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Human Resource and Organization

1 Q1 Human Resources practices and inclusion of people with disabilities
2 in the hotel industry of Belém, Brazil: a multiple case study

3 *Práticas de Recursos Humanos e inserção de pessoas com deficiência na rede hoteleira de Belém,*
4 *Brasil: um estudo de múltiplos casos*

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10 **Abstract**

11 The hospitality market has as a main goal to show a place that is perfect and beautiful. In order to serve the needs of guests, hotels depend on
12 professionals that have much, few, or almost no contact with the guests. For these professionals, things such as good appearance, good diction,
13 perfect hair and nails are required in order to meet the hotel market standards. Based on this, this work sought to figure out how these organizations
14 react to the insertion of disabled professional in the working place, through the analysis of the Human Resource practices of three hotels Belém, Pará,
15 northern Brazil. This research follows a qualitative approach. Data collection was made through interviews and non-participant observations. Data
16 analysis was made through Content Analysis. The results identified the Human Resource practices set on the insertion of people with disabilities,
17 compared them, and found that only one hotel works with all HR practices studied. In all studied hotels, it was noticed that during the selection the
18 main focus was on the type and severity of the disability, excluding the most severe ones. The absolute criteria is the search for a lighter disability
19 and not the search for the specific skills needed to fulfill a position. This led to the belief that the mere insertion of people living with disabilities
20 in a company does not necessarily means that they are really being included, this information should serve as a reflection for companies and future
21 studies on the topic.

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23 Q3 **Keywords:** People with disabilities; Human Resources practices; Perceptions

24 **Resumo**

25 O ambiente hoteleiro é voltado para mostrar sempre um lugar que prima pela perfeição e pela beleza, atributos que se materializam na aparência
26 física do hotel, tanto interna quanto externamente. Para dar suporte às necessidades dos hóspedes, os meios de hospedagem dependem, em sua
27 quase totalidade, da atuação de profissionais com variadas qualificações que têm muito, pouco ou quase nenhum contato com os hóspedes. O
28 Departamento de Recursos Humanos (RH) é o responsável por buscar pessoas com as competências necessárias ao atendimento das necessidades
29 da organização e consequentemente dos hóspedes. Itens como boa aparência, boa dicção, cabelos e unhas bem feitos etc. fazem parte dos pré-
30 requisitos para se enquadrar nos padrões das empresas hoteleiras. Nesse contexto, buscou-se entender como a cultura dessas organizações reage
31 à inserção profissional das pessoas com deficiência no ambiente de trabalho. Para tanto, foi feito um estudo de múltiplos casos, em que foram
32 selecionados, como unidades de análise, três hotéis: Independente, de Rede Nacional e de Rede Internacional da cidade de Belém, Estado do Pará.
33 A abordagem adotada nesta pesquisa foi de natureza qualitativa, tanto na coleta quanto na análise dos dados. A base para a análise dos dados

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foram as transcrições do conteúdo das entrevistas e das anotações colhidas no diário de campo. Salienta-se que o exame dos resultados foi feito por meio da análise de conteúdo. Dos resultados encontrados, os mais relevantes foram: a existência de elementos da cultura organizacional, tais como valores, crenças, mitos, tabus, pressupostos, normas, histórias, rituais e cerimônias e como cada um desses elementos interfere na inserção de pessoas com deficiência; bem como a identificação das práticas de gestão de recursos humanos adotadas na inserção de funcionários com deficiência. Por fim, conclui-se que dos três hotéis, apenas o de Rede Internacional trabalha todas as práticas que fizeram parte deste estudo e que os outros dois usam apenas as práticas de recrutamento e seleção.

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Palavras-chave: Pessoa com deficiência; Recursos humanos; Cultura organizacional; Hotelaria

Introduction

The tourism industry in Brazil grows every year, gaining greater importance in social and economic development (Naves & Coleta, 2004). Even the Hotel Business, although facing a crisis that affected the world, has presented expressive growth (ABHI-PA).

The city of Belém, state of Pará, located in Brazil, has presented a significant growth regarding the hotel sector structure in the latter years (ABHI-PA). After all, the city of Belém is the largest city in the world that is located on the equator, and it is the natural entrance door for the realm of Amazon, its friendly people, its natural beauties, its historical heritage, and the investments that are being done indicate a great potential for tourism (Teixeira, Teixeira, & Vieira, 2006, p. 2).

This growth in the hotel industry creates the need for a large number of workforces in a variety of functions. After all, to support the guests' needs, hotels depend on the human element (Marques, 2003, p. 333). The department of Human Resources (HR) is the one responsible for finding these professionals. It is important to note that, to work in the front office of the hotel business, these professionals must keep good appearance, have good diction, perfect hair and nails, etc. (Castelli, 2003).

In this context, one of the challenges of hiring people with disabilities (PwDs), especially in the hotel industry could be the emphasis on the physical appearance of hotel employees (Groschl, 2007). Regarding this issue, Wood (1992) argues that for positions involving a high level of contact with the public, hotels often look for people who present a reasonable level of physical attractiveness, these aspects generally linked to beauty.

Therefore, a kind of cult of beauty and perfection is created. This leaves behind people that do not fit in the established standards, even when they have the required or even additional skills to perform the job. Cristina and Resende (2006, p. 1) consider that this situation is still more worrying for PwDs, who, in addition to living in a competitive environment, have to face the "famous and invincible prejudice".

In Brazil, the concern with the inclusion of people with disabilities stood out after the creation of the Law 8213/91, also called Law of quotas, which obligates all companies with more than 100 employees to have between 2 and 5 percent of its vacancies designated to PwDs.

This law, however, does not guarantee PwDs with access to the labor market (Mourão, Sampaio, & Duarte, 2012; Tanaka

& Manzini, 2005; Wooten, 2008) because of innumerable obstacles, including: prejudice regarding PwDs' capacity of contributing (Campos, Vasconcellos, & Kruglianskas, 2013; Costilla, Neri, & Carvalho, 2002); failures in the professional formation and training processes (Tanaka & Manzini, 2005, p. 275); and individual, economic and social factors (Ta & Leng, 2013).

In order to better know the specific issue of the inclusion of PwDs' in the hotel industry of the State of Pará, this research studied hotels subject to the Law of quotas (hotels with more than 100 employees). Three different kinds of establishments were included: an Independent Hotel (smaller, unique, and family-owned), a Hotel that belongs to a National Chain (part of many units owned by one national company), and a Hotel that belongs to an International Chain (part of many units owned by one international company). By doing this, this research sought to understand how three distinct management patterns in the hotel business reacted to the insertion of people with disabilities.

According to Carvalho-Freitas de, Leal, and Souto (2011) survey, conducted between 2000 and 2010 having as theme the issue of employment of PwDs, some international studies address the situation, in the case Lebanon (Wehbi & El-Lahib, 2007), barriers to PwDs employment in Canada (Shier, Graham, & Jones, 2009) and the work on their own (*self-employment*) among PwDs from 13 European countries and its advantages for these people (Pagán, 2009). An ethnographic study conducted in Cambodia, associating disability and discrimination at work (Gartrell, 2010) and a study on the nature of the barriers that people with disabilities face in the work environment in Kenya, Africa (Opini, 2010).

Finally, there is a study on discriminatory practices in hiring PwDs in New Zealand (Harcourt, Lam, & Harcourt, 2005). According to the authors, it should be noted that the main issues of interest are linked to discrimination and barriers to employment, indicating that these issues do not seem to depend on cross cultural contexts and different countries. Regarding the national scientific production on the subject, according to Faria and Carvalho (2011), few studies still need to be forward, to the extent that there is 45.6 million Brazilians with disabilities, which shows the importance of studying the subject. Within this context, this study aimed to answer the following research question: How do human management practices guide the inclusion of people with disabilities in the hotel industry of Belém, State of Pará, Brazil?

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