

Customer Experience and Service Quality as Determinants of Customer Retention in Restaurants Employing People with Disabilities

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DOI: <https://dx.doi.org/10.47772/IJRISS.2025.910000434>

Received: 20 October 2025; Accepted: 28 October 2025; Published: 14 November 2025

ABSTRACT

This descriptive-correlational research investigates the role of customer experience and service quality in influencing customer retention in restaurants that employ individuals with disabilities. Respondents of this study were 288 customers of a restaurant with employees with disabilities. Specifically, his study aimed to understand the demographic profile of customers, assess their experiences with the physical features of the restaurants and the service performance of employees with disabilities, evaluate the service quality provided by these employees, and examine customer retention. It also sought to identify any significant differences in customer perceptions based on demographic variables and determine the relationship between customers' experiences, service quality, and customer retention. Results of this revealed that the majority of the respondents belonged to Generation Z, were male, unmarried, had a college degree, and with a household income of Php 21,194 or below. Interestingly, the demographic characteristics of customers did not significantly influence their perceptions of the restaurant's physical features or the service performance of employees with disabilities. This suggests that the positive customer experience is consistent across different demographic groups. Moreover, a significant relationship was found between customers' experience and their perception of service quality. Positive experiences, influenced by both the physical environment and the service performance, reinforced customers' perception of high service quality. Employees with disabilities can significantly contribute to service quality, leading to higher customer retention rates. Individuals with disabilities can effectively work in the restaurant industry, provided they receive adequate education and job training. Based on these findings, a framework to improve the customer experience and PWD employees' service quality to increase customer retention was crafted.

Keywords: Customer Experience, Customer Retention, Inclusivity at the workplace, People with disability, Service Quality

INTRODUCTION

The labor market of every industry requires a workforce who are physically fit. However, not all individuals are born physically perfect and without disabilities. There is an array of disabilities that an individual is born with. Yet, people with disabilities (PWD) are human beings who have rights and needs, such as being able to find a job and be a useful citizen in society. Hence, the challenge of allowing people with disabilities to be part of the workforce cannot be undermined. This assertion is also posited in the study conducted by Rozali et al. (2017) and Mendiola (2019). In accordance with the findings of these studies, individuals with disabilities encounter challenges in securing employment opportunities. "Disability and Work" (2016) stated that significant psychological, physical, and informational barriers prevent people with disabilities from having equal opportunities in the workplace. They have higher rates of unemployment and economic inactivity than non-disabled people, and they are more likely to lack adequate social protection, which is necessary for reducing extreme poverty.

Disability is a social issue. It is the result of several physical, mental, or sensory issues that interact with environmental and social factors to make participation in society difficult (United Nations Economic and Social Commission for Asia and the Pacific, 2019). Muthulekshmi and Nair (2022) define disability as not just about the medical or physical condition of an individual, but also about the interaction between the individual and the

societal and environmental barriers they encounter. It emphasizes that disability is a complex phenomenon, reflecting an interaction between features of a person's body and features of the society in which he or she lives. This understanding of disability acknowledges that societal and environmental factors play a significant role in the level of disability that a person experiences.

The increasing number of people with disabilities around the world is becoming a widespread concern, especially due to the significant challenges they face in seeking job opportunities. Sustainable Development Goal 8 (SDG8) aims to create a global economic environment where growth benefits everyone, work is decent and fairly rewarded, and where all individuals, regardless of gender, age, disability, or other factors, have equal opportunities to participate and succeed in the labor market ("Goal 8 | Department of Economic and Social Affairs," n.d.). As a result of these efforts of international organizations, countries have engaged in extensive campaigning and enacted laws to ensure equal treatment for people with disabilities. However, despite the existence of numerous local and international laws aimed at promoting the inclusion of persons with disabilities (PWD) in mainstream employment, they continue to encounter various manifestations of discriminatory practices. When individuals are classified as a minority group, the way they are treated can be influenced by the attitudes of employers, which may be unfounded or rooted in erroneous stereotypes (Vornholt 2017; Andrews 2019).

Many companies select their employees based on their ability to deliver a positive experience and high-quality customer service to achieve a higher customer retention rate. When optimizing for high-quality service, a company places a strong emphasis on strategies that increase engagement at all their service touchpoints (Peterson, 2022). To achieve this goal, the company collects and analyzes data on candidates' knowledge, skills, attitudes, work experiences, and other characteristics, then matches it to the job requirements. The best candidate is chosen after the unsuitable candidates have been eliminated through a series of selection procedures (Worick, 2019).

Customer retention is the life of every business entity. It is a major determining factor to gain profit and making the business sustainable. After the product or services have been launched, marketed, and operationalized to address customers' needs and satisfaction, a crucial challenge for management is how to retain its customers (Davis, 2022). Hence, it is important to recognize what other aspects of the business could enhance customer retention, such as service quality and customer experience.

Numerous research studies have explored the connection between customer experience within an establishment and the impact of high-quality service on customer retention.

Tjahjaningsih (2021) and Puspokusumo et al., (2021) support the assertion that customer experience and service quality significantly improve client retention and foster customer loyalty. Both customer experience and service quality work together to influence client retention and loyalty. Service quality is a measure of how well a service meets or exceeds customer expectations. It includes factors such as reliability, responsiveness, assurance, empathy, and tangibles like physical facilities and equipment.

Furthermore, according to Vidyanata (2022), the service quality affects consumer loyalty, and consumer satisfaction mediates the influence between service quality and consumer loyalty. The study suggests that by focusing on improving service quality, businesses can enhance customer satisfaction, leading to an increased customer retention rate. Also concluded in the study that simply improving service quality without considering customer satisfaction might not be enough to boost loyalty.

In the hospitality industry, the interactions between customers and staff are one of the most important elements of the customer experience. Staff should be friendly, helpful, and attentive. To complete the overall customer experience, establishments should make an effort to learn how their consumers feel in terms of customer satisfaction with the restaurants' physical environment internally and externally. Considering all of these elements, hospitality businesses can create a positive customer experience that will keep customers coming back for more (Wulandari & Nudin, 2019).

Numerous employers express concerns regarding the potential impact of hiring individuals with disabilities on their customer retention rates (Johnson & Krieg, 2017). Service quality dimensions such as employees' knowledge, skills, attitude, and good physical appearance with error-free performance are highly expected to be seen and to be experienced by the customers being served by non-disabled service staff (Lashari et al., 2022). However, the standard of appearance and performance might be different for people with disabilities, and therefore, these attributes might influence employers' perceptions on hiring PWD applicants as well as customers' perceptions of restaurant service quality, they may be less likely to hire or promote people with obvious disabilities, even if they are qualified for the job. Some studies have shown that people with obvious disabilities are often stereotyped as being less competent and less capable than people without disabilities. This can lead to negative expectations about their abilities to carry out their job functions and provide a quality service (Madera et.al., 2019; Collela & King, 2018).

On the other hand, in the study of Kalargyrou et al. (2018), customers had a moderate desire to patronize a restaurant with a high proportion of service personnel with disabilities, but this desire varied depending on the occasion of the dining experience. For related local studies, the study of Laguna et.al., (2022) showed that there is positive feedback from the managers and customers on the overall performance of the restaurant with PWD employees.

This study distinguishes itself from prior research on customer experience, customer service, and customer retention by specifically examining restaurants that employ individuals with disabilities, in contrast to earlier studies which predominantly focused on restaurants with all their able-bodied employees.

Though there are previous research that examined the performance of individuals with disabilities and the perceptions of customers regarding the service quality of restaurants employing people with disabilities, these studies have utilized narrative and phenomenology methodologies and the connection between the customer experience of being served by individuals with disabilities and its impact on customer retention has not been adequately emphasized.

To bridge the gap, the study examined the customer experience and service quality as determinants of customer retention in restaurants with PWD as their employees to provide strong proof for employers of what PWDs may bring to their firm. The findings of this survey revealed whether the customers served by PWD employees responded positively and continuously patronized the restaurant or not.

Despite the efforts of the Philippine government to promote employment inclusion standards, it is evident that there is still a need for further growth in employment for persons with disabilities (PWDs) in the country. This study aims to provide support for individuals with disabilities in the Philippines by offering a theoretical framework that examines and can be utilized by establishments in the hospitality industry to promote workplace disability inclusion.

This study not only addresses a major societal need but also adds to improving the quality of life and possibilities for PWDs by providing a practical and thorough theoretical framework for disability inclusion within the hospitality industry. Implementing the proposed framework has the potential to develop a more inclusive workforce, encourage equal participation, and break down barriers, thereby aligning with the broader aims of social fairness, economic empowerment, and fostering a culture of diversity and acceptance. Thus, the study's findings have the potential to have a long-term influence, impacting both policies and practices and fostering a more inclusive and progressive society.

In addition, the researcher posits that this study provided not only a theoretical foundation in academia but also contribute to the broader community's understanding of the employment capabilities of persons with disabilities (PWDs), thereby bolstering their morale. Ultimately, this initiative will foster a climate in which other institutions are motivated to have confidence in and embrace individuals with disabilities (PWD) within their own organizations. This approach is a potential solution to alleviate the government's predicament about the unemployment of PWDs.

The scope of this research primarily encompasses the examination of the relationship between customer experience, service quality, and customer retention in casual and fast-casual dining businesses that hire people with autism and hearing impairments. The limitations of the study are confined to these specific disabilities and the geographical boundaries of the National Capital Region, including the areas of Central Metro Manila, Eastern Metro Manila, Northern Metro Manila, and Southern Metro Manila.

METHODOLOGY

The researcher used a quantitative research design because it is suitable for the study. Quantitative research collects data and information from selected respondents through sampling techniques such as online surveys and questionnaires.

This research used Random Sampling in selecting respondents. The survey was administered to customers who had dined in at least one of the selected restaurants in Metro Manila. The selected restaurants must be a fast-casual to casual type of dining service and recognized by a government or non-government agency that they are hiring PWD employees or have declared that they are hiring people with disabilities in their website and featured in reputable articles. There are five (5) food establishments with PWD employees within the NCR region, according to the Labor Market Intelligence Report (LMIR) of the Technical Education and Skills Development Authority (2020), specifically, they hire people with autism or deafness. These restaurants have branches located across the three districts of Metro Manila, and eleven (11) of them were identified as the source of data based on their type of service, which is casual or fast-casual, and based on their strategic location for this study. The total average daily customer count for all eleven restaurants was used to calculate the sample size. For this random sampling, the Raosoft sample size calculator with a 5% marginal error and a 95% confidence level will also take into consideration. As a result of initial establishments' profiling, the total daily average of customers for the eleven restaurants is 1,138, and using Raosoft, the sample size needed for the study is 288. These numbers of respondents must have an experience served by a PWD employee.

The data were collected through a semi-structured questionnaire adapted based on the review of relevant literature and an overview of the theories. The survey questionnaire consists of four parts. The first part is the demographic profile of the respondents, such as age, sex, marital status, educational attainment, and household income range. The second part assesses the customers' experience in terms of the restaurant's physical features and adapted from the study of Pekovic & Rolland (2020), and the consumers' experience being served by people with disabilities, adapted from the study of Kalargyrou et al. (2018). This was measured using a 5-point Likert scale (from very delightful to very undelightful). The third part is determining the service quality of the restaurants' PWD employees as perceived by the customers in terms of confidence, capability, knowledge, and skills, adapted from the study of Madera (2019). In this part, the respondents will answer the questions using a 5-point Likert scale from excellent quality to poor quality. The likelihood of customer retention was assessed in the fourth and last part of the questionnaire, adapted from the study of Kalargyrou et al, (2018) and Githiri et. al (2019), using extremely likely to very unlikely in a 5-point likert scale.

The researcher sought consent from the manager of the chosen dining establishments to facilitate the dissemination of survey questionnaires both within and outside their premises, as well as from the guardian of employees with disabilities (PWD). The data obtained from the participants was organized and analyzed using statistical methods by the statistician. The instrument was sent to three (3) industry experts for content validation. A few suggestions from one of the experts regarding the sentence structure were considered. After the validation, pilot testing was conducted, with Cronbach alpha based on George and Mallery's (2003) guidelines: “_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable”. The reliability results showed that Cronbach's alpha for Customer Experience (0.893), perceived service quality of employees with disability (0.952), and customer retention (0.933) suggested that the items have relatively high internal consistency.

To understand and interpret the details of the sample, the following statistical test were used: Frequency and Percentage for identifying the demographic profile of the respondents in general, Weighted mean will be used to assess the customers' Experience, service quality of employees with disability, and customer retention. The Chi-square test will be performed to determine whether there is a significant link between variables. Suggestions

of the statistician for the treatment of data using other statistical tools will be highly considered. Statistical treatment to be used in the study based on the objectives. Mention the statistical tools for both parametric and non-parametric tests. The researcher obtained permission to adapt their questionnaires in this study. Meanwhile, due to the sensitive nature of the study, the identities of the respondents were concealed. The researcher did not give her own opinions, only data-driven facts and findings. All research protocols in data collection were properly observed in accordance with the Data Privacy Act of 2012 and the confidentiality of data, and the utilization of data is for academic purposes only.

RESULTS AND DISCUSSION

Table 1 Distribution of Respondents' Profile

Profile Variables	Frequency	Percentage
Age		
18 - 26 years old (Gen Z)	151	52.4
27 - 42 years old (Gen Y or Millennial)	88	30.6
43 - 58 years old (Gen X)	42	14.6
59 years old and above (Baby Boomers)	7	2.4
Sex		
Male	135	46.9
Female	153	53.1
Marital Status		
Single	186	64.6
Married	102	35.4
Educational Attainment		
High School	116	40.3
College/Vocational	154	53.5
Postgraduate	18	6.3
Household Income		
Php 21,194 and below	133	46.2
Php 21,195 to Php 43,828	112	38.9
Php 43,829 to Php 76,699	33	11.5
Php 76,700 and above	10	3.5

Table 1 shows the percentage distribution of the respondents' profiles

Most of the respondents belonged to the Gen Z group, ages 26 – below, with 52.4% or 151 customers, while only 7 Boomers, ages 59 years old and above, were the only ones in the age group participating in the study.

Generation Z, being the youngest generation, is generally more open-minded and inclusive. The principles of openness and inclusivity are evident in their application to a range of social issues, and make them more accepting and supportive of restaurants employing people with disabilities

The attitudes of Generation Z could have various implications within the context of restaurants employing individuals with disabilities. First, the open-mindedness exhibited by Generation Z may potentially contribute to their heightened acceptance of individuals with disabilities occupying service-oriented positions (Seemiller and Grace, 2017). According to Andrews (2019), individuals may exhibit a higher tendency to perceive individuals with disabilities as capable and competent, thereby challenging prevailing stereotypes that frequently restrict employment prospects for this demographic.

Additionally, the inclusive nature of Generation Z may contribute to their increased propensity to support businesses that actively hire individuals with disabilities. Individuals may hold a more positive perception of these enterprises and opt to support them instead of others, perceiving their employment policies as a manifestation of corporate social responsibility (CSR). In the study conducted by Kalargyrou et.al. (2018), empirical evidence suggests that individuals belonging to Generation Z exhibit a higher propensity to endorse enterprises that exhibit corporate social responsibility (CSR), particularly those that actively foster diversity and inclusion.

Ultimately, the attitudes of Generation Z have the potential to foster a society that is more inclusive and accepting towards individuals with disabilities. By providing support to businesses that engage individuals with disabilities as employees, individuals are actively contributing to the expansion of opportunities for this demographic, while simultaneously questioning and challenging prevailing societal norms and expectations.

Nevertheless, it is crucial to acknowledge that although these generalizations can offer valuable perspectives, Generation Z exhibits significant diversity, and attitudes can significantly differ among individuals.

As for gender, there is a small gap in the number of female and male respondents, but males got the higher percentage of 46.9% or 153 customers, while the study had 135 females or 53.1%. A higher percentage of male customers or participants could be due to several factors.

Firstly, there are restaurants having various Japanese animated characters that are very popular to male customers. As purported by Lynn and Brewster (2018), the nature of the restaurant or the specific service being studied might appeal more to male customers. If the restaurant specializes in a type of cuisine or has an ambiance that is more popular among males, it might attract more male customers.

Secondly, societal or cultural factors could also play a role. In some cultures, males might be more likely to dine out or to participate in research studies (Liamputtong, 2013).

Meanwhile, the study shows that most of the respondents are singles, with a frequency of 64.6 or 186 frequency, while there are 102 married or 35.4%. The distribution of respondents by marital status indicates an intriguing trend that merits additional investigation. The fact that singles make up the majority of respondents has intriguing implications for evaluating customer attitudes and preferences in the context of food enterprises employing PWD employees. One possible explanation of this finding is that single individuals place a high value on social experiences and interactions when dining out. Being unmarried or not in a committed relationship may be associated with a greater desire to engage in social activities, such as dining out with friends, family members, or colleagues. Hence, these people place a premium on the overall environment, service quality, and interpersonal interactions they encounter when dining.

Moreover, the percentage of single respondents in the study's sample is consistent with prior literature that suggests a possible link between marital status and dining preferences. According to Seemiller and Grace (2017), single people are more open and flexible when it comes to trying new restaurants and experiences. This discovery

provides a useful framework for evaluating the study's high representation of singles and how it connects to the findings about food restaurants with PWD employees. Single individuals, who may have more flexibility in their dining choices, might be more open to trying new places and experiences, including restaurants that employ people with disabilities. On the other hand, married individuals, who may have family considerations to take into account, might have different dining preferences and expectations, which could influence their perceptions of service quality and their likelihood of returning to such restaurants (Lee and Hwang, 2022).

More and more singles are trying new food, may it be with companions or solo. Singles have more time for work, aspire for a position that will give them a higher salary, and they have fewer obligations than married one that is why singles have less expenses, which means they can increase their disposable incomes (Kurniawan and Gultom, 2021).

In the study, 53.5% or 154 of the total respondents have a college degree, followed by respondents at the high school level with 14.3% or 116 frequencies. Only 6.3% or 18 respondents who are in a postgraduate level answered the survey questionnaire.

The findings that a major fraction of the study's respondents are 26 years old or younger, which corresponds to the demographic generally associated with young adults and college students, have intriguing implications. This demographic indicates a sizable section of the population that is actively involved in educational pursuits, transitioning into the workforce, and developing their buying behaviors. Meanwhile, the concentration of respondents in the young adult age bracket emphasizes the need to understand this specific demographic's tastes and expectations. When it comes to consumption behaviors, such as dining and leisure activities, young adults are frequently trend setters. Their decisions have the potential to influence broader consumer trends, making them an important target audience for businesses in the culinary and hospitality industries.

The study reports that the majority of respondents are young adults aged 26 years old and below, which possibly corresponds to the typical age for college students. This suggests that college students may be more inclined to be supportive of diversity and inclusion efforts, possibly due to their educational experiences and exposure to such programs during their academic journey.

The prevalence of respondents aged 26 and under, which corresponds to the normal age range for college students, is consistent with the findings of the Rubenzer and Pierce (2023) study. The purpose of this study is to shed light on the potential impact of higher education on individuals' understanding and support for diversity, equity, and inclusion (DEI) efforts, including the employment of people with disabilities. The demographic composition reported in the current study is consistent with the findings of Rubenzer and Pierce's investigation. College students, who are frequently distinguished by their pursuit of higher education, appear to be more aware of and supportive of diversity and inclusion programs. This increased understanding is the result of exposure to DEI concepts through educational programs, conversations, and exposure to varied opinions inside the organization.

Meanwhile, individuals with postgraduate degrees may have different behaviors and preferences due to their academic commitments and intellectual pursuits, which could potentially influence their dining behaviors as well (Aguiar, de Santis, & Sin, 2023). The study shows that the majority of the respondents have a household income of ₱9520 and ₱21,194, or 46.2% or 133 of the total respondents, while only 3.5% or 10 respondents earn ₱76,700 and ₱131,484.

The youngest generation is currently in the workforce. Zahwa and Soekarno (2023) revealed that many Gen Z individuals are just starting their careers and have less work experience compared to older generations, which often translates to entry-level positions and lower salaries. This could be one of the reasons why they have lower income, and some are pursuing education, which often means lower income in the short term due to part-time work or internships.

Low-income earners, like any other group, can have diverse views and behaviors. Some may be highly supportive of disability inclusion and choose to patronize restaurants that employ people with disabilities. This

could be due to personal values or experiences, or a desire to support businesses that contribute to social good (Chua et. al., 2020).

The table also shows that the least number of respondents came from the High-income earners group. This is probably because high-income earners in the Philippines are really few in number, and they usually prefer fine dining restaurants to casual restaurants. It is also worth noting that high-income earners may have more disposable income to spend on dining out, allowing them to afford the higher prices typically associated with fine dining restaurants, but seldom with casual dining restaurants.

The finding that the high-income earners category had the lowest representation among study respondents aligns with findings from Zoleta (2022). According to the most recent results of the Family Income and Expenditure Survey conducted by the Philippine Statistics Authority (PSA), only 1.4% of households qualify as belonging to the high-income class ("Understanding social classes in the Philippines: Which class do you belong to?," 2022). Owusu-Amankwah, Georgette (2014)'s work on eating preferences. This group's dining habits are frequently diverse from those of lower incomes, since they seek excellent dining experiences for a variety of reasons. Owusu-Amankwah's study sheds light on the characteristics that make fine dining places especially appealing to high-income consumers. These people value high-quality food and great service, both of which are generally associated with fine dining establishments. The emphasis on outstanding culinary choices and attentive service coincides with the high-income individuals' expectations and sophisticated tastes, who seek out these venues for a more refined and elevated experience.

Furthermore, the formal and sophisticated ambience typical of fine dining restaurants is well-suited to the tastes of high-income earners. These people frequently love an atmosphere that oozes elegance and luxury, which adds to the whole dining experience. Fine dining venues' atmosphere and ambience correspond to their desires for a more upmarket and exclusive setting. Wang's (2022) findings further illustrate the societal nature of high-income persons' dining preferences. Choosing upscale dining experiences as a status symbol might represent their social and economic standing. Dining at luxury restaurants not only satisfies their culinary preferences but also allows them to flaunt their wealth and achievements.

Table 2 Customer Experience in terms of Restaurant's Physical Feature

Indicators	WM	VI	Rank
1. The dining space gives comfort and allows customers easy to move around and within.	4.55	Very Delighted	4.5
2. The restaurant's hygiene and cleanliness create a pleasant ambience.	4.68	Very Delighted	1.5
3. The restaurant's temperature gives comfort in dining.	4.68	Very Delighted	1.5
4. Illumination or lighting is in accordance with the restaurant's theme.	4.65	Very Delighted	3
5. The restaurant's building exterior, colors, and decorations are visually striking.	4.55	Very Delighted	4.5
Composite Mean	4.62	Very Delighted	
Legend:4.50-5.00=Very Delighted;3.50-4.49=Moderately Delighted;2.50-3.49=Slightly Delighted;1.50-2.49=Undelighted;1.00-1.49=Very Undelighted			

Table 2 reveals the assessment of the customer's experience in terms of the restaurant's physical features. The resulting composite mean of 4.62 indicates that the respondents felt very delighted in general. Among the items cited, both indicators "the restaurant hygiene and cleanliness create a pleasant ambience", and "the restaurant's temperature gives comfort in dining" obtained the highest weighted mean score of 4.68, followed by "the illumination or lighting is in accordance with the restaurant's theme" with a weighted mean of 4.65.

The physical features of a restaurant play a crucial role in shaping the customer's overall dining experience. This includes the restaurant's ambiance, decor, cleanliness, layout, and even the comfort of the seating. A positive experience with these physical features can enhance the customer's perception of service quality, leading to higher customer satisfaction and an increased likelihood of customer retention. From these physical features, hygiene and cleanliness are the most concerning of all food facilities. Based on the results of the study conducted by Faria and Ferreira (2023), the pandemic has led to a substantial increase in online sales and the use of delivery platforms, and the cleanliness of facilities has become a key factor in consumers' choice of dining establishments.

The respondents of the study were very delighted with the comfortable dining area because of the right temperature. This proves that restaurants like casual dining give importance to thermal comfort in dining, as it can affect both the visitors' experience and the productivity of the workers (Himayah, 2019) and it is because human comfort cannot be separated from the thermal comfort factor (Himayah and Ridwana, 2022).

“The dining space gives comfort and allows customers easily to move around and within,” together with “The restaurant’s building exterior, colors, and decorations are visually striking,” got the lowest weighted mean of 4.55. This shows that the respondents still felt very delighted when they were in the restaurants. however, these two indicators got the lowest weighted mean. Because the study focuses on the experiences of customers at a restaurant with PWD employees present, these respondents become particularly sensitive to physical elements that affect not only their engagement but also the PWD employees’ movement. Any flaws in these areas are more visible to them, resulting in a lower evaluation despite the overall favorable feeling. On one hand, the indicators pertaining to dining area and outdoor aesthetics have received a lower score since the respondents deemed these characteristics to be rather common in most restaurants.

The result of the study is probably because customers felt slightly uncomfortable during peak hours of operations when the dining area is filled with customers. The study by Wang et al. (2021) provides valuable insights into the perception of crowdedness in restaurants since the COVID-19 pandemic started. The study found that the perception of comfort, safety, popularity, and quality influenced the level of crowdedness in a restaurant. Therefore, it can be said that customer perception influences the level of crowdedness in a restaurant.

In terms of the assessment on colors, themes, and decorations, some respondents were very satisfied and felt very delighted with the design of the restaurants but some respondents were satisfied but moderately delighted. This is probably because the tastes of customers in interior decorations may vary significantly, and people have different preferences and standards of design attractiveness. These preferences can be influenced by a variety of factors, including cultural background, personal aesthetics, past experiences, and even current trends in interior design (Wan and Wang, 2022).

Though the aesthetic quality of a restaurant attracts customers, many restaurants pay more attention to cleanliness and hygiene than the building exterior because, according to a study, cleanliness and hygiene were the most significant factors in customer satisfaction than building exterior (Chua et.al., 2020). Another study discussed that the standard service, delicious food, and neatness of the surroundings are the most commonly associated with the pleasure of customers’ restaurant services, followed by furnishing design and decor, Staff behavior, and employee awareness (Rahman et.al., 2020).

Table 3 Customer Experience in terms of the Restaurant’s PWD Employees’ Service Performance

Indicators	WM	VI	Rank
1. Being assisted by restaurant employees with disabilities to each respective table.	4.42	Moderately Delighted	4
2. Giving food orders to restaurant employees with disabilities.	4.63	Very Delighted	2
3. Receiving food items from restaurant employees with disabilities.	4.65	Very Delighted	1

4. Expressing personal needs to restaurant's employees with disabilities during operations.	4.46	Very Delighted	3
5. Providing suggestions to restaurant employees with disabilities for service improvement.	4.41	Moderately Delighted	5
Composite Mean	4.52	Very Delighted	
Legend: 4.50-5.00=Very Delighted;3.50-4.49=Moderately Delighted;2.50-3.49=Slightly Delighted;1.50-2.49=Undelighted;1.00-1.49=Very Undelighted			

Table 3 displays the customer experience in terms of the restaurant's PWD employees' service performance. The composite mean of 4.52 indicates that the respondents were very delighted in general. This could be interpreted as the customers having a very positive experience with the service performance of the restaurant's employees with disabilities. The high score suggests that these employees were able to meet or exceed the customers' expectations in terms of service quality, contributing to a delightful dining experience. According to Hubay et. al. (2022), product and service quality are the significant contributors to customer delight.

The indicator "receiving food items from restaurant employees with disabilities" ranked first with a mean value of 4.65, followed by "giving food orders to restaurant employees with disabilities" with 4.63 weighted means, and "expressing personal needs to restaurant employees with disabilities during operations" with a mean value of 4.46. These three indicators show that the customers were very delighted during the order-taking and serving of the food orders performed by the PWD waitstaff. This shows that customers highly value the service performance of employees with disabilities.

It has been discovered that individuals diagnosed with autism possess distinctive skills and perspectives that can contribute to the workplace (Van Laarhoven and colleagues, 2018), same with deaf employees specially trained in using American Sign Language or ASL (Harrelson, 2020).

A study found that the staff's behavior and appearance, which could include the presence of disabilities, had a significant positive impact on customer satisfaction. This could be because customers appreciate diversity and inclusivity in the workforce, and they may perceive employees with disabilities as being more dedicated, hardworking, or inspiring (Hossain and Rahman, 2020). Furthermore, the attitudes of customers were also influenced by the perceived levels of competence and warmth displayed by the service provider, as well as their own empathetic tendencies and personal experiences with disability. Customers make decisions based on their feelings and emotions at each interaction point (Mixon and Torode, 2020).

Another study found significant correlations between the service quality gap model subscales and customer satisfaction. It suggests that customers' perceptions of service quality, including aspects such as assurance and empathy, can significantly influence their overall satisfaction (Natto, 2022).

However, indicators such as "being assisted by restaurant employees with disabilities" with a weighted mean of 4.42, and "providing suggestions to restaurant employees with disabilities for service improvement" with a weighted mean of 4.41 are both interpreted as moderately delighted. This could mean that customers appreciate the efforts made by employees with disabilities to assist them and are willing to provide suggestions for service improvement because they feel that their feedback is valued. The fact that these aspects were rated as moderately delightful could indicate that there is room for improvement and that further enhancing these aspects of service could lead to even higher levels of customer delight.

Deaf and autistic employees can be successful in various roles but may encounter difficulties in the workplace with their social and communication abilities, such as providing personalized attention to customers and receiving suggestions (Cope and Remington, 2022; Van Laarhoven and colleagues, 2018; Agarwal and colleagues, 2016). In a recent study, individuals with disabilities were assessed as exhibiting average performance in service quality attributes, including confidence, capability, efficiency, intelligence, and skillfulness (Madera et al., 2019).

The study by Chua et al. (2020) found that customer orientation can moderate the relationships between service quality, restaurant image, and customer satisfaction. This suggests that the impact of the service provided by employees with disabilities on customer satisfaction could be influenced by how well the restaurant understands and responds to the needs of its customers. It emphasizes the importance of customer orientation in the restaurant industry. They found that customer orientation, which includes understanding what service attributes customers value the most and understanding customers' real problems, has a positive impact on perceived service quality, restaurant image, and customer satisfaction.

Table 4 Perceived Service Quality of Employees with Disability in terms of Confidence

Indicators	WM	VI	Rank
1. The restaurant's employees with disabilities always wear a smile.	4.39	Very Good Quality	5
2. The restaurant's employees with disabilities are able to show social graces with sincerity.	4.51	Excellent Quality	4
3. The restaurant's employees with disabilities are consistently courteous.	4.55	Excellent Quality	3
4. The restaurant's employees with disabilities serve with ease.	4.60	Excellent Quality	1
5. The behavior of the restaurant's employees with disabilities instill guest confidence and peace of mind.	4.59	Excellent Quality	2
Composite Mean	4.53	Excellent Quality	
Legend:4.50-5.00=Excellent Quality;3.50-4.49=Very Good Quality;2.50-3.49=Good Quality; 1.50-2.49=Fair Quality;1.00-1.49=Poor Quality			

Table 4 shows the perceived service quality of employees with disability in terms of confidence. The resulting composite mean of 4.53 indicates that the respondents have a perceived excellent quality in general. Among the indicators cited, "the restaurant's employees with disabilities serve with ease" obtained the highest weighted mean score of 4.60, and "the restaurant's employees with disabilities always wear a smile" obtained the lowest weighted mean of 4.39.

Customers' impressions of service quality are heavily influenced by efficiency and competence. Higher ratings for perceived excellent quality in general were obtained as the respondents believed that PWD employees are efficient and competent in servicing them. Customers appreciate efficient service, which contributes to their overall satisfaction. Furthermore, pleasant customer encounters are strongly related to the opinion of service quality. Employees who can service clients easily often have strong communication skills, are responsive, and can meet customer needs quickly. These characteristics, when combined, improve the whole client experience and contribute to a positive sense of service quality.

Another important component that influences customer perceptions is empathy. PWD employees could have shown empathy and compassion in their interactions, according to respondents. This compassionate service has the potential to increase customers' happiness. Customers have a better eating experience when they feel understood and valued. The concept of exceeding expectations is important in determining customer ratings. Respondents' experiences of obtaining service with ease may have exceeded their initial expectations if they had lower expectations due to preconceptions or misconceptions about the skills of personnel with impairments. This favorable variation from their preconceived assumptions contributes to greater ratings for the measure associated with service ease.

Moreover, the evaluation of the statement "The restaurant's employees with disabilities always wear a smile" indicates a complex interaction of factors that influence customers' views of service excellence. First and

foremost, it is critical to identify the impact of physical limits on an employee's capacity to maintain a continual smile. Maintaining a smile is difficult for people with various disabilities due to their specific physical problems. These restrictions highlight the importance of having a sophisticated awareness of the difficulties that employees with disabilities may encounter in meeting certain expectations. Notably, customer ratings are often influenced by expectations and preconceptions. Respondents may have increased expectations for employees with disabilities to smile all the time, possibly as a way of compensating for their disability. When these expectations are not realized, the rating may be slightly lower. This phenomenon illustrates the possible impact of societal preconceptions and preconceived notions on customer impressions.

Individuals with disabilities may possess a strong drive to excel in their professional duties. Their employment could be seen as a platform to demonstrate their abilities and counter prevailing societal misconceptions regarding disability. This motivation can translate into high levels of effort and dedication, which customers may perceive as confidence (Vornholt et al., 2017).

The restaurant's employees with disabilities serve with ease, probably because the establishments employing individuals with disabilities ensure the provision of comprehensive training and coaching prior to the commencement of their work duties. Saleh and Bruyere (2018) explained that the training as a preparatory phase, potentially enhances the employees' skills and capabilities, thereby facilitating their successful integration into the workforce.

Individuals with Autism Spectrum Disorder (ASD) may experience enhanced task performance when provided with employment support services that encompass perspectives from employees, employers, and job coaches. The satisfaction of both employees and employers with the support provided by job coaches also plays a significant role in facilitating this ease of task performance (Francesco et. al., 2021)

Furthermore, people diagnosed with Autism Spectrum Disorder often exhibit repetitive behaviors and possess distinctive interoceptive profiles. These characteristics may potentially impact their task performance, potentially facilitating a high degree of proficiency in their assigned roles (Ferreira et al., 2022).

Deaf employees often utilize a variety of communication strategies to interact effectively with their customers. Primarily, they use sign language, a rich visual language that allows them to express complex ideas and emotions (Niebla, 2021). Some restaurants even provide sign language charts or digital menus with sign language instructions to assist customers in communicating their orders ("Restaurant teaches customers sign language to relay their order to its deaf staff," 2019). Additionally, Deaf employees may rely on written communication, using notepads or digital devices to exchange messages with customers. Lastly, non-verbal cues such as facial expressions, body language, and gestures also play a crucial role in facilitating smooth communication between Deaf employees and their customers (Bonvillian et. al., 2020).

PWD employees also work in the Front of the House (FOH) of a restaurant. The FOH refers to the section of the restaurant where customers have direct encounters. Servers, hosts/hostesses, bartenders, and other customer-facing positions fall within this category. PWD employees work in a variety of FOH tasks, strengthening customer service, providing happy experiences, and improving the entire dining experience. Their involvement in customer-facing positions not only promotes diversity and inclusivity but also provides them with the opportunity to demonstrate their skills and give outstanding service to customers.

However, while customers perceive the quality of service by employees with disabilities who always wear a smile as very good, this aspect of service ranks last among the five indicators evaluated in the study. This could potentially indicate that certain respondents encountered employees with disabilities who did not frequently exhibit smiling behavior. Cultural differences add to the variety of interpretations. Individuals' perceptions of the meaning of a smile are heavily influenced by cultural norms and personal experiences. While certain cultures place a high value on smiling as a symbol of good service, others may not place the same value on it.

Personal judgments and preferences contribute to rating variability. Individual preferences and assessments of service quality differ greatly among respondents. Some customers value service accuracy and efficiency over the constant appearance of a grin. This disparity emphasizes the necessity of understanding that consumers'

opinions are impacted by their individual tastes and expectations. Finally, the emotional state of PWD employees influences their capacity to keep a continuous smile. Discomfort or uneasiness, which may emerge as a result of their disability.

According to the study of Drimalla et al. (2020) individuals with autism may not smile as often due to differences in their attention to emotional expressions and their facial micro-movements. However, when explicitly asked to make a socially relevant decision or when given a smiling manipulation, they can improve their attention to emotional expressions and memory performance for happy faces.

The lack of smiling behavior exhibited by deaf employees in a restaurant setting could be attributed to the quality of training provided by the establishment and its responsiveness to customer needs. Both the restaurant management and the deaf employees may not fully comprehend that such behavior can significantly influence customer satisfaction (Chua et al., 2020).

Table 5 Perceived Service Quality of Employees with Disability in terms of Capability

Indicators	WM	VI	Rank
1. The restaurant's employees with disabilities give me personalized attention.	4.37	Very Good Quality	5
2. The restaurant employees with disabilities are attentive and always willing to help.	4.54	Excellent Quality	1.5
3. The restaurant employees with disabilities display a strong sense of energy.	4.52	Excellent Quality	3
4. The restaurant employees with disabilities handles my order efficiently.	4.54	Excellent Quality	1.5
5. The restaurant employees with disabilities have a sense of anticipation.	4.48	Very Good Quality	4
Composite Mean	4.49	Very Good Quality	
Legend:4.50-5.00=Excellent Quality;3.50-4.49=Very Good Quality;2.50-3.49=Good Quality;1.50-2.49=Fair Quality;1.00-1.49=Poor Quality			

Table 5 shows the perceived service quality of employees with disability in terms of capability. The composite mean of 4.49 indicates that, in general, the respondents assessed the capability as of very good quality. The study shows that the indicators “the restaurant employees with disabilities are attentive and always willing to help” and “the restaurant employees with disabilities handle my order efficiently” got the highest weighted mean of 4.54. The indicator “The restaurant's employees with disabilities give me personalized attention” got the lowest mean of 4.37.

The respondents' positive evaluations of attentiveness and helpfulness indicators are likely a reflection of their impression that employees with disabilities are not only attentive but also ready to serve. This level of attention and desire to assist greatly adds to the building of a favorable client experience. Customers respect employees who demonstrate real concern and are attentive to their requirements, which adds to higher perceived service quality ratings. The speed with which customer orders are processed is critical to providing a great eating experience. Customers form a lasting positive impression when they watch employees with disabilities efficiently managing their orders. The efficient handling of orders not only displays the expertise of the staff but also contributes to a positive assessment of service quality overall. A well-organized and fast order procedure increases client satisfaction and increases the likelihood of them returning to the institution.

This indicates that customers believe employees with disabilities are competent and capable of performing their roles effectively. It reflects positively on the training and support provided by the restaurant to its employees

with disabilities, enabling them to deliver a high level of service (Chua et al., 2020). Aside from training, employees with disabilities may be highly motivated to perform well in their roles. They may view their employment as an opportunity to prove their capabilities and challenge societal stereotypes about disability (Vornholt et al., 2017).

In the study of Niebla (2021), the stakeholders believed that they could visually communicate with Deaf individuals regardless of their Filipino Sign Language knowledge or skills. Deaf employees can still communicate and attend to the customer's needs. Deaf individuals often develop a heightened sensitivity to visual cues, including facial expressions and body language, as a result of their reliance on these cues for communication (Kusters et al., 2020; Niebla, 2021). This can make them particularly adept at picking up on non-verbal signals that hearing people might miss. This sensitivity can be a valuable asset in environments where non-verbal communication is important, such as in the hospitality industry, where understanding and responding attentively to customer needs is key (Cuccio et al., 2022).

In contrast, giving personalized customer service is a characteristic of outstanding service delivery, requiring a thorough understanding of customer preferences and a proactive attitude. However, maintaining this level of anticipation on a constant basis might be difficult, which accounts for the slightly lower mean score associated with this indicator. Personalized attention given by a PWD server to customers is a fine art that requires personnel to have a thorough awareness of individual preferences and to be proactive in their service. Customer expectations and ever-changing conditions have an impact on the capacity to accurately anticipate wants.

Employees with autism have sensory issues that impact their relationships with customers. However, bright lighting, loud noises, or strong odors in a restaurant setting cause discomfort or overload, impairing their ability to deliver customized attention. Also, they struggle to intuitively gauge their clients' preferences or emotions, which is essential for offering tailored attention. Unexpected changes or diversions from their routine impair their capacity to deliver customized attention, especially if reacting to new conditions on the go is required.

As supported by several studies, the reason behind the respondents' assessment of the capability of employees with disabilities as very good, rather than excellent, could be attributed to the fact that every individual with autism spectrum disorder (ASD) is unique, and their abilities and challenges can vary widely. De Giambattista (2021) explained that autism is a spectrum disorder, which means that it affects individuals differently. In the study of Alves et al. (2020), some individuals with autism may have difficulty interpreting facial expressions, body language, and tone of voice, which are all important aspects of social communication.

Other challenges pertaining to communication and social interactions of ASD, such as the inability to infer implicit meanings, comprehend instructions, engage in acceptable dialogue, or adhere to unstated social norms, manifest as significant barriers to securing employment. This can make it challenging for them to understand others' emotions and intentions (Waisman-Nitzan et al., 2020). Though many individuals with autism can be highly observant and attentive to detail, and some may learn to recognize and understand certain expressions or cues over time, especially with support and training. It is also not uncommon for individuals with autism to be very sensitive to their own internal emotions and sensory experiences (Napolitano et al., 2022).

Moreover, due to communication limitations, deaf personnel have difficulty offering personalized attention. Customers who do not know sign language struggle to successfully convey their preferences and demands, affecting the personalized experience. Deaf employees are also unable to respond to auditory cues or indications in the same manner that hearing employees do. This impairs their ability to notice and respond to the requirements of clients. Likewise, deaf personnel are limited in their ability to engage in verbal exchanges, which can be an important component of offering customized attention. This makes communication between the staff and the consumer more difficult (Lempka, 2019).

The perception that restaurant employees with disabilities lack a sense of anticipation could be due to several factors. While certain customers value employees who can anticipate their requirements intuitively, others prefer a more reactive approach. Individual personalities, cultural backgrounds, and dining habits all have an impact on these choices. As discussed by De Giambattista (2021), some disabilities, such as autism, can affect an individual's ability to predict or anticipate the needs and expectations of others. This is because autism is a

neurodevelopmental disorder that can affect social interactions and communication, making it challenging for individuals with this condition to intuitively understand or anticipate the thoughts, feelings, or needs of others (Van Laarhoven et al., 2018).

Table 6 Perceived Service Quality of Employees with Disability in terms of Knowledge and Skills

Indicators	WM	VI	Rank
1. The restaurant's employees with disabilities have full knowledge of the menu and communicated it to me clearly.	4.59	Excellent Quality	1
2. The restaurant's employees with disabilities can provide information about the restaurant's other offerings.	4.52	Excellent Quality	2.5
3. The restaurant's employees with disabilities understand my specific needs.	4.49	Very Good Quality	4.5
4. The restaurant's employees with disabilities can note all my special requests accurately.	4.49	Very Good Quality	4.5
5. The restaurant's employees with disabilities perform food service effectively.	4.52	Excellent Quality	2.5
Composite Mean	4.52	Excellent Quality	
Legend:4.50-5.00=Excellent Quality;3.50-4.49=Very Good Quality;2.50-3.49=Good Quality;1.50-2.49=Fair Quality;1.00-1.49=Poor Quality			

The table shows the perceived service quality of employees with a disability in terms of knowledge and skills. The composite mean of 4.52 indicates that, in general, the respondents assessed the knowledge and skills as of excellent quality. The study shows that the indicator "the restaurant's employees with disabilities have full knowledge of the menu and communicated it to me clearly" ranked first with a mean of 4.59 followed by indicator "the restaurant's employees with disabilities can provide information about the restaurant's other offerings" and "the restaurant's employees with disabilities perform food service effectively" which placed in the same rank with mean value of 4.52. "The restaurant's employees with disabilities understand my specific needs" and "the restaurant's employees with disabilities can note all my special requests accurately" ranked last with a weighted mean of 4.49.

The high mean scores obtained for indicators such as "the restaurant's employees with disabilities have full knowledge of the menu and communicated it to me clearly," "the restaurant's employees with disabilities can provide information about the restaurant's other offerings," and "the restaurant's employees with disabilities perform food service effectively" reflect customers' positive perceptions of employees with disabilities' knowledge and skills.

The higher mean scores for indicators related to menu knowledge, clear communication, and effective food service suggest that customers perceive employees with disabilities to possess commendable knowledge and skills in these areas. This might be due to the personnel receiving excellent training and clear communication. Customers perceive an improved dining experience when personnel have a thorough comprehension of the menu, can communicate information properly, and manage food service jobs efficiently.

The high rating could be attributed to several factors. First, it could reflect the effectiveness of training and development programs targeted at employees with disabilities. These programs often focus on enhancing both technical and soft skills, enabling employees to perform their roles efficiently and interact effectively with customers (Johnson and Williams, 2022; Maebara and Yaeda, 2021). In fact, two of the selected establishments in this study, under one organization, conduct special training for their deaf employees upon being accepted into the company; every employee is required to undergo a month of training before they are assigned to their

individual responsibilities. Aside from company training, most of their deaf employees were graduates of a private Educational Institution that is committed to preparing students for the right job position. Their special program for the deaf curriculum focuses on imparting skills relevant to the creative and service industry ("Cookies for a cause! How Overdoughs empowers PWD staff even in a pandemic," 2022; "SDEAS Mission-Vision," 2023).

Another reason for the high assessment could be a reflection of the inclusive culture and supportive work environment in the restaurant. When employees feel valued and supported, they are more likely to be engaged and perform well in their roles. Similar to the study of Francesco et. al. (2021) the level of satisfaction experienced by both employees and employers regarding the support offered by job coaches promotes ease of task performance.

Correspondingly, a specific component of the SDEAS program is a workshop aimed at providing hearing employees with the necessary communication strategies and mentoring skills for effective collaboration with Deaf colleagues. This may give the deaf employees a positive accommodation that motivates them to enhance their knowledge and skills in performing their tasks ("SDEAS Mission-Vision," 2023).

Another establishment in this study not only gives people with disabilities a place to work, but it also gives them a lot of training through their Skills Academy Training Center. The business is dedicated to recognizing and enhancing these people's unique skills, including food and beverage production and services ("INC reaches out to the deaf, opens embrace volunteers center," 2023).

The indicators "the restaurant's employees with disabilities understand my specific needs" and "the restaurant's employees with disabilities can accurately note all of my special requests" had lower mean scores. The slightly lower mean scores for these indicators involving understanding specific needs and noting special requests accurately could be indicative of the challenges that might arise due to varying communication abilities and potential limitations in certain aspects of service delivery among employees with disabilities. Understanding individual needs and accurately noting special requests necessitate attentive attention and communication skills. Individuals with impairments have difficulty precisely recognizing certain aspects of client preferences, which can lead to misunderstandings. Furthermore, certain limitations may impair the capacity to effectively interpret or note specific requests, particularly when they are complex or require comprehensive information.

Due to limits in verbal communication and aural perception, deaf people have difficulty comprehending specific needs. Their impairment may limit their ability to understand complicated demands and preferences that rely primarily on spoken language. This leads to misunderstandings or an insufficient knowledge of the customer's precise requirements. Similarly, people with autism have difficulty recognizing specific requirements because they have difficulty processing and interpreting social cues, nonverbal communication, and nuanced contextual information. Autism impairs their capacity to comprehend the whole meaning of a customer's request, potentially leading to mistakes in interpreting and responding effectively. Because of their impairment, the customer's intended communication and the employee's interpretation differ (Waisman-Nitzan, 2020; Lempka, 2019).

Supporting this perspective, Kojovic et al. (2019) found difficulties in processing and understanding complex social cues and communication subtleties in individuals with autism. According to Loukusa (2018), individuals with autism may have difficulty understanding and responding to abstract or contextually complex language, thereby impairing their capacity to perceive specific needs or requests appropriately. As a result, the lower mean score for the indicator concerning understanding specific needs could be attributed to the specific limitations that people with certain disabilities, such as deafness or autism, may face when it comes to fully comprehending and responding to nuanced customer requests in a restaurant setting.

Table 7 Customer Retention

Indicators	WM	VI	Rank
1. I will consider dining again in restaurants that have employees with disabilities.	4.71	Extremely Likely	1

2. I will pay more to patronize restaurants that have employees with disabilities.	4.48	Very Likely	3
3. I will make an effort to return to restaurants that intentionally hire employees with disabilities.	4.38	Very Likely	4
4. I will frequently visit a restaurant that values employees with disabilities	4.32	Very Likely	5
5. I will recommend restaurants that have employees with disabilities to others.	4.70	Extremely Likely	2
Composite Mean	4.52	Extremely Likely	
Legend: 4.50-5.00=Extremely Likely;3.50-4.49=Very Likely;2.50-3.49=Somewhat Likely;1.50-2.49=Unlikely;1.00-1.49=Very Unlikely			

Table 7 reveals the assessment of customer retention. The composite mean of 4.52 indicates that, in general, the respondents are extremely likely to return to restaurants with PWD employees. Among the indicators cited, “I will consider dining again in restaurants that have employees with disabilities” obtained the highest weighted mean score of 4.71, followed by “I will recommend restaurants that have employees with disabilities to others” with a weighted mean of 4.70. “I will pay more to patronize restaurants that have employees with disabilities,” with the weighted mean of 4.48 ranked third, “I will make an effort to return to restaurants that intentionally hire employees with disabilities,” with a weighted mean of 4.38 ranked fourth, and “I will frequently visit a restaurant that values employees with disabilities” ranked fifth.

The high mean ratings for measures connected to customer retention in restaurants employing PWD personnel reflect respondents' positive opinions and intentions. The indicator "I will consider dining again in restaurants that have employees with disabilities" indicates that customers are not only willing, but also inclined, to return to these places. This might be attributable to the pleasant experiences they had during their visits, which could have included excellent service, a comfortable environment, and awareness of the societal implications of supporting inclusive employment practices.

These findings suggest that the presence of employees with disabilities does not negatively impact the customer experience. The importance of these findings stems from the discovery that the presence of personnel with impairments in food enterprises has no negative impact on the overall customer experience. This result is noteworthy because it challenges any prejudices or fears about the impact of such inclusion on service quality, ambiance, and customer pleasure. The lack of a negative influence on the customer experience demonstrates the successful integration of employees with disabilities into the food outlet workforce. It shows the efficiency of training, support systems, and workplace modifications in ensuring that employees with disabilities are ready to give exceptional customer service, regardless of physical or cognitive problems. These findings also have implications for developing a more inclusive society. The study contributes to the reduction of stigmas and stereotypes connected with disabilities by demonstrating that customers' experiences remain good despite the presence of staff with disabilities. This could lead to a broader cultural shift in attitudes in which individuals with disabilities' abilities are recognized and valued on par with those of their coworkers. These findings also illustrate the practicality and benefits of diversity and inclusion programs from a commercial standpoint. Employees with disabilities can enrich the workplace environment by broadening the spectrum of skills and viewpoints, as well as creating a more inviting environment that resonates positively with customers.

This could be due to a variety of factors, such as the perception of inclusivity and diversity, which are increasingly valued in society (Gould et al., 2020). Customers may appreciate the restaurant's commitment to social responsibility and inclusivity, which in turn positively influences their overall experience (Simarmata, 2022). The public perceives hiring a person with a disability as both a socially responsible and profitable business practice. According to studies, when a company's actions are viewed as socially responsible, it influences customer return intention (Gonzales and Fernandez, 2016).

The quantitative findings also demonstrate that consumers who hold more favorable attitudes towards disability personnel are more likely than other customers to disseminate positive word-of-mouth (WOM). This is illustrated by the fact that customers who share these attitudes are more inclined to give positive reviews (Hu, 2022; Mixon and Torode, 2020). To give details, the emotional or affective dimension of perceived value refers to the feelings and emotional responses that a customer associates with a product or service. When customers have a positive emotional response to a product or service, they are more likely to spread positive word-of-mouth, express satisfaction, and intend to return or repurchase in the future (Pekovic and Rolland, 2020; Yrjola et al., 2019).

The study's quantitative result of Rosenbaum et.al. (2017) distinguishes attitudes towards disabled employees as a separate construct from human compassion. This distinction is vital as it underscores that positive attitudes towards disabled employees are not merely a reflection of general empathy or compassion. Instead, these attitudes are specific to the context of interacting with disabled individuals in a service setting. These finding challenges businesses to recognize and address the unique dynamics at play when employing disabled individuals in customer-facing roles.

Another results of a study also imply that the service quality provided by employees with disabilities meets or even exceeds customer expectations. This result challenges any predetermined notions that employees with disabilities cannot deliver high-quality service. If customers perceive the service to be of high quality, they are more likely to return (Niebla, 2021).

The study also indicates that while some customers exhibit a willingness to revisit and endorse restaurants employing persons with disabilities (PWD), there are also customers who display a limited inclination to incur additional expenses or exert effort in order to support such establishments. This indicates that they view the employment of PWDs as a standard practice that should not necessarily command a higher price or require additional effort on their part (Fan et al., 2023).

Alternatively, it could suggest that while customers are supportive of inclusivity, their purchasing decisions are primarily driven by other factors such as price, convenience, and the quality of the food and service. This highlights the complexity of consumer behavior and the multitude of factors that can influence purchasing decisions (Isolde, 2020).

Daley (2022) defines inclusivity as the practice of ensuring equal opportunities for all, regardless of their backgrounds or abilities. This can involve hiring practices that include individuals from diverse backgrounds or with disabilities, creating an environment that is accessible and welcoming to all, and promoting a culture of respect and understanding.

However, while promoting inclusivity is important, businesses must also ensure that they are meeting the other needs and expectations of their customers. This can include factors such as providing high-quality products or services, maintaining a clean and comfortable environment, offering good value for money, and delivering excellent customer service (Saldaña, 2022).

Table 8 Difference of Responses on Customers' Experience When Grouped According to Profile

Profile Variables	λ^2 c / U	p-value	Interpretation
Age			
Physical Feature	4.196	0.241	Not Significant
Service Performance	3.987	0.263	Not Significant
Sex			
Physical Feature	9906.000	0.530	Not Significant

Service Performance	9935.500	0.565	Not Significant
Marital Status			
Physical Feature	8512.500	0.130	Not Significant
Service Performance	9196.000	0.657	Not Significant
Educational Attainment			
Physical Feature	3.517	0.172	Not Significant
Service Performance	0.708	0.702	Not Significant
Household Income			
Physical Feature	3.927	0.269	Not Significant
Service Performance	0.809	0.847	Not Significant
Legend: Significant at p-value<0.05			

Table 8 depicts the difference in responses on customers' experience when grouped by profile. There was no statistically significant difference because all the computed p-values were more than 0.05. This shows that the responses are not that different.

This finding suggests that the demographic characteristics of the customers (age, sex, marital status, educational attainment, and household income) did not significantly influence their perceptions of the physical features of the restaurants or the service performance of employees with disabilities. This could imply that these aspects of the customer experience are perceived similarly across different demographic groups. This implies that PWD employment practices can be generally inclusive in the restaurant business and can transcend demographic boundaries in terms of the positive customer experience and service quality they deliver.

The results of the study, which show that demographic factors like age, gender, marital status, educational attainment, and household income have no effect on customers' perceptions of the physical features of restaurants or the service performance of employees with disabilities, are consistent with previous research on customer behavior and preferences. According to Adelia and Aprianingsih (2023), customer satisfaction is an important element in predicting future purchases, and the findings of this study support this view. The study's finding that certain characteristics of the customer experience are similar across varied demographic groupings emphasizes the universality of certain factors that contribute to customer happiness.

Adelia and Aprianingsih point out that the physical environment has a significant impact on customer happiness and arousal, sometimes outweighing the impact of employee performance. This viewpoint is congruent with the study's findings, which indicate that regardless of the demographics of the consumers, the physical characteristics of the restaurant have a consistent impact on their entire experience. According to Ryu et al. (2021), this constancy can be ascribed to a need for a distinctive dining experience that differs from typical home-cooked meals. Customers' need for a particular environment, atmosphere, and service quality often drives their decision to dine out at restaurants, and this desire spans demographic lines. Likewise, the survey conducted reveals that in general, the customers in all selected restaurants with PWD employees were very delighted with the restaurants' physical features.

The findings that demographic variables had no substantial influence on customers' impressions of restaurant physical elements or service performance by employees with disabilities support the long-held belief that customer pleasure is a universal and fundamental quality. The consistency of customer preferences is highlighted by the alignment of these findings with prior research by Adelia and Aprianingsih on the influential role of the

physical environment, while insights Ryu et al. into the distinctiveness of dining experiences accentuate the significance of these findings.

Furthermore, the finding that demographic variables had little influence on consumers' opinions of restaurant physical aspects and service performance is also consistent with the findings of Ngah et al. (2022). Their findings revealed that the restaurant atmosphere and physical setting have a significant impact on customer satisfaction levels. This link supports the current findings, indicating that the perceived relevance of these elements transcends demographic differences and remains consistent across different client groups. Ngah et al. emphasized the importance of the restaurant's atmosphere and physical environment in influencing customer satisfaction. This is consistent with the current study's conclusion that demographic diversity has no substantial impact on how customers perceive these critical parts of the eating experience. Such consistency in perception across different demographic groups highlights the universality of certain characteristics that influence consumer happiness, as highlighted both by the insights of Ngah et al. and the current study.

The service performance of the employees, on the other hand, was a more significant factor in pleasure. Diners anticipate that the staff will contribute to a more delightful eating experience by providing services that are friendly and sympathetic (Wahyono and Nurjanah, 2020; Ryu et al., 2021).

Table 9 Difference of Responses on Service Quality When Grouped According to Profile

Profile Variables	λ^2 c / U	p-value	Interpretation
Age			
Confidence	11.372	0.010	Significant
Capability	12.164	0.007	Significant
Knowledge and Skills	15.114	0.002	Significant
Sex			
Confidence	9553.000	0.255	Not Significant
Capability	8777.000	0.024	Significant
Knowledge and Skills	8892.500	0.034	Significant
Marital Status			
Confidence	8746.500	0.257	Not Significant
Capability	8561.000	0.161	Not Significant
Knowledge and Skills	8154.500	0.040	Significant
Educational Attainment			
Confidence	5.084	0.079	Not Significant
Capability	5.872	0.053	Not Significant
Knowledge and Skills	4.399	0.111	Not Significant
Household Income			

Confidence	2.145	0.543	Not Significant
Capability	1.850	0.604	Not Significant
Knowledge and Skills	1.385	0.709	Not Significant
Legend: Significant at p-value<0.05			

Table 9 shows the difference in responses on service quality when grouped according to profile. There was a statistically significant difference in responses on service quality when grouped according to age because the obtained p-values were less than 0.05. Post hoc test revealed that there was a significant difference in responses on confidence between Baby Boomers and Gen Z, while there was a significant difference in responses on capability and knowledge, and skills between Gen X and Gen Z. Based on the results, those respondents who belong to Gen Z have a higher assessment of service quality. This could be attributed to their familiarity and comfort with various communication techniques, their openness to technological developments, and their more adaptable approach to service interactions in general. Certain components of service quality, such as good communication and responsiveness, may be valued differently by Gen Z than by earlier generations.

The substantial differences in responses on service quality based on age profiles show that generational differences influence how people perceive and assess service encounters. The discrepancies in confidence assessments between Baby Boomers and Gen Z, as well as variances in competence and knowledge/skills evaluations between Gen X and Gen Z, highlight how various generations approach and assess service quality. The greater rating of service quality among Generation Z respondents reflects the changing nature of consumer expectations in an increasingly varied and technology-driven environment.

As posited by Wang et.al (2020), there are five studies out of nine that found that younger people hold more positive attitudes than older people toward the disabled. Kalrgyu et.al. also proved in their study that when served by PwDs, the younger generation has a greater perception of service quality than older generations. They are guests who stereotype employees with impairments less than guests from Generation X and the baby boomers.

There was a statistically significant difference in responses on capability and knowledge, and skills when grouped according to sex because the obtained p-value was less than 0.05. It shows that there was a significant difference in responses between males and females, where male respondents had higher assessments on capability and knowledge, and skills.

There could be a difference in how male and female respondents perceive the confidence, capabilities, and skills of people with disabilities. This could be influenced by societal norms, personal beliefs, or past experiences.

It was proven in the study of Pumpuni (2023) that both male and female individuals demonstrated a positive correlation with the delivery of service quality when they observed persons with disabilities. But between men and women, men had more positive attitudes regarding the knowledge of capacity and rights index than women when they view persons with disability (Wang et al, 2021), this is because it was observed that men tend to be more inclined to work at or hang out in restaurants, which could result in increased exposure and possibly more favorable evaluations of individuals with disabilities in such environments (Lashari et al., 2022).

According to a study conducted by Ascondo et al. in 2023, it was discovered that personal barriers held greater significance compared to environmental barriers when it comes to engaging in physical activity among individuals with disabilities. Women tend to perceive a greater number of barriers compared to men, which may result in varying perceptions of individuals with disabilities within the professional setting.

There was a statistically significant difference in responses on knowledge and skills when grouped according to marital status because the obtained p-value was less than 0.05. It shows that there was a significant difference in responses between single and married, where single respondents have a higher assessment of knowledge and skills.

Based on the study of Andriani and Disman (2019), it has been observed that individual customers might have diverse experiences or expectations, which can result in elevated evaluations of the competence and abilities of employees with disabilities. There could be multiple factors contributing to this situation. Take, for example, the case of unmarried individuals who possess more adaptable schedules, granting them the opportunity to patronize various dining establishments during different hours and engage with a broader spectrum of personnel. Additionally, they could potentially possess varying social experiences or attitudes that contribute to their increased receptiveness towards diversity within service personnel, such as individuals with disabilities.

Moreover, the study shows that individuals experienced a heightened degree of job contentment, potentially leading to a more favorable outlook in the professional setting, including individuals with disabilities. The optimistic viewpoint has the potential to result in an elevated assessment of the competencies of individuals with disabilities.

Table 10 Difference of Responses on Customer Retention When Grouped According to Profile

Profile Variables	λ^2 c / U	p-value	Interpretation
Age	4.710	0.194	Not Significant
Sex	8535.000	0.009	Significant
Marital Status	8592.500	0.176	Not Significant
Educational Attainment	2.689	0.261	Not Significant
Household Income	2.128	0.546	Not Significant
Legend: Significant at p-value<0.05			

Table 10 shows the difference in responses on customer retention when grouped according to profile. There was a statistically significant difference in responses on customer retention when grouped according to sex because the obtained p-value was less than 0.05. It shows that there was a significant difference in responses between males and females, where male respondents had higher assessments on customer retention. This indicates that restaurant management should think about modifying their customer retention techniques to better suit the interests and requirements of various gender groupings.

The general public might be more tolerant and accepting of customers who have disabilities. People with impairments are becoming more and more well-known and accepted in recent years (Absolor, 2023, and Oates, 2023). However, on the perception of social responsibility, men might perceive restaurants employing PWDs as being socially responsible, which could enhance their overall dining experience and increase their likelihood of returning (Ahmad et.al., 2023; Koi-Akrofi 2023). Furthermore, men perceived individuals with disabilities (PWDs) as possessing higher levels of competence and independence, leading them to feel more at ease when seeking assistance from PWDs. Conversely, it is plausible that women may exhibit heightened sensitivity towards the well-being of individuals with disabilities, potentially resulting in feelings of unease or remorse when receiving assistance from them (Dwertmann et.al., 2023).

Table 11 Relationship Between Customers' Experience and Service Quality

Variables	rho-value	p-value	Interpretation
Physical Feature			
Confidence	0.539**	0.000	Highly Significant

Capability	0.506**	0.000	Highly Significant
Knowledge and Skills	0.474**	0.000	Highly Significant
Service Performance			
Confidence	0.520**	0.000	Highly Significant
Capability	0.570**	0.000	Highly Significant
Knowledge and Skills	0.564**	0.000	Highly Significant
**. Correlation is significant at the 0.01 level			

Table 11 shows the relationship between customers' experience and service quality. The computed rho-values ranging from 0.474 to 0.570 indicate a moderate direct relationship among the sub-variables of customers' experience and service quality. This means that as customers' experiences improve, so do their views of service quality, and vice versa. The moderate nature of this relationship means that, while there is a link between customer experience and service quality, it is not an overpowering one. There was a statistically significant relationship between customers' experience and service quality because the obtained p-values were less than 0.01.

The data demonstrate that customer experience and service quality are inextricably linked. Customers who have positive experiences have a greater perception of service quality, and when they have a higher perception of service quality, their total experience improves. This mutual partnership emphasizes the significance of providing a good and engaging customer experience that is consistent with the service quality given by employees with disabilities.

These findings underline the need for not only training employees with disabilities to provide high-quality service, but also for creating an environment and experience that connects well with customers. Improving client experiences can lead to higher perceptions of service quality, which can lead to better customer satisfaction and retention.

Previous studies revealed that customers value neatness and a fresh environment in restaurants, which could be enhanced by the presence of employees with disabilities who may be more meticulous or attentive to cleanliness and hygiene can influence the assessment of the customer to the service quality of employees (Kuo and Kalargyrou, 2014; Hossain and Rahman, 2020).

The physical environment, which includes elements like decor, lighting, temperature, cleanliness, and layout, can significantly affect a customer's comfort, mood, and overall dining experience. For instance, a clean, well-lit, and aesthetically pleasing environment can enhance a customer's positive feelings about the restaurant, leading to a higher perception of service quality (Abdul Wahab, 2022, et al., 2022).

Furthermore, the service performance of restaurant staff, which includes factors like attentiveness, responsiveness, politeness, and efficiency, can greatly impact a customer's experience. Excellent service performance can lead to customer satisfaction, repeat patronage, and positive word-of-mouth, all of which are indicators of high service quality (Chen et al., 2023).

Personal experience plays a significant role in shaping customer perception towards the service quality of employees, exerting a direct influence on their attitudes and beliefs. The significance of personal experiences is vital. The quality of goods and services is a significant factor when customers have positive experiences with service or make purchases of exceptional products (Bhasin, 2023). These experiences can be influenced by both tangible factors like the quality of a product or the physical environment of a service setting, and intangible factors like the behavior of service employees or their performance that elicit to emotions of the customer (Lemon and Verhoef, 2016).

Table 12 Relationship Between Customers' Retention and Service Quality

Variables	rho-value	p-value	Interpretation
Customer Retention			
Confidence	0.506**	0.000	Highly Significant
Capability	0.542**	0.000	Highly Significant
Knowledge and Skills	0.553**	0.000	Highly Significant
**. Correlation is significant at the 0.01 level			

Table 12 depicts the relationship between customer retention and service quality. The computed rho-values ranging from 0.506 to 0.553 indicate a moderate direct relationship between customers' retention and sub-variables of service quality. There was a statistically significant relationship between customers' retention and service quality because the obtained p-values were less than 0.01.

Customer retention is a critical aspect of the restaurant industry, and the role of employees, including those with disabilities, is significant in achieving this. The confidence, capability, and unique skills of employees with disabilities can enhance the customer experience, leading to higher customer retention rates.

Hossain, Enam, and Farhana (2017) emphasize the importance of high participation levels from service providers and employees in enhancing service quality. Employees with disabilities, like all employees, can contribute significantly to this aspect of service quality through their active participation and engagement in their roles.

Moreover, Chen et al. (2015) highlight the importance of human resources management in changing employees' behavior and emotional states to address a wide variety of needs. Employees with disabilities, like all employees, can benefit from supportive human resources practices that recognize their unique skills and capabilities and provide them with the support they need to excel in their roles. Such practices can enhance their confidence and enable them to contribute more effectively to service quality, thereby improving customer satisfaction and retention.

Table 13 Relationship Between Customers' Retention and Customer Experience

Variables	rho-value	p-value	Interpretation
Customer Retention			
Physical Feature	0.380**	0.000	Highly Significant
Service Performance	0.501**	0.000	Highly Significant
**. Correlation is significant at the 0.01 level			

In Table 13, the computed rho-values ranging from 0.380 to 0.501 indicate a weak to moderate direct relationship between customers' retention and sub-variables of customer experience. There was a statistically significant relationship between customers' retention and customer experience because the obtained p-values were less than 0.01.

The role of cleanliness and a fresh environment in restaurants is a critical factor in shaping customer perceptions and satisfaction. As Truong et al. (2017) suggest, cleanliness is a significant dimension of service quality in restaurants. Customers value neatness and a fresh environment, which can significantly influence their overall dining experience and their perception of the restaurant's service quality.

When a customer has a positive experience - for instance, if they receive attentive service in a restaurant, or if a product they purchase performs well and meets their needs - it reinforces their perception of the quality of the service or product. This positive perception can lead to higher customer satisfaction, increased loyalty, and a greater likelihood of repeat patronage (Klaus and Maklan, 2013; Kandampully and Jaakkola, 2018).

Singh et al. (2021) emphasize the influence of service quality dimensions, including food quality, physical environment quality, and employee service quality, on price fairness and its consequences on customer retention. Employees with disabilities can contribute significantly to these service quality dimensions. Their unique perspectives and capabilities can enhance food quality, contribute to a positive physical environment, and provide high-quality service.

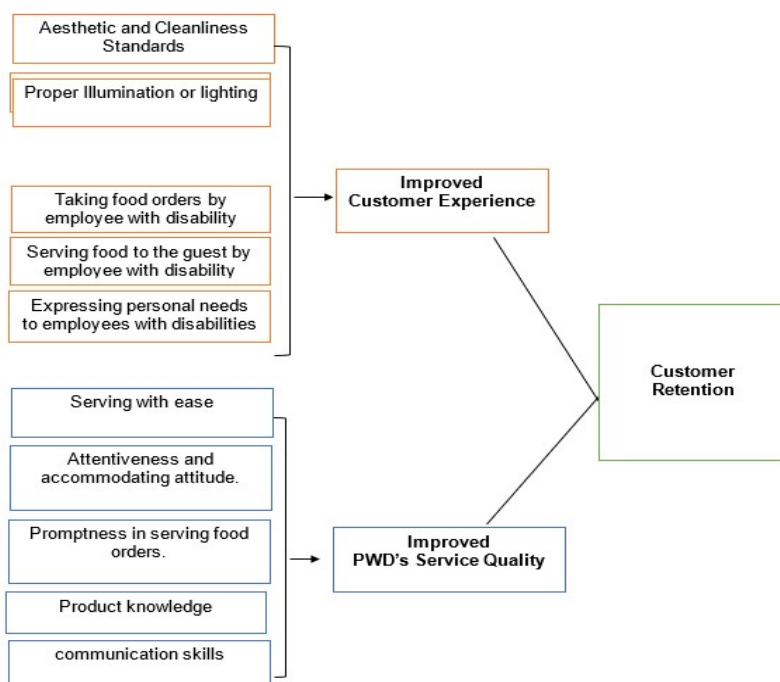
Finally, Howard and Ulferts (2011) argue that viewing employees with disabilities as strategic business partners can provide businesses with a competitive advantage, including in the area of customer retention. By valuing the diversity and inclusion of employees with disabilities, restaurants can tap into a wider range of skills and perspectives, enhancing their service quality and customer experience.

The confidence, capability, and unique skills of employees with disabilities can significantly enhance service quality in restaurants, leading to higher customer satisfaction and retention. However, achieving this requires supportive human resources practices and an inclusive work environment that values diversity and inclusion.

Putra (2022) emphasizes the importance of customer retention in the restaurant industry. The author suggests that focusing too much on customer retention and not enough on customer acquisition can hinder a restaurant's success. In this context, employees with disabilities can play a significant role. Their unique skills and capabilities can contribute to service performance, enhancing customer satisfaction and encouraging repeat patronage. Furthermore, their presence in the restaurant can signal an inclusive and diverse environment, which can attract a wider customer base.

The physical features and service performance of employees with disabilities can significantly enhance the customer experience in restaurants, leading to higher customer satisfaction and retention. However, achieving this requires supportive human resources practices and an inclusive work environment that values diversity and inclusion.

Proposed Framework to improve the Customer Experience and PWD Employees' Service Quality to increase Customer Retention



CONCLUSIONS AND RECOMMENDATIONS

Generation Z, especially young, unmarried, and college-educated men, are the primary customers of restaurants with PWD employees, suggesting that they may be amenable to diversity in the service sector. The survey also indicates that these eateries serve a varied client base across income levels, highlighting the fact that customers from all socioeconomic backgrounds may enjoy quality service provided by employees with impairments. The areas, such as the dining space's comfort and the restaurant's exterior and aesthetics, were rated lower, emphasizing the importance of continuously improving these aspects to enhance the overall customer experience and maintain a positive perception of restaurants employing PWDs. On the other hand, customers appreciate the efforts of PWD employees and are open to providing feedback, implying that further improvements in these areas could lead to increased customer satisfaction and loyalty. In the aspect of employee confidence, smiling was assessed to be low. Maintaining a smile is difficult for PWD employees due to their specific physical problems. These restrictions highlight the importance of having a sophisticated awareness of the difficulties that PWD employees may encounter in meeting certain expectations. The high mean ratings for measures connected to customer retention in restaurants suggest that the presence of PWD employees does not negatively impact the customer experience. It shows the efficiency of training, support systems, and workplace modifications in ensuring that employees with disabilities are ready to give exceptional customer service, regardless of physical or cognitive problems. The demographic characteristics of the customers (age, sex, marital status, educational attainment, and household income) did not significantly influence their perceptions of the physical features of the restaurants or the service performance of PWD employees. This implies that PWD employment practices can be generally inclusive in the restaurant business and can transcend demographic boundaries in terms of the positive customer experience and service quality they deliver. There was a statistically significant difference of responses on service quality when grouped according to age and on customer retention when grouped according to sex. This implies that certain components of service quality, such as good communication and responsiveness, are valued differently by Gen Z than by earlier generations, and restaurant management should think about modifying their customer retention techniques to better suit the interests and requirements of various gender groupings. There was a statistically significant relationship between customers' experience and service quality, customers' retention and service quality, as well as customers' retention and customer experience, indicating that customers who have positive experiences have a greater perception of service quality. This emphasizes the significance of providing a good and engaging customer experience that is consistent with the service quality given by PWD employees. The proposed framework incorporates a data-driven approach that is supported by constant feedback and performance evaluation. It aims to improve the customer experience and upgrade the service quality given by PWD employees. These goals all lead to the ultimate goal of increasing customer retention.

The Restaurant management may create plans to accommodate their wide range of preferences, ensuring that diversity and inclusion are fundamental to the service industry. They may also keep offering high-quality services that are inclusive of all kinds of customers, regardless of financial status. Continuous efforts may be practiced to improve aspects like the comfort of the dining area and the restaurant's exterior appearance in order to improve the overall customer experience and preserve favorable attitudes of restaurants employing PWDs. Customer satisfaction and retention rate can rise by actively adopting changes in these areas and encouraging input from customers. Restaurant management may offer sensitivity training and awareness programs for both staff and guests in order to encourage understanding and empathy. Restaurant management is aware of the difficulties that PWD personnel encounter, notably in keeping a constant smile owing to distinct physical restrictions. Restaurants may keep spending money on training, assistance programs, and workplace adaptations to make sure that PWD staff members are ready to deliver first-rate customer service. This will strengthen the satisfying client experience and reduce any potential drawbacks. Given that customer perceptions of PWD employees' physical appearance and service performance were not significantly influenced by demographic factors, restaurants may continue their inclusive PWD employment practices, knowing that they cross demographic boundaries, promoting diversity and inclusivity. To better accommodate the preferences and needs of various age groups and gender demographics, restaurant management may customize customer retention methods. This involves taking into account changing aspects of service quality like communication and response. This could include modifying work tasks, providing assistive technology, or adjusting work schedules to suit the needs of the individual. Foster a positive work climate, promote inclusivity, and this can be achieved through

regular training on disability awareness and inclusive communication, as well as through policies that promote respect and equality. These accommodations can help employees with disabilities perform their job roles more effectively and comfortably. Restaurants may concentrate on delivering good and engaging customer experiences consistent with the high-quality service provided by PWD workers in light of the significant linkages between customer experience, service quality, and customer retention. The proposed framework may be put into practice using a data-driven methodology, stressing ongoing performance review and feedback in order to improve the customer experience and service quality offered by PWD staff, ultimately resulting in higher customer retention.

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