

Employer Practices for Integrating People With Disabilities Into the Workplace: A Scoping Review

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Background: Workplace inclusion contributes to job satisfaction and innovation. Integrating people with disabilities (PWDs) improves productivity, morale, creativity, problem-solving, and commitment. Previous evidence revealed that employers are ambivalent about integrating PWDs. There remains a paucity of literature that examines demand-side employment practices of integrating PWDs in the workplace.

Objective: The present study comprehensively reviewed the demand-side employment literature to identify existing practices used to improve the integrating PWDs in the workplace.

Methods: A scoping review was employed. Articles were retrieved from PsycInfo, Academic Search, Web-science, American Business Index, and ProQuest Dissertations & Theses Global and published in English from January 1985 to August 2017.

Findings: The scoping review yielded 19 articles. Three themes were identified as common and effective employer practices, including (a) policy and allegation, (b) internal and external partnerships, and (c) organizational top-down management diversity support.

Conclusion: The findings of this scoping review provide collective information for integrating PWDs in the workplace. Findings shed some light on employer and rehabilitation counselors to engage and assist employers in promoting an inclusive workplace climate.

Keywords: demand-side employment; workplace inclusion; people with disability; diversity engagement; employer practice

According to the Society for Human Resource Management (SHRM), inclusion is a key factor in enhancing an employee's satisfaction and performance. Meta-analysis studies have supported significant relationships between job performance and job satisfaction (Iaffaldano & Muchinsky, 1985; Judge et al., 2001). Job satisfaction and innovation can be significantly impacted by inclusion (Brimhall et al., 2018). Inclusion is the diversity engagement in the workforce so that everyone has an equal opportunity to contribute (Buss, 2022). Integrating people with disabilities (PWDs) in the workplace diversifies the workforce and is an important strategy to tap into a growing market. According to

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the US Census Bureau (2020), approximately 40.6 million PWDs in the United States represent the third-largest market segment. Businesses can gain a better understanding to meet the needs of this important and expanding customer base. Hiring and integrating PWDs is one avenue to give employers a competitive edge, helping diversify and strengthen the workplace through varied perspectives on overcoming challenges and accomplishing work tasks. Additional benefits of integrating PWDs in the workplace include improved productivity, morale, innovation, creativity, problem-solving, and commitment (Employer Assistance and Resource Network on Disability Inclusion [EARN], 2023).

According to the Kessler Foundation (2023), the labor force participation rate of 37.2% for PWDs is unacceptably low compared to 73.9% for those without disabilities. In addition, less than half of PWDs aged 21–64 (41%) were employed following their interviews; a disparity given that nearly 80% of people in this age group without disabilities were employed. Despite employers reporting favorable attitudes toward PWDs, there is strong evidence that employers are ambivalent about integrating PWDs in the workplace (Chan et al., 2010; Gilbride et al., 2000; Kaye et al., 2011). Social stigma is one of the common barriers to the employment of unemployed PWDs, and it continues to impede employers' commitment to integrating PWDs in the workplace (Chan et al., 2010; Gilbride et al., 2000; Kaye et al., 2011).

The US Department of Labor's Office of Disability Employment Policy conducted an interactive telephone survey from a representative weighted sampling of 3,797 employers to gauge employers' attitudes toward integrating PWDs in the workplace (Domzal et al., 2008). Only 19% of those employers integrate PWDs in the workplace, 14% indicate they actively recruit PWDs, and 72% of employers claimed their work is too challenging for PWDs. Kaye et al. (2011) found that the primary reasons for not employing and integrating workers with disabilities are a lack of awareness of disability as one of the diverse groups, accommodation issues, concern over costs, and fear of legal liability. Feuerstein et al. (2009) conducted a focus group study with employers in two large Midwest cities in the USA. Negative attitudes from co-workers and/or supervisors and the lack of supply of qualified workers with

disabilities was frequently cited as a major barrier to hiring and integrating PWDs (Amir et al., 2009).

There remains a paucity of literature broadly examining demand-side employment practices. Gewurtz et al. (2016) conducted a literature review of hiring processes and practices for PWDs. Findings revolve around seven inter-related topics: (a) regulations versus practice, (b) stigma, (c) disclosure, (d) accommodations, (e) relationship building and use of disability organizations, (f) information and support to employers, and (g) hiring practices that invite PWDs. Another scoping review conducted by Karpur et al. (2014) evaluated employer-focused research and found that existing research was heavily concerned with employer attitudes toward disability and workplace culture. The authors found that studies of attitudes and behavior were primarily published for an audience of service providers and advocates; significantly fewer were targeted at employers. Phillips et al. (2015) conducted a systematic review to determine the effectiveness of disability-related diversity training implemented in the workplace. They concluded that there is a lack of empirically validated diversity training programs that focus specifically on disability. Furthermore, systematic reviews concentrate on the top tiers of the evidence hierarchy and may exclude many studies that are not best practices (Dijkers, 2018).

PURPOSE OF THE STUDY

Integrating PWD into the workplace can contribute to multiple facets and is warranted to demand-side research and practice. Scoping reviews are an ideal approach for complex research topics and have not been systematically and sufficiently examined. A systematic mapping of the employer practice literature can aggregate existing demand-side approaches and inform empirical practice. In addition, it is essential to map the existing landscape of literature and examine gaps for developing recommendations for future research and practice. The purpose of this study is to conduct a scoping review to improve the understanding of employer practices related to the integration of PWDs in the workplace. The research question is: what kinds of employer practices are scientifically valid and effective for improving disability-specific integrating efforts and results?

METHOD

A scoping review was used to identify the breadth of the literature on employer practices for integrating PWDs into the workplace. The scoping review framework was developed by Arksey and O'Malley (2005) and further refined by Levac et al. (2010). In this present study, we followed the refined scoping review guideline to the research design. This framework includes six steps process (a) identifying a research question, (b) identifying relevant studies, (c) selecting studies, (d) charting the data, (e) collating, summarizing, and reporting the results, and (f) consulting with stakeholders.

Procedure

Data Base Search

Two demand-side employment experts and one senior research assistant with extensive experience conducting systematic and scoping reviews guided this scoping review. A fundamental scoping review workshop was provided before the independent research. The senior research assistant and the first author conducted the literature search. Data were extracted from PsycInfo, Academic Search, Web-science, American Business Index, and ProQuest Dissertations & Theses Global. Using keywords consists of the following structure: (disab* OR impairment* OR illness*), employment keywords: (Employment OR Employer* OR "human resource*"), and integrating keywords ("Workplace integration" OR "workplace inclusion" OR "workplace diversity" OR "workplace equality" OR "workplace discrimination" OR "disability policy" OR "policy on disability"). The search was limited to peer-reviewed articles published in the English language from January 1985 to August 2017.

Reviewing Process

There were three reviewing phases: (a) title review, (b) abstract review, and (c) full-text review. We defined inclusion criteria as (a) employer practices and (b) disability or chronic illness. Three authors formed a review team and received inter-rater agreement training to ensure inclusion consistency. The inter-rater agreement was calculated based on the number of ratings in the agreement divided by

the total number of ratings. In the title review and abstract review, articles were randomly distributed to three reviewers, and each article was reviewed by two authors. We excluded articles only if both reviewers concluded that the article did not meet the inclusion criteria; otherwise, we retained the article. For full-text review, only one reviewer assessed if the article met the inclusion criteria. After articles were identified, we consulted demand-side experts to ensure these articles were deemed appropriate for this scoping review.

Synthesizing Literature

Data base search, reviewing process, and expert consultation were analyzed through an iterative process of reflecting emerging themes. This process of identifying and synthesizing recurrent themes was conducted by three authors mainly. After identifying themes, three authors continued the data synthesis process by reviewing the articles and writing up the summary of each theme.

RESULTS

The electronic database search generated 167 articles; removing the 44 duplicate articles resulted in 123 articles. The research team reviewed the titles first, followed by abstracts and full texts. Two authors reviewed the title of 123 identified articles and excluded articles unrelated to "employment" and "disability or chronic illness." The title review resulted in 114 articles after excluding nine articles. The inter-rater agreement between the two reviewers was 82.03%. For the abstract review, we defined inclusion criteria as (a) employer practices and (b) disability or chronic illness. The Abstract's review resulted in 45 articles after excluding 69 articles. The inter-rater agreement was 80.70%. For the full-text review, we reviewed full-text using the same criteria as the abstract review. The full-text review resulted in 19 articles, excluding 26 articles (see Figure 1).

In an initial evaluation of the remaining 19 articles, eight articles (42%) were published from 2011 to 2017, four articles (21%) were from 2006 to 2010, four articles (21%) were from 2001 to 2005, two articles (11%) were from 1996 to 2000, and one article (5%) was from 1991 to 1995. The number

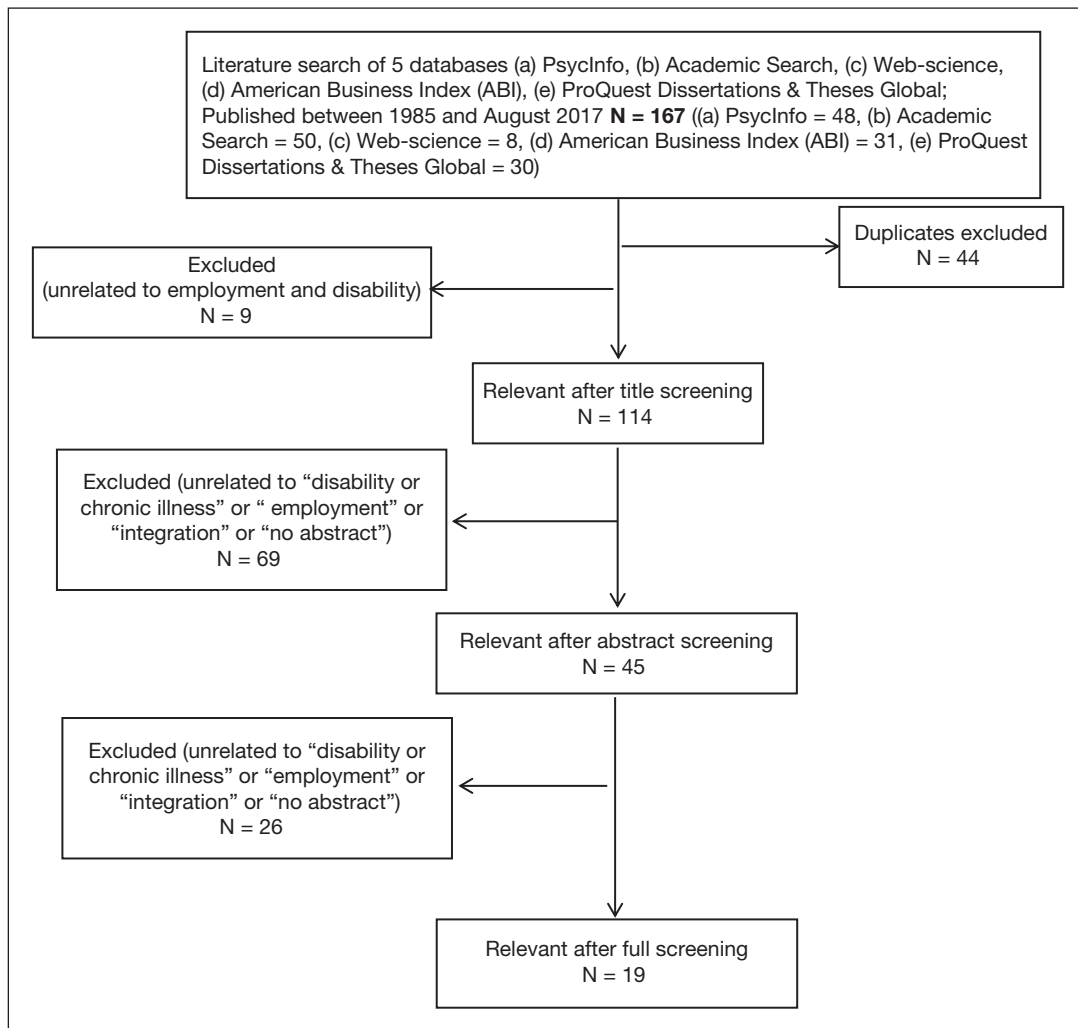


FIGURE 1. Scoping review flow diagram.

of demand-side employment articles that discuss employer practices has dramatically increased after 2010. Interestingly, employer integration practice research can be traced back to before 1995. In terms of study design, nine articles (47%) focused on policy and allegation analysis, six qualitative studies (32%), and one quantitative/survey (5%) study. There were one meta-analysis (5%) and two literature reviews (11%), and there were no randomized controlled trials or quasi-experimental studies among the remaining 19 studies. As to the sample characteristic, nine articles (47%) discussed PWDs in general, four articles (21%) focused on individuals with mental health conditions, three articles (16%) discussed individuals with autism spectrum disorder (ASD) and intellectual disability, and one (5%) for people with cancer (ID; see Table 1).

Major Themes Related to Integrating PWDs Into the Workplace

Our synthesis of the literature resulted in the following three themes: (a) policy and allegation, (b) internal and external partnership, and (c) organizational top-down management diversity support (see Table 2). These three major themes reveal current demand-side practices for integrating PWD in the workplace. Findings inform vocational rehabilitation professionals and employers' existing workplace inclusion practices and future direction.

Policy and Allegation

We identified nine articles that discussed the effect of legislation, allegation, and workplace policy

TABLE 1. Study Characteristics

	Sample characteristics	Aim	Study design
Akabas and Gates (2009)	Individual with mental health condition	To build understanding of the potential for unions to serve as a source of work options and workplace supports to individuals with mental health conditions and to clarify for social service providers the issues that are important to unions (e.g., collective bargaining agreements) to help them understand the best ways to create partnerships among unions, providers, and individuals with mental health conditions that will sustain work for those seeking competitive employment.	Qualitative study
Cockburn et al. (2006)	Individuals with psychiatric disability	To briefly provide a rationale for examining policy regarding work and mental illness, and then report on how the notions of work, psychiatric disability, and mental illness are understood in federal policy. Salient implications of the federal approach to this policy area and recommendations for the direction of future work-integration policy were provided.	Policy/allegation analysis
Feuerstein et al. (2017)	Individuals with chronic illness and cancer	To determine whether the Amendments to the hallmark Americans with Disabilities Act, which provide increased access to the anti-discrimination laws for many with chronic illness, are related to changes in workplace discrimination allegations in individuals with a history of cancer.	Policy/allegation analysis
Kuznetsova et al. (2017)	People with disability in general	To compare the employment situation and employment policies for disabled people in six Nordic and Baltic countries. To shed new light on welfare state assumptions and to highlight the influence of transnational governance from a disability equality lens.	Policy/allegation analysis
Lowman et al. (2005)	Americans with cerebral palsy and other physical, sensory, and neurological impairments	To compare and contrast the key dimensions of workplace discrimination involving Americans with cerebral palsy and persons with other physical, sensory, and neurological impairments. To examine demographic characteristics of the charging parties (the industry designation, location, and size of employers against whom. Complaints are filed); the nature of discrimination alleged to occur, and the legal outcome or resolutions of these complaints.	Policy/allegation analysis

(continued)

TABLE 1. Study Characteristics (continued)

	Sample characteristics	Aim	Study design
McFarlane (1998)	People with disability in general	To provide an educational framework that based on four pillars: (a) formal education, (b) professional certification, (c) continuing education, and (d) self-directed learning. The synergistic relationship among these pillars and constituency groups provides the framework for effective disability policy and positive employment outcome for persons with disabilities.	Literature review
McMahon et al. (2012)	Individual with autism spectrum disorders and intellectual disabilities	To compare and contrast allegations of discrimination involving Title I of the Americans with Disabilities Act (ADA) made by individuals with autism spectrum disorders (ASD) and individuals with intellectual disabilities (IDs), using the Integrated Mission System (IMS) of the Equal Employment Opportunity Commission (EEOC).	Policy/allegation analysis
Novak et al. (2011)	Employees with intellectual disability	To explore how the structure of work relationships with colleagues facilitates or inhibits social integrations.	Qualitative study
Russinova et al. (2011)	Individuals with mental illnesses	To present the manifestations of prejudice and discrimination at the workplace among individuals with serious mental illnesses.	Policy/allegation analysis
Wehman (2003)	Individuals with significant disabilities	To assist supported employment professionals with identifying and promoting quality integration outcomes for individuals with significant disabilities.	Literature review
Balser (2000)	People with disability in general	To exam factors that predict perceptions of workplace discrimination by employees with disabilities. Individual-level variables are combined with organizational level variables in a single model of perceived inequality.	Qualitative study
Chan et al. (2005)	People with disability in general	To determine what drives workplace discrimination against people with disabilities. These findings are then compared to available literature on attribution theory, which concerns itself with public perceptions of the controllability and stability of various impairments.	Policy/allegation analysis
Ochocka et al. (1994)	People with disability in general	To gain a deeper understanding, from a variety of perspectives of the experience of successful integrated community employment for persons who have a disability. To learn how success is defined, to identify factors that seem to contribute to success, and to describe characteristics of workplaces that shape the employment experience.	Qualitative study

(continued)

TABLE 1. Study Characteristics (continued)

	Sample characteristics	Aim	Study design
Ren et al. (2008)	People with disability in general	A meta-analysis to exam and elucidate existing studies on workplace discrimination against people with disabilities.	Meta-analysis
Kulkarni et al. (2016)	People with disability in general	To integrate research on human resource systems with work on disability management practices to outline how multinationals across India and Germany are engaged in efforts to increase workplace inclusion of persons with disability.	Qualitative study
Hanley (2014)	People with disability in general	To explore how staff and managers conceptualize disable people within the work setting, despite anti-discriminatory legislation and government support schemes disabled people remain disadvantaged in terms of employment.	Qualitative study
McNeil (2015)	Americans with visual impairments	To understand through descriptive, nonparametric, and logistical regression analyses of secondary data, meaningful associations regarding workplace discrimination, and Americans with visual impairments.	Policy/allegation analysis
Symanski-Tondora (2002)	Workers with schizophrenia	To exam how individual characteristics and work site characteristics impact the need for reasonable accommodations among a sample of 87 participants with schizophrenia or schizoaffective disorder in an ongoing Work Rehabilitation study at the West Haven Veterans Affairs Medical Center.	Quantitative study
Van Wieren (2006)	Individuals with autism spectrum disorders	To examine the charges of disability-related, private-sector workplace discrimination made by individuals with ASDs to the Equal Employment Opportunity Commission (EEOC), under Title I of the Americans with Disabilities Act (ADA).	Policy/allegation analysis

related to workplace integration (Chan et al., 2005; Cockburn et al., 2006; Feuerstein et al., 2017; Kuznetsova et al., 2017; Lowman et al., 2005; McNeil, 2015; Russinova et al., 2011; Van Wieren, 2006). The policy can impact every aspect of workplace inclusion, such as hiring, promotion, retention, compensation and benefits, performance evaluation, training, job modification, reasonable accommodation, and job harassment (Chan et al., 2005; Feuerstein et al., 2017; Lowman et al., 2005; McNeil, 2015). Although policies make a difference, Cockburn et al. (2006) and Kuznetsova et al. (2017)

argued that policy needs to be re-evaluated and updated to include more educational and integrating language. Van Wieren (2006) and Russinova et al. (2011) advocated for the empowerment of PWD and the need for policies to protect workers with disabilities to exercise their rights. Feuerstein et al. (2017) compared ADA Title I discrimination allegations made by individuals with cancer prior to and after the Americans with Disabilities Act Amendments Act (ADAAA, 2008). They found allegations related to terms of employment (e.g., promotions and wages) were more likely to be filed and found to

TABLE 2. Main Findings

	Main finding
<i>Policy and allegation</i>	
Cockburn et al. (2006)	<p>Reviewing Canadian disability and work policy with a lens of psychiatric disability suggests that people with disabilities are expected to engage in full employment in open labor market settings with anti-discrimination legislation. Government at all levels is expected to work together to achieve the employment goals as articulated in the 1998 documents <i>In Unison: A Canadian Approach to Disability Issues</i>. Policy concerning work integration would sensibly be directed, not merely at medical interventions or rehabilitation for the individual, but at alterations in the workplace environment, including co-worker and employer attitude. An interactive model, or at least one that acknowledges the profound impact of the workplace environment in the creation of disability, seems the most apt model for work-integration policy.</p> <p>Policy could potentially enhance employment through changes in the workplace and other accommodation is not well represented in the case of psychiatric disabilities, in contrast to policy regarding physical disabilities.</p> <p>Documents display a general lack of clarity in description of psychiatric disability, with a verity of terms used imprecisely, even randomly.</p>
Feuerstein et al. (2017)	<p>Despite the implementation of the Amendments Act, discrimination allegations in those with a history of cancer persisted or in certain areas increased. Although prevention of workplace discrimination rests primarily with employers, the oncology care team is uniquely qualified to provide information related to residual symptoms and function that can facilitate more personalized solutions to workplace discrimination, such as successful workplace accommodations. Information is provided that can assist the oncology team in their efforts to improve work outcomes.</p>
Kuznetsova et al. (2017)	<p>We conclude that national policies make a difference, that nondiscrimination policies are not enough, and that a focused mix of regulatory and redistributive measures is needed. The findings highlight better employment and social protection outcomes for disabled people in the Nordic countries, but point to policy challenges in both blocks. National processes of (de)commodification and stratification affect disabled people differently and this may disrupt our assumptions about welfare state comparisons.</p>
Lowman et al. (2005)	<p>Findings indicate that more allegations of discrimination were derived from persons with cerebral palsy if they were male, less than 39 years of age, and White. More allegations of discrimination were filed by persons with cerebral palsy when they worked for an employer whose industry designation involved Retail or Services. Finally, allegations involving persons with cerebral palsy were far more common when the complaint involved discrimination directly related to hiring.</p>
McMahon et al. (2012)	<p>The findings of this study imply that typical ASD and ID allegations are characteristically quite similar to each other. Differences that were found between the two groups of allegations indicate that charging parties with ASD are more likely to be a bit younger than those with ID, and are more likely to be male. Additionally, ASD allegations of discrimination were more likely than ID to have been made against Information, Educational Services, and Arts/Entertainment/Recreation industry employers.</p>

(continued)

TABLE 2. Main Findings (continued)

	Main finding
Russinova et al. (2011)	Qualitative analyses of data collected through two different surveys informed the development of a comprehensive taxonomy that identified a range of prejudicial and discriminatory practices that fell within two contextual domains: work performance and collegial interactions. The specific categories within each of these domains represented a continuum of more subtle to more blatant expressions of psychiatric prejudice and discrimination that influenced workers with mental illnesses through different impact pathways. Study findings informed the development of a broader conceptual framework for understanding and combating psychiatric prejudice and discrimination in employment settings and improving the workplace inclusion and employment outcomes of individuals with serious mental illnesses.
Chan et al. (2005)	Group A included impairments deemed by Corrigan et al. (1988) to be uncontrollable but stable: visual impairment (representing 13% of the total allegations in this study), cancer (12%), cardiovascular disease (19%), and spinal cord injuries (5%). The controllable but unstable impairments in Group B included depression (38%), schizophrenia (2%), alcohol and other drug abuse (4%), and HIV/AIDS (7%). The Equal Employment Opportunity Commission had resolved all allegations in terms of merit Resolutions (a positive finding of discrimination) and Resolutions without merit. Allegations of workplace discrimination were found to center mainly on hiring, discharge, harassment, and reasonable accommodation issues. Perceived workplace discrimination (as measured by allegations filed with EEOC) does occur at higher levels in Group B, especially when serious issues involving discharge and disability harassment are involved. With the glaring exception of HIV/AIDS, however, actual discrimination (as measured by EEOC merit Resolutions) occurs at higher levels for Group A.
McNeil (2015)	<p>Results from this study indicated that the characteristics of the employers, including location, size, and type of industry, all had an influence on the types of discrimination charges filed by individuals with visual impairments and their corresponding resolution outcomes. A few practical considerations and recommendations can be drawn from those results. A majority of the discrimination charges were from the South. Northeast and West were less likely to predict discrimination charges when compared to the South.</p> <p>Hiring allegations, or job acquisition discrimination charges, were most frequently filed against employers in the South, followed by the Midwest, West, Northeast, US territories, and non-US territories. Both the Northeast and Midwest regions had a greater presence of labor unions that were likely being utilized for resolving disability-related workplace issues prior to submission of a discrimination charge to the EEOC. Employers with less than 501 employees predicted discrimination charges in job retention compared to job satisfaction from individuals with visual impairments.</p> <p>The service industry category included more individual industries than the product industry and had a majority of the discrimination charges. On the other hand, it appeared individuals with visual impairments perceived discrimination with retaining their employment with product industries as indicated by product industries being a predictor of job retention discrimination charges (compared to job satisfaction).</p>

(continued)

TABLE 2. Main Findings (*continued*)

	Main finding
Van Wieren (2006)	This study revealed unique issues for ASD charges of ADA Title I discrimination and attempted to make practical sense of such via the conceptual framework of the Ecological Adaptation Model. As a result of this understanding, implications and suggestions were offered, aimed at systematically/ecologically assisting both individuals with ASDs and their work environments to adapt to each other, so as to prevent issues of discrimination. Perhaps one of the most important and obvious issues noted in this study is the extremely low number of ASD charges received to date by the EEOC. This might signify that individuals with ASDs are either not recognizing discrimination and/or are not aware of their rights and options concerning the EEOC. It is recommended that any further research efforts into the topic of ASDs and workplace discrimination begin by exploring this seemingly important issue.
<i>Internal and external partnership</i>	
McFarlane (1998)	The author emphasizes the role of support and facilitation by rehabilitation personnel as structures for inclusion. He discusses the fact that disabilities, like learning and change, are lifetime experiences for all of us. Accordingly, comprehensive personnel development must be attentive to the constituencies and the environment. It must be value based. Finally, comprehensive personnel development must address the present and future needs of all constituencies in the field of disability to achieve successful employment outcomes. The author presents the context for an educational framework for rehabilitation personnel. This framework is based on four pillars formal education, professional certification, continuing education, and self-directed learning. The synergistic relationship among these pillars and the constituency groups provides the framework for effective disability policy and positive employment outcomes for persons with disabilities.
Akabas & Gates (2009)	Individuals, and services provider, can benefit from support and advocacy by unions and, in turn, can offer unions respect and community support. This research effort identified the kind of bridges that exist and/or can be created between community, its mental health system and labor unions so that each may leverage the resources of the others to their own benefit at the same time that they serve the interest of individuals with mental health conditions and their families.
Wehman (2003)	Multiple factors must be examined when determining if a particular job or employee is integrated. First, the indicators that are characteristic of vocational integration are described. Second, systematic procedures for assessing integration opportunities in the workplace and an individual's social preferences are discussed. Third, strategies for improving integration and quality of life outcomes are presented. The article emphasizes the importance of systematic and ongoing assessment of the job setting and the worker if maximum integration is to be achieved and maintained.

(continued)

TABLE 2. Main Findings (*continued*)

	Main finding
Kulkarni et al. (2016)	Employers followed three guiding principles (i.e., beliefs): importance of harnessing diversity, encouraging multi-stakeholder engagement internally, and engaging with the external ecosystem to build internal human resource capabilities. Respondents further noted two interdependent and mutually constitutive programs that covered the life cycle of the employee: job flexibility provisions and integration programs. Country-specific differences existed in terms of perceived external stakeholder support and availability of talent. Findings indicate that disability-inclusion principles may be universal, but their operationalization is region specific. Global organizations must be aware of these differences to design effective inclusion programs.
<i>Top-down diversity management</i>	
Novak et al. (2011)	As predicted by intergroup contact theory, interviews and observations revealed that coworkers were generally more accepting of an employee with a disability if (a) they had the opportunity to get to know the employee as an individual rather than as a stereotype or label, (b) they worked with the employee as an equal peer to accomplish common work goals, and (c) the employer or worksite supervisor unequivocally supported the equality and workplace inclusion of the employee with a disability. Findings suggest intervention strategies to promote inclusion in the integrated workplace.
Balser (2000)	At the individual level of analysis, the results showed that factors that contribute to inequality also contribute to individual perceptions of discrimination. Individuals with more education were less likely to believe they had experienced discrimination. In addition, minorities were less likely to perceive discrimination based on their disability than individuals who are White. Grievance procedures provide employees and organizations with a process for dealing with conflict in employment relations. Even though 89% of the organizations in the employer sample had an established grievance procedure, employees indicated that they used the procedure relatively infrequently to deal with perceived discrimination. Suggesting the grievance procedure may play a symbolic role in the organization; however, the low frequency of usage and the positive association with perceptions of discrimination suggest little beneficial effect on how individuals with disabilities perceive that are treated.
Ochocks et al. (1994)	Findings supported the assertion that the accessibility of integrated work may be enhanced by educating other workforce participants and “society-at-large” to address attitudinal barriers. Attitude change may be a significant target in the educational process that will create more open, accommodating, and successful work sites in the future. Employees, co-workers, and employers all contribute to a “successful” workplace. Although inclusion of people with disabilities in the workplace is related to policies and practices of employers, it is the interaction of all major players that enhanced workplace diversity and inclusion.

(continued)

TABLE 2. Main Findings (continued)

	Main finding
Ren et al. (2008)	<p>There were clear negative effects for disability on performance expectations and hiring decisions, consistent with these HR judgments reflecting forward-looking, predictive measures, anticipating not only how the person with a disability will perform but also predictions of “fit” with the position and/or organization. However, predictions about person–job fit and person–organization fit depend in part on the particular nature of the jobs that the persons with disabilities will be hired to perform and forecasts about nature and availability of any accommodations that they may need to perform those jobs. A positive effect on performance evaluations, which reflect an assessment of past performance for someone presented as a coworker or insider to the organization.</p> <p>The nature of the disability was the strongest moderator, the nature of the disability, where mental disabilities were shown to have a more negative effect on performance expectations and hiring decisions than physical disabilities; sex was a weak moderator, producing effects only in regard to hiring decisions. As predicted, males with disabilities received even more negative hiring decisions than did females with disabilities.</p>
Hanley (2014)	<p>This research has explored the disconnect between people’s general willingness to have more disabled people within the workplace, and their specific concerns and ideas that act as barriers to this happening. It also highlights that people conceptualize disabled people differently to disabled workers, which links to issues of fairness and competitiveness that come into play when someone enters the contractual employment relationship. Whilst disabled people may still be seen sympathetically, they are viewed differently. The notion that they should be treated significantly differently, thus challenging their ideas around what constitutes fair and reasonable treatment, is unsettling to managers and staff. Their desire is to minimize differences between disabled and nondisabled workers. Perceptions of disabled workers may not be reasonable or fair in themselves, but it is argued that to see this simply as a matter of discrimination and risk-averse attitudes is to not recognize the complexity of people’s thinking. The concerns that people have feed into defining what will be rational decision-making for the organization. There may be a disconnect between what people generally want for disabled people and how they then tend to think disabled workers should be treated, but this study has shed some insights into where this disconnect is rooted.</p>
Symanski-Tondora (2002)	<p>Accommodations are not “generic” to all persons with psychiatric disabilities, but rather, they can, and should, take into consideration both characteristics of the job site and unique personal characteristics, in particular an individual’s baseline work behavior. Findings highlight the role of the following accommodations: establishing flexible schedules and leave policies, allowing the employee to have telephone access to their therapist, accepting a longer learning period, creating an initial job “match” based on the employee’s strengths and needs, and allowing the employee more time to complete tasks.</p>

Note. All studies contributed to the top-down diversity management, although we categorized five major articles in the top-down diversity management, we also retrieved information from studies in other category in summary.

have merit after implementing the ADAAA. Allegations related to workplace relations (e.g., harassment, discipline, and discharge) were also more likely to be filed post-ADAAA, although the merit of this type of allegation remained stable.

Allegation varied by company size, industry, geographical location, and individual and disability characteristics (Chan et al., 2005; Lowman et al., 2005; McNeil, 2015). Businesses that are small (i.e., 15–100 employees); in the southern region of the USA; and product, retail, and service industries reported more allegations. Product industries were more likely to have job retention discrimination charges, while service industries were more likely to have job acquisition charges (McNeil, 2015). Chan et al. (2005) analyzed 35,763 allegations with EEOC under the employment provisions of the Americans with Disabilities Act. They compared disability characteristics by using Corrigan et al.' (1988) disability categories (a) uncontrollable but stable impairments (e.g., visual impairment, cancer, cardiovascular disease, and spinal cord injuries) and (b) controllable but unstable impairments (e.g., depression, schizophrenia, alcohol and substance use, and HIV/AIDS). Chan et al. (2005) found that individuals with controllable but unstable impairments perceived workplace discrimination at higher levels, whereas individuals with uncontrollable but stable impairments reported experiencing actual discrimination (as measured by the EEOC merit Resolutions). Balser (2000) also supported that individual perceptions contributed to the discrimination experience. For example, individuals with more education were less likely to believe they had experienced discrimination. Furthermore, racial minorities were less likely to perceive discrimination based on their disability than White individuals. Ren et al. (2008) found a greater negative bias on performance expectations and hiring decisions for individuals with mental disabilities than for those with physical disabilities. Gender was found to be a weak moderator; males with disabilities received more negative hiring decisions than females with disabilities.

Overall, the research revealed that policy alone lacks a necessary proactive element. For example, Cockburn et al. (2006) indicated that policy does not address attitudinal barriers, and policy alone can be a source of implicit and explicit stigma resulting from a lack of employer/employee education surrounding

disability. Implementing a policy without encouraging disability awareness education in the workplace is not enough to be effective. In addition, research indicated that workers with disabilities were more likely to be placed in jobs that isolated them from the rest of the team and less likely to be involved in workplace interactions (Chan et al., 2005; Russinova et al., 2011; Van Wieren, 2006). Suggesting a more interactive, comprehensive, and systematic framework can support employer and demand-side practices toward integrating PWDs into the workplace (Cockburn et al., 2006; Feuerstein et al., 2017; Kuznetsova et al., 2017; Lowman et al., 2005; McNeil, 2015; Russinova et al., 2011; Van Wieren, 2006).

Internal and External Partnership

In addition to the policy and allegation, studies revealed that engaging employment specialists or rehabilitation personnel facilitated workplace integration, which underscores the importance of internal and external partnerships in integrating PWDs into the workplace (Akabas & Gates, 2009; Kulkarni et al., 2016; McFarlane, 1998; Wehman, 2003). Wehman (2003) stressed multiple factors for a successful workplace integration, as inclusion is fluid as work conditions change. Wehman (2003) posits that due to the complex and dynamic nature of inclusive practices, systematic procedures for assessment of integration opportunities in the workplace, workers, and the job setting are needed if maximum integration is to be achieved and maintained. In accordance with Wehman (2003), McFarlane (1998) emphasized the role of support and facilitation by rehabilitation personnel as structures for inclusion. Given that disabilities are often lifetime experiences, comprehensive personnel development must be attentive to the constituencies and the environment. McFarlane (1998) stressed that formal education, professional certification, continuing education, and self-directed learning provided an effective framework for positive employment outcomes and disability policy. Furthermore, Wehman (2003) illustrated concrete workplace integration strategies for employment specialists. In particular, prior to the job placement, employment specialists conducted comprehensive job analysis and bridged workplace elements with

qualified employees (i.e., work environment, social atmosphere, co-worker activities, individual preferences, personal choice, and natural support availability). Workplace integration strategies included making job site modifications, providing social skills instruction, advocating on behalf of the employee, and teaching the employee the “social culture” of the job site.

Kulkarni et al. (2016) investigated the workplace inclusion of multinationals (Indian and German) and found employers that had positive integration results followed three guiding principles: (a) harnessing diversity, especially regarding disability as a form of diversity, (b) encouraging employers to engage multi-stakeholder interests internally (internal stakeholders across functions and hierarchy in inclusionary efforts), and (c) integrating external ecosystems including external expertise from various professional backgrounds in various facets of employment to aid inclusion efforts. Their findings also showed that job flexibility provisions and integration programs, two interdependent and mutually constitutive programs, prolonged job retention. In addition, Kulkarni et al. (2016) indicated that disability-inclusion principles may be universal, but their operationalization is region specific. Global organizations must be aware of these differences to design effective inclusion practices. Their study also illustrated the integration processes, including conducting sensitization training for all stakeholders, conducting accessibility audits, offering mentoring programs, and conducting periodic stakeholder round tables for each employee with a disability. Furthermore, Akabas and Gates (2009) suggested that union representatives can partner with employment specialists as well as internal stakeholders and external networks to support inclusion efforts.

Organizational Top-Down Management Diversity Support

We identified five main articles that contributed to the organizational top-down management diversity support strategies (Balsler, 2000; Hanley, 2014; Novak et al., 2011; Ochocks et al., 1994; Ren et al., 2008). In this process, we identified that articles across themes also contributed to part of the organizational top-down management diversity support.

Characteristics of successful organizational top-down management styles included openness to innovation from the top and/or senior personnel, organizational values that support supervisors, supervisors that were responsive to workers’ needs, and strong communication between employers and employees (Chan et al., 2005; McNeil; 2015; Ochocka et al., 1994; Wehman, 2003). The literature suggested systematic operations in the workplace that contribute to the integration of PWD, included regular diversity-related education and learning opportunities, concrete and clear workplace modification and accommodation practices, and comprehensive grievance procedures, as well as individualized natural supports with an aim to endorse individual differences into the workplace (Balsler, 2000; Chan et al., 2005; Hanley, 2014; McNeil; 2015; Novak et al., 2011; Ochocks et al., 1994; Ren et al., 2008; Wehman, 2003).

Organizational top-down management diversity support can impact the workplace culture and facilitate positive interpersonal dynamics. For example, Novak et al. (2011) explored the work relationship structure with colleagues through the lens of intergroup contact theory. Findings indicated that when the employer and supervisor supported equality and workplace inclusion, co-workers were more accepting of colleagues with disabilities. Additionally, they were more inclined to work with colleagues with disabilities to accomplish common work goals if they had an opportunity to get to know the individual. A friendly workplace fostered positive relationships among workers, which led to independence, productivity, and feelings of happiness and support (Chan et al., 2005; Ochocka et al., 1994; Wehman, 2003). Novak et al. (2011) suggested the workplace should be structured in a way that facilitates contact throughout all levels of the organization and encourages opportunities for workers with and without disabilities to take breaks at the same time. Similarly, Wehman (2003) suggested an indicator of integration of PWD is when their work areas are in proximity to other employees without disabilities and afford a similar work experience. In addition, the work procedures and processes can be designed to maximize the level of interactions and activities of co-workers and opportunities for social inclusion as opposed to alienation of employees with disabilities (Wehman, 2003). Collectively, situations that pro-

mote equal-status contact or interactions between members of two varying social groups were found to also improve intergroup attitudes and culture in the workplace (Novak et al., 2011).

Other sources suggested developing company-appropriate systems and strategies for employees to request workplace modification and accommodations (Akabas & Gates, 2009; Novak et al., 2011). The value of workplace modifications and accommodations has been well-documented. Researchers have found that workplace modifications and accommodations for employees can lead to improved (a) job satisfaction, (b) overall productivity, (c) retention of the employee, (d) enhanced interactions with co-workers, (e) elevated overall company morale, (f) increased accommodated employee's attendance, and (g) a reduction in spending associated with training new hires (Hartnett et al., 2011; Nevala et al., 2015; Schur et al., 2014; Solovieva et al., 2011). In addition, Balser (2000) indicated that having grievance procedures provided to employees and organizations with a process for dealing with conflict in employment relations may foster integration. Although 89% of the organizations in the employer sample had an established grievance procedure, employees indicated that they used the procedure infrequently, suggesting the grievance procedure may play more of a symbolic role in the organization, resulting in increased allegations. Another salient diversity management strategy identified in the literature was to have an allegation tracking system in place (Feuerstein et al., 2017; Lowman et al., 2005; McNeil, 2015; Van Wieren et al., 2012).

Lastly, studies promoted positively oriented collegial interaction and workplace integration. Natural supports, such as diversity education and learning opportunities, job shadowing, supervision, and relationship supports from co-workers, demonstrated a more positive workplace integration (Akabas & Gates, 2009; Kulkarni et al., 2016; Novak et al., 2011; Wehman, 2003). Natural supports were found to be useful and were identified as one of the most common integration efforts in the workplace for PWDs across studies, especially when the natural supports were individualized and available to all employees (Akabas & Gates, 2009; Balser, 2000; Hanley, 2014; Kulkarni et al., 2016; McFarlane, 1998; Novak et al., 2011; Ochocks et al., 1994; Ren et al., 2008; Wehman, 2003).

DISCUSSION

This scoping review included 19 employer/demand-side practice articles for integrating PWDs from 1991 to 2017. Nine studies focused on PWDs in general, four on individuals with mental health conditions, three on individuals with ASD and ID, and two on chronic health conditions. In terms of study design, there were six qualitative studies and one quantitative/survey study, one meta-analysis, and two literature reviews, and there were no randomized controlled trials or quasi-experimental studies. Our findings supported that if we adopted a systematic review research design, we might have excluded many valuable studies even if they are not best practices. In addition, there is a scant focus on theory-driven research among these 19 articles. We identified three general themes: policy and allegation, internal and external partnership, and organizational top-down management diversity support as common and effective approaches to integrate PWDs into the workplace. Policy impacts various aspects of workplace integration; however, studies suggested clear, updated, and inclusive language can make workplace-related policy more integrating (Cockburn et al., 2006; Feuerstein et al., 2017; Van Wieren, 2006). Several studies on discrimination allegations revealed company size, geographical location, industry and disability, and individual characteristics were factors in workplace integration. Although the policy may be a step in the right direction, studies suggest policy alone lacks a necessary proactive element that may result in allegations. Additionally, workplace discrimination allegations are still occurring despite workplace inclusion legislation (Feuerstein et al., 2017). This underscores the need for disability awareness and diversity training efforts to minimize workplace discrimination (Roessler et al., 2010). Implementing a policy without encouraging disability awareness education in the workplace is not enough to be effective. In addition, employers' knowledge of disability legislation was associated with a greater willingness to help and grant job modifications and accommodations and beliefs that employees with disabilities could be productive (Telwate et al., 2017).

Collaboration with employment specialists and rehabilitation personnel can facilitate workplace integration (McFarlane, 1998). Mainly, employment specialists and rehabilitation personnel can

conduct a comprehensive and on-going assessment to bridge the gap in qualified workers with disabilities in the workplace environment and culture. Additionally, they can determine and provide necessary training successfully in job placement and job retention (Wehman, 2003). Studies also demonstrated the benefits of establishing the internal and external partnerships in integrating PWDs into the workplace (Akabas & Gates, 2009; Kulkarni et al., 2016).

In addition, the literature highlighted the shared responsibility of disability diversity management in the workplace. Organizational top-down management diversity support influenced workplace culture and was the catalyst for the social interaction dynamic. Analysis of these articles might suggest that the development of company-appropriate systems and procedures for employees to request job modifications and recommendations, express grievances, and track allegations, and that such developments can be beneficial to workplace integration. The implementation of workplace adjustment and accommodations is associated with numerous benefits, such as retaining qualified employees, increasing worker and company productivity, and enhancing co-worker interaction and company climate (Gold et al., 2012; Solovieva et al., 2011).

Natural support interventions (e.g., communication skill instruction, individualized nature supports, regular diversity education, and learning opportunity) have been found to promote employment success in PWD (Storey, 2003). A positive workplace culture is important as PWDs can feel a sense of social inclusion and acceptance (Hagner et al., 2015). Diversity management should be implemented to support employees with different forms of disabilities because disabilities, diversity, perceived workplace discrimination, and workplace strategies can interact with one another (Nafukho et al., 2010). Employers play essential roles in fostering positive diversity inclusion and reducing negative attitudes and stereotypes (Kulkarni et al., 2016). All of these efforts can be implemented to promote workplace inclusion for PWD. Despite that employers' efforts have been discussed since 1991, scarce evidence-based practice or comprehensive frameworks have been conducted related to this scoping review. This suggests that more employers' practice efforts on workplace integration for PWD research should be emphasized and encouraged.

Implications

An inclusive workplace for employees has been found to have higher job satisfaction, increased overall productivity, enhanced interaction among employees, elevated overall company morale, and improved employee attendance. This scoping review provided important information for both rehabilitation professionals and employers to work together to promote the integration of PWD in the workplace. We found that policy and allegation, internal and external partnerships, and organizational top-down management diversity support is the major employer practice for workplace inclusion. Recent research found that successful companies that establish an enterprise-wide accommodations budget line item to pay for applicant and employee accommodations (Chan et al., 2020). They also found that successful businesses have in-house disability management specialists who are knowledgeable and have the expertise to manage issues related to the ADA and job accommodations (Chan et al., 2020). Therefore, establishing a clear budget line for an enterprise-side accommodation and having those specialists are effective ways to enhance inclusive workplace culture. In addition, it is also important that vocational rehabilitation professionals establish relationships with local and national companies to support issues related to workplace accommodations and the ADA, which leads to developing inclusive workplaces. Especially since research has supported the importance of the top-down approach to change workplace culture and disability inclusion climate and to foster a welcoming climate for PWDs (Chan et al., 2010, 2020), it is vital for rehabilitation professionals to redouble their efforts to connect and cooperate with executive level employees to improve the workplace climate.

Iwanaga et al. (2021) reported that disability inclusion training is related to the inclusion of PWDs in the workplace. The leadership of successful companies also underscored the importance of disability inclusion training for their managers and staff; and provided disability inclusion training for employees at all levels of the organization to demystify misperceptions about PWD and their health conditions, job performance, and social functioning. Based on our findings, to be effective, the disability inclusion training must focus on sharing knowledge and experience of workplace adjustment and accommodation, emphasizing the importance of natural

support and workplace culture, sharing examples of successful companies' workplace supports, and providing knowledge of legislation related to the employment of PWDs.

Employer's attitudes toward disabilities should be recognized in order to enhance the inclusion of PWD; rehabilitation professionals can focus on highlighting assets and strengths of PWD, assisting employers in generating novel ideas to carry out actions, and facilitating PWD in developing their skills (Nota et al., 2014). Rehabilitation professionals can promote community outreach and companies' awareness of vocational rehabilitation services by providing information and consultation on accommodation, interviewing, and disability etiquette (Erickson et al., 2014). Promoting success stories of employees with disabilities, understanding employees with disabilities' accommodation needs and paths to accomplish work tasks, and providing presentations regarding stereotypes and myths have been shown to be effective in increasing employer's awareness of disability issues (Kaye et al., 2011). Rehabilitation professionals can also enhance PWDs' workplace integration experiences by encouraging employees with disabilities to participate in the social network of the workplace and facilitating interactions among employees with and without disabilities (Novak et al., 2011; Wehman, 2003).

Limitations

Several limitations should be considered in this scoping review. First, no randomized control trials or quasi-experimental studies were included in the remaining 19 studies. In addition, there were only one meta-analysis and two literature reviews, and there was limited theory-driven research in this review. Moreover, we did not assess the quality of the literature included in the review. Although we followed the scoping review methodology, it became difficult to detect gaps where the existing research was of poor quality. Therefore, it would be beneficial if future research applied a more rigorous methodology to better understand employer practices in integrating and assisting PWDs in the workplace. Second, several disabilities (e.g., visual impairment, mental illness, and ASD) were discussed more than other disability types, which may limit the generaliz-

ability of the findings. Workplace inclusion practices and strategies must be different based on disability types. For example, it has been found that employers have varying degrees of preference for different types of disability groups, and they tend to favor people with physical disabilities over people with cognitive and mental health disabilities (Huskin et al., 2018; Rudstam et al., 2012). Effective accommodations are also different based on disability types (JAN, 2020). For instance, the common accommodations for people with mental health impairment are flexible schedules, providing rest areas, or providing a support person, while people with blindness may need more technical supports such as providing braille labelers or screen readers. In the future, it is also recommended to include studies using other research methods or other search terms if the research topics under study are very broad and have not been empirically and systematically examined sufficiently. Additionally, although we identified several articles from human resources management, and administration journals, it is recommended to expand the focus on management and business-related journals to capture sufficient demand-side practices.

CONCLUSION

This review has summarized some of the findings from the research literature that can guide employer practices for integrating PWD into the workplace. We identified best employer practices that are used to improve integrating PWD in the workplace with a scoping review methodology. This scoping review found that there were four main employer practices that enhance integrating PWD in the workplace (i.e., workplace modification and accommodation, natural support and workplace culture, diversity management, and legislation). The findings of this scoping review provide important information for employment service providers to engage and assist employers in their efforts to improve an inclusive workplace climate. The findings also provide employers evidence-based practices that will contribute to improving and integrating PWD in the workplace, which leads to enhancing their employees' job satisfaction, overall productivity, and overall company morale.

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