and Hospitality Management
[2]University of Santo Tomas – The Graduate School Manila, Philippines

Abstract

This paper examines the role of online hiring of people with disabilities through identifying the distinct features and its efficacy in hiring people with disabilities in the Hospitality industry and to discover the links and relationships of the National Council on Disability Affairs (NCDA) (government) and Unilab Foundation (CSR) in addressing the unemployment issues of people with disabilities in the Philippine Hospitality industry. An exploratory, qualitative study methodology was implemented for the study. Purposively sampled establishments namely Unilab Foundation, Inc. and NCDA provided the study setting. Data was collected through face-to-face semi-structured interviews and thematic analysis was conducted to identify the themes according to coded extracts. Based on the results, the researchers discovered that online hiring as an ICT innovation in addressing unemployment issues of people with disabilities provides an equal platform in the hiring process and encourages business employers that people with disabilities could effectively contribute to the workplace. This paper can be used as a basis for future studies and advocacies in the employment of people with disabilities in all industries, specifically to the Hospitality industry.
Keywords: PwD, ICT, Hiring Process, Unemployment, Thematic Analysis

Introduction

Chapter 1 Section 5 of Republic Act No. 7277 also called the *Magna Carta for Disabled Person*; (Congress of the Philippines, 1991) states that "No disabled persons shall be denied access to opportunities for suitable employment". As long as the person with disability is qualified, he or she shall be subject into equal terms and conditions of employment including the aspects of compensation, privileges, benefits, fringe benefits, incentives and allowances as a qualified normal person. Unfortunately, in the Hospitality industry, social issues have been rampant and remain common specifically in the employment and hiring of people with disabilities. Even though there are numerous acts, laws and organizations, various issues on employment of persons with disabilities are not yet addressed. People with disabilities are

considered as a burden for the management because the company would need to produce additional safety measures, more hands-on training and continuous supervisions. Some employers are in favour of employing people with disabilities because they add business value and give prestige to the company for having a positive image of work ethics and morale boosters (Alcantara et al., 2016).

Companies today create business strategies that are linked to technology, which could lead organizations as they rethink fundamentally on how they envision, deliver and evolve technology solutions (Sati, 2018). They are using this transformation to encourage business growth, with responsibilities that covers systems, operations and product and platform offerings. One perfect example for this in any type of industry is "Online Hiring". Current recruitment approaches have become very competitive and complex; this type of recruitment resulted to be more strategic, personalized and targeted than ever (Blacksmith & Poeppelman, 2014). The usage of online job boards, social media websites and other related technologies have changed recruitment immensely. According to Sunderberg (2014) as cited in Blacksmith & Poeppelman (2014), eighty-three per cent (83%) of companies in the globe are now using technology such as social media, websites and others as part of their recruitment process. Employers are using these methods for recruitment and hiring activities because it is more practical to use ICT than expensive means when taking into account the cost of personnel Labour and travel for applicants and recruiters. Online hiring is growing in popularity as the ICT industry has directly created millions of jobs in the advanced and flourishing economies. Many studies show that online hiring can generate up to two and four times the employment in various sectors of the economy (The World Bank Group, 2015).

This research study attempts to explore on the role, distinct features and efficacy of the job portal (*www.daretohiremenow.com*) on hiring people with disabilities and on how the NCDA (government) and Unilab Foundation cooperate with each other to address the employment issues of people with disabilities in the Philippine Hospitality industry. Moreover, the research aims to widen the study of people with disabilities on their potential contribution to the hospitality workforce by encouraging future researchers to open broader studies on this sector; by doing so it will pave way on having an opportunity to fill potential void of people with disabilities in the industry. In a long-term setting, the researchers' goal is to create an equal platform of employment and encourage more employers to innovate new and modern ways to provide access for people with disabilities.

Literature Review
Online Hiring

Society has been greatly changed by technology over the past years. Emerging of technological devices and especially the Internet has totally redesigned the way individuals connect to society (Sutton, 2013). Looking back from a decade or two wherein resumes are handed personally, hiring has evidently changed (Post, 2017).

Hiring is process of employing an individual. According to Doyle (2017)**,** companies undergo a sequential process before employing an applicant for a job position that includes planning, recruitment and employee selection. Nowadays, advancement of technology and modernized recruitment is evident and influential in making a difference in positioning applicants in different organizations (Kishu, 2016). The meaning of online hiring varies depending on the perspective of an individual. It covers broad activities and services; whether the company extensively utilizes HR productivity software, or just periodically acknowledges

resumes from email. Interview schedules, reference checks and hiring related tasks are accessible on the web through the modern online hiring system. Moreover, offer letters and orientation are even conveyed by some organization on the web (Wilson, 2014).

Employment processes and activities are now often conducted and managed online or electronically (Jepsen & Grob, 2015). Process of gathering and examining of job applications has been digitally revolutionized (Post, 2017).

Connecting to the Human resource departments of huge organizations and companies are now just a click away. In circumstances where immediate hiring is needed for a certain position, requirements of company could be posted in an online advertisement and job portal (Staffhouse, 2017). For the applicant's job advertisements from various companies generate opportunities for numerous choices. The Internet that provides thousands of jobs and resumes online has become an effective medium in giving information about availability of job and people (De Lima, 2015). Online recruitment is accessible to people which makes it an effective way in making posts visible. It is also saves time and effort streamlining the search for applicants (Phoraris, 2016). Utilizing web for recruitment benefits the company for they can reach extensive audience wherein it gives them a greater opportunity for a quicker and efficient employment process (De Lima, 2015). Moreover, this eliminates constraints and broadens the search for candidates that best match (Gray, 2017).

Recruitment process evidently changes as it become more digitalized and less personal interactive which impact into shorter recruitment process, a shorter application cycle and less administration for recruiters (Sills, 2014). Online sourcing strategies could disappoint some qualified applicants because it lessens personal interaction than in-person or over the phone. Communicating online might also give the employer a different picture of what to expect from the applicant than when they meet them in person (Gray, 2017). Moreover, posting online will increase the probability of receiving numerous job applications that several of those are irrelevant. There may also be fake applicants who want to get information about the company or the hiring employers. Spammers might also use the information displayed online to advertise the product and services of a company.

Social Issues: Unemployment, Inequality and Discrimination
Unemployment of People with Disabilities

In 51 countries around the world, the employment rate of men with disabilities is 52%, while for women, there are 19.6%, according to World Health Organization's World Health Survey as cited in Abidi and Sharma (2014). Alcantara et al. (2016) stated that the numbers of people with disabilities who face challenging complications continue to rise up when trying to apply to their dream of having a satisfying job.

According to Santuzzi and Waltz (2016), similar to other individualities, disability identity can be complicated and may occur at different extent of integration with other identities, including an employment identity. According to Griffin and Stein (2015) as cited in Santuzzi and Waltz (2016), people with disabilities should first recognize their impairment and be ready to self-identify people with disabilities to be able to take part in the different jobs and services. As noted by Kipen and Vallejos (2009) in Joly and Venturiello (2012), people with disabilities not only experience inattention in their symbolic acknowledgement but also prohibit their right to having material wealth.

Understanding workers' point of view towards people with disabilities has significant implications for disability-connected processes in organizations. With few allowances, an

employee with disabilities has the obligation to clear himself and recognize a disability to be given some protections and adjustments from the employers. Moreover, an employee's own understanding of disability should not only be reflected upon, but should also be given priority in the awareness of disability incidents in the organization. An establishment's reaction to employees with disabilities may vary on the degree to which employees consider themselves to have a disability (Santuzzi & Waltz, 2016).

People with disabilities will continue being poor, dependent and have a life without dreams to fulfill if the society will remain in seeing them incapable of accomplishing productive work according to Joly and Venturiello (2012). However, having an economic instability is not the only problem faced by people with disabilities but also social involvement (Ameri et. al, 2018). Abidi and Sharma (2014) stated that in order to have an important job, education is an absolute necessity, which is a privilege that people with disabilities sometimes do not have because of the inaccessibility of policies and laws that can help them have the liberty of studying.

People with disabilities are not expected to have reached a higher education level compared to those with no disabilities. Between the two groups, those who have managed to get higher education level are more likely to have a more stable job (Bureau of Labor Statistics, 2016). According to International Labor Organization (2007) as stated in Joly and Venturiello (2012), people with disabilities experience high percentage of unemployment, face judgment with regards to their productivity and discrimination at the employing stage, being mainly hired through alternate job companies as a way to decrease risks for employers.

Applicants with disabilities rarely receive high interest from employers than those without impairments according to Ameri et al. (2018). Moreover, the scarcity in employment opportunities for people with disabilities is one of the reasons why various countries experience higher poverty percentages and insufficient healthcare programs, which results to greater dependence on the governments supporting programs towards people with disabilities, according to Alcantara et al. (2016).

Employment of People with Disabilities

According to the Disability Discrimination Act 1995 of the United States of America, 'disabled person' is someone who "has a physical or mental impairment which has a substantial and long-term adverse effect on his/her ability to carry out normal day-to-day activities" (Kong, 2012). Disability is defined as the difficulties encountered on three areas: human function impairments, participation and activity limitation, according to the International Classification of Functioning, Disability and Health (ICF) (Kaur, Leong, Mohd, & Singh, 2014). Impairment means that a person has a problem in any of his or her body functions, for example, blindness or deafness.

Disability is a social condition and not a medical condition (Angela, 2015). Inequalities and discrimination are so rampant in the modern world. Without taking effective and efficient concrete actions, addressing these barriers of their certain problems in regards to social and political manners won't have any solutions (Abidi & Sharma, 2014). Even though policies and legislation have made provision of their inclusion in various areas, the acceptance of disability by the public and most especially in the workplace is low compared to the personal acceptance of disability. This may be the possible reason for PwDs to remain inactive in the margins of society (Kaur, Leong, Mohd, & Singh, 2014). It is because of environmental, attitudinal, social and organizational barriers that lets PwDs experience exclusions in the

workplace, and not on the issues relating to their disability or impairments. All of these barriers in relation to employment of PwDs are linked to stigma, prejudice, stereotypes and discrimination (Ruhindwa, Randall, & Cartmel, 2016).

Perceptions on employees with disabilities are that they're mainly exposed to repetitive low-level training that leads them to little or worse, no career advancements (Nierkerk et al., 2013). As they don't have the proper care and training, most PwDs experience low wages. They are not earning enough income from their own jobs, despite being dedicated, largely working full-time and using personal and familial supports (Ashley & Graf, 2018). Public officials or government employees are commonly the jobs for PwDs as regular waged employed worker. Even though they are held a regular position on their jobs, a large percentage or PwDs are receiving low salary from their employers with many earning less than PHP 15,000 (Mendoza, Rosagaso, Vitalicio, & Belonia, 2015). If these employees with disabilities have high support needs, including people with intellectual and developmental disabilities, and those with psychosocial disabilities, these low salaries mean nothing, especially if they don't have any legal capacities (Abidi & Sharma, 2014).

Equal work opportunities for all should be given regardless of their productivity or ability to produce (Joly & Venturiello, 2012). In today's society, equity is a moral must and should be practiced on any terms possible whether it is on the workplace, on the streets or anywhere else. Greater knowledge about PwDs may help increase their possibilities for job matching (Houtenville & Kalargyrou, 2015). The lack of study on employees with disabilities in terms of leading practices that involves fairly administering disciplinary, dispute resolution and termination processes may contribute to continuing hesitancy on the part of the employers to hire applicants with disabilities (Cornell University, 2013). Removing workplace barriers through informational efforts to promote awareness can increase employment opportunities for PwDs (Erickson, Schrader, Bruyere, & VanLooy, 2014).

Philippine Employment Laws on People with Disabilities
The Republic Act 7277 of the Republic of the Philippines also cited as the "Magna Carta for Disabled Persons" states that it is "an act providing for the rehabilitation, self-development and self-reliance of disabled persons and their integration into the mainstream of society and for other purposes". RA 7277 enables the people with disabilities to have the same and identical right the other or normal individuals to take their appropriate place in the society. It was declared that PwDs, no matter what disability, are part of the Philippine society and has been promised that the State shall give their full support to their total wellbeing and their integration to the mainstream society. No discrimination would be allowed regarding PwDs in all aspects of their life as this act not only gives the PwDs their rights for employment but it also provides them their rights in terms of their education, equity in the society, services, accessibility, telecommunications, political and civil rights, commerce and the most important of all, due respect.

This paper wants to give emphasis on Title II Chapter 1 of this act. It says that all disabled persons cannot be denied access to opportunities for suitable employment as long as the PwD is qualified. They shall be subjected to the same or right terms and conditions of employment; moreover receiving the same salary or compensation, benefits, incentives, privileges and many others as other employees would receive. Moreover, sheltered employment for PwDs shall be accessible if open employment cannot be provided. On these types of jobs, the disabled person's qualities, vocational goals and inclinations are of

considerations to ensure a good working atmosphere and efficient productivity. A period of apprenticeship is also given for the PwD for them to effectively learn the necessary skills and knowledge to be able to perform their respective job duties and responsibilities. As soon as the PwD is found satisfactory on his or her job performance, they'll be eligible for employment. Vocational Rehabilitation and Guidance and Counselling is also provided by the government for the PwDs that shall serve to develop the skills and potentials for their productivity and efficacy and also to enable them to secure, retain and advance in employment. This act also provides incentives for the employers who hire PwDs. It encourages the active participation of all organizations, companies or any types of businesses in promoting gainful employment for PwDs.

Republic Act No. 10524 was approved last April 23, 2013 by the ex-President Benigno S. Aquino. It is "an act expanding the positions reserved for persons with disability, amending for the purpose Republic Act. No. 7277, as amended, otherwise known as the Magna Carta for Persons with Disability". In simple terms, this act's purpose is to propagate to prescribe the compliance of the RA 7277 in terms of equal employment opportunities and to strictly implement the one percent (1%) employment for government agencies and for private corporations.

Education Factor on Employment

Employment is the main factor influencing the employment of PwDs (Angela, 2015). A higher employment rate is always associated with a higher level of education for both individuals with and without disabilities, regardless of the severity of the disability (Turcotte, 2014). Studies show that PwDs with higher education are more flexible, adaptable, motivated and able to control and adjust their ability into their daily life. Moreover, these PwDs tend to have greater self-esteem, confidence and control of life which means that they are able to develop a strong mind-body relationship that allows them to adjust their disabilities into their advantages (Kaur, Leong, Mohd, & Singh, 2014). Even with the presence of PwDs' right to have equal work opportunities that they are entitled to, employment is still usually based on educational qualifications (Clark, 2013). Many employers aren't willing to employ PwDs without any formal education. The legal enforcement or laws is not strong enough to discourage or expel discrimination and guarantee equal opportunities, even with formal qualifications (Nyombi & Kibandama, 2014). Competing in the open Labour against people with or without disability, challenges for PwDs are commonly or always related to low levels of education and limited psychosocial skills that make it very difficult for them (Angela, 2015).

With less likelihood to obtain educational qualifications to be employed, PwDs are one of the most disadvantaged groups in the modern society (Kaur, Leong, Mohd, & Singh, 2014). What contributes to the PwDs collective underclass status obviously comes from lack of adequate educational preparation that everyone should find alarmingly pervasive (Joly & Venturiello, 2012). Having inappropriate education or lack of self-knowledge about your own disability is one of the reasons why PwDs are not successful in getting their own employment. Also, due to lack of access to this type of education, most PwDs can't obtain the skills and competencies or get involved in any activities that factor the acceptance of their own disability (Nyombi & Kibandama, 2014). To increase this issue on acceptance, providing a well-designed special education programs and trained staff can help integrate the issue into the mainstream society (Kaur, Leong, Mohd, & Singh, 2014). Authorities should formulate more effective policies to improve education for the disabled, including providing disabled-friendly

facilities, to increase the perception on acceptance of disability, to let PwDs know that they are welcome to the mainstream society. To give emphasis, providing a good conducive educational environment, proper infrastructure and amenities, and also the education of trained teachers to handle PwDs with multiple disabilities, properly structured curriculum or programs and favorable educational environment can increase their acceptance of disability that could reduce dropouts and uplift the confidence of PwDs.

As a disabled person, educational attainments are always good but at the same time, it is very important that you have good references that can vouch for you that affirm you are good at working, or simply a good recommendation (Sellevoll, 2016). Very few PwDs attend mainstream education largely due to discrimination and lack of appropriate resources and support, even with the implementations of laws and policies about equality in education. This could come up to a result that giving resources that dedicates to the education for PwDs could improve the equality of opportunity for them (Nyombi & Kibandama, 2014). However, unequal educational opportunities, at both the elementary and secondary schooling levels, the PwD employment issue is further compounded that hinders the possibility of competing in the Labor market for available jobs. This could lead to the extent that PwDs are denied as potential workers, depriving them of a basic requisite for living (Joly & Venturiello, 2012). According to different organizations in Argentina, one out of three PwD has not completed grammar school, compared to one out of every ten in the total population. Additional training and education is needed to help increase current and future hotel and restaurant managers' knowledge to promote success in working with PwDs (Paez & Arendt, 2014).

Discrimination on People with Disabilities

Barriers to employment for people with disabilities mainly includes discrimination and stereotyping with big relationships into the physical nature and type of jobs, physical access, lack of education and skills, and even lack of applications (Smit, 2012). Disability awareness to both the person with disability and the public is in a very low level, even to the hospitality industry, as the characteristics of this industry are extremely dynamic and differ from other industries. It is a given fact that in the upcoming years, PwDs can have a platform in the workforce because of medical and technological advances and demographic and legislative changes. Moreover, technological advances in assistive technology allows for more disabilities to be effectively accommodated (Donnelly & Joseph, 2012). But, even given this fact, this niche of market segment or the PwDs still seem to be ignored, or worse neglected, in the promotions, marketing and development of the tourism and hospitality industry (Mopecha, 2016). Moreover, in the hospitality industry, some employers' think of the appearance, and self-presentation skills to customers are more important than hard or technical skills, which is a drastic disadvantage for PwDs. This is because guests or customers often view PwDs as being limited or not enough when it comes to their aesthetic and self-presentation skills due to their disabilities.

The idea of PwDs being in higher positions in an organization or a company makes people feel uncomfortable. Simply, PwDs being in a position of authority, people feel, expect less and don't think highly of them because of their respective disabilities (Aiden and McCarthy, 2014). While it is true that PwDs inherent limitation, there's a stigma that needs to be understood that PwDs can both have a wide range of abilities. These types of people are often boxed into a certain type of positions or jobs without the managers conducting an in-depth study of a particular PwD. Managers feel that PwDs will be contented on whatever

position they are given. This view of the managers is less likely to encourage PwDs to encourage and seek advancement opportunities (Donnelly & Joseph, 2012).

Employment Technological Advancements
Internet Hiring

The employment through the web, which is also known as e-recruitment or Internet hiring, is the procedure wherein establishments make use of the Internet to get online data from the job applicants as cited by Bruyère and Erickson (2001) in De Lima (2015). De Lima (2015) also stated that limited studies have identified the helpfulness and convenience of Internet hiring in the hospitality industry.

General and intellectual proof indicates that the hiring management confers to the Social Networking Sites such as Facebook in making employing decisions according to Baert (2017). Interviews for applicant are also made accessible. According to Jepsen & Grob (2015), the improved remote communication changed the need for in-person interview as it allows two parties located in different city, country to connect with each other through teleconferencing, video conferencing and Voice over Internet Protocol (VOIP).

The current condition of the employment trade constantly levels among Americans' top strategy priorities, and admission to online properties has been already viewed by legislators and the community as a necessary device to assist people in looking and applying for jobs as cited by Sipp (2016).

Digital assets are now one of the most significant parts of Americans' way of researching and applying for works. Popular number of Americans, which is 54% found to have access in the Internet when looking for a job according to Smith (2015). Job applicants in a variety of analytical groups depend strongly on the Internet as a hiring ability (Smith, 2015).

Assistive and Adaptive Technology

Assistive Technology, from the word itself, is a rehabilitative device, which people with disabilities can rely on in order to handle their daily tasks in the workplace. People with disabilities, more often than not, need consistent support, training and recurrent urges to escalate job assistance and employability as stated by Sauer, Parks, and Heyn (2010) in MacNeil, Johnson and Ryan (2017). Assistive technology can replace the assistance given by humans to practice individuality in the workplace according to MacNeil, Johnson and Ryan (2017).

There are different types of Assistive Technology, which are as follows according to MacNeil, Johnson and Ryan (2017):
Computers – devices that has a keyboard, wherein you can input information or data;
Wearable technology – is a more specialized device for people with disabilities such as hearing aids;
Portable electronic device – light devices like ipads and iphones where you can download applications that can help people with disabilities connect more to people.

MacNeil, Johnson and Ryan (2017) tested the exploration base for consuming Assistive Technology in upgrading the hiring possibilities of people with disabilities. Based on the found reports, outstanding results were examined, which comprises of the positive conclusion for Assistive Technology in employment and current change in technology trends.

One of the main encounters that people with disabilities face is the opportunity to

have and sustain a profitable and rewarding job according to Siperstein, Heyman and Strokes (2014) as cited in MacNeil, Johnson and Ryan (2017).

Lehmen, Goldberg, Dixon and McDonnell (2002) as noted in MacNeil, Johnson and Ryan (2017) stated that positive outcomes of employment have been connected to the improved levels of way of life, independence and higher self-confidence. The study has showed the positive outcomes of including technology on a person's capability to independently answer accurately in a hiring situation.

Methodology
Research Design

This study analyses the role of *www.daretohiremenow.com* as a tool of online hiring for people with disabilities with the aim of addressing the unemployment issues in the Philippine Hospitality industry. This study explores the existing links and relationships of NCDA (Government) and CSRs, specifically to Unilab Foundation, Inc. in addressing these issues. The study furthermore explores the efficacy of the online hiring tool employing people with disabilities in the Philippine Hospitality industry.

The main goal of using Qualitative method is to deal with a phenomenon that is difficult or impossible to be measured mathematically or statistically, such as symbols, beliefs, meanings and attributes. Since little is known about the website or in general, the online hiring for people with disabilities in the Philippines, Qualitative approach is applied in order to credibly support this study.

The researchers used an exploratory design to conduct this study as according to Saunders, Lewis, & Thornhill (2015), it intends to merely explore a research problem wherein there are few or no earlier studies to refer to or rely on. This study mainly focuses on distinguishing the role of online hiring to address various social issues in order to present a more inclusive and vibrant Philippine Hospitality industry. Moreover, for the society to be aware and be knowledgeable on the existence and role of online hiring for people with disabilities, this study will serve as a platform.

Research Locale

The researchers conducted interviews on National Council on Disability Affairs (NCDA) and Unilab Foundation, Inc. to gather data. NCDA is the national government agency authorized to create various policies and manage and coordinate different activities of every agencies, whether public or private, regarding issues and concerns about disabilities. Moreover, the NCDA is the top agency whose purpose is to lead different program courses for the development of people with disabilities and delivery of services to the sector. Unilab Foundation, Inc. is a Corporate Social Responsibility initiative whose mission is to build a healthier Philippines. One of its projects is called *Project Inclusion* that gives right opportunities and conditions in hiring people with disabilities that is done through *www.daretohiremenow.com*. It is through Unilab Foundation, Inc. that gave the researchers the most important data with regard to online hiring of disabled people. In NCDA, the researchers gathered data on how the government and CSRs cooperate to address the issue on employment of people with disabilities.

Sample and Sampling Technique

The subjects and study sites are conducted at Unilab Foundation, Inc. for *Project Inclusion* that is located in Mandaluyong City, Philippines and The National Council on Disability Affairs located in Quezon City, Philippines. Credible and knowledgeable representatives from both organizations were chosen as respondents or the interviewees of the research study. It will all be recorded through an audio recorder for documentation and accurate data gathering.

The researchers followed a face-to-face semi-structured interview as stated in the research instrument. The sampling technique that was used is Purposive Sampling because it best suits the study. According to Freedman et al. in 2007 (as cited in Langkos, 2014), Purposive Sampling is a non-probability sampling technique wherein the respondents are chosen based on their proficiency, awareness and expertise regarding the topic. Moreover, this technique involves the researcher's decision-making about who or what study units will be involved in the study that makes it a judgmental type of sampling technique.

The researchers interviewed two key persons, the Program Head of the Project Inclusion under Unilab Foundation and the Assistant Chief of the Technical Cooperation Division of the National Council on Disability Affairs (NCDA) who is also the Project Evaluation Officer of the Department of Social Welfare and Development of the National Capital Region and the Author of the book Work-At-Home Entrepreneurship: A Practical Guide for Filipinos with Disabilities that was published by NCDA.

Journals and related articles were also collected from the Internet and books to provide more information regarding the topic of the study. This research study is an exploratory study, which means that there are no or few studies about the subject matter.

Research Instruments

In order to evaluate the data correctly, the researchers used a face-to-face interview as the main instrument for gathering data. The researchers interviewed the Unilab Foundation, Inc. who made a program using online hiring as an avenue for the employment of people with disabilities in different industries including the Hospitality industry. An Interview was also conducted to a National Government Agency namely: National Council of Disability Affairs. The instrument is used to get profound information from the interviewee. The interview questions are semi-structured wherein the researchers prepared a set of questions, but additional questions might be addressed for further clarification and expansion of answers. The interviewers were also the proponents of the study.
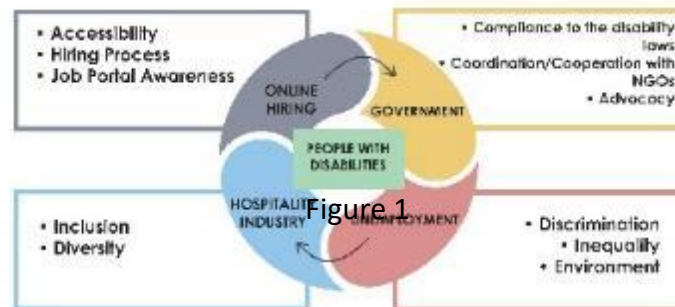
Data Analysis

Since this is a Qualitative research, there were no statistics and formulas used in this research. Qualitative data collection is usually dependent on interpretation, which means that the data requires several explanations. According to Patton (2002) as cited in Dizon, Ong, Poquez, Salitentes & Unabia (2016), Qualitative Analysis' purpose is to interpret data and the resulting themes in order to facilitate understanding of the phenomenon being studied.

The researchers decided to apply the Thematic Analysis method. It is defined by Alhojailan (2012) as a type of Qualitative analysis that is used to analyze classifications and present themes or patterns that relate to the data. Through interpretations, it illustrates the data in great detail and deals with diverse subjects. In order to effectively organize and describe the data set in rich detail, Thematic Analysis was specifically chosen by the

researchers. It gives an opportunity to understand the potential of any issue widely. The responses from Unilab Foundation, Inc. and National Council on Disability Affairs to the semi-structured questions asked in the face-to-face interviews are recorded and carefully transcribed. The researchers worked through the interview questions in a systematic way, as shown below, by first presenting the interview questions and following them up with a discussion of the responses from the said respondents.

The discussion of the individual responses includes quotations from the interview data. The researchers did this in order to show a systematic and well-defined way on how the interviewees responded to the questions asked to help the researchers in the analytic process. Most importantly, this does not limit the researchers in the analytic process on what only the below shows, rather, the researchers still immersed themselves to the whole transcription of the interviews. The researchers engaged themselves by reading and understanding the concepts repetitively and made intellectual notes to the significant information. They then proceeded to code the data's fascinating features and categorized the coded extracts into different themes such as in Dizon, Ong, Poquez, Salientes and Unabia's (2016). The researchers came up with five (5) different themes. A theme is a pattern that captures something significant or interesting about the data and/or research question according to Maguire & Delahunt (2017). It is evident in the thematic map that the researchers have nine (9) various coded extracts. Coding means organizing the data collected in a meaningful and systematic way that reduces loads of data into small chunks of meaning.

Figure 1

The final thematic map, represented by Figure 1, showcases the relationship or relativity of the themes and selected extracts that were previously mentioned in the data analysis. It exhibits a detailed exploration in order to generate a well-defined category for each theme. Throughout the progress of the study, the following themes namely, Online Hiring, Philippine Government, Unemployment and Hospitality Industry that revolves around People with Disabilities, were utilized as the foundation of the study.

People with Disabilities is the main theme as the other themes revolves its focus on using online hiring, upon the coordination with the government, in addressing the issue of unemployment by placing them in the Hospitality industry. The first theme is online hiring, under this are: accessibility, hiring processes and job portal awareness, which are all needed in order to identify the role of online hiring in the employment of people with disabilities. The second theme is the Philippine Government, wherein compliance to the Disability Laws, coordination or cooperation with CSRs and advocacy, and explores on the links and

relationships of the government and CSRs to address the third theme: Unemployment, as one of the main social issues that people with disabilities experience. Discrimination, Inequality, and Environment are major factors in the employment of people with disabilities and falls under the third theme. Lastly, people with disabilities employed in the Hospitality industry can source inclusion and diversity in the workplace.

Findings

Based on the gathered data, it is through Information Communication Technology (ICT) that PWDs be given the chance to seek employment.

According to Burke et al. (2012), the inadequacy of competence and pessimistic mind-set of employees with disabilities were often considered as major barriers to hiring and retaining people with disabilities in the workplace. Giving employers the right perception regarding the employment of people with disabilities to an inclusive workplace may help the productivity of the organization. According to Twum (2015), nowadays, the Hospitality industry being the biggest and fastest expanding industry, has the ability to strengthen their competitive position through the development of effective management practices. It was discovered that through the support of the website *www.daretohiremenow.com*, ICT is used in order for various companies to join the advocacy in hiring people with disabilities and changing employer's perception. Moreover, the job portal aims to enlighten the employers about the existing and reliable hiring processes that they can undergo which will enable social participation in supporting a diverse and inclusive environment for people with disabilities.

Disability is a social condition and not a medical condition (Angela, 2015). Society's misconception and discrimination affects the personal perception of people with disabilities regarding their own impairment (Nyombi & Kibandama, 2014). Fortunately, through *www.daretohiremenow.com*, hope was brought to people with disabilities as the job portal dares and motivates both the parents of people with disabilities and the individual himself to experience employment.

Innovation of technology and modernized employment is currently evident and influential in making a difference in matching job applicants in different organizations (Kishu, 2016). As the researchers conducted the interview with Unilab Foundation, Inc. and NCDA, they discovered that *www.daretohiremenow.com* is the only and the first online hiring job portal that mainly targets hiring people with disabilities in the Philippines.

The *www.daretohiremenow.com* as part of the Project Inclusion of Unilab Foundation is a PWD-centric website that is designed for web accessibility, job matching and hiring of persons with disabilities. Although there are various job portals in the web, the main difference of this job portal is that it targets a specific niche. The website was specifically designed to be accessible as possible for people with disabilities no matter what the type of disability that the person has. *To* shed light vis-à-vis some of the essential questions and features of the Project Inclusion we may refer to succeeding discussions:

What are the distinct features of the job portal on hiring people with disabilities in comparing it with a normal job portal?

a.   How is it different to a normal job portal?

It was discovered that the team behind it actually has a special interest with people with disabilities and it was verified that *www.daretohiremenow.com* was really made for employing those who are differently-abled. They utilized technology to gather skilled people

with disability jobseekers and to make employment accessible for them. The researchers learned that the main difference of it from the normal job portal was that the target market or population was certainly those people with disabilities. Moreover, they develop an easy and accessible skill profile builder to help jobseekers with disabilities who have trouble creating their resumes.

"The website was designed to help PwDs. Well, the website is daretohiremenow, we built it to be able to gather more job seekers because we wanted to utilize online or ICT or as you have said, ICT tools to be able to gather more skilled job seekers. We designed the website to be able to help neurodevelopmental disabilities because typically, based on our assessment, those persons with neurodevelopmental disabilities have difficult time drafting or crafting a resume. So, we had a skill profile builder I think when compared to different job portals, I think the main difference is that we had the interests of the PwDs right off the bat. They are really our primary targets. From there, I think we designed the website to be able to make it, hopefully, as accessible for them as possible. That's what I think the main difference is. Well, the job portal is really made solely for persons with disability." – Project Inclusion Program Head (2018, March 14). Personal interview.

Aesthetic Features/Animation

It is stated that in designing the aesthetics of the portal, the project team produced it with some considerations. They aligned the aesthetic features into various learning styles of different people with disabilities and they intentionally made the portal accessible for them. The job portal, *www.daretohiremenow.com*, has options to assist the applicants such as picture options and text option.

"We wanted to take it to account on different kinds of learning styles of different people with disabilities so we had the picture option, text option. So, from there, we wanted to be able to help as best target list as possible or target audience." - Project Inclusion Program Head (2018, March 14). Personal interview.

Comprehensibility

The researchers learned that *www.daretohiremenow.com* uses a universal design principle wherein as much as possible it is made accessible to all. The representative of the Project Team stated that they considered greatly the accessibility of the portal to all types of people rather than its comprehensibility.

"The principle that we used is universal design. When you talk about universal design, we designed anything to be as accessible to all as possible. So, it's not taken into the consideration of comprehension, rather, we look at it from a perspective on how we can make it accessible to all." - Project Inclusion Program Head (2018, March 14). Personal interview.

Flexibility of Employees (PWDs) and Employers

The representative of the Project Team explained that the employer's job is mainly for sign up. The portal *www.datretohireme.com* has a sign-up feature where interested organization could apply to be one of the partner organizations of Unilab Foundation in hiring people with disabilities. For employees or job seeker with disabilities, they can create their

profile or resumes in the job portal wherein the gathered information will be automatically uploaded in their database. With that, the people behind the portal could produce a vocational profile that will be inputted in the job seeker pool. Applicants whose information is already encoded will be referred to employers who are interested in hiring people with disabilities.

"Well, that part is mainly the sign-up site. The process of Project Inclusion, first, is what we do is when a PWD creates his profile in the website, what happens is that the resume is uploaded into our database then we schedule an initial assessment interview with the person with disability. The employers want to know their skills and preferred working conditions and we validate the information that was uploaded on the website. From there, we were able to create a vocational profile of the person with disability, then what we do is, they are now included in our job seeker pool, then we refer them to partner companies that are interested to explore to give opportunities to PWDs in employment. So that's the process, the employer side is more of a sign up to be able to indicate their full interests that they are willing to explore PWD employment." - Project Inclusion Program Head (2018, March 14). Personal interview.

b. How did you adjust to the needs of people who are differently-abled?
The Project Team made adjustments in the features of the portal like text zooms for those with low vision and the use of braille for those who are blind.

"The website itself was designed to be able to be accessible to all. Second, we gave accessibility options like text zoom. Text zoom is for people with low vision. It's compatible for screen reader; this one is for persons that are blind. Those are the adjustments that we did to be able to help them access the website." - Project Inclusion Program Head (2018, March 14). Personal interview

How did you make people with disabilities aware of the job portal?
The researchers noted that Unilab Foundation's Project Inclusion primarily follows three (3) channels to make people with disabilities aware of their job portal. Firstly, the programs of the organization are promoted thorough their Facebook page, which is actively monitored. Secondly, they collaborate with different organizations and SPED centers. Once the partnership begins, the individuals with disability are referred or instructed to undergo the job portal or to directly go to Unilab Foundation. Lastly, whenever an employee of Unilab Foundation speaks in forums or seminars they promote the job portal.

"We primarily have three channels. First, is we use the Facebook page of Unilab Foundations to promote the program, and then, there's always a call to action to visit the website. Second, we partner with different organizations and sped centers that train, educate and advocate persons with disabilities. So, once we are able to get a partnership with them, they refer a PWD to undergo through the website or they go directly to us. The third one is whenever we have a speak engagement outside, we promote the website then we get traffic from usually someone that attended the forum or talk." - Project Inclusion Program Head (2018, March 14). Personal interview

What are the processes that people with disabilities undergo before employment?

The process has two parts. The process includes working with job seekers and working with employers. Unilab Foundation works with companies that advocate employment of people with disabilities through forums and conferences. With regard to interested companies who are open to the possibility of partnering with them, they seek to know information about the company, their skills requirements and the trainings that they need. They match the job seekers who are differently-abled based on the skills required by their partner company. Then they undergo pre-orientation which is part of the assessment interview and then the interview itself. Once the jobseeker with disability is accepted, the employers go through Disability Sensitivity Seminar. This is being held to raise awareness that will hopefully lead to inclusion of people with disabilities in the workplace. Afterwards, the employed individual with disability can now work. They are also monitored and visited by a representative from Unilab Foundation. Unilab Foundation works with job seekers. They collaborate with training centers, SPED centers and advocacy groups to recognize skilled job seekers. After the skills evaluation, they go through the job seeker pool. Differently-abled job seekers undergo the same hiring process but the job portal bridges the gap between the people with disability and the employer. Moreover, it also makes the process accessible to them.

"We have two parts of the process. First is we work with job seekers and with job companies. Think of it as a supply and demand function. So, the first one is we work with companies, we advocate for persons with disabilities employment through forum and conferences through industry partnerships. After that, if we have interested companies that are willing to hire persons with disabilities, we get to know the company, their skill requirements, and their training needs. So, once we identified them, we recommend potential job seekers thru the company. What happens is that they undergo the usual employment process but we just provide the support to be able to make it accessible for any person with disability. After that, they undergo the interview. Once they undergo the interview, they either get accepted or they don't get accepted. If they get accepted, the colleagues and supervisors undergo a disability sensitivity seminar to be able to build their awareness then hopefully it will lead to the acceptance of the person with disability to the workplace. Then, after the disability sensitivity seminar, the person with disability employee already works, and then we visit them to monitor their performance. On the other side, we work with job seekers. We partner with schools, training centers, sped centers and advocacy groups to identify skilled job seekers then we assess their skills. Once we assess their skills, they go to our job seeker pool. So, that's the whole process." - Project Inclusion Program Head (2018, March 14). Personal interview.

Do you think through this job portal, Diversity in hiring employees can be more encouraged in the Hospitality industry?

Project Inclusion Program Head mentioned they want the people with disabilities not only in the Hospitality industry but also in any kind of industry to feel that there is a process they can undergo in which they can work with Unilab Foundation in building a diverse and inclusive community in the workplace. It really is a challenge and requires hard work for the Hospitality industry or for any workplace to attain diversity and inclusion.

"I think not just in the hospitality industry, but for your particular field of research, I think not only the job portal but also the program can really help in companies. Typically, when

we work with companies, there's a common perception, it's not that they don't want to hire PWDs, it's more on they do now know how. So, that's what we believe, that's our stand in your question. What we want them to feel is that there's a process that you can undergo and you can work with us in diversity and inclusion in the hospitality industry, and in any kind of industry. We're all about enabling and building communities that work together to be able to help persons with disability have an inclusive environment." - Project Inclusion Program Head (2018, March 14). Personal interview.

Why did you think of using a job portal as an avenue to reach people with disabilities?

Unilab Foundation considered using the job portal as a way to reach people with disabilities because they know technology can easily influence people. They saw the job portal the most accessible way to reach everyone especially those who are not affiliated with schools, Local Government Units (LGUs) and/or organizations that cater to employment of people with disabilities.

"What we did was, how we can use information technology to be able to reach persons with disabilities. The answer is through daretohiremenow. So, what we see is that the job portal was a way for us to be able to reach other PWDs, if they are not affiliated to any LGU or school. It is the equalizer that helps us to improve the accessibility of our program. For us, it helps to reach PWD job seekers." - Project Inclusion Program Head (2018, March 14). Personal interview.

Why did you consider positioning them in the Hospitality industry?

According to *Project Inclusion Program Head*, the main reason why they placed people with disabilities in the Hospitality industry is because of their skills. Their hiring is skill-based, so once they find out that he/she is good at a certain skill/s, they immediately place you in a certain job position. As long as the skills match with what the company needs, they set up an interview for further tests.

"Because of their skills. Once you're able to identify their skills, we have a particular target position that we consult with the person with disability and we also advocate to our partner companies. So, example in these cases are, in our partners in the hospitality industry, since they are in that industry, what the PWD need are also the skills in the same aspect. What we really find is first is their abilities if the PWD can work well in the company, which means that the company is benefitting at the same time the person with disability. I also think that the society is benefitting because the unemployment rate is decreasing, the unemployed PWD or unproductive economically." - Project Inclusion Program Head (2018, March 14). Personal interview.

Is the hospitality industry one of the most accommodating when it comes to hiring people with disabilities?

Unilab Foundation declared that they could not answer this question since they do not have any research or study to back up their answer. Rather, they answered through experience that partnering with Hospitality industry's establishments and organizations are good. They confidently declared that the Hospitality industry is very open in exploring hiring or the inclusion and diversity of people with disabilities in the workplace.

"I can't say sorry. Because, we don't have a research or a study to back up or answer yes or no to that question. But from our experience, we had a good experience with our

hospitality partner organizations. They were really open to exploring inclusion and diversity programs particularly with persons with disabilities. - Project Inclusion Program Head (2018, March 14). Personal interview

What do you think hinders companies from hiring people with disabilities?

Unilab Foundation believes that what really hinders the companies from hiring people with disabilities is the lack of knowledge. Most companies do not know where and how to start and that is what the Project Inclusion is all about, to give assistance to organizations in hiring people with disabilities.

"More of they don't know on how to start hiring people with disabilities. Also, I think it would be better if our efforts on building an inclusive environment for everyone, because what happens there, once you build that kind of environment, the conditions and support are learned to be able to start a program that helps people with disabilities. So, what really hinders is the lack of knowledge on how to start." - Project Inclusion Program Head (2018, March 14). Personal interview

How can online hiring address the social issues of the people with disabilities in the Hospitality industry?

Project Inclusion Program Head stated that online hiring encourages people with disabilities in showcasing their skills and abilities without any form of discrimination. Through this, online hiring limits the social issues that people with disabilities face because the employment process is solely based on their skills and capacity to work. It provides an equal platform to all applicants with the benefit of anonymity.

"Online hiring improves accessibility for a person with disability to be able to showcase his skills without any form of initial discrimination. For example, when you see a deaf person, they are having a hard time or they are afraid on how. I think online hiring typically is, the competition is the skills among the rest of the applicants. So, in that certain aspect, you can see if the person is skilled. Eventually, if given the opportunity, the company in the future, hopefully, sees that we have the proper condition and support to be able to help that person with disability." - Project Inclusion Program Head (2018, March 14). Personal interview.

It was discovered that the special interest in making the job portal for people with disabilities enables the program to focus and prioritize the most important to least important needs of people with disabilities. Moreover, it was stated that the website supports and cooperates with differently-abled people as Unilab Foundation provides numerous avenues to solve the unemployment issues that people with disabilities have encountered and experienced.

Universal design, mainly based from the National Disability Authority (2012), was used as the principle in creating *www.daretohiremenow.com* wherein full accessibility was enhanced. It was identified that the job portal focused more on its accessibility for it is the main basis of the job portal's design rather than comprehensibility. The website has its accessibility features wherein people with disabilities can choose those that they can utilize based on the needs of their impairment; options like text zooms, magnifying glass, print text, translate and online resume builder are those that they can utilize as they apply in the job portal.

According to Joly and Venturiello (2012), people with disabilities will continue being poor, dependent and have a life without dreams to fulfill if the society will remain seeing them

incapable of accomplishing productive work. Unilab Foundation Project Inclusion *www.daretohiremenow.com* enables people with disabilities to seek employment by preparing and facilitating jobseekers, orienting employers, and supporting transitions. On the other hand, The National Council on Disability Affairs is a National Government Agency authorized to make efficient policies and organize activities of all agencies, and other sectors, regarding disability issues and concerns.

The collected data proves that both organizations mentioned had been coordinating with each other to have a healthier workplace in different areas and localities. Additionally, both organizations advocate the employment of people with disabilities to be able to enhance and develop their potential and actively participate in the society.

NCDA admittedly acknowledge that the CSRs have been leading in the call to action regarding the employment of people with disabilities by promoting workshops and provisions specifically set aside for them. Consultations and meetings are often made by LGUs, CSRs and NCDA to further review or improve policies and programs developed and implemented for people with disabilities.

The International Labor Organization (2007) as stated in Joly and Venturiello (2012) expounds that people with disabilities experience high percentage of unemployment because they face judgment with regard to their productivity and discrimination at the employment stage. This is one of the many reasons why unemployment is one of the biggest social issues of people with disabilities. Through different means and techniques, both NCDA and Unilab Foundation stimulate employment for people with disabilities through their advocacies and platforms. If given proper supporting mechanisms, people who are differently-abled can add up to the productivity of the organization and to the Philippines (Kaur, Leong, Mohd & Singh, 2014).

The data collected from NCDA specifically noted on the unemployment issues that people with disabilities experience in the Philippine Hospitality industry. Add-on expense is one of the major reasons why the rate of unemployment among the people with disabilities is high. The costs of the hiring process both affect the jobseeker and the organization. According to the International Labor Organization (2007) as stated in Joly and Venturiello (2012), the unemployment rate of people with disabilities are still high because of the hierarchy and perception of the society regarding their productivity. Research suggests that people who are differently-abled are mainly hired through alternate job companies as an alternative to decrease risks for employers.

The data also emphasized the attitude of all types of employers towards people with disabilities, subsequently affects the perception of other employers and the job seekers. Because of the discrimination and inequality among differently-abled people, most of them are not given the same opportunity as regular employees because of the manifestation of their impairment (Ruhindwa, Randall, & Cartmel, 2016). This study proves that the perception of organizations on hiring people with disabilities include negative effects such as the lack the standard skills needed in the Hospitality industry. Hiring them is too risky and would be a burden to the company, money-wise (Gröschl, 2012). The approach to employees with disabilities rely on the degree of dependence and trust that is nonexistent because of their inability, regardless of whether those convictions are argued with the association's policies under existing enactment as cited in Santuzzi and Waltz's (2016) work.

The misinterpreted knowledge regarding disability has generated a stigma that people with disabilities are not capable of doing their jobs adequately, as supported by the study in

Cornell University (2013). It is apparent that there is a lack of related literature and studies regarding people with disabilities, especially in terms of employment in the Hospitality industry. People with disabilities need to be understood, accepted, appreciated and should not be seen by what they can and cannot do. As stated by Griffin and Stein (2015) as cited in Santuzzi and Waltz (2016), people with disabilities should be understood and accepted regardless of their impairment. This is to self-identify people with disabilities to be able to participate in the society.

Based on the data gathered by the researchers, the job portal is still in the process of further development, progress and advancement. As noted by Staffhouse (2017), in cases that would require immediate hiring for a certain position, the requirements and preferences of the companies and establishments could be easily published in the job portal. He also stated that connecting to the Human Resource Departments of different companies, establishments and organizations are now easier than ever because of the job portals. These observations are evident to Unilab Foundation's Project Inclusion wherein people with disabilities, employers and companies can easily sign up or associate with the job portal in terms of hiring and applying for jobs. As explained by Unilab Foundation representative during the data gathering, there are four (4) establishments in the Hospitality industry that hires people with disabilities, which shows that the job portal is effective despite the challenges that they face in everyday life.

Conclusion

This study can be a basis for future studies and advocacies with the involvement of people with disabilities as part of the Labor pool in the Hospitality industry through online hiring. The results of the study show the role of online hiring as an ICT innovation in addressing the unemployment issues of people with disabilities provide an equal platform in the process of hiring and in the workplace. It also encourages business employers that people with disabilities could effectively contribute and give a good impact to the productivity of the workplace, given the right and proper support conditions. Unilab Foundation's Project Inclusion *www.daretohiremenow.com* mainly targets people with disabilities that paved way for the job portal to use the universal design which ensures that all parts of the website are accessible to all. In addition, the website includes four (4) accessibility options for disabled people namely: Enable Text Zoom, Magnifying Glass, Print Text Only, and Translate. NCDA (Government) and Unilab Foundation (CSR) cooperate in addressing unemployment issue of people with disabilities by promoting and co-promoting the same advocacy of inclusion and diversity through the employment of people with disabilities. It was also noted by the researchers that NCDA monitors all programs and projects relating to the development of people with disabilities at which Unilab Foundation seeks for review and consultation from them. The lack of knowledge was identified to be the principal issue that people with disabilities experience in the Philippine Hospitality industry as this issue branches out to more employment issues. Basing on the concrete numbers provided during the interview, the researchers can say that the online hiring website is effective in the employment of people with disabilities in the Philippine Hospitality industry.
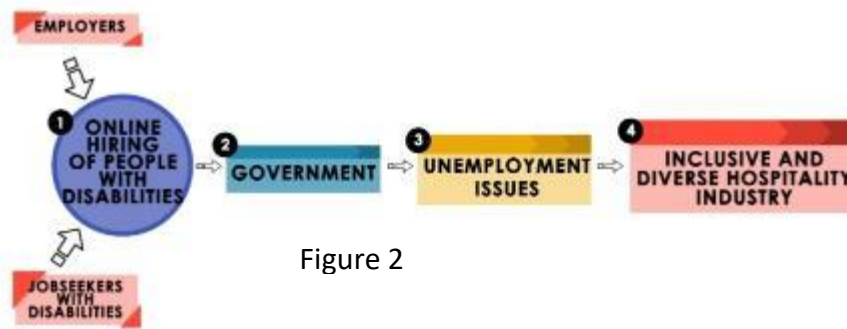
Figure 2

The final thematic map, as shown in Figure 1, confirmed the conceptual framework that the researchers made, as shown in Figure 2. It displays the sequential order on how online hiring, together with the involvement of the government; address the issue of unemployment of people with disabilities in placing them in the Philippine Hospitality industry. Online hiring on people with disabilities was made possible by innovating then incorporating accessibility options in a strategic and systematic hiring process. Through the coordination with the government by consultation and advocacy, online hiring addresses unemployment issues such as discrimination, inequality and other societal barriers. This paved way for the inclusion and diversity of the Philippine Hospitality industry by placing people with disabilities in the industry's workforce.

The Theoretical Framework of the research proves that the models are applicable in the research. Disability being inevitable, reached the top of the impairment hierarchy by distinguishing them by their purpose and participation in the society. This study utilized theories and used it to help analyze related issues:

1. The Social Model removes barriers that restrict or hinder life choices for people with special needs and help them work by themselves (Awad & Jarbi, 2016). ICT being the aid to unemployment enables this theory to fight against social issues and to help people with disabilities to live a productive and independent life.

2. Accessibility Theory outlines services of products or equipment that is customized based on the environments for people with disabilities. Unilab Foundation's job portal was designed to promote inclusivity and accessibility that is made to accommodate all types of people. The *www.daretohiremenow.com* is specifically made based on a universal design and has considered the different needs of the people with disabilities such as low vision, zoom-in text, animations and pictures, videos and word options.

3. Inclusion Theory according to Booth and Ainscow (1998) as cited in Elshabrawy and Hassanein (2015), argued that "inclusion" is a process wherein schools, communities, local authorities and governments work together to mitigate the barriers that people with disabilities experience in the society. Through this theory, incorporating into the corporate world, diversity in the workforce and workplace can be attained.

4. Equity Theory states that people with disabilities must get their reasonable, unbiased, fair portion of resources and must be able to be included and participate in all educational and employment activities, just like their non-disabled counterparts. With this, online hiring as a game-changing tool to assist people with disabilities for job placement has greatly impacted their employment rate in the Philippines.

As it was mentioned by the Executive Director of Unilab Foundation, *"If there are enabling mechanisms, then PWDs certainly can contribute to production and in doing good business."* Inclusions Initiative and Diversity Management may be a challenge to the Philippine Hospitality industry, but ICT through online hiring will start the change - igniting imagination and innovation for a more accessible and unrestricted workplace. The need to generate an actual adaptive environment and to regulate work customary structures makes organizations more innovative that result in the advance of business.

This study is a contribution to the existing knowledge and literature since the researchers gave emphasis on the affirmative role of online hiring of people with disabilities in addressing unemployment issues to the Philippine Hospitality industry. Moreover, this research may be a useful reference to future researchers who will also study ICT innovations vis-a-vis of people with disabilities in the workforce.

Corresponding Author
Avi Ben P. Andalecio, MA, University of Santo Tomas – College of Tourism and Hospitality Management, University of Santo Tomas – The Graduate School The Philippines.
Email: apandalecio@ust.edu.ph

References
Alhojailan, M. (2012). Thematic Analysis: A Critical Review of its Process and   Evaluation.
Angela, B. (2015). Employment of Persons with Disabilities.
Awad , Y., & Jarbi, Y. (2016). *Impact of Assistive Technology on the Learning Experiences of Blind and Visually Impaired Students*. Leicester, England: University of Leicester.
Blacksmith, N., & Poeppelman, T. (2014). Application of Modern Technology and Social Media in the Workplace. *Three Ways Social Media and Technology Have   Changed Recruitment*, 52(1), 114-120.
Burke, J., Bezyak, J., Fraser, R. T., Pete, J., Ditchman, N., & Chan, F. (2013). Employers' Attitudes Towards Hiring and Retaining People with Disabilities: A Review of the Literature. *The Australian Journal of Rehabilitation Counseling,* 19(1), 21-38..
Congress of the Philippines, (1991). *Magna Carta 7277 (*An act providing for the rehabilitation, self-development and self-reliance of disabled persons and their integration into the mainstream of society and for other purposes) [Law]. Philippines: Senate and House of Representatives.
Cornell University. (2013). Employer Practices and the Employment of People with Disabilities: Scoping the Literature.
De Lima, M. (2016). Online Recruitment of People with Disabilities: Technology in Favor of Diversity? *RAM: Revista de Administração Mackenzie*, 17(2), 42-66. doi: 10.1590/1678-69712016/administracao. v17n2p42-66
Dizon, R., Ong, D., Poquez, A., Salientes, A., & Unabia, K. (2016). *Training Individuals with Special Needs: The case of Puzzle Gourmet Store and Café*. Manila, Philippines: University of Santo Tomas.

Elshabrawy, E., & Hassanein, A. (2015). Inclusion, Disability, and Culture. Sense   Publishers. 28, doi: 10.1007/978-94-6209-923-4

Griffin, C.L., & Stein, M. (2015). Self-Perception of Disability and Prospects for Employment Among U.S. Veterans. *Faculty Publications,* doi: 10.3233/WOR-141929

Gröschl, S. (2012). *Presumed Incapable: Exploring the Validity of Negative Judgements about Persons with Disabilities and Their Employability in Hotel Operations,* 54(2), 114-123. doi: 10.1177/1938965512453082

Joly, E., & Venturiello, M. (2012). Persons with Disabilities: Entitled to Beg, not to Work. The Argentine Case, 39(3), 325-347. doi: 10.1177/0896920512446758

Kaur, G., Leong, T., Mohd, J., & Singh, D. (2014). Perception of People with Disability in Creating Sustainable Public Policy. *Procedia - Social and Behavioral Sciences,* 168(2015), 145-155. doi: 10.1016/j.sbspro.2014.10.220

Langkos, S. (2014). CHAPTER 3 - RESEARCH METHODOLOGY: Data collection   method and   Research tools. doi: 10.13140/2.1.3023.1369

Maguire, M., & Delahunt, B. (2017). Doing a Thematic Analysis: A Practical, Step- by- Step Guide for Learning and Teaching Scholars. *All Ireland Journal of   Teaching and   Learning in Higher Education*, 3, 1-14.

National Council on Disability Affairs. (2012). About us. Retrieved from http://www.ncda.gov.ph/about/

Nyombi, C., & Kibandama, A. (2014). *Access to Employment for Persons with Disabilities in Uganda.*

Ruhindwa, A., Randall, C., & Cartmel, J. (2016). Exploring the challenges experienced by people with disabilities in the employment sector in Australia: Advocating for inclusive practice- a review of literature. *Journal of Social Inclusion*, 7(1).

Santuzzi, A. M., & Waltz, P. R. (2016, July 5). Disability in the Workplace: A Unique and Variable Identity. *Journal of Management,* 42(5), 1111–1135. doi: 10.1177/0149206315626269

Sati, M. (2018). Tech Trends 2018: *Deloitte Insights.*

Saunders, M., Lewis, P., & Thornhill, A. (2012). Research Methods for Business Students. *Pearson.*

Staffhouse. (2017). Advantages of Applying Online. Retrieved from https://www.staffhouse.com/news/post/advantages-of-applying-online

The World Bank Group. (2015). *The Effects of Technology on Employment and Implications for Public Employment Services.* Istanbul, Turkey: Turkey G20.

Twum, S. A. (2015). *What Diversity Management Practices Do Hotel Managers and Employees View as Important for Retaining Employees?* Oslo, Norway: Norweigian School of Hotel Management.

Unilab Foundation. (2016). Project Inclusion. Retrieved from http://www.unilabfoundation.org/ULFWeb/6/program/project-inclusion

Ventura, M. G., & Bringula, R. P. (2013). Effectiveness of Online Job Recruitment System: Evidence from the University of the East. *IJCSI International Journal of   Computer Science Issues*, 10(4), 152-159.