

ATTITUDES TOWARDS
THE DISABLED IN
DESTINATION MARKETING ORGANIZATIONS

by

Garret Alexander Ross

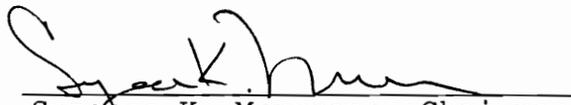
Dissertation Submitted to the Faculty of the
Virginia Polytechnic Institute and State University
in partial fulfillment of the requirements for the degree of

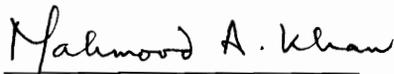
DOCTOR OF PHILOSOPHY

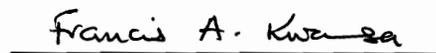
in

Human Nutrition and Foods

APPROVED:


Suzanne K. Murrmann, Chairman


Mahmood A. Khan


Francis A. Kwansa


Dane M. Partridge


Jerald F. Robinson

May, 1994

Blacksburg, Virginia

ATTITUDES TOWARDS THE DISABLED IN
DESTINATION MARKETING ORGANIZATIONS

by

Garret Alexander Ross

Committee Chairman: Suzanne K. Murrmann
Human Nutrition and Foods

(ABSTRACT)

The purpose of this study was to examine the attitudes of destination marketing organization CEO's/Executive Directors towards the disabled. The study uses Wolfensberger's (1983) Social Role Valorization Theory as a basis for examining these attitudes. This theory proposes that when society gives value to the disabled person, then the society as a whole gains. First, the literature was reviewed to find out the relevant information about the disabled in the tourism industry. Second, Wolfensberger's Social Role Valorization Theory was assessed to see if his model actually worked. Third, a test was administered to see if individual attitudes would affect the hiring of disabled workers in destination marketing organizations.

The findings showed that Wolfensberger's model of Social Role Valorization did not work within this group of individuals. The findings also showed that many of the

destination marketing managers would not hire the disabled in their organizations due to the problem of the disabled having a "poor appearance" to their customers. The data suggested that the respondents were not fully forthcoming because of the issue of "political correctness" in the destination marketing organization. Because of this the issue was raised that it may be difficult in the future to do this kind of research dealing with issues of discrimination toward disabled persons.

ACKNOWLEDGMENTS

I would like to express my sincere gratitude and thanks to the many people who have assisted me in the completion of this research.

Gratitude is extended to those specific members of my committee, Dr. Suzanne K. Murrmann, Dr. Mahmood A. Khan, Francis A. Kwansa, Dr. Dane M. Partridge and Dr. Jerald F. Robinson who provided many hours of help and guidance throughout this dissertation. In particular, I wish to thank my chairman, Dr. Suzanne K. Murrmann, for all of the hours of guidance and encouragement in this process.

A special thanks to the University of Calgary especially Don Anderson, Don Getz and Brian Smith, for all of their assistance during my research, Gisela Engels for all of the statistical help. To Dr. Stevenson Fletcher of the UMASS Amherst and Hans Fickenscher two of the most loyal friends I could ever have.

To my darling wife Karen Morgan Ross my most heartfelt thanks for the sacrifice of time and energy to help me accomplish this endeavor. To my daughter Samantha while only 4 months old was my inspiration for me to complete this dissertation. Finally I wish to thank my parents Anne and Roger Ross whose support played a major role in completing this manuscript. Thanks and praise always goes to God for all he provides in times of trial and success.

TABLE OF CONTENTS

	Page
ACKNOWLEDGMENTS.....	iv
LIST OF TABLES.....	vii
LIST OF FIGURES.....	viii
CHAPTER I	1
Purpose of the Study	2
Significance of the Study	3
Limitations of the Study	4
Summary.....	5
CHAPTER II	6
The Americans with Disabilities Act	6
The Normalization Principle	13
Social Role Valorization Theory	19
The Uniqueness of the Service Sector	27
Decisions on Hiring the Disabled	29
The Disabled In The Tourism Industry	33
Summary	38
CHAPTER III	39
Research Hypotheses	39
Variables	42
Instrument Development	45
Past Experiences with Disabled Persons	46
Physical Environment	47
Social Environment	48
Attitudes Toward the Disabled	49

Testing The Model	51
Demographic Characteristics.....	52
Pre-Test of the Instrument	53
Population Selection.....	54
Demographic Characteristics of the Pre-Test	55
Design and Administration of the Full Study.....	55
Summary	55
CHAPTER IV	58
Test of Hypotheses	61
Does Wolfensberger's Model of Social Role Valorization Work?	70
Customer Acceptability of the Disabled at Destination Marketing Organizations	80
Summary	84
CHAPTER V	85
Implications	89
Future Research	93
BIBLIOGRAPHY	96
APPENDIX	101
VITA	111

LIST OF TABLES

Table	Page
1. Destination Marketing Managers Study Demographic Characteristics of the Pre-test Group.....	56
2. Destination Marketing Managers Study Demographic Characteristics of the Study Group.....	59
3. Scale Reliabilities of the Variables in the Study.....	62
4. Descriptive Statistics of Past Experiences with Disabled Individuals.....	64
5. Correlations for Past Experiences.....	66
6. Intercorrelation of Variables.....	67
7. Descriptive Statistics and Correlations for Physical Environment.....	68
8. Descriptive Statistics of Perceptions of the Social Environment.....	71
9. Correlations for Social Environment.....	72
10. Attitudes Towards Disabled Persons.....	74
11. Correlations for Attitudes Towards Disabled Persons.....	77
12. Results of Regression Analysis for Model of Social Role Valorization.....	79
13. Frequencies of Customer Acceptability in Hiring of the Disabled.....	82

LIST OF FIGURES

Figure		Page
1.	Social Role Valorization.....	25
2.	Social Role Valorization as it Actually Works.....	95

CHAPTER I

INTRODUCTION

On July 26, 1992, Title I of The Americans with Disabilities Act (ADA) went into effect. The purpose of the ADA is to allow the disabled to be productive members of society. It regulates the employment of the disabled and specifies that employers shall make reasonable accommodations for disabled employees in the workplace as long as it does not cause an undue hardship to the employer.

Romeo (1990) has suggested that as a result of the ADA there will be many challenges for employers in the tourism industry. The challenges will be in establishing how the ADA relates to tourism organizations, the level of compliance it will require, and an understanding of undue hardship.

Wolfensberger (1983) suggests that one of the first steps in successfully integrating the disabled into society is to understand the attitudes of that society towards the disabled. If the tourism industry is to be successful in increasing employee productivity and in fulfilling the requirements of the Americans with Disabilities Act, then knowledge of how managers view the disabled is needed. Laws do not usually change attitudes, although they do modify behavior. Once managers' attitudes towards disabled people are known, researchers can investigate how these attitudes

influence the hiring, promotion, and on-the-job treatment of the disabled.

Wolfensberger (1983) states that because disabled persons are automatically devalued by society, those responsible for hiring may automatically place them in jobs that are considered devalued (e.g. dishwasher, janitor). Even the most recent literature suggests that disabled employees are put into jobs that are considered devalued by the general public (Smith, Jr., 1992). This issue needs to be examined as it relates to attitudes towards the disabled in the tourism industry.

Only a few studies have been done in the last decade to determine the attitudes of managers towards disabled workers in the tourism industry. More information is needed to assist human resource managers in planning strategies aimed at relating positively to the disabled in the tourism industry.

Purpose of the Study

The purpose of this study is to examine the attitudes of destination marketing organization CEO's/Executive Directors towards the disabled. The study uses Wolfensberger's (1983) Social Role Valorization Theory as a basis for examining these attitudes. This theory proposes that when society gives value to the disabled person, then the society as a whole gains. The disabled person can then function within that society's norms and values. In the tourism industry, the

perceptions of the employer towards the disabled employee would have a profound effect on how service is provided.

Significance of the Study

There have been very few studies done on attitudes towards the disabled in the hospitality and tourism industry. (Meek and Uysal, 1992; Murrmann, 1992; Smith, 1992). Attitudes towards the disabled in the manufacturing sector have been studied in detail (Sink, 1986). Employer attitudes towards the disabled are influenced by past experiences and present perceptions about how disabled persons can function in the business environment. This study will identify those variables that influence attitudes towards the disabled as potential employees in the tourism industry. It will contribute to the literature by studying the attitudes which are vital for the successful hiring and placement of disabled workers in the tourism industry. Social Role Valorization Theory suggests that if we understand the interactions among personal experience, role expectancies, and environmental conditions, then we will be better equipped to shape positive attitudes toward disabled persons.

The first study about the disabled in hospitality and tourism was from the foodservice industry. It was conducted in 1981 by the National Restaurant Association and the National Institute of Mental Health. In this study foodservice employers were asked if they had ever employed

disabled persons. Forty-eight percent said that they had employed disabled persons. However, the study did not state how many disabled persons were employed in these foodservice establishments. Another study done by Smith, Jr. (1992) looked at handicapped employment in the hospitality industry. The study showed that most of the jobs held by disabled persons were in the back of the house (dishwasher, custodial, linen room). Murrmann (1992) did a study on reasonable accommodation in the hospitality industry which showed that managers were relatively inexperienced about the disabled in the hospitality industry. None of these studies included information on why the disabled were in these positions or what management's attitudes were towards disabled employees during their employment. Murrmann (1992) does suggest that further research on attitudes of managers is needed. This study attempts to fill that need. The information obtained will be useful to hospitality and tourism professionals by helping them to establish norms in their own tourism operations with respect to disabled employees.

Limitations of the Study

This study looks specifically at the attitudes of employers in destination marketing organizations. The sample of employers surveyed was sufficiently large to perform statistical analysis; therefore the findings may be generalized to similar groups. However, the sample was fairly

homogeneous with regard to age, education and race, and may therefore not be representative of other demographic groups even within the same segment of the industry. No generalizations can be made to the tourism industry as a whole.

Summary

Title I of the Americans with Disabilities Act of 1990 requires that employment practices be modified in order to accommodate disabled persons. In order to facilitate this, the attitudes of managers towards the disabled in the tourism sector will have to be understood.

The Social Role Valorization Theory provides a model of how persons make judgments about the disabled. The theory helps explain how people devalue the disabled. This study will look at the variables specified in the Social Role Valorization Theory and how they affect the judgment of managers in the tourism industry.

CHAPTER II

REVIEW OF LITERATURE

This chapter examines the research literature pertaining to employers' decisions about hiring the disabled. This review includes an examination of factors that differentiate the service sector from the manufacturing sector when hiring the disabled. It also explores the potential use of the Social Role Valorization model to determine how disabled employees are viewed in the tourism industry.

The Americans with Disabilities Act

George Bush, in accepting the presidential nomination at the 1988 Republican National Convention, referred to economic opportunity for all Americans, including the disabled. He alluded to the fact that attitudes of employers rightly or wrongly prevented the disabled from enjoying the economic benefits of our society by having employment. One of his campaign promises was to support a bill amending the Civil Rights Act of 1964 to provide disabled persons legal protection from discrimination in the workplace.

In the spring of 1989, the Senate Committee on Labor and Human Resources and the House Committee on Education and Labor held hearings on issues dealing with the disabled. The

purpose was to determine the extent of discrimination against the disabled in the workplace. The House and Senate committees concluded the following as a result of testimony given at the hearings:

1. Historically, individuals with disabilities have been isolated and subjected to discrimination and such isolation is still pervasive in our society.
2. Discrimination still persists in such critical areas as employment in the private sector, public accommodations, public services, transportation and telecommunications.
3. Current federal and state laws are inadequate to address the discrimination faced by people with disabilities in these crucial areas.
4. People with disabilities as a group occupy an inferior status socially, economically, vocationally, and educationally.
5. Discrimination denies people with disabilities the opportunity to compete on an equal basis and costs the United States, state and local governments, and the private sector billions of dollars in unnecessary expenses resulting from dependency and non-productivity. (H.R. Rep. 644, 101 st Cong., 2d Sess., pt.1 at 28-32 (1990))

The Senate Committee on Labor and Human Resources, in the final draft of their report, cited the following forms of employment discrimination against the disabled:

1. Use of standards and criteria that have the effect of denying opportunities
2. Failure to provide or make available reasonable accommodations
3. Refusal to hire based on presumptions, stereotypes, and myths about job performance, safety, insurance cost, absenteeism, and acceptance by co-workers
4. Placement into dead-end jobs
5. Underemployment and lack of promotional opportunity
6. Use of application forms and other pre-employment inquiries that inquire about the existence of the disability rather than about the ability to perform the essential functions of a job. (H.R. Rep. 644, 101 st Cong., 2d Sess., pt.1 at 32 (1990)).

Of particular relevance to this study is point three on this list: refusal to hire based on presumptions, stereotypes, and myths about job performance, safety, insurance cost, absenteeism, and acceptance by co-workers. According to this report, negative attitudes toward disabled persons are a major factor in discrimination against the disabled in the workplace.

On June 26, 1990, the House Education and Labor Committee and Senate Labor and Human Resources Committee reported that they were ready to vote on a final version of the Americans with Disabilities Act (ADA). The House and Senate had drafted a final version in 1989, but President Bush was concerned with parts of the bill that he thought would hinder business, such as punitive damage claims for discrimination and some of the wording in other provisions of the bill.

This bill differed from previous legislation, namely the Rehabilitation Act of 1973. Perritt (1991) points out the following differences between the ADA and the Rehabilitation Act of 1973:

The ADA establishes the following discrete elements for claiming a violation:

1. An employer
2. May not discriminate against
3. A qualified
4. Individual with a disability
5. Because of the disability.

Under the elements of the Rehabilitation Act, a plaintiff would need to claim:

1. To be a handicapped individual under the statute
2. To be otherwise qualified for the position
3. To have been excluded from the position sought

solely by reason of a handicap

4. That the program or activity received federal financial assistance.

When the final version of the ADA was presented to Congress, an unforeseen circumstance emerged that almost caused the Act not to pass. The AIDS epidemic was uppermost in the minds of many citizens. There was concern in the foodservice industry that if persons with the HIV virus or full-blown AIDS were protected, then this could cause individual foodservice establishments to go out of business (Kensworthy, 1990). Leading the charge was Senator Jesse Helms, who wanted to exclude persons with the HIV virus or AIDS from being protected by the Act. The foodservice industry, under the guidance of the National Restaurant Association, lobbied to place an amendment in the Act. This amendment, known as the Chapman Amendment, would exempt foodservice operators from the Act, thereby providing them with a loophole in order to deal with employees found to be infected with the HIV virus or full blown AIDS (Romeo, 1990). The reason for this vigorous lobbying was that the attitudes of many foodservice operators had been formed by fear and misinformation about AIDS and how it could be transferred from one person to another. They believed that it would be better to discriminate against persons with AIDS or the HIV virus than to risk losing customers.

Shortly before the Act was due to be voted on, Ryan White, a young man who had contracted AIDS from a blood transfusion, died. Mr. White was known for his public stand against prejudicial treatment of persons infected with the HIV virus or AIDS. A public appeal from those groups opposed to the proposed amendment argued that if the amendment passed, then all that Ryan White stood for in regard to non-discrimination against persons with AIDS would be lost. Also if this amendment were to pass, then attitudes wrongly held about persons with AIDS and HIV and other disabilities would allow discrimination against disabled persons to continue. Since then, the scientific community has presented evidence suggesting that the HIV-virus cannot be contracted from HIV infected persons handling food products. According to those scientists, the fears of the amendment's proponents were unfounded.

Senator Orin Hatch proposed a compromise amendment, known as the Foodservice Amendment, which would require the Secretary of Health and Human Services to compile a list of diseases that could be passed to the general public by persons handling food products. From this list, foodservice operators could prohibit employees identified as contagious from working in foodservice operations. The Foodservice Amendment sponsored by Senator Hatch won by a vote of 91-6.

The final bill differed from previous drafts in the following ways:

First, punitive and compensatory damages were replaced with Title VII remedies of back pay, benefits, and injunctive relief. However, this was modified by the Civil Rights Act of 1991 which now allows for punitive and compensatory damages.

Second, the Act would be phased in, covering businesses with 25 or more employees in the first two years and those with 15 or more thereafter.

Third, "anticipatory discrimination" was eliminated from the Act. Anticipatory discrimination is defined as the situation in which a plaintiff sues a defendant for discrimination that the plaintiff anticipates will occur.

Fourth, drug and alcohol abusers were exempted from the protection of the Act. The Act excludes current drug and alcohol abusers because of the Drug-Free Workplace Act of 1988. The Drug-Free Workplace Act requires that places of employment keep their establishments free of illegal drug use. However, the ADA covers former drug and alcohol users now in rehabilitation.

Fifth, and most important to the business community, was the revision that "undue hardship" would be decided on a site-specific basis, which would include the financial resources of the employer (Perritt, 1991). What this means is that each case will be decided individually, depending on the particular situation of the employer and the disabled employee. What would be considered an undue hardship for one company might not be for another company.

The Americans with Disabilities Act of 1990 was filled with compromises to reduce the fears of those groups predicting the worst from a very strong Disabilities Act. The compromises allowed for a Disabilities Act which all parties could accept and allow to become law.

The Normalization Principle

The hiring and placement of the disabled in the tourism industry have not previously been explored based on any model. The literature on the disabled has suggested that one approach to understanding this relationship is to use the principle of normalization.

The normalization principle was originated by Bank-Mikkelsen (1969), Grunewald (1969), and Nirje (1969). Bank-Mikkelsen (1969) was the first to develop the principle of normalization; he stated that society should strive to make mentally retarded people's housing, education, working, and leisure conditions as normal as possible, thus giving the disabled the legal and human rights of all other citizens.

Nirje (1969) held that disabled persons should not be institutionalized and separated from the public, but instead should be made as much a part of society as possible. Nirje developed the normalization principle as a result of his work with mentally disabled people in Sweden. He stated that the normalization principle rests on an understanding of how the normal rhythms, sequences and patterns of life in any culture

relate to the development, maturity and life of the handicapped. These patterns provide guidelines for the development of appropriate human services.

At the time the normalization principle was being formulated, the work was focused on the mentally disabled. However much of the early research dealt with mentally disabled persons who were both physically and mentally disabled; thus is reasonable to apply the normalization principle to both the mentally and physically disabled. Nirje was focusing on the attitudes held by the general public and trying to show that if the disabled person could fit into society "normally", then the attitudes about the disabled would have to change.

Nirje identified eight components in the normalization process:

1. Normal Rhythm of the Day - this includes daily functions such as getting out of bed, eating meals, and grooming oneself.

2. Normal Rhythm of the Week - the disabled should have the opportunity to enjoy a normal weekly rhythm of work and leisure. This is difficult to achieve in the tourism industry because work patterns often have to change quickly in this working environment.

3. Normal Rhythm of the Year - the disabled person ends to experience the normal rhythm of the year by having holidays and days of personal significance. In many

institutions there are no changes during the year because the institutionalized patient stays in the same place year after year. Nirje noted that many mentally disabled persons who were not responding well in the hospital wards improved when they had a chance to go outside on a regular basis.

4. Normal Experiences of the Life Cycle - the disabled person needs the opportunity to undergo the normal developmental experiences of the life cycle. Nirje divides this into four areas:

Early Childhood - Services should focus on giving support for the mentally disabled child's family. The support should help the mother cope with the problems associated with the mental disability.

School Age - At this stage the structure of the school should help the child in learning about his/her own abilities and potentials so that the child's self-confidence can develop to its fullest potential.

Adulthood - This period in a mentally disabled person's life is a time when many patterns that were established before are now broken, and confusion in the mentally disabled person is much more severe than in the normal person. Social service should reinforce those social skills which the mentally disabled person will need to be able to work, to have relationships with members of the opposite sex, and to live successfully as a part of the community. The lack of established patterns causes many mentally disabled persons to

have problems working in industry. The problems arise because of poor preparation by the social service organizations needed to help in the process. In the tourism industry, while managers are not social service agents, they can help the disabled to fit into society by providing a regulated employment environment for disabled people.

Old Age - This is the period when the mentally disabled person cannot work any more. This stage consists of social interactions with family and friends. The elderly, mentally disabled person should be able to live out his/her life in a familiar environment. If this is not possible, then the person should be relocated as close as possible to the place where he/she has spent his/her adult life.

5. Normal Respect - Mentally disabled persons should have their choices, wishes, and desires respected and always taken into consideration.

6. Living in a Heterosexual World - Mentally disabled persons should be able to have relationships with the opposite sex according to normal patterns. Mentally disabled persons suffer from the same loneliness as other persons; thus, these relationships may be beneficial.

7. Normal Economic Standards - The normalization principle says that in order for the mentally disabled to function normally in society they must have the same access as others to financial help, benefits, wages and other economic security measures.

8. Normal Environmental Standards - The normalization principle implies that the standards for physical facilities should be modeled like those of ordinary citizens.

These eight components establish the goals and objectives for integrating the disabled as productive members of society.

Grunewald (1969) further developed the principle of normalization by proposing that the mentally disabled should be able to enjoy the same rights and privileges as other citizens in Sweden. Grunewald said that normalization of the disabled could not occur until the disabled were considered to be like any other citizens of Sweden. Until attitudes about the disabled changed, the disabled could not be full participants in society. Thus, in order for the normalization principle to work, the disabled had to have the same non-prejudicial legal protections and opportunities given to all other citizens of Sweden.

Wolfensberger (1972) further developed the principle of normalization by defining it in the following manner: "Utilization of means which are as culturally normative as possible, in order to establish, enable or support behaviors, appearances, experiences, and interpretations which are as culturally normative as possible." This development of the normalization principle makes cultural values a part of the process of bringing the mentally disabled into the community.

Wolfensberger (1980a) uses the concept of role circularity to define further his view of the normalization principle. Role circularity occurs when a person is classified in a certain way and cannot break free of that classification. This circularity can be either positive or negative and is determined by the initial perception or expectation that is imposed on that person by the population's perception of what that person is. If the role definition of that person is negative, then one can speak of that person as being devalued or deviant.

According to Wolfensberger, a person becomes devalued by a) being perceived as different from others, in b) one or more dimensions of identity, which c) are viewed as significant by others, and d) this difference must be negatively valued. It is not the differences themselves that make the person devalued but the fact that the differences are negatively valued.

Wolfensberger (1980a) categorizes the sources of a person's devaluation in the following manner. First are the physical characteristics that devalue the person. They fall into two categories:

a) Primarily inherent - e.g. physical features, congenital disabilities, age.

b) Primarily acquired - e.g. amputation, accident.

Second, there are those behaviors viewed mostly as responsible behaviors (i.e. behaviors that the person can control). There are two types of responsible behavior:

a) Overt - these include attire, acts, social associations, and physical associations.

b) Covert - these include beliefs and ideas.

Third, there are behaviors viewed as non-responsible such as descent, nationality, and attribution. An example of this, according to Wolfensberger, is the caste system in Indian society. A person can look like anyone else, do what anyone else does, but he/she is a member of a particular caste because his/her father was a member of that caste. Wolfensberger (1980b) discusses devaluation of the disabled person by saying that the issue is socially, subjectively, and variably defined. It is not within the person; it is within the imposed social roles, and the values and interpretations of the perceiver. Therefore, deviancy can be reduced or eliminated by a) changing the perceptions or values of the perceiver, or b) minimizing the differentness or stigma of deviancy that activates the perceiver's devaluation.

Social Role Valorization Theory

Wolfensberger (1983) reviewed the normalization principle and redefined it as Social Role Valorization. The reason for this change in terminology and thus the new

definition was Wolfensberger's objection to the word normalization:

"The choice of the term normalization itself has clearly been unfortunate, one major reason being that relatively few people have found it possible to separate the different meanings attached to it by various users of the term." (p. 234)

Wolfensberger complained that the term was being misused by people who thought they were interpreting the term properly but were not. As a result, they were inaccurate in their analysis of the normalization principle. Therefore Wolfensberger proposed a change in terms, from the normalization principle to Social Role Valorization Theory.

The term "valorization" is defined in many dictionaries to mean, "attempting to give a market value or price to a commodity." Wolfensberger took out the word commodity and substituted the word persons for the purposes of defining Social Role Valorization Theory.

Wolfensberger (1983) saw an advantage in the use of the word valorization because,

"either (a) it is devoid of meaning to most people, (b) carries the meaning of value, or (c) evokes an unrelated technical concept that is relatively meaningless to most people, and is recognized by the few people who know it as inapplicable to the context to which it is being applied. (p. 237)

Wolfensberger stated that the goal of Social Role Valorization Theory was the creation, support, and defense of valued social roles for people who are at risk of social devaluation (Wolfensberger and Tullman, 1982, Wolfensberger 1983). Wolfensberger (1983) stated:

"all other elements and objectives are really subservient to this end, because if a person's social role were a societal valued one, then other desirable things would be accorded to that person almost automatically, at least within the resources and norms of his/her society. Indeed, attributes of the person which might otherwise be viewed negatively by society would come to be viewed positively." (p. 234)

In other words, whether a person is valued or devalued in a particular culture would depend on that culture's norms and values. Thus, if the disabled person's society was the tourism organization where he/she was working, it would be the values of the company that would determine whether the disabled worker was devalued or not.

There are certain consequences for devalued people in society according to the Social Role Valorization Theory:

1. Devalued persons will be treated poorly. Devalued people are apt to be rejected, even persecuted, and treated in ways that tend to diminish their dignity, adjustments, growth, competence, health, life span, etc.

2. The treatment accorded to devalued persons will take on forms that largely express the devalued societal role in which they are perceived.

3. How a person is perceived and treated by others will in turn strongly determine how that person subsequently behaves. If a person is perceived and treated as being devalued, it is more likely that the person will conform to that expectation and will behave in ways that society expects.

Thus, Wolfensberger is suggesting that if the attitudes of the general public were more positive towards the disabled, then disabled people would be more easily assimilated into society.

The question then is how to assess people's attitudes towards the disabled. Yuker, Block and Young (1966) were concerned with the perception of the disabled by the general public. While they did not use the term "devalued", the authors realized that the instruments that were in use did not properly measure attitudes towards the disabled. In 1960 they developed the Attitudes Towards Disabled Persons Scale (ATDP), which was the first scale tested for validity and reliability in measuring attitudes towards disabled persons. The ADTP has been used for twenty-five years in over 100 studies with some modification. The reliability has remained constant or has improved through the years. This scale could be useful in measuring attitudes of persons in the foodservice industry to see if the Social Role Valorization Theory is valid for that industry.

There have been 45 published studies using the ATDP, Form A. Most of these studies used one of two types of subjects. The first type was from social service organizations such as rehabilitation facilities, mental health facilities and hospitals (Ashburn, 1973; Bell, 1967; Conine, 1968). The second type of subjects was students from educational settings such as elementary and secondary school and universities (Foley, 1978; Meehan, 1980; Rosswurm, 1980). These studies looked at how students were affected by a certain event with a disabled group before and after the treatments. The treatments were educational materials such as

films or lectures which were given after the ATDP instrument was first given to the subjects. The studies showed that attitudes improved after exposure to these materials. This finding is important, because it suggests that managers' attitudes toward disabled persons could be improved by educational or training programs in the workplace.

Wolfensberger's (1983) strategy, based on the Social Role Valorization Theory, has two parts: (a) to reduce or prevent the differences or stigma which may make a person devalued in the eyes of observers; and (b) to change societal perceptions and values with respect to a devalued person or group so that a given characteristic or person is no longer seen as devalued. If these things were accomplished, then the devalued person would gain respect and be empowered in his/her job. The people who work with this person would then tend to protect the devalued person from harm.

It is the intention of this study to gather data which will be useful in applying the Social Role Valorization Theory to the tourism industry.

Wolfensberger (1991) developed a model of Social Role Valorization which explains how people develop the attitudes which influence how they value or devalue another person or group. Wolfensberger's model specifies four areas which affect how social judgments are formed. Figure 1 shows these four areas.

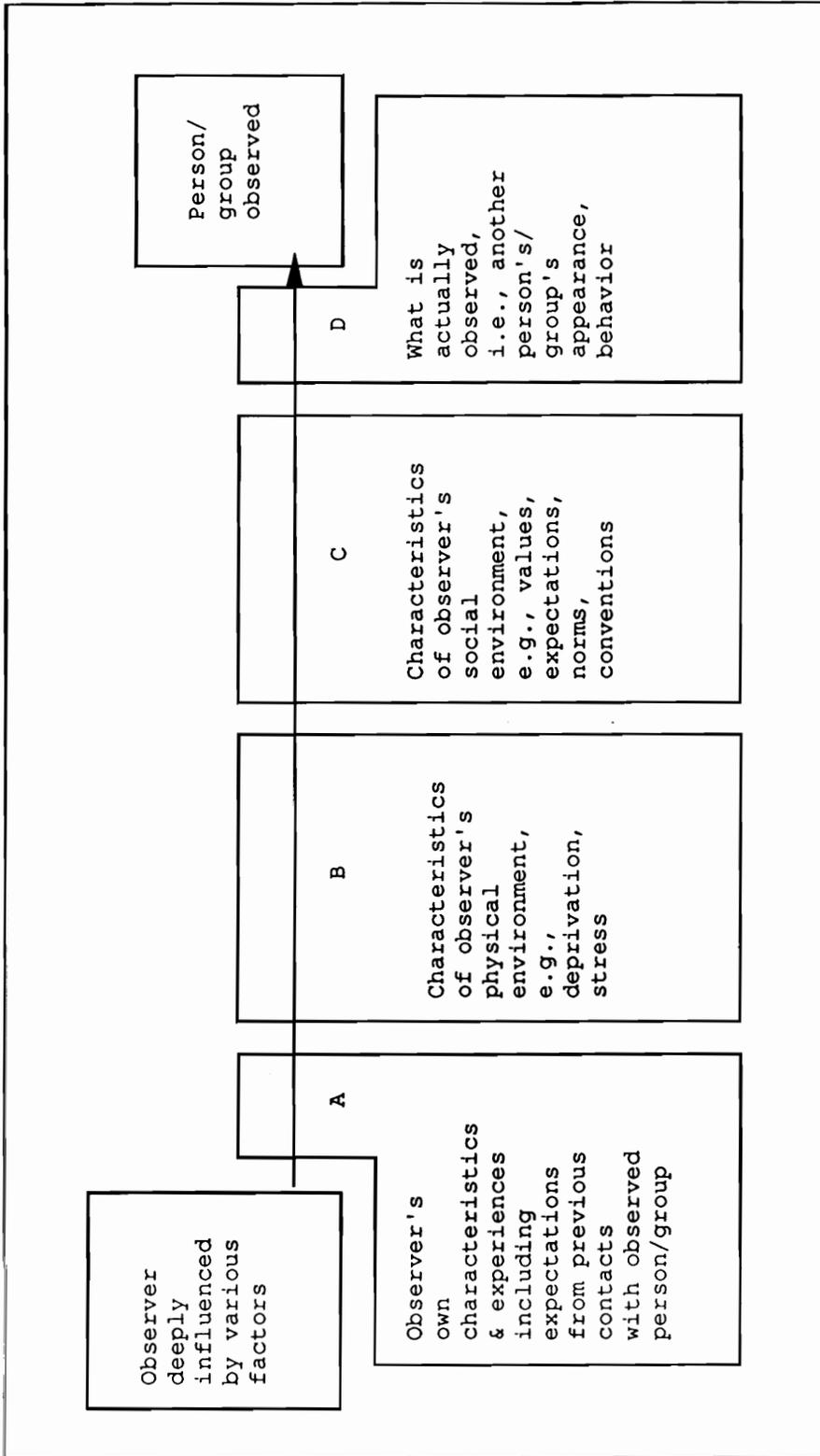


Figure 1
HOW A PERSON (OBSERVER) WILL FORM A SOCIAL JUDGEMENT ABOUT ANOTHER PERSON/GROUP

The first area in Wolfensberger's model includes the characteristics of the individual making the judgment. Each person has had unique experiences, and has formed expectations based on past experiences with the person or group that he/she is observing. This variable is important in the tourism industry because tourism employers may have had negative past experiences with disabled people providing poor service to customers. If this is the case, then the manager would have formed a negative opinion about the disabled.

The second area is the physical environment of the observer at the time when he/she is forming his/her judgments of the person or group. According to Wolfensberger, the physical context in which the observer perceives the observed will interact with the observer's own characteristics and experiences, and filter the observer's perceptions in the formulation of a social judgment about a person or group. Examples of environmental factors which could affect an observer's judgment are heat, cold, and stress.

The third area is the social environment in which the person is making his/her judgment about the person or group. In the tourism industry the cultural and organizational environment has not been conducive to employment of the disabled except in limited roles.

The fourth area is what the person is actually observing when he/she is judging the person or group involved. Wolfensberger (1991) calls this role expectancies. If the

manager sees at the moment he/she is judging the group/person that they are actually performing well or could perform well, then the judgment, despite past experiences, might be more positive.

Each of these areas is important in itself. Taken together, they become a powerful force in analyzing how people form judgments about certain groups/persons. Using this model, actions could be taken to foster more positive attitudes towards the disabled in the tourism industry.

The Uniqueness of the Service Sector

The service sector is fundamentally different from the manufacturing sector. Shames and Glover (1989) and Zeithaml, Parasuraman, and Berry (1990) discuss three major factors that differentiate the service sector from the manufacturing sector:

First, services are intangible. Because the services provided are events and experiences rather than objects, precise manufacturing requirements concerning uniform quality cannot be set.

Second, services, especially those with high labor intensity (e.g. the tourism industry), are heterogeneous. Because there are so many types of service that can be given and the customer has many types of service needs, providing service is an unpredictable event.

Third, production and consumption of many services are inseparable. In the manufacturing sector, the product is produced at a point removed from the final point where the item will be sold. In the tourism sector the product is produced at the same time it is consumed. Thus, if time is a factor in the production of the service, a problem could arise if the disabled worker is perceived as "too slow" for the customer.

Bowen (1990) adds another dimension to the difference between the service sector and the manufacturing sector. In service encounters, customers tend to participate in the production and delivery of the services they consume. This factor is critical in tourism. If the disabled tourism worker cannot properly interface with the customer due to his/her appearance or inability to comprehend what the customer wants during the interaction, problems could arise. The customer may be dissatisfied due to not receiving the expected level of service, and may choose not to return. The employee may be frustrated because he/she is trying to perform well but is having problems doing his/her assigned tasks. From a management perspective, the dissatisfaction of both customer and employee will be major obstacles to meeting the organization's goals and objectives.

Based on past experiences and perceptions, tourism employers may have concerns about placing disabled employees in areas of high customer contact, thus risking an event

which would make the tourism establishment look bad. If tourism employers attitudes' could be changed or modified so that they could see that disabled persons could perform the tasks needed to be productive, then the relationship between the tourism employer and the tourism employee could be improved.

Decisions on Hiring the Disabled

The attitudes of employers play a critical role in the disabled applicant's opportunities for employment (Sink, 1987). If job seekers are perceived as being unable to perform work satisfactorily due to the nature of their disability, then their chances of achieving personally rewarding employment are strongly diminished (Hill and Wehman 1980). On the other hand, a manager with a positive view can facilitate the successful placement of a disabled applicant.

There have been many efforts by business, labor, and government to encourage the hiring of the disabled. It appears from the literature that these goals are not currently being met. Studies have been conducted in which employers stated their opinions and attitudes as to why they did not hire the disabled.

Sink (1987) studied the factors employers considered when hiring the disabled and created a list of those factors. Included in his analysis were articles published 1948 to 1986 in the Journal of Applied Rehabilitation Counseling, the

Journal of Rehabilitation, the Rehabilitation Counseling Bulletin, and the Vocational Evaluation and Work Adjustment Bulletin. The following list is a result of Sink's findings:

1. Increase in worker's compensation
2. Increase in insurance rates
3. Lack of suitable jobs
4. Low productivity
5. Hazard to fellow employees
6. High absenteeism
7. Resistance by other employees
8. Disabled not able to pass physical exam
9. Extra cost in training
10. Disabled not flexible
11. Cost of accommodation of disabled worker
12. Resistance by public
13. Disabled do not present a good appearance
14. Difficulty in locating qualified disabled employees
15. Disabled have less potential for promotion
16. Human resource managers uninformed about abilities of disabled people
17. Lack of usable skills
18. Less healthy
19. Difficult to fire once employed
20. Handicapped cannot do heavy lifting
21. Company policy not to hire a person with a specific disability.

One issue from this list that has particular significance for the tourism industry is that the disabled do not present a good appearance. In a service industry appearance could be related to customer satisfaction, and could therefore have a significant impact on sales.

Many of these perceived problems with hiring the disabled arise from misconceptions rather than facts about the disabled person's ability to work. The literature has contradicted these misconceptions many times. Following is a summary of why employers hired the disabled (Sink, 1987):

1. No effect on insurance costs
2. Lower absenteeism
3. Lower turnover
4. Ability to do the job
5. Positive attitudes
6. Not accident prone
7. Lack of company policy
8. No special privileges needed
9. Quality as high as non-disabled employees
10. Gets along with the regular work force
11. Punctual
12. Dependable and reliable
13. Positive personality characteristics
14. Positive public relations
15. Affirmative action
16. Employer experience in working with the disabled

17. High employer awareness level of the disabled person's abilities.

Early studies examining the employment of the disabled (1948-1960) show that they were discriminated against because of societal perceptions of the limitations caused by their disabilities (Reeder and Donahue, 1958).

The next phase of studies (1960-1980) was concerned with social awareness. They found that the disabled were able to do many jobs provided they were given the appropriate opportunity and the right environment (Hattlage and Tarba, 1971; DuPont, 1973; Krefting and Brief, 1976; Pati, 1978; Mithaug, 1980).

Mithaug (1980) did a study to find out what factors affected a company's decision to hire a disabled person. A questionnaire was mailed out to human resource managers of Fortune 500 companies requesting information on their employment policies of hiring the disabled. The study received responses from 43 companies: 38 in manufacturing, two in service (service was not defined in this study), two in manufacturing and retail, and one in manufacturing and service. The results showed that ability to perform the job was the most important factor when deciding whether to employ a disabled person. The results showed that the approval of customers was of low importance. Since this study was answered primarily by manufacturing companies, it could be that if the study were replicated in the tourism industry,

approval of the customer would rank much higher. Customer approval is very important. The reason being, is that if the customer were uncomfortable with the disabled employee, then the tourism operation could experience a loss of business. If after a period of time it could be shown that having the disabled employee caused a loss of sales, then the employer could say that continued employment of that employee was causing an undue hardship on the business. Thus, the employer could rebut the charge of discrimination for not continuing employment.

In the period 1980-1991, employers demonstrated an increased awareness of the abilities of disabled employees. They were ready to hire qualified disabled persons. The problem identified in these studies was that some employers felt it would be expensive to accommodate disabled employees in the workplace (Farrow, 1980; National Restaurant Association and National Institute of Mental Health, 1981; DuPont, 1981; Holmes and McWilliams, 1981; DuPont, 1991).

The Disabled In The Tourism Industry

Little has been written regarding the disabled employee in the tourism industry. The literature that does exist has come primarily from the foodservice segment of the tourism industry and has focused on two major areas:

- 1) There are legal issues related to discrimination against the disabled in the workplace (Romeo, 1990; Romeo,

1991; Kohl and Greenlaw, 1992; Romeo, 1992; Woods and Kavanaugh, 1992). These articles focus on how the Americans with Disabilities Act will impact human resource issues in foodservice. Romeo (1990) suggests that the ADA, though good in thought, will generate an undue burden for foodservice operators because of the problem of defining reasonable accommodation. This in turn will cost foodservice operators time and money for facility renovation and employee training. Woods and Kavanaugh (1992) expand on Romeo's article by discussing the legal implications of the Americans with Disabilities Act. Kohl and Greenlaw (1992) discuss some of the implications for handling employees from a managerial perspective.

2) The literature examines the economic issue of the disabled being able to help alleviate the labor shortage situation in the foodservice industry (Dietl, 1988; Lattuca & Scarpati, 1989; Schapire & Berger, 1984; Stokes, 1990, Smith, Jr., 1992).

Dietl (1988) interviewed Pam Farr, Corporate Director of Human Resources Planning for the Marriott Corporation. Ms. Farr stated that disabled employees, if properly placed and trained by the company, help to meet Marriott's long-term goal of profitability. Marriott has a program called the Handicapped Employment Program, which has seven components which make hiring the disabled successful: 1) strong liaisons with disabled organizations which help the company keep up

with issues dealing with the disabled; 2) a job referral network within the company which works with disabled organizations to successfully place disabled persons at Marriott; 3) a proper job match between the disabled worker and the job; 4) management awareness training to teach managers about laws and issues dealing with the disabled; 5) employment training of disabled workers; 6) an in-house communications/recognition program which gives employees information about what is happening in the company; 7) a corporate giving program which donates to organizations which work with the disabled. This seven-point program allows Marriott to develop its pool of disabled employees and to place them in jobs which Marriott would otherwise find difficult to fill.

Lattuca and Scarpati (1989) discuss how employers should be training the disabled to fill jobs in the foodservice industry. Training of the disabled will be beneficial in the long run to both the foodservice operation, by reducing a labor shortage problem, and to the disabled worker seeking a job. Lattuca and Scarpati (1989) also discuss ways to incorporate this type of training into an undergraduate curriculum. Students need to learn how to train disabled persons for work in the foodservice industry. The issues of training the disabled and the employment of the disabled in foodservice as a whole will be important in the future.

Schapiro and Berger (1984) discuss how the disabled can help the hospitality industry relieve the predicted labor shortage. They examine some of the benefits of hiring the disabled in the hospitality industry. The article reviews a study conducted in 1981 by the National Restaurant Association and National Institute of Mental Health, which describes the state of employment of the disabled in the foodservice industry at that time. The study received 1,426 responses from 8,000 mailed questionnaires. The responses were mostly from independent operators and members of small chains, although the criteria for determining a small chain were not identified. The study found that 46 percent of the respondents had employed a disabled person in their unit at some time, 48 percent had employed a mentally disabled person at some time, and 24 percent had not employed a disabled person at all. One criticism of the study is that it did not ask how many disabled people were working currently in that foodservice industry.

This survey did identify the types of positions held by the disabled. The results showed that most disabled workers were working at entry level positions such as dish washing, food preparation, or sanitation. Only five percent of disabled employees were in managerial positions. Since this study is over a decade old, the profile of disabled workers in the foodservice industry needs to be updated.

Stokes (1990) discusses the use of the disabled as lower level managers, such as dishroom supervisors. Stokes suggests that since this type of position involves repetitive and routine tasks, the mentally disabled would fit in well at this managerial level. The example of the dishroom supervisor, which is a very simple job, could be challenging to a disabled person. This article looks at economic factors in hiring the disabled, such as federal and state government financial assistance to the foodservice operation attempting to hire a disabled worker.

(Smith, Jr., 1992) takes a broad look at where the disabled are employed in the hospitality industry in the southeastern corner of Pennsylvania, encompassing Philadelphia and southern New Jersey. The study shows that most disabled employees were working in the "back of the house" in both the hotel and restaurant industries.

These articles focus on the mentally disabled in the foodservice industry. They ask the question, why are the disabled being put into jobs in the back of the house? Does the physical appearance of disabled persons have an affect on management's decisions to hire them in the tourism industry? The literature does not contain any studies measuring the attitudes of managers towards disabled employees in the tourism industry. There is no literature regarding the percentage of disabled employees in the tourism industry. Such studies could help tourism operators meet the

requirements of the ADA for reasonable accommodation. They could do so by revealing attitudes which could cause managers to discriminate against disabled employees. This knowledge would help the establishment avoid discrimination and prevent unnecessary charges from being brought against them. More important, however, if the needs of disabled employees are understood, then tourism managers will have better experiences with disabled employees.

Summary

This chapter looked at how the Social Role Valorization Theory developed from the principle of normalization. The literature suggests that if tourism managers devalue disabled persons because of their disability, then disabled employees will be put into devalued jobs. Several questions remain. Do tourism employers devalue disabled persons? If so, then which attitudes cause disabled persons to be devalued? How does the perception of devaluation impact the interface between the customer and the tourism organization?

It is not known what factors are considered the most important in hiring the disabled in the tourism industry. Knowing this would help managers to become more aware of the attitudes that could affect the hiring and placement of disabled persons in the tourism industry.

CHAPTER III

DESIGN OF THE RESEARCH

Research Hypotheses

Two hypotheses were formulated to investigate the two main areas of inquiry discussed in Chapter II. Hypothesis I addresses the underlying nature of attitudes towards the disabled using Social Role Valorization Theory. Hypothesis II addresses management's attitudes towards the disabled in the tourism industry in the areas of hiring, promotion, and performance. Attitudes towards the disabled in general are the first construct of interest in this study.

HI: Individuals hold a distinct set of attitudes about disabled persons that cause the disabled to be viewed as devalued in the workplace.

Wolfensberger (1983) suggests that society devalues an individual based on his/her disabilities and consequently limits the life activities such a disabled person can engage in. Devaluation is defined by Wolfensberger (1980b) as: being viewed as significantly different from others, and having this difference negatively valued. If tourism managers have negative attitudes towards the disabled, this could affect how disabled persons are employed in the destination

marketing industry. In order to fully test H1, the hypothesis must be broken down into three parts.

H1a: There is a relationship between
past experiences with disabled persons
and attitudes concerning the disabled.

Wolfensberger (1991) says that one of the variables determining how a person will form a judgment about a disabled person is the characteristics of the observer which are formed in part by past experiences. Wolfensberger defines observers' characteristics as those ideas and values which are formed by experiences and expectations working together. Past experiences are any events in a person's past which have an effect on the judgment of a person or group. Expectations are what the person doing the valuing of a particular person or group predicts will happen, given a particular situation or group. Each observer has his/her own experiences and expectations which will influence the value the observer places on the disabled person.

H1b: There is a relationship
between physical environment with
disabled persons and attitudes
concerning the disabled.

Wolfensberger (1991) says that the physical environment of the observer is one of the factors in determining how that person values the disabled. Wolfensberger defines the physical environment as those items that would affect the observer in a physical way, e.g. deprivation, stress.

H1c: There is a relationship between the social environment and attitudes concerning the disabled.

In the Social Role Valorization Theory, the social environment is an important factor in determining how the observer views the disabled person. Wolfensberger defines the social environment as the social norms, values, expectations, and conventions of the group to which the observer belongs. In this case we would be talking about the organizational culture of the manager.

The second hypothesis comes from studies that look at the factors that influence managers' decisions on whether to employ disabled persons in their destination marketing organization units (Mithaug, 1979; Sink, 1986).

H11: In the tourism industry, customer acceptability is one of the most important factors considered in the decision to hire a disabled person.

The literature points out that the service sector, of which the tourism industry is a part, differs from the manufacturing sector (Shames and Glover, 1989; Zeithaml, Parasuraman and Berry, 1990). In the manufacturing delivery system, the product to be sold is not produced where it will be bought and consumed. This is important because the uncertainty is reduced when providing the final product to the customer. In fact, if a disabled person makes a mistake in the manufacturing sector, the problem can be hidden with little difficulty. In the service sector, however, production and consumption are happening at the same time. Thus if a problem occurs with the service, it is much more difficult to correct the problem because of the characteristics of the service sector. The customer's interaction with the disabled employee may be the most important issue for destination marketing CEO's/Executive Directors in their decisions to hire the disabled. If the CEO/Executive Director is concerned that the disabled employee may diminish customer service, then the devaluation of the potential disabled employee will have a greater impact on hiring in the tourism environment.

Variables

The variables used in this study are based on the literature review, and, in particular, the Social Role Valorization Theory.

Attitudes

Attitudes are defined for the purpose of this study as defined by Milkovich and Boudreau (1988). Attitudes are emotions or feelings. They derive from relationships between perceived outcomes and individual values (perceptions of what is desired and important) and needs (perceptions of what is required). According to the Social Role Valorization Theory, attitudes are formed by the interaction of experiences and expectations. In order to operationalize this variable for this study, the variables of experiences, expectations, physical environment, social environment, and observation of the disabled will be measured.

Experiences

Experiences are any events in a person's past which have an effect on that person's judgment about a person or group. According to the Social Role Valorization Theory, experiences coupled with expectations define the observer's own characteristics in making judgments about the disabled. The scale used to operationalize this variable is shown in Appendix, Section 3.

Expectations

Expectations are what an observer predicts will happen given a particular situation or group. In the Social Role

Valorization Theory, expectations are the other critical element in the observer's personal characteristics.

Physical Environment

The physical environment is defined as those factors which physically affect how a person will judge a disabled person in a given setting (e.g. heat, cold, stress, famine, warfare, divorce, marriage). Stress is measured in this study because it is the best individual predictor for the relationship between attitudes and the physical environment. This relationship between stress and attitudes on the job towards subordinates and co-workers has been demonstrated in various studies (Sullivan & Bhagat, 1992; Bedeian and Armenakis, 1981; Bhagat & Allie, 1989). These studies focused on the healthcare industry. Both the tourism and healthcare industries are very similar because they have high customer service provider interaction. The results of these studies showed a strong relationship between stress and attitudes towards the patients, therefore the variables used to assess stress may be appropriate for each industry.

The instrument that will be used to measure this variable is a stress scale developed by Hsu (1982), shown in Appendix, Section 2. The instrument measures stress in five areas: anxiety, fatigue, depression, dissatisfaction, and low self-esteem. A Likert-type scale is used for each question.

Social Norms & Values

Social norms and values are those rules, rituals, and beliefs that define how the organization operates; in other words, the organizational culture. This will be measured using the scale in Appendix, Section 1.

Group Appearance and Behavior

Group appearance and behavior refer to those appearances and behaviors which define the group being observed. In the Social Role Valorization Theory, appearances and behaviors are an important factor in how a person makes judgments on disabled persons. The ATDP Form A, shown in Appendix, Section 4, will be used to measure this variable.

Instrument Development

The instrument has seven major sections. Section 1 deals with the general attitudes of the individuals in the respondent's organization. This will measure the social environment. Section 2 measures the individual's physical environment. Section 3 measures past experiences with the disabled, using a modified Mithaug (1980) past-experience scale. Section 4 measures present attitudes towards the disabled. This 30-item scale, developed from Yuker, Block and Young (1960), is called the Attitudes Towards Disabled Persons (ADTP). Section 5 deals with the issue of hiring the disabled. This section of the instrument was developed by

Mithaug (1980) and has 28 items. Section 6 requests demographic information about the respondent. Section 7 asks if customer acceptance of a disabled person would affect hiring of a disabled person at their organization.

Past Experiences with Disabled Persons

To measure past experience with the disabled, a modified Mithaug (1980) past experience scale was used. The scale has seven questions about past experiences with disabled persons. A Likert-type scale is used for each question, with five possible responses (Very Positive, Positive, Negative, Very Negative and Never Dealt With The Group) (Appendix A, Section 3).

The scale is scored from 4 (Very Positive) to 0 (Never Dealt With The Group). To compute the data a 0 is counted as a no response since never dealt with the group cannot score more negatively than having a very negative experience with the disabled. The scores of the seven questions are summed. The higher the score, the better the past experience with the disabled in general. Total scores could range from 0 to 28. A score of 0 - 9 indicates little or poor experience with the disabled. A score of 10 - 19 indicates that the respondent has had neither a bad past experience nor a great past experience with the disabled. A score of 20 - 28 means

that the respondent has had good experiences with the disabled.

This scale was pre-tested to find out if there were any problems with the questions or terms. In the pre-test, there was a place for respondents to indicate if they did not understand a question. Problematic questions were modified so that respondents could understand what was being asked. The pre-test also had a "brainstorming" component in which the respondents could suggest improvements to the instrument.

Physical Environment

To measure the construct of the physical environment, a scale to measure stress was used, since high levels of stress can affect a person physically. The stress measurement used was developed by Hsu (1982). The instrument measures psychological stress reactions in five areas: anxiety, fatigue, depression, dissatisfaction, and low self-esteem. The instrument uses a Likert-type scale in with five response options: Strongly Agree, Agree, Don't Know, Disagree or Strongly Disagree. The answers are scored go from 5 (Strongly Agree) to 1 (Strongly Disagree), with the exception of questions 9 and 12 in which the scoring is reversed. Questions 1 - 4 measure anxiety, 5 - 8 measure fatigue, 9 - 12 measure depression, 13 - 16 measure dissatisfaction and 17 - 19 measure low self-esteem. The scores are totaled and the final score can range from 19 to 95 points. A score of 70

points or more indicates high stress. A score of 45-69 indicates moderate stress. A score of 44 or below indicates low stress.

Hsu (1982) did a split-half reliability to test the reliability of the instrument. The results showed the overall reliability of the instrument to be .74, with .60 for anxiety, .59 for fatigue, .37 for depression, .52 for dissatisfaction, and .41 for low self-esteem.

A test of reliability was not done in the pre-test due to the fact that the sample (n=12) was so small. However, in the final analysis the measure of reliability was done and will be discussed in the results section of this study.

The mean score of each stress factor was used to test Hypothesis Ib in this study.

Social Environment

The major construct for this study was the characteristics of the observer's social environment. This dimension was measured by an instrument designed to measure organization culture/satisfaction. This was developed by using a modified SRA attitude measurement scale. This section of the questionnaire includes sixteen general questions about their organization that a CEO/President of a Destination Marketing Organization might be asked. The instrument uses a Likert-type scale in which the choices are Strongly Agree, Agree, Disagree and Strongly Disagree. The answers are

weighted from 4 (Strongly Agree) to 1 (Strongly Disagree), with half the questions (Items 3, 5, 7, 9, 12, 13, 14 and 16) scored in reverse (Appendix). Total scores could range from 16 to 64. The higher the score, the worse the organizational environment.

A score of 16-32 represents general satisfaction with the organization. A score of 17 - 49 represents neither a great deal of satisfaction nor a great deal of dissatisfaction with the organization. A score of 50 - 64 represents a great deal of dissatisfaction with the organization.

A reliability test was not done on this scale due to the small size of the sample for the pre-test (n=12). However, during the pre-test the respondents did meet in a group and made suggestions on how to make the instrument more effective. Reliability was measured for the final sample and will be discussed in the results section of this study.

Attitudes Toward the Disabled

The dependent variable for this study is the respondent's attitudes towards the disabled. This is measured using the Attitudes Towards Disabled Person Scales (ATDP). In 1960 the ADTP scale was introduced in a monograph which described the original version of the ADTP, Form A (Yuker, Block, and Campbell, 1960; Yuker and Block, 1985) The scale

is constructed to measure the attitudes of both disabled and non-disabled persons. The scale can measure the attitudes of non-disabled persons about themselves or about other disabled persons.

The scale being used in this study is the ATDP, Form A, which consists of 30 statements about disabled persons. (See Appendix, Section 4.)

The respondent has the following choices:

- SA (+3) I agree very much
- MA (+2) I agree pretty much
- A (+1) I agree a little
- D (-1) I disagree a little
- MD (-2) I disagree pretty much
- SD (-3) I disagree very much

Every question must be answered for the instrument to be the most reliable. However, the respondent could miss up to three questions and the reliability of the scale would be intact. Instructions were printed on the top of the form and were be recorded on the sheet provided to the respondent (Appendix, Section 4).

The test was be scored by hand. The first step was to change the signs of the following items on the instrument: 5, 9, 12, 14, 17, 19, 22, 23, 24, 25, and 29. The second step was to sum the scores, subtracting those with negative signs. Third, the sign of the sum was changed. Fourth, 90

points were added to make the final score. The final score was evaluated with the means of each question from the sample taken.

Thus scores could range from 0 to 180. The higher the score, the more accepting the attitude towards the disabled. In previous studies, the means for the total group using Form A ranged from 92.7 to 130.8. The median in 29 studies was 117.1.

Several studies have been done which measured the construct validity of this instrument. On a test-retest of five weeks or less, eight studies showed a reliability measure of .74-.91. Reliability is defined as the extent to which measurements made with the same instrument are consistent. Six studies were done with the split-half reliability test, with scores ranging from .73-.89.

Since the instrument has been proven to be valid and reliable, a pre-test was not done on this instrument for this study.

Testing The Model

The Attitude Towards Disabled Persons instrument described earlier in the chapter was the basis for testing for Wolfenberger's Social Role Valorization Model in relation to HI, HIa, HIb, and HIc. The measure of individual attitudes towards the disabled was the dependent variable. The independent variables would be Past Experiences, Physical

Environment and Social Environment. The equation for test Wolfensberger's model is as follows :

Attitudes Towards Disabled Persons = Past Experiences + Physical Environment + Social Environment.

Demographic Characteristics

Though the data is not conclusive, research has shown that there may be a relationship among various demographic characteristics and attitudes towards the disabled. The questionnaire was designed to collect the data on five variables of interest: age, race, sex, marital status and education.

1. To report age, respondents were asked to give their year of birth.
2. To report race, respondents were asked to circle one of the following categories: "White", "Black", "Hispanic", "Asian", "Other".
3. To report sex, respondents were asked to circle either "Male" or "Female".

4. To report marital status, respondents were asked to circle one of the following categories: "Single", "Married", "Divorced", or "Widowed".

5. Level of education attained was measured by asking respondents to check one of the following choices:

- (1) Grade 8
- (2) Some High School
- (3) High School
- (4) Some College
- (5) College Degree
- (6) Technical Degree
- (7) Graduate Degree

A number of items were also included in the instrument for the purpose of identifying selected employment characteristics of the respondent. These included: area of residence, length of employment as CEO/Executive Director, contracts with state or federal agencies, affirmative action programs, and number of disabled persons employed.

Pre-Test of the Instrument

A pre-test was carried out to verify the validity of the questionnaire to the hypotheses being tested. A sample of CEO's/Presidents from destination marketing organizations

(N=14) was chosen from the educational committee of this destination marketing organization. The number of usable responses was 12. The pre-test showed that the instruments were reliable and valid; therefore the final surveys were faxed out. A pilot test was not done for this study due to the small total population available for the study (N = 360). The method of pre-testing was done according to Babbie (1990), who suggests that if the study sample is so small that doing a pilot study would jeopardize the study, then a pre-test may be used to make sure that the instrument is valid and that questions about the instrument are resolved.

Population Selection

A population of destination marketing managers from a major destination marketing organization was chosen for this study (N=360). The identity of the organization has been disguised, as a condition for using this population. From the membership directory of this organization a survey was sent to each CEO/Executive Director listed.

This sample reflected diversity in the types of operations, location of organizations, and size of the organizations involved. Thus, the assumption is made that the results generated by this sample can be generalized to a wide range of populations.

Demographic Characteristics of the Pre-Test

Table 1 shows the demographic characteristics of the pre-test group. The group was composed primarily of white males with at least some college education. The mean age for this group was 43 and mean length of managerial experience was 14.42 years.

Design and Administration of the Full Study

Data from the pre-test indicated that the design of the instrument was sufficient to proceed with administration of the full study. Each individual was faxed the seven-page questionnaire with an accompanying cover letter. Respondents were asked to complete the survey and to return it either by fax or by mail. Two weeks following initial distribution, a reminder was sent to all recipients asking them to complete the survey if they had not done so already and thanking them for their cooperation if they had already completed the survey and returned it. Two weeks later, surveys were again sent to all subjects who had not returned the surveys. Two weeks following the second distribution, another reminder was sent.

Summary

This chapter discusses the methodology used in this study. It includes a detailed description of the development of the research instrument to test the hypotheses

Table 1
 Destination Marketing Managers Study
 Demographic Characteristics of the Pre-test Group

Characteristic	Percent	Mean	s.d.
Age (n=12)		43.50	6.56
Under 30	0.00		
30-39	16.70		
40-49	58.30		
50-59	25.00		
60 and over	0.00		
Race (n=12)			
White	91.70		
Black	0.00		
Hispanic	8.30		
Gender (n=12)			
Male	75.00		
Female	25.00		
Education (n=12)			
Grade 8	0.00		
Some High School	0.00		
High School	1.70		
Some College	33.33		
College Degree	33.33		
Technical Degree	0.00		
Graduate Degree	33.33		
Managerial Experience Range 6-25 years (n=12)		14.42	5.98

of this study. The chapter also discusses the population used for this study, as well as the methods used for the administration of the study.

CHAPTER IV
RESULTS OF STUDY

The findings presented are based on the data obtained from the final survey as presented in the previous chapter. Data for the study was collected during the period of November 1992 through January 1993.

The survey was accompanied by a cover letter asking CEO's/Executive Directors of a major destination marketing organization for their cooperation in filling out the survey and returning the survey either by fax or by mail. All items appear in Appendix A. The final response rate was a concern of the researcher due to the sensitive nature of the questions being asked about attitudes towards the disabled. In order to increase the response rate, a prize was offered in conjunction with a major university's advanced management program. All returned surveys were be put into a pool and a winner was drawn from the returned surveys. The prize was a waiver of registration fees for the advanced management program. The response rate for the study was 41.0 percent (n=147). The number of usable responses was 123 (34.1 percent).

A breakdown of the usable responses (Table 2) indicates that 93.4 percent of the respondents were white (n=113), 4.1 percent were black (n=5), and 2.5 percent were Hispanic

Table 2
 Destination Marketing Managers Study
 Demographic Characteristics of the Study Group

Characteristic	Percent	Mean	s.d.
Age (n=120)		44.8	8.38
Under 30	3.30		
30-39	24.20		
40-49	42.50		
50-59	26.70		
60 and over	3.30		
Race (n=123)			
White	93.40		
Black	4.10		
Hispanic	2.50		
Gender (n=123)			
Male	49.60		
Female	50.40		
Education (n=123)			
Grade 8	0.00		
Some High School	0.00		
High School	1.70		
Some College	23.30		
College Degree	53.30		
Technical Degree	1.70		
Graduate Degree	20.00		
Managerial Experience Range 1-40 years (n=123)		15.8	8.20

(n=3). The respondent group was composed of 60 males (49.2 percent) and 62 females (50.8 percent).

In general there appear to be no significant differences in terms of demographic characteristics between the pre-test group (shown in Table 1) and the study group, except for shift in gender distribution.

For the hypotheses to be properly tested the scales must have internal reliability. Internal reliability is concerned with the homogeneity of the items comprising a scale. Thus, if the items of a scale have a strong relationship to the latent variable, they will have a strong relationship to each other. In other words a scale is internally reliable to the extent that its items are highly intercorrelated (Carmines and Zeller, 1979).

In order to test that the scales have internal reliability a Chronbach's alpha was calculated on individual items and on the instrument as a whole. The formula for calculating this reliability estimate is as follows:

$$\alpha = N / (N - 1) [1 - \sum \sigma^2(Y_i) / \sigma_x^2]$$

where N is equal to the number of items; $\sum \sigma^2(Y_i)$ is equal to the sum of the item variances; and σ_x^2 is equal to the variances of the total scale. The range of a Chronbach's alpha can be from .0 to 1.0. Nunnally (1978) suggests that scale reliabilities of .70 and above are appropriate for

exploratory studies in the social sciences. Table 3 has a summary of the scales and their related Chronbach's alphas.

Past Experience had a Chronbach's alpha of .7185; Social Environment had a Chronbach's alpha of .8167; Physical Environment had a Chronbach's alpha of .8837; the Attitudes Towards Disabled Persons (ATDP) instrument had a Chronbach's alpha of .8568.

Test of Hypotheses

The statistical techniques used to test the hypotheses presented in this study included Pearson product moment correlations and multiple regression. All the statistical analyses and procedures were conducted using the SPSS version 4.0 for the Apple Macintosh software package SPSS (1991). The following is a discussion of the results of the testing of the study's hypotheses.

HI: Individuals hold a distinct set
of attitudes about disabled persons
that cause the disabled to be
viewed as devalued in the workplace.

The first hypothesis predicted that individuals hold a distinct set of attitudes that effect their perceptions of individuals in the workplace. Such perceptions are integrally linked to the presence or lack of disabilities, and may cause

Table 3
Scale Reliabilities of the Variables in the Study

Scale	Chronbach's alpha	Number of Items
Past Experience	.7185	7
Social Environment	.8167	14
Physical Environment	.8837	19
Attitudes Towards the Disabled	.8568	30

disabled persons to be "devalued". These attitudes, as conceptualized by Wolfensberger's Social Role Valorization Theory, are influenced by past experience with disabled individuals, and the social and physical environments in which an individual works. Therefore, sub hypotheses were developed to test the influence of these variables on attitudes toward the disabled.

HIa: There is a relationship between past experiences with disabled persons and attitudes concerning the disabled.

Data on past experiences with the disabled was collected using Mithaug's (1980) 5-point scale described in Chapter 3. The instrument measured past experiences of the respondent towards the disabled.

The results are shown in Table 4. The total mean score was 2.16, which suggests that respondents' past experiences with disabled persons were neither very positive nor very negative. When each individual question was analyzed most of the responses were very positive or positive.

As shown in Table 4, the group had considerable positive experience with physically disabled individuals (n=77 positive, n=29 very positive). The physically disabled had the highest positive rating among the disabled groups at 86%. The group had the least experience was with persons affected

Table 4
 Descriptive Statistics of Past Experiences
 with Disabled Individuals (n=123)

Type of Disability	Mean	s.d.	Perceptions of Social Environment (Frequencies)				No Experience
			Very Positive	Positive	Negative	Very Negative	
Visually Impaired	2.61	1.46	20	67	4	0	32
Hearing Impaired	2.80	1.40	25	71	1	0	26
Mentally Retarded	2.60	1.41	20	66	8	0	29
Physically Disabled	2.30	1.10	29	77	4	0	13
Chronically Ill	2.70	1.28	18	71	10	3	21
HIV/AIDS	1.60	1.45	10	19	7	1	86
Multiply Disabled	2.04	1.60	13	41	8	0	61
	2.16	1.50					

with HIV/AIDS (n=86 no experience). Overall the group had positive past experiences with the disabled. Table 5 shows the correlations between all of the questions dealing with past experiences. The intercorrelations between the study variables presented in Table 6 provide no support for Hypothesis Ia. In essence there is no significant relationship between past experience and attitudes toward the disabled, as measured by these instruments.

HIb: There is a relationship between physical environment and attitudes concerning the disabled.

Workplace stress was used as the variable that best approximated Wolfensburger's concept of the physical environment. The instrument for testing workplace stress used for this study was developed by Hsu (1982) and had a reliability of .74.

The results (Table 7) show that in general the respondent group reported very little stress. The groups mean total score was 1.84. However, when stress was broken down into its various factors, differences were seen. The highest type of stress indicated was that of anxiety (mean = 2.30), followed by fatigue (mean = 2.10). Dissatisfaction with the job and low self-esteem appeared lowest as stress factors.

Table 5
Correlations for Past Experiences (n=123)

Type of Disability	1	2	3	4	5	6	7	8
1. Visually Impaired	1.0000							
2. Hearing Impaired	.2838**	1.0000						
3. Mentally Retarded	.2124*	.2838**	1.0000					
4. Physically Disabled	.2124*	.2124*	.3817**	1.0000				
5. Chronically Ill	.1869*	.1869*	.2617**	.2541**	1.0000			
6. HIV/AIDS	.1122	.1122	.2051*	.1309	.2641**	1.0000		
7. Multiply Disabled	.2203*	.2203*	.3814**	.4729**	.2293*	.1955*	1.0000	
8. Total	.5628**	.5628**	.6530**	.6126**	.5700**	.5224**	.6791**	1.0000

* p < .05

** p < .01

Table 6
Intercorrelation of Variables

	Attitudes Towards Disabled	Past Experiences	Physical Environment	Social Environment
Attitudes Towards Disabled	1.000			
Past Experiences	.1207	1.000		
Physical Environment	.0987	-.0582	1.000	
Social Environment	.0520	.0026	.6347*	1.000

* Significant at the .01 level (2-tailed)

Table 7
 Descriptive Statistics and Correlations for
 Physical Environment (n=123)

Stress Factors	Means	s.d.	1	2	3	4	5
1. Anxiety	2.30	.86					
2. Fatigue	2.10	.72	.7055				
3. Depression	1.80	.51	.4240	.4655			
4. Dissatisfaction	1.50	.56	.5061	.5622	.4380		
5. Low Self-Esteem	1.50	.34	.2951	.3363	.3412	.4606	
6. Total	1.84	.60	.8562	.8664	.6789	.7669	.5220

all were significant at $p < .01$

The relationship between level of stress and attitudes towards the disabled (Table 6) was surprising low ($r=.0987$) and statistically non-significant. Therefore hypothesis Ib is not supported. The results suggest that either hypothesis Ib is incorrect or that stress may not be the appropriate variable to represent the physical environment in Wolfensberger's Social Role Valorization Model.

H1c: There is a relationship between the social environment and attitudes concerning the disabled.

To measure the social environment, the study used an instrument developed by a modified Science Research Associates Attitude Survey (Burns, Thurstone, Moore and Baehr 1956). The scale was designed to measure organizational culture/satisfaction. The scale was modified following discussion of its original terms with executives of a destination marketing organization to ensure that the scale represented their operations. The instrument included sixteen items on general organizational issues. Initial review of the data indicated that two items significantly reduced the reliability of the scale without adding to its content validity. It was decided therefore, to eliminate questions #1 and #14.

The means for all items, presented in Table 8, fall into a somewhat narrow range of 1.82 - 2.57, and indicate relatively little dissatisfaction in the social environment of the respondents. The mean total composite score was 2.18 and suggests that most of the respondents were in general satisfied with their organization. Table 9 shows the correlation between all of the questions dealing with the social environment.

The relationship between level of organizational satisfaction and attitudes towards the disabled (Table 6) was weak and statistically non significant ($r=.0520$). Thus hypothesis Ic is not supported.

Does Wolfensberger's Model of Social Role Valorization Work?

HI: Individuals hold a distinct set of attitudes about disabled persons that cause the disabled to be viewed as devalued in the workplace.

In order to test the full hypothesis we must go back to Wolfensberger (1991). Wolfensberger has theorized that observations of the disabled, i.e. individual attitudes, are the sum of the past experiences, physical environment and social environment.

Table 8
 Descriptive Statistics of Perceptions of the Social Environment
 (n=123 unless otherwise noted)

Social Environment Factors	Mean	s.d.	Perceptions of Social Environment (Frequencies)			
			Strongly Agree	Agree	Disagree	Strongly Disagree
1. Supervisory Training (a)	2.54	.632	5	50	63	4
2. Job Security*	1.93	.759	4	19	64	36
3. Time for Training Subordinates	2.68	.669	1	50	59	13
4. Rule Enforcement*	2.04	.606	1	22	81	19
5. Discipline not a Problem	2.09	.653	17	82	20	4
6. Policy Changes for Employees*	2.57	.690	7	63	46	7
7. Proper Managerial Tools	2.24	.602	10	75	37	1
8. Too Many Policies*	2.00	.601	2	16	85	20
9. Action on Grievances	2.04	.564	16	87	19	1
10. Employee Empowerment	1.86	.605	31	79	12	1
11. Employee Friction (a)*	2.17	.789	9	23	70	20
12. Organizational Commitment (b)*	1.82	.654	3	7	76	35
13. Timely Performance Appraisals (c)	2.65	.752	4	50	50	16
14. Employee Morale (b)*	1.88	.622	3	8	82	28
Total	2.18	.660				

(a) n=122

(b) n=121

(c) n=120

* Scores are reversed

Table 9
Correlations for Social Environment

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Question 2 b	1.0000														
2. Question 3	.1522	1.0000													
3. Question 4	.4306**	.2449**	1.0000												
4. Question 5	.0063	.2559**	.0523	1.0000											
5. Question 6	.1207	.1456	.1780*	.4465**	1.0000										
6. Question 7	.2295*	.2677	.2873**	.3361	.3407**	1.0000									
7. Question 8	.2668**	.056	.2279*	.1534	.1337	.3255**	1.0000								
8. Question 9	.1735	.4314**	.0000	.0901	.1672	.3163**	.1588	1.0000							
9. Question 10	.2378	.4090**	.1213	.2350**	.2348**	.2348**	.0682	.4599**	1.0000						
10. Question 11	.2196*	.3704**	.1338	.2614**	.3635**	.2487**	.1353	.3159**	.4971**	1.0000					
11. Question 12 b	.2944**	.1900*	.1515	.3880**	.3587**	.3582**	.2125*	.3125**	.2799**	.2746**	1.0000				
12. Question 13 c	.1377	.3940**	.0017	.3996**	.2732**	.2672**	.0198	.3198**	.4975**	.3809**	.3569**	1.0000			
13. Question 15 d	.2845**	.2125*	.2439**	.1309	.0256	.3124**	.1072	.2726**	.1862*	.042	.1803*	.2390**	1.0000		
14. Question 16 b	.1585	.1738	.0495	.2763**	.3932**	.3683**	.1148	.1992*	.3201**	.3305**	.5490**	.4453**	.0087	1.0000	
15. Total Score	.4408**	.5746**	.3358	.5181**	.5522**	.6133**	.3519**	.5467**	.5811**	.5664**	.6026**	.5910**	.4411**	.5532**	1.0000

a n=123 except where noted

b n=122

c n=121

d n=119

* p<.05

** p<.01

The model thus presented in the study is as follows:

Attitudes Towards Disabled Persons =
Past Experiences + Physical Environment + Social Environment.

The scale used to measure attitudes towards disabled persons developed by Yuker, Block and Young (1960) was discussed in Chapter 3. The scale is a sum of the thirty different attitudes an individual may have about the disabled at the time the survey was completed, which could lead the individual to either value or devalue a disabled person.

The data presented in Table 10 show that the total mean was -1.33, and indicates that individuals tended to disagree or mostly disagree with negative statements about the disabled. However, there were some statements which drew the attention of the researcher which should be discussed.

Item #5: "We should expect just as much from disabled as from non disabled persons." The frequencies indicated a large spread in responses for this statement. This is interesting because if individuals think that we should not expect as much from the disabled, then those who hire the disabled would tend to devalue them.

Item # 19: " Most disabled persons do not get discouraged easily." Again, the data a very wide spread of responses. This suggests that the respondent may devalue the

Table 10
 Attitudes Towards Disabled Persons
 (n=123 unless otherwise noted)

(Frequencies)

Observations of Disabled * The following questions were scored in reverse.	Mean	s.d.	Strongly		Mostly		Mostly		Strongly	
			Disagree	Agree	Disagree	Agree	Disagree	Agree		
1) Disabled people are often unfriendly.	-1.97	1.74	1	2	11	20	48	41		
2) Disabled people should not have to compete for jobs with physically normal people.	-1.11	1.50	1	8	18	39	37	20		
3) Disabled people are more emotional than other people.	-1.48	1.38	2	2	14	31	47	27		
4) Most disabled persons are more self-conscious than other people.	-0.77	1.54	0	11	28	35	37	12		
5) We should expect just as much from disabled as from nondisabled persons. (a)*	-0.59	1.52	12	25	40	37	7	1		
6) Disabled workers cannot be as successful as other workers.	-2.33	0.96	1	0	2	16	36	68		
7) Disabled people usually do not make much of a contribution to society.	-2.73	0.56	0	0	0	7	19	97		
8) Most nondisabled people would not want to marry anyone who is physically disabled.	-1.06	1.65	1	7	26	32	26	29		
9) Disabled people show as much enthusiasm as other people. (a)*	-2.08	0.98	47	46	26	2	0	1		
10) Disabled persons are usually more sensitive than other people. (a)	0.17	1.70	5	26	38	31	13	9		
11) Severely disabled persons are usually untidy. (b)	-1.40	1.53	1	10	8	35	35	32		
12) Most disabled people feel that they are as good other people. *	-1.90	1.49	19	36	41	21	3	3		
13) The driving test given to a disabled person should be more severe than the one given to the nondisabled. (c)	-1.55	1.35	0	0	18	39	23	39		
14) Disabled people are usually sociable (a)*	-1.43	1.14	21	37	52	10	2	0		
15) Disabled persons usually are not as conscientious as physically normal persons.	-1.95	1.30	1	4	4	25	37	52		
16) Severe disabled persons probably worry more about their health than those who have minor disabilities. (a)	-0.16	1.74	6	19	39	30	17	11		
17) Most disabled persons are not dissatisfied with themselves. (c)*	-0.61	1.40	4	32	45	28	10	4		
18) There are more misfits among disabled persons than nondisabled persons. (a)	-1.89	1.11	0	1	6	36	34	35		
19) Most disabled persons do not get discouraged easily. (a)*	-0.30	1.44	3	28	37	43	11	0		
20) Most disabled persons resent physically normal people. (b)	-1.69	1.07	0	1	7	41	43	29		

*Questions 5, 9, 12, 14, 17, 19, 21-25, 29 are scored in reverse.

(a) n=122

(b) n=121

(c) n=119

(d) n=117

(e) n=120

Table 10 cont.
 Attitudes Towards Disabled Persons
 (n=123 unless otherwise noted)

Observations of	Mean	s.d.	Strongly			Mostly			Strongly		
			Agree	Disagree	Agree	Disagree	Disagree	Disagree	Disagree		
21) Disabled children should compete with physically normal children. (d)*	-0.10	1.66	3	24	38	29	15	8			
22) Most disabled persons can take care of themselves. (e)*	-1.10	1.21	9	39	55	15	5	0			
23) It would be best if disabled persons would live and work with nondisabled persons.*	-0.91	1.73	23	22	47	13	7	8			
24) Most severely disabled people are just as ambitious as physically normal persons. (b)*	-1.42	1.27	21	44	41	11	3	1			
25) Disabled people are just as self-confident as other people.*	-0.98	1.44	17	34	39	29	4	0			
26) Most disabled persons want more affection and praise than other people.	-1.01	1.23	0	7	13	66	26	11			
27) Physically disabled persons are often less intelligent than nondisabled ones.	-2.58	0.91	1	1	0	11	19	91			
28) Most disabled persons are different from nondisabled people. (b)	-1.36	1.68	3	5	18	25	30	38			
29) Disabled persons don't want any more sympathy than other people.*	-1.36	1.58	31	38	33	10	8	3			
30) The way disabled people act is irritating. (a)	-2.15	1.19	2	0	4	24	28	64			
Total	-1.33	1.37									

(a) n=122

(b) n=121

(c) n=119

(d) n=117

(e) n=120

disabled because he/she thinks that the disabled get discouraged easily.

Item #24: "Most severely disabled people are just as ambitious as physically normal people." This was very evenly spread out and suggests that there could be devaluation by individuals who think that severely disabled persons are not as ambitious as normal people.

Overall it was shown that the attitudes toward disabled persons generally were positive, with the few exceptions discussed above. Table 11 shows correlations of all questions dealing with attitudes towards the disabled

To test the full model, multiple regression was performed to analyze the proportion of the variance of the attitudes toward the disabled accounted for by past experience, physical environment and social environment. Attitudes towards disabled persons was used as the dependent variable. Past experience, physical environment and social environment was used as the independent variables. As shown in Table 12, there was no significance in the regression.

The results shown in the intercorrelation matrix suggest that the component parts of Wolfensberger's model of Social Role Valorization have little or no bearing on attitudes of destination marketing managers. This will be discussed later in this chapter. The only significant relationship found in this study is between the physical environment and the social environment ($r = .6357$). The correlation between the two

Table 11
Correlations for Attitudes Towards Disabled Persons

Variables	Means	S.D.	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Question 1	-1.80	1.32														
2. Question 2	-1.11	1.50	.3585**													
3. Question 3	-1.48	1.38	.3512**	.2518**												
4. Question 4	-0.77	1.54	.2919**	.2618**	0.41**											
5. Question 5 a	-0.59	1.52	.1099	.3074**	.2852**	.2046*										
6. Question 6	-2.33	0.96	.1653	.2188	.2422**	.1729	.2218*									
7. Question 7	-2.73	0.56	.2478**	.0925	.2954**	.1664	.0919	.4106**								
8. Question 8	-1.06	1.64	.0707	.0214	.0575	.1992*	.1892*	.1238	.2342**							
9. Question 9	-2.08	0.96	.1550	-.0677	.1665	.0844	-.0137	.2607**	.3731**	.2482**						
10. Question 10 a	0.17	1.69	.1166	.1844*	.2799**	.2362**	.1438	.0164	.0202	.0959	-.1335					
11. Question 11 b	-1.40	1.53	.2546**	.2828**	.3213**	.2168*	.1577	.1017	.1748	.0632	.0179	.2398				
12. Question 12	-1.09	1.49	.0512	.0764	.2502**	.1663	.1920*	.1277	.0882	.0458	.2569**	.0413	.3064**			
13. Question 13 c	-1.55	1.35	.2829**	.3773**	.3770**	.2145*	.3002**	.2939**	.2550**	.0578	.0625	.1305	.3669**	.1113		
14. Question 14 a	-1.43	1.14	.1533	.0763	.1460	.1868*	.1768	.1670	.0640	.0419	.1322	.1258	-.0086	.2326**	.1167	
15. Question 15	-1.95	1.29	.1440	.0663	.2071*	.2095*	.2683**	.2579**	.3009**	.1349	.1485	.1179	.1924*	.1094	.3153**	.0115
16. Question 16 a	-0.02	1.74	.1415	.0592	.3412**	.1998*	.1558	.1050	.0300	.0148	.0577	.1972*	.1168	-.0552	.2248*	-.1273
17. Question 17 c	-0.61	1.40	.1115	.0817	.1185	.3482**	.0818	.0477	.0879	.0822	.0386	.0051	.1625	.0871	.0801	.1520
18. Question 18 a	-1.89	1.11	.4014**	.2933**	.3334**	.3560**	.1718	.2636**	.2846**	.0439	.2597**	.0389	.3030**	.2146*	.3185**	.1327
19. Question 19 a	0.30	1.44	.2124*	.0698	.2313*	.2379**	.1489	.0289	.0205	-.0302	.1217	.1120	.1195	.2052*	.0499	.1659
20. Question 20 b	-1.69	1.07	.3410**	.1371	.3940**	.2671**	.1855*	.2667**	.3090**	-.0407	.1548	.0899	.2842**	.1135	.4303**	.1205
21. Question 21 d	-0.10	1.66	.1534	.1812	.2784**	.2546**	.3721**	.1334	.1397	-.0274	.0995	.2243*	.1921*	.1755	.1425	.0488
22. Question 22	-1.10	1.21	.0639	.3141**	.2120*	.1878*	.2713**	.3442**	.2690**	.2478**	.2731**	.0957	.0730	.2363**	.3151**	.0466
23. Question 23 e	-0.91	1.73	.1416	.2153*	.0701	.1341	.1580	.1279	.1289	-.0164	-.0403	.1546	-.0014	-.0524	.1883*	.0817
24. Question 24	-1.42	1.27	.2034*	.1645	.1830*	.2995**	.2057*	.2336**	.2555**	.2351*	.2164*	-.0142	.2026*	.1941*	.2130*	.3109**
25. Question 25	-0.98	1.44	.2396**	.1369	.2178*	.3597**	.2549**	.1159	.1165	.2071*	.1650	.0845	.2803**	.4398**	.1499	.3008**
26. Question 26	-1.00	1.23	.3192**	.3184**	.2531**	.2040*	.2481**	.2118*	.1818	.1112	.0412	.1496	.2306*	.0712	.2976**	.1446
27. Question 27	-2.58	0.91	.2070*	.0208	.3696**	.2104*	.0337	.1891*	.5298**	.1498	.3256**	.0012	.2865**	.1967*	.2803**	.1124
28. Question 28 c	-1.36	1.67	.2799**	.1091	.3448**	.4422**	.1707	.2255*	.1868*	.2323*	.0828	.1110	.2300*	.0964	.2371*	.1522
29. Question 29	-1.36	1.58	.1018	.1045	.2056*	.1914*	.1368	.2433**	.2017*	-.0555	.1464	-.0033	.2032	.2019*	.1220	.0407
30. Question 30 a	-2.15	1.19	.3707**	.2102	.2628**	.1453	.1879*	.3084**	.3327**	-.0379	.1743	.0527	.2081*	.0668	.3139**	.0742
31. Total Score	129.07	16.92	-.5049**	-.4261**	-.6067**	-.6068**	-.4883**	-.4518**	-.4422**	-.2683**	-.2902**	-.3202**	-.4533**	-.3875**	-.5498**	-.3673**

n=123 except where noted

a n=122

b n=121

c n=119

d n=117

e n=120

* p<.05 **p<.01

Table 11 cont.
Correlations of Attitudes Towards Disabled Persons

Variables	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
16. Question 16 a	1.0000															
17. Question 17 c	-.0181	1.0000														
18. Question 18 a	.3410**	.0660	1.0000													
19. Question 19 a	.0811	.3822*	.2045*	1.0000												
20. Question 20 b	.3588**	.0582	.5313**	.1713	1.0000											
21. Question 21 d	.0940	.0189	.0752	.2077*	.1070	1.0000										
22. Question 22	.0777	-.0086	.2707**	.0535	.1748	.1477	1.0000									
23. Question 23 e	-.0421	.0205	.0820	-.1072	.0334	.1713	.1840*	1.0000								
24. Question 24	-.0382	.1687	.3485**	.2061*	.1767	.0780	.3521**	.1032	1.0000							
25. Question 25	-.0229	.2489**	.3426**	.3707**	.2792**	.1539	.2955**	-.1561	.4819**	1.0000						
26. Question 26	.1806*	.0887	.2952**	.2720**	.3958**	.0544	.2469**	-.0430	.2409**	.2446**	1.0000					
27. Question 27	.1598	.1689	.3602**	.2296*	.4010**	.0174	.1264	.1012	.2133*	.0941	.2506**	1.0000				
28. Question 28 c	.1837*	.0845	.3505**	.1906*	.3305**	.1157	.2410**	-.1173	.3143**	.2728**	.3147**	.2881**	1.0000			
29. Question 29	.0251	.0667	.3000**	.2248*	.2649**	.0781	.1056	-.0244	.1704	.1030	.1665	.3146**	.2310*	1.0000		
30. Question 30 a	.2279	-.0361	.5026**	.2453**	.4520**	.0931	.1270	-.0017	.1393	.1546	.2076*	.4215**	.4294**	.2213*	1.0000	
31. Total Score	-.3159**	-.3164**	-.5953**	-.3671**	-.5445**	-.3738**	-.4342**	-.1847**	-.5028**	-.5241**	-.4677**	-.4862**	-.5264**	-.3665**	-.4744**	1.0000

n=123 except where noted

a n=122

b n=121

c n=119

d n=117

e n=120

* p<.05 **p<.01

Table 12
 Results of Regression Analysis for
 Model of Social Role Valorization

Multiple R	.17365				
R square	.03015				
Adjusted R Square	.00570				
Standard Error	16.84375				
Variable	B	SE B	Beta	F	Sig F
Past Experience	.405578	.257545	.142777	2.480	.1180
Social Environment	-.104271	.400899	-.030456	.068	.7952
Physical Environment	.237347	.219274	.126986	1.0172	.2813
Constant	117.793102	10.227698		132.643	.0000

stands out because of their relationship to each other. The results would suggest that the higher the stress level, the higher the dissatisfaction with the organization.

Customer Acceptability of the Disabled at Destination
Marketing Organizations

Carlzon (1987) defines the moment of truth as, "any contact between a customer and a business that gives the customer an impression of the business and from which the customer make judgments about the business." Carlzon goes on to explain that a customer makes a judgment about a business each time he or she has any contact with any element in that business. This has major implications for destination marketing organizations that may hire someone who has a physical disability which could give a customer an unfavorable impression. Therefore, the study's last hypothesis was developed.

HIII: In the tourism industry,
customer acceptability is
one of the most important
factors considered in the
decision to hire a disabled person.

To address this question, respondents were asked to rank in importance factors that would affect the hiring of the

disabled in section 5 of the survey. Section 7 asked directly: "Is customer acceptance a factor in hiring the physically disabled in a Destination Marketing Organization?"

The response to this question was very interesting; in section 5 when asked indirectly if customer acceptability was a factor in hiring the disabled 43% said that it would be a factor. (Table 13). However, when the question was asked directly in section 7 of the survey if customer acceptability was a factor in hiring of the disabled only 17.1% of the population of destination marketing CEO's/Executive Directors surveyed said that customer acceptance was a factor. This contradiction in answers is interesting because it shows some bias by the respondents depending on how the question was asked.

From the respondents who said that customer acceptance was important, the following list of five reasons was compiled:

1. Public reaction to a disabled person
2. Appearance of disabled employee to the customer
3. Customer perception of organization because of the disabled employee
4. Hardship for a disabled person to do the job
5. Inability to perform essential tasks

What is striking about this list is not the fact that reasonable accommodations might have to be made, but the

Table 13
Frequencies of Customer Acceptability
in Hiring of the Disabled

Customer Acceptability	Percentage
No Affect	57.00
Slight Affect	27.20
Moderate Affect	12.30
Strongly Affect	3.50

perception that customers would have negative attitudes towards the disabled employee, which would in turn discourage a CEO/Executive Director of the destination marketing organization from hiring a disabled person.

Some of the comments on the completed surveys suggested that because of the type of organization the respondents worked for, they were going to be "politically correct" because they did not want to risk personal or corporate liability.

An issue that arose from this study was that since the study looked at the top level of management in destination marketing organizations, it did not address how this question would be answered by mid level and supervisory management. Since these people are usually the ones who do the hiring and firing in an organization, it would be useful to know how their opinions in this area would differ from those of the CEO's/Executive Directors.

Second, since the population surveyed had 123 respondents, it could be argued that if the study size were larger then the proportion of those who consider customer satisfaction to be important in hiring the disabled would be higher than shown in this study. It could also be argued that the 59 percent who didn't return their surveys may have chosen not to participate because they didn't want to reveal "politically incorrect" negative attitudes toward the disabled.

Summary

In this chapter the results of the statistical analysis were presented, as were the respondent group's demographic characteristics. Analysis of the data revealed that destination marketing CEO's/Executive directors did not hold negative or devaluing attitudes toward the disabled. The results did show, however, that there was concern about public perceptions of disabled employees and thus there was a reluctance to hire the disabled in these types of organizations. The relationship between past experience, physical environment, organizational beliefs and attitudes, and actual observations of the disabled was not confirmed.

CHAPTER V

CONCLUSIONS AND DISCUSSION

The purpose of this study was to look at attitudes towards the disabled, using a group of destination marketing CEO's/Executive Directors, to see if the disabled were viewed as devalued. The first part of the study tested Wolfenberger's model of how people form judgments about disabled people, according to his Social Role Valorization Theory. The second part of the study looked at the issue of whether customer acceptance would affect the decision of the CEO/Executive Director of a destination marketing organization to hire a disabled person.

A literature review was done to determine which areas needed to be examined to understand the issue of attitudes towards the disabled in the tourism industry. It was discovered that there was no literature pertaining to attitudes towards the disabled in the tourism industry. Since there was no literature in the tourism industry, literature was reviewed from the fields of industrial psychology, and disabled psychology. As a result of this review, the study focused on testing Wolfensberger's model of Social Role Valorization and how people make decisions on how people are devalued or not. Another decision based on the literature

review was to ask the respondents their views on hiring the disabled in destination marketing organizations.

A survey instrument was developed and sent to 360 CEO's/Executive Directors, the total membership of this destination marketing organization. The group represented the total population of destination marketing organizations. The surveys were sent out twice to all members of the destination marketing organization to maximize the response rate. One hundred forty-two responses were received with 123 of those (34 percent) being usable for analysis of the data.

In order to determine if destination marketing CEO's/Executive Directors devalued the disabled in their destination marketing organizations the following hypothesis was proposed:

HI: Individuals hold a distinct set of attitudes about disabled persons that cause the disabled to be viewed as devalued in the workplace.

Past Experience, physical environment, and social environment were the critical dimensions used to test this hypothesis. Correlation and multiple regression analysis, determined that destination marketers do not hold a distinct set of attitudes which view the disabled as devalued; thus the hypothesis was not supported. However, there is some

question given the results of the study which suggest that the CEO's/Executive Directors were not fully forthcoming in their responses. Written responses in the comments section of the survey showed that many individuals felt that it would not be "politically correct" to express how they really felt about disabled persons. This issue alone dictates that further study should be done to investigate the effects of political correctness on studying issues related to the disabled.

In summary, the results shown here suggest that destination marketing CEO's/Executive Directors do not devalue the disabled according to Wolfensberger's Social Role Valorization Model.

In order to see if any of the component parts of Wolfensberger's model correlated with attitudes toward the disabled, a set of sub hypotheses was tested.

HIa: There is a relationship between past experiences with disabled persons and attitudes concerning the disabled.

HIb: There is a relationship between the physical environment and attitudes concerning the disabled.

H1c: There is a relationship between the social environment and attitudes concerning the disabled.

No significant relationships were found between the dimensions of past experience, physical environment, social environment and attitudes towards disabled persons.

The data indicates that in general, destination marketing CEO's/Executive Directors are more inclined not to devalue disabled persons. The reason for this may be that these people, while they set policy in their own destination marketing organizations, do not engage in the actual day-to-day operation of the organizations. The ones who do this are the unit managers and other persons under the CEO/Executive director.

The final hypothesis was developed to answer the following question. Is customer acceptance a factor in hiring the physically disabled in a destination marketing organization?

H11: In the tourism industry, customer acceptability is one of the most important factors considered in the decision to hire a disabled person.

This hypothesis was partially rejected. In section 5 of the study 43% of the respondents said that customer acceptability of a disabled person would affect the decision on whether to hire a disabled person or not. However, in section 7 of the survey only 17% of the respondents said that customer acceptance was a factor in deciding whether a disabled person would be hired in a destination marketing organization. Thus, there is a question of respondent bias about customer acceptability depending on how the question is presented. In comments at the end of the survey, many said that because of pressure to be "politically correct," they could not express their true feelings about hiring the disabled. If these respondents had answered the way they truly felt, I suspect that the percentage of those who considered customer acceptability in the hiring decisions would be considerably higher.

The fact that on one hand 43% of the respondents considered the disability of a potential applicant to affect customer acceptance suggests that these managers do devalue the disabled as functional members of our society.

Implications

The primary purpose of this study was to see if there was a true model to predict how persons in the tourism industry either valued or devalued the disabled as possible employees in destination marketing organizations. This

research explored the state of attitudes towards the disabled in the tourism industry. The study tested Wolfensberger's model of Social Role Valorization and how persons decide if a disabled person is devalued or not. The results of the study were conclusive for one group of persons working in the tourism industry.

The results of this study suggest that CEO's/Executive Directors of destination marketing organizations accept the disabled in the general public but may not wish them to work in their organization. If this is true then the question has to be asked, What does this do to enforcement of Title I of the Americans with Disabilities Act? What are the far-reaching implications for the tourism industry as a whole?

Comments were made on this survey that since the results might have to be made public, the responses were "politically correct" in order to avoid liability. Also, it may be significant that the population surveyed was primarily white and college-educated. This group may not be representative of persons with different backgrounds.

Many questions could be raised about the likely results if this study repeated with different populations, e.g. in the foodservice or hotel industry environment using different levels of management? This remains a major area for further study.

The issue of customer acceptability has serious implications for the tourism/hospitality industry. Since

there is a perception that the tourism/hospitality industry is a glamour industry, employers may fear negative customer judgments so much that they avoid hiring disabled employees and thus do not give them a fair trial. The fact that 43 percent of the respondents said that customer acceptability had an effect on hiring the disabled is significant in itself with the following implications for various areas.

The implications for destination marketing organizations are as follows: First destination marketing CEO's/Executive Directors will need training on how to relate to the disabled in their own organizations. Second, destination marketing organizations will have to start training their employees to be accepting of both physically and mentally disabled persons in the workplace. Third, destination marketing organizations will need to focus training on the mid-level manager who may be the one who does the hiring in the destination marketing organization. Fourth, the legal ramifications of devaluing the disabled (discrimination) in the hiring process will have to be balanced against customer acceptance of the disabled person and the operational necessities of destination marketing organizations. This, I suspect, will be the most difficult issue for destination marketing organizations to work out.

The implications for academic research on how the disabled will assimilate into the tourism/hospitality industry are as follows: First, research will have to be

done on how entry level managers, such as those graduating from hospitality schools, deal with the disabled as employees. This is important because graduating students are often the persons who do the hiring and firing for a tourism organization as first line supervisors. Thus, if 43 percent or more of those first line supervisors think customer acceptability is important, this may affect the decision to hire the disabled. This in turn could bring a possible discrimination charges against the organization if the first line supervisor did not hire a disabled person because of perceived organizational importance about customer acceptability. Though the results are not generalizable from the population surveyed to first line supervisors, the fact is that first line supervisors are closer to the customer base and may well have stronger feelings on this point.

The research to date was all done prior to the passage of The Americans with Disabilities Act. Since then, the public has become more sensitized to the disabled in general. Also, the disabled are more apt to exercise their rights under the Americans with Disabilities Act. Thus, it is imperative that tourism researchers look at the issue of how the "new generation" of tourism/hospitality managers deals with disabled employees. Second, the academic community will now have a basis to see how the disabled are valued or devalued in the tourism/hospitality industry from the point of the customer visiting tourism/hospitality organizations.

This study showed that the population of destination marketing managers surveyed are for the most part very competent and experienced in their jobs and understand human resource issues very well. However, there is work to be done, since it was shown that 43 percent of the membership in the study considered the issue of customer acceptability to be a reason why the disabled might not be hired at a destination marketing organization. A way to accomplish this is through the destination marketing organization's newly formed executive management development program for its members. A program could be developed to sensitize managers to the disabled and how the disabled can fit into destination marketing organizations.

Future Research

The results of this study suggest avenues for further research into attitudes towards the disabled in the tourism and hospitality industries. It may be difficult to obtain accurate data due to the perceived pressure on organizations to be "politically correct". However, here are some areas in which further research could be done.

The first area would be to retest Wolfensberger's model of Social Role Valorization to see if there are any variations in his model that need to be looked at. Perhaps the way the disabled are devalued is a modified version of

Figure 1. Once a decision on whether a person is devalued is made, does that valuation stand or does it cycle back to past experiences as shown in Figure 2.

The second area of research is investigation of how students in major tourism/hospitality management programs view the disabled. A comparison study could be done to see if managerial experience affects how the disabled are valued or devalued.

The third area of research study would be longitudinal study to see if attitudes in the sampled population changed over a period of 5, 10 or 15 years. This would be the best test to study the effects of the Americans with Disabilities Act over a long period of time.

A fourth area of research would be to look at how entry level managers view the disabled and see if these managers devalue the disabled or not. A large tourism/hospitality organization with at least 1,000 employees would be the ideal sample to use for this type of study.

Because asking personal questions about how managers feel about certain groups could be sensitive and controversial, the study would have to be done by a third party to assure confidentiality.

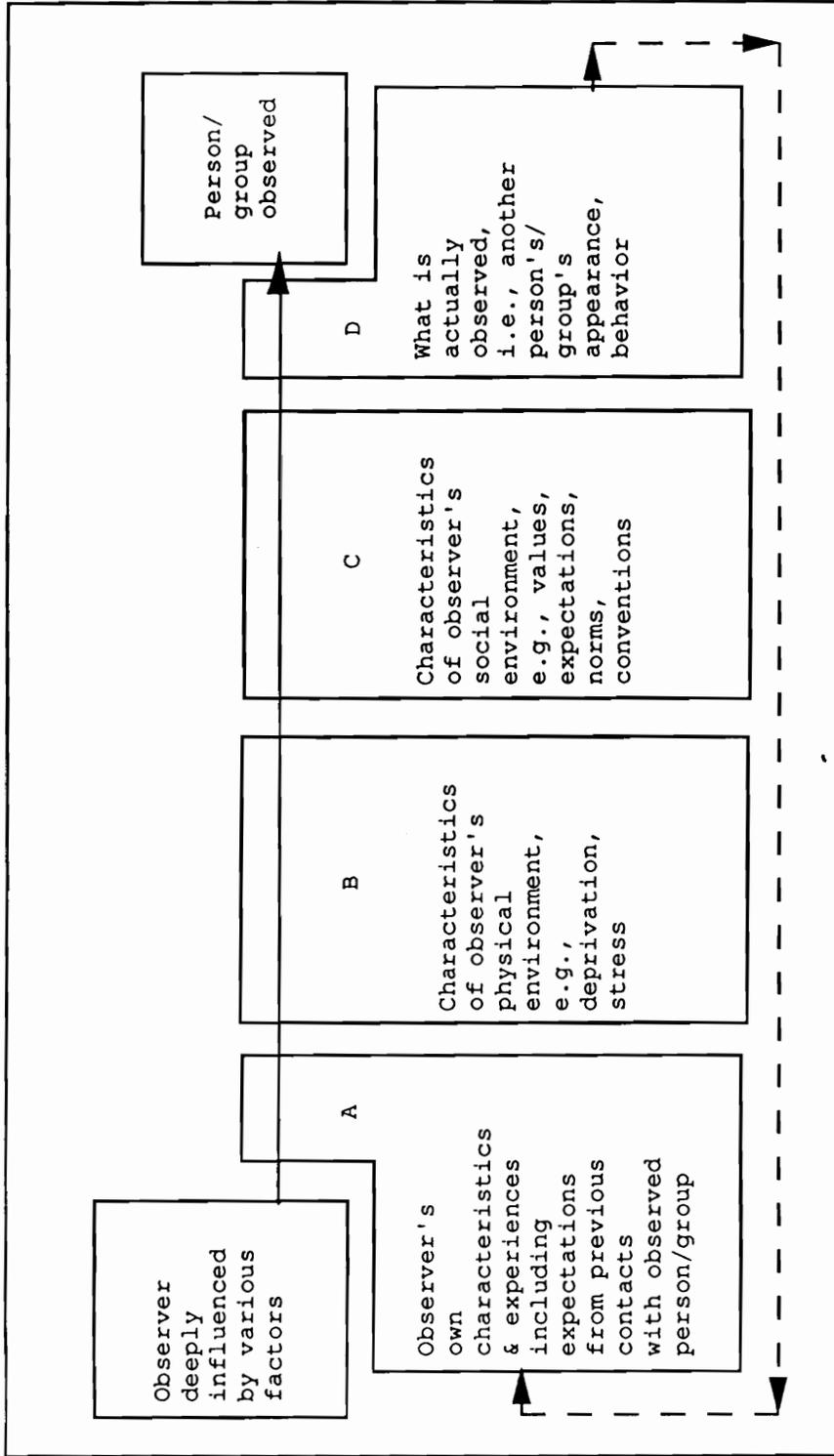


Figure 2
Social Role Valorization as it Actually Works

BIBLIOGRAPHY

- Americans with Disabilities Act of 1990. July 26, 1990, 104. Stat. 327.
- Ashburn, R. C. (1973). Attitudes of administration facilities toward disabled persons. Dissertation Abstracts International, 35, 901-902B.
- Babbie, E. (1990). Survey Research Methods (2nd ed.). Belmont, California: Wadsworth.
- Bank-Mikkelsen, N.E. (1969). A metropolitan area in Denmark: Copenhagen. In R. Kugel & W. Wolfensberger (Eds.), Changing patterns in residential services for the mentally retarded. (pp. 227-254). Washington: President's Committee on Mental Retardation.
- Bedeian, A.Y. and Armenakis, A.A. (1981). A path-analytic study of the consequences of role conflict and ambiguity. Academy of Management Journal, 24, 417-424.
- Bell, A.H. (1967). Measure for adjustment of the physically disabled. Psychological Reports, 21, 773-778.
- Bhagat, R.S., and Allie, S.M. (1989). Organizational Stress, personal life stress, and symptoms of life strains: An examination of the moderating role of sense competence. Journal of Vocational Behavior, 35, 231-253.
- Bowen, D. (March 17, 1989). "Leadership Aspects and Reward Systems of Customer Satisfaction," Speech at CTM Customer Satisfaction Conference, Los Angeles, CA.
- Burns, R. K., Thurstone, L. L., Moore, D. G., and Baehr, M. E. (February, 1956) "How Good is Good Morale?" Factory, 130-136.
- Carlzon, J. (1987) Moments of Truth. New York: Harper & Row.
- Carmines, E. G. and Zeller, R. A., (1979). Reliability and Validity Assessment. Newbury Park, CA: Sage Publications, 43-47.
- Conine, T. A., (1968). Teachers' attitudes toward disabled persons. Dissertation Abstracts International, 29, 4102A.

- Dietl, D., (1988). The Game Plan Works for Marriott. Worklife, 1, (2) 30-32.
- DuPont E. I. de Nemorus & Co., Inc. (1973). Handicapped Employees (Research Report). Newport, DE: Author.
- DuPont E. I. de Nemorus & Co., Inc. (1981). Follow-up on previous handicapped employee study (Research Report). Newport, DE: Author.
- DuPont E. I. de Nemorus & Co., Inc. (1991). Equal to the Task II (Research Report). Newport, DE: Author.
- Foley, J. D. (1978). Teacher attitudes toward the handicapped and placement preferences for exceptional students. Dissertation Abstracts International, 39, 773A.
- Grunewald, K. (1969). A rural county in Sweden: Malmous County. In R. Kugel & W. Wolfensberger (Eds.), Changing Patterns in residential services for the mentally retarded. (pp. 255-287). Washington, DC: Government Printing Office.
- Hattlage, L. C. and Tarba, D. (1971). Implications of differential employer acceptance of individuals with physical, mental, and social handicaps. Rehabilitation Research and Practice Review, 2(3), 45-48.
- Hill, M. and Wehman, P. (1980). Employer and Nonhandicapped Co-Worker Perceptions of Moderately and Severely Retarded Workers. Journal of Contemporary Business, 8(4), 107-112.
- Holmes, D.A. and McWilliams, J.M. (1981). Employer's Attitudes Toward Hiring Epileptics. Journal of Rehabilitation, 2, 20-21.
- Hsu, Mu-Lan, (1982). Monitoring Psychological Stress Means Preventative Management. Industrial Management, 24(4), 7-11.
- Kensworthy, T. (1990, May 18) House adds AIDS admendment to measure for disabled. The Washington Post, p.A12.
- Kohl, J.P., and Greenlaw, P.S. (1992). The ADA, Part II: Implications for Managers. The Cornell Hotel and Restaurant Administration Quarterly, 33(1), 33-39.
- Krefting, L.A., and Brief, A.P. (1976). The Impact of Applicant Disability on Evaluative Judgements in the Selection Process. Academy of Management Journal, 19(4), 675-680.

- Lattuca, F. and Scarpati, S. (1989). Training the Handicapped as a Resource for the Foodservice Industry. Hospitality Education and Research Journal, 13(1), 37-44.
- Meehan, M. J. (1980). The use of films in changing attitudes of sixth graders in a bilingual setting toward the disabled. Dissertation Abstracts International, 41, 3846A.
- Meek, A., and Uysal, M., (1992). Restaurant Owners' Attitudes Toward the Disabled and the Americans with Disabilities Act. Hospitality Research Journal. 15(3), 65-73.
- Milkovich, G. T., and Boudreau, J. W. (1988). Personnel/Human Resource Management: A Diagnostic Approach: (5th ed). Plano, Texas: Business Publications, Inc, 164.
- Mithaug, D. E. (1980). Negative Employer Attitudes Toward Hiring the Handicapped: Fact or Fiction. Journal of Contemporary Business, 8(4), 19-26.
- Murrmann S. K., (1992). The Americans with Disabilities Act: Perspectives on Reasonable Accommodation. Journal of the International Academy of Hospitality Research, 1(5), 1-16.
- National Restaurant Association and National Institute of Mental Health (1981). Employment in Foodservice: Mentally Restored, Mentally Retarded, Physically Handicapped (Research Report). Washington, D.C.: Author.
- Nirje, B. (1969). The normalization principle and its human management implications. In R. Kugel & W. Wolfensberger (Eds.), Changing patterns in residential services, for the mentally retarded. (pp. 179-195). Washington: President's Committee on Mental Retardation.
- Nunnally, J.C. (1978) Psychometric Theory. (pp225-255). (2nd. ed.). New York: McGraw-Hill.
- Perritt, H. H. Jr., (1991). Americans with Disabilities Handbook (2nd ed.). New York: John Wiley & Sons.
- Pati, G. (1978). Countdown on hiring the handicapped. Personnel Journal, 57(3), 144-153.
- Reeder, L. and Donahue, G. (1958). Cardiac employment potential in urban society. Journal of Chronic Diseases, 8, 230-243.

Romeo, P. (1990, July, 9). Foodservice fights to revive AIDS clause. Nation's Restaurant News. 24, pp.1,2.

_____ (1991, May 20). Trade associations mount final effort to revise ADA rules. Nation's Restaurant News. 25, pp. 6.

_____ (1992, January 27). ADA imposes new duties on operators. Nation's Restaurant News. 26(4), pp. 1,4.

Rosswurm, M. A. (1980). Changing nursing students' attitudes toward persons with physical disabilities. ARN Journal, 14, 12-14.

Schapiro, J. A., and Berger, F., (1984). Responsibilities and Benefits in Hiring the Handicapped. The Cornell Hotel and Restaurant Quarterly, 24(4), 58-67.

Shames, G.W., and Glover, W.G. (Eds.). (1989). World Class Service. Yarmouth, Maine: Intercultural Press.

Sink, D. W. Jr., (1987). The Impact of Applicant Disability on Personnel Managers' Evaluative Judgements (Doctoral Dissertation, Virginia Polytechnic Institute and State University, 1986). Dissertation Abstracts International, 48, 567A.

Smith, J. H. Jr., (1992). A Study of Handicapped Employment In the Hospitality Industry. Hospitality and Tourism Educator. 4(3), 16-25.

SPSS Inc. (1991). SPSS Statistical Analysis Program for the Macintosh Version 4.02 [Computer Program]. Chicago, IL: SPSS, Macintosh Software Division.

Stokes, S. K., (1990). Restaurant Supervisors: Don't Discount the Disabled. The Cornell Hotel and Restaurant Administration Quarterly, 30(4), 14-17.

Sullivan, S. E., and Bhagat, R.S. (1992). Organizational Stress, Job Satisfaction and Job Performance: Where Do We Go From Here. Journal of Management, 18(2), 353-374.

Wolfensberger, W., (1972). The Principle of Normalization in Human services. Toronto: National Institute on Mental Retardation.

- _____, (1980a). The definition of normalization: update, problems, disagreements, and misunderstandings. In J.R. Flynn & K.E. Nitsch (Eds.), Normalization, social intergration and community services. (pp. 71-115). Baltimore, MD: University Park Press.
- _____, (1980b). Research, empiricism, and the principle of normalization. In J.R. Flynn & K.E. Nitsch (Eds.), Normalization, social intergration and community services. (pp. 117-129). Baltimore, MD: University Park Press.
- _____, (1983). Social Role Valorization: A Proposed New Term for the Principle of Normalization. Mental Retardation, 21(6), 234-239.
- _____, (1991). A brief introduction to Social Role Valorization as a high-order concept for structuring human services. Syracuse, NY: Training Institute for Human Service Planning, Leadership and Change Agency (Syracuse University).
- Wolfensberger, W., and Tullman, S. (1982). A brief outline of the principle of normalization. Rehabilitation Psychology, 27, (3), 131-145.
- Woods, R. H., and Kavanaugh, R.R., (1992). Here Comes the ADA- Are You Ready? (Part I), The Cornell Hotel and Restaurant Administration Quarterly, 33(1), 24-32.
- Yuker, H. E. and Block, J. R., (1985). Research with the Attitudes Towards Disabled Persons Scales (ATDP) 1960-1985.
- Yuker, H. E., Block, J. R., and Campbell, W J. (1960). A scale to measure attitudes towards disabled persons. Albertson, N. Y.: Human Resources Center.
- Yuker, H. E., Block, J. R., and Young, J. H. (1966). The measurement of attitudes toward disabled persons. Albertson, N.Y.: Human Resources Center.
- Zeithaml, V.A., Parasuraman, A., and Berry, L.L. (1990). Delivering Quality Service. New York: The Free Press.

APPENDIX

November 20, 1992

Dear CEO/Executive Director:

With the authorization of the Destination Marketing Organization of which your organization is a member, I am requesting your assistance in completing a **Survey on Attitudes on the Disabled in Tourism Destination Marketing Organizations**. The survey shouldn't take more than 20 minutes of your time to finish. For your acknowledgement, the responses will be strictly confidential and used only in finalizing my Ph.D. dissertation

This research is important for three main reasons. First, since the passage of the Americans with Disabilities Act your organization could be liable for employment issues relating to disabled persons, whom may already work for you. Second, your attitude towards the disabled as regards to the promotion of your destination could affect whether groups that have disabled persons come to your location for their meeting or not. Third, the analysis and evaluation of the data collected will help in the development of Human Resources course materials relative to the University of Calgary's proposed Executive Program in Destination Management commencing in 1993.

As mentioned, the survey results will be kept confidential. However, if you wish to have an executive summary of the survey, I would be pleased to send you one at no cost. Include your business card or copy thereof for this purpose and as a bonus I will place your name in a random drawing of respondents which the winner would receive a waiver of registration fees for one of the above Executive Program courses (valued U.S. \$1,000-\$1,500).

You can return the survey in two ways: Complete the survey and fax to the undersigned at (403) 283-1043 or you can mail the survey back to the following address:

**Professor Garret A. Ross
University of Calgary
Faculty of Management
Tourism Management Group
2500 University Drive N.W.
Calgary AB
T2N 1N4
Canada**

I thank you, in advance for your support. If there are any questions, please contact me.
Sincerely,

Garret A. Ross

Garret A. Ross
Assistant Professor, University of Calgary

THE DISABLED IN CONVENTION & VISITOR BUREAUS QUESTIONNAIRE

Dear President/Executive Director:

The following survey is currently being administered to destination marketing executives like yourself in an effort to attain your perceptions of the disabled in the tourism industry, and specifically, in destination marketing organizations. Please circle the answer to your response and please return the completed questionnaire by Fax to (403) 283-1043 or mail to the address on the cover letter. All individual results will be kept confidential; however, a summary report will be made available upon request.

Section 1 *Organizational Beliefs and Attitudes*

This section asks about your organizations beliefs and attitudes. Please circle each statement according to how much you agree or disagree with it.

SA: I Strongly Agree
A: I Agree

D: I Disagree
SD: I Strongly Disagree

- | | | | | |
|--|----|---|---|----|
| 1. I am aware of attitudes and feelings among my group that other managers don't know about. | SA | A | D | SD |
| 2. Our supervisory training programs meet all our needs. | SA | A | D | SD |
| 3. Supervisors here don't feel as secure about their jobs as do the people they supervise. | SA | A | D | SD |
| 4. I have enough time to train my people properly. | SA | A | D | SD |
| 5. Supervisors in this organization allow too many infringements of company rules to go by unnoticed. | SA | A | D | SD |
| 6. Discipline is not a problem in my organization. | SA | A | D | SD |
| 7. This organization should do more to see that supervisors learn about important changes before the workers do. | SA | A | D | SD |
| 8. I have the proper training in supervisory techniques and human resources. | SA | A | D | SD |
| 9. Our organization has too many policies that interfere with our doing a good job. | SA | A | D | SD |
| 10. I get prompt action on my concerns. | SA | A | D | SD |
| 11. It is clear to me when I can act on my own and when I should obtain prior approval. | SA | A | D | SD |

In this part of the section please circle the response which best fits your organization.

SD: I Strongly Disagree
D: I Disagree

N: I Don't Know

A: I Agree
SA: I Strongly Agree

- | | | | | | |
|---|----|---|---|---|----|
| 12. There is very little personal friction among people in this organization. | SD | D | N | A | SA |
| 13. This organization makes its supervisors feel they are part of management. | SD | D | N | A | SA |
| 14. When a "crunch" time comes, my people are right behind me. | SD | D | N | A | SA |
| 15. I should have more time for performance appraisals of my employees. | SD | D | N | A | SA |
| 16. The morale of the employees in my organization is quite good. | SD | D | N | A | SA |

Section 2 Workplace Stress

This section asks you about stress in the workplace. Please circle each statement according to how much you agree or disagree with it.

- | | | | | | |
|--|----|---|---|---|----|
| 1. I feel fidgety or nervous because of my job. | SA | A | N | D | SD |
| 2. Problems associated with work have kept me awake at night. | SA | A | N | D | SD |
| 3. I often feel nervous or jumpy on my job. | SA | A | N | D | SD |
| 4. I am often bothered by acid indigestion or heartburn. | SA | A | N | D | SD |
| 5. I feel completely worn out at the end of each day. | SA | A | N | D | SD |
| 6. I find it difficult to get up in the morning. | SA | A | N | D | SD |
| 7. If I had a different job, my health would probably improve. | SA | A | N | D | SD |
| 8. I sometimes feel weak all over. | SA | A | N | D | SD |
| 9. I feel that I am useful and needed. | SA | A | N | D | SD |
| 10. I am more irritable than usual. | SA | A | N | D | SD |
| 11. I feel downhearted and blue. | SA | A | N | D | SD |
| 12. I feel hopeful about the future. | SA | A | N | D | SD |

In this part please mark the response you feel best represents the question.

13. All in all, how satisfied would you say you are with your job?	Very Satisfied	Satisfied	Don't Know	Dissatisfied	Very Dissatisfied
14. In general, how well would you say you are that your job measures up to the sort of job you wanted when you took it?	Very Like	Like	Don't Know	Not Like	Not Very Like
15. If you had to decide all over again whether to take the job you now have, what would you decide?	Same job without hesitation	Second thought same job	Don't Know	Consider Change	Change Job
16. If a good friend of yours told you that he/she was interested in working in a job like yours, what would you tell him/her?	Strongly Recommend	Recommend	Don't Know	Oppose	Strongly Oppose
17. How do you see yourself in your job?	Very Successful	Successful	Don't Know	Unsuccessful	Very Unsuccessful
18. How do you see yourself in your job?	Very Important	Important	Don't Know	Unimportant	Very Unimportant
19. How do you see yourself in your job?	Doing my best	Somewhat doing my best	Don't Know	Somewhat not doing my best	Not doing by best

Section 3 *Past Experiences*

Please indicate your past experiences in dealing with the following groups by circling the appropriate response from the following scale:

VP: Very Positive
P: Positive

N: Negative

VN: Very Negative
ND: Never Dealt With The Group

- | | | | | | |
|---|----|---|---|----|----|
| 1. My personal experience with the blind has been | VP | P | N | VN | ND |
| 2. My personal experience with the hearing impaired has been | VP | P | N | VN | ND |
| 3. My personal experience with the mentally retarded has been | VP | P | N | VN | ND |
| 4. My personal experience with the physically disabled has been | VP | P | N | VN | ND |
| 5. My personal experience with the chronically ill (diabetes, cancer, heart disease) has been | VP | P | N | VN | ND |
| 6. My personal experience with persons infected with HIV or AIDS has been | VP | P | N | VN | ND |
| 7. My personal experience with the multiply disabled (any combination of physical or mental illness) has been | VP | P | N | VN | ND |

Section 4 *The Disabled in General*

This section asks your opinion about disabled persons in general. Please circle each statement according to how much you agree or disagree with it.

SA: I Agree Very Much

A: I Agree A Little

MD: I Disagree Pretty Much

MA: I Agree Pretty Much

D: I Disagree A Little

SD: I Disagree Very Much

- | | | | | | | |
|---|----|----|---|---|----|----|
| 1. Disabled People are often unfriendly. | SA | MA | A | D | MD | SD |
| 2. Disabled people should not have to compete for jobs with physically normal people. | SA | MA | A | D | MD | SD |
| 3. Disabled people are more emotional than other people. | SA | MA | A | D | MD | SD |
| 4. Most disabled persons are more self-conscious than other people. | SA | MA | A | D | MD | SD |
| 5. We should expect just as much from disabled as from non disabled persons. | SA | MA | A | D | MD | SD |
| 6. Disabled workers cannot be as successful as other workers. | SA | MA | A | D | MD | SD |

7. Disabled people usually do not make much of a contribution to society.	S	A	MA	A	D	MD	SD
8. Most non disabled people would not want to marry anyone who is physically disabled.	S	A	MA	A	D	MD	SD
9. Disabled people show as much enthusiasm as other people.	S	A	MA	A	D	MD	SD
10. Disabled persons are usually more sensitive than other people.	S	A	MA	A	D	MD	SD
11. Severely disabled persons are usually untidy.	S	A	MA	A	D	MD	SD
12. Most disabled people feel that they are as good as other people.	S	A	MA	A	D	MD	SD
13. The driving test given to a disabled person should be more severe than the one given to the non disabled.	S	A	MA	A	D	MD	SD
14. Disabled people are usually sociable.	S	A	MA	A	D	MD	SD
15. Disabled persons usually are not as conscientious as physically normal people.	S	A	MA	A	D	MD	SD
16. Severely disabled persons probably worry more about their health than those who have minor disabilities.	S	A	MA	A	D	MD	SD
17. Most disabled persons are not dissatisfied with themselves.	S	A	MA	A	D	MD	SD
18. There are more misfits among disabled persons than non disabled persons.	S	A	MA	A	D	MD	SD
19. Most disabled persons do not get discouraged easily.	S	A	MA	A	D	MD	SD
20. Most disabled persons resent physically normal people.	S	A	MA	A	D	MD	SD
21. Disabled children should compete with physically normal people.	S	A	MA	A	D	MD	SD
22. Most disabled person can take care of themselves.	S	A	MA	A	D	MD	SD
23. It would best if disabled persons would live and work with non disabled persons.	S	A	MA	A	D	MD	SD
24. Most severely disabled persons are just as ambitious as physically normal people.	S	A	MA	A	D	MD	SD
25. Disabled people are just as self confident as other people.	S	A	MA	A	D	MD	SD
26. Most disabled persons want more affection and praise than other people.	S	A	MA	A	D	MD	SD

- | | | | | | | |
|--|------------|-----------|----------|----------|-----------|-----------|
| 27. Physically disabled persons are often less intelligent than non disabled people. | S A | MA | A | D | MD | SD |
| 28. Most disabled persons are different from non disabled people. | S A | MA | A | D | MD | SD |
| 29. Disabled persons don't want any more sympathy than other people. | S A | MA | A | D | MD | SD |
| 30. The way disabled people act is irritating. | S A | MA | A | D | MD | SD |

Section 5 *The Disabled in the Workplace*

This section deals with questions relating to the disabled in your organization and what you consider to be important issues in the employment of disabled persons in your organization.

Please indicate the extent to which the following issues affect your decision to hire the disabled. Please circle your answer in the space provided.

SA: STRONGLY AFFECT
M: MODERATELY AFFECT

SL: SLIGHT AFFECT
NA: NO AFFECT

1. Increased Productivity	S	A	M	SL	NA
2. Reduced Turnover	S	A	M	SL	NA
3. Reduced Absenteeism	S	A	M	SL	NA
4. Liability for injury on the job	S	A	M	SL	NA
5. Cost of health and insurance plans	S	A	M	SL	NA
6. Unknown costs of accommodation of disabled employee	S	A	M	SL	NA
7. Inadequate physical facilities	S	A	M	SL	NA
8. Pre-employment medical examination rules	S	A	M	SL	NA
9. Unions	S	A	M	SL	NA
10. Approval of customers	S	A	M	SL	NA
11. Emotional problems and personalities of disabled persons	S	A	M	SL	NA
12. Special considerations will be required	S	A	M	SL	NA
13. Availability of low-level jobs at the DMO	S	A	M	SL	NA
14. Adaptability to different jobs in DMO	S	A	M	SL	NA
15. Difficulties in firing and laying off in DMO	S	A	M	SL	NA
16. Existing numbers of disabled at unit	S	A	M	SL	NA
17. Existing source of job applicants in local DMO area	S	A	M	SL	NA
18. Preference for people who find their own jobs	S	A	M	SL	NA
19. Advocates of disabled not familiar with how a DMO operates	S	A	M	SL	NA
20. Ability to perform essential functions of the job at the DMO	S	A	M	SL	NA
21. Compliance with affirmative action	S	A	M	SL	NA
22. Positive public relations for the DMO	S	A	M	SL	NA

Section 6 Demographic Information

Please complete the following information about yourself.

1. Year of Birth: 19_____
2. Race: White Black Hispanic Asian Other
3. Gender: Male Female
4. Marital Status: Single Married Divorced Widowed
5. Indicate your highest level of education completed:

Grade 8	<input type="checkbox"/>	College Degree	<input type="checkbox"/>
Some High School	<input type="checkbox"/>	Technical Degree	<input type="checkbox"/>
High School	<input type="checkbox"/>	Graduate Degree	<input type="checkbox"/>
Some College	<input type="checkbox"/>		
6. Indicate the area of the country that you live in with your state postal code _____
7. Indicate your Total Years managerial work experience.
_____ Years and _____ Months
8. Does this DMO have any Federal or State contracts for which the institution receives \$2,500 or more?
Yes No
9. Is the DMO required to have an affirmative action program because of any Federal or State legislation/regulations?
Yes No
10. Indicate the number of disabled people presently working in your organization according to the following job positions.

President/Executive Director	_____
Vice President	_____
Department Directors	_____
Managers	_____
Coordinators	_____
Custodial Staff	_____
Other Support Staff	_____

Section 7 *Customer Acceptance*

Is customer acceptance a factor in hiring the physically disabled in a Destination Marketing Organization?

Yes _____ No _____

If yes, please explain below why customer acceptance would be a factor in hiring the disabled in your DMO.

**THANK YOU VERY MUCH FOR TAKING THE TIME TO COMPLETE THIS
QUESTIONNAIRE**

VITA

GARRET A. ROSS

EDUCATION

Ph.D. Hospitality and Travel Management,
Virginia Polytechnic Institute and State
Graduation May 13, 1994

Dissertation: "Attitudes of Destination
Marketing Managers Towards the Disabled"

M.S. Hospitality and Restaurant Management
Florida International University, 1986

School of Hotel Administration,
Cornell University 1984-1985

B.S. Hotel Restaurant and Travel Administration
University of Massachusetts at Amherst, 1984

Professional Development Program
Culinary Institute of America, 1986-1987

ACADEMIC APPOINTMENTS

Program Leader, Hotel Restaurant Management Program, Morehead
State University, July 1993- Present,

Adjunct Professor, Eastern Kentucky Correctional Complex, August
1993 - December 1993. (Extension Program of Morehead State
University)

Assistant Professor, Tourism Management Group, University of
Calgary,
July 1992 - July 1993

Adjunct Assistant Professor, Travel Industry Management,
Concord College, January 1992- June 1992

Instructor, Virginia Polytechnic Institute and State
University, Hotel Restaurant and Institutional Management,
August 1991 - December 1991

Graduate Teaching Assistant, Virginia Polytechnic Institute and
State University 1989 - 1991

Graduate Teaching Assistant, Florida International University,
1985-1986

TEACHING

Undergraduate Courses: January 1989 - present

HEC 132 Introduction to Hotel Restaurant and Institutional Management: Introduces students to concepts and principles of the hospitality industry by type; guest relations and organization of hospitality management services (Morehead State University).

HEC 136 Dining Room Management and Beverage Control: This course deals with managing the front of the house with emphasis on managing the customer delivery of service and beverage control in a food service operation. (Morehead State University).

HEC 231 Menu Management: Introduction to how plan meals to meet the customer and nutritional needs in menu management (Morehead State University).

HEC 234 Computer Assisted Food Service Management: Course introduces students to the various uses of the computer in the foodservice industry such as; cost control, front office operations, purchasing (Morehead State University).

HEC 330 Quantity Food Purchasing: Instructs students on how institutional purchasing works as a system; planning, inventory, specifications and standards for cost effective and customer satisfaction in the food service operation (Morehead State University).

HEC 334 Quantity Food Production : The purpose of the course is to develop skills for working in a kitchen and understanding how to use equipment and cooking skills in a dining room setting. (Morehead State University).

HEC 436 Hotel and Restaurant Marketing: This is a senior level course that goes into great depth how marketing principles must be applied to the service environment for hotel restaurant and tourism management. (Morehead State University).

HRIM 3474 Food Facilities Planning: Instruct students on how to plan design and evaluate food service production operations (Virginia Polytechnic Institute and State University).

MOHR 321 Organizational Problems & Managerial Practice I: Survey of Organizational Behavior, Organizational Theory, Human Resource Management and Labor Management Relations. (University of Calgary)

MOHR 441 Staffing of Organizations: Development of specific manpower objectives from an analysis of organizational goals. Analysis and evaluation of staffing and development programs from the orientation of professional human resource management. (University of Calgary)

TIM 232 Food Preparation II: Emphasis on cost control in Food and Beverage operations in the restaurant segment of the hospitality industry (Concord College).

TIM 430 Food Facilities Planning: Instruct students on how to plan design and evaluate food service production operations. (Concord College)

TOUR 429 Managing Human Resources in Tourism and Hospitality Operations: Analysis of issues dealing with Human Resources in Hospitality and Tourism Organizations. (University of Calgary)

INDUSTRY WORK EXPERIENCE

Greenwich Country Club, Clubhouse Manager - Responsible for all operations of the Clubhouse which included a Full Service Gourmet Restaurant, Mixed Grill, Banquet Facilities and 20 room guest quarters. Gross revenues for club were \$5,000,000 annually. Summer 1988

Country Club of Fairfax, Assistant to the General Manager, Assist General Manager in overall operation of 45 year old 835 member club with championship golf course, two pools, indoor and outdoor tennis. Primary responsibility for food and beverage operation of \$1,425,000. 1987 -1988

The Creek Club, Beach Club Manager, Managed Club's beach facility. Directed food and beverage operations plus service for 70 cabanas. Summer 1985

Indian Trail Club, Assistant Manager - In charge of restaurant personnel for facility grossing over \$190,000 in summer season. Duties included supervision of ordering, receiving, and inventory control. Summer 1984

Piping Rock Club, Relief Assistant Manager - Responsible for supervision of Piping Rock Beach Club. Supervised food and beverage service in a facility grossing over \$125,000 monthly. Summer 1983

Maguire Air Force Base, Non Commissioned Officer Club, Assistant Bar Manager - Responsible for inventory control, receiving and purchasing. Supervised distribution of liquors and other beverages to five bars and ten bartenders. Beverage sales were over \$5,000,000 yearly. Summer 1982

REFEREED JOURNAL ARTICLES

Ross, G. A. & Anderson, C. (1994) The Americans with Disabilities Act: A Literature Review for the Foodservice Industry. Journal of College & University Foodservice, 1(4). (In Press)

Ross, G. A. (1993, Fall). Americans with Disabilities Act of 1991; The Significance to the Foodservice Industry. Journal of College & University Foodservice, 1(3).

CONFERENCE PROCEEDINGS

Ross, G.A. 1992 "Tourism and the Disabled: The New Frontier for Tourist Destinations". Proceedings of the Annual Conference of the Council of Hotel Restaurant and Institutional Education. Roundtable Presentation.

Ross, G. A. 1991 "The Americans with Disabilities Act of 1991: The Significance to the Hospitality Industry". Proceedings of the Annual Conference of the Council of Hotel Restaurant and Institutional Education. Full Paper Presentation.

Ross, G. A. 1991 "Franchise Requirements by the Commonwealth of Virginia and the FTC: Conflicts and Concerns in the Franchisor - Franchisee Relationship". Proceedings of the Annual Conference of the Council of Hotel Restaurant and Institutional Education. Special Interest Session Presentation.

Fields, Ross & Zhao 1991. "Franchising: Franchisee and Franchisor Perceptions of the Relationship". Proceedings of the Annual Conference of the Council of Hotel Restaurant and Institutional Education . Special Interest Session Presentation.

Ross, G. A. 1989. "The Effect of Union Activity in the 1989 Virginia Governor Race". Proceedings of the Forty-Third Annual Meeting Industrial Research Relations Association. Poster Session.

ACADEMIC PRESENTATIONS

Chair, Session on Special issues in Franchising, 1994 Society of Franchising Annual Conference, Las Vegas Nevada

Ross, G. A. 1991. " Trends in the Foodservice Industry as Relating to Home Economics" Virginia Home Economics Teachers Conference. Blacksburg, VA.

UNIVERSITY SERVICE

August 1993 - present. Member College of Science and Technology ATL Lab/Computer Committee

April - July 1993. Member ,Transition Committee , Conversion of Faculty Club and Mainbrace (Staff Club) to University Club

April - July 1993. Member, Executive Faculty Club, Vice President, President Elect,

1992 - 1993 University Inter-faculty Tourism Research Committee, University of Calgary.

1992 - 1993 Member, Management of Organizations and Human Resources University of Calgary.

1992 - 1993 Faculty of Management, University of Calgary, Undergraduate Program Committee.

PROFESSIONAL & COMMUNITY SERVICE ACTIVITIES

Member, Society of Franchising 1994 - present

Member, Society for the Advancement of Travel for the
Handicapped 1992 - present

Board Member, Juvenile Diabetes Foundation International
Canada, Calgary Chapter, Newsletter Editor, Special Events
Lecturer. 1992-1993.

Member, Morehear-Rowan County Chamber of Commerce,
August 1993 - present

Member, Calgary Chamber of Commerce 1992-1993.

Member, Council of Hotel Restaurant and Institutional
Education, (CHRIE) 1989 - present.

Co-chairman Research Committee for Private Club Management,
CHRIE 1992 to present.

Member, Special Intrest Session Committee, Club Management,
CHRIE, 1991 - present.

Member, Special Interest Session Committee, Human Resources,
CHRIE, 1991-present.

Faculty Representative, Club Managers Association of America,
1992 - present.

Member, Ohio Valley Chapter, Club Managers Association of
America 1993 - present.

Member, Dogwood Chapter, Club Managers Association of America
1992-1993.

