
| RESEARCH ARTICLE

Hospitality for All: Examining the Awareness and Employment Readiness for PWDs in Davao City's Restaurant Industry

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| ABSTRACT

This study examined the level of awareness and employment readiness of restaurants in Davao City in relation to the inclusion of Persons with Disabilities (PWDs) in the hospitality workforce. Guided by the provisions of the Magna Carta for Disabled Persons (RA 7277) and other labor policies, the research aimed to determine whether awareness significantly relates to establishments' readiness to employ PWDs. Using a descriptive-correlational research design, data were gathered from 34 respondents representing restaurant owners, managers, supervisors, HR officers, and staff. A structured Likert-scaled questionnaire measured two main constructs: awareness of legal frameworks and benefits of PWD employment, and readiness in terms of environment, training, and facilities. Findings revealed that respondents were moderately aware (overall mean = 3.63) of laws and incentives, particularly in relation to corporate social responsibility, but had lower awareness of tax benefits. Readiness was also rated as moderate (overall mean = 3.38), with stronger readiness in providing inclusive environments and weaker performance in accessibility of facilities. Correlation analysis showed a moderate positive relationship between awareness and readiness ($r = 0.621$, $p = 0.001$), indicating that higher awareness contributes significantly to employment readiness. The study concludes that while restaurants demonstrate growing awareness and willingness to employ PWDs, practical gaps in infrastructure and systemic support hinder full inclusion. It recommends enhanced awareness campaigns, facility improvements, and stronger government support to foster inclusivity in the restaurant industry.

| KEYWORDS

Persons with Disabilities (PWDs), hospitality industry, awareness, employment readiness, inclusivity, Davao City

| ARTICLE INFORMATION

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CHAPTER 1

1.1 INTRODUCTION

Securing stable employment remains a global challenge for persons with disabilities (PWDs), despite longstanding advocacy for workforce inclusivity and equality. According to the World Health Organization, PWDs constitute approximately 15% of the global population, with about 80% being of working age. However, their labor force participation continues to lag significantly behind due to systemic discrimination, persistent stigma, and limited access to job opportunities (De Luna-Narido & Tacadao, 2021).

One of the primary barriers is the misconception among employers that PWDs—particularly those with intellectual or developmental disabilities such as autism or Down syndrome—lack the flexibility, communication skills, or adaptability required in dynamic workplaces (Simplot, 2023). Compounding this are concerns about the perceived costs of reasonable

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accommodations, such as specialized training, modified equipment, or supervisory adjustments, which often deter businesses from adopting inclusive hiring practices.

Despite these challenges, inclusive employment has been shown to yield significant organizational benefits. As emphasized by Laguna et al. (2022), hiring PWDs enhances workforce diversity, strengthens brand reputation, and appeals to both socially conscious consumers and prospective employees. Kalargyrou and Volis (2014) further note that in the hospitality sector—where customer engagement, service innovation, and employee retention are critical—employers that implement inclusive practices gain a competitive advantage.

A compelling example of inclusive tourism and hospitality employment is *Noir: Dining in the Dark*, a fine-dining restaurant located in Ho Chi Minh City, Vietnam, where visually impaired individuals are employed as servers. Guests dine in complete darkness, guided by blind or low-vision staff, creating a memorable sensory experience while highlighting the capabilities of people with disabilities. The success of *Noir* demonstrates that inclusive business models in hospitality can be both socially meaningful and commercially viable.

Globally, the hospitality and tourism industry—known for its labor-intensive nature, high staff turnover, and demand for flexible scheduling—is well-positioned to adopt inclusive hiring. Hui (2020) argues that welcoming PWDs into these sectors can help address ongoing labor shortages. Saner et al. (2019) support this view, highlighting that with appropriate training and accommodations, PWDs can effectively contribute to operations in roles such as front office, housekeeping, culinary services, and customer care. Moreover, as noted by the City & Guilds of London Institute (2020), the shift-based structure of hospitality work can align well with the varied support needs of PWDs, offering mutual benefits for employers and employees alike.

Countries like Singapore have implemented comprehensive frameworks to support persons with disabilities in employment. For instance, Workforce Singapore offers initiatives such as the Career Trial and the Open Door Programme (ODP), which provide attachment placements, salary support, and training subsidies to employers willing to hire PWDs. These schemes help ease the transition of PWDs into the workforce while addressing employers' concerns about productivity and capability gaps (Workforce Singapore, 2023). Such models demonstrate that government-backed incentives can encourage the private sector to adopt inclusive hiring, particularly in service-intensive industries like hospitality and tourism.

In the Philippine context, PWDs continue to face multiple barriers to employment despite legal frameworks promoting inclusion. According to the 2020 Census, approximately 1.44 million Filipinos (or 1.57% of the population) reported having a disability (Velasco et al., 2021). While national labor participation is over 60%, the employment rate among PWDs remains significantly lower. BusinessWorld (2024) reports that only 57% of registered Filipino PWDs were employed in 2020, and Rappler (2023) further estimates that over 80% of working-age PWDs are not part of the active labor force, highlighting the widespread exclusion of PWDs from economic opportunities.

Local studies have identified structural and attitudinal barriers in recruitment, training, and workplace integration, especially within customer-facing service industries. As De Leon (2024) points out, many businesses continue to lack awareness of inclusive practices or are hesitant to hire PWDs due to accessibility issues, lack of accommodation policies, and fears of decreased productivity.

Understanding the diversity of disabilities is crucial to designing inclusive workplace policies. The Philippine Statistics Authority (PSA) (2022) defines functional difficulty based on six core domains: seeing, hearing, walking or climbing steps, remembering or concentrating, self-care, and communication. The severity is measured across four levels—no difficulty, some difficulty (mild), a lot of difficulty (moderate), and cannot do at all (severe). In the 2019 National Disability Prevalence Survey, the PSA found that 23% of persons with disabilities reported mild disability, while 47% had moderate disability (PSA, 2019). These classifications are particularly relevant to the hospitality and tourism sector, which often requires physical mobility, effective communication, and situational adaptability.

Given the potential of the tourism and hospitality industry to serve as a model for inclusive employment, it is essential to assess how local businesses can be empowered to integrate PWDs meaningfully into their workforce. This study aims to explore existing practices, employer perceptions, and structural gaps in inclusive hiring within the Philippine hospitality sector, particularly in relation to PWD participation and well-being.

1.2 STATEMENT OF THE PROBLEM

This study aims to determine whether there is a significant relationship between the level of awareness and the level of preparedness of the hospitality industry in employing persons with disabilities (PWDs), including individuals with psychological challenges. Specifically, the study seeks to answer the following questions:

What is the level of awareness in the hospitality industry regarding the employment of PWDs, in terms of:

- a. Benefits
- b. Legal Policy Framework

What is the level of preparedness in the hospitality industry for employing PWDs, in terms of:

- a. Workplace Environment
- b. Training and Support Programs
- c. Accessibility of Facilities

Is there a significant relationship between the level of awareness and the level of preparedness in the hospitality industry regarding the employability of PWDs?

1.3 RESEARCH OBJECTIVES

This study aimed to achieve the following objectives:

1. To assess the level of awareness in the restaurant sector regarding the employment of persons with disabilities (PWDs), particularly in terms of perceived benefits and knowledge of relevant legal policy frameworks.
2. To evaluate the level of readiness of restaurants to employ PWDs, focusing on workplace environment, availability of training and support systems, and the adequacy of facilities.
3. To determine whether there is a significant relationship between the level of awareness and preparedness of restaurant establishments concerning the employability of PWDs.

1.4 SIGNIFICANCE OF THE STUDY

This research study is significant to the following stakeholders:

Persons with Disabilities (PWDs).

This study highlights the current landscape of inclusion and employment opportunities for PWDs in the restaurant sector. By promoting awareness and encouraging greater preparedness among restaurant establishments, the research seeks to improve access to sustainable employment for PWDs, contributing to their empowerment, economic participation, and social integration.

Restaurant Industry.

The study offers a valuable framework for understanding the potential benefits of hiring PWDs—such as fostering diversity in service teams, enhancing customer engagement through inclusive practices, and improving employee morale. It also provides practical guidance on how restaurants can adapt their environments, training programs, and facilities to become more inclusive workplaces, supporting corporate social responsibility goals and potentially enhancing public perception and brand loyalty.

Advocacy and Support Organizations.

Organizations that champion the rights and welfare of PWDs can use the study's findings to strengthen their advocacy initiatives. The insights can support the development of targeted employment-readiness programs and campaigns that promote inclusive hiring in the food service industry.

Researchers.

This research fills a gap in the literature concerning the employment of PWDs in the restaurant industry, a sub-sector often overlooked in disability-inclusive employment research. It serves as a foundation for future studies on the barriers and enablers of inclusive hiring within food and service-related establishments.

Government and Policy Makers.

Findings from this study can inform policy recommendations that strengthen the implementation of inclusive employment laws. It can also guide the development of supportive programs and incentives that encourage restaurant owners to hire PWDs, thus fostering a more inclusive labor market and contributing to national disability employment goals.

1.5 SCOPE AND LIMITATIONS

This study will primarily focus on assessing the level of awareness and preparedness within the hospitality industry regarding the employability of Persons with Disabilities (PWDs) in Davao City. A total of 29 establishments will be surveyed, with respondents to include general managers, department managers, human resource personnel, supervisors, and officers-in-charge. The scope of the study will be limited to Department of Tourism (DOT) accredited restaurant establishments in Davao City. Data collection will be conducted over a two-month period, using a list of establishments to be obtained from DOT Region XI.

1.6 DEFINITION OF TERMS

The following terms are conceptually defined to better understand the contents of this paper:

Awareness: The level of understanding or knowledge about the benefits and legal policy framework related to employing Persons with Disabilities (PWDs) within the restaurant sector.

Employability: Refers to the opportunity or likelihood for individuals, particularly Persons with Disabilities (PWDs), to gain employment in restaurant establishments when such establishments are aware of and ready to accommodate their specific needs.

Restaurant Industry: A segment of the hospitality industry composed of establishments that primarily prepare and serve food and beverages to customers. This includes fine dining restaurants, fast food outlets, casual dining, cafés, and other DOT-accredited dining establishments. Restaurants play a vital role in offering employment opportunities to PWDs.

Persons with Disabilities (PWDs): Individuals who have physical, sensory, intellectual, or mental impairments that may hinder their full and effective participation in society, including within the restaurant workforce. These individuals are generally recognized through the possession of valid PWD identification cards issued by authorized government agencies.

Readiness: Refers to the level of preparedness of restaurant establishments in terms of their physical environment, employee training, inclusive support programs, and facilities designed to accommodate and integrate PWDs into their workforce.

CHAPTER 2

METHODOLOGY

2.1 RESEARCH DESIGN

The researcher utilized a descriptive-correlational research design to examine the relationship between awareness and preparedness within the hospitality industry. This design is appropriate for identifying and analyzing the degree of association between two variables without manipulating them experimentally. The unit of analysis comprised individuals holding managerial positions in hospitality establishments.

The study employed a cross-sectional time horizon spanning a period of (3) three to (4) four months, during which data collection and analysis were conducted. This time frame was deemed both practical and efficient, enabling the researchers to comprehensively assess and interpret the correlation between the identified variables.

2.2 RESEARCH LOCALE

The study focused on the restaurant establishments in Davao City. The researcher selected DOT-accredited restaurants. While there are many dining establishments in the area, the researcher chose to concentrate on DOT XI-accredited restaurants, as

these have undergone quality assessment and received recognition from the Department of Tourism. This approach also allowed for a more manageable sample size for data collection.

2.3 SAMPLING PROCEDURES

The study utilized a total population sampling approach due to the relatively small size of the population, which consisted of DOT-accredited restaurant establishments in Davao City. This sampling method involves including every member of the population, thereby examining the entire group rather than a selected portion. In this approach, researchers intentionally identify participants based on specific criteria relevant to the study's objectives, ensuring that all qualifying establishments are represented (Frost, 2022).

2.4 RESEARCH RESPONDENTS

This study's target respondents are employees in restaurant establishments, including General Managers, Department Managers, Human Resource Managers, Supervisors, and Officers-in-Charge. The selection of these respondents ensures they are highly relevant and possess in-depth knowledge of their establishment's or department's day-to-day operations, challenges, and opportunities. Their positions enable them to provide valuable insights into the practical aspects of employing PWDs, as well as the potential barriers these employees may encounter.

2.5 SAMPLE SIZE

The study employed a total population sampling technique, a purposive approach wherein all members of the identified population who meet the inclusion criteria are selected as respondents (Etikan, 2017). This method is appropriate for descriptive correlational research, as it ensures that every qualified participant within the defined group is represented, thereby reducing sampling bias. For this study, the total population comprised 29 respondents from DOT-accredited restaurant establishments in Davao City.

2.6 RESEARCH INSTRUMENT

The researchers employed a modified questionnaire, which was reorganized and enhanced to align with the objectives of the study. The awareness component was adapted from Baidi, N. (2019) in "The Acceptability Towards PWDs at Workplace: Perceptions and Awareness", as well as from the provisions of Republic Act No. 7277 and Republic Act No. 10524. Meanwhile, the preparedness component was adapted from Omar, M. et al. (2021) in "Enabling Employment for People with Disability (PWD): Readiness, Commitment, and Disposition of Malaysian Employers." These modifications were undertaken to ensure the instruments were contextually relevant and capable of effectively addressing the specific research objectives.

Table 2.1 *Likert Rating Scale Used with the Questionnaire*

Rating	Level of Awareness	Level of Readiness
5	Highly Aware	Highly Ready
4	Aware	Ready
3	Moderately Aware	Moderately Ready
2	Slightly Aware	Slightly Ready
1	Not Aware	Not Ready

Table 2.2 *Data interpretation on Level of Awareness*

Range of Means	Description	Interpretation
4.20 – 5.00	Highly Ready	The managers demonstrate proficiency and a thorough understanding of the indicators “benefits” and “legal policy framework.”
3.40 – 4.19	Ready	The managers possess sufficient knowledge of the indicators “benefits” and “legal policy framework.”
2.60 – 3.39	Neither Prepared nor Not Prepared	Exhibits a limited level of awareness across the observed variables or subjects, with unclear indications of whether awareness is present or absent.
1.80 – 2.59	Not Prepared	Demonstrates a low degree of awareness across the observed variables or subjects.
1.00 – 1.79	Fully Not Prepared	Exhibits a total absence of awareness across the observed variables or subjects.

Table 2.3 *Data interpretation on Level of Readiness*

Range of Means	Description	Interpretation
4.20 – 5.00	Highly Ready	Exhibits an exceptionally high level of readiness across the observed variables or subjects.
3.40 – 4.19	Ready	Demonstrates a moderate to high level of readiness across the observed variables or subjects.
2.60 – 3.39	Moderately Ready	Shows uncertainty or a general lack of readiness across the observed variables or subjects.
1.80 – 2.59	Slightly Ready	Displays a low level of readiness in the specified area.
1.00 – 1.79	Not Ready	Exhibits a complete absence of preparedness and readiness across the observed variables or subjects.

2.7 VALIDITY AND RELIABILITY OF THE INSTRUMENT

The researchers validated the questionnaire by consulting with expert validators to ensure its suitability for data collection. Before commencing the actual data gathering, a pilot test was conducted with 15 respondents from a similar industry. The results of the pilot test indicated no issues regarding the appropriateness or clarity of the questions assessing the level of awareness and preparedness of the restaurant establishments on the employability of PWDs.

2.8 DATA COLLECTION PROCEDURE

Pre-Phase

1. The researcher utilized standardized questionnaires focused on the variables of the study.
2. The content of the questionnaire was reviewed and refined based on feedback from five expert validators to ensure clarity, relevance, and appropriateness.
3. Once the expert validators approved the modified questionnaire, it was deemed ready for distribution.
4. The researcher prepared a formal letter addressed to the participants, seeking their consent to partake in the survey. This letter was approved by the study facilitator.

Actual Phase

1. The researcher initiated contact with various hospitality establishments in Davao City and formally sent a letter requesting authorization to conduct the survey.
2. The surveys were disseminated to managers through scheduled appointments and electronic means, such as email or online survey platforms. The email and online survey link included the questionnaire, a description of the study's objectives, and an electronic consent form.

Post-Phase

1. The completed questionnaires were collected by the researcher with strict adherence to confidentiality protocols.
2. The collected data underwent statistical analysis and review by a statistician to ensure reliability and accuracy.
3. The researcher examined the analyzed data to draw clear, evidence-based conclusions.

2.9 ETHICAL STANDARDS

In conducting the study, ethical guidelines were strictly followed to protect the rights and welfare of the respondents:

- No harm was caused to participants during the research process.
- Participation was entirely voluntary, without any form of coercion.
- Respondents provided formal consent after receiving clear and accurate information about the study's purpose, scope, and procedures.
- All personal information of participants was kept secure and confidential.
- The study strictly complied with Republic Act No. 10173, also known as the Data Privacy Act of 2012, in all aspects of data handling, processing, and storage.

2.10 DATA ANALYSIS

This study employed the weighted mean to determine the level of awareness of the restaurant industry regarding the employment of Persons with Disabilities (PWDs), specifically in terms of benefits and the legal policy framework. It also assessed the level of preparedness of the restaurant industry in employing PWDs, focusing on environment, training and support, and facilities. The standard deviation was used to measure the extent of dispersion and variability in the dataset relative to its mean.

The Spearman's Rho correlation coefficient was applied to examine the relationship between two variables: the independent variable, level of awareness, and the dependent variable, level of preparedness. This statistical method represents a nonparametric approach, as it does not require assumptions about the probability distribution of the data (Hayes, 2021).

Following the collection of responses from the participants, the data were processed and analyzed with the assistance of a research statistician using appropriate statistical procedures. The researcher then reviewed and interpreted the results, discussing the identified relationships between the variables in the context of the study's objectives.

2.11 STATISTICAL TREATMENT

This table outlines the procedures the researcher will follow in collecting and analyzing the data using descriptive statistics. In addressing the statement of the problem, the analysis will employ the mean and standard deviation to determine the average values and the degree of variability, respectively. To assess the relationship between variables, the Spearman's Rho correlation will be used. According to Frost (2023), Spearman's Rho is a nonparametric test that is particularly suitable for ordinal data.

Table 2.5 *Statistical Treatment*

Statement of the Problem	Type of Data	Statistical to be Used
1. What is the level of awareness in the restaurant industry about employing PWDs in terms of: a. Benefits b. Legal Policy Framework	Ordinal	Mean, Standard Deviation
2. What is the level of readiness in the restaurant industry about employing PWDs in terms of: a. Environment b. Training & Support c. Facilities	Ordinal	Mean, Standard Deviation
3. Is there any significant relationship between level of awareness and preparedness of the restaurant industry on the? a. Employability of PWDs.	Ordinal	Spearman's Rho

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4. What is the level of readiness in the restaurant industry about employing PWDs in terms of: a. Environment b. Training & Support c. Facilities	Ordinal	Mean, Standard Deviation
5. Is there any significant relationship between level of awareness and preparedness of the restaurant industry on the? b. Employability of PWDs.	Ordinal	Spearman's Rho

CHAPTER 3

PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA

This chapter presents, interprets, and analyzes the data gathered from the respondents to address the objectives of the study. It includes the tabulation of results, summary of statistical findings, and corresponding interpretations that explain the awareness and readiness of restaurant.

PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA

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Table 1. Demographic Profile of Respondents (n = 34)

A. Position/Role in the Restaurant

Position/Role	Frequency (f)	Percentage (%)
Owner/Proprietor	5	14.7%
Manager	10	29.4%
Supervisor	7	20.6%
HR Personnel	3	8.8%
Staff/Employee	7	20.6%
Other	2	5.9%
Total	34	100%

The table presents the distribution of respondents according to their position or role in their respective restaurants. Out of the total 34 participants, the largest group was composed of managers, representing 29.4% of the respondents. This indicates that a significant portion of the data was provided by individuals directly involved in overseeing restaurant operations and decision-making. Supervisors and staff or employees each accounted for 20.6% of the respondents, showing that operational-level perspectives were also well-represented in the study.

Meanwhile, 14.7% of the respondents were owners or proprietors, reflecting the participation of business leaders who play a crucial role in policy implementation and workforce inclusion decisions. HR personnel made up 8.8% of the total, providing insights from those responsible for hiring and employee management. Lastly, 5.9% of the respondents were categorized under "Others," which may include roles not specifically listed, such as administrative assistants or consultants. Overall, the table shows a diverse representation of positions within the restaurant industry, ensuring that the findings reflect multiple viewpoints from management to staff level.

B. Type of Restaurant

Type of Restaurant	Frequency (f)	Percentage (%)
Fine Dining	4	11.8%
Casual Dining	12	35.3%
Fast Food	7	20.6%
Café or Bistro	5	14.7%
Hotel-Based Restaurant	4	11.8%
Others	2	5.9%
Total	34	100%

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The table shows the distribution of respondents based on their position or role in the restaurant. Out of 34 participants, the majority were managers (29.4%), followed by supervisors and staff/employees, each representing 20.6% of the total. Owners or proprietors made up 14.7%, while HR personnel accounted for 8.8%. A small portion (5.9%) fell under the "Other" category, which may include roles such as administrative assistants or consultants. This distribution indicates that the study gathered responses from a variety of roles, ensuring that both management-level and operational-level perspectives were considered in assessing restaurant awareness and readiness for employing Persons with Disabilities (PWDs).

C. Number of Years in Operation

Years in Operation	Frequency (f)	Percentage (%)
Less than 1 year	2	5.9%
1–3 years	6	17.6%
4–6 years	8	23.5%
7–10 years	7	20.6%
More than 10 years	11	32.4%
Total	34	100%

The table presents the distribution of restaurants according to the number of years they have been in operation. Out of the 34 establishments surveyed, the largest group (32.4%) had been operating for more than 10 years, indicating that many respondents came from well-established and experienced businesses. This is followed by restaurants that have been operating for 4–6 years (23.5%) and those in operation for 7–10 years (20.6%), showing that a considerable number of participants represent stable and mature establishments.

Meanwhile, 17.6% of the restaurants had been in operation for 1–3 years, while only 5.9% were newly established businesses operating for less than a year. The results suggest that most of the participating restaurants have substantial experience in the industry, which may contribute to their awareness and readiness regarding the inclusion of Persons with Disabilities (PWDs) in the workforce.

D. Number of Employees

Number of Employees	Frequency (f)	Percentage (%)
1–10	6	17.6%
11–20	7	20.6%
21–50	10	29.4%
51–100	5	14.7%
More than 100	6	17.6%
Total	34	100%

The table shows the distribution of restaurants based on the number of employees. Among the 34 establishments surveyed, the largest group (29.4%) had between 21 and 50 employees, indicating that most participating restaurants were medium-sized businesses. This was followed by those with 11–20 employees (20.6%) and those with either 1–10 employees or more than 100 employees, both representing 17.6% of the respondents. Meanwhile, 14.7% of the establishments had 51–100 employees.

These results reveal that the sample included a balanced mix of small, medium, and large restaurants, allowing for a comprehensive understanding of how workforce size may influence awareness and readiness in employing Persons with Disabilities (PWDs). The dominance of medium-sized establishments suggests that many respondents operate within a scale where inclusive employment practices can be feasibly implemented and monitored.

E. Employment of PWDs

Have you ever employed a PWD?	Frequency (f)	Percentage (%)
Yes	12	35.3%
No	22	64.7%
Total	34	100%

The table illustrates the employment status of Persons with Disabilities (PWDs) among the surveyed restaurants. Out of 34 respondents, only 12 establishments (35.3%) reported having previously employed PWDs, while the majority, 22 restaurants (64.7%), indicated that they had not hired any PWDs.

This finding suggests that while there are restaurants in Davao City that practice inclusive employment, such efforts remain limited within the industry. The relatively low percentage of establishments employing PWDs highlights the need for stronger

advocacy, awareness campaigns, and support programs to encourage more businesses to open employment opportunities for individuals with disabilities. It also reflects a potential gap between awareness of inclusion policies and their actual implementation in workplace practices.

F. Number of PWD Employees (for those who answered Yes)

Number of PWD Employees	Frequency (f)	Percentage (%)
1	6	50.0%
2–3	4	33.3%
4–5	1	8.3%
More than 5	1	8.3%
Total (n = 12)	12	100%

The table presents the number of Persons with Disabilities (PWDs) employed by restaurants that reported hiring them. Among the 12 establishments that had experience employing PWDs, half (50%) indicated that they had only one PWD employee. Four establishments (33.3%) employed between two and three PWDs, while one establishment each (8.3%) reported having four to five and more than five PWD employees, respectively.

These results suggest that while some restaurants are open to employing PWDs, the actual number of PWD workers per establishment remains relatively low. Most businesses tend to hire only one or a few PWDs, possibly due to limited awareness, facility constraints, or lack of training and support systems. Nonetheless, the presence of restaurants with multiple PWD employees indicates growing acceptance and gradual progress toward workplace inclusivity in the hospitality industry.

Table 2. Awareness of Restaurant Establishments in Employing Persons with Special Needs (n = 34)

A. Benefits

Item	Indicators	Mean	Verbal Interpretation
1	Aware of 25% BIR deduction when hiring PWDs	3.12	Moderately Aware
2	Aware of 50% deduction for renovation costs	2.95	Moderately Aware
3	Hiring PWDs reduces tax payable	3.20	Neither Aware nor Not Aware
4	Employing PWDs improves CSR image	4.15	Aware
5	Training expenses of PWDs covered by gov't/NGOs	3.00	Neither Aware nor Not Aware
6	Hiring PWDs boosts positive public image	4.05	Aware
7	PWDs are more loyal and productive	3.88	Aware
Overall Mean	—	3.48	Moderately Aware

Scale

Interpretation

1.00 – 1.49 Not Aware

1.50 – 2.49 Slightly Aware

Item	Indicators	Mean	Verbal Interpretation
2.50 – 3.49	Moderately Aware		
3.50 – 4.49	Aware		
4.50 – 5.00	Highly Aware		

Table 2 presents the level of awareness of restaurant establishments in Davao City regarding the benefits of employing Persons with Disabilities (PWDs). The overall mean score of **3.48**, interpreted as “**Moderately Aware**,” indicates that respondents possess a fair understanding of the advantages and incentives associated with hiring PWDs but are not yet fully knowledgeable about all aspects.

The data show that respondents were most aware of the **non-financial benefits** of employing PWDs. Specifically, they recognized that hiring PWDs can **enhance a restaurant’s corporate social responsibility (CSR) image** (mean = 4.15) and **boost positive public perception** (mean = 4.05). These findings align with the perspective of **Bual and Garcia (2021)**, who emphasized that employing PWDs strengthens an organization’s social reputation and promotes inclusivity, which in turn enhances customer trust and brand loyalty. Additionally, respondents agreed that PWDs tend to be **more loyal and productive employees** (mean = 3.88), supporting the findings of **Domínguez et al. (2019)**, who noted that PWDs often demonstrate strong commitment and reliability in the workplace when given equal opportunities.

However, awareness of **financial incentives** and **tax-related benefits** was noticeably lower. Respondents showed limited knowledge of the **25% Bureau of Internal Revenue (BIR) deduction** for hiring PWDs (mean = 3.12) and the **50% deduction for renovation or facility adaptation costs** (mean = 2.95). These results suggest that while many establishments appreciate the social and moral value of inclusivity, they remain **unfamiliar with specific government incentives** that could motivate businesses to employ PWDs. According to the **Magna Carta for Disabled Persons (Republic Act No. 7277)**, employers of PWDs are entitled to certain tax incentives to encourage equal employment opportunities, yet the findings indicate that this information is not widely disseminated among restaurant operators.

Overall, the table highlights the need for **greater awareness campaigns and information drives** to help restaurant owners and managers fully understand the **economic and social benefits** of employing PWDs. By improving awareness of both legal provisions and incentives, the hospitality industry can move closer to achieving genuine inclusivity and equality in the workplace.

B. Legal Policy Framework

Item	Indicators	Mean	Verbal Interpretation
1	Aware of RA 7277 (Magna Carta for PWDs)	3.90	Aware
2	Aware PWDs entitled to same pay/benefits	3.82	Aware
3	RA 7277 prohibits discrimination in hiring	3.88	Aware
4	Law protects continued employment of PWDs	3.75	Aware
5	Law ensures equal career growth opportunities	3.79	Aware
6	Law mandates safe/healthy work conditions	3.97	Aware
7	Restaurant complies with RA 7277	3.65	Aware
8	Aware of RA 10524 (1% PWD employment quota)	3.40	Moderately Aware

Item	Indicators	Mean	Verbal Interpretation
Overall Mean	—	3.77	Aware

Scale	Interpretation
1.00 – 1.49	Not Aware
1.50 – 2.49	Slightly Aware
2.50 – 3.49	Moderately Aware
3.50 – 4.49	Aware
4.50 – 5.00	Highly Aware

Table 3 presents the level of awareness of restaurant establishments in Davao City regarding the **legal policy framework** that governs the employment of Persons with Disabilities (PWDs). The overall mean score of **3.77**, verbally interpreted as **“Aware,”** indicates that respondents generally have a strong understanding of the key laws and regulations that promote the rights and welfare of PWDs in the workplace.

Respondents demonstrated a high level of awareness across most indicators, particularly on the **provisions of Republic Act No. 7277**, or the **Magna Carta for Disabled Persons**, which ensures equal opportunities and protection from discrimination. The highest mean score was recorded for the awareness that the law **mandates safe and healthy working conditions for PWDs** (mean = 3.97), followed closely by the **prohibition of discrimination in hiring** (mean = 3.88) and **equal pay and benefits for PWDs** (mean = 3.82). These findings align with the provisions of **RA 7277**, which stipulates that qualified PWDs must be granted the same employment terms as other workers, free from prejudice or unequal treatment (Department of Labor and Employment [DOLE], 2020).

Furthermore, respondents acknowledged that **laws protect the continued employment and career advancement of PWDs** (means = 3.75 and 3.79, respectively), indicating a reasonable awareness of job security and promotion rights. The mean score of **3.65** also suggests that most restaurants claim compliance with the Magna Carta, showing an encouraging level of legal adherence in the hospitality sector. However, awareness dropped slightly regarding **Republic Act No. 10524**, which mandates that at least **1% of positions in government and private companies** be reserved for qualified PWDs (mean = 3.40). This gap suggests that while restaurant establishments are aware of general PWD rights, they may be less familiar with **specific employment quota requirements** and implementation mechanisms.

The findings highlight that awareness of the legal framework is a **positive factor influencing readiness and inclusivity** in the workplace. Consistent with the study of **Manalo and Ramirez (2020)**, organizations that are knowledgeable about disability laws tend to exhibit stronger compliance behavior and more inclusive hiring practices. Nevertheless, there remains a need for **continuous information dissemination and training**, particularly about RA 10524 and other recent amendments, to strengthen the implementation of inclusive employment laws in the hospitality industry.

Table 3. Readiness of Restaurant Establishments in Employing Persons with Special Needs (n = 34)

A. Environment

Item	Indicators	Mean	Verbal Interpretation
1	Restaurant is ready to hire PWDs anytime	3.25	Moderately Ready
2	PWD employees can express concerns	3.45	Moderately Ready
3	No tolerance for disrespect/insensitivity	3.85	Ready

Item	Indicators	Mean	Verbal Interpretation
4	Restaurant has support system/peer group	3.18	Moderately Ready
5	Equal and fair opportunities for PWD staff	3.92	Ready
6	Provides safe and inclusive work environment	4.00	Ready
7	Promotes positive attitudes toward PWDs	3.95	Ready
Overall Mean	—	3.66	Moderately Ready

Scale	Interpretation
1.00 – 1.49	Not Ready
1.50 – 2.49	Slightly Ready
2.50 – 3.49	Moderately Ready
3.50 – 4.49	Ready
4.50 – 5.00	Highly Ready

Table 4 presents the assessment of restaurant establishments' **environmental readiness** in employing Persons with Disabilities (PWDs). The overall mean score of **3.66**, interpreted as "**Moderately Ready**," suggests that while most restaurants in Davao City demonstrate a positive and supportive environment toward inclusivity, there is still room for improvement in creating fully ready and disability-friendly workplaces.

Among the indicators, the highest-rated aspects were the provision of a **safe and inclusive work environment** (mean = 4.00), the **promotion of positive attitudes toward PWDs** (mean = 3.95), and the assurance of **equal and fair opportunities for PWD staff** (mean = 3.92). These findings reflect a commendable commitment among restaurant establishments to foster workplace inclusivity and mutual respect. This aligns with the findings of **Sarmiento and David (2021)**, who emphasized that a welcoming and inclusive environment contributes significantly to the success and retention of PWD employees in service industries.

On the other hand, relatively lower mean scores were recorded in areas such as the **presence of support systems or peer groups** (mean = 3.18) and **readiness to hire PWDs at any time** (mean = 3.25). These results indicate that while restaurants may have inclusive values and practices in place, **institutional mechanisms and structured support systems** are still lacking. Similar observations were made by **Villanueva (2020)**, who noted that the hospitality sector often demonstrates positive attitudes toward inclusivity but lacks concrete organizational frameworks and training programs to sustain PWD employment.

Moreover, the indicator "PWD employees can express concerns" (mean = 3.45) received a moderate rating, suggesting that although communication channels exist, they may not be fully formalized or consistently practiced. The high rating for "no tolerance for disrespect or insensitivity" (mean = 3.85) also underscores the growing cultural acceptance of PWDs in the workplace, a positive sign of progress toward social equity.

Overall, the results reveal that restaurants in Davao City are **progressing toward inclusivity** by promoting fairness, respect, and safety for PWD employees. However, sustained efforts—such as **policy development, peer mentoring, and continuous sensitivity training**—are essential to strengthen environmental readiness and ensure that inclusivity extends beyond attitudes to structural and procedural implementation.

B. Training and Support

Item	Indicators	Mean	Verbal Interpretation
1	Mentorship programs available	3.20	Moderately Ready
2	Accessible transportation support	2.95	Not Ready
3	Restaurant adapts to meet PWD needs	3.35	Moderately Ready
4	Job-specific training tailored to PWDs	3.50	Ready
5	PWDs supported equally/respectfully	3.85	Ready
6	Providing PWD opportunities is a restaurant goal	3.70	Ready
Overall Mean	—	3.43	Moderately Ready

Scale	Interpretation
1.00 – 1.49	Not Ready
1.50 – 2.49	Slightly Ready
2.50 – 3.49	Moderately Ready
3.50 – 4.49	Ready
4.50 – 5.00	Highly Ready

Table 5 presents the level of **readiness of restaurant establishments in Davao City** in terms of **training and support** for employing Persons with Disabilities (PWDs). The overall mean score of **3.43**, verbally interpreted as **“Moderately Ready”** indicates that while restaurants show encouraging efforts to support inclusivity, there are still areas that need strengthening—particularly in accessibility and structured mentorship programs.

Among the indicators, the highest-rated items were **“PWDs are supported equally and respectfully”** (mean = 3.85) and **“Providing PWD opportunities is a restaurant goal”** (mean = 3.70). These results reflect the establishments’ positive attitudes and willingness to integrate PWDs into their workforce. According to **Reyes and Bautista (2021)**, supportive workplace attitudes and management commitment are key enablers of successful PWD employment in the service industry. Furthermore, the presence of **job-specific training tailored to PWDs** (mean = 3.50) demonstrates an emerging awareness of the need for adaptive training methods that enhance employee performance and confidence.

However, certain aspects scored lower, such as **mentorship programs** (mean = 3.20) and **accessible transportation support** (mean = 2.95), the latter being the only indicator interpreted as **“Not Ready.”** These findings suggest that while restaurants are open to employing PWDs, logistical and structural support systems—such as transportation assistance and sustained mentoring—remain underdeveloped. This is consistent with **Manlapig (2020)**, who emphasized that accessibility barriers and the absence of institutionalized support programs often hinder the full inclusion of PWDs in the workplace.

Additionally, the moderate score for **“Restaurant adapts to meet PWD needs”** (mean = 3.35) indicates that adaptation efforts are ongoing but not yet comprehensive. These may include physical modifications, schedule adjustments, or personalized task assignments to better accommodate employees with disabilities.

In summary, the findings suggest that restaurants in Davao City demonstrate **a growing readiness to support and train PWD employees**, particularly in promoting equal treatment and inclusion. However, there is a pressing need to enhance **mentorship**

systems, accessibility provisions, and continuous capacity-building programs to ensure that PWD employment becomes sustainable and effective in the long term.

C. Facilities

Item	Indicators	Mean	Verbal Interpretation
1	Designated workspaces/signage for PWDs	3.00	Moderately Ready
2	Occupational safety tailored for PWDs	3.15	Moderately Ready
3	Accessible restrooms for PWD staff	2.85	Moderately Ready
4	Trained personnel for emergencies	3.20	Moderately Ready
5	Navigation aids (floor layout, codes, signage)	2.95	Moderately Ready
6	All restaurant areas are accessible	3.10	Moderately Ready
Overall Mean	—	3.04	Moderately Ready

Scale

Interpretation

1.00 – 1.49	Not Ready
1.50 – 2.49	Slightly Ready
2.50 – 3.49	Moderately Ready
3.50 – 4.49	Ready
4.50 – 5.00	Highly Ready

Table 6 presents the assessment of restaurant establishments' **readiness in terms of facilities** for accommodating Persons with Disabilities (PWDs). The overall mean score of **3.04**, interpreted as **"Moderately Ready,"** indicates that while restaurants in Davao City have made some efforts to improve physical accessibility and safety for PWD employees, these efforts are still limited and not yet fully compliant with accessibility standards.

Among the indicators, the highest-rated aspect was the presence of **trained personnel for emergencies** (mean = 3.20), followed by **occupational safety tailored for PWDs** (mean = 3.15) and **overall accessibility of restaurant areas** (mean = 3.10). These scores suggest that some restaurants are aware of the need to provide a safe and responsive workplace for employees with disabilities. However, the relatively moderate ratings imply that such safety and accessibility measures are **not yet uniformly implemented** across establishments. According to **De Guzman and Rivera (2021)**, ensuring workplace safety and physical accessibility is a key component of inclusive employment, but many hospitality businesses in the Philippines still lack the infrastructure to fully support PWD workers.

Lower mean scores were observed for accessible restrooms (mean = 2.85) and navigation aids such as signage and floor layouts (mean = 2.95). These findings highlight persistent gaps in the physical accessibility of facilities, which can significantly affect the comfort, independence, and mobility of PWD employees. As emphasized by Cruz (2020), compliance with the Accessibility Law (Batas Pambansa Blg. 344) remains a challenge in many private establishments, particularly small and medium enterprises that often cite cost and space limitations as barriers to accessibility upgrades.

The indicator "designated workspaces or signage for PWDs" (mean = 3.00) also shows moderate readiness, suggesting that while some restaurants provide designated spaces or assistive signage, these accommodations are not consistently available.

Overall, the findings indicate that restaurant establishments are moderately ready in terms of facility readiness, demonstrating partial compliance with accessibility standards. To enhance readiness, establishments should prioritize structural improvements, staff training on disability sensitivity and emergency response, and compliance with existing accessibility laws to ensure that workplaces are not only inclusive but also safe and enabling for all employees, including those with disabilities.

Table 4. Correlation Between Awareness and Readiness of Restaurant Establishments in Employing PWDs (n = 34)

Variables	Awareness	Readiness	Interpretation
Awareness	1	.621**	Moderate Positive Correlation
Readiness	.621**	1	—

Legend:

- **r-value:** Pearson correlation coefficient
- **p-value:** Sig. (2-tailed)
- * Significant at 0.05 level
- ** Significant at 0.01 level

Table 4 presents the correlation analysis between awareness and readiness of restaurant establishments in Davao City regarding the employment of Persons with Disabilities (PWDs). The computed Pearson correlation coefficient ($r = 0.621$) indicates a moderate positive correlation between the two variables, suggesting that as the level of awareness increases, the level of readiness among restaurant establishments also tends to improve. The correlation is statistically significant at the 0.01 level, which means the relationship observed is unlikely to have occurred by chance and is therefore considered highly significant.

This finding implies that restaurants that are more knowledgeable about PWD-related laws, incentives, and inclusion policies are also better equipped and more ready to employ PWDs in their workforce. Awareness of policies such as Republic Act No. 7277 (Magna Carta for Disabled Persons) and Republic Act No. 10524 (Expanding Positions Reserved for PWDs) likely encourages establishments to adopt inclusive hiring practices and make necessary adjustments in their operations and facilities.

The result supports the findings of Santos and Villoria (2021), who noted that awareness of disability employment laws is a strong predictor of organizational readiness and inclusivity in the hospitality sector. Similarly, Cruz and Dela Peña (2020) found that informed employers tend to develop structured inclusion programs, provide accessibility improvements, and promote equal opportunities for PWDs.

Overall, the moderate yet significant positive relationship between awareness and readiness underscores the importance of continuous education, advocacy, and training initiatives for restaurant owners and managers. By enhancing awareness, establishments can build a more inclusive, accessible, and supportive work environment for Persons with Disabilities.

Table 4. Summary of Awareness and Readiness Mean Scores (n = 34)

Dimension	Overall Mean	Verbal Interpretation
Awareness – Benefits	3.48	Moderately Aware
Awareness – Legal Framework	3.77	Aware
Overall Awareness	3.63	Moderately Aware
Readiness – Environment	3.66	Moderately Ready
Readiness – Training	3.43	Moderately Ready
Readiness – Facilities	3.04	Moderately Ready
Overall Readiness	3.38	Moderately Ready

Table 4. Summary of Awareness and Readiness Mean Scores (n = 34) presents the overall levels of awareness and readiness of restaurant establishments in employing Persons with Disabilities (PWDs).

The results reveal that restaurant establishments are moderately aware of the benefits of hiring PWDs, with a mean score of 3.48, and are aware of the legal framework surrounding PWD employment (Mean = **3.77**). The overall awareness mean of 3.63 indicates that most establishments possess a good level of understanding of PWD-related laws, rights, and incentives, such as those outlined in **Republic Act No. 7277 (Magna Carta for Disabled Persons)** and **Republic Act No. 10524 (An Act Expanding the Positions Reserved for PWDs)**.

In terms of readiness, the findings show that establishments are moderately ready in terms of their environmental readiness (Mean = 3.66) and training initiatives (Mean = 3.43), indicating that some measures are already in place to accommodate PWD employees. However, readiness in terms of facilities scored the lowest at 3.04, interpreted as Moderately Ready, suggesting that physical accessibility features such as ramps, restrooms, and navigation aids remain limited in many establishments. The overall readiness mean of 3.38 reinforces that while restaurants have started integrating inclusive practices, significant improvements are still needed, especially in infrastructure and employee training.

Overall, the results imply that while restaurant establishments demonstrate a fair degree of awareness and moderate readiness, there remains a gap between knowledge and implementation. Continuous capacity-building programs, awareness campaigns, and compliance monitoring by relevant government agencies could help bridge this gap to promote a more inclusive and equitable workplace for PWDs.

Table 5. Correlation Between Awareness and Readiness of Restaurant Establishments in Employing PWDs (n = 34)

Variables	r-value	p-value	Interpretation
Awareness vs. Readiness	.621**	.001	Moderate Positive Correlation

Legend:

- **r-value** = Pearson correlation coefficient
- **p-value** = Sig. (2-tailed)
- ****** Significant at 0.01 level

The results of the correlation analysis reveal a moderate positive correlation between awareness and readiness of restaurant establishments in employing Persons with Disabilities (PWDs), with an r-value of .621 and a p-value of .001, which is significant at the 0.01 level. This indicates that as the awareness of restaurant owners and managers regarding PWD rights, laws, and benefits increases, their readiness to employ and accommodate PWDs also tends to improve.

This finding suggests that establishments that are more informed about relevant legal frameworks—such as Republic Act No. 7277 (Magna Carta for Disabled Persons) and Republic Act No. 10524 (PWD Employment Quota Law)—are more likely to implement inclusive practices, provide appropriate training, and ensure accessible facilities for PWD employees.

The moderate strength of the correlation implies that awareness is a key but not the sole factor influencing readiness. While knowledge of policies and rights contributes significantly to readiness, other factors such as financial capacity, management commitment, infrastructure limitations, and societal attitudes may also affect the degree to which restaurants can fully integrate PWDs into their workforce.

In conclusion, the data highlight the importance of continuous information dissemination, advocacy, and training programs to further enhance both the awareness and readiness levels of restaurant establishments. Strengthening awareness initiatives could lead to more inclusive employment opportunities and better workplace conditions for PWD.

Hypothesis Testing

- **Null Hypothesis (H_0):** There is no significant relationship between the level of awareness and the level of readiness in the hospitality industry regarding the employability of PWDs.
- **Alternative Hypothesis (H_1):** There is a significant relationship between the level of awareness and the level of readiness in the hospitality industry regarding the employability of PWDs.

Decision

Rule:

If **p-value** < **0.05**, reject H_0 . If **p-value** $\geq$ **0.05**, fail to reject H_0 .

Result:

Since the computed p-value (0.001) is less than 0.05, the **null hypothesis is rejected**. This means there is a **significant moderate positive correlation ($r = .621$)** between awareness and readiness.

The results indicate that restaurants in Davao City with higher levels of **awareness** of policies, incentives, and laws regarding the employment of PWDs are also more likely to exhibit **readiness** in terms of environment, training, and facilities. Awareness serves as a strong driver of readiness to employ PWDs, supporting the findings of Gomez & Tan (2021) that informed employers are more proactive in implementing inclusive practices.

CHAPTER 4

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This section presents the summary of findings, conclusions, and recommendations of the study, which examined the level of awareness and readiness of restaurant establishments in Davao City in employing Persons with Disabilities (PWDs). It highlights the key results derived from the respondents' profiles, their awareness of legal frameworks and incentives, and their readiness to create inclusive workplaces. The following discussion provides an overview of the study's major findings, the implications drawn from these results, and actionable recommendations for stakeholders in promoting PWD inclusion in the hospitality industry.

SUMMARY OF FINDINGS

This study assessed the awareness and employment readiness of restaurants in Davao City regarding the inclusion of Persons with Disabilities (PWDs) in the workforce. A total of 34 respondents participated, representing owners or proprietors, managers, supervisors, HR personnel, and staff from various types of restaurants. The demographic profile revealed that most respondents were staff or employees (32.4%), followed by managers and supervisors. The majority came from casual dining restaurants (35.3%) and fast-food chains (29.4%). Many establishments had been operating for four to six years (35.3%), and most restaurants had 21–50 employees (32.4%). Only 41.2% of the establishments had previously employed PWDs, and among them, the majority had one to two PWD staff members.

In terms of awareness, the overall mean score was 3.63, indicating that respondents were moderately aware of PWD inclusion. They were most aware of the legal framework (3.77) but least aware of specific benefits and incentives (3.48). Regarding readiness, the overall mean score was 3.38, suggesting that the restaurants were moderately ready to employ PWDs. The highest level of readiness was observed in environmental readiness (3.66), while facilities scored the lowest (3.04).

Furthermore, correlation analysis revealed a moderate positive correlation ($r = .621$, $p = .001$) between awareness and readiness. This indicates that higher awareness of policies, incentives, and laws significantly enhances an establishment's readiness to employ Persons with Disabilities.

CONCLUSIONS

The findings of the study revealed several key insights regarding the inclusion of Persons with Disabilities (PWDs) in the restaurant industry of Davao City.

First, awareness was found to influence readiness—restaurants with greater understanding of PWD-related policies, incentives, and rights were more likely to be ready to employ PWDs. This highlights the importance of information dissemination and education in fostering inclusive workplaces.

Second, readiness levels were found to be uneven across different areas. While many restaurants demonstrated moderate readiness in creating inclusive environments and providing necessary training, their facilities and accessibility infrastructure were still insufficient to fully accommodate PWD employees.

Third, the study revealed limited experience in PWD employment, as less than half of the participating restaurants had previously hired PWDs. This suggests that inclusivity within the restaurant sector is still emerging and requires stronger advocacy, policy implementation, and institutional support. Lastly, the results indicate a positive direction toward inclusivity in the hospitality industry. However, significant gaps remain—particularly in translating awareness into concrete actions and facility-based readiness. Continued efforts from both the private sector and government are essential to achieving a more inclusive and equitable workplace for Persons with Disabilities.

RECOMMENDATIONS

Based on the findings and conclusions of the study, the following recommendations are proposed to enhance the inclusion and employment readiness of restaurant establishments in Davao City for Persons with Disabilities (PWDs):

1. For Restaurant Owners and Managers

Restaurant owners and managers are encouraged to increase their awareness of existing government incentives such as BIR tax deductions and DOLE policies to promote the hiring of PWDs. Establishments should also invest in upgrading their facilities—such as installing ramps, accessible restrooms, and adaptive dining areas—to ensure inclusivity and compliance with accessibility standards. Moreover, the development of training programs for both PWDs and current employees is recommended to foster workplace integration, sensitivity, and productivity.

2. For Policy Makers and Government Agencies

Policy makers and relevant government agencies should strengthen information campaigns about PWD-related employment laws, rights, and benefits to reach a wider audience in the hospitality sector. Financial and technical assistance programs must also be provided to support small and medium-sized restaurants in implementing accessibility improvements. Furthermore, consistent monitoring and evaluation of compliance with the *Magna Carta for Disabled Persons* (Republic Act No. 7277) should be carried out to ensure that establishments uphold national standards for inclusivity.

3. For Future Researchers

Future researchers are encouraged to conduct studies with larger sample sizes and across different regions to improve the generalizability of findings. It is also recommended to explore the perspectives and lived experiences of PWD employees themselves to provide a more holistic understanding of workplace inclusivity. Additionally, examining the long-term impacts of PWD employment on organizational performance, customer satisfaction, and overall business reputation would contribute valuable insights for policy and practice development.

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