Inclusive Workforce Development: Assessing Human Resource Management Practices for Persons with Disabilities (2000-2024)

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ABSTRACT
Human resource management practices for managing diversity are dispersed across disciplines and have gotten much attention after promoting diversity and equality in the workplace. Thus, this study aims to examine the prominent human resource management practices for persons with disabilities through a qualitative and quantitative review of extant literature from (2000-2024). Around 130 relevant research articles are reviewed. This study is systematically designed and divided into four research objectives: 1. Are human resource diversity management practices explored by highly cited journals for persons with disabilities? 2. Who are the eminent authors whose studies have been cited the most in workplace diversity management? 3. What are the major findings of the Top 5 highly cited authors? 4. What significant contributions have been made in implementing new advancements and exploring the factors responsible? The findings of this review unfold the magnificent role of psychological factors & Mindfulness and their impact on the well-being of the workforce. Most importantly, disability employment studies are gradually entering into the lexicon of the interest of policymakers in all disciplines; therefore, future directions are also suggested. Considering the findings this study contributes a rich background of the work that has been done for managing a diverse workforce at the workplace. This study disseminates inquisitive thought toward diversity management. Therefore, research scholars, practitioners; nonprofit organizations, and other statutory bodies can make significant modifications in their approach after understanding this study.

Keywords: Workforce diversity; Mindfulness; Diversity management practices; Disability; Discrimination

INTRODUCTION

Effective management of human resources is fundamental for both private and public organizations, serving as a cornerstone for their functioning. The success of any institution relies heavily on how its employees carry out their tasks and contribute towards achieving its goals and objectives (Cruz et al., 2023). Individuals with disabilities face an elevated vulnerability to experiencing job loss, decreased income, loss of independence, and consequently, diminished economic independence (Bożena et al., 2024). Individuals with impairments encounter obstacles in the social and economic spheres and frequently experience a negative self-perception as a result of social stigma (Martin, B. C., et al., 2020). Diversity involvement in the workplace to ensure that everyone has an equal chance to contribute is known as inclusion (Wu, J. R et al., 2023). Persons with Disabilities (PwDs) seek recognition and motivation in the form of associations (Pandey, K., & Deshpande, A. 2023). Worldwide the information about employment of persons with disabilities is increasing due to various reasons like the requirement of a heterogeneous pool of talent, enforcement by law and legislation, shift in societal mindsets, acceptability towards diversity and inclusion, perceptual barriers etc. even during employment the integration phase of employment is considered the most challenging stage in the employment process due to direct discrimination and additional difficulties in understanding disability (McKinney et al., 2021; Schloemer et al., 2022; Kulkarni et al., 2016; Kulkarni et al., 2010) therefore, the Governments across the world are making significant investment towards strengthening the visibility of persons with disabilities through inclusion in the society.

Eminent global bodies are also working in this direction "Transforming our world: the 2030 Agenda for Sustainable Development by the United Nations is a plan of action for strengthening the peace at (5 P's level: People, Planet, Peace, Prosperity, and Partnership) through bold and transformative steps which will shift the world onto a resilient path". They proposed 17 goals and 169 targets for the attainment of the same. The goals highlight the major aspects of equality, employment, education, and accessibility of persons with disabilities. Goal 8 focuses on providing productive working conditions to their workforce including persons with disabilities, whereas Goal 10 aims towards "reducing inequality within and among countries". The World Health Organization has taken an initiative "WHO global disability action plan 2014-2021: Better health for all people with disability", proposed an action plan for the organizations for mainstreaming disability. Employment, as a fundamental human right, serves as a means of subsistence as well as a link between the person and the larger community, encouraging social involvement and participation and ultimately enhancing the health of the individual (XU, M. 2021). Even though equal work opportunities are promoted to increase PWDs' involvement in the labor force, this segment of the population is still neglected (Hui, R. T. Y et al., 2021). PwDs' low participation in the workforce is caused by a variety of factors, such as their low skill levels, low educational attainment, and the discriminatory attitudes they continue to accept including institutional, environmental, physical, and social discrimination, which deters PwDs from entering the workforce (Riska, R., Perizade, B., & Zunaidah, Z. 2023). Even from a value chain viewpoint, the marginalization of underprivileged groups, such as PwDs, can be viewed as a waste of resources at the individual, business, national, and international levels (Miethlich, B., et al., 2019). Inclusive HRM aims to create a work environment where every employee feels valued and included. This inclusive environment can result in increased work engagement (Hussain, M. R., & Muhammad, K. B. 2024).

In India, the legislative paradigm has shifted dramatically over the decades, as can be observed in "The Rights of Persons with Disabilities (RPWD) Act, 2016" which is a replacement for "Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995", replacement can be tangibly seen in terms of incremental change in number of disabilities covered in RPwD Act 2016. From the consensus point of view, a study has been conducted by the "Ministry of Statistics and Programme Implementation (MOSPI) namely, 'Persons with Disabilities (Divyangjan) in India- A Statistical Profile: (2021)". The study highlights the significant percentage i.e., (26.9 million) of persons with disabilities in India as per the Census, 2011 wherein 36.34 % have employment and the rest 64% are unemployed. They further classified that 23% of female PWDs' have a job and 47% of male PWDs' have a job. The report makes it evident that there is a need to understand why the number of non-workers in India is so high in comparison to the working class. In the Economic Times (2020) an article stated "While India Inc has become more inclusive, the pandemic makes disability more challenging now acknowledging the significant contribution by mandatory disclosures in company's annual reports and Accessible India campaign". While another article in Economic times (2019) stated "When it comes to inclusion of people with disabilities in the workforce, Indian businesses have a long road to travel 34% of 1.34 crore PwDs comes under the bracket of employable age have a job in India, according to Equiv. in, a recruitment platform that cited government data for the numbers. That is an unemployment rate of more than 70%". According to Stone and Colella's (1996) fundamental model, highlights different societal, cultural, and organizational factors affecting PWDs' workplace treatment which further largely motivated research on PwD employment and related reviews.

There are numerous scholarly studies available that draw attention to the fact that persons with physical disabilities encounter discrimination in the recruitment process as well as distributive unfairness concerning inclusion, compensation, and career development opportunities at the workplace (Gouvier et al., 2003; Villanueva-Flores et al., 2017; Triana et al., 2021; Van Berkel, R. 2021). There should be recruitment policies (Ployhart, R. E. (2006). Research also showed the concern that there is a paucity of more elaborative research on diversity and inclusion in the workplace (Garg et al., 2021). Comprehending how individual employees internalize organizational practices related to people with disabilities is crucial for increasing employment opportunities, improving organizational effectiveness, and creating more supportive work environments for people with disabilities (Wright, T et al., 2020). This study aims to explore and understand the HR practices that

have been used or used for the development of the diverse workforce therefore, from a chronological standpoint; a review of almost over two decades of research appears to be a realistic timeline to highlight major contributions that significantly change over time. Therefore, we structure this article into four broad research objectives which are as follows:

RO1. Are human resource diversity management practices explored by highly cited journals for persons with disabilities?

RO2. Who all are the eminent authors whose studies have been cited the most in the area of workplace diversity management?

RO3. What are the major findings of the Top 5 highly cited authors?

RO4. What significant contributions have been made, how much new advancement achieved, and how much space is left for further research?

This structuring of an article will bring clarity on a few aspects Firstly, to identify what are the gaps, for which an overview of current literature is presented. Second, an attempt has been made to explore journals that publish papers on Human resource diversity management practices. The third is to list the substantial contributions made by researchers by highlighting highly cited work in this domain. And at last, for the attainment of points 2 and 3 citation analysis methodology has been performed followed by future avenues. This study was carried out in India in 2024, and the research papers included in this study are from across the globe.

Theoretical background

Evolution of diversity

The term "valuing diversity" was coined by Lewis Griggs in the 1980s and Frederick A. Miller was the first individual to recognize "the need for diversity and inclusion in the workplace" (Biggs et al., 2017). Furthermore, Kelly & Dobbin (1998) and (Edelman et al., 2001) highlighted the prevalence of the term diversity along with the notion that the term was not widely used before 1987. Still, there was a shift in the rise and fall of the term "diversity" after 1987. Around 1993, it leaped, and practitioners started taking diversity into the mainframe. (Oswick and Noon, 2014) emphasized that there was a trend toward identifying individual differences which further led to the coining of the phrase "diversity management" in the early 1990s. "Diversity refers to variety or difference, and in a workplace context, it signifies having a workforce composed of two or more groups of employees with different backgrounds, including variations in race, ethnicity, gender, culture, national origin, disability, age, and religion" (Zulmi et al., 2021).

HRM and Diversity Management (DM)

As global economies become increasingly competitive, the promotion of workforce diversity has become a widely pursued goal (Nadiv, R., & Kuna, S. 2020). Organizations typically place their diversity management functions within HRM departments, aligning them with HRM policies and practices (Küskü, F et al., 2021). Managing workforce diversity provides a way to address job issues related to equality, justice, inclusion, and bullying behaviors based on gender, age, and ethnicity (Li, W., et al., 2020). According to (D'Netto et al., 2014) Diversity management has its origin in the USA where the major emphasis is on equal employment. According to the Society for Human Resource Management (2008), DM is "a technique that organizations utilize to more effectively capitalize on the potential that diversity offers and extends beyond Affirmative Action and EEO (Equal employment opportunity)-based initiatives". Most diversity research focuses on racial and gender inequalities, it is vital to keep in mind that diversity is significant when evaluating inclusion in the DM policy (Das, R. 2022). Whereas HRM research in the past has focused on both formal and informal activities like (training, mentoring, and socialization) (Meacham et al., 2017; Fujimoto et al., 2014). Studies also posit that by designing or redesigning HRM practices according to diverse needs, diversity can be managed easily (Shen et al., 2009). The current HR practices are not contributing much to the inclusion of "persons with disabilities" in the workplace. Whereas, the United Nations Conventions (2006) on the "Rights of Persons with Disabilities" mandated that every person has an "equal right to work on the same basis". There are many approaches used by many of the countries like quotas for persons with disabilities, subsidies for employers for partially covering the wage cost for employing persons with disabilities, anti-discrimination legislation, etc. Despite these actions "discrimination still exists and PwDS still facing difficulty in getting employment" (Fujimoto et al., 2014; Gouvier et al., 2003; Villanueva-Flores et al., 2017; Triana et al., 2021); Luu, T. T. (2021).

However, managers play a crucial role in encouraging the employment of people with disabilities by fostering a truly inclusive organizational culture, rather than merely adhering to legal requirements or using it as a marketing tactic (Pérez-Conesa et al., 2020). In contrast, negative attitudes and dismissive organizational cultures that stigmatize and show prejudice against people with disabilities contribute to their restricted employment opportunities (Bam, A. et al., 2020). After an in-depth review of literature authors come across the word "Xenophobia". The conceptual definition of xenophobia characterizes it as emotional anxiety and hatred towards strangers, unfamiliar entities, or individuals who are different in some aspects. Xenophobia originates from Greek, formed by combining the words Xenos (meaning stranger or foreigner) and Phobos (meaning fear). Xenophobia is "a fear of strangers," where an individual affected by xenophobia demonstrates a behavioral attitude of resisting any person or group due to differences, often involving stereotyping, discrimination, prejudice, or even violent behavior (Zaman, U., et al., 2021). However, the interpretation of the concept of xenophobia may vary depending on the context. In some contexts, it may refer to temporary migrants or expatriates. In contrast, in other contexts, it may encompass migrants who, despite an extended stay, are not considered native to the culture and are still viewed as outsiders (Anwar, R. et al., 2023).

MATERIALS AND METHOD

The research process is used in this study to conduct both qualitative and quantitative techniques for literature review (Fig. 1). A meticulous attempt has been made to identify journals whose aim and scope broadly cover studies in the area of general management and social sciences with special reference to human resource diversity management practices for persons with disabilities. Approximately 80 journals were identified that published papers on HRM and Disability employment studies which resulted in a short listing of the top 25 journals with high citations, thereafter, A qualitative review of around 130 research articles was performed to understand the theoretical background, methodology, variables, findings, techniques and implications. Lastly, 35 research articles with sound research trends, suggestions, and theoretical & empirical background were taken for conducting citation analysis.
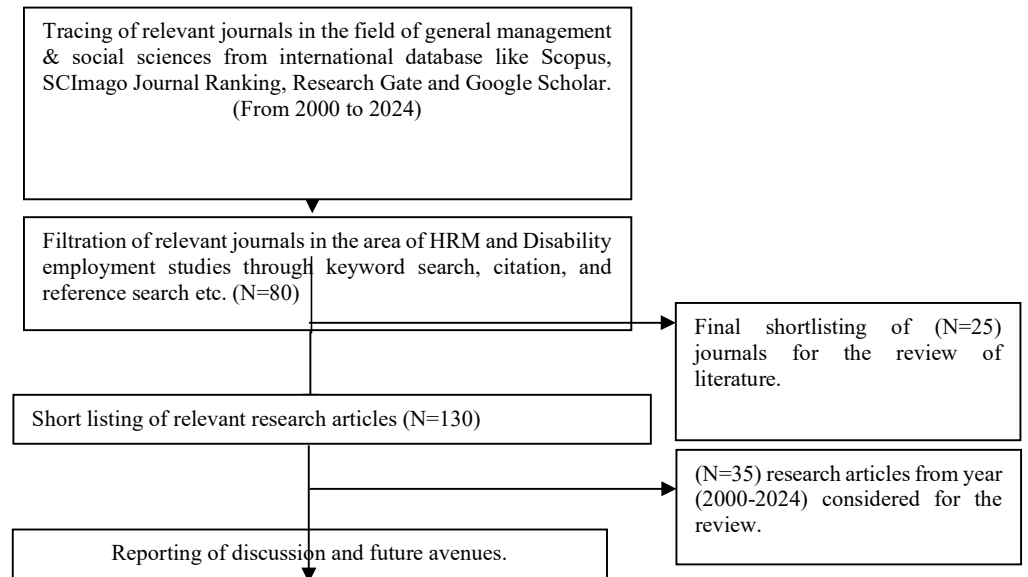
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┌─────────────────────────────────────────┐
│ Tracing of relevant journals in the field│
│ of general management & social sciences  │
│ from international database like Scopus,  │
│ SCImago Journal Ranking, Research Gate    │
│ and Google Scholar.                       │
│ (From 2000 to 2024)                       │
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│ Filtration of relevant journals in the   │──────▶│ Final shortlisting of      │
│ area of HRM and Disability employment     │       │ (N=25) journals for the    │
│ studies through keyword search, citation, │       │ review of literature.      │
│ and reference search etc. (N=80)          │       └──────────────────────────┘
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│ Short listing of relevant research       │──────▶│ (N=35) research articles   │
│ articles (N=130)                          │       │ from year (2000-2024)      │
└─────────────────────────────────────────┘       │ considered for the review. │
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│ Reporting of discussion and future       │
│ avenues.                                  │
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Fig. 1: Research process followed

Citation analysis

Starting with a qualitative review of the literature, this study uses citation analysis to conduct a quantitative review of the literature. Research articles were explored by doing a keyword, references, and citation search using worldwide citation databases like Google Scholar, Scopus, Research Scholar, and Web of Science. Citation analysis is a method that is based on the existing citations within scientific literature. It counts the number of

citations used in various documents, such as journals, dissertations, and so on, to analyze and assess works. The importance of individual researchers' results and their contributions to the literature are increasingly evaluated using citation analysis, which is a key component of journal ranking criteria (Nightingale et al., 2012). Over the last few decades, the creation of citation indices has led to the extraordinary growth and development of citation analysis, making it a valuable research tool. Citation count is considered to be the most significantly accepted measure, as the researcher cites the references taken for their research work. The technique has been used in three phases in the First phase highly cited journals were identified, in the Second phase most frequently cited authors were identified and in the Last phase top 5 authors were identified based on citation count. For the identification of highly cited journals authors have taken name of the journal, H-index, and country under heads, and for most frequently cited authors citation count is taken under head. Microsoft Excel has been used for the tabulation of citation counts arranged in descending order.

RO1. Are human resource diversity management practices explored by highly cited journals for persons with disabilities?
Highly cited journals
The 35 shortlisted research articles belong to 25 different journals. These journals are further considered for citation analysis. The journals were analyzed on the Scopus and Scimago databases. Table 1 represents the list of journals publishing papers on HRM practices with special reference to disability employment, integration, and social inclusion of persons with disabilities in the workplace. Total Citation counts of 25 journals have been calculated for four consecutive years i.e., from (2019-2022) as the Cite Score 2022 counts the citations received in four consecutive years (2019-2022), and divides the number of publications published in 2019-2022. H-index & Country has been taken from the Scimago Journal ranking. An in-depth exploration of literature develops curiosity to get the highly cited journals. Citation counts have been arranged in descending order using the sort option in Microsoft Excel which brings the International Journal of Contemporary Hospitality Management to the top with the highest citation count of 11,013.

Table 1: List of highly cited journals (Scopus database and SCImago (Updated on May 16, 2024)

S. No.	Name of Journals	Database	Country	Total Citation Count (2019-2022)	H-Index
1	International Journal of Contemporary Hospitality Management	Scopus database and SCI	United Kingdom	11,013	126
2	Corporate Social Responsibility and Environmental Management	Scopus database and SCI	United Kingdom	9,867	113
3	Disability and Rehabilitation	Scopus database and SCI	United Kingdom	8,932	133
4	BMC Medical Research Methodology	Scopus database and SCI	United Kingdom	7,463	163
5	Management Decision	Scopus database and SCI	United Kingdom	6,379	126
6	International Journal of Human Resource Management	Scopus database and SCI	United Kingdom	5,411	139

7	Research in Developmental Disabilities	Scopus database and SCI	United States	3,197	111
8	Accounting, Auditing & Accountability Journal	Scopus database and SCI	United Kingdom	2,719	121
9	British Journal of Management	Scopus database and SCI	United Kingdom	2,647	133
10	Disability and Health Journal	Scopus database and SCI	United States	2,633	53
11	Personnel Review	Scopus database and SCI	United Kingdom	2,615	89
12	Journal of Business and Psychology	Scopus database and SCI	United States	2,388	99
13	European Journal of Work and Organizational Psychology	Scopus database and SCI	United Kingdom	2,163	92
14	Work, Employment & Society	Scopus database and SCI	United Kingdom	2,099	98
15	Journal of Applied Research in Intellectual Disabilities	Scopus database and SCI	United Kingdom	2,055	75
16	Disability and Rehabilitation: Assistive Technology	Scopus database and SCI	United Kingdom	1,867	53
17	Journal of Intellectual Disability Research	Scopus database and SCI	United Kingdom	1,807	119
18	Problems and Perspectives in Management	Scopus database and SCI	Ukraine	1,648	30
19	Management Research Review	Scopus database and SCI	United Kingdom	1,638	72
20	Journal of Counseling Psychology	Scopus database and SCI	United States	1,618	162
21	Disability and Society	Scopus database and SCI	United Kingdom	1,612	92
22	Human Resource Management	Scopus database and SCI	United States	1,576	114
23	Construction Management and Economics	Scopus database and SCI	United Kingdom	1,388	110

24	Journal of Occupational Rehabilitation	Scopus database and SCI	United States	1,368	84
25	International Journal of Management Reviews	Scopus database and SCI	United Kingdom	1,278	136

RO2. Who all are the eminent authors whose studies have been cited the most in the area of workplace diversity management?

Most frequently cited authors along with their studies

To list down the most frequently cited authors and their studies, Citation analysis has been performed on identified research articles based on their citation count and the analysis comes up with the top 35 highly cited authors and their studies (Table 2). The results shows that the (Shen et al., 2009) lists on the top with highest citation count as 792 in the area of diversity management.

Table 2: List of most frequently cited authors (Scopus database and SCImago (Updated on May 16, 2024)

S. No.	Name of Authors	Papers Reviewed	Citation Count
1	"Shen, J., Chanda, A., D'netto, B., &Monga, M. (2009)"	"Managing diversity through human resource management: an international perspective and conceptual framework"	792
2	"Kaye, H. S., Jans, L. H., & Jones, E. C. (2011)"	"Why Don't Employers Hire and Retain Workers with Disabilities?"	748
3	"Schur, L., Kruse, D., &Blanck, P. (2005)"	"Corporate Culture and the Employment of Persons with Disabilities"	491
4	"Bonaccio, S., Connelly, C. E., Gellatly, I. R., Jetha, A., &Ginis, K. A. M. (2020)"	"The Participation of People with Disabilities in the Workplace Across the Employment Cycle: Employer Concerns and Research Evidence"	448
5	"Vornholt, K., Villotti, P., Muschalla, B., Bauer, J., Colella, A., Zijlstra, F., ... &Corbiere, M. (2018)"	"Disability and employment – overview and highlights"	405
6	"Von Schrader, S., Malzer, V., &Bruyère, S. (2014)"	"Perspectives on Disability Disclosure: The Importance of Employer Practices and Workplace Climate"	323

7	"Houtenville, A., &Kalargyrou, V. (2012)"	"People with Disabilities: Employers' Perspectives on Recruitment Practices, Strategies, and Challenges in Leisure and Hospitality"	276
8	"Noonan, B. M., Gallor, S. M., Hensler-McGinnis, N. F., Fassinger, R. E., Wang, S., & Goodman, J. (2004)"	"Challenge and Success: A Qualitative Study of the Career Development of Highly Achieving Women With Physical and Sensory Disabilities"	269
9	"Burke, J., Bezyak, J., Fraser, R. T., Pete, J., Ditchman, N., & Chan, F. (2013)"	"Employers' Attitudes Towards Hiring and Retaining People with Disabilities: A Review of the Literature"	249
10	"Acquavita, S. P., Pittman, J., Gibbons, M., &Castellanos-Brown, K. (2009)"	"Personal and Organizational Diversity Factors' Impact on Social Workers' Job Satisfaction: Results from a National Internet-Based Survey"	221
11	"Gouvier, W. D., Sytsma-Jordan, S., & Mayville, S. (2003)"	"Patterns of Discrimination in Hiring Job Applicants With Disabilities: The Role of Disability Type, Job Complexity, and Public Contact"	215
12	"Woodhams, C., &Danieli, A. (2000)"	"Disability and diversity± a difference too far?"	199
13	"Kulkarni, M., &Lengnick-Hall, M. L. (2011)"	"Socialization of people with disabilities in the workplace"	184
14	"Carter, E. W., Trainor, A. A., Cakiroglu, O., Swedeen, B., & Owens, L. A. (2010)"	"Availability of and Access to Career Development Activities for Transition-Age Youth with Disabilities"	181
15	"Boehm, S. A., & Dwertmann, D. J. (2015)"	"Forging a Single-Edged Sword: Facilitating Positive Age and Disability Diversity Effects in the Workplace Through Leadership, Positive Climates, and HR Practices"	180
16	"Erickson, W. A., von Schrader, S., Bruyère, S. M., &VanLooy, S. A. (2014)"	"The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities"	165

17	"Williams, J., &Mavin, S. (2012)"	"Disability as Constructed Difference: A Literature Review and Research Agenda for Management and Organization"	165
18	"Sveiby, K. E. (2007)"	"Disabling the context for knowledge work: the role of managers' behaviors"	164
19	"Konrad, A. M., Moore, M. E., Ng, E. S., Doherty, A. J., &Breward, K. (2013)"	"Temporary Work, Underemployment and Workplace Accommodations: Relationship to Well-being for Workers with Disabilities"	152
20	"D'Netto, B., Shen, J., Chelliah, J., &Monga, M. (2014)"	"Human resource diversity management practices in the Australian manufacturing sector"	140
21	"Kulkarni, M., &Lengnick-Hall, M. L. (2014)"	"Obstacles to Success in the Workplace for People with Disabilities: A Review and Research Agenda"	135
22	"Hosain, G. M., Atkinson, D., & Underwood, P. (2002)"	"Impact of Disability on Quality of Life of Rural Disabled People in Bangladesh"	129
23	"Houtenville, A., &Kalargyrou, V. (2015)"	"Employers' Perspectives about Employing People with Disabilities: A Comparative Study across Industries"	124
24	"Cavanagh, J., Bartram, T., Meacham, H., Bigby, C., Oakman, J., &Fossey, E. (2017)"	"Supporting workers with disabilities: a scoping review of the role of human resource management in contemporary organizations"	124
25	"Shen, J., D'Netto, B., & Tang, J. (2010)"	"Effects of human resource diversity management on organizational citizen behaviour in the Chinese context"	119
26	"Baumgärtner, M. K., Dwertmann, D. J., Boehm, S. A., & Bruch, H. (2015)"	"Job satisfaction of employees with disabilities: the role of perceived structural flexibility"	116

27	"Bingham, C., Clarke, L., Michielsens, E., & Van de Meer, M. (2013)"	"Towards a social model approach? British and Dutch disability policies in the health sector compared"	109
28	"MuyiaNafukho, F., Roessler, R. T., &Kacirek, K. (2010)"	"Disability as a Diversity Factor: Implications for Human Resource Practices"	93
29	"Henry, A. D., Petkauskos, K., Stanislawzyk, J., & Vogt, J. (2014)"	"Employer-recommended strategies to increase opportunities for people with disabilities"	91
30	"Thanem, T. (2008)"	"Embodying disability in diversity management research"	86
31	"Madaus, J. W., Zhao, J., &Ruban, L. (2008)"	"Employment Satisfaction of University Graduates with Learning Disabilities"	75
32	"Hashim, J., & Wok, S. (2014)"	"Predictors to employees with disabilities' organizational behavior and involvement in employment"	71
33	"Barclay, L. A., Markel, K. S., & Yugo, J. E. (2012)"	"Virtue theory and organizations: considering persons with disabilities"	70
34	"Konrad, A. M. (2006)"	"Leveraging Workplace Diversity in Organizations"	66
35	"Dibben, P., James, P., & Cunningham, I. (2001)"	"Senior management commitment to disability the influence of legal compulsion and best practice"	56

RO3. What are the major findings of the Top 5 highly cited authors?
Three major components of HR diversity practices are identified by the top 5 highly cited author's studies: the lack of efficient diversity management procedures, the narrow focus of diversity efforts on recruitment numbers while ignoring other HR tasks, and the ongoing discrimination against women and minorities in the workplace despite increased EEO commitments. Because of concerns about expenses, management challenges, and perceived performance and skill deficiencies, employers frequently oppose hiring people with disabilities. To encourage inclusion, the studies recommend putting in place written differently abled guidelines, recruiting diversity specialists, and providing wage subsidies. It highlights the attitudes of managers and employees as well as organizational structure, beliefs, and practices to underscore the significance of a positive corporate culture. Union cooperation, training initiatives, and the engagement of top management are all examples of improvement measures. Future studies should look at these problems from the viewpoints of the workers, paying special attention to their demands for assistance and feedback. The declining working-age population—particularly in

Europe—makes it more important than ever to acknowledge people with disabilities as vital assets in the workforce. The findings of the top 5 highly cited authors in Table 3 have been collated

Table 3: List of findings of Top 5 highly cited authors

S. No.	Name of Authors	Papers Reviewed	Major Findings	Citation Count
1	"Shen, J., Chanda, A., D'netto, B., &Monga, M. (2009)"	"Managing diversity through human resource management: an international perspective and conceptual framework"	Three important elements of HR diversity practices are shown in this study. First, despite many firms' increased commitment to EEO (Equal Employment Opportunity), there is still widespread job discrimination. With the low employment of women and minorities, as well as the dearth of minority participation at higher organizational levels, women and minorities are constantly at a disadvantage in terms of training, performance evaluations, and compensation. Second, HR diversity is generally limited to recruiting by numbers. Other HR tasks, including training, management development, and individual-based assessment and pay, receive very little attention. Third, the majority of businesses do not have effective diversity management procedures that acknowledge diversity. The main motivation for implementing EEO (Equal Employment Opportunity) and AA (Affirmative Action) is to improve marketing capabilities and focused policies.	792
2	"Kaye, H. S., Jans, L. H., & Jones, E. C. (2011)"	"Why Don't Employers Hire and Retain Workers with Disabilities?"	Are there many reasons why employers resist hiring persons with disabilities? The answer is yes. Authors highlighted some of the reasons like cost, fear of handling persons with disabilities, their belief that they will not perform, they do not possess the required skills, etc. The study also enlists the possible suggestions that an organization may adopt ways for inclusion of diversity like Written disability guidelines, Hiring diversity specialists, Salary subsidies, etc.	748

3	"Schur, L., Kruse, D., &Blanck, P. (2005)"	"Corporate Culture and the Employment of Persons with Disabilities"	The study broadly explains that there are various dimensions of corporate culture Supervisor & Co-worker attitude (stereotypes, discrimination, and personality factors), organizational structure, values, and practices. The authors also proposed steps that an organization may follow like a commitment by top management, implementation of training programs, work with unions to ensure the provision of collective bargaining, etc. to maintain a positive culture.	491
4	"Bonaccio, S., Connelly, C. E., Gellatly, I. R., Jetha, A., &Ginis, K. A. M. (2020)"	"The Participation of People with Disabilities in the Workplace Across the Employment Cycle: Employer Concerns and Research Evidence"	Outlined were the apprehensions voiced by managers regarding the recruitment of individuals with disabilities, while also leveraging current research in management, human resources, industrial/organizational psychology, rehabilitation sciences, and public health to scrutinize the validity of these concerns. Future research could mirror these concerns throughout the employment journey by examining them from the perspective of employees. For instance, managerial concerns regarding accommodations are viewed by employees with disabilities as apprehensions regarding the suitable provision of support. Likewise, performance concerns are intertwined with the delivery of precise and timely feedback from the employees' standpoint.	448
5	"Vornholt, K., Villotti, P., Muschalla, B., Bauer, J., Colella, A., Zijlstra, F., ... &Corbiere, M. (2018)"	"Disability and employment – overview and highlights"	As the working-age population, particularly in European nations, is anticipated to decrease, individuals with disabilities are increasingly acknowledged as valuable assets in the workforce, underscoring the heightened significance of research on disability and employment. This paper examines the current landscape of research in this area, with a specific emphasis on individuals with mental disabilities.	405

DISCUSSION
RO4. What significant contributions have been made in terms of the implementation of new advancements and exploration of factors responsible?
For the attainment of the above research objectives, we elaborate the discussion from various aspects 1.

Organization's Perspective 2. New Advancements 3. Role of psychological factors that promote social inclusion.

Organization's perspective

Many hurdles to work still exist for the disabled community (Hashim et al., 2014). Keeping into consideration many employers felt that the following practices would be helpful to increase employment of persons with disabilities: employer tax credits and incentives, mentoring, disability awareness training, and availability of assistive technology equipment (Erickson et al., 2014). Even large multinational corporations have begun to care for varied workforces, such as Wipro, which provides inclusive recruiting process experience to PWDs' by addressing onsite and offsite interview accommodation requirements. "Wipro also provides ramps, railings, signage, reserved parking, and other facilities" to PwDs (Cutler, A. 2015). To gain the attention of the heterogeneous pool of talent organizations started presenting a favorable image by including information regarding rewards for the diverse workforce on the application forms (Avery et al., 2013), but still have several recruitment concerns, such as the number of qualified persons with disabilities PwDs' and their recruitment. Organizations gave an option to persons with disabilities in the online recruitment form to mention whether they have a disability and the type of disability. To facilitate, they asked in advance about the type of accommodation requirements they may require after joining and performing their roles (Moore et al., 2018). (McKinney et al., 2019) discussed four phases of employment (Advertisements, Application forms, Interviews, Psychometric assessments) wherein still people with disabilities are most likely to face barriers like discrimination, stereotyping, understanding of disability, etc. These barriers can easily be overcome by careful examination of the accessibility of application forms & advertisements, and careful examination of psychometric testing examinations, as they should not in any way discriminate people with disabilities from others. One major observation has also come out of the review the concealing of information regarding types of disability. This is gaining attention in case of episodic disability (fluctuations in symptom severity) some may feel at the end of the day, end of the week, or end of the month. Some people are afraid of repercussions in their careers if they disclose their condition. Therefore, nowadays persons with disabilities are advised to disclose their disability at an early stage (interview). As organizations come up with these concerns and efforts which may call for more research as to when, how, and why a person should disclose his disability (Bonaccio et al., 2020).

New advancements

A study published by the International Labor Organization in June 2020 namely "COVID-19 and the World of Work: Ensuring the Inclusion of Persons with Disabilities at all Stages of the Response" quoted that during COVID-19, India took the lead by launching hotline services for individuals with impairments. The COVID-19 pandemic has altered the work landscape for people with disabilities all around the world. People are putting forth a lot of effort to locate work after losing their jobs as a result of the pandemic. Moreover, in case of returning to work causes psychological dread of losing a job, worry of outlets closing, extra strain to cope with the pandemic scenario, being sick with COVID-19 while working to support the family, financial uncertainty, and so on. The study opens up the importance of the psychological well-being of persons with disabilities (Maroto et al., 2021). More recently, it has been noted that further study on economics and social psychology is required to manage diversity in the workplace (Das, R. 2022). (MacLachlan et al., 2018) discusses the importance of framing policies for Assistive technology requirements and usages for PwDs'. Assistive technology centers arrange yearly training programs for their employees. Research published in the People Matters magazine on Dec 03, 2020, talked about "EY Global Delivery Services has introduced Purple Champions- a buddy program to provide support to the differently-abled employees in these tough times. The initiative provides a supportive community to enhance collaboration, listening, and action on the needs of differently-abled people and promote inclusiveness". The usage of assistive technology can also do wonders in facilitating the integration of persons with disabilities for smooth functioning of daily routine work like smart walkers, Windows eyes, Zoom text magnifiers, Assistive listening systems, low vision lamps, etc. (Garga et al., 2021). However, in disability studies, the concept of digital disability suggests that individuals who do not use ICTs, digital platforms, or social media are effectively disabled due to their lack of access to information and communication Walkowiak, E. (2023). (Bricout et al., 2021) examine how technology impacts the smart city's civic participation potential, particularly for those with impairments. This study identifies new barriers to virtual civic involvement "regarding accessibility, usability, and equity". The study then provides a framework for a smart participation future that

includes "smarter communities that plan and link persons with disabilities to smart cities through universal design, blended bottom-up, and Virtual Community of Practice (VCoP) techniques". Applicant retention in an organization is based on various factors such as policies offered by the organization covering uncertainties, past discrimination experiences, social inclusion, stability, handling agility, etc. (Triana et al., 2021).

Role of psychological factors that promote social inclusion
(Cooke et al., 2021) The trend of psychologization in SHRM research is gaining focus, and the number of theoretical viewpoints used to inform the studies is increasing. (Bartram et al., 2021) explains that there are three primary aspects that organizations must consider for Workers with Intellectual Disability (WwID), "First to promote employees' well-being through particular HRM wellbeing practices; Second, appreciating all workers' differences; and Third, establishing targeted intervention policies for the inclusion of persons with disabilities". A study conducted by (Kwan, C. K. 2020) proposes an A-B-C-D (Accommodations, Business Orientated Workplace, Caring Attitude and Demand) framework for PWDs to understand what businesses can socially contribute through HR practices through corporate social responsibility which leads to well-being. Another study signifies that job resources and well-being are positively associated (Tuan et al., 2021). Few researchers emphasized the role of psychological factors as investing in psychological capital can pay off, as a high degree of psychological capital can encourage good behavior, ensure strong work performance, and boost an organization's or enterprise's competitiveness (Darvishmotevali et al., 2020). During the qualitative research, it became clear that an individual's impression of inclusion differed depending on personal variables such as personality, locus of control, and self-confidence anchored by self-esteem and power (Daya, P. 2014). According to self-efficacy theory impaired physical state, increased stress, and unpleasant emotions, significantly affect self-efficacy beliefs. Individuals with poorer self-efficacy are less driven and devoted to their goals, more hesitant, gain less joy and reward from their experiences, have lower intrinsic interest, set fewer difficult goals for themselves, and do poorly on a variety of tasks (Tenenbaum et al., 2014). PWDs' are capable employees who can make significant contributions to corporate effectiveness. A strong link has been shown between disability and low physiological and psycho-emotional states due to societal impositions of activity limits and psycho-emotional undermining". This study indicates why PWD may experience reduced sentiments of thriving at work, and how organizational practices can mitigate this negative effect, using self-efficacy theory (Zhu et al., 2019).
For increasing inclusion of a diversified workforce nowadays organizations are inclining towards mindfulness which acts as an incremental tool towards the growth of employees "Mindfulness has been defined as moment-to-moment, non-reactive, non-judgmental awareness" (KabatZinn 1994). PWDs' are exposed to a variety of stresses at work, so it's "critical that employers provide stress-management interventions to help them cope and maintain their mental health. Chronic high levels of work stress have long been known to cause a variety of psychological, social, and physical difficulties in those who are afflicted. Aside from the "human costs, workplace stress can harm businesses through absenteeism, presenteeism, staff turnover, job performance, counterproductive work behaviors, and compensation claims". Some studies have found that mindfulness training for disability care workers benefits both staff and clients. Mindfulness training on human services workers' well-being helped in reducing "perceived stress, negative effect, as well as increased levels of mindfulness, positive affect, life satisfaction, and compassion for others" etc. (Brooker et al., 2013). Mindfulness techniques vary from other therapy approaches in that they aim to help people focus on the present, accept difficult-to-change symptoms or occurrences", and consider several viewpoints and reactions to situations (Chapman et al., 2013). Mindfulness-based intervention (MBI) is a recently adopted psychosocial technique that integrates the mind and body to help participants reduce stress (Kor et al., 2018). Another psychological aspect is involvement, "Involvement is an important aspect of including people with disabilities because it encourages employees to participate in decision-making and problem-solving processes". The creation of an inclusive workplace is aided by an environment of cooperation, trust, respect, and equal treatment among team members (Dietz et al., 2010). Organizations are focusing on making inclusive HR practices as it leads to employee engagement through the identification of think out of the box creative diverse workforce and Moral & Servant leadership (Luu, T.T. 2018). No doubt, basic psychological needs fulfillment leads to job satisfaction, and PWDs stay pleased at work where they can make a significant contribution with a sense of volition (Akkerman et al., 2018).

CONCLUSION

A win-win solution to many issues is hiring and keeping PWDs, which benefits PWDs, companies, and society as a whole (Lengnick-Hall, M. L., et al., 2008). The International LABOR Organization (ILO) issued a study in June 2020 namely "COVID-19 and the World of Work: Ensuring the Inclusion of Persons with Disabilities at all Stages of the Response" which is commissioned toward making conditions responsive for persons with disabilities in the new world of work from home. Keeping this into consideration this study provides not only an overview of the diversity management practices at the workplace but also a vision of the ideal approaches for future firm operations. It also advances the studies in three phases First, the identification of journals that publish articles on "Human resource diversity management" holistically, identification of relevant research articles, and last performing citation analysis on both journals and research articles which may help Human Resource Management practitioners, NGOs, Rehabilitation centers, Research Scholars to understand the research trends in the area of disability employment. The progress made from 2000 to 2024 is commendable, with increasing awareness and proactive measures by employers demonstrating the potential benefits of inclusive HRM practices. However, to achieve true inclusivity, ongoing efforts are required. Strengthening the enforcement of disability rights laws, promoting inclusive organizational cultures, and investing in accessible technologies are crucial steps forward. Additionally, developing strategies to enhance the economic resilience of PWD and establishing robust mechanisms for continuous monitoring and evaluation of HRM practices will help identify gaps and drive further improvements. Presently employed disabled personnel may act as mentors for prospective employees with disabilities and educators for their disabled colleagues (Gröschl, S. 2007). In conclusion, the path to an inclusive workforce for PwDs is an evolving journey that demands sustained effort, innovation, and collaboration from all stakeholders. By addressing persistent challenges and building on the successes of the past two decades, organizations can create more inclusive, equitable, and dynamic workplaces. These efforts not only benefit PwDs but also enhance overall organizational effectiveness and societal well-being. The future of inclusive workforce development depends on our collective ability to embrace diversity and foster environments where everyone, regardless of ability, can thrive. Differently, abled employees should be able to access the same HR procedures as everyone else. Additionally, the resources they require to succeed in their careers and do well at work must be provided (Jayagowri, N., & Arthi, J. 2022). Furthermore, research articles are primarily found in the hospitality, banking, healthcare, and retail sectors. This study also provides constructive discussions for the policymakers to make desired modifications and investigate the role of psychological factors in the inclusion and job satisfaction of PwDs'. Wherein, mindfulness is gaining much attention nowadays for reducing stress, anxiety, fear, depression, sleeping disorders, etc. Mindful practices can help to "integrate PwDs into the company by boosting their psychological safety, involvement in a workgroup, career advancement, etc." Future studies may investigate 1) the influence of Mindfulness practices especially for persons with Intellectual disabilities which is also known as "Dementia". According to (World Health Organization, September 2021) "Dementia is a syndrome in which there is deterioration in cognitive function beyond what might be expected from the usual consequences of biological aging". 2) Are public and private sector organizations ready to recruit PwDs with all types of disabilities covered under the RPwD Act 2016 which disabilities of blood-related, acid attack victims, and learning disabilities? 3) Apart from the economic factor, what reasons affect the psychological state of mind of PwDs'? One of the major observations has also come out of the literature that persons with disabilities rarely attain higher positions in the workplace. This gave a thought "What will happen when this unrepresented group represents the higher echelon roles and responsibilities?

CONFLICT OF INTEREST

The authors declare no potential conflict of interest regarding the publication of this work. In addition, the ethical issues including plagiarism, informed consent, misconduct, data fabrication and, or falsification, double publication and, or submission, and redundancy have been completely witnessed by the authors.

ABBREVIATIONS

HRM	Human Resource Management
PwDs	Persons with Disabilities
WHO	World Health Organization
MOSPI	Ministry of Statistics and Programme Implementation

EEO	Equal employment opportunity
WwID	Workers With Intellectual Disability
VCOP	Virtual Community of Practice

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