

Disabled voices - A review and analysis of disability inclusion within management studies

Dr Marisa Smith*¹, Dr Eun Sun Godwin² and Prof Nigel Caldwell³

¹ Strathclyde Business School, University of Strathclyde, 199 Cathedral Street, Glasgow, G1 1XJ

² University of Wolverhampton, Business School, Wolverhampton, WV1 1AD

³ London Metropolitan University, 166-220 Holloway Rd, London, N7 8DB

***Corresponding author** - Email: m.k.smith@strath.ac.uk; Telephone: 0141 548 3146

Disabled voices - A review and analysis of disability inclusion within management studies

Abstract

The importance of inclusion in all forms and at all levels of society has been studied and reflected on in recent management literature, yet there is a lack of focus on the experiences of disabled people within the field. Therefore, in this paper we conduct a systematic literature review on what the general management literature has to say about the inclusion of those with disabilities in the workforce. We identify four distinct levels of analysis and themes that arise from literature using Giddens' structuration model. The interplay between context and agency at the heart of structuration theory enables us to elaborate our themes and the complex interdependencies and interactions our review identifies in the literature (e.g. the prevalence and reach of ableism). Our core findings show the voices of the disabled are rarely, if at all, heard unmediated in the literature we review. We propose that unequivocally bringing the voices, inputs and insights of those with disabilities into discussion of workplace inclusion will transform the prevailing ableist structures addressing the disability employment and pay gaps.

Word count: 5,531 (excluding tables and references)

Introduction

Diversity and inclusion have been topics of interest in the management field for many years, as evidence by a number of literature reviews within this area (i.e. Özbilgin, et al., 2011; Tatli and Özbilgin, 2012; Metcalfe and Woodhams (2012); Samdanis and Özbilgin; 2020). However, most of the focus has been on gender, ethnicity and race, resulting in what Tatli and Özbilgin (2012:185) refer to as “a pecking order among categories of difference at work” where ‘less popular’ categories of diversity, such as disability, are under researched within management studies.

It is estimated that around 15 per cent of the world’s population, or estimated 1 billion people, live with disabilities, making disabled people the world’s largest minority and the only minority everyone has the potential to join. This figure is also increasing through population growth, medical advances, and the ageing process (World Health Organization, 2023). It is therefore surprising that there is still a lack of attention paid to the lived experience of disabled people about their work and employment.

While we are aware of literature on workplace disability inclusion in other fields, such as critical disability studies (e.g. Gillies, 2012; Darcy et al., 2016; Jones, 2022), we are specifically interested in disability inclusion from a general ‘mainstream’ management perspective. Several business focused literature reviews have been conducted on disability (e.g. Williams and Mavin, 2012; Schloemer-Jarvis et al., 2022; Khan et al., 2023; Ezerins, et al., 2023) but these have been mainly single discipline focused such as organisation studies or human resource practices or focused on a specific condition such as autism. We draw our review from several, related disciplines such as organisation studies, human resource management and operations management, to allow us to develop an interdisciplinary perspective of disability within wider management research.

We are also aware that our language and terminology is contentious within disability studies, but we have adopted the Barnes and Mercer’s (2010) terminology of ‘disabled people’. This terminology “differentiates ‘impairment’ as a medically classified biophysiological condition, from ‘disability’ which denotes the social disadvantage experienced by people with an accredited impairment” (ibid: 11). Using this terminology, we move away from harmful classifications or typologies of disabilities and focus on the social disadvantage. In order to understand disabled peoples experience with their work and employment, we reflect on the research question ‘how are disabled people included in the workplace?’ Specifically, we are interested in how disabled people experience work and the outcomes of this.

The UN Department of Economic and Social Affairs estimate that in developing countries, 80% to 90% of persons with disabilities of working age are unemployed, whereas in industrialized countries the figure is between 50% and 70% (UN, 2024). Our review is relevant because the disability employment [and pay], gaps are not yet fully understood; “this gap is a persistent global problem, despite extensive investment in active labour market policies, rehabilitation and occupational health (Geiger et al., 2017), thus remaining somewhat of a puzzle”, Osterud, 2023, p.741”. We propose our review will help to understand the disability employment gap as we adopt a structuration perspective to try and recognise the complex interplay between different bodies of knowledge that will help us comprehend the prevailing social structures of disability inclusion that are at play within current management research and whether they are being maintained or transformed.

This paper proposes a structuration approach, where Giddens (1984; 25) defines structure as “recursively organised sets of rules and resources, is out of time and space” where the social systems is which “reproduced relations between actors or collectives, organised as regular social practices” therefore structuration is the “conditions governing the continuity of transmutation of structures, and therefore the reproduction of social systems”. This allows us to understand the duality of structure, where the social systems set the conditions, while actors maintain or transform the existing structures through their everyday activity (Kivistö and Hautala, 2022). This is useful within the study of disability inclusion, and as a theoretical approach to organise our review, as we are interested in “the modes in which social systems, grounded in the knowledgeable activities of situated actors who draw upon rules and resources in the diversity of action contexts, are produced and reproduced in interaction” (Giddens, 1984; 25).

Further, a structuration approach is useful within the study of disability as we push against the medical model of disability, to one which is more akin to the social model of disability (Barnes and Mercer, 2010). The current limitations of the social model of disability are limited discussion on the agency effects of disabled people within the prevailing social system. This is important as we move towards a more equitable socially just society that values disabled people, and their agency, within the workplace. However, at the moment we need to understand the structuration of disability inclusion in work, so that we can appreciate the current prevailing structure in management research studies.

Methodology

This review adopts a systematic literature review approach, a systematic review is a useful method when dealing with a broad coverage of studies (Pittaway et al., 2004), which makes it particularly appropriate for the aim of our literature review. Following Tranfield et al. (2003) we provide transparency of search terms and inclusion/exclusion criteria, outlining the steps we followed to get to our sample of reviewed papers. The starting point of this review was to search for articles from journals cited in the Associated Business Schools 2021 (ABS since renamed CABS) academic journal guide (AJG) relating to a combination of management, organisation, work and employment. From the selection of journals that specialise in covering the focus of our review, we then chose journals of an ABS rank of 3 star and above. While we are cognisant of the limitations of the ABS AJG we were specifically interested in understanding what the dominant journals, who influence the discourse in the field, were publishing on disability inclusion.

Our review covered articles from 2010 to 2023, this time range was chosen because of the focus by global governments on disabled people for example the UK Equalities Act and an update to the US Americans with Disabilities Act were both introduced in 2010. We are mindful that this is a Global North focused justification and are aware of other disability legislation across the world such as; The Law of the People's Republic of China on the Protection of Disabled Persons (2008); Persons with Disabilities Act (2016) in India; Basic Act for Persons with Disabilities (2011) in Japan; Discrimination Against Persons with Disabilities (Prohibition) Act (2018) in Nigeria. The United Nations Convention on the Rights of People with Disabilities was passed in 2007, although was enacted by countries some years later. The given time range allowed us to capture studies that have been published post implementation of these legislations as we were hopeful that there would be an increased interest in disability inclusion within this time range.

Table 1 summarises the category of journals and our choice of journals amongst the categories, within each of these journals we used the following search strings:

- Disability AND work NOT volunteering
- Disability AND labo*r NOT volunteering

We purposefully used basic search terms to allow a wide range of papers to be included in our sample for review, while the search strings were designed to allow us a broad range of subject areas they also allowed us to focus in on 'meaningful' work rather than volunteering. We excluded volunteering as we initially searched for Disability AND work/labo*r and we returned many papers on studies examining volunteering 'with' disabled people rather than the experience of disabled people in work. Table 1 shows the categories, the specific journal and the ABS rank of the journal, 2002 papers were returned using our broad search terms. The disparity between the number of papers and the relevant papers was due to the term 'disability' being used in a different context e.g. not referring to disabled people but to disability of 'things' such as technology or processes. Table 1 also shows the number of papers returned with the search terms and the number in the bracket shows the number of papers relevant for this study.

Our inclusion criteria was focused on papers where disability was a main topic, the key criteria being that disability needed to be explicitly mentioned in the abstract. However, when disability was grouped in as part of broader Equality, Diversity and Inclusion (EDI) studies, we excluded such studies since it was difficult to identify disability specific detail from those studies. The result of this filtering process identified 98 relevant papers, which were read fully. The 98 papers were read to understand the relevance to our study, this resulted in seven papers being excluded, e.g. topics such as the use of drugs for superhuman performance where the focused was not on disabled employees were excluded. A resulting in 91 articles which formed the basis of this study.

Table 1. Journals and number of papers included in this study

Category	Journal and ABS rank	No of papers	No of relevant papers
ETHICS-CSR-MAN	Academy of Management Journal/Annals/Review (4*)	8 (4)	4
	Journal of Management (4*)	80 (5)	5
	Academy of Management Perspectives (4)	0	0
	British Journal of Management (4)	47 (4)	4
	Journal of Management Studies (4)	47 (0)	0
	California Management Review (3)	26 (0)	0
	European Management Review (3)	44 (0)	0
	International Journal of Management Reviews (3)	41 (1)	1
	Journal of Management Inquiry (3)	30 (1)	1
	MIT Sloan Management Review (3)	25 (1)	1
HRM&EMP	Human Resource Management Journal (UK) (4*)	78 (3)	3
	Human Resource Management (USA) (4)	88 (10)	10
	Work, Employment and Society (4)	132 (17)	17
	Human Resource Management Review (3)	59 (2)	2
	International Journal of Human Resource Management (3)	103 (18)	18
	Management and Organization Review (3)	83 (1)	1
	Management International Review (3)	3 (0)	0
	Business and Society (3)	13 (2)	2
	New Technology, Work and Employment (3)	6 (0)	0
	Work and Occupations (3)	26 (4)	4
ORG STUD	Human Relations (4)	51 (7)	7
	Leadership Quarterly (4)	16 (2)	2
	Organization Studies (4)	36 (2)	2
	Group and Organization management (3)	15 (2)	2
	Organization (3)	53 (5)	5
	Organizational Dynamics (3)	27 (0)	0
OPS&TECH	Journal of Operations Management (4)	37 (0)	0
	International Journal of Operations and Production Management (4)	6 (0)	0
	Production and Operations Management (4)	56 (1)	1
	International Journal of Production Economics (3)	16 (0)	0
	International Journal of Production Research (3)	111 (0)	0
	Manufacturing and Service Operations Management (3)	21 (1)	1
	Production Planning and Control (3)	27 (0)	0

Thematic analysis

For the thematic analysis phase, the author team shared the reading and initial reviewing, sharing and discussing summaries of the papers. This was done through each author reviewing ~30 papers each, summarising the papers and drawing out the key themes and areas of relevance for our review. From this initial review of the papers, we found that the papers could broadly be categorised on three level of analysis; Macro, Meso and Micro. Following Ryan and Gatrell's (2024) approach we then worked through each of the papers identifying recurring themes and sub-themes. This was mapped into a diagram to help us visualise the themes and linkages. Table 2 outlines the key themes and related sub-themes that emerged from our analysis.

Table 2. Results of thematic analysis

Level	Themes	Sub-themes	Description	References
Macro	Neo-liberal economies	Assertion of productivity	Medico-economic discourse	Zhang et al. (2023); Brzykcy and Boehm (2022); Maravelias (2022); Narayanan and Terris (2020); Foster (2018); Jammers et al. (2016)
		Ideal worker	Ableist forms of the ideal worker; Disabled employees as the negation of the ideal employee	Jammers and Zanoni (2021); Scholz and Ingold (2021); Randle and Hardy (2017);
		Welfare state	Moral economy of work and welfare; Deservingness	Ruppel (2023); Ciccio et al. (2022); Moore et al. (2017)
	Disability discrimination		Interplay of business and moral case; Egocentric bias; ill treatment of disabled workers	Brown and Ciciurkaite (2023); Dibben et al. (2023); Osterud (2023); Bjornshagen (2022); Fevre et al. (2013); Konrad et al. (2013)
		Stereotyping	Societal assumptions of disability	Dwertmann et al. (2023); Mik-Meyer (2016) Nelissen et al. (2016);
	Disability legislation		Effects of legislative protections	Ruppel (2023); Brzykcy and Boehm (2022); McKinney and Swatz (2021); Hoque et al. (2014); Shuey and Jovic (2013)
Meso	Modes of work	Sheltered employment; work programmes; welfare to work; dirty work; simple work	Various types of jobs that assumed for disabled people, including segregated sheltered employment	Bend and Priola (2023); Zhang et al. (2023); Maravelias (2022); Hein and Ansari (2022); Moore et al. (2017); Jammers et al. (2016); Vickers (2015)
		Labour market	Disability employment gap; Role of education	Ballo (2020); Jones and Wass (2013)
	Accreditation schemes		Quota systems; ‘Positive about disability’ accreditation	Richard and Hennekam (2021); Hoque at al. (2014)
Micro (organisation)	HR practices	Recruitment practices	Job search; Application processes; Integration into organisation	Berre (2023); Khan et al. (2023);) Russo et al. (2023); McKinney and Swatz (2021); Bainbridge and Fujimoto (2018); Bergman (2016); Kulkarni and Scullion (2014
		Health and wellbeing	HRM practices that reinforce the neo-liberal norms	Foster (2018)

		High performing work practices	New ways of working; Flexible working	Schloemer-Jarvis (2022); Hoque et al. (2018); Klinksiek et al. (2013)
		Inclusive workplace	Organisational climate for the inclusion of disabled people	Coll and Mignonac (2023); Khan et al. (2023); Zhu et al. (2019); Beatty et al. (2019); Fujimoto et al. (2014) Kulkarni and Rodrigues (2014)
		Disability champions	Use of other actors, including trade unions, to support disability inclusion in the workplace	Bacon and Hoque (2015); Richards and Sang (2016)
	Accommodations	Effects of accommodations	Requesting and granting (or not) of accommodation requests	Samosh et al. (2023); Ho et al. (2022); Sang et al. (2022) Gonzalez et al. (2020); Baldrige and Swift (2016); Baldrige and Swift (2013); Konrad et al. (2013); Shuey and Jovic (2013)
		Accommodation costs	Fears of a negative reaction due to high costs	Schur et al. (2014)
	Ableist workplaces		Evaluation of workers against and able ideal	Bjornshagen (2022); Osterud (2023); Gunderson and Lee (2016); Villanueva-Flores et al. (2015)
	Leadership	Transformational leadership	Effects of transformational leadership on disabled workers	Kensbock and Boehm (2016); Parr et al. (2013)
Micro (Individual)	Leadership	Disabled leaders	Trait based considerations of leaders with a disability; Downplaying disability when in a leadership role	Roberson et al. (2021); Dwertmann and Boehm (2016); Boucher (2017)
		Relationship between leader and worker	Coping strategies of disabled people due to poor leadership	Lyons et al. (2023); Dwertmann and Boehm (2016)
	Disabled peoples lived experience		Examples of disabled people sharing their experience of work	Bend and Priola (2023); Nash (2022); Revillard (2022); Lyons et al. (2018); Vickers (2015); Jammers et al. (2016)
	Colleagues' perception on disability	Othering	Tension between ableism and inclusiveness due to contradictory discourses ; nature of 'caring' relationships within organisations	Mik-Meyer (2016a); Mik-Meyer (2016b)
		Socialisation	Disabled workers integration into the workplace	Kulkarni and Lengnick-Hall (2011); Holland and Collins (2022)
	Job outcomes	Job loss	Involuntary job loss; precarious employment	Brown and Ciciurkaite (2023); Mitra and Kruse (2016); Shuey and Jovic (2013)
		Pay and reward	Pay discrimination; Pay satisfaction; Job satisfaction	Gunderson and Lee (2016); Baumgartner et al. (2015); Villanueva-Flores et al. (2015)

		Career advancement	Suppression of disabled identity to progress career; individual mindset	Bhaskar et al. (2023); Samosh (2021); Baldrige and Kulkarni (2017); Kulkarni (2016); Kaulkarni and Gopakumar (2014);
	Identity		Disability as a constructed difference; Expected or prescribed identity; Identity formation in the workplace	Hein and Ansari (2022); Gonzalez et al. (2020); Baldrige and Kulkarni (2017); Santuzzi and Waltz (2016); Holmqvist et al. (2013); Williams and Mavin (2012); Zanoni (2011)

Findings

Our findings are presented by the four levels we identified through our thematic analysis, in relation to our structuration approach we appreciate that there is interaction between each of our levels of analysis. Our findings demonstrate the bilateral influence of different levels of factors such as contextual and individual ones support Giddens' structuration theory. The core idea of structuration theory is 'the duality of structure and agency' (Giddens, 2003). In other words, the structure and structural properties of a given system are not only a medium of constraining the agents but also an outcome of the agents reacting to the constraints and interacting with each other as a part of the reaction. The proactive role of agents in the given social system and structure is what distinguishes structuration theory from other social structuralists' views on the relationship between the structure and the agents. Giddens contests the view of social structuralists, such as Durkheim, who see structure or structural properties of society as solely 'societal constraints' but emphasises that structure can be both enabling and constraining. This is because, based on the structuration theory, structure is both rules and resources. Hence, the structural constraints are not just given 'sanction' to agents but also an outcome derived from the "given character of structural properties *vis-à-vis* situated actors" (ibid, p.92).

Here, Giddens names the structural properties through which constraint enters in and also through which the practices in the social system are reproduced recursively as 'modalities' (Giddens, 2003; Barratt-Pugh, 2007). Modalities can also be understood as a bridging mechanism of how structure at the context level is connected to the agency and the agency to the context (Rose & Pennings, 2022). Structural constraints are patterned in three ways – 'Structure of Significance' shaped by socio-cultural codes, 'Structure of Control' determined by the power dynamics over resources, and 'Structure of legitimisation', that is structure of rules, both formal and informal (Barratt-Pugh, 2007). These three patterns of structure constrain agency through three modalities. The socio-cultural codes coming from 'Structure of Significance' are shared by agents through the modality of 'Interpretive schemes'. Structure of Control distributes the resources in the social system through the modality of 'Authority' or 'Facility', representing power dynamic of resource possession and allocation. Structure of Legitimation exerts sanctions on agents through norms in the societal context (Rose & Pennings, 2022; Barratt-Pugh, 2007). However, the modalities are not just an inhibiting mechanism of agents but also an enabling mechanism through which agents can reproduce and transform the structure (Xiao et al., 2014). These inter-relationships between structure and agency form 'social systems', which refer to "articulated ensembles" that are "organised hierarchically and laterally within societal totalities" (Giddens 2003, p.87). Adapting Giddens' structuration model, Barratt-Pugh (2007) named social systems of each structural pattern, modality and human interaction as 'System of knowing and meaning', 'System of ordering resources and power' and 'System of rules of doing'.

1. Macro

This level includes policy, economy, political economy (critical perspectives on the impact of policy), socio-cultural perception (including social norms which are closely related to 'models' of disability).

There are studies (usually econometric studies) that investigated the landscape of policy impact on employment and labour market participation (e.g., Jones and Wass, 2013) but these studies largely explore from a critical perspective, barriers at societal level against disabled peoples' working.

The socio-cultural perceptions have been framed as 'models' and by taking differing models, the relevant policy (e.g., employment type such as sheltered, Maraveilas, 2022, Hein and Ansari, 2022 vs. normal labour market; employment benefit for disabled people). These policies gradually shape and consolidate certain perceptions and views towards disabled people and their working

In terms of models, studies mostly discuss and compare medical vs. social models. However, some studies develop the argument further shedding light on the caveat of 'social' models. Examples include 'psycho-emotional' elements that are missing in these social models e.g. Sholz and Ingold's, (2021), suggestion of an

extended social model; Ballo's, (2020), relational model; Richard and Hennekam's, (2021), biopsychology model as well as potential neglect of the 'bodily experience' of impairment (Foster, 2018). Ruppel (2023) suggests another critical model, namely a materialist model which sees the positioning of disability in neoliberal society as a form of exploitation by capital, which shapes the political economy of neoliberal society as well.

In relation to discussion on these models, several studies highlight 'ableism' shaping the socio-cultural norm of 'ideal workers'. This 'ideal worker' image, based on ableism formed at the societal level has impacts at multiple levels. At the macro level, ableism shapes social perception on policies for disabled people, particularly economic ones such as policies on benefits (e.g., Cicca et al., 2022) which in turn affects actual policy development and implementation (e.g., Maravelias, 2022; Scholz and Ingold, 2021) in neoliberal labour market (studies categorised under 'Labour Market Participation'), organisations (e.g. Berre, 2023), workplace (studies categorised under 'Workplace') and even disabled people's identity (those categorised in 'identity' e.g. Hein and Ansari, 2022) as the key normative regulation.

2. Meso – industry; job market

This level is very adjacent to 'macro' but subjects are narrowed-down into discreet topics such as labour market participation trend (e.g., Jones and Wass, 2013) or employment trend (e.g., many studies on Labour Market participation; Hoque et al., 2014; Richard and Hennekam, 2021) or pay gap (Gunderson and Lee, 2016), and can be distinguished from those studies at an organisational level as they are concerned with the immediate environment around communities of organisations.

In this Meso category are other studies that discuss practices in relation to the employment or labour market participation of disabled people in industry specific cases. There are a limited number of studies but examples include Ballo (2020, HE sector) and Randle and Hardy (2017, creative industry). Other studies in this category focus on the jobs that are deemed 'suitable' for disabled workers such as work programmes and segregated sheltered employment (e.g. Maravelias, 2022; Bend and Priola, 2023).

Studies at this level also discuss the different effects of accreditation schemes such as the 'Two Ticks' or 'Positive about Disability' schemes (e.g. Hoque et al., 2014; Richard and Hennekam, 2021), within organisations that adhere to these schemes allow disabled workers to consider their disability status as a valuable attribute and whether legal disclosure can be empowering but the research also shows that accreditation status does not necessarily equate to higher disability inclusion commitments. The studies in this area highlight that quota and accreditation systems have empowering potential but can also potentially propagate inequality among disabled workers.

3. Micro organisational – organisation and workplace

The Micro level includes studies directly addressing specific organisational and/or workplace practices such as recruitment processes, policies, arrangements, and accommodations of disabled employees' needs etc In addition, studies on 'interaction' between agents (e.g., manager-employee, colleagues) are categorised as 'micro/individual' level because they are specifically focused on dyadic individualistic relationships rather than more general organisational level initiatives.

Studies at this level discuss organisational practice and policy on recruitment (e.g., Bjørnshagen 2022), workplace adjustment/accommodation (e.g. Samosh et al., 2023), policies related to career development such as retainment, opportunities for career progression (e.g. Berre, 2023; Khan et al., 2023). Some studies discuss these practices within a broader lens such as 'CSR', 'sustainability', 'diversity' and 'inclusion' policies (e.g., Kulkarni and Rodrigues, 2014; Zanoni, 2011). The extensive work on accommodations to the work environment/practices to enable those with disabilities to work features strongly in the HRM related journals (e.g. Shuey and Jovic, 2013; Schur et al., 2014; Baldridge and Swift, 2015), but it should be noted rarely features the disabled as agents. Studies discussing workplace environment can also be included here

such as studies on discrimination (Østerud, 2023) and inequality (displacement – Mitra and Kruse, 2016) at micro level.

As noted, although HRM journals dominate these areas, other journals address these issues but publish at a more organisational level (e.g., organizations) and even societal level (e.g., WES). Studies in these journals are concerned with the root cause of certain policies/practices such as societal norms and logics and how they shape HR practices (e.g., Foster, 2018, Dibben et al, 2023 etc). These studies for example highlight ableism as a social norm that underpins some structural barriers against disabled people at an organisational level.

4. Micro individual

These studies consider the individual level of experience, perception and relationship between disabled people and the people around them such as colleagues, supporters (e.g., Maddison et al., 2023), managers (e.g. Lyons et al., 2023; Dwertmann and Boehm, 2016). Studies on the lived experience of disabled people address overlapping topics addressed in studies at macro, meso and organisational levels (e.g., experiences of entry to a job market, organisation, career progression, workplace adjustment, diversity/inclusion policy and practices, other employment related policies such as sheltered employment etc.). However, what distinguishes studies at the micro individual level is that the focus is on the agents, generating significance and insights very different to the other three levels. Disabled people's perceptions of barriers and enablers at their work and in employment can also be categorised here (e.g. Bend and Priola, 2023; Nash, 2022; Vickers, 2015; Jammers et al., 2016).

In this category, other studies looked into the agents' interaction with people around them such as colleagues, managers and even personal aid (Maddison et al. 2023). Some studies focused on the managers or colleagues view and experience of disabled people (e.g., Milk-Meyer, 2016). Other studies looked at disabled people's 'worker identity' which can often be in conflict with their identity as a 'disabled person' (e.g. Holmqvist et al., 2012; Santuzzi and Waltz, 2016).

Studies in this category suggest a complex relationship between various factors at various levels which in turn shape identity and experience at the level of the individual. Again, many studies pointed out that the social norm of ideal worker shapes workplace norms and people's interaction/relationship/perception between disabled people and their non-disabled colleagues and managers. This level is where issues of the disabled people's identity or positioning of their identity at the workplace emerge most strongly.

Discussion

The most notable finding from the synthesis of previous evidence and discussions on disabled people's work and employment is that these factors are multi-layered. Many studies included in our review have found that existing policies in relation to disabled people's employment and workplace adjustment have brought changes at meso (e.g., general practices of employment shared across organisations as well as organisation specific practices) and micro (e.g., outcome of such policies in relation to individuals' employment or workplace adjustment) level. However, the macro level of factors goes beyond visible policies or legislations. These policies and legislations are taking a certain 'model' of disability (e.g., Black review and Marmot review, Jones and Wass, 2013) to define what disability means. Moreover, several studies point out these policies are also determined by a political economic rhetoric of productivity (Maravelias, 2022) or health and wellbeing (Scholz and Ingold, 2021).

These policies and the political economic rhetoric behind them in turn shape the view on 'disability' at socio-cultural level (macro), reinforcing the medico-economic structures (Jammers et al., 2016; Foster, 2017; Brzykcy and Boehm, 2022). Thus, when these policies and legislations are implemented at meso level, they not only affect the practices but also share the same view on disability at both meso and micro level that often results in 'stereotyping' of disability and disabled people impacting disabled people's experience (Nelissen et al., 2016; Dwertmann et al., 2023)

However, another important finding from our review is the direction of influence amongst these multi-layered factors goes bilateral. There are numerous examples in the literature (e.g. Fujimoto et al., 2013;

Beatty et al., 2018; Zhu et al., 2018; Coll and Mignonac, 2023; that showed that the effectiveness the relevant policies, when they are embedded at the organisational level of HR practices, are determined by the organisational priorities and climate (meso level) that are in turn shaped by the agents, not only those with power and resources such as managers but also other agents around disabled people such as colleagues (micro level) (e.g. Dwertmann and Boehm, 2015; Lyons et al., 2023).

Applying the summary and discussion on the structuration model in the above to our review, we proceed to develop a model to visualise our findings, see Figure 1, where the existing social system around disabled people's work and employment and the inter-relationship between the given structural patterns, modalities and agencies are represented.

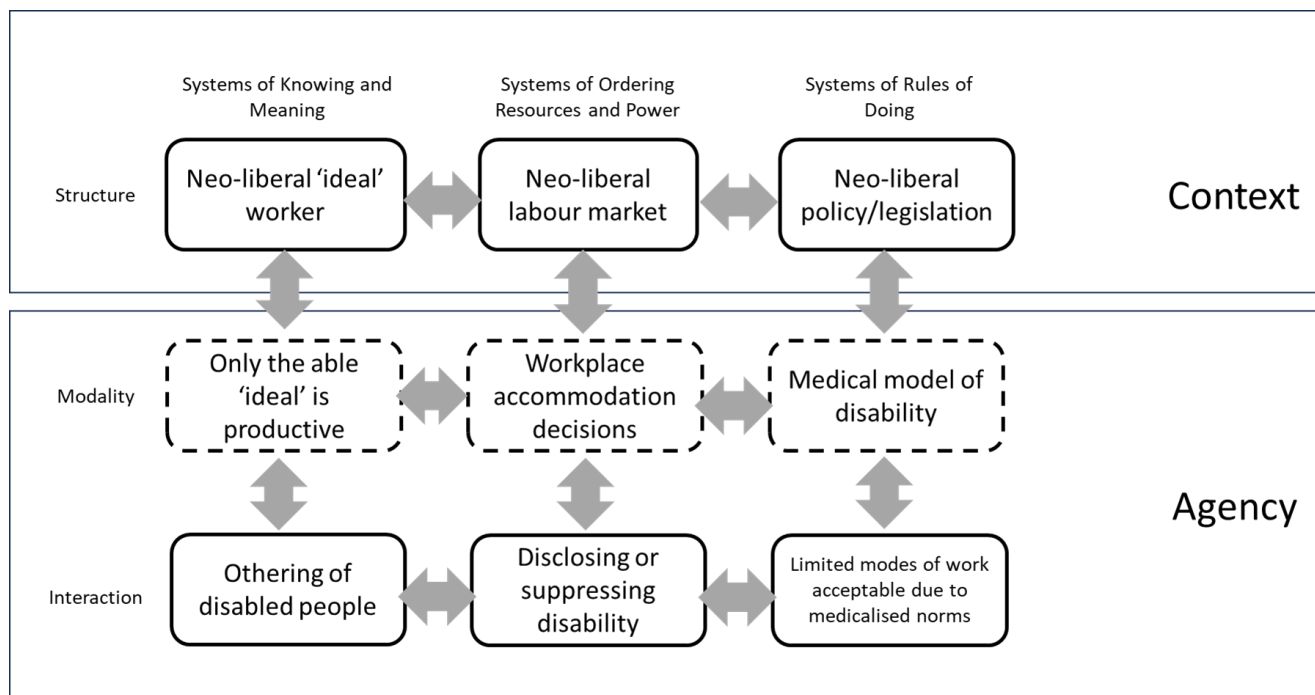


Figure 1. Model of existing social system around disabled people's work and employment

Taking a critical management angle, we fundamentally assume neoliberalism as the dominant 'social force' (Giddens, 2003) of the existing social systems. This assumption of ours is in fact supported by several studies from our review that explicitly theorised the neoliberal influence on their topic areas on disabled people's work and employment (e.g. Brzykcy and Boehm, 2022; Foster, 2018; Holmqvist et al., 2013; Hoque et al., 2014; Maravelias, 2022; Ruppel, 2023). We then, using Barratt-Pugh's (2007) terminology, further propose that neoliberalism shapes existing 'System of knowledge and meaning', 'System of ordering resources and power' and 'System of rules of doing' around disabled people, their work and life based on our findings from the review.

Firstly, within the System of knowledge and meaning, 'neoliberal ideal of worker' is the Structure of Signification as the dominant code at the context level and is shared through interpretive scheme amongst agents. Several studies from our review found stereotype on 'ability' of disabled people is formed and trickled down to both meso and micro level as bias of 'ableism' affecting disabled people's work and employment based on this neoliberal ideal of workers (e.g., Baldridge and Kulkarni, 2017; Brown and Ciciurkaite, 2023; Foster, 2018; Hein and Ansari, 2022; Ruppel, 2023; Sang et al., 2022). Moreover, a few studies found this bias becomes consolidated further at the context by agents, who are in our case, managers, colleagues, helpers around disabled people (Jammaers, 2023; Jammaers et al., 2016; Mik-Meyer 2016). More strikingly, some studies also found that disabled people themselves share and react this 'abled ideal' by downplaying their disability (Boucher, 2017) or redefining their career success as a disabled person (e.g., Lyons et al., 2023) to fit themselves to this neoliberal ideal of worker.

Secondly, within the System of ordering resources and power, 'neoliberal labour market' forms the Structure of control and neoliberal organisations play the role of modality as the powerful 'authority' of distribution of

the resources both at the entry level (recruitment) and during the employment (pay, promotion). Multiple studies particularly those from the HRM discipline, either explicitly or implicitly suggest that ‘business case’ is prioritised in many differing HR practices for disabled people with ‘productivity’ discourse (Narayanan and Terris, 2020; Østerud, 2023; Zhang et al., 2023) and often considering the reasonable adjustment and accommodation as additional cost (e.g., Shur et al., 2014). Whilst HR practices that are either enablers or barriers on disabled people’s employment outcome and their health/wellbeing (e.g., Berre, 2023; Russo et al, 2023; Sang et al., 2022) are relatively better known topics in this topic area, what is often neglected in the literature and the relevant discourse is these practices are reproduced by agents. Not only the powerful agents such as managers/individual employers can change the practice (e.g., employer willingness, Bacon and Hoque, 2015; employers’ gate keeper role in disabled people’s entering in the labour market, Berre, 2023) but also disabled people themselves respond to these structural constraints, being regulated by the neoliberal logic in the labour market and workplace. For example, studies such as Baldridge and Swift (2013; 2016) and Shuey and Jovic (2013) found that disabled people are reluctant to disclose their disability at the job seeking stage or at work to request necessary accommodation, being afraid of themselves being considered as additional ‘cost’ under the neoliberal productivity and self-efficacy rhetoric (Zhu et al., 2019). These actions are recursive mechanisms influencing progressive changes in organisational climate and employers’ perception towards hiring and accommodating disabled people.

Lastly, within the System of rules of doing, ‘neoliberal policy and legislation’ sets the Structure of legitimisation. As discussed above, these policies and legislations are often driven by political economic rhetoric such as ‘deservingness’ (Ciccio et al., 2022; Ruppel, 2023) or medico-economic discourse of disability (Brzyky and Boehm, 2022). The implicit view on disability shapes the norms around ‘who’ is disabled or not, people with ‘which type of disability’ can work or not, ‘what kind of job’ disabled people can do or not, and even ‘who deserves’ the benefits and protections of the relevant government policy (Foster, 2018; Jones and Wass, 2013; Holmqvist et al., 2013; Moore et al., 2017; Ruppel, 2023). Hein and Ansari (2022) revealed that disabled people are often segregated to certain type of work under benevolent marginalisation (e.g., sheltered employment) or are given certain type of jobs that are not desired by ‘abled’ people (e.g., dirty work, Vickers, 2015). This can shape the modality of norm which determine agents’ action. For example, although many studies from our review showed that these policies and legislation have brought various HR practices that are designed to help disabled people’s employment or accommodation (e.g., quota, Richard and Hennekam, 2021; disability champions such as Two Ticks, Hoque et al., 2014), these studies at the same time also show the effectiveness of the inclusion policies for disabled people are influenced by the agents such as managers, colleagues or even people who deliver the relevant policies (e.g., work programmes, Scholz and Ingold, 2021; Maravelias, 2022). However, again, some studies also found that the disabled people exert sanctions on themselves through identity regulation in responding to the such policies and legislation trying to ‘fit’ the right models of disability these structural constraints posit in their looking for jobs or adjusting to their workplaces (e.g., Holmqvist et al., 2013; Jammaers and Zanoni, 2021).

Understanding disabled people’s work and employment issues based on structuration model contributes a useful implication. Based on this model, “actors...reproduce and transform them (social systems), remaking what is already made in the continuity of *praxis*” (Giddens, 2023, p.89). Thus, applying a structuration model to our review highlights that changes towards enabling disabled people need to come from both structural and individual (agency) level. At the same time, our review also shows that there is still a dearth of studies conveying disabled people’s voice and experiences on what actual challenges they face and what they need to address these challenges. This is critical as structural changes only comes from critical reflection of actor’s action and the consequences coming from their action. Hence, to be able to make progress in the structure to be enabling to disabled people, their voice should be heard to challenge the power and sanctions for appropriate critical reflection which will gradually change the structure and the context (Xiao et al., 2014).

Conclusion – direction for future research

In this paper, we critically reviewed literature on disabled people’s work and employment. The key summary of our findings is that there are factors impacting disabled experiences and outcome of work and employment at multiple levels whilst these factors are influencing each other at the same time, strengthening

certain barriers despite some progress found in the literature. Overall, our review shows that the key constraints at the fundamental societal level are neoliberalism shaping social codes of ideal of worker, view towards disability and the model to define disability. We created a conceptual framework by applying Giddens's structuration model to these findings of ours where the current social systems surrounding disabled people, their work and employment are built on neoliberalism and where agents reproduce and consolidate biases coming from neoliberal structural constraints. Our important suggestion of implication is that based on this conceptual framework, there needs to be more studies exploring disabled people's experience so that their voices can be conveyed to structural level which can encourage them to be proactive in challenging in the structural constraints and which can ultimately bring appropriate structural changes.

For this, we suggest directions for future research particularly in management studies. Firstly, future studies might consider more ethnographic way of inquiry on 'lived experience of disabled people'. Some studies included in our review indeed took this approach but they were largely from sociological journals/bodies of knowledge where the research focus is inherently work and workers. Studies directly seeking for managerial insights might also consider being informed by 'direct sensory contact' (Birkinshaw et al., 2014; Gioia, 2021) and cocreate the research with disabled people.

Secondly, considering fast increasing influence of AI/digital, future studies might consider the role of digital technology on disabled people's work and employment. The impact of Artificial Intelligence (AI) on existing work has been an increasingly popular topic in management studies but there is hardly any research on how disabled people engage with technology and thus, the potential of the technology as either an enabler or barrier. This review is timely given the current focus on Industry 5.0 and claims that digital technologies can assist disabled people in workplace environment, for example Panagou et al. (2024) outline that "collaborative robots can assist and complement the skill set of operators with cognitive or mental disabilities by identifying the needs of the operator" (pp. 985). However, Scholz and Ingold (2021: 1624) highlight that a "lack of digital skills and access to the Internet and devices means that this development could lead to further disability inequality". More research is needed that places disabled people's voices at the centre and further investigates the inequality within both employment service design and delivery. Otherwise, a policy that is intended to promote the inclusion of individuals in the workplace risks further excluding them".

Lastly, future studies might consider 'industry-specific' studies, particularly focusing on the industry where disabled people's representation is particularly poor, such as manufacturing industry. Industry effects might give us further insight into particular

The studies we reviewed equivocally support the claim that disability and work has been neglected in the relevant body of knowledge whilst the urgency of addressing challenges they face is growing. Our paper that has thoroughly reviewed the existing evidence in this topic with offering a comprehensive conceptual framework and future research direction contributes to this research needs.

References

- Araten-Bergman, T. (2016). Managers' hiring intentions and the actual hiring of qualified workers with disabilities. *The International Journal of Human Resource Management*, 27(14), 1510-1530.
<https://doi.org/10.1080/09585192.2015.1128466>
- Ashforth, B. E., & Kreiner, G. E. (2014). Dirty Work and Dirtier Work: Differences in Countering Physical, Social, and Moral Stigma. *Management and Organization Review*, 10(1), 81-108.
<https://doi.org/10.1111/more.12044>
- Bacon, N., & Hoque, K. (2015). The influence of trade union Disability Champions on employer disability policy and practice. *Human Resource Management Journal*, 25(2), 233-249.
<https://doi.org/https://doi.org/10.1111/1748-8583.12060>
- Bacon, N., & Hoque, K. (2022). The treatment of disabled individuals in small, medium-sized, and large firms. *Human Resource Management*, 61(2), 137-156.
<https://doi.org/https://doi.org/10.1002/hrm.22084>

- Bainbridge, H. T. J., & Fujimoto, Y. (2018). Job Seekers with Musculoskeletal or Sensory Disabilities: Barriers and Facilitators of Job Search. *British Journal of Management*, 29(1), 82-98. <https://doi.org/https://doi.org/10.1111/1467-8551.12266>
- Baldrige, D. C., & Kulkarni, M. (2017). The shaping of sustainable careers post hearing loss: Toward greater understanding of adult onset disability, disability identity, and career transitions. *Human Relations*, 70(10), 1217-1236. <https://doi.org/10.1177/0018726716687388>
- Baldrige, D. C., & Swift, M. L. (2013). Withholding Requests for Disability Accommodation: The Role of Individual Differences and Disability Attributes. *Journal of Management*, 39(3), 743-762. <https://doi.org/10.1177/0149206310396375>
- Baldrige, D. C., & Swift, M. L. (2016). Age and Assessments of Disability Accommodation Request Normative Appropriateness. *Human Resource Management*, 55(3), 385-400. <https://doi.org/https://doi.org/10.1002/hrm.21679>
- Ballo, J. G. (2020). Labour Market Participation for Young People with Disabilities: The Impact of Gender and Higher Education. *Work, Employment and Society*, 34(2), 336-355. <https://doi.org/10.1177/0950017019868139>
- Barnes, C. a. M., G. (2010). *Exploring Disability: A Sociological Introduction*. Polity.
- Barratt-Pugh, L. (2007). Exploring and evaluating Structuration Theory as a framework for.
- Baumgärtner, M. K., Dwertmann, D. J. G., Boehm, S. A., & Bruch, H. (2015). Job Satisfaction of Employees with Disabilities: The Role of Perceived Structural Flexibility. *Human Resource Management*, 54(2), 323-343. <https://doi.org/https://doi.org/10.1002/hrm.21673>
- Beatty, J. E., Baldrige, D. C., Boehm, S. A., Kulkarni, M., & Colella, A. J. (2019). On the treatment of persons with disabilities in organizations: A review and research agenda. *Human Resource Management*, 58(2), 119-137. <https://doi.org/https://doi.org/10.1002/hrm.21940>
- Bend, G. L., & Priola, V. (2023). 'There Is Nothing Wrong with Me': The Materialisation of Disability in Sheltered Employment. *Work, Employment and Society*, 37(3), 645-664. <https://doi.org/10.1177/09500170211034762>
- Berre, S. Exploring Disability Disadvantage in Hiring: A Factorial Survey among Norwegian Employers. *Work, Employment and Society*, 0(0), 09500170231175776. <https://doi.org/10.1177/09500170231175776>
- Bhaskar, A. U., Baruch, Y., & Gupta, S. (2023). Drivers of career success among the visually impaired: Improving career inclusivity and sustainability in a career ecosystem. *Human Relations*, 76(10), 1507-1544. <https://doi.org/10.1177/00187267221103529>
- Bjørnshagen, V. (2022). Do Large Employers Discriminate Less? An Exploration of Company Size Variation in Disability Discrimination Based on Data from two Field Experiments. *Work and Occupations*, 49(4), 483-511. <https://doi.org/10.1177/07308884221126877>
- Bloomfield, B., & Dale, K. (2015). Fit for work? Redefining 'Normal' and 'Extreme' through human enhancement technologies. *Organization*, 22(4), 552-569. <https://doi.org/10.1177/1350508415572507>
- Boucher, C. (2017). The Roles of Power, Passing, and Surface Acting in the Workplace Relationships of Female Leaders With Disability. *Business & Society*, 56(7), 1004-1032. <https://doi.org/10.1177/0007650315610610>
- Brown, R. L., & Ciciurkaite, G. (2023). Precarious Employment during the COVID-19 Pandemic, Disability-Related Discrimination, and Mental Health. *Work and Occupations*, 50(2), 167-187. <https://doi.org/10.1177/07308884221129839>
- Brzykcy, A., & Boehm, S. (2022). No such thing as a free ride: The impact of disability labels on relationship building at work. *Human Relations*, 75(4), 734-763. <https://doi.org/10.1177/0018726721991609>
- Ciccia, R., French, D., Kee, F., & O'Doherty, M. (2022). Deservingness, Conditionality and Public Perceptions of Work Disability: The Influence of Economic Inequality. *Work, Employment and Society*, 36(4), 610-629. <https://doi.org/10.1177/0950017020967229>
- Coll, C., & Mignonac, K. (2023). Perceived organizational support and task performance of employees with disabilities: a need satisfaction and social identity perspectives. *The International Journal of Human Resource Management*, 34(10), 2039-2073. <https://doi.org/10.1080/09585192.2022.2054284>

- Darcy, S., Taylor, T., & Green, J. (2016). 'But I can do the job': examining disability employment practice through human rights complaint cases. *Disability & society*, 31(9), 1242-1274.
- Dibben, P., Wood, G., Crockett, G., & Bakalov, N. (2023). Justifying (Non)Discrimination Against Disabled Workers in Emerging Economies: Managerial Choice, Business Versus Moral Case Arguments and Home Versus Host Country Effects. *British Journal of Management*, 34(2), 767-786.
<https://doi.org/https://doi.org/10.1111/1467-8551.12611>
- Dwertmann, D. J. G. (2016). Management research on disabilities: examining methodological challenges and possible solutions. *The International Journal of Human Resource Management*, 27(14), 1477-1509. <https://doi.org/10.1080/09585192.2015.1137614>
- Dwertmann, D. J. G., & Boehm, S. A. (2016). Status Matters: The Asymmetric Effects of Supervisor–Subordinate Disability Incongruence and Climate for Inclusion. *Academy of Management Journal*, 59(1), 44-64. <https://doi.org/10.5465/amj.2014.0093>
- Dwertmann, D. J. G., Goštautaitė, B., Kazlauskaitė, R., & Bučiūnienė, I. (2023). Receiving Service from a Person with a Disability: Stereotypes, Perceptions of Corporate Social Responsibility, and the Opportunity for Increased Corporate Reputation. *Academy of Management Journal*, 66(1), 133-163. <https://doi.org/10.5465/amj.2020.0084>
- Ezerins, M. E., Simon, L. S., Vogus, T. J., Gabriel, A. S., Calderwood, C., & Rosen, C. C. Autism and Employment: A Review of the “New Frontier” of Diversity Research. *Journal of Management*, 0(0), 01492063231193362. <https://doi.org/10.1177/01492063231193362>
- Fevre, R., Robinson, A., Lewis, D., & Jones, T. (2013). The ill-treatment of employees with disabilities in British workplaces. *Work, Employment and Society*, 27(2), 288-307.
<https://doi.org/10.1177/0950017012460311>
- Foster, D. (2018). The Health and Well-Being at Work Agenda: Good News for (Disabled) Workers or Just a Capital Idea? *Work, Employment and Society*, 32(1), 186-197.
<https://doi.org/10.1177/0950017016682458>
- Fujimoto, Y., Rentschler, R., Le, H., Edwards, D., & Härtel, C. E. J. (2014). Lessons Learned from Community Organizations: Inclusion of People with Disabilities and Others. *British Journal of Management*, 25(3), 518-537. <https://doi.org/https://doi.org/10.1111/1467-8551.12034>
- Giddens, A. (1984). *The constitution of society: Outline of the theory of structuration*. Univ of California Press.
- Giddens, A. (2003). The globalizing of modernity. *The global transformations reader: An introduction to the globalization debate*, 60-66.
- Gillies, J. (2012). University graduates with a disability: The transition to the workforce. *Disability Studies Quarterly*, 32(3).
- Gonzalez, K., Tillman, C. J., & Holmes, J. J. (2020). Coming home: Why veterans with disabilities withhold workplace accommodation requests. *Human Relations*, 73(10), 1439-1466.
<https://doi.org/10.1177/0018726719875810>
- Gulseren, D. B., Samosh, D. S., Kulkarni, M., Glumann, N., Hancock, A. J., & Mihelcic, C. A. (2023). Theoretical and Empirical Advancements in Research on Disability and Leadership. *Academy of Management Proceedings*, 2023(1), 14429.
<https://doi.org/10.5465/AMPROC.2023.14429symposium>
- Gunderson, M., & Lee, B. Y. (2016). Pay discrimination against persons with disabilities: Canadian evidence from PALS. *The International Journal of Human Resource Management*, 27(14), 1531-1549. <https://doi.org/10.1080/09585192.2015.1072106>
- Hein, P., & Ansari, S. (2022). From Sheltered to Included: The Emancipation of Disabled Workers from Benevolent Marginalization. *Academy of Management Journal*, 65(3), 749-783.
<https://doi.org/10.5465/amj.2020.1689>
- Ho, J. A., Bonaccio, S., Connelly, C. E., & Gellatly, I. R. (2022). Representative-negotiated i-deals for people with disabilities. *Human Resource Management*, 61(6), 681-698.
<https://doi.org/https://doi.org/10.1002/hrm.22118>
- Holland, P., & Collins, A. M. (2022). Supporting and retaining employees with rheumatoid arthritis: the importance of workplace social support. *The International Journal of Human Resource Management*, 33(3), 539-560. <https://doi.org/10.1080/09585192.2020.1737175>

- Holmqvist, M., Maravelias, C., & Skålén, P. (2013). Identity regulation in neo-liberal societies: Constructing the 'occupationally disabled' individual. *Organization*, 20(2), 193-211. <https://doi.org/10.1177/1350508412438704>
- Hoque, K., Bacon, N., & Parr, D. (2014). Employer disability practice in Britain: assessing the impact of the Positive About Disabled People 'Two Ticks' symbol. *Work, Employment and Society*, 28(3), 430-451. <https://doi.org/10.1177/0950017012472757>
- Hoque, K., Wass, V., Bacon, N., & Jones, M. (2018). Are high-performance work practices (HPWPs) enabling or disabling? Exploring the relationship between selected HPWPs and work-related disability disadvantage. *Human Resource Management*, 57(2), 499-513. <https://doi.org/https://doi.org/10.1002/hrm.21881>
- Jammaers, E. (2023). On ableism and anthropocentrism: A canine perspective on the workplace inclusion of disabled people. *Human Relations*, 76(2), 233-257. <https://doi.org/10.1177/00187267211057549>
- Jammaers, E., & Williams, J. (2023). Turning disability into a business: Disabled entrepreneurs' anomalous bodily capital. *Organization*, 30(5), 981-1003. <https://doi.org/10.1177/13505084211032312>
- Jammaers, E., & Zanoni, P. (2021). The Identity Regulation of Disabled Employees: Unveiling the 'varieties of ableism' in employers' socio-ideological control. *Organization Studies*, 42(3), 429-452. <https://doi.org/10.1177/0170840619900292>
- Jammaers, E., Zanoni, P., & Hardonk, S. (2016). Constructing positive identities in ableist workplaces: Disabled employees' discursive practices engaging with the discourse of lower productivity. *Human Relations*, 69(6), 1365-1386. <https://doi.org/10.1177/0018726715612901>
- Jones, A. (2022). "I Can't Really Work Any 'Normal' Job:" Disability, Sexual Ableism, and Sex Work. *Disability Studies Quarterly*, 42(2).
- Jones, M., & Wass, V. (2013). Understanding changing disability-related employment gaps in Britain 1998–2011. *Work, Employment and Society*, 27(6), 982-1003. <https://doi.org/10.1177/0950017013475372>
- Kensbock, J. M., & Boehm, S. A. (2016). The role of transformational leadership in the mental health and job performance of employees with disabilities. *The International Journal of Human Resource Management*, 27(14), 1580-1609. <https://doi.org/10.1080/09585192.2015.1079231>
- Khan, M. H., Grabarski, M. K., Ali, M., & Buckmaster, S. (2023). Insights into Creating and Managing an Inclusive Neurodiverse Workplace for Positive Outcomes: A Multistaged Theoretical Framework. *Group & Organization Management*, 48(5), 1339-1386. <https://doi.org/10.1177/10596011221133583>
- Kivistö, M., & Hautala, S. (2022). Structuration processes of client-oriented and system-oriented social work practice: The view point of client documentation. *Nordic Social Work Research*, 12(4), 421-434.
- Klinksiek, I. D., Jammaers, E., & Taskin, L. (2023). A framework for disability in the new ways of working. *Human Resource Management Review*, 33(2), 100954. <https://doi.org/https://doi.org/10.1016/j.hrmr.2023.100954>
- Knights, D., & Latham, Y. (2020). Disabled People and Digitalization: Disruptive documents in distributing digital devices. *Organization Studies*, 41(6), 855-872. <https://doi.org/10.1177/0170840619869744>
- Konrad, A. M., Moore, M. E., Ng, E. S. W., Doherty, A. J., & Breward, K. (2013). Temporary Work, Underemployment and Workplace Accommodations: Relationship to Well-being for Workers with Disabilities. *British Journal of Management*, 24(3), 367-382. <https://doi.org/https://doi.org/10.1111/j.1467-8551.2011.00809.x>
- Kulkarni, M. (2016). Organizational career development initiatives for employees with a disability. *The International Journal of Human Resource Management*, 27(14), 1662-1679. <https://doi.org/10.1080/09585192.2015.1137611>
- Kulkarni, M., & Gopakumar, K. V. (2014). Career Management Strategies of People With Disabilities. *Human Resource Management*, 53(3), 445-466. <https://doi.org/https://doi.org/10.1002/hrm.21570>
- Kulkarni, M., & Lengnick-Hall, M. L. (2011). Socialization of people with disabilities in the workplace. *Human Resource Management*, 50(4), 521-540. <https://doi.org/https://doi.org/10.1002/hrm.20436>
- Kulkarni, M., & Rodrigues, C. (2014). Engagement with disability: analysis of annual reports of Indian organizations. *The International Journal of Human Resource Management*, 25(11), 1547-1566. <https://doi.org/10.1080/09585192.2013.837088>

- Kulkarni, M., & Scullion, H. (2015). Talent management activities of disability training and placement agencies in India. *The International Journal of Human Resource Management*, 26(9), 1169-1181. <https://doi.org/10.1080/09585192.2014.934896>
- Lyons, B. J., Baldridge, D. C., Yang, L.-Q., & Bryan, C. Disability Severity, Professional Isolation Perceptions, and Career Outcomes: When Does Leader–Member Exchange Quality Matter? *Journal of Management*, 0(0), 01492063221143714. <https://doi.org/10.1177/01492063221143714>
- Lyons, B. J., Martinez, L. R., Ruggs, E. N., Hebl, M. R., Ryan, A. M., O'Brien, K. R., & Roebuck, A. (2018). To Say or Not to Say: Different Strategies of Acknowledging a Visible Disability. *Journal of Management*, 44(5), 1980-2007. <https://doi.org/10.1177/0149206316638160>
- Maddison, J., Brooks, J., Graham, K., & Birks, Y. (2023). 'They Exist but They Don't Exist': Personal Assistants Supporting Physically Disabled People in the Workplace. *Work, Employment and Society*, 37(4), 1052-1069. <https://doi.org/10.1177/09500170221075532>
- Maravelias, C. (2022). Governing impaired jobseekers in neoliberal societies: From sheltered employment to individual placement. *Organization*, 29(6), 1036-1055. <https://doi.org/10.1177/1350508420970476>
- Mauksch, S., & Dey, P. Treating disability as an asset (not a limitation): A critical examination of disability inclusion through social entrepreneurship. *Organization*, 0(0), 13505084221150586. <https://doi.org/10.1177/13505084221150586>
- McKinney, E. L., & Swartz, L. (2021). Employment integration barriers: experiences of people with disabilities. *The International Journal of Human Resource Management*, 32(10), 2298-2320. <https://doi.org/10.1080/09585192.2019.1579749>
- Metcalfe, B. D., & Woodhams, C. (2012). Introduction: New directions in gender, diversity and organization theorizing—re-imagining feminist post-colonialism, transnationalism and geographies of power. *International Journal of Management Reviews*, 14(2), 123-140.
- Mik-Meyer, N. (2016a). Disability and 'care': managers, employees and colleagues with impairments negotiating the social order of disability. *Work, Employment and Society*, 30(6), 984-999. <https://doi.org/10.1177/0950017015617677>
- Mik-Meyer, N. (2016b). Othering, ableism and disability: A discursive analysis of co-workers' construction of colleagues with visible impairments. *Human Relations*, 69(6), 1341-1363. <https://doi.org/10.1177/0018726715618454>
- Mitra, S., & Kruse, D. (2016). Are workers with disabilities more likely to be displaced? *The International Journal of Human Resource Management*, 27(14), 1550-1579. <https://doi.org/10.1080/09585192.2015.1137616>
- Moore, K., McDonald, P., & Bartlett, J. (2017). The social legitimacy of disability inclusive human resource practices: the case of a large retail organisation. *Human Resource Management Journal*, 27(4), 514-529. <https://doi.org/https://doi.org/10.1111/1748-8583.12129>
- Nash, L. (2024). There and Back Again: Neuro-Diverse Employees, Liminality and Negative Capability. *Work, Employment and Society*, 38(1), 262-278. <https://doi.org/10.1177/09500170221117420>
- Nelissen, P. T. J. H., Hülsheger, U. R., van Ruitenbeek, G. M. C., & Zijlstra, F. R. H. (2016). How and when stereotypes relate to inclusive behavior toward people with disabilities. *The International Journal of Human Resource Management*, 27(14), 1610-1625. <https://doi.org/10.1080/09585192.2015.1072105>
- Olinover, M., Gidron, M., Yarmolovsky, J., & Geva, R. (2022). Strategies for improving decision making of leaders with ADHD and without ADHD in combat military context. *The Leadership Quarterly*, 33(6), 101575. <https://doi.org/https://doi.org/10.1016/j.leaqua.2021.101575>
- Østerud, K. L. (2023). Disability Discrimination: Employer Considerations of Disabled Jobseekers in Light of the Ideal Worker. *Work, Employment and Society*, 37(3), 740-756. <https://doi.org/10.1177/09500170211041303>
- Özbilgin, M. F., Beauregard, T. A., Tatli, A., & Bell, M. P. (2011). Work–life, diversity and intersectionality: A critical review and research agenda. *International Journal of Management Reviews*, 13(2), 177-198.
- Panagou, S., Neumann, W. P., & Fruggiero, F. (2024). A scoping review of human robot interaction research towards Industry 5.0 human-centric workplaces. *International Journal of Production Research*, 62(3), 974-990. <https://doi.org/10.1080/00207543.2023.2172473>

- Parr, A. D., Hunter, S. T., & Ligon, G. S. (2013). Questioning universal applicability of transformational leadership: Examining employees with autism spectrum disorder. *The Leadership Quarterly*, 24(4), 608-622. <https://doi.org/https://doi.org/10.1016/j.leaqua.2013.04.003>
- Pérez-Conesa, F. J., Romeo, M., & Yepes-Baldó, M. (2020). Labour inclusion of people with disabilities in Spain: the effect of policies and human resource management systems. *The International Journal of Human Resource Management*, 31(6), 785-804. <https://doi.org/10.1080/09585192.2017.1380681>
- Pittaway, L., Robertson, M., Munir, K., Denyer, D., & Neely, A. (2004). Networking and innovation: a systematic review of the evidence. *International Journal of Management Reviews*, 5(3-4), 137-168.
- Randle, K., & Hardy, K. (2017). Macho, mobile and resilient? How workers with impairments are doubly disabled in project-based film and television work. *Work, Employment and Society*, 31(3), 447-464. <https://doi.org/10.1177/0950017016643482>
- Revillard, A. (2022). Disabled People Working in the Disability Sector: Occupational Segregation or Personal Fulfilment? *Work, Employment and Society*, 36(5), 875-892. <https://doi.org/10.1177/09500170221080401>
- Richard, S., & Hennekam, S. (2021). When Can a Disability Quota System Empower Disabled Individuals in the Workplace? The Case of France. *Work, Employment and Society*, 35(5), 837-855. <https://doi.org/10.1177/0950017020946672>
- Richards, J., & Sang, K. (2016). Trade unions as employment facilitators for disabled employees. *The International Journal of Human Resource Management*, 27(14), 1642-1661. <https://doi.org/10.1080/09585192.2015.1126334>
- Roberson, Q., Quigley, N. R., Vickers, K., & Bruck, I. (2021). Reconceptualizing Leadership From a Neurodiverse Perspective. *Group & Organization Management*, 46(2), 399-423. <https://doi.org/10.1177/1059601120987293>
- Rose, P. A., & Pennings, A. J. (2022). Knowledge, Decisions, and Norms: A Framework for Studying the Structuration of Spreadsheets in Social Organizations. *Information*, 13(2), 46. <https://www.mdpi.com/2078-2489/13/2/46>
- Ruppel, E. H. Disability and the State Production of Precarity. *Work and Occupations*, 0(0), 07308884231207773. <https://doi.org/10.1177/07308884231207773>
- Russo, E. R., Ott, D. L., & Moeller, M. (2023). Helping neurodivergent employees succeed. *MIT Sloan Management Review*, 64(3), 1-11.
- Samdanis, M., & Özbilgin, M. (2020). The duality of an atypical leader in diversity management: the legitimization and delegitimization of diversity beliefs in organizations. *International Journal of Management Reviews*, 22(2), 101-119.
- Samosh, D. (2021). The Three-Legged Stool: Synthesizing and Extending Our Understanding of the Career Advancement Facilitators of Persons With Disabilities in Leadership Positions. *Business & Society*, 60(7), 1773-1810. <https://doi.org/10.1177/0007650320907134>
- Samosh, D., Maerz, A., Spitzmuller, M., & Boehm, S. (2023). Accommodation, interpersonal justice, and the turnover intentions of employees with disabilities. *The International Journal of Human Resource Management*, 34(1), 128-153. <https://doi.org/10.1080/09585192.2021.1960582>
- Sang, K., Calvard, T., & Remnant, J. (2022). Disability and Academic Careers: Using the Social Relational Model to Reveal the Role of Human Resource Management Practices in Creating Disability. *Work, Employment and Society*, 36(4), 722-740. <https://doi.org/10.1177/0950017021993737>
- Santuzzi, A. M., & Waltz, P. R. (2016). Disability in the Workplace: A Unique and Variable Identity. *Journal of Management*, 42(5), 1111-1135. <https://doi.org/10.1177/0149206315626269>
- Schloemer-Jarvis, A., Bader, B., & Böhm, S. A. (2022). The role of human resource practices for including persons with disabilities in the workforce: a systematic literature review. *The International Journal of Human Resource Management*, 33(1), 45-98. <https://doi.org/10.1080/09585192.2021.1996433>
- Scholz, F., & Ingold, J. (2021). Activating the 'ideal jobseeker': Experiences of individuals with mental health conditions on the UK Work Programme. *Human Relations*, 74(10), 1604-1627. <https://doi.org/10.1177/0018726720934848>
- Schur, L., Colella, A., & Adya, M. (2016). Introduction to special issue on people with disabilities in the workplace. *The International Journal of Human Resource Management*, 27(14), 1471-1476. <https://doi.org/10.1080/09585192.2016.1177294>

- Schur, L., Nishii, L., Adya, M., Kruse, D., Bruyère, S. M., & Blanck, P. (2014). Accommodating Employees With and Without Disabilities. *Human Resource Management*, 53(4), 593-621. <https://doi.org/https://doi.org/10.1002/hrm.21607>
- Seitz, S. R., & Choo, A. L. (2022). Stuttering: Stigma and perspectives of (dis)ability in organizational communication. *Human Resource Management Review*, 32(4), 100875. <https://doi.org/https://doi.org/10.1016/j.hrmr.2021.100875>
- Shantz, A., Wang, J., & Malik, A. (2018). Disability status, individual variable pay, and pay satisfaction: Does relational and institutional trust make a difference? *Human Resource Management*, 57(1), 365-380. <https://doi.org/https://doi.org/10.1002/hrm.21845>
- Shuey, K. M., & Jovic, E. (2013). Disability Accommodation in Nonstandard and Precarious Employment Arrangements. *Work and Occupations*, 40(2), 174-205. <https://doi.org/10.1177/0730888413481030>
- Tatli, A., & Özbilgin, M. F. (2012). An emic approach to intersectional study of diversity at work: A Bourdieuan framing. *International Journal of Management Reviews*, 14(2), 180-200.
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management*, 14(3), 207-222.
- UN. (2024). *Factsheet on Persons with Disabilities*. <https://www.un.org/development/desa/disabilities/resources/factsheet-on-persons-with-disabilities.html>
- van Toorn, G., & Cortis, N. (2023). Marketisation and Regulatory Labour in Frontline Disability Work. *Work, Employment and Society*, 37(4), 916-933. <https://doi.org/10.1177/09500170211058024>
- Vickers, M. H. (2015). Stories, Disability, and “Dirty” Workers: Creative Writing to Go Beyond Too Few Words. *Journal of Management Inquiry*, 24(1), 82-89. <https://doi.org/10.1177/1056492614546899>
- Villanueva-Flores, M., Valle-Cabrera, R., & Ramón-Jerónimo, M. A. (2015). Perceived compensation discrimination against physically disabled people in Andalusia. *The International Journal of Human Resource Management*, 26(17), 2248-2265. <https://doi.org/10.1080/09585192.2014.985323>
- Walkowiak, E. Digitalization and inclusiveness of HRM practices: The example of neurodiversity initiatives. *Human Resource Management Journal*, n/a(n/a). <https://doi.org/https://doi.org/10.1111/1748-8583.12499>
- WHO. (2023). *Disability Key Facts*. Retrieved 29/06/24 from <https://www.who.int/en/news-room/factsheets/detail/disability-and-health>
- Williams, J., & Mavin, S. (2012). Disability as Constructed Difference: A Literature Review and Research Agenda for Management and Organization Studies. *International Journal of Management Reviews*, 14(2), 159-179. <https://doi.org/https://doi.org/10.1111/j.1468-2370.2012.00329.x>
- Xiao, L. D., Wang, J., He, G.-P., De Bellis, A., Verbeeck, J., & Kyriazopoulos, H. (2014). Family caregiver challenges in dementia care in Australia and China: A critical perspective. *BMC geriatrics*, 14, 6. <https://doi.org/10.1186/1471-2318-14-6>
- Zanoni, P. (2011). Diversity in the lean automobile factory: doing class through gender, disability and age. *Organization*, 18(1), 105-127. <https://doi.org/10.1177/1350508410378216>
- Zhu, X., Law, K. S., Sun, C., & Yang, D. (2019). Thriving of employees with disabilities: The roles of job self-efficacy, inclusion, and team-learning climate. *Human Resource Management*, 58(1), 21-34. <https://doi.org/https://doi.org/10.1002/hrm.21920>