

# **“I Will Not Give Up”: A Case Study on Human Resource Practices with regards to People with Disabilities at the Nem Adom Fel Cafe and Bar in Hungary**

Ambuj Sharma, Anna Dunay

Szent István University

## **Abstract**

**Background:** One of the biggest challenges for a person with disabilities is to find decent employment in order to be independent and economically active. This paper presents the professional inclusion of people with disabilities at a cafe in Budapest, Hungary.

**Purpose:** The objective of this paper to present the human resources practices at the Nem Adom Fel<sup>1</sup> Cafe and Bar. The mission of the Nem Adom Fel Cafe and Bar is to encourage the social integration and inclusion of people with disabilities by offering employment and providing opportunities to have a decent life style.

**Methodology:** The basis for this exploratory study was research conducted through a case study. Data collection was collected through semi-structured interviews, on-site observations and document analysis. Interviews with the employees and customers were carried out over a period of nine weeks at the cafe and adjoining foundation office. The data were cross-checked again with all the participants (employees only) to ensure reliability, validity and dependability.

**Results:** The findings of the project showcases the different dimensions of human resources practices in the cafe. These can be categorized as follows: (i) diversity of people, (ii) educational and professional qualifications, (iii)

---

<sup>1</sup> Nem Adom Fel is a Hungarian sentence which means “I will not give up”.

recruitment, selection and training procedure (iv) salary structure, remuneration and benefits, (v) job restrictions caused by specific disabilities, (vi) employer- employee relationship with regards to employees with or without disabilities and, (vii) the socio-economic viewpoint. The study has a number of limitations, for example the dearth of published articles in Hungary and the fact that the study cannot be generalized across Hungary as the sample size was small and the study was conducted at a cafe which only represents one particular industry.

**Conclusion:** This research is part of a PhD thesis which seeks to explore human resources practices focus on employees with disabilities and expected to provide a momentous addition to the disability movement all over the world. This case study also helps to bridge the gap and remove social barriers between employees with and without disabilities in terms of communication, stereotypes and perceptions.

**Keywords:** Aesthetic appearance, case study, diversity, Hungary, people with disabilities

## **Introduction**

The 'right to work' is every citizens birth right including people with disabilities and the primary goal of every government is to safeguard the rights of it's people. Disability is a complex concept and one of the inevitable challenges faced by governments worldwide. A person can have physical, mental, sensory or intellectual limitations or combination of any of these limitations.

The objective of this paper is to present the human resources policies and procedures at the Nem Adom Fel Cafe and Bar in Hungary with regards to people with disabilities. In Hungary, there is a lack of research into the employability of people with disabilities publications on human resources practices adopted by organizations are scarce. This study focuses on employees (with or without disabilities) working in the cafe and the findings provides an interesting insights into the HR policies adopted and practiced at the cafe. This paper could be useful for employers, employees with or without disabilities, job recruiters, job seekers (individual with disabilities), strategists, project managers and others who are actively involved in the professional integration of people with disabilities.

This paper has been divided into several sections in order to create a clearer overview of the results of the case study at the centre of this research. The first section presents statistics to explain the actual situation of people with disabilities in Hungary and the world. The second section highlights international and Hungarian legislative initiatives that benefit both employers and employees with disabilities. The next section includes a description of the

methodological approach adopted for this study and a brief introduction to the Nem Adom Fel Cafe and Bar. This is followed by the detailed presentation and discussion of the key findings from which conclusions are drawn.

According to International Labour Organisation, there are approximately 1 billion people worldwide (15% of the world's population) live with some kind of disability, of which 78.5% fall into the working age category (ILO 2015). Europe as the world's third largest populated continent after Asia and Africa, it has been observed that there is a big employment gap between those people with and without disabilities whereby 64% of people without disabilities are employed and only 38% of disabled people are active in the labour market and earning an income (Kalef, Barrera and Heymann 2014).

The scenario in Hungary is very different. In total, there are total 490,578 people with disabilities (i.e. 4.9% of the total population) out of which 230,547 are men and 260,031 are women (KSH, 2011 and Jakab 2013). The overall employment rate in Hungary for those people in the age group 15-64 years is 57.2%, whereby for men is 62.5 %, and for women is 52.1% (Tóth and Lengyel, 2014). There are approximately 185,000 people with disabilities (in Hungarian terminology: people with a changed working capacity) in the age group of 15-64 years who are economically active, of which 139,000 are employed and 46,000 unemployed (KSH 2012).

The biggest challenge for any government is to provide employment for people with disabilities in rural areas. According to the ILO report, the majority of people with disabilities living in rural areas face socio-economic barriers to education, employment and economic accessibility (Eskola 2011). In Budapest, 64.8% of healthy & 21.2% of people with disabilities are employed. The situation in villages is more alarming situation, whereby 81.1% population of people with disabilities are not even present in the labour market (either as employed or active job seekers) (KSH 2012).

Global awareness is on the rise with regards to the inclusion and rights of people with disabilities in different walks of life. Disability policies and anti-discrimination laws that include disability in their chapters and constitutional procedures are the main key instruments drafted and adopted by governments and international bodies, e.g. ILO, WHO, etc.

The United Nations Convention on the Rights of Persons with Disabilities (CRPD), a United Nations initiative to recognize the equal rights of people with disabilities worldwide by mainstreaming disability at regional, national and international level through the promotion of large scale policies, plan and programs. Article 1 of the UNCRPD states "The purpose of the present Convention is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities and to promote respect for their inherent dignity" (United Nations 2006, pp.5). According to latest reports published by the Office of the High Commissioner, 166 countries (state party) have ratified

the convention i.e. treaty has come into force , 21 countries have signed it but not ratified it yet and 11 countries have not expressed their consent ( United Nations 2016). It is a two way process in which all state parties i.e. the countries which have ratified convention, have to submit status report every 4 years regarding the implementation of the procedural rights of people with disabilities, on the basis of which the committee gives advise or makes recommendations if any at all. On 20 July 2007, Hungary became the second country in the world to ratify UN Convention on the Rights of Persons with Disabilities on 20 July 2007 (Disabled World, n. d.).

The National Office for Rehabilitation and Social Affairs (NORSA), a branch of the Ministry of Human Resources of Hungary, is a medical, rehabilitation and social services establishment which manages, in addition to its other obligations the portfolio for the medical examination, comprehensive rehabilitation and social employment of people with disabilities. With regards to the rights of people with disabilities in Hungary, there are several acts such as The Act XXVI from 1998 on the Rights and Equal Opportunities of Persons with Disabilities, The Act CXXV from 2003 on Equal Treatment and Promotion of Equal Opportunities, The Act CXXV from 2009 on Hungarian Sign language and The Fundamental Law of Hungary from 2011, which are major instruments of Hungarian legislation with regards to the rights of people with disabilities (NORSA n. d. ; Hungary 2011 (a), Hungary 2011 (b); Hungary 2003; Hungary 1998) These Acts have been revised and amended from time to time to safeguard the interests of individuals with disabilities.

In 2000, the United Nations honoured the Hungarian government with the Roosevelt International Disability Award for drafting and adopting exclusive legislation, namely Act XXVI from 1998 on the Rights and Equal Opportunities of Persons with Disabilities (Act on the Rights of Persons with Disabilities) (United Nations 2000).

In Hungarian society as a whole, the government and employers in Hungary have an active role in the successful implementation and promotion of employment policies for people with disabilities. Like in other European countries, tax benefits for employers, subsidies, a quota system and housing and rehabilitation assistance form some of the most important financial and non-financial devices of the government (Jakab 2013). The Government of Hungary introduced rehabilitation cards to promote the employment of people with disabilities on the open labour market. The card system is beneficial to employers as the card gives immunity to employers against contribution tax (27%). By 2015, approximately 30,577 people with disabilities were registered under the system (Szekeres 2015). Another concept introduced by the government to promote employment is through the 'quota system', whereby employers are duty bound to maintain a 25:1 (5%) employment ratio i.e. with for every 25 persons with no disabilities employed by any organisation, there should be one employee with disabilities employed. If an employer fails to maintain this ratio they are penalized with a rehabilitation tax i.e. 964 500 HUF/person/year (Jakab 2013; Diossi 2011; Könçzei and Horváth 2007).

The responsibility of a government is to implement, monitor and continuously update the shortcomings in the procedures, if any. The ILO (2007) in their report clearly state people with disabilities at work place are subject to discrimination when compared to people without disabilities i.e. low wages, stereotyped opinions about their work performance, segregated job responsibilities and work place environment concerns.

## **Methodology**

### ***Research Site Selection***

The Nem Adom Fel Cafe and Bar was founded in the heart of Budapest in January 2016 and is run by people with disabilities. The Nem Adom Fel is a Hungarian proverb which means 'I will not give up'. This Cafe is an extension of the Nem Adom Fel Foundation which is not only actively engaged in raising the living standards of socially disadvantaged families but also helps them to discover their spiritual strength and inner capabilities. The cafeteria is colourful, well designed and is staffed by those who project the "Nemadomfel spirit", which reflects the belief that anyone can be in any life situation, everyone has the fortitude and the ability to get the most out of themselves. The cafeteria serves as a social enterprise and employment hub for people with disabilities. It hosts cultural events, informal gatherings and more importantly, is a place where people can meet and greet people and share social responsibilities on a common platform.

### ***Data collection and analysis***

One of the authors identifies himself as a person with disabilities and chose to undertake a different approach contributing towards the professional integration and social inclusion of people with disabilities in the society. A case study approach was therefore the obvious choice for this research as it allowed the researchers to garner detailed information about the individuals and their relationship with the research topic, as was addressed by Sekaran (2003, p. 119), "the case study, which is an examination of studies done in other similar organizational situations, is also a method for solving problems, or for understanding phenomena of interest and generating further knowledge in that area". The main idea of this article is therefore to provide in-depth knowledge on the topic under-investigation and to conduct research in this area. This study which is part of the ongoing PhD thesis research, highlights the different dimensions of human resource management in the Nem Adom Fel Cafe and Bar. Yin (2009: 4) also agrees that case study methodology is the best research instrument to understand realistic events in any organisation, "the case study method allows investigators to retain the holistic and meaningful characteristics of real-life events-such as individual life cycles, small group behaviour, organizational and managerial processes, change of neighborhood, school performance, international relations, and the maturation of industries".

Due to the qualitative in nature of the research and the need to explore the experiences of employees with disabilities; onsite observation, face-to-face semi structured interviews and document analysis were used to collect the data. Twenty five employees and twelve customers were interviewed over a nine week period at the cafe and adjoining foundation office.

A covering letter was emailed to the manager of the cafe requesting to grant permission to conduct a research in the Nem Adom Fel Cafe & Bar. The covering letter contained a brief introduction on the authors, the purpose of the study and detailed outline of the time duration and research methodology.

The research process started with an informal interview of the cafe manager in order to establish and understand the vision & mission of the foundation, overall structure of the cafe, duties of employees, etc. All the employees i.e. from the manager to the kitchen helpers and the customers were interviewed at the cafe over a period of nine weeks with the aim of collecting comprehensive and distinct information on the subject. The interviews were recorded with the prior permission of the participants and the author also took notes in order to later be able to cross reference them with the transcribed data. The length of the interviews ranged from 20 to 130 minutes for each session. The audio taped interviews were transcribed into codes and then manually categorized into themes relevant to the objectives, questions and available literature. The analyzed data were later compared with handwritten notes. The same information was shared with the participants to maintain the accuracy and the reliability of the data collected.

Before the start of each interview, a social worker approached an employee on behalf of the interviewer to determine whether they were comfortable in participating in a casual face-to-face interview with regards to their education, disability, personal and professional experiences. Initially, two employees refused to participate in interview sessions but later contacted social worker and expressed their desire to be part of the study. The social worker remained present during the majority of the interviews for two reasons. Firstly, due to one of the authors inability to communicate in Hungarian language. Secondly, to maintain a comfortable atmosphere throughout the interview because the same author belonged to a different ethnic group. All the participants during the interview were encouraged to speak their mind and from the heart out during the interview on the issues which they felt were important and which would help the authors to accomplish the objectives of their research. The interviews were carried out in English and Hungarian languages. The social worker, who was fluent in both languages, was able to translate the information from Hungarian into English language.

Tab. 1: Examples of questions posed during the semi-structured interviews.

Respondent details	Questions for respondents
<i>Manager and supervisors</i>	<ul style="list-style-type: none"> <li>• Personal and professional details (age, gender, type of disability if any, educational background).</li> <li>• What is the mission of the NemAdom Fel Cafe and Bar?</li> <li>• How do you recruit people with disabilities and what are the selection criteria?</li> <li>• What are the HR policies of the organisation?</li> <li>• Please explain the corporate diversity of this cafe?</li> <li>• How do you train, motivate and support employees with disabilities?</li> <li>• Do you ask employees about their job preference? How do you delegate tasks and responsibilities?</li> <li>• How do you describe the relationship of between employees with disabilities with other employees and customers?</li> <li>• Please explain the financial and non-financial remuneration offered to employees?</li> <li>• Are customers aware that of this cafe and bar is an integrated workplace?</li> <li>• What are the challenges and benefits of having people with disabilities as employees?</li> </ul>
<i>Employees</i>	<ul style="list-style-type: none"> <li>• Personal and professional details (age, gender, type of disability if any, educational background).</li> <li>• Why did you want to work here?</li> <li>• How different it is working here to your previous employment?</li> <li>• Do you like working here? If yes, why?if not, why?</li> <li>• Are you receiving financial support from the government?</li> <li>• How is your relationship with the manager, other employees ?</li> <li>• What are the challenges and benefits of working here?</li> <li>• How did you findout about this organisation?</li> </ul>
	<ul style="list-style-type: none"> <li>• Personal and professional details (age, gender, type of disability if any, educational background and profession).</li> </ul>

<p><i>Customers</i></p>	<ul style="list-style-type: none"><li>• How did you find out about this cafe? Do you know it is an integrated work place? Do you come here very often?</li><li>• What is the best thing about this cafe?</li><li>• Physical attractiveness, aesthetic and self presentation skills are a prerequisite for the service industry, What is your take on this?</li><li>• What do you think about people with disabilities as employees?</li></ul>
-------------------------	---

*Source: Authors*

All the participants were advised about the purpose of the study and were also advised to refrain themselves from answering any questions which would make them feel uncomfortable, for example, an employee refused to answer the question about how much Hungarian Forints (HUF) he received in financial support from the government in addition to his wages. The questions for managers, supervisors and employees were focused on human resources policies and practices ( e. g., the personal challenges faced at work due to specific disabilities, understanding and relationship between employees with disabilities and other employees, wage structure, employability requirements for people with disabilities, customers behaviour and job satisfaction criteria), whereas the aim of customer interviews were more focused on getting feedback on the adequacy of the services provided by the cafe, reasons for visiting this cafe, their perception towards employees with disabilities in any organization and the importance of physical attractiveness, aesthetics and self presentation skills in services industry. The author reviewed the data from time to time to ensure their accuracy and reliability. During the entire period, authors also made observations of day-to-day operations in the cafe, in particular focusing on the behavior and interaction of employees with disabilities with other fellow colleagues and walk-in customers. All the employees wore clean uniforms, were courteous, pleasant, focused and organized. They performed their duties in accordance with instructions of the shift supervisor and independently handled the needs of their customers. At the end of all the interviews and observation sessions, an initial draft was shared with all the respondents to confirm the dependability of the data. The final draft was discussed with peers and researchers in order to have their feedback on the content and to gain additional insights.



## Results

The interviews with the cafe manager, supervisors and other employees provided some insights into the employability of people with disabilities in the Nem Adom Fel Cafe and Bar. There were also few casual conversations with walk-in customers (randomly selected) at the bar. The purpose of interviewing the customers was to determine their outlook towards the concept of disability and how they perceive people with disabilities at work. In order to create a better overview of the issues, the rich insights which were derived from the interview and onsite observation were categorized under following headings (i) diversity of people, (ii) educational and professional qualifications, (iii) recruitment, selection and training procedure (iv) salary structure, remuneration and benefits, (v) job restrictions caused by specific disabilities, (vi) employer- employee relationship with regards to employees with and without disabilities, (vii) the socio-economic perspective. The authors decided to have pseudonyms for the respondents in order to ensure their anonymity. A number of quotes from participants are used in results section to bring out the ‘deep’ and ‘true’ facts and human emotions.

### ***Diversity at Nem Adom Fel Cafe and Bar***

There is a lot of diversity in Nem Adom Fel Cafe and Bar in terms to age, type of disability, gender, education, job responsibilities and work experience (see table 2). In total, 25 employees work at the cafe. Social workers and psychotherapist were recruited by the Nem Adom Fel foundation.

Table 2: Diversity (disability) of employees at the Nem Adom Fel Cafe and Bar.

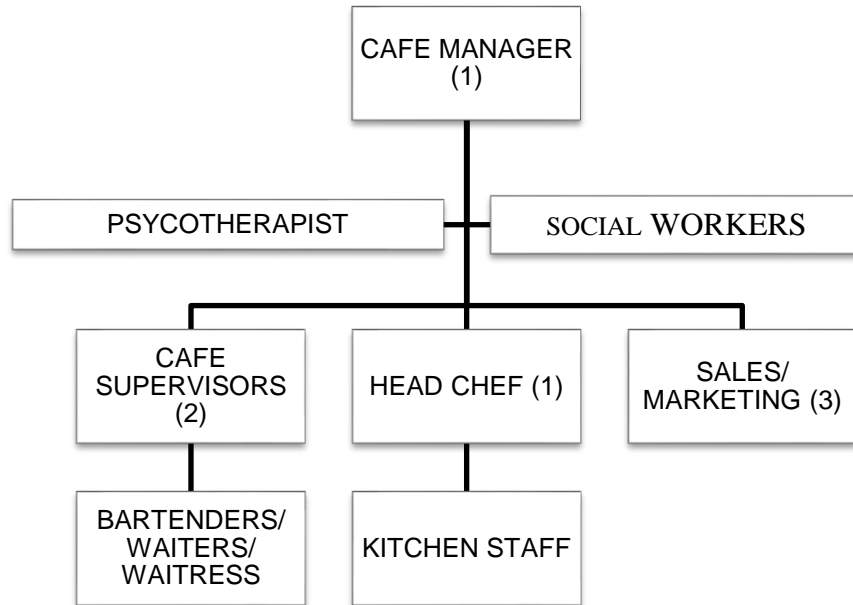
Type of disability	Male	Female
Orthopedic disability	1	
Visual disabilities	1	1
Hearing and speech disabilities		1
Mental or development or intellectual disabilities	6	8

Others ( single or multiple-disabilities)	2	
Employees with no disabilities	1	4

Source: Author’s own interpretation.

The hierarchical structure of the cafe is quite traditional, typical and simple to understand ( see figure. 1).

Figure 1: Organizational chart of the Nem Adom Fel Cafe and Bar.



Source: Authors

**Educational and professional qualifications**

Findings shows that majority of the people with disabilities possess high school diplomas. Many of them have basic primary school education and a few have been awarded certificates for additional vocational courses, as recognized in the NQR ( National Qualifications Register, in Hungarian the abbreviation is OKJ).

Table 3: Educational and professional achievements of the employees.

	Primary school (regular and integrated schools)	Secondary school (regular and integrated schools)	Additional qualifications (OKJ)/other vocational courses)	Under-graduate	Post-graduate
Employees with disabilities	8	12	7	-	-
Employees without disabilities	-	5	3	-	-

Source: Authors

### ***Recruitment, selection, induction and training procedure.***

The cafe manager explained that the cafe's terms and conditions of recruitment for the staff with or without disabilities were in the regulations set by the government of Hungary. There are different practices of recruitment at Nem Adom Fel Cafe and Bar. The candidates are recommended by current employees and friends but also through other non-governmental organizations. The cafe's Facebook page is also a popular platform for recruitment and is intensely browsed by applicants for job vacancies. The manager confirmed that the cafe does not face any challenges in the recruitment of people with disabilities because the location of cafe is very prominent in the city of Budapest and the reputation of the foundation also helps to attract good quality future employees.

There are currently 25 people employed in the cafe, comprising of a cafe manager, 2 shift supervisors, 3 sales & marketing executives, a head chef, waiters/waitresses and kitchen helpers. There are a few social workers and an in-house psychotherapist to assist if required. The major responsibilities of the manager are recruitment & training, safety compliance, cost control and the day-to-day management of the cafe.

Each supervisor works on alternate days and has the longest shifts when compared to those of the other employees. They work on the basis of alternating 2 or 3 day weeks i.e. supervisor A works 2 days for the first, whilst supervisor B for 3 days; the following week, A works for 3 days and B for 2 days.

The manager has confirmed that all the recruited staff did not have prior work experience in the hotel and catering industry. The initial training was provided by the sponsors to the manager and supervisors. The training programme is divided into job tasks & sub-tasks. The delegation of tasks and the duration of shift depends on the type of disability and person's individual capabilities. There are no fixed performance evaluation criteria at this cafe. There is a three day trial period during which candidates are evaluated for their potential and the skills. If the trial period is completed successfully, the new employee is asked to sign a contract and receives induction training. The new employees are placed on 3 months probation period during which their performance is assessed by the cafe manager and shift supervisors. So far, only three employees (two females and one male) were made redundant during the probation period due to their behavioural and non performance issues. Following the induction training, all the employees initially work for 4 hours a day (20 hours a week) regardless of the type and degree of disability. The work shift and job responsibilities are subject to change depending on employee's learning ability and job performance.

The most important and challenging job for the supervisor is to draw up the monthly work roster for employees. Employee S, who is the supervisor responsible for preparing monthly roster stated:

“All the employees are asked about their task and schedule preferences but it is very difficult to arrange a roster as per their request. There are lot of constraints for example, government regulations, employees with two jobs, personal capabilities and medical limitations, etc. We also have to make sure that there is balance in terms of job requirements and disability diversity”.

Employees are advised by the supervisor to inform the management in advance if they have any holiday planned. This makes planning the roster more efficient and ensures a balanced roster for the month.

### ***Salary structure, remuneration and benefits***

All employees are entitled to a healthy meal and a drink in accordance with their contract. On top of this, all employees receive an extra 25% discount on food and beverages. The customers are very generous with the 'tips' and the cafe manager decides how these are divided among the employees subject to an individual's performance and the number of hours worked during the month. The tips are given in cash to the employees whereas the salary is directly credited to their respective bank accounts.

The salary varies from employee to employee, but basic criteria for determining it are previous work experience, skills, government regulations and employer- employee arrangements at the time of the interview. The fixed percentage of income tax is directly deducted from the salaries of all employees, however people with disabilities pay less tax.

The majority of employees receive financial support from the government based on type and degree of their disability and other criteria.

The 'the employee of the month' award is a motivational tool which is used to encourage a positive working environment and to boost the morale of the employees. Every month, a winner is announced who shows incredible will power, excellent customer handling skills and is a good team player. The 'employer of the month' does not only have their photo displayed on the notice board for the entire month, but also receives a certificate and gifts.

### ***Job restrictions caused by specific disabilities***

The management of the cafe provides all the necessary accommodation, working conditions, flexible working hours and operational facilities to its employees. The cafe manager, head chief and both supervisors (all being employees without disabilities) were asked to pin-point the problematic areas in terms of delegating job responsibilities. According to them, there are certain jobs which are not suitable for people with specific disabilities. For example, a person with a visual disability could not be recommended for work in the kitchen duty or a person with hearing and speech difficulties would have issues being a waitress/waiter as they are in direct contact with the customers, or employees with orthopedic disabilities could not perform tasks which requires the lifting of heavy objects. Employee I (Head chef) showed his objective concerns:

"This is a cafe and employees are expected to be fast and productive under pressure. Employees with disabilities work in a different manner and are somewhat slow in performing certain tasks. We have to take these limitations into consideration when assigning them any job. Employee A has a speech disability and that is the reason she has been assigned duties in the kitchen. Although she can understand people through lip reading, she prefers to stay in the kitchen to help me".

A person who has orthopaedic disabilities is not suitable for kitchen duties which involves the lifting of heavy utensils or the receiving of grocery deliveries, but they are definitely suitable for jobs as a receptionist, cash registerer or waiter/waitress (Bengisu and Balta, 2011).

### ***Employer- employee relationship***

The most challenging job for any manager in the services industry to maintain a harmony between the employees. Employee M, the manager of the cafe, has not experienced any friction between employees with or without disabilities so far, but is not surprised by the mixed responses from the employees : Can you describe what is your relationship is like with the manager and other employees? Since this cafe employs a diverse range of people in terms of age, type of disability and gender, therefore multi-dimensional opinions were to be expected. Employee T, for example hold down two jobs and he prefers the other job because

the employees (all employees without disabilities) in the other cafe are more relaxed when it comes to performing their duties. Employee T responded to the same question by saying:

“I love working in both cafes because both provide competitive salaries. However, my colleagues at the Nem Adom Fel Cafe and Bar are very focused and dedicated towards their job so we share a very formal rapport. We only exchange general greetings like ‘hello’ and ‘hi’. My colleagues at the other cafe are very pleasant and we discuss about lot of things while working together”.

On the contrary, Employee R holds a different opinion of his colleagues at the cafe. He also hold on two jobs and actively performs as a DJ for foundation related events and would like to continue with colleagues in Nem Adom Fel Cafe and Bar. He stated:

“The money I can earn more in my other job as a receptionist at the headquarters of one of the Budapest’s biggest retails stores is better. I also have a big desk with up-to-date gadgets but I have strong bond with my colleagues at the Nem Adom Fel Cafe and Bar.”

The professional relationship between employees with and without disabilities is another challenge faced by many employers. People with disabilities have the impression that many individuals without disabilities are not aware of the concept of disability and the challenges faced by them. Employee V, a waitress complained:

“Individuals without disabilities are not aware of the many problems we face (people with disabilities). For example, we (people with autism) are very sensitive to noise and this is one of the characteristic issues of my disability which needs to be addressed and conveyed to other people. Supervisors and other staff members need to be careful while communicating with us, especially me, as I become very nervous when someone is very loud around me or while talking to me.”

The cafe manager and supervisors have been trained by the social workers, psychotherapist and other professionals from various organizations in the concept of disability and how to deal with individuals with disabilities. Their job is not only to manage the cafe but also to take care of those employees who have different type of health limitations, their by handling concerns intelligently and delicately.

There are benefits to employing people with disabilities in any organization. This is confirmed in a review of studies and research articles, whereby every author has applauded the positive impact of people of people with disabilities. Employee I (employee with no disabilities and head chef) who has worked in London for 12 years in the same industry and was offered lot of professional opportunities to work in different restaurants in Hungary and who decided to work at this cafe because as he gets the real job satisfaction, gave the following positive statement:

“They (people with disabilities) are real people. They speak out their mind. There are no politics and negatives vibes. I agree it is sometimes challenging to work with them but it is nice to work with hardworking and focused individuals”.

Employers, managers and work colleagues defined people with disabilities as an asset and cite several benefits for including them in labour pool, such as loyalty (Alborno and Gaad 2012; Groschl 2007; Kregel 1999), reliable employees, (Alborno and Gaad 2012; Groschl 2007; Kregel 1999), cooperative (Groschl 2007), highly motivated and productive at tasks assigned (Kregel 1999), with low absenteeism (Hammett 2003) and helps in promoting organisational diversity (Hammett 2003), but few have concerns regarding the integration of individuals with disabilities in context to financials and organizational aspects for example, expensive to implement accommodations, low productivity outcome, specific disability restrictions, constant monitoring issues, changes in physical structure of working site (Groschl 2007). Furthermore, other perceptions include high costs and time duration associated with training individuals with disabilities and people with disabilities unable to handle multiple tasks (Groschl 2007; Groschl 2005).

### ***The socio-economic viewpoint***

Sponsors from different industries came together to support the noble cause of Nem Adom Fel foundation. The sponsors include Budapest Fovaros VIII. Kerulet Jozsefvarosi onkormanyzat, NESTT Magyarország, COSTA Coffee Hungary, Froccsterasz, Izlelo Etkezde and UniCredit Bank are supporting this cafe by providing F&B training, financial assistance and maintenance of documents.

Many authors have argued about whether aesthetic and physical perfection is one of the primary criteria for recruitment for people in the service industry, in particular within the hotel, retail and tourism industries. It has been highlighted in many studies that physical appearance, aesthetic and self-presentation skills are important to secure a decent job in hospitality and retail industry, and people with disabilities have to face such obstacles when entering the job market (Groschl 2012; Groschl 2007; Warhurst and Nickson 2007; Nickson, Warhurst and Dutton 2005; Witz, Warhurst and Nickson 2003). Groschl (2012) in his study states that there is not enough empirical data available to connect the aesthetic sophistication to job related accomplishments and advocates further research into the relationship between the appearance of an employee and selection procedures.

The customers perception of and behavior towards employees with disabilities is another important factor which may affect the future scope of business and morale of employees with disabilities. In order to fully understand this dilemma, customers were asked to share their views on the question: “Physical attractiveness, aesthetics and self presentation skills are a prerequisite for services industry, What is your take on this? The objective to of this question was to determine the differences in customers opinions on this onerous statement. There

were mixed to positive responses, with customers showing a great deal of empathy and human emotions while answering the question. One of the customers from Australia said:

“It looked like a normal restaurant when I entered but later I realized there was something different about this place. I am impressed with this initiative where people with disabilities are employed. I think physical beauty is important for any restaurant or hotel jobs but it does not bother me. I am happy as long as I am served well. However, it may be an area of concern for some other people”.

Another loyal customer who works in Germany shared her bad experience of another cafe where the hostess was pretty, but rude to her. According to the customer, looks are not everything, what matters is the behaviour of the individual. She said:

“The cafe which I had been going since to my childhood, is in District 8. I have so many beautiful memories attached to it. I have stopped going there since last year because of the hostess. I did not like her attitude towards me. The Nem Adom Fel Cafe and Bar has a calm atmosphere and I love the coffee here. These (people with disabilities) are challenged in some way, but they are always nice to me. I make a point of dropping in whenever I am in Budapest”.

The people’s attitude towards people with disabilities, either good or bad, leaves a long lasting impression on their souls and the personality of the disadvantaged community. This is even more significant especially in the case of services industry where there is direct contact between the two parties. The cafe manager shared her experiences since she joined this cafe. The majority are positive but there have been a few negative instances at the cafe. Her views on the negative attitudes and stereotypical behaviour are:

“We have all types of customers coming to the cafe and majority of them are aware of the mission of the cafe. There are some uncultured & abusive customers who are mean to our employees but we always support our team despite of the fact that we can do little about it. We cannot change the attitudes of people”.

Many authors in their research have raised many questions regarding the treatment people with disabilities experience at the workplace which have direct influences on their personal and professional survival in the corporate world. Positive experiences leads to higher self-esteem and improved self-confidence (Alborno and Gaad 2012), positive and committed attitude (Alborno and Gaad 2012), job loyalty towards employer (Hernandez et al. 2008); maintain a friendly working environment (Alborno and Gaad 2012), high job satisfaction (Alborno and Gaad 2012) and low absenteeism (Alborno and Gaad 2012; Hernandez et al. 2008), whereas negativity projects employee turnover (Schur et al 2009), loyalty issues (Schur et al 2009) and less job satisfaction (Schur et al 2009), decline in work productivity (Blanck et al. 2003).



The cafe has long list of loyal customers including national and international celebrities. For instance, the Facebook page of the Nem Adom Fel Cafe and Bar has more than 20,000 followers. The ex-founder of “Rehab Critical Mass”, Mr. Csaba Kiss, has been a prominent figure in the disability movement in the Hungary for many years and is also a loyal customer of this cafe. The 39 year old has tetraparesis disability and often pays a visit. The staff members of ‘Támogató szolgálat’ (which means support service in the Hungarian language) helps him with meals and drinks. He has a very good relationship with everyone at the cafe and loves the environment at the cafe. The támogató szolgálat , which an extension of the Nem Adom Fel foundation, has social workers in the cafe between 1300- 1500 hrs to help walk-in disadvantaged people.

## **Discussion**

The face to face interviews with the manager, supervisors and the employees at the Nem Adom Fel Cafe and Bar helped us to gather a lot of valuable data with which to showcase the strengths and weakness of people with disabilities in the world of work.

To author’s knowledge, the exploratory research on this case study reflects the finite availability of research articles and the limited investigations carried out into the employability of people with disabilities in Hungary. The majority of information reviewed was collected from governmental documents, reports, studies and international articles published outside Hungary. These revealed surprising facts regarding the employability of individuals with disabilities in the hotel industry, but also by other companies in different industries who are proactively to recruit and professional integrate people with disabilities in Hungary such as IT, telecoms, finance, banking and engineering.

The educational achievements of majority of the employees are limited to elementary and secondary schools only. Many of them have OKJ diplomas i.e. vocational courses acquired through government recognized bodies which aim to integrate them into the labour market and which help to meet the job specific requirements of the employers.

With regards to working hours, all the employees work form 4-8 hours in a day in accordance with their contracts. Such a flexible working schedule allows them to develop extra skills and provides ample opportunities for them to diversify into different domains. It was also observed that a number of employees had second jobs and it does not restrict them to same industry. This exposes them to new knowledge and experiences, thereby broadening their horizons (Lavasani, Wahat and Ortega 2015).

Many of the respondents have claimed that this was their first job at the cafe and they felt very productive and very satisfied irrespective of the job profile, personal restrictions and working hours.

Bengisu and Balta (2011) suggests that the employers should not disfavour their employees at work, in particular while assigning jobs and responsibilities, but at the same time should not ignore bodily limitations of the people with disabilities. To do so could expose an organization and its people to different types of challenges and threats. For example, jobs with physical requirements cannot be delegated to people with orthopaedic disabilities, tasks which involves direct contact with customers are not suitable for individuals with hearing and speech disabilities and kitchen duties should be avoided for those people with visual disabilities. These pronouncements cannot be applied in general to people with disabilities but there could be exceptions on an individual's determination and experience doing a particular task. For example employee R who uses a wheel chair is a waiter in the cafe and he manages his assigned task very well.

In hotel and retail related jobs the emphasis is very on personal aesthetic and physical appearance, which poses the biggest challenge to these people entering such industries (Groschl 2007). One of the important highlights of this study was when walk-in customers shared their expectations with regards to what constitutes 'value for money' in cafe and bars. The finding shows that the customers expect good service, delectable cuisine and a relaxed atmosphere and do not consider aesthetic appearance is an important criteria when selecting a place to relax and to have a good time.

The main aim of any restaurant or cafe is to be financially profitable. However, this newly opened cafe embraces a different approach, one based on social principles. This is poignant given the fact this research purely focused on various dimensions of human resources management and not on the financial sustainability at a time when Hungary is going through an economic crisis. It is all more poignant because of the impact the Nem Adom Fel Cafe and Bar has already made on the people's perception and attitude towards people with disabilities, as directly observed during the entire study period. Through the cafe, the Nem Adom Fel Foundation has successfully managed to provide employment and skills development opportunities to disadvantaged members of the Hungarian society by enabling them to socially integrate and become active and proud citizens.

## **Conclusion**

This case study has presents an overview of the current human resources practices in the small, yet influential, Nem Adom Fel Cafe and Bar located in the heart of Budapest. Governments all over the world should provide support and intervene to encourage such social causes. They do not only uplift the morale of people with disabilities but they also directly help to share out the responsibilities of the society and boost the economy of a country (Yusof, Ali and Salleh 2015; Kalef, Barrera and Haymann 2014). The wider scope of this study is to introduce the true intentions of the Nem Adom Cafe and Bar to people and organizations in different parts of the world. The main results shows that there is a great

deal of diversity in terms of age, gender, type of disability and educational accomplishments, that specific disabilities have an impact on delegation of jobs and that cordial relationships exists between people with and without disabilities.

Future research studies will involve exploratory case studies in organizations who also share the same vision as the Nem Adom Fel Cafe and Bar. These future studies will focus on different industries at various geographical locations in order to gain greater insights into the rights and professional position of people with disabilities.

There were some limitations to this study. Firstly, the lead author could not directly interview some of the employees and customers as he is not a native Hungarian language speaker. They were assisted during the interviews by a bilingual social worker who also helped with the translation of the data. The language barriers also had an impact on the observation procedure as author's inability to understand the local language i.e. employee-employee and customers-employee conversations. Secondly, there is dearth of published literature on disability in context to Hungary. Thirdly, the results of the study cannot be generally applied to other people with disabilities in Hungary because this study did not include all types of registered categories of disability and only represents a very small sample group and then only from one specific firm/ industry.

This exploratory study is part of PhD thesis project which seeks to emphasize on the integration and inclusion of people with disabilities at broad spectrum within organizations.

In general, initiatives like the Nem Adom Fel Cafe and Bar can lead to the start of a new movement, not only with regards to providing equal opportunities to people with disabilities in the work place, but also with regards to tackling stereotypes and changing the attitudes of people towards people with disabilities.

## **Acknowledgement**

The authors would like to express their deep gratitude to Mr. Geza Dely, Chairman of Nem Adom Fel Foundation, Manager and the wonderful employees of the Nem Adom Fel Cafe and Bar for their valuable help, patience, motivation and immense co-operation shown during the research. Without their support it would not have been possible to conduct this research.

## **References**

- ALBORNO, N. and E. GAAD, 2012. Employment of young adults with disabilities in Dubai- A case study. *Journal of Policy and Practise in Intellectual disabilities*. 9(2), 103-111. ISSN: 1741-1130.
- BLANCK, P. et al., 2003. Calibrating the Impact of of the ADA's employment provisions. *Stanford Law and Policy Review*. 14, 267-290. ISSN: 1044-4386.

BENGISU, M. and S. BALTA, 2011. Employment of the workforce with disabilities in the hospitality industry. *Journal of Sustainable Tourism*. **19**(1), 35-57. ISSN: 1747-7646.

DIOSSI, K., 2011. Regulating the employment of people with disabilities – Does the strict quota system bring real results? *Journal of Central European Agriculture*. **12**(1), 165-178. ISSN: 1332-9049.

DISABLED WORLD, n.d. Disabled world: disability news and information. [online]. [accessed: 2016-07-25]. Available at: <http://www.disabled-world.com/disability/discrimination/crpd-milestone.php>.

ESCOLA, M., 2011. Empowering people with disabilities for rural development. ILO. [online]. [accessed: 2016-07-17]. Available at: [http://www.ilo.org/wcmsp5/groups/public/@ed\\_emp/documents/publication/wcms\\_159006.pdf](http://www.ilo.org/wcmsp5/groups/public/@ed_emp/documents/publication/wcms_159006.pdf).

GROSCHL, S., 2005. Persons with disabilities: a source of non-traditional labour for Canada's hotel industry. *Cornell Hotel and Restaurant Administration Quarterly*. **42**(2), 258-275. ISSN: 0010-8804.

GROSCHL, S. 2007. An exploration of HR policies and practices affecting the integration of persons with disabilities in the hotel industry in major Canadian tourism destinations. *International Journal of Hospitality Management*. **26**, 666–686. ISSN: 0278-4319.

GROSCHL, S., 2012. Presumed incapable: Exploring the validity of negative judgements about persons with disabilities and their employability in hotel operations. *Cornell Hospitality Quarterly*. **54**(2), 114-123. ISSN: 19389663.

HAMMETT, C., 2003. The dollars and sense of workplace accommodation. *Your Workplace*. (10/11), 12–13.

HERNANDEZ, B. et al., 2008. Reflections on the disabled workforce: focus groups with healthcare, hospitality, and retail administrators. *Employee Rights and Responsibilities Journal*. **20**, 157–164. ISSN: 0892-7545.

HUNGARY, 1998. Act no. XXVI. of 1998 on provision of the rights of persons living with disability and their equality of opportunity [online]. [accessed: 2016-07-21]. Available at: [http://www.meosz.hu/index\\_23\\_02.php](http://www.meosz.hu/index_23_02.php).

HUNGARY, 2003. Act CXXV of 2003 on equal treatment and the promotion of equal Opportunities. Equal Treatment Authority [online]. Budapest. [accessed: 2016-07-21]. Available at: <http://www.egyenlobanasmod.hu/data/SZMM094B.pdf>.

HUNGARY, 2011 (a). Act CXCI of 2011 CI on Allowances for Persons with Disabilities and the Amendment of Certain Legislation [online]. [accessed: 2016-07-21]. Available

at:<http://norsa.gov.hu/download/2/6d/80000/Act%20CXCI%20of%202011%20on%20allowance%20for%20persons%20with%20disabilites.pdf>.

HUNGARY, 2011 (b). The Fundamental Law of Hungary, 2011. [online]. [accessed: 2016-07-21]. Available at: <http://www.kormany.hu/download/e/02/00000/The%20New%20Fundamental%20Law%20of%20Hungary.pdf>.

INTERNATIONAL LABOUR ORGANISATION (ILO), 2007. Facts on disability in the world of work. [online] Geneva. International Labour Organisation. [accessed: 2016-07-17]. Available at: [http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/publication/wcms\\_087707.pdf](http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/publication/wcms_087707.pdf).

INTERNATIONAL LABOUR ORGANISATION (ILO), 2015. Disability inclusion strategy and action plan 2014-17: a twin-track approach of mainstreaming and disability-specific actions / International Labour Office. - Geneva: ILO, 2015. [online]. [accessed: 2016-07-25]. Available at: [http://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---ifp\\_skills/documents/genericdocument/wcms\\_370772.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---ifp_skills/documents/genericdocument/wcms_370772.pdf).

JAKAB, N., 2013. Employment policy of employees in special legal status in Hungary- is it in compliance with EU standard? *European Integration Studies*. **10**(1), 59–69. ISSN: 1822-8402.

KALEF, L., M. BARRERA and J. HEYMANN, 2014. Developing inclusive employment: lessons from Telenor open mind. *Work*. **8**(3), 423–434. ISSN: 1051-9815.

KÖNCZEI, G. and P. HORVÁTH, 2007. Report on the employment of disabled people in European countries. *Academic Network of European Disability experts (ANED)*. 1-14.

KREGEL, J., 1999. Why it pays to hire workers with developmental disabilities. *Focus on autism and other developmental disabilities*. **14**(3), 130-139. ISSN: 1088-3576.

KSH, 2011. Hungarian Central Statistical Office [online]. [accessed: 2016-07-19]. Available at:[http://www.ksh.hu/docs/eng/xstadat/xstadat\\_annual/i\\_zhc018d.html](http://www.ksh.hu/docs/eng/xstadat/xstadat_annual/i_zhc018d.html).

KSH, 2012. Disabled people in the labour market. Hungarian Central Statistical Office. [online]. [accessed: 2016-07-19]. Available at:<http://www.ksh.hu/docs/eng/xftp/idoszaki/emegvaltmunkakep.pdf>.

LAVASANI, S., N. A. WAHAT and A. ORGETA, 2015. Work ability of employees with disabilities in Malaysia. *Disability, CBR and Inclusive Development*. **26**(2), 22-46. ISSN: 2211-5242.

NICKSON, D., C. WARHURST and E. DUTTON, 2005. The importance of attitude and appearance in the service encounter in retail and hospitality. *Managing Service Quality*. **15**(2), 195–208. ISSN: 0960-4529.

THE NATIONAL OFFICE FOR REHABILITATION AND SOCIAL AFFAIRS (NORSA-Hungary), n.d. [online]. [accessed: 2016-07-20]. Available at: <<http://norsa.gov.hu/about>.

THE NATIONAL OFFICE FOR REHABILITATION AND SOCIAL AFFAIRS (NORSA-Hungary), n.d.. Government decree No 95/2012 (15.V.) on the definition of powers and responsibilities of the national office for rehabilitation and social affairs and of the policy administration services for rehabilitation falling under the professional authority of the national office [online]. [accessed: 2016-07-20]. Available at: [http://norsa.gov.hu/download/0/6d/80000/Government%20Decree%20No%2095\\_2012.pdf](http://norsa.gov.hu/download/0/6d/80000/Government%20Decree%20No%2095_2012.pdf).

SCHUR, L., et al., 2009. Is disability disabling in all workplaces? Workplace disparities and corporate culture. *Industrial Relations: A Journal of Economy and Society*. **48**(3), 381–410. ISSN: 1468-232X.

SEKARAN, U., 2009. *Research methods for business: a skill-building approach*. USA: John Wiley & Sons, Inc. ISBN 0-471-20366-1

SZEKERES, P., 2015. Overview of national disability programme. The Ministry of Human Capacities. [online]. [accessed: 2016-07-20]. Available at: [http://www.lm.gov.lv/upload/press/panel\\_discussion\\_1\\_szekeres.pdf](http://www.lm.gov.lv/upload/press/panel_discussion_1_szekeres.pdf).

TÓTH, L. and G. LENGYEL, 2014. *National report on the labour market position of vulnerable groups in Hungary*. Budapest: Corvinus University of Budapest.

UNITED NATIONS, 2000. Secretary-General, on presentation of International Disability Award, Congratulates Hungary for Efforts at Creating 'A Society for All'. [online]. [accessed: 2016-07-19] Available at: <http://www.un.org/press/en/2000/20000512.sgsm7391.doc.html>.

UNITED NATIONS, 2006. Department of Economic and Social Affairs, 2006. United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) [pdf], New York: Department of Economic and Social Affairs. [accessed: 2016-07-17]. Available at: <http://www.un.org/disabilities/documents/convention/convoptprot-e.pdf>.

UNITED NATIONS, 2016. Office of the High Commissioner, 2016. United Nations Human Right, New York. [online]. [accessed: 2016-07-17]. Available at: [http://www.ohchr.org/Documents/HRBodies/CRPD/OHCHR\\_Map\\_CRPD.pdf](http://www.ohchr.org/Documents/HRBodies/CRPD/OHCHR_Map_CRPD.pdf).

WARHURST, C. and D. NICKSON, 2007. Employee experience of aesthetic labour in retail and hospitality. *Work, Employment & Society*. **21**(1), 103–120. ISSN: 1469-8722.

WITZ, A., A. WARHURST and NICKSON, 2003. The labour of aesthetics and the aesthetics of organization. *Organisation*. **10**, 33-54. ISSN:1350-5084.

YIN, R. K., 2009. *Case study research: design and methods*. USA: SAGE Publications, Inc. ISBN 978-1-4129-6099-1.

YUSOF, A. M., M. M. ALI and A. M. SALLEH, 2015. Youth workers with disabilities: The views of employers in Malaysia. *Social and Behavioral Sciences, Procedia*. 204, 105-113. DOI: <http://dx.doi.org/10.1016/j.sbspro.2015.08.122>.

**Contact address of the authors:**

Ambuj Sharma, Ph.D. student, Department of Business Economics and Management, Faculty of Economics and Social Sciences, Szent István University, Gödöllő, H-2100 Páter K. u. 1., e-mail: [Sharma.Ambuj@hallgato.szie.hu](mailto:Sharma.Ambuj@hallgato.szie.hu)

Dr. habil Anna Dunay, Ph.D., Department of Business Economics and Management, Faculty of Economics and Social Sciences, Szent István University, Gödöllő, H-2100 Páter K. u. 1., e-mail: [Dunay.Anna@gtk.szie.hu](mailto:Dunay.Anna@gtk.szie.hu)

---

SHARMA, A. and A. DUNAY, 2017. "I Will Not Give Up": A Case Study on Human Resource Practices with regards to People with Disabilities at the Nem Adom Fel Cafe and Bar in Hungary. *Littera Scripta* [online]. České Budějovice: Institute of Technology and Business in České Budějovice, **10**(1), 131-153 [accessed: 2017-06-27]. ISSN 1805-9112. Available at: [http://journals.vstecb.cz/category/littera-scripta/10-rocnik-2017/1\\_2017/](http://journals.vstecb.cz/category/littera-scripta/10-rocnik-2017/1_2017/).