Influence of Digitization on Enhancing Capacity Building: Implications for Neurodiverse and Autistic Workforce and Entrepreneurial Orientation

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Abstract

The aim of this study is to study neurodiversity and investigate a degree to which autism influences the entrepreneurial orientation leading to capacity building. Review of literature reveals that at present, no study has found a correlation between the Autism and Entrepreneurial Orientation. The study will focus on the gap of characteristics of autistic persons which can make the neurodiverse workforce more creative. The study will also investigate the motivational and societal factors which restricts neurodiverse workforce for mainstream employment in Indian Context. The study is intended to measure characteristics of neurodiverse workforce especially autistic persons, which influence entrepreneurial orientation (EO) for better employability. Two case studies of autistic persons will be developed based on the issues pertaining to learning abilities. The study has several policy, managerial implications and future research in this domain. This study will contribute in the country's initiative of "Inclusive India" launched in June, 2017.

Keywords: *Digitization, Capacity Building, Autistic Workforce, Entrepreneurial Orientation*

Introduction

"Neuroticism" being a narrow topic in itself, broad Guidelines received from supervisor and co supervisor to work on Topic, Synopsis, and Selection for probable Data Collection methods, Techniques, Sample size, Industry and revision of Quantitative Techniques for strong base. Further, in view of current emphasis and policy of Government of India regarding Digital India, "Start up India", "Stand Up India", "New India", "Atithi Devo Bhavo "attention is drawn towards "Entrepreneurial orientation in Hospitality Sector" and further search through on-line and reading the journals and periodicals began with an alternative keywords related to "Atithi Entrepreneurship" on the lines of Education Entrepreneurial orientation, Social Entrepreneurial orientation**,** especially in view of the future of Hospitality Entrepreneurial orientation: viz. Digital Concierge & Hotel services, , Rediscovering local experiences, Demand for short term rentals grows beyond Airbnb & Chasing the Airbnb Economy

At this stage emphasis is being given on entrepreneurial orientation and the study indicated that Neuro-diversity leads to innovation and solutions**.** The in-depth study on basic term and definition of"Neurodiversity"indicates that "neuro-divergent" individuals do indeed have a unique skill set which includes a range of strengths. It is a diversity of human brains and minds – an infinite variation in neuro-cognitive functioning within our species. Innovation and Creativity being an important factor for entrepreneurial orientation, review of literature is continued.The study of (Bowley, 2016) indicates that there is a dire need and research on the Neurodiversity at Work Place. The probable questions:What are the methods and procedures for selection, training and retaining the neurodivergent entrepreneurs?

I happened to be associated with the fraternity of Hotel industry and subordinates, peers and seniors of the PSU companies for a long time. My observations bounce my anxiety to know as to why the persons do not translate their abilities and capabilities into the productive outcome. Why don't they demonstrate their initiative in performing their duties? Why the leaders unable to get their utmost potential explored? Why don't they provide timely service to their internal and external customers? What are the obstacles for their non participation in the organizational performance?What are the limitations of Service providers affecting Customer Satisfaction? Why do the customer and service provider not receive or provide service with smile? What are the factors responsible for such a negative behavior?

Literature Review

The term 'learning difference' has been increasingly used to provide a more socially acceptable way of referring to a range of what were previously called learning 'difficulties' (BDA, 2006). The term 'neurodiversity' encapsulates the more positive and empowering notion of 'difference' as opposed to 'deficit' and is also consistent with current conceptions of learning difficulties as being highly co-occurring and overlapping (Deponio, 2004; Kaplan, Dewey, Crawford, & WilsonKaplan, 2001). Neurodiversity is both a concept and a civil rights movement, developed by online groups of

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individuals with autism in the late 1990s (Harmon, 2004). In its broadest sense the concept of neurodiversity defines atypical neurological development as a normal human difference that should be tolerated and respected in the same way as other human differences. In an Higher Education (HE) context, neurodiversity has evolved to include many types of LDs, including ADHD and Asperger's Syndrome as well as dyslexia, dyspraxia and dyscalculia (Danda, 2008).

Neurodiversityis a relatively recent term that developed from the advocacy movement on behalf of individuals with autism spectrum disorders (ASD; Cascio, 2012; Kapp, Gillespie-Lunch, Sherman, & Hutman, 2012). Other groups of individuals with neurological based disabilities also embraced and viewed the term "Neurodiversity" with a spark of potential and skill. It is suggested that these disabilities are a natural variation in brain differences and that the workplace should adapt to them. (Summer & Brown, 2015). Certain Common neurological based Learning Difficulties such as Attention, Organisation, working memory, Time management, Listening skills, Sensory perception, Speed of processing differs from individual to individual. The profile of individuals with Special Learning Difficulties is affected by a range of factors, including the cluster of learning differences they experience, their ability, background and opportunities. Therefore, an individual should be supported in a way that not only meets the needs of their particular weaknesses, but also develops their strengths and abilities. (Teaching for Neurodiversity) (British Dyslexia Association, 2017). It has been recognized that the teams, organizations and society are benefitted with the inclusion of neurodivergent brigade in the business, provided the differences are embraced and supported in true sense **(Beethan & Okhai, 2017).**

Digitization and Neuro-Diversity

Individuals with intellectual disabilities (ID) often experience difficulty concentrating, poor communication skills, health problems, and overall lack of motivation (Rose, Saunders, Hensel, & Kroese, 2005). In addition, deficits in time management skills, self-regulation, organizational skills, and the ability toexecute tasks can limit these individuals' success in gaining and maintaining employment (Davies et al., 2002; Green, Hughes, & Ryan, 2011; Smith, Polloway, Smith, & Patton, 2007).Given these skill deficits, individuals with (ID)**often require continued assistance, training**, and frequent prompts to increase job skills and employability (Sauer, Parks, & Heyn, 2010). Technology is changing the lives of people every day. New technologies are helpful for individuals with autism in improving communication, assisting in the development of social skills and enhancing the ability to learn (Autism Speaks). Previous reviews have shown assistive technology (AT) has the potential to help individuals with ID overcome many limitations and provide the necessary accommodations to improve the completion of work-related skills (Sauer et al., 2010). Further, this AT support method has shown tremendous promise for increasing independent task performance and improving the efficacy of task completion skills for individuals with ID. (Davies, Stock, & Wehmeyer, 2003; Gilson, Carter, & Biggs, 2017; Wehmeyer et al., 2006; Morash-Macneil1, Johnson & Ryan, 2017). The positive attributes associated with the Individuals with disabilities, supported with AT have the potential in capacity building leading to entrepreneurial orientation.

Further, Burke et.al (2013)'s study involved a preliminary job-site testing of computer software, i.e., *VideoTote*, delivered via a computer tablet and designed to provide users with video modeling and prompting for use by young adults with an autism spectrum disorder (ASD) across a range of employment settings. Results suggested that video modeling and prompting were effective in helping individuals with autism complete a multi-step shipping task Now-a-days, "Digital India" is being considered as a catalyst for Indian economy. Hence, studies on tapping the potential of this hidden talent contributes in promoting the vision envisaged by the Government of India.

Methodology

The on line search of about 96 articles from journals, periodicals, magazines in addition to the earlier 41 related articles, it is observed that in India there is relatively a very low engagement of neurodiverse entrepreneurs in employment. Thisentrepreneur is not being projected as a Potential Entrepreneur. The contribution towards alignment of Neurodiverse Entrepreneurs to employment, Self-employment, social entrepreneurial orientation is the need of an hour. We are going through the potential research topics for Neurodiversity, Autism, Self Employment, Disabilities Disorder, Special Learning Difficulties, Assistive Technology, Support System.

The variable Negativity is further replaced byLow Morale, Defeatist, Dismissiveness, Drudgery, Intellectual Corruption and online search is made with the keywords: Neuroticism, employee performance, Hotel performance, Service Climate,Customer satisfaction, organizational performance for obtaining relevant articles towards the journey of a qualitative research topic. The literature review is examined from the perspectives of flow, customer satisfaction, service climate, personality traits and organizational performance and its impact at work place. Out of the 41 full text articles, only about 28 found to be potentially useful, and from that only about 10 were found to be actually useful.

The objective of the study was to find outthe influence of autism and neurodiversity on entrepreneurial orientation, thereby raise awareness about entrepreneurs with disabilities/neurodiverse entrepreneurs/autistic people's 'work capabilities, qualifications and value to the economy of the country; andenhance effective and faire implementation of public and private initiatives that promote entrepreneurial opportunities for individuals with disabilities./neurodiverse entrepreneurs.

Proposed Propositions

1. Autism influencesentrepreneurial orientation significantly.
2. Autism influences Innovation and Creativity significantly.
3. Autism influences Social Entrepreneurial orientation significantly.
4. Entrepreneurial orientation can empower and become a self employment option for people with disabilities.

The variables identified are given in table 1.

Table 1:The Variables Identified and For Mation of Constructs

Internal Variables	**External Variables**	**Employee/Student/Entrepreneur's** Characteristics
Attitude	Organizational Culture	No. of Ventures/Products/Services created
Leadership	Top Management Support	New Benefits
Expectations	Family Support	Modification of Products
Personality Traits	Societal Support	Innovation
Motivation	Organizational Flexibility	Sustainability
Socialization	Empowerment/Autonomy/ Work Discretion	
Emotional Quotient	Quality of Life	
Spiritual Quotient	Work Life Balance	
Entrepreneur Orientation	Rewards & Incentives	
Behaviour	Compensation	
Creativity	Career Development	
Innovation		
Self Sufficient		
Job Satisfaction		
Commitment		

Based on The Literature Review The Above Constructs Have Been Proposed For Further Study

Conclusion

The above literature review based study shows that there is significant influence of technology on enhancing the workforce capability and capacity building. It is also very critical to understand that there is significant need of undertaking this study in future for exploring the need based training module designing capability so that the workforce can be made self employed or capable of getting employment. Technology and digitalization can be an enabler of the same. Use of information communication technology, there is a huge possibility of reorienting the neurodiverse workforce in the world.

Future researchers may take up the study further into empirical and case study. The future study may also focus on Qualitative Analysis and develop Case Study for proving or disapproving Hypothesis. There is a gap in the literature in identifying variables with reference to autistic entrepreneurial orientation/for enabling entrepreneurial orientation/self employment/social entrepreneurial orientation. The managers would be able to help their organizations by focusing on development of technology based training modules for enabling the efficiency of workforce. The areas where the corporate may work on training modules include development of attention/attention to detail, organization, working memory, time management, listening skills, sensory perception, speed of processing, pattern recognition, ability/ability to focus, background:(family background)/education/gender/race/caste/creed/environment/ethnic background, opportunities / support, special characteristics of entrepreneurial orientation, personality traits, intersectionality and diverse entrepreneurial orientation.

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