



How Lemon Trees hotel has employed people with disabilities and the impact of that on profits

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Abstract

This research explores the inclusive employment practices of Lemon Tree Hotels, a leading hospitality brand recognized for hiring individuals with disabilities. While many companies acknowledge the importance of workplace diversity, few have examined its direct influence on business outcomes in the service sector, where customer interaction is central. Using Lemon Tree Hotels as a case study, this research investigates how inclusive hiring impacts profitability, operational efficiency, customer satisfaction, and brand reputation. The study evaluates the company's strategy for recruiting and integrating people with disabilities and analyses the broader effects on both social and economic performance. By linking diversity with measurable business outcomes, the research aims to show how inclusive employment can move beyond corporate social responsibility to become a driver of competitive advantage. The findings are expected to provide valuable insights for hospitality businesses, policymakers, and industry leaders seeking to balance social impact with sustainable profitability.

1. Introduction

1.1 Research Background

Lemon Trees Hotels is an authority in inclusive employment due to its efforts to provide individuals with disabilities employment opportunities (Bureau, 2024). Moreover, the current program is about business social responsibility and wants to find out how inclusion and diversity could affect the achievement of a company in an expanded manner. The firm hires candidates who have impairments for reasons other than exclusively legal grounds.

In the last several years, equity concerns have grown increasingly prominent, and Lemon Trees Hotels is an excellent illustration of this area (Bureau, 2024). The firms, particularly those in the service industry, are starting to pay higher attention to diversity in the workplace. Thereby, numerous individuals are wondering how

mainstream businesses find and employ those with impairments. The innovative strategy employed by Lemon Trees Hotels provides an intriguing case study in which the societal and economic advantages of recruiting individuals from diverse backgrounds may be examined. The aim of the research is to investigate the effects of hiring individuals with disabilities on the hotel's financial performance, public perception, and overall efficiency. As highlighted by Boucher *et al.*, (2021), the employment of the individuals with impairments is still challenging for several businesses, particularly in industries like catering that rely on interaction with consumers. A large number of establishments know how vital it is to accommodate everyone, but little investigation has been done on how hiring individuals with disabilities affects a business's bottom line. There is a rare opportunity to see the impact of various work habits on profitability in the hospitality business, which is renowned for prioritising customer service.

1.2 Research Aim

The aim of the research is to investigate the employment policies of Lemon Trees Hotels concerning individuals with disabilities and the subsequent impact of these practices on the profitability and operational efficiency of the business.

1.3 Research objectives

- To evaluate Lemon Trees Hotels' strategy for employing people with disabilities.
- To analyse the impact of employing people with disabilities on the company's profitability.
- To examine how inclusive employment affects customer satisfaction and brand reputation.

1.4 Research question

RQ: How has Lemon Trees Hotels' decision to hire individuals with disabilities affected the company's capacity to generate revenues and be successful in general?

1.5 Problem statement / Rationale of the research

The current research fills a gap in the literature by examining the potential monetary and practical consequences of employing individuals with impairments, with a focus on the hotel industry. In particular, nobody has an excellent grasp on how these behaviours influence revenue, patronage, and employee morale. Lemon Trees Hotels is an excellent representation of an open place of employment that needs more research. Therefore the rising issue is particularly significant right now because of government policies and social expectations that are engaging with businesses more aware of diversity and inclusion. Furthermore, Alemany and Vermeulen, (2023), opined that customers are more inclined to support firms that are accountable to society, and engaging persons with disabilities may significantly improve customer service and the company's culture. The firms like this require data-driven insights that will assist these individuals to make sensible decisions about recruiting procedures that are fair to everyone.

1.6 Significance

The current study is significant because it will detail the monetary and non-monetary advantages to hotels that actively seek out and employ individuals with disabilities. The research on Lemon Trees Hotels will demonstrate

the social and economic implications of inclusive employment practices. As a result, other companies will be able to increase their profits and have a greater social effect.

2. Literature Review

2.1 The Benefits of Disability Inclusion in the Workforce

On a personal and societal level, companies acquire several rewards when they hire individuals with impairments. Ajayi and Udeh (2024), demonstrated that recruiting techniques that are readily available to everyone may make the workplace more innovative and diverse. The research shows that teams with impaired members make better decisions and are more creative overall because they bring fresh perspectives and potential solutions to the table. The team is stronger and employees recognise each other better when employees with disabilities offer fresh talents, experiences, and tenacity. On the other hand Luther (2023), argued that businesses that use open recruiting processes tend to have less employee turnover because employees feel more valued and supported. In addition, these businesses may experience greater employee satisfaction and morale due to the fact that inclusion fosters a feeling of belonging. Furthermore, related to persons with impairments might assist others respect the law and social standards, which may contribute to an organisation anticipating better. As stated by Agius *et al.*, (2024), the creation of an accessible and welcoming workplace for those with disabilities has an additional advantage of potentially increasing employee engagement. This is of paramount significance in service businesses, such as hotels, because the disposition of staff members directly impacts their ability to satiate consumers. Conversely Verlinden (2022), observed that organisations that recommend applicants with various backgrounds, including those with disabilities, tend to maintain their employees longer and have more engaged employees, which contributes to their long-term achievement.

2.2 Financial Impacts of Disability Employment in Hospitality

One recent research conducted by Köseoglu *et al.*, (2021), at the hotel business and how hiring persons with impairments affected their bottom line. Since the hotel business relies so heavily on satisfied customers, accommodating guests with disabilities may change the dynamic at work and in guests' interactions with customers. Perhaps, historical research has shown that businesses with a more diverse workforce have increased profitability, more production, and reduced expenses as a result of less employee turnover. On the other hand Doan *et al.*, (2023), argued the hospitality sector, individuals who possess disabilities may enrich interactions with customers by offering fresh insights that raise the bar for service. It is possible that those who are disabled physically have a deeper awareness of the challenges faced by visitors with impairments, which could result in more considerate and individualised treatment. The financial line for a hotel might take a hit when it does not result in satisfied guests who are more likely to return and circulate the word positively. Thereby the diverse teams typically think of inventive techniques to improve marketing and service, which can change how much revenue the business generates.

Furthermore, Nasution (2023), illustrated that the government offers several incentives, including tax exemptions, to businesses who recruit individuals with disabilities. A number of nations provide businesses assets or tax benefits for hiring individuals with disabilities, which is a proper financial choice. Das *et al.*, (2024) observed there may be some upfront expenses associated with educating and supporting employees with impairments, but the benefits of reduced turnover, increased employee loyalty, and satisfied customers more than compensate for them as well.

2.3 Customer Perception and Brand Loyalty through Inclusive Practices

Flanders *et al.*, (2024), indicates that contemporary consumers are increasingly inclined to endorse enterprises that exhibit social responsibility and inclusivity. A firm's commitment to diversity not simply improves its image, but it also makes consumers who care about conducting themselves ethically more loyal. On the other hand Hosta and Zabkar (2021), opined that consumers are more inclined to purchase from and interact with firms that they think are kind and socially responsible, thereby personalisation is an essential component in the hospitality sector, and having staff members that are able to accommodate guests with disabilities can only improve the guest experience. There is an increasing likelihood of consumers favouring brands that align with their own values, which may be a strategic advantage for these companies. As stated by Xhafa and Serrano (2024), the sense of belonging and commitment can develop among individuals with disabilities when they patronise companies that employ the individuals with disabilities. When people have a positive impression of a brand, it ensures satisfaction, which in turn extends the company's reach through quality of recommendation. On the flipside, Deshmukh and Tare (2024), argued that consumers are increasingly considering a company's commitment to corporate social responsibility in relation to purchases, and businesses with inclusive policies stand out as pioneers in this space.

2.4 Theories and Models

According to Adam and Koutsoklenis (2023), the **Social Model of Disability**, individuals should stop pointing out the limitations of persons with disabilities and start working to foster towards accommodating environments. According to this theory, the firms generate their workplaces more inclusive by removing obstacles and providing handicapped persons with equal opportunities. This will help create a culture of fairness and acceptance. On the other hand Ahn *et al.*, (2022), argued organisational strengths, based upon the **Resource-Based View (RBV)**, stem from in-house assets like human capital. An organisation may gain an advantage in the market by hiring people with disabilities because of the diversity, creativity, and problem-solving ability they bring to the board. Thus, accommodating individuals with impairments is considered as a plus that boosts the company's internal capabilities, ultimately resulting in enhanced performance.

2.5 Literature Gap

A recent research identified by Mahasneh *et al.*, (2023), although studies on the topic of hiring employees with disabilities are on the rise, few have shown a direct correlation between disability employment and financial success, especially in the hospitality sector. *Economic aspects, such as profit, cost savings, and return on investment, are under-researched* in the disability inclusion literature compared to studies examining social and cultural benefits. Although the impact of open policies on long-term economic success has been the subject of a

few investigations, many have looked at how customers perceive these policies. The current study does not investigate the methods by which enterprises hire impaired individuals. In order to increase disability employment, future study should investigate how hospitality businesses may overcome inclusion challenges such as transportation, training, along with assistance networks. The business and financial changes of programmes like Lemon Trees Hotels' inclusion of handicapped individuals need further real-world study to fill in the gaps in the knowledge.

3. Methodology

3.1 Research philosophy

The current research approaches from an ***Interpretivism perspective***. Furthermore, Interpretivism requires context and purpose for understanding social occurrences. Current research suggests that subjective experiences shape reality (Fàbregues et al., 2021). This Interpretivism study analyses how Lemon Trees Hotels effectively integrates disabled people into social and professional life. The research evaluates the organization's and partners' views on disability inclusion, improving knowledge of its influence on business results.

3.2 Research Approach

The current research ensures an ***inductive approach***, which is well-suited to qualitative research. Using evidence and data without presumptions, inductive reasoning draws conclusions or proposes ideas (Irvine, 2024). Furthermore, the strategy is effective for researchers to uncover patterns, insights, and trends in the data to better understand how disability inclusion affects corporate performance. The inductive method is appropriate for researching new or unusual topics, including how open hiring might assist a corporation.

3.3 Research design

The focus on ***explanatory study approach***, the research based at how hiring people with disabilities has affected Lemon Trees Hotels' bottom line and efficiency. Explanatory study explains a phenomenon's causes and mechanisms (Cheong et al., 2023). This study will explore how inclusive employment processes affect corporate performance and consumer happiness, presenting a complete picture.

3.4 Data Collection and Analysis

The present secondary qualitative research analyse inclusion of people with disabilities, business social responsibility, including the hotel sector using books, scholarly publications, and research reports. Furthermore, the current research picked sources that are useful, trustworthy, and competent. Moreover, the current research stressed for up-to-date studies and theoretical models on open hiring and how it affects the economy, especially in the hotel industry.

The acquired data was subjected to ***thematic analysis***, a standard technique for identifying patterns, interpreting, and summarising qualitative data. The person conducting the study can use theme analysis to group data into essential subjects (Stanley and Robertson, 2024). Moreover, in the context of the research leads to understand the significant parts of open job practices that make them work

3.5 Inclusion & Exclusion and Boolean Operators

Inclusion and Exclusion

Criteria	Inclusion	Exclusion
Study Type	Books, journals, articles, and peer-reviewed research reports	Editorials, opinion pieces, non-peer-reviewed sources
Relevance	Studies on disability inclusion in the workplace, hospitality industry, business impact	Studies unrelated to employment or hospitality sector
Timeframe	Studies published within the last 10 years	Outdated studies, older than 10 years
Geographic Focus	Global studies with a focus on inclusive employment practices	Studies focused on non-relevant regions or sectors
Language	English-language publications	Publications in languages not accessible to the researcher
Target Population	Studies involving employees with disabilities, inclusive practices in hospitality	Studies that do not involve individuals with disabilities in the workforce
Focus Area	Disability inclusion, financial performance, customer perception	General disability topics not related to employment or hospitality

Table 1: Inclusion and exclusion criteria

(Source: Self-Created)

Operator	Purpose	Example
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AND	Combines relevant terms to narrow the search.	"disability inclusion AND profitability"
OR	Includes synonyms or related terms to broaden the search.	"employee with disabilities OR workers with disabilities"
NOT	Excludes irrelevant terms to refine the search.	"disability inclusion NOT disability stigma"

Table 2: Boolean operations

(Source: Self-Created)

3.6 Ethics

The research's use of secondary qualitative data will bring to light social issues related to the proper use of resources. Tarquette *et al.*, (2022), stated that the research should properly reference and provide credit to all sources of information. The research will uphold its pledge of transparency and integrity by disseminating its findings impartially. The research will use correct data and respect the rights of the original writers, even when the researchers are not able to communicate directly.

4. Findings and Analysis

4.1 Findings

Theme 1: A Strong Stress towards Disability Inclusion on Organizational Efficiency

Author	Year	Methodology	Findings
Narayanan, S., Terris, E., and Cole, D.	2021	Secondary Qualitative	The research indicated that companies with strong disability inclusion programmes achieve superior performance. When people with disabilities work together in teams, they provide fresh viewpoints, simplify concerns, and inspire innovative solutions. The research concluded that businesses that are open to everyone had a lower rate of more fulfilled staff, and more participation.
Jammaers, E.	2023	Qualitative Research	The research examines how an organization's ethics of care and disability inclusion approaches improve operations. It emphasises that inclusive workplaces improve employee satisfaction, creativity, and

			loyalty. The firms foster teamwork and problem-solving by combating discursive opposition and promoting caring ethics.
Dobusch, L.	2021	Relational Perspective Analysis	In particular, the study examines the social dimensions of inclusion in the workplace and the ways in which inclusive strategies contribute to the overall effectiveness of companies. The research stated disability inclusion improves cooperation, inventiveness, and decision-making.

Table 4.1.1: A Strong Stress towards Disability Inclusion on Organizational Efficiency

(Source: Author)



Theme 2: The Strong Focus on Financial Benefits of Disability Employment in Hospitality

Author	Year	Methodology	Findings
Vashishth, A., & Jhamb, D.	2021	Literature Review	The study demonstrates that recruiting disabled hotel employees may boost sales. The article argues that businesses benefit from government incentives, brand loyalty, and improved public perception when employment strategies are more inclusive.
Hui, R. T. Y., Tsui, B., & Tavitiyaman, P.	2021	Employee perspective survey	The research found that hiring handicapped persons boosts employee fulfilment, reduces turnover, and attracts more guests, making hotels more profitable. Employees who are satisfied work better and expenses drop when rules involve everyone.
Alqarni, K., et al.	2023	Quantitative research	The research examines how e-HRM affects corporate success. It indicates that hiring handicapped persons makes firms more adaptable and inventive. The hotel sector becomes more financially secure and competitive with e-HRM.

Table 4.1.2: The Strong Focus on Financial Benefits of Disability Employment in Hospitality

(Source: Author)

Theme 3: Influence of Inclusive Practices on Customer Loyalty and Brand Perception

Author	Year	Methodology	Findings
Ong, R.S., Zaim, I.A., & Hudrasyah, H.	2021	Quantitative Research	The study investigates the effectiveness of an open brand image in retaining consumers for Indonesian cosmetics. The research concludes that consumers are more loyal to brands and make repeat purchases when those brands are inclusive.
Agu, E.E., Iyelolu, T.V., Idemudia, C., & Ijomah, T.I.	2024	Empirical Research	This study found that long-term business strategies like involving everyone increase brand loyalty. Companies that embrace social responsibility and diversity have enhanced customer loyalty.
Matsuoka, K.	2022	Quantitative Research	The research comes to the conclusion that activities that include everyone make customers feel like they are getting more value, which makes them happier and more loyal to the firm.

Table 4.1.3: Influence of Inclusive Practices on Customer Loyalty and Brand Perception

(Source: Author)

4.2 Analysis**4.2.1. Impact of Disability Inclusion on Organizational Efficiency**

A recent research by Vashishth and Jhamb (2021) found that disability inclusion may boost hotel profits. In essence, Narayanan et al. (2021) found that adding disabled staff may boost productivity. The research that disabled teams solve problems, innovate, and create better. On the other hand, Jammaers (2023) suggests that disabled people may benefit from varied viewpoints that aid decision-making and work management. Significant empirical evidence shows that teams are more adaptable and productive (Dobusch, 2021). Moreover, a friendly

environment companies have happier employees and fewer turnovers, according to research. This reinforces the view that hiring disabled persons is right and good for business.

4.2.2 Financial Benefits of Disability Employment in Hospitality

In addition, research by Hui et al. (2021) shows that companies that recruit people with disabilities have more engaged consumers, keep their employees for longer, and even receive more funding from the government. Every single one of these things help the firm flourish. This supports what the study stated: the organisations who are open to recruiting people from all backgrounds have a higher public image and brand loyalty. On the other hand, Alqarni *et al.* (2023) respond that the results demonstrate that organisations who use e-HRM systems are more financially stable and adaptable, which makes individuals more competitive in a market that is always changing.

4.2.3 Influence of Inclusive Practices on Customer Loyalty and Brand Perception

Ong *et al.* (2021) stated that being friendly makes customers far more loyal and comfortable with a brand. These results show that customers are more likely to stay with businesses that emphasise diversity and inclusiveness. Furthermore, Agu *et al.*, (2024), found that rules that incorporate everyone eventually lead to better and more useful for consumers, which immediately builds confidence in the organisation. On the other hand Matusuoka (2022), that has rules that are fair to everyone, may be able to connect with their consumers on a deeper level, which would be beneficial for them to develop long-lasting connections and offer them an edge in the market.

5. Conclusion and Recommendation

5.1 Conclusion

The concluding evidence states the research stressed upon the group's productivity, profitability, and customer loyalty are all positively impacted by adding persons with impairments, according to the present research. The results demonstrate that businesses that adopt inclusive approaches have a more engaged and efficient team, which means they are better at coming up with inventive concepts and addressing challenges. There are monetary benefits for hotels that recruit persons with disabilities, such as reduced staff turnover, satisfied guests, and the possibility of receiving government subsidies. Policies that are accessible to everyone also make a company seem better, which develops trust with customers and helps the firm succeed in the long run. The current research declares that firms should regard incorporating everyone as a strategic benefit since it makes them run better and allows the employees to perceive them in a better light.

5.2 Recommendation

- In order to foster an inclusive atmosphere, the organisation, similar to Lemon Trees, should provide extensive training and education on disability concerns to both management and employees. Hence, it will improve the benefits of including employees with disabilities even better.
- Lemon Trees needs to provide open source technologies like e-HRM leads to effective for persons with impairments to obtain jobs. Moreover, the partnerships between businesses and organisations

advocating for the hiring of individuals with disabilities might be mutually beneficial. Moreover, the firm would have access to the means to address a variety of demands.

- Lemon Trees need to allow the individuals to know about their friendly practices and dedication to social obligation. This might help customers perceive the firm in a better light and make them more devoted to it effectively. Thereby concentrating on equality, businesses may help staff's health and go ahead of their competitors.

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