

THE PREVALENCE OF ENTREPRENEUR'S AND OWNER'S IDENTITY ON THE HIRING OF PEOPLE WITH DISABILITIES IN THEIR ORGANISATION

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Abstract

In this research, it was aimed to open the black box of disabled employment decisions, in order to increase inclusiveness among entrepreneurs and owners. This research used the founder identity theory by Fauchart and Gruber (2011) and was done by an analysis of field data. Eleven founders and owners in the hospitality sector in the Netherlands participated in this research. The main results are, first, that the moment of inclusion is essential. Second, the basic social motivation to start a firm is related to including disabled. Meaning, there are different types of entrepreneurs and that every type needs a different approach in order to stimulate inclusiveness. The first type started their firm because of personal interest and is not likely to include disabled. Therefore, the importance of inclusiveness should be taught, before starting a firm. Secondly, the entrepreneurs who are willing to include disabled should be pointed there are disabled people in their environment who want a job. By applying these two new approaches, inclusiveness should increase. This thesis contributes to the founder identity, it assesses whether it has an impact on entrepreneurs behaviour and whether entrepreneur's and owner's behaviour can be explained by their founder identity. Lastly, this research provides new insights on inclusiveness among entrepreneurs and owners.

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Glossary

Disabled: “(of a person) having a physical or mental condition that limits their movements, senses, or activities” (Oxford Dictionaries, 2018).

Inclusiveness: “the practice or policy of including people who might otherwise be excluded or marginalised, such as those who have physical or mental disabilities and members of minority groups” (Oxford Dictionaries, 2018).

Entrepreneur: “a person who sets up a business, taking on financial risks in the hope of profit” (Oxford Dictionaries, 2018).

Founder: “entrepreneurs who started a business; person who is forging a new entity” (Business Dictionary, 2018).

Owner: “Individual or entity who owns a business entity in an attempt to profit from the successful operations of the company. Generally has decision making abilities and first right to profit” (Business Dictionary, 2018).

Identity: “the fact of being who or what a person or thing is” (Oxford Dictionaries, 2018).

Attitude: “a settled way of thinking or feeling about something” (Oxford Dictionaries, 2018).

Motive: “a reason for doing something” (Oxford Dictionaries, 2018).

Motivation: “a reason or reasons for acting or behaving in a particular way” (Oxford Dictionaries, 2018).

1. Introduction

In the Netherlands, there are 1.7 million persons with a disability, a number that increased over the past years (Centraal Bureau voor de Statistiek, 2017). These persons have a physical or mental condition that limits their movements, senses or activities (Oxford Dictionaries, 2018). Even though these people are disabled, some are able and willing to work. However, 13.5% of these persons are unemployed, compared to 5.5% of the non-disabled people (Centraal Bureau voor de Statistiek, 2015). This is a loss of talent for organisations. Additionally, this inequity leads to a lower income for disabled people and affects their social participation negatively (Barnes and Mercer, 2005). This social exclusion could make it even harder for the disabled to participate in an organisation.

The Dutch government wants to get more disabled persons to work and therefore created the so-called "Participatiewet", a legislation that stimulates entrepreneurs and owners to adopt inclusive organisational practices. Municipalities and government agencies have the task to stimulate entrepreneurs and owners to hire disabled, by for example reimbursing the costs for a specialised work environment at the company (Rijksoverheid, 2017). The municipalities target specifically entrepreneurs and owners because several studies have shown that they play a crucial role in the decision making when it comes to hiring employees (Owens-Johnson, 1997; Edelman, 1993). Despite the Participatiewet, the adoption of inclusive organisational practices remains voluntary. Entrepreneurs and owners can still make their own choice whether to include disabled or not. This research studies how the entrepreneur's and owner's motives impact this choice. The motives for hiring persons with disabilities is a very complicated matter (Van de Pas & Freese, 2017). There are additional factors that play a role in the choice to include the disabled and the actual act of doing so, what we are not aware of.

Various authors have studied the attitude of entrepreneurs and owners towards hiring disabled. Kregel and Unger (1993) clarify that entrepreneurs and owners, in general, have a positive attitude towards persons with disabilities since they perform their work tasks well. Plus, some studies found that disabled persons are considered reliable by the entrepreneurs (Shafer et al., 1987, Shafer et al., 1988). Additionally, Dixon, Kruse and van Horn (2003) emphasise that many entrepreneurs are willing to hire persons with a disability. However, their research also reveals that there are misconceptions when it comes to hiring. Entrepreneurs and owners are saying that

they are willing to hire disabled, but employment statistics suggest that their behaviour is not consistent with their actions

The other side of this phenomena was studied by Shier, Graham, and Jones (2009). The authors studied the experiences of disabled in labour markets. One of the main findings was that disabled experienced discrimination and labelling as the most critical factors that complicated securing and maintaining employment.

The reason for these contradicting findings could be social desirability bias (Edwards, 1953), respondents answer what they think the interviewer wants to hear. In this case, the entrepreneurs did not tell the truth, and their real attitude towards including disabled is different. Therefore, Kaye, Jans, and Jones (2011) reduced social desirability bias in their study, by asking questions about what entrepreneurs and owners thought other entrepreneurs and owners would do. The results were contradicting to prior findings, and these new findings resulted in new strategies that improved including disabled. More and more studies have found that entrepreneurs and owners do have a negative attitude towards including disabled.

The literature on this topic shows that negative stigma, accommodation costs, and disclosure are the key factors that play a role in hiring disabled people for entrepreneurs (Gewurtz et al., 2015). Thus, the real attitude towards hiring is different than entrepreneurs might say. Knowing the real attitude towards including disabled can lead to improved employment for the disabled.

The attitude towards including the disabled can be found by studying the motives behind these attitudes. Knowing the entrepreneur's and owners' motives, this could help by placing disabled persons in companies, which could eventually lead to more working disabled persons. This study will, therefore, study the entrepreneurs' and owner's motives and how they underlie to hire persons with disabilities. The ultimate goal is to open the black box of disabled employment decisions.

"How are entrepreneurial and owner's motives related to the decision to hire people with disabilities?"

The research question consists of entrepreneurial and owner motives and the decision to hire people with disabilities. In order to study these topics, a framework is created, which covers the entrepreneurs' and owners' motives that underlie their decisions in general. These theories can then be placed in the context of the decision

entrepreneurs make to hire persons with disabilities. The entrepreneurial process is a result of people who react to opportunities. The way how people act towards these opportunities differs per person since everybody is different from each other (Shane, Locke, & Collins, 2003). Brandsträtter (2011) agrees that the personality of an entrepreneur or owner contributes to what an entrepreneur or owner does and how an entrepreneur thinks. Thus, entrepreneurs' and owners' decisions can be explained by their motives.

This research contributes to literature and practice on several points. The first contribution is that this study assesses whether founder and owner identity has a prolonged impact on entrepreneurs' and owners' behaviour. Secondly, assess whether inclusive organisation practices can be explained by the founder identity theory developed by Fauchart and Gruber (2002). Thirdly, new perspectives on the entrepreneur's and owner's motives and reasons to include disabled people. Lastly, new approaches to stimulate inclusiveness among entrepreneurs and owners.

2. Theory

2.1 Social identity theory

The social identity theory clarifies the fundament of identities and explains how people behave (Tajfel, 1982). The author developed a conceptualisation that recognises the way persons perceive others and themselves on both their unique characteristics and their membership in various groups. There are three mental processes included when defining others and ourselves (Tajfel, 1982). First, people assign other people in groups, such as "black and white" or "male and female". The tendency to categorise persons is so persons can expect something from that person. Second, persons define their "self", their character and personality. Then they define their "social identity", by self-categorisation (Tajfel, 1982). People categorise themselves within a group that matches them, for illustration, "student", "gamer". Third, after self-categorisation, people compare their self with other groups. The group a person is in is called "in-group," and the others are in the "out-group". Persons prefer their own group and they compare themselves with the out-group.

The social identity theory articulates the prediction of the behaviour of individuals since persons are likely to act consistently with their identity and group. People put themselves and others in groups and categories because it is a normal cognitive process; people feel the need to group things, so people tend to exaggerate differences between groups and similarities within the same group (Tajfel, 1982; Ashforth, 1989). This social categorisation leads to prejudice attitudes and in-groups and out-groups. Further, being part of a group gives people a sense of being part of the social world. Therefore groups give people pride and self-esteem (Abrams and Hogg, 1990). To stimulate this self-esteem, group members enhance the status of their group and discriminate the out-group by holding prejudice views (Tajfel, 1982). The social identity theory clarifies that group members of an in-group will seek to find negative aspects of an out-group to enhance their self-image.

The social identity is used as a basis to study founder identity, which can improve understanding founder's decision making. In 2006 the social identity theory was first applied to the entrepreneurship research (Franke et al., 2006; Sieger et al., 2016). These authors observed that venture capitalists are usually working together with teams that have had similar training and professional experience. This tendency can be explained by the social identity theory, that persons prefer people from their group. Later on, more studies used the social identity theory as a basis to research founder identity (Cardon et al., 2009; Murnieks & Mosakowski, 2007).

The effect of the founders' identity advocates to be relatively strong since organisational decisions are usually made by the founder and small entities are not completely shaped yet (Barnett et al., 1998; Whetten & Mackey, 2002). A link between founder identity and organisational type was found (Whetten and Mackey, 2002). The social identity theory was used to match founders identities to firm-related actions and behaviours (Hogg and Terry, 2000). A recent study by Powel and Baker (2014) argues that entrepreneurs' actions and behaviours will be affected by their social identity and the role-related views of the self, meaning it has a prolonged impact. Besides, the authors urge that founder's role identities are complementing and expressing their social identities (Sieger, 2016).

2.2 Founder identity theories

Prior research on founder identity is mostly based on (role) identity theories, although these theories leave out the social aspect of the self (Hoang and Gimeno, 2010). These theories imply the specific meanings that individuals have for the several different identities they claim. The identity theory studies how these identities connect, how these identities influence behaviour, thoughts, feelings and emotions and lastly how identities tie persons into society at large (Burke & Stets, 2014). Whetten and Mackey (2002) argue in their research that there is a relationship between the type of organisational forms and inherent characteristics of individuals. However, the role identity theory leaves out the social aspect of the self and therefore does not include how persons define themselves regarding their relationship with the social world (Hogg et al., 1995; Tajfel, 1974).

The social identity theory is the basis for capturing structural heterogeneity in founders' social motivations for entrepreneurship and not the identity theory, claimed by Fauchart and Gruber (2011). In the past, there has been competition between the identity theory and the social identity theory (Hogg et al., 1995). However, several studies have been combining and integrating both theories into their work (Deaux & Martin, 2003; Stets & Burke, 2014). Moreover, Ashforth (1989) comments in his study that both theories could apply to some roles. Furthermore, Powell & Baker (2014) build on this theory and theorise that "Founders run their firms in a manner that creates role identities to express their social identities." Although several researchers integrated both theories in their work, in this research, only the social identity theory will be used. As Fauchart and Gruber (2016) advocated, the social identity theory is the fundament of founders social motivations for entrepreneurship.

Powell & Baker (2014), combine the theories, but support that role identities are created to express social identities. This advises as well that the social identity is the fundament and that the authors add to this that role identities are created to show this identity. In short, the fundament of founders identities is of importance in this study, as a consequence, this research focuses on the social identity theory when looking at founder identity.

The three primary types of founder identities, from a social perspective, are examined and to what extent these identities influence key dimensions of new firm creation (Fauchart and Gruber, 2011). These authors argued three identity dimensions: 1) basic social motivation, 2) basis of self-evaluation and 3) frame of reference. These dimensions are fundamental in defining an individual's self-concepts as a firm founder. There are three categories per identity dimension. Per category, per dimension, there are three pure founder identities: Darwinian, Missionary and Communitarian identity. Besides, these three identities the authors also created the hybrid identity, for entrepreneurs who do not fit within only one identity. Table 1 shows a summary of the dimensions, categories, and identities.

Three different basic social motivations to start a firm are presented: personal interest, mutual concern for the benefit of others and advancing a cause. The basic social motivation to start a firm differs per founder. The first category in this dimension is "personal interest". This type of founder started his company to pursue his interest. This founder has the traditional business mindset and therefore focus on establishing strong and profitable firms. The money aspect is the most important thing and not products/services the company offers. The study shows that founders with this identity point out that they could have started a business in a different domain. This category connects to the Darwinian identity. The second category is "mutual concern for the benefits of others". This type of founder created his firm because he wants to help his community and wants to establish mutually beneficial relationships with this community. These founders are usually strongly involved in the domain they are operating in. This founder decides to start a business when they, for example, have a product and they think it is of interest to fellow community members. The Communitarian is the founder identity of this category. The third category is "advancing a cause". Founders in this category believe that they can use their firm as a platform to pursue their political visions and advance particular causes. These particular causes are usually socially or environmentally themed. Missionaries positively want to change the well-being of others, and therefore they try to act in a

responsible, transparent and empathic manner. They do this in order to make the world a better place. Not only their products contribute to their goals, but Missionaries also see their firm and the way they do business as a role model for society. The identity that belongs to this category is the Missionary.

There are three different bases that entrepreneurs use to evaluate themselves. The basis of self-evaluation is also split into three categories. The first category is "being a competent professional" which means that the founder evaluates himself, by looking at professionalism and managing skills according to solid business principles. The Darwinian identity goes with this category.

The second category is "being true to similar others". This type of founder evaluates himself by judging if he brought something beneficial to the community. The community is highly important, and the entrepreneurs value the community's support and recognition. The founders strongly identify with their community, and they see this authenticity as their core asset they can bring to their firm. Business-oriented founders, such as the Darwinians, offer according to this founder "standardised, off-the-shelf products". On the other hand, this founder offers specialised products, because they are highly engaged and know what the customers need and want. The Communitarian is the identity that goes with this category.

The third category is "contributing to make the world a better place". Founders in this category believe that they can use their firm as a platform to pursue their political visions and advance particular causes. These particular causes are usually socially or environmentally themed. It can be stated that they positively want to change to the well-being of others, and therefore they try to act in a responsible, transparent and empathic manner, in order to make the world a better place. Not only their products contribute to their goals, but the founders also see their firm and the way they do business as a role model for society. The Missionary belongs to this category.

There are three different frames of reference entrepreneurs can have. The frame of reference for firm founders is split into three categories as well. The first category is "competitors". This founder sees competitors as his main reference. The founder's main priority is being different from others firms. When starting a new firm, the founders try to achieve competitive advantage by applying a differentiation strategy. The Darwinian identity belongs to this category. The second category is "similar others/specific group" meaning that this founder sees the community as the main

frame of reference. They distinguish between the in-group and out-group and find the “we-ness” very important.

Furthermore, this type of founder wants to offer products/services that support this community. The Communitarian is the identity for this category. The third category is “society at large”. This type of founder sees the society at large as his primary frame of reference. The founders want to demonstrate the society what is possible. They apply alternative practices and show society how the status quo can change.

TABLE 1 - SUMMARY DIMENSIONS, CATEGORIES AND IDENTITIES (FAUCHART & GRUBER, 2011)

Identity Dimensions	Category Darwinian	Category Communitarian	Category Missionary
Basic social motivation	Personal interest	Mutual concern for the benefits of others	Advancing a cause
Basis for self-evaluation	Being a competent professional	Being true to similar others	Contributing to make the world a better place
Frame of reference	Competitors	Similar others/specific group	Society at large

2.3 Hiring disabled people

Three factors are argued that cause higher employment rates for disabled people (Gewurtz et al. 2015). Disabled people face multiple barriers to find jobs, although recent studies have highlighted disabled people have lower absenteeism rates and that costs for their workplace are low (Gewurtz et al., 2015). A summary of existing studies that analysed hiring disabled people is summarised in a model. The model exists out factors that affect hiring people with disabilities (PWD): stigma and accommodation and three factors that can improve hiring people with disabilities. In this study, we focus on the factors affecting hiring people with disabilities and therefore only this part of the model is discussed.

The stigma is negative attitude entrepreneurs have towards people with disabilities. A negative association with the term disability was observed (Culler et al. 1995). Entrepreneurs showed fear, unpredictability, and avoidance behaviour towards people with disabilities in this study. Peck and Kirkbride (2001), revealed similar results. They postulate some entrepreneurs have a “fear of damaged goods” and that they assume that people with disabilities will decrease their productivity and profitability.

Additionally, it was argued entrepreneurs have stereotypes and poor attitudes towards hiring disabled and the authors see this as a critical barrier in the hiring process (Nui, 2013). These entrepreneurs are concerned disabled people will not be as productive

as other co-workers, but may also worry about the costs of hiring disabled people. Another study state 77% of their respondents, entrepreneurs, expect that disabled employees are less productive than regular employees (Higgins and Meager, 2011). Additionally, these respondents were concerned about the costs of hiring disabled people and their lack of knowledge and experience. These results were also confirmed by Graffam et al. (2002), pointing out that entrepreneurs find the influence of a disabled on work performance more important than social responsibility and costs factors. Moreover, The United States Department of Labor (2008), implies that information about job performance, productivity and benefits are found the most persuasive by entrepreneurs to include disabled people.

It is argued decisions related to accommodation and disclosure occur in light of stigma (Gewurtz et al., 2015). Meaning, the costs of accommodating people with disabilities at a company. It was concluded that entrepreneurs often lack knowledge about accommodations and therefore have wrong ideas about the costs for the actual accommodations (Gewurtz et al., 2015). Another study recognises that there is a need for education for entrepreneurs about the accommodation costs (The United States Department of Labor, 2008). In this study, they stated that the lack of knowledge about the costs is associated with hiring.

Nevertheless, scholars who have studied the costs to accommodate disabled discovered that the costs are actually low and relatively easy to implement, while entrepreneurs assume the opposite. This wrong assumption about the costs is essential when it comes to hiring disabled since 50% of the entrepreneurs reported that the costs to accommodate a person with a disability is an important consideration (Graffam et al., 2002). Other studies believe as well that financial considerations are a vital concern for entrepreneurs. Despite this negative attitude, a recent study claimed that the attitudes are slowly changing. Ju, Roberts, and Zhang (2014), speculate that entrepreneurs found the costs reasonable and also saw the willingness to include disabled. Though only this study found these results, so, in general entrepreneurs are afraid of the costs to accommodate the disabled.

Even though studies have implied that disabled people have lower absenteeism rates and that the costs for their workplace are low, there is still a stigmas (Gewurtz et al., 2015). Entrepreneurs claim to be mostly concerned about the performance and productivity of disabled employees. This is expected to be the main reason entrepreneurs do not want to include the disabled. The second factor that is important

in the hiring process is accommodation costs. Even though the actual costs are relatively low, many entrepreneurs lack the knowledge about the costs and therefore fear that the costs are high. Studies, therefore, suggest that there is a need for education about this topic to educate entrepreneurs. Lastly, the disclosure also plays a role in the hiring process, though, which role it correctly plays is not sure.

2.4 Proposition development

2.4.1 Darwinian categories

Darwinians are focused on profit when it comes to doing business. They apply cost-effective methods, in order to reach profitability (Fauchart and Gruber, 2011). Darwinians are highly self-interested when it comes to engaging with others in firm creation (Sieger et al., 2016). Furthermore, Alsols et al. (2016) identified one entrepreneur in their study as a Darwinian, her primary motivation to start a firm was to build her financial wealth. This entrepreneur based her decisions on prediction and expected returns. Suggested is that significant barriers for entrepreneurs to hire disabled people are stereotypes and poor attitudes (Nui, 2013). Also, entrepreneurs may worry about the costs of hiring disabled people. Darwinian's basic social motivation to start a firm is personal interest, meaning they want to make money and become rich and to advance a career in the business world (Fauchart and Gruber, 2011).

Thus:

P1. The Darwinian basic social motivation (personal interest) is negatively related to including disabled people.

Darwinians often outsource their production to low-wage countries to reach the lowest production costs and the highest profit (Fauchart and Gruber, 2011). Alsols et al. (2016) state that entrepreneurs think that disabled people are not as productive as other co-workers. Another study found as well that entrepreneurs tend to believe that disabled employees are less productive (Higgins and Meager, 2011). Moreover, these entrepreneurs were concerned about their lack of knowledge and experience. Darwinians focus on being a competent professional, by operating their firm from solid management practices and to thoroughly analysing the financial prospects of their business. In order to be professional, hiring employees who have a lack of knowledge and experience, is not expected.

Thus:

P2. The Darwinian basis for self-evaluation (being a competent professional) is negatively related to including disabled.

Most of the Darwinians' activities are related to ensuring the firm's success and these founders are less interested in the industry and its products. Entrepreneurs may think that disabled employees will not be as productive as other co-workers, which could have a negative influence on the company's achievements. It is the company's achievements that are important to Darwinians when they compare themselves to their competitors. They want to significantly outperform their competitors (Fauchart and Gruber, 2011). The Darwinian is, therefore, less likely to include disabled, because of stereotypes and poor attitudes (Nui, 2013).

Thus:

P3. The Darwinian frame of reference (competitors) is negatively related to including disabled.

2.4.2 Communitarian categories

Founders with the Communitarian identity highly value the support from their community and accordingly support this community. Besides, Communitarians mutually concern for the benefit of known others (Sieger et al., 2016). Alsols et al. (2016) highlight that the Communitarians want to contribute to the community with their products. The main reason they start a firm is that they care for the community members and that they want to solve a problem this community has. Disabled people are part of their community, and since they highly support this community, it is likely they include disabled.

Thus:

P4. The Communitarian basic social motivation (mutual concern for the benefits of others) is positively related to including disabled

Communitarians offer products/services of high quality and that are useful for the customers. They know their customers and find it essential that they can use their products well (Fauchart & Gruber, 2011). The production methods used by this type of founder are highly individualised and artisanal. The quality of the products is so important, the Communitarians see their products as a piece of art (Fauchart & Gruber, 2011). To illustrate this importance, one of the respondents in Fauchart and Gruber's study stated that his biggest nightmare is that a customer would return one of his product because it is not good. Consequently, he makes all the products himself, so he knows the product is good. Alsols et al. (2016) describe as well that Communitarians are firmly engaged in the products or activities produced and delivered by the firm.

Entrepreneurs find the influence of a disabled on work performance more important than social responsibility and costs factors (Graffam et al., 2002). Productivity and the quality of work seem to be very important to entrepreneurs because Peck and Kirkbride (2001), suggest as well that entrepreneurs have a fear of damaged goods. These entrepreneurs fear that the disabled will negatively influence their productivity and profitability. This negative stigma towards hiring disabled was found as well by Gewurtz et al. (2016). The influence of this stigma on hiring disabled is stated to be a key barrier in the hiring process (Gewurtz et al., 2016). For Communitarians the quality of the products is of high importance. Several studies have shown that entrepreneurs fear that disabled would damage their products or that their productivity is low.

Thus:

P5. The Communitarian basis for self-evaluation (being true to similar others) is negatively related to including disabled.

The Communitarian's frame of reference is similar to others or a specific group. They want to support and focus on the group they strongly identify with (Fauchart and Gruber, 2011). Despite the negative stigma, Communitarians are expected to include disabled, because they find their community so important.

Thus:

P6. The Communitarian frame of reference (similar others/specific group) is positively related to including disabled.

2.4.3 Missionary categories

Missionaries start a firm because they want to solve a societal problem that private businesses usually fail to solve. Also, they aim to play an active role in changing how the world operates. As stated in the introduction, disabled people who are willing and able to work are more often unemployed than non-disabled people. This results in a lower income for disabled people and affects their social participation negatively (Barnes and Mercer, 2005). Missionaries could solve this societal problem by including disabled since they feel responsible and want to solve societal problems. Hiring disabled would, therefore, be a logical thing to do for Missionaries.

Thus:

P7. The Missionary basic social motivation (advancing a cause) is positively related to including disabled.

Founders with a Missionary identity behave and act responsibly in order to pursue their political vision and to create a better world. They evaluate themselves based on how they make the world a better place and by acting responsibly. Making the world a better place could be done by including disabled people, to solve this societal problem. This would also be an act of responsible behaviour. It is therefore likely that Missionaries include disabled.

Thus:

P8. The Missionary basis for self-evaluation (contributing to make the world a better place) is positively related to including disabled.

Missionaries use their firm to pursue their visions and causes, but Missionaries also offer products that contribute to these goals. The Missionaries are consequently not focusing on productivity and profitability, but on the impact, it has on the society. The negative attitudes of entrepreneurs towards hiring disabled should, therefore, be less critical to Missionaries. They want to demonstrate society what is possible when using different practices and to show society how the current situation can be changed. In the previous section, it is suggested that Darwinians and Communitarians are negatively related to hiring disabled, because of productivity and profitability factors. These factors are of less importance for Missionaries. Missionaries include disabled because they want to make the world a better place with their company and hiring disabled would help to reach this goal. Additionally, their firm's contribution to society is their reference frame.

Thus:

P9. The Missionary frame of reference (society at large) is positively related to including disabled.

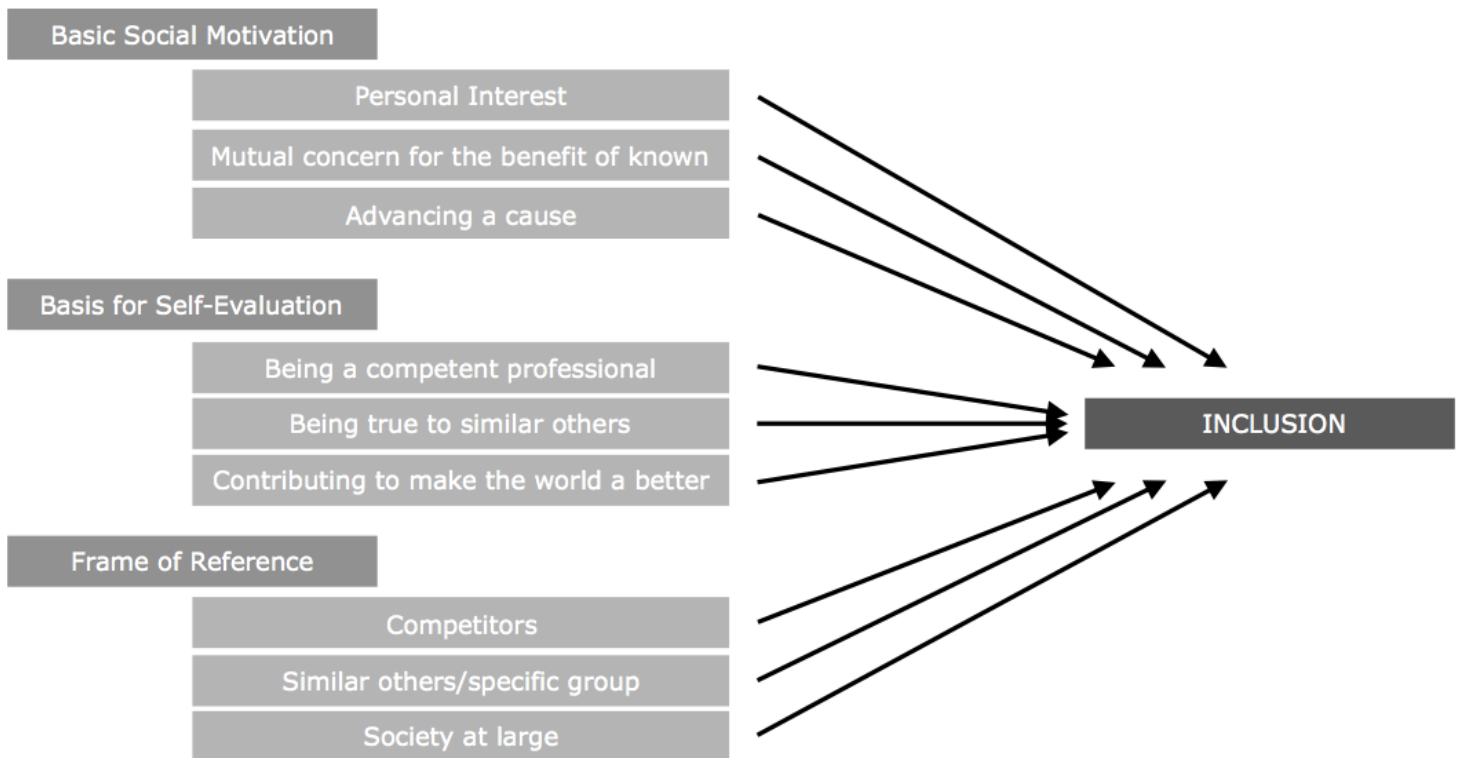
2.5 Model

Figure 1 shows this study's model. The study contains two main concepts.

The first concept is the three dimensions with and the second concept is inclusion.

The research studies the relationships between the three dimensions and inclusion.

FIGURE 1 - RESEARCH MODEL



3. Methodology

It was aimed to develop a theory that explains the motives of entrepreneurs and owners when it comes to hiring persons with disabilities. Based on the theory nine propositions were formulated about the entrepreneurs' and owner's motives to hire disabled people. For this reason, a deductive research strategy was the most suitable, since this strategy starts with existing theories, followed by propositions and conclusions. Since a deductive method was used and propositions were used, the research needed subjects to investigate (Spradley, 1979). The type of data collection that was used is in sequence. Entrepreneurs' and owners' motives to include disabled and the entrepreneurs' founder and owner's identity were studied using qualitative and quantitative methods.

To study the entrepreneurs' and owners' motives, the qualitative method interviews was used. Interviews were chosen because in-depth information is necessary and it is a useful data collection method when the researcher is determining the relative emphasis on an issue [hiring persons with disabilities] and how strong entrepreneurs hang on to their opinion (Harrel & Bradley, 2009). Focus groups were also useful for this type of research, but since the sensitivity of the issue, focus groups could be misleading and could influence an entrepreneurs' opinion. Additionally, this research is based on the study from Fauchart & Gruber (2002). These authors used interviews as well in their research to study founder identity.

To study founder identity, the quantitative method was used. A questionnaire was used (Harrel & Bradley, 2009) because Sieger et al. (2016) developed a questionnaire specifically to study founder identity. This questionnaire measures entrepreneurs' founder identity, based on the social identity theory from Tajfel (1984) and the entrepreneurial theory from Fauchart and Gruber (2011).

The results from the qualitative research were added to the results from the quantitative research. Meaning, the qualitative part where motives to include disabled was studied, was added to the results from the quantitative research, which studied the founder identities.

3.1 Sampling technique and sample

The sampling technique that was used in this research is purposeful sampling. This technique is widely used in qualitative research (Patton, 2002). This technique involves selecting individuals who are exceptionally knowledgeable and experienced about the phenomenon of interest (Cresswell and Plano Clark, 2011). For this study, the phenomenon of interest is founders and owners in the hospitality sector, who include disabled. The hospitality sector was chosen because there is a high shortage of employees in this sector. The number of jobs in the hospitality sector increased by 16.6% between 2008 and 2016. The Koninklijke Horeca Nederland (KHN) published a research in 2017 stating that in the upcoming five years the number of jobs in this sector will increase even further. Due to the high staff turnover, there will be 90.000 jobs in total to be filled in the next five years. Many of these jobs are hard to fill according to the KHN. In 2017, 13.5% of the disabled labor force is unemployed, and these people could help to reduce the shortage in the hospitality sector. Especially because almost everybody with a disability can fulfil any task in this industry, as long as their knowledge and capabilities fit these tasks (Bengisu & Balta, 2009).

The respondents were found via Google. At first, it was aimed to have two groups of respondents: one group that already included disabled and one group that did not include disabled. The differences between these entrepreneurs could then be studied. However, in practice, it turned out that some respondents who said not to have experience with disabled did have some experience. Therefore 9 out of 11 respondents turned out to include (or included) disabled. The selection criteria were as follows:

- founder or owner in the hospitality sector in the Netherlands
- do or do not include disabled (formerly 50/50)
- act independently and not attached to an organisation

The selected respondents were sent an invitation to participate by email. The email provided a short briefing about the research and setting. In total 50 invitations were sent, and after seven days a reminder was sent. In total 11 entrepreneurs participated in this study, which makes the response rate of 22%. Table 2 provides an overview of the sample and their characteristics.

TABLE 2 - SAMPLE AND THEIR CHARACTERISTICS

Respondent	Gender	Age	City	Employees	Co-founder	Type	Includes disabled
R1	Male	40 - 50	Enschede	10 - 20	1	Restaurant	Yes
R2	Male	40 - 50	Amersfoort	10 - 20	0	Lunchroom	Yes
R3	Male	40 - 50	Breda	10 - 20	0	Lunchroom	Yes
R4	Male	30 - 40	Rotterdam	50 >	2	Lunchroom	Yes
R5	Female	20 - 30	Amersfoort	10 - 20	1	Lunchroom	Yes
R6	Male	30 - 40	Apeldoorn	1 - 10	0	Restaurant	Yes
R7	Male	50 - 60	Deventer	10 - 20	0	Café/ Restaurant	Yes
R8	Male	40 - 50	Enschede	1 - 10	1	Ice-cream parlor	Yes
R9	Male	30 - 40	Nijmegen	1 - 10	0	Coffeebar	Yes
R10	Male	30 - 40	Arnhem	10 - 20	0	Coffeebar	No
R11	Female	30 - 40	Enschede	1 - 10	0	Pastry shop	No

3.2 Setting

The interviews were conducted in Dutch and lasted about 30 minutes long each. The Dutch language was chosen because the respondents are Dutch and the interviewer is Dutch as well. It was aimed to hold the interviews face-to-face, at the entrepreneur's or owner's company. This location was chosen because the entrepreneur or owner would feel most comfortable at his own company and would, therefore, speak more openly (DiCicco-Bloom and Crabtree, 2006). In whole nine interviews were held face-to-face at the entrepreneurs' company. Due to practical reasons, one interview was held by telephone, and one interview was held by email. To minimise bias, the respondents were first interviewed, and the questionnaire was shown after the interview. Bias could occur if the questionnaire was shown before the interview since the questionnaire includes statements about the entrepreneurs' founder identity.

3.2.1 Founders and owners

This research sample consists out of founders and owners in the hospitality sector. Despite they both have businesses, there is difference. Founders are the one's who started a business, while owners are owning a business. Being a business owner does not necessarily mean he/she founded the business. Therefore, identity plays a different role in decision making for founders and for owners. Due to time and

practical reasons, founders and owners were mixed in the sample. This results in findings that can be applied to founders and owners combined, and not specifically for founders or owners. However, motives to include disabled, that are the same for these two types, could make the findings stronger. Meaning, that despite the difference in position, the motive is the same. From here on in the research, the participants in this study are called "respondents" or "entrepreneurs".

3.3 Interview questions and questionnaire statements

The interviews were semi-structured, with other question emerging from the conversation between the interviewer and the interviewee. This format is the most widely used format for qualitative research (DiCicco-Bloom and Crabtree, 2006). The interview questions were based on the existing questionnaire from UWV, which was used in the study "Overwegingen en gedrag van werkgevers bij aannamebeleid" from UWV (2009). The interviewer asked the following five questions:

- Do you feel the need to help disabled people and was this a goal when you founded your firm?
- Did you think beforehand about including disabled when you founded your firm and how important was this for you?
- Do you feel connected to disabled people and to what extent do you find it important to help them?
- Do you personally know people with a disability and to what extent did it influence the way you manage your company?
- Did you work together with a disabled person in the past and to what extent did it influence the way you manage your company?

After the interview, the entrepreneurs were given the questionnaire. The respondents were inquired to grade their opinion on 15 statements by using a 7-point Likert scale ranging from strongly disagree (1) to strongly agree (7). This questionnaire was provided by Sieger et al (2016) and was already available Dutch. The questionnaire is shown in the attachment.

3.4 Ensuring data quality

In order to increase the internal validity of this research, two peers have examined the data. The peers have coded five interviews each to control if the researchers' codes are valid. The codes the peers came up with were in line with the researcher's codes, and therefore validity and reliability in this research are assumed (Merriam, 1995). In addition to this, triangulation was used. Two different data sources were used in the data collection: interviews and questionnaires. The respondents in this study participated in the interview and in the questionnaire. The reality of the

situation can, therefore, be conveyed as truthfully as possible and validity can be assumed (Merriam, 1995).

3.5 Data analysis

Each interview was recorded and transcribed to minimise the loss of information. After transcribing, the interviews were coded by using the data analyses software Atlas.ti™. The interviews were coded according to the method described by Corbin and Strauss (1990). These authors described in detail how data can be coded by following three steps: open coding, axial coding, and selective coding. These steps have been followed precisely in order to increase the reproducibility.

In the first step, open coding, all the transcribed interviews were studied, and essential sentences/phrases were labeled by giving a code. The researcher got a first understanding of the entrepreneur's motives to include disabled (Charmaz, 2014). In the second step, axial coding, broader themes were identified, and the possible deeper hidden meanings behind what the participants expressed during the interviews were analysed. The open codes were iterated several times and compared between different participants (Charmaz, 2014). This resulted in broader categories, and open codes were connected to these categories. In the last step, selective coding, the links between the categories were studied.

After the coding process, the data from the questionnaire was put into Excel to determine the founder identities for each dimension per entrepreneur. The dimension identities were added to Atlas.ti™ and linked to the categories by using the network function in Atlas.ti™. These networks were analysed rigorously and were iterated several times.

3.6 Concepts

The first concept is "Inclusion". This concept is defined as "founders who hire or hired people who might otherwise be excluded or marginalised, because of they have physical or mental disabilities" (Oxford Dictionaries, 2018). This concept is measured by asking the respondents if they hire or hired a disabled person. The answer can be yes or no. It is relevant that the respondent knew beforehand that this person has a disability. A respondent who includes a disabled person, without knowing, does not count as an inclusive respondent. This is because the respondent did not make this decision consciously.

The second concept is the three dimensions in founder identity, presented by Fauchart & Gruber (2011). This concept is measured by using the questionnaire provided by Sieger et al. (2016). The questionnaire contains 15 statements, which are divided into three dimensions: basic social motivation, the basis for self-evaluation and frame of reference. For each dimension, there are five statements, and these statements are linked to the founder identities: Darwinian, Communitarian and Missionary identity. The respondent rated each statement with a number from 1 (strongly disagree) to 7 (strongly agree). Per dimension, it was calculated on which founder identity the respondent had the highest score. This score was calculated by the sum of the ratings per identity divided by the number of statements. This calculation is shown in table 3 to make it more clear.

TABLE 3 - EXAMPLE CALCULATION SCORES

Statements basic social motivation	Founder identity	Score 1 - 7	Average score	Identity for basic social motivation
Statement 1	Darwinian	3	(3+4)/2= 3.5	Communitarian
Statement 2	Darwinian	4		
Statement 3	Communitarian	7	(7+5)/2= 6	
Statement 4	Communitarian	5		
Statement 5	Missionary	5	5	

4. Results

4.1 Split data

A difference between respondents and the moment they included disabled was noticed. The first group of respondents included disabled from the founding.

"I told my business partner, I want this as well, if we are going to do this [open a restaurant] we should help others [disabled] to realise their dreams as well".

- Respondent 1

"My parents founded this place for my brother who has down syndrome. (...) Back then there were only a few companies who could offer disabled a fun job. There were only factories and creative projects. However, if you were not creative or did not like it, there was nothing left." - Respondent 5

Respondents 2, 3 and 4 also had the idea to include disabled right from the founding. They thought beforehand about how to give disabled a job in their company. Mostly, because they found that everyone deserves a place in society.

"Dreams stands for realising dreams, and these people [the disabled] need to have have a chance in the society." - Respondent 1

Besides including disabled from the beginning, these respondents have a positive attitude towards the disabled. They did not mind if a disabled employee does not function as a regular employee.

"You need much patience with these people. They do not come late once, but 20 times in a row. They have problems coming on time. I could fire them, but you can also search for a solution. What do you do at night? Do you go to bed on time? Why can you not wake up on time? Together you search for a solution and you will notice that it works." - Respondent 1

"One boy had only one hand, which is pretty difficult in the hospitality sector. He worked in my bakery, but only had a few fingers. It was hard, but we just looked what can he do and what can he not do? (...) If the order is not right or it takes longer, we can explain it. They [customers] will understand, and if they do not, they do not want to. Then they should move or stay at home." - Respondent 2

The other group of respondents included disabled later on because an organisation contacted them for example. They did not think about hiring disabled beforehand, and it was not part of their plan.

"I had other priorities. I founded this company, from my energy and the passion I have for the hospitality sector and coffee. I did not think about hiring disabled, my plan was actually to run this alone." - Respondent 9

Additionally, the attitude towards disabled employees differs as well from the first group. The entrepreneurs expect more from them, they want them to perform (almost as good) as a regular employee.

"You should not put disabled people in the hospitality sector. You should not do it. That is why I am so selective. Some can do it, others not. 99% of the disabled cannot do it." - Respondent 6

"Here, you have a slow start, busy lunch and a slow end. However, even that was too much for her. I could not continue with her, I need an extra person next to her. It has to be financially feasible." - Respondent 7

Besides these differences in timing and attitude between these two groups, a difference was found in the naming of the companies. All the companies in the first group have a company name related to inclusion or social issues, whereas the second group has company names related to something completely different. Based on these three differences it was found that there is two kind of entrepreneurs: 1] entrepreneurs who include disabled from the founding on, and 2] entrepreneurs who include disabled later on. As a result of this split, the dataset has been re-coded to see which entrepreneurs included disabled from founding on and which entrepreneurs did not. The results are shown in table 4. The dataset has been split into two groups: group 1: includes disabled because from founding on, group 2: includes disabled later on or does not include at all.

TABLE 4 - SPLIT DATA

Respondent	Inclusive from founding	Group
Respondent 1	Yes	1
Respondent 2	Yes	1
Respondent 3	Yes	1
Respondent 4	Yes	1
Respondent 5	Yes	1
Respondent 6	No	2
Respondent 7	No	2
Respondent 8	No	2
Respondent 9	No	2
Respondent 10	No	2
Respondent 11	No	2

4.2. Identity dimensions and inclusion of people with disabilities

The identities from Fauchart & Gruber (2011) can be split into three dimensions: 1] social basic motivation, 2] basis for self-evaluation and 3] frame of reference. These dimensions all have three different constructs. The constructs point out which identity an entrepreneur has for the specified dimension. These dimensions together with its construct are studied to see which identity the respondents are most leaning to for each dimension. For each respondent, it is analysed to which identity the entrepreneur is most leaning to per dimension. This could mean that an entrepreneur does not fully hold a specific identity for this dimension, but has the highest score on this identity. The identities can be Missionary (M), Communitarian (C), Darwinian (D), or Hybrid (M/C, C/M, D/M, D/C, D/C/M). The results are analysed in relation to inclusion. Table 5 shows an overview of the data, the first 5, grey rows is group 1 and the other white rows are group 2. The last column shows if an entrepreneur includes disabled.

TABLE 5 - OVERVIEW DATA

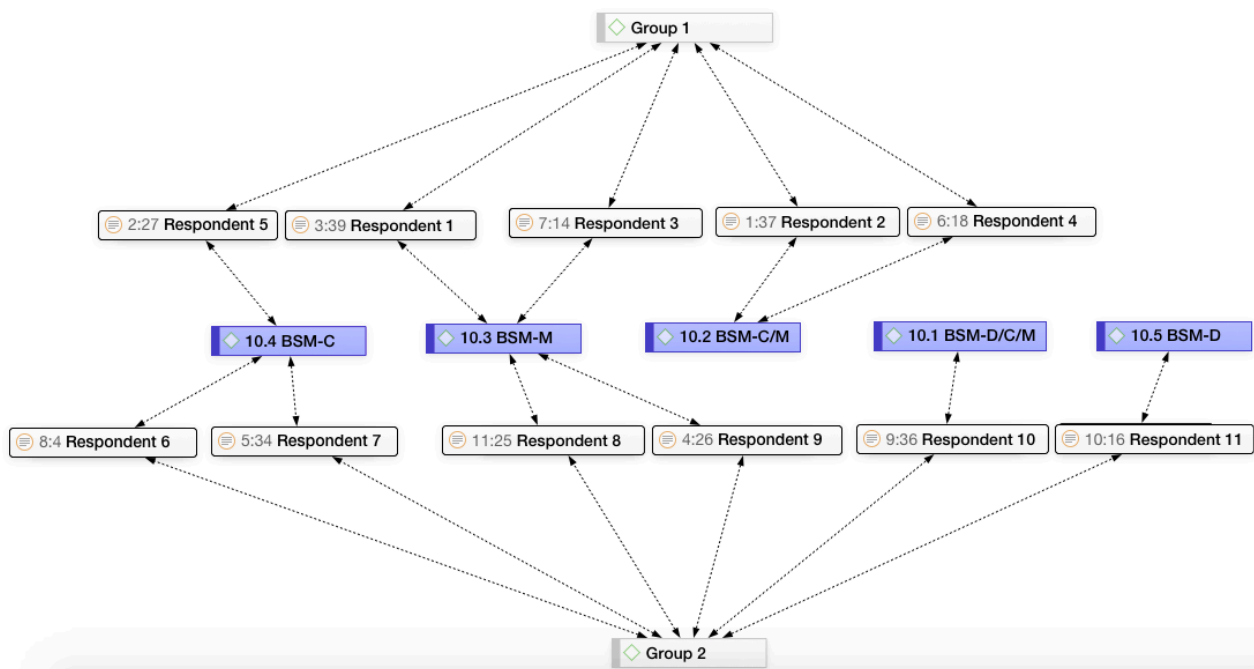
Respondents	Basic Social Motivation	Basis for Self-Evaluation	Frame of Reference	Inclusion
Respondent 2	C/M	D	D	Yes
Respondent 4	C/M	M	M	Yes
Respondent 3	M	C	C	Yes
Respondent 5	C	M	C/M	Yes
Respondent 1	M	M	D	Yes
Respondent 6	C	C/M	C/M	Yes
Respondent 7	C	D	C/M	Yes
Respondent 9	M	C	D	Yes, family member
Respondent 8	M	M	M	Yes, friend
Respondent 11	D	C	D	Had one intern not on purpose, now: No
Respondent 10	D/C/M	C	M	No

4.2.1 Basic social motivation in relation to inclusion

The first dimension (table 5, column 2) is Basic Social Motivation for founding a firm. This dimension describes the main reasons why people engage in new firm creation. For Darwinians, the construct for basic social motivation is "personal interest". In the study, the items related to this construct are "to make money and become rich" and "to advance my career in the business world". For Communitarians the construct is "mutual concern for the benefit of known others". The related items are "to solve a specific problem for a group of people that I strongly identify with" and "to play a proactive role in shaping the activities of a group of people that I strongly identify with". Lastly, for the Missionaries the construct is "advancing a cause" and the related items are "to solve a societal problem that private business usually fail to address" and "to play a proactive role in changing how the world operates".

Figure 2 shows the linkages between the identities of the first dimension and the two groups. The blue blocks stand for the dimension identities. For instance, BSM-C means Basic Social Motivation - Communitarian and BSM-M means, Basic Social Motivation - Missionary. Above and below the blue blocks are the respondents presented in grey blocks. The arrows show which respondents are linked to which dimension identity. For example, respondent 6 is linked to the BSM-C.

FIGURE 2 - BASIC SOCIAL MOTIVATION AND INCLUSION



The first finding is that all the respondents in group 1 tend to have a Communitarian, Missionary or a hybrid C/M identity. None of them tends to have the Darwinian identity or a hybrid identity that includes the Darwinian identity. This means that it is suspected that no respondent that included disabled from founding on founded its firm because of personal interest. It is presumed they founded their firm more because of the mutual concern for the benefit of known others or to advance a cause or a combination of these two. Their motivation to start a company is more socially oriented and accordingly in line with including disabled.

The second finding is that the respondents of group 2 tend to have four different identities: the Communitarian, the Missionary, the Hybrid D/C/M or the Darwinian in this dimension. There is no specific identity for this dimension in this sample. However, when looking more closely, some similarities are found. First of all, respondent 6 and respondent 7 both tend to hold the Communitarian identity for this dimension. Both entrepreneurs included disabled in the first place because the disabled person was already working at the place they took over. They decided to keep the disabled employee, so the disabled employee would not lose his/her job. Even though the entrepreneurs did not include disabled from founding, they do care for the mutual benefit of others. This is visible because they both decided to keep the disabled, although they did not have to keep them. These entrepreneurs eventually decided to hire more disabled.

"It started with Bas, who was working for the previous owner. He was 80 kilos too heavy, gamed a lot, suffered from anxiety, and everything about him was sad. He liked this place, so I did not want to kick him out immediately. It also suits me, to help others grow." - Respondent 6

Second, respondent 8 and respondent 9 both tend to hold the Missionary identity for this dimension. These two respondents both hired one disabled person; respondent 8 hired a minor, disabled friend and respondent 9 hired his disabled cousin. Both entrepreneurs stated that they hired them because they are friends/family.

"My cousin works here, he has a blood disease and collapses sometimes. It is hard for him to find a job. (...) [why he included him] First of all, he is family and besides that, I noticed that he could not live to the fullest. (...) It is a gesture [family], but on the other hand, he is also a good employee." - Respondent 9

"A friend of mine started working for me a couple of years ago, he takes care of delivery. He is has a shoulder problem, he can not lift his arm." - Respondent 8

Third, respondent 10 tends to hold the hybrid D/C/M identity and respondent 11 tends to hold the Darwinian identity for this dimension. Both entrepreneurs do not include disabled and hold (partly) the Darwinian identity for this dimension. It is suspected they started their business because of personal interest, and accordingly did not include disabled.

"To be honest, I want to do most of the work alone. (...) I have only a small company and it costs more time. So I would not just do it [include disables]. Usually, we are two and you need someone who can work independently." - Respondent 11

Based on these results it is supposed that the Basic Social Motivation to start a firm is related to including disabled. Entrepreneurs who include disabled from founding on tend to hold the Communitarian, Missionary or Hybrid C/M identity for this dimension. Meaning that they might find their firm in order to help others. Entrepreneurs who include disabled later on also seem to have the Communitarian or Missionary identity. The entrepreneurs who tend to hold the Darwinian do not include disabled, because they started their firm more for their interest. Entrepreneurs who tend to have a hybrid identity that involves the Darwinian identity are less likely to include disabled.

However, it is hard to predict these entrepreneurs choices because besides Darwinian they also tend to hold the Communitarian and/or Missionary identity. Because of the reasons mentioned earlier the following propositions are accepted:

P1. The Darwinian basic social motivation (personal interest) is negatively related to including disabled people.

P4. The Communitarian basic social motivation (mutual concern for the benefits of others) is positively related to including disabled

P7. The Missionary basic social motivation (advancing a cause) is positively related to including disabled.

4.2.2 Basis for self-evaluation in relation to inclusion

The second dimension (table 5, column 3) is the Basis for Self-Evaluation when starting a firm. This dimension describes the elements that the founder uses to judge him/herself on or believes others will judge him/her upon. For Darwinians this construct is "being a competent professional" and the items are "to operate my firm on the basis of solid management practices" and "to have thoroughly analysed the financial prospects of my business". For Communitarians this construct is "being true to similar others" and the items are "to provide a product/service that is useful to a group of people that I strongly identify with" and "to be able to express my customers that I fundamentally share their views, interests, and values". For Missionaries the construct is "contributing to make the world a better place" and the items are "to be a highly responsible citizen or our world" and "to make the world a better place". Figure 3 shows the linkages between the constructs of the second dimension (purple squares) and the groups.

FIGURE 3 - BASIS FOR SELF-EVALUATION AND INCLUSION

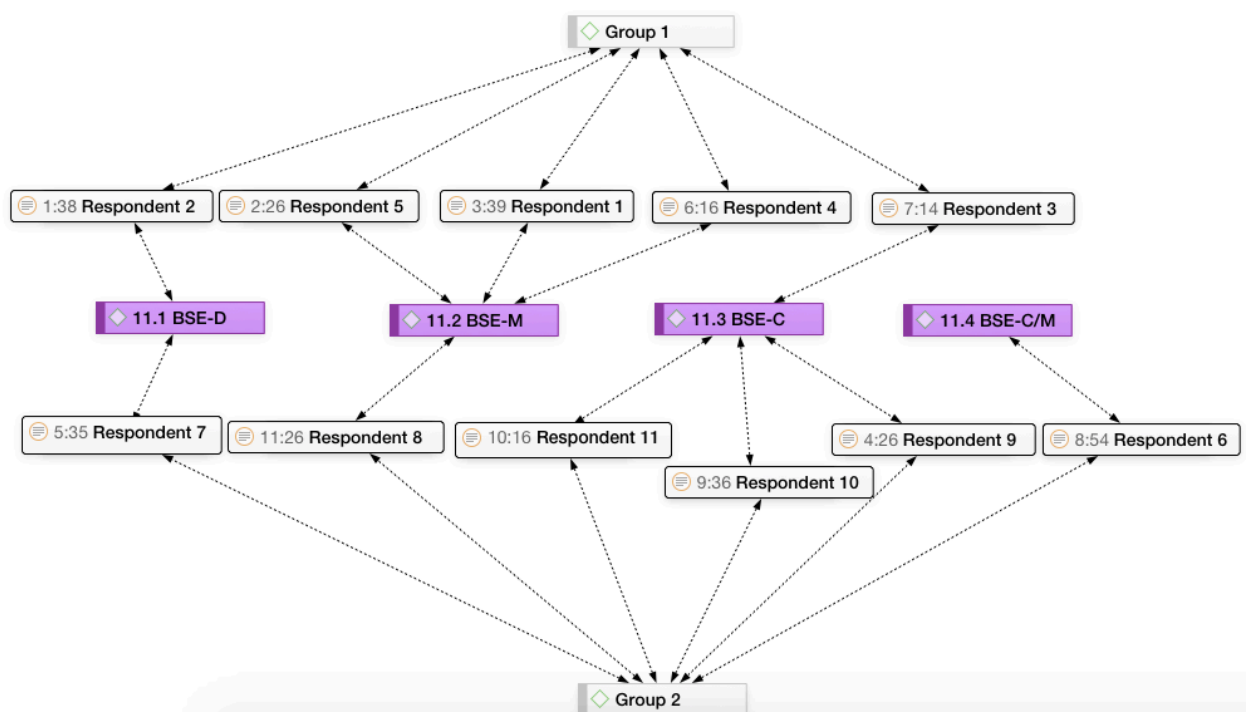


Figure 3 shows that entrepreneurs in both group 1 and group 2 tend to hold the Darwinian, Missionary and Communitarian identity for this dimension. One entrepreneur from group 2 also tends to hold the C/M identity. In group 1 there are no similarities found between entrepreneurs in combination with the identity they hold. Their motivation to include disabled seems not to be related to their basis for self-evaluation. This is actually the same for group 2, their motivation to include seems not to be related to their basis for self-evaluation as well. It is expected that the basis for self-evaluation does not play a role in inclusion. Entrepreneurs could hold any identity when it comes to the basis for self-evaluation. For this reasons the following propositions are rejected:

P2. The Darwinian basis for self-evaluation (being a competent professional) is negatively related to including disabled.

P5. The Communitarian basis for self-evaluation (being true to similar others) is negatively related to including disabled.

P8. The Missionary basis for self-evaluation (contributing to make the world a better place) is positively related to including disabled.

4.2.3 Frame of reference in relation to inclusion

The third dimension (table 5, column 4) is the Frame of Reference. This dimension describes the way in which and in relation to whom the founder derives self-worth. For Darwinians the construct is "competitors" and the items are "to have a strong focus on what my firm can achieve vis-a-vis the competition" and "to establish a strong competitive advantage and significantly outperform other firms in my domain". For Communitarians the construct is "similar others/specific group" and the items are "to have a strong focus on a group of people that I strongly identify with" and "to support and advance a group of people that I strongly identify with". For Missionaries the construct is "society at large" and the items are "to have a strong focus on what the firm is able to achieve for society-at-large" and "to convince others that private firms are indeed able to address the type of societal challenges that my firm addresses". Figure 4 shows the linkages between the constructs of the third dimension (green squares) and inclusion.

FIGURE 4 - FRAME OF REFERENCE AND INCLUSION

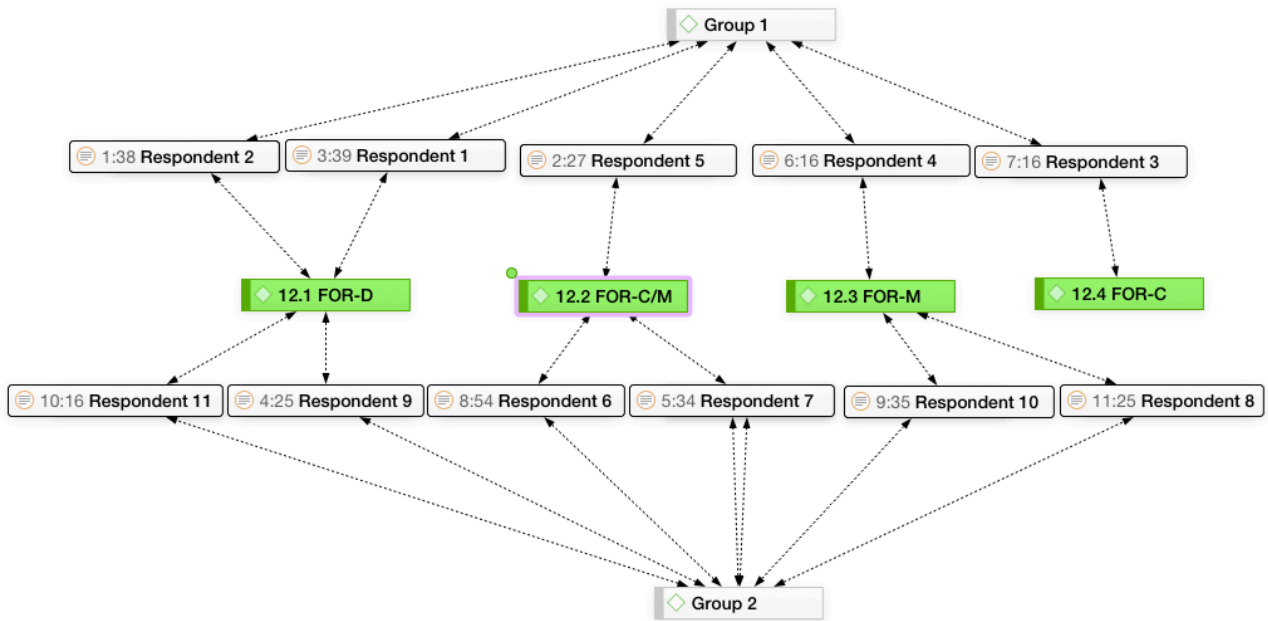


Figure 4 shows that entrepreneurs in group 1 tend to have the Darwinian, C/M, Missionary and the Communitarian identity for this dimension. There seems to be no relationship between the frame of reference and the entrepreneurs of group 1. The entrepreneurs in group 2 tend to have the Darwinian, C/M and the Missionary identity. The difference with group 1 is that there is one entrepreneur in the first group that tends to hold the Communitarian identity. However, it can not be stated that entrepreneurs in group 2 cannot have this identity since two entrepreneurs in this group tend to hold the C/M identity for this dimension. The only thing that can be pointed out it that both respondent 6 and respondent 7 tend to hold the C/M identity. These two entrepreneurs both started including disabled because the disabled were already working at the place they bought. Besides that, there is nothing remarkable in this figure. Based on these results it is surmised that there is no relationship between the frame of reference and inclusion. For these reasons the following propositions are rejected:

P3. The Darwinian frame of reference (competitors) is negatively related to including disabled.

P6. The Communitarian frame of reference (similar others/specific group) is positively related to including disabled.

P9. The Missionary frame of reference (society at large) is positively related to including disabled.

4.3. Reasons inclusion

The results give more in-depth information about the reasons to include the disabled. For each reason, it was tallied how often each identity per dimension was chosen. In table 6 the cumulated results are shown. The first result is that the more an entrepreneur tends to hold the Darwinian identity, the more likely the entrepreneur seems to include disabled because the entrepreneur feels obligated to do so.

The second result is, the more an entrepreneur tends to hold the Communitarian identity, the more likely the entrepreneur seems to include disabled because the entrepreneur likes it or wants to help others. These entrepreneurs mainly want to include disabled because they have personal arguments for it. This type of entrepreneur is more including disabled because it comes from within the entrepreneur.

"Most of all, we just really liked it [working with disabled people]". - Respondent 3

"We wanted to create a unique hospitality concept, where we help disabled people. (...) We just thought it would be fun to help disabled people and to give them a chance." - Respondent 4

The third result is, the more an entrepreneur tends to hold the Missionary identity the more likely the entrepreneur wants to include disabled because the entrepreneur likes it, wants to increase acceptance or wants to help others. These arguments are all personal and these arguments come from within the entrepreneur.

"What is the difference? I think we should treat disabled people more normally, starting by not labelling them as disabled. (...) The society easily puts stamps on people, without knowing the person. A disability is not a measurement to judge someone, but it happens often." - Respondent 8

"These people need to have a chance in the society. If nobody gives them [disabled people] a chance, he or she will just sit on the couch. And I do not blame them." - Respondent 1

The fourth result is, the more the entrepreneur tends to hold the hybrid Communitarian/Missionary identity, the more likely the entrepreneur wants to include disabled because it comes from within or because the entrepreneur wants to help

others. Here as well, the arguments to include disabled are personal and come from within the entrepreneur. Just as the previous type of entrepreneur, this type of entrepreneur is more including disabled because it comes from within the entrepreneur.

"The first reason [to include disabled] was just our social heart, not one specific reason." - Respondent 4

TABLE 6 - REASONS INCLUSION

Reasons inclusion	Darwinian	Communitarian	Missionary	Communitarian/ Missionary	Darwinian/ Communitarian/ Missionary
Feels obligated	3		2	1	
Comes from within	2	1	3	5	
Likes it	2	4	8	1	
Increase acceptance	2	3	8	1	
Wants to help others		4	8	4	
Offer nice work place		1		3	
More loyal	2	1	2		
Get a lot in return	2	1	1	1	
Useful/valuable	1	2	2		1
Good for image	2	1	3		

5. Discussion and conclusion

5.1 Discussion

The findings suggest a relationship between the three basic social motivations and including disabled. First, it was found that the more the founder holds a Darwinian basic social motivation, the less likely the founder is to include disabled. In this research none of the founders with a Darwinian identity for this dimension included disabled. This result is in line with what was expected, the proposition stated that a negative relationship was assumed. Sieger et al. (2016) state that Darwinians are highly-self interested when starting a firm. Their activities are related to ensuring the firm's success, and they want to make a profit and therefore apply cost-effective method. Literature suggests that Darwinians could be concerned about the productivity of the disabled and the cost of including the disabled (Fauchart and Gruber, 2011). Additionally, it was found that entrepreneurs can be concerned disabled people will not be as productive as other co-workers, and may also worry about the costs of hiring disabled people. This stigma of disabled people is seen as a critical barrier in the hiring process (Gewurtz et al. 2015). For this reasons, it makes sense that founders who start a firm out of self-interest do not include disabled. This research also suggests that if Darwinians do include disabled, that this is because they feel obligated. It could, for example, be that legislations from the government change. For instance, the Participatiewet, which was mentioned in the introduction, is a legislation which could affect Darwinians, according to this research. This because the Participatiewet could make the Darwinians feel obligated to include disabled, because of this legislation.

Second, a positive relationship between founders who tend to hold a more Communitarian identity for the basic social motivation and including disabled was found. All the founders who mostly have a mutual concern for the benefits of others as basic social motivation to start the firm include disabled. This is partly in line with the expectations. The proposition stated that a positive relationship was suggested between inclusion and the basic social motivation and frame of reference. The relation between basis for self-evaluation and inclusion was assumed to be negative. This relation is because Communitarians highly value the quality of their products, they make products themselves and considers it as a piece of art. Including disabled could lead to a decrease of the quality of the products. However, this research shows that there is a positive relationship and those founders with a more Communitarian motivation to start a firm are more likely to include disabled. This could be explained

by the fact that Communitarians are actively involved with their community and they mutually concern for the benefits of others.

This research also found that Communitarians include disabled mainly because they like or because they want to help others. It could be that Communitarians find a middle way in this, disabled could be given tasks that do not have a tremendous impact on the quality of the product for example. In this case, the Communitarian helps disabled in his community and still delivers high-quality products. The main ideologies of the Communitarian are then realised. This finding implicates that for Communitarians the tasks of a disabled play an essential role in the decisions. Are there tasks for a disabled employee, that does not influence the quality of the product? If there are suitable tasks, it is expected that a Communitarian includes disabled. External factors, such as the Participatiewet, are not expected to influence the decision.

Third, a positive relationship between Missionaries and including disabled was found, which is in line with the expectations. It was expected that the more a founder has a Missionary identity for basic social motivation, the more likely it is that this founder includes disabled. This is because Missionaries want to behave and act responsibly and want to create a better world. Missionaries find it vital that they give an excellent example because they see their firm as a role model for society and a tool to change the well-being of others. Including disabled is entirely in line with these needs; including disabled directly increases the well-being of others [disabled], and they set the right example for the society. This study found that the reasons to include disabled for Missionaries are that they like it, want to help others or want to increase acceptance. These arguments are in line with their ideologies, making the world a better place and giving a good example. This finding implicates that Missionaries are likely to include disabled if possible and that no other factors play a role in this decision. This would mean that others or external factors can not influence their decision.

Furthermore, the research found that there was no relationship between the other two dimensions, the basis for self-evaluation and frame of reference, and including disabled. An explanation for these non-existence relationships for both dimensions could be that founders decide at the founding of a company if they want to include disabled or not. Their basic social motivation to start the company influences this decision and the basis for self-evaluation and the frame of reference cannot influence

these decisions anymore. However, future research should study these two dimensions more in order to draw definite conclusions.

Thus, the basic social motivation plays an essential role in the decision to include disabled. Per identity in this dimension, entrepreneurs are influenced by different factors in their decision. In order to stimulate including disabled, these three types would all need a different approach. These different approaches implicate that future research should take the basic social motivation into account when studying topics that are related to inclusion and entrepreneurs. An evident diversification among entrepreneurs is suspected and this impacts their reasons to include disabled. The importance of the basic social motivation, and not the others dimensions, suggests that this dimension has a strong influence on the decision to include disabled. The nature of the company is set by the basic social motivation and is expected to continue to be the directory of the company in the future. However, companies can change over time, which could mean that this basic social motivation also can change over time. The basic social motivation could weaken, strengthen or completely change. This means that how older the company gets the more this basic social motivations can change. Companies who at first had a more Darwinian guideline could get after a certain amount of time a more Communitarian guideline for example. This could influence the decision to include disabled. For future research, it is advised to look further into the development of the basic social motivation over time and how this influences decision making.

5.2 Conclusion

This research studied the relation between entrepreneurial motives and the decisions to hire people with disabilities: "How are entrepreneurial motives related to the decision to hire people with disabilities?"

The first finding in this study was that the moment of inclusion is expected to be important. Some entrepreneurs include disabled from the founding on and disabled who include disabled later on. The first group tends to have a more positive attitude towards including disabled than the second group. The second finding is that the dimension basic social motivation is assumed to be related to including disabled and that there seems to be no relationship between the other two dimensions and inclusion. Entrepreneurs who founded their firm because of personal interest are surmised to be less likely to include disabled. Entrepreneurs who founded their firm because they concern for the mutual benefit of others or because they want to

advance a cause are presumed to be more likely to include disabled. The third finding is that it was suggested why certain entrepreneurs include disabled. Entrepreneurs who tend to have a more Darwinian identity for the dimensions are expected to include disabled because they feel obligated to do so. It is supposed that entrepreneurs who tend to have the Communitarian identity in the dimensions include disabled because they like it or want to help others. It is presumed that entrepreneurs who tend to have the Missionary identity in the dimensions include disabled because they want to increase general acceptance of the disabled or want to help others. The entrepreneurs who tend to be Darwinian are more including disabled because of external reasons, while the latter two include disabled because it comes more from within the entrepreneur.

5.3 Limitations

During this research, some limitations were encountered. The first limitations are related to the founder identities that were used in each dimension. Fauchart and Gruber (2011) developed three dimensions that together form a founder identity. However, in this research, we looked into the dimension separately and applied the identities on the dimensions. This was done because it was found that the respondents did not have a clear identity and that it was more useful to apply the identities on the dimension level. For future research, it is advised to look into founder identity itself in relation to including disabled. The second limitation concerns the sample size. The sample size is small, 11 respondents, and therefore the results can not be generalised for hospitality entrepreneurs in the Netherlands. The sample size is so small due to time and practical issues. It is strongly advised to use a bigger sample size to increase the generalisation of this research. The third limitation is that this sample contains founders and owners. In the data analysis, no distinction was made between these two. Therefore the results cannot be generalised for these groups. It is advised to study these two groups separately in the future. The fourth limitation is that the respondents all knew beforehand what this study would be about. This topic, including disabled, can be sensitive. Therefore, it could be that the respondents who participated in the study are socially biased. For this research, it was not possible to reduce social bias due to time and practical issues. It is advised to in the future apply different research methods to reduce this social bias.

5.4 Practical implications

This research showed that the basic social motivation is assumed to be related to including disabled. One group of entrepreneurs is less willing to include disabled and two groups of entrepreneurs are more willing to include the disabled. The stimulation

to include disabled should, therefore, be more focused. This finding results in two practical implications. First, stimulation by the government should focus on the entrepreneurs who are less willing to include disabled. They should be stimulated to include disabled before they start their firm. Their interest should change, so they are willing to hire people with disabilities. This can be achieved by teaching the importance of this topic, starting from a young age. On top of theory, students should meet disabled employees, via internships and guest lectures. This results in theoretical and practical knowledge about the problem. Additionally, The Dutch Chamber of commerce can stimulate inclusiveness, include this presentations they give to future entrepreneurs. During these presentations hands-on information can be provided. Figure 5 visualises this new approach and explains it more in detail.

The second practical implication is related to the group of entrepreneurs who started their firm because of the mutual concern for the benefit of others. This research found that this group is willing to include disabled because they want to help others. However, I think that not all these entrepreneurs include disabled. This because, the entrepreneurs might not know there are disabled people in their community, searching for a job. Therefore these entrepreneurs need to be told that there are disabled people in their community. This can be achieves by starting two local campaigns: one online campaign and one offline campaign; to target as many entrepreneurs as possible in the area. The online campaign will be used to advertise on popular platforms such as Facebook and local news websites. The local newspaper will be used for offline advertisement. The advertisements consist out of a weekly column, written by different unemployed disabled, "screams" for a job, stories about inclusiveness et cetera. Applying this approach will lead to entrepreneurs discovering that disabled people in their community are searching for a job. Figure 6 visualises this new approach.

These two practical implications show that there are new approaches to stimulate inclusiveness among entrepreneurs. The most important message of this thesis is that there are different types of entrepreneurs and that every type needs a different approach in order to stimulate inclusiveness.

FIGURE 5 - INFOGRAPHIC PRACTICAL IMPLICATION ONE



FIGURE 6 - INFOGRAPHIC PRACTICAL IMPLICATION TWO



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Attachment

1. Ik wil mijn eigen bedrijf starten om carrière te maken in het bedrijfsleven

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ zeer mee eens

2. Als oprichter van een bedrijf zal ik het belangrijk vinden om mijn bedrijf te leiden aan de hand van sterke management methoden

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ zeer mee eens

3. Als oprichter van een bedrijf zal ik het belangrijk vinden om de financiële vooruitzichten van mijn bedrijf grondig te analyseren

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ zeer mee eens

4. Bij het besturen van mijn bedrijf zal ik het belangrijk vinden om me te richten op wat mijn bedrijf kan bereiken in vergelijking met de concurrentie

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ zeer mee eens

5. Bij het besturen van mijn bedrijf zal ik het belangrijk vinden om een concurrentievoordeel te behalen en het beter te doen dan andere bedrijven in mijn gebied

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ zeer mee eens

6. Ik wil mijn eigen bedrijf starten om een bepaald probleem op te lossen voor een groep mensen waarmee ik me sterk verbonden voel (bv. vrienden, collega's, club, gemeenschap)

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ zeer mee eens

7. Ik wil mijn eigen bedrijf starten om een proactieve rol te spelen in het vormgeven van activiteiten van een groep mensen waarmee ik me sterk verbonden voel.

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ zeer mee eens

8. Als oprichter van een bedrijf zal ik het belangrijk vinden om een product/dienst aan te bieden die nuttig is voor een groep mensen waarmee ik me sterk verbonden voel (bv. vrienden, collega's, club, gemeenschap).

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ zeer mee eens

9. Bij het besturen van mijn bedrijf zal ik het belangrijk vinden om me te richten op de groep mensen waarmee ik me sterk verbonden voel (bv. vrienden, collega's, club, gemeenschap).

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ *zeer mee eens*

10. Bij het besturen van mijn bedrijf zal ik het belangrijk vinden om de groep mensen (vooruit) te helpen waarmee ik me sterk verbonden voel.

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ *zeer mee eens*

11. Ik wil mijn eigen bedrijf starten om een proactieve rol te spelen in het verbeteren van de wereld

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ *zeer mee eens*

12. Als oprichter van een bedrijf zal ik het belangrijk vinden om een verantwoordelijke wereldburger te zijn.

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ *zeer mee eens*

13. Als oprichter van een bedrijf zal ik het belangrijk vinden om de wereld 'beter' te maken (bv. door sociaal onrecht aan te pakken, het milieu te beschermen).

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ *zeer mee eens*

14. Bij het besturen van mijn bedrijf zal ik het belangrijk vinden om te zien wat het bedrijf maatschappelijk kan bijdragen.

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ *zeer mee eens*

15. Bij het besturen van mijn bedrijf zal ik het belangrijk vinden om anderen te overtuigen dat particuliere bedrijven wel degelijk in staat zijn de maatschappelijke problemen aan te pakken waar mijn bedrijf zich mee bezig houdt (bv. sociaal onrecht, milieubescherming).

zeer mee oneens ☐ ☐ ☐ ☐ ☐ ☐ ☐ *zeer mee eens*