

Systematic Literature Review (SLR) On Inclusive Processes Of Workers With Disabilities

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Abstract: The research conducted involved an international systematic literature review (SLR) on the topic of integrating workers with disabilities into organizations. Through the selection of 32 studies, the SLR was able to identify numerous variables associated with inclusion, including organizational practices, organizational support, organizational culture and climate, anti-discrimination measures, presence of inclusive leadership that offers support and adaptation of people to their Work. To compile the relevant articles, an RSL-specific methodology was employed. Subsequently, the articles were prioritized and examined in relation to relevant academic literature. Consequently, the research conducted has highlighted the crucial variables relating to the integration of people with disabilities into organisations, both in an academic environment where studies on the subject are scarce or limited, and in a professional context where people with disabilities are twice as likely to be unemployed as the average worker. Finally, the analyzed research demonstrates the potential significance of these variables for managers and HR leaders in implementing a tailored HR policy.

Keywords: Workers with Disabilities, Special Education, Anti-Discrimination Measures, Inclusive Leadership, Disability Management.

1. Introduction

The concept of disability, often hidden or unexpected, is a multifaceted issue that poses challenges in both its definition and representation. According to the WHO, approximately 15% of the global population, or approximately 1 billion individuals, are affected by disabilities, making it the largest minority group in the world (Jamaers, 2020). Despite legal employment obligations, people with disabilities often face unemployment rates that are twice as high as average. However, they represent a valuable workforce for organizations (Dwertmann, 2016). Therefore, organizational inclusion becomes a significant concern for both people with disabilities and companies. In recent years, many organizations have recognized the importance of hiring and training people with disabilities and have implemented management practices tailored to their specific needs. These efforts are part of corporate social responsibility (CSR).



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The present study aims to conduct a systematic review of the existing literature on the inclusion of people with disabilities in organizations. It is based on the conceptual framework developed by Shore et al. (2011, 2018), who defined organizational inclusion as the convergence of a strong sense of belonging and the organization's respect for the unique attributes of the individuals affected by inclusion. A distinction is made between diversity and inclusion, with diversity focusing on the heterogeneity and demographic composition of groups or organizations, while inclusion emphasizes employee participation and the integration of diversity into organizational systems and processes (Roberson, 2006, p. 229). This research aligns with the field of disability studies by adopting this perspective. Furthermore, following Ravaut and Sticker (2000), a conceptual differentiation is made between integration and inclusion. Integration requires that people with disabilities adapt to social norms, while inclusion involves society acting to meet the needs of those who need to be included. In addition to their innovative analytical model, Shore et al. (2011, 2018) highlighted the crucial role of leaders as facilitators of organizational inclusion. However, this aspect did not focus specifically on people with disabilities, unlike the present research, which aims to identify and examine articles regarding the organizational inclusion of disabled workers. To achieve this objective, a systematic literature review (SLR) is proposed, using a rigorous and comprehensive research methodology. The SLR seeks to answer the following research question: *What variables have been identified in the scientific literature that contribute to the organizational inclusion of workers with disabilities within organizations?* The variables under investigation were examined through the lens of concepts identified during theoretical or experimental research, while only a limited number of existing systematic reviews on inclusion use this research approach (Ellenkamp, 2016). As a result, additional variables were discovered, complementing the work of Shore et al. (2011, 2018) and are classified into three distinct groups. To answer this research inquiry, you must first outline your research methodology. Next, the results of the systematic review are presented, followed by an analysis and identification of key variables characterizing inclusion.

2. A research methodology based on the systematic review of the literature

The search methodology is described below, including article eligibility criteria, search strategy and identification of selected studies.

The articles chosen for this study meet specific eligibility criteria. These articles were written in the English language and have undergone a rigorous peer review process. The period selected for this study is from January 1, 1996 to December 31, 2022. The beginning of this period coincides with the date of publication of Stone and Colella's fundamental model in 1996, which marked the beginning of academic research in this particular field. Furthermore, the selected articles must have been published and cited in internationally recognized databases. The focus of this study is on adults with disabilities working in public or private organizations. Consequently, articles discussing the social inclusion of schoolchildren or university students were excluded. Similarly, articles addressing inclusion in the context of other diversities, such as ethnicity or gender, were also excluded. Furthermore, studies that were too broad in scope, including disability in general or support for people with disabilities, were also excluded. This decision was made to prioritize the organizational aspect of inclusion. Additionally, studies in the field of psychology that used fictional scenarios, such as cartoons, to simulate disability were excluded, as they may not accurately re-

flect the reality of the organizational context. Finally, other studies that were too distant from the organizational field or whose full texts were inaccessible in the databases consulted were excluded from the analysis.

A multi-phase methodology was implemented. Initially, a Google Scholar search was conducted. However, the results were deemed impractical due to their large number: 25,800 results for the keyword 'organizational inclusion', 2,200,000 results for the keyword 'organizational inclusion' and 3,640,000 results for the keywords 'inclusion' and 'organization'. Subsequently, a second survey was conducted with the assistance of qualified researchers specializing in diversity issues. These experts proposed the following keywords: "diversity", "inclusion", "disability" and "workplace".

It is in this context that several databases were mobilized, namely the following three: Wiley, Jstor and Scopus.

Once the first census of the research carried out was carried out, the duplicates were eliminated using version 5.0.36.SA of Zotero. Then, to validate the selection and eligibility steps, the Rayyan qcri software (version 5), developed by Ouzzani et al. (2016), was used.

The selection process is taken from the PRISMA method (Moher et al., 2009). The HCERES ranking was used to select the final articles and to justify their scientific quality (Kalev et al., 2006). Only publications in classified journals were thus retained. Titles and abstracts were analyzed, double-blind, for the selection of articles.

During the analysis and in-depth reading phase of the remaining articles, manual coding made it possible to identify fourteen key variables linked to organizational inclusion. For each final research selected, key variables were listed in an Excel file. These variables are presented in part 2. The research selected and their partial characterization are presented in the appendix.

3. Results that they identify the variables organizational and/or individual related to inclusion from the people with disability

For this work 32 studies were selected from the initial 1108 articles (analyzed in Table 1).

Table 1. Schematic description of the 32 Studies obtained by the SLR

Author(s), year of publication	Methodology type	Population surveyed	Identified variable(s)
Araten-Bergman (2016)	Quantitative	236 managers	Organizational climate, attitudes of manager
Bartram et al. (2018)	Qualitative	Leaders, directors and supervisors	Ethical HR practices, performance, leadership
Baumgärten et al. (2010)	Quantitative	Participants with disabilities	Performance, job satisfaction
Colella et al. (2004)	Non applicable (NA)	NA (explanatory model)	Organizational justice, person-job fit, inclusive

			leadership, organizational support, job satisfaction, organizational HR practices
Dobusch (2021)	NA	NA (literature review)	Organizational inclusion, inclusive leadership, person-job fit, inclusive organizational practices, discrimination
Dwertmann (2016)	Quantitative	Specialist researchers	Organizational inclusion, person-job match
Dwertmann et Boehm (2016)	Quantitative	Employees with disabilities	Leadership, organizational inclusion, performance, organizational climate
Foster and Foch (2010)	Qualitative	Employees with disabilities, union leaders and disability related organizations	Person-job fit, perceived organizational support
Fujimoto et al. (2014)	Qualitative	Artists and athletes with disabilities and people with no disabilities	Organizational inclusion, organizational socialization, HR practices, person-job fit, leadership
Gonzales et Simpson (2021)	NA (conceptual model)	NA (model proposal)	Person-job fit, performance, leadership, well-being, professional stress, inclusion organizational, organizational support, perceived stigma
Hoque et al. (2018)	Quantitative	25 employees maximum (without executives / senior civil servants)	Motivation, performance, job satisfaction, stress at work, perceived organizational justice, well-being at work, HR practices
Jackson et al. (2010)	Quantitative	200 directors and personnel managers	Person-job fit, perceived organizational support
Kulkarni et al LengnickýHall (2011)	Qualitative	31 people with disabilities	Organizational socialization, inclusive leadership, HR practices, perceived organi-

			zational support
Lanctôt and Corbière (2012)	Qualitative	Non-disabled employees (39%) and disabled (61%)	Quality of life at work, organizational inclusion, perceived organizational support, person-job fit, leadership
LengnickýHall et al. (2008)	Qualitative	38 business leaders of different sizes	Performance, person-job fit, high-level leadership
Bone (2019)	Quantitative	502 employees with disabilities	Benevolent leadership, job satisfaction, well-being at work, inclusive climate, perceived discrimination
Lyons et al. (2018)	Quantitative	Study 1: 85 employees with visible disabilities Study 2: 80 participants with a visible disability Study 3: 125 participants Study 4: 179 undergraduate students at a large university	Stereotypes, organizational support, leadership
Moore et al. (2017)	Qualitative	Human resources people + 29 employees (no employees with disabilities)	HR practices, person-job match
Nelissen et al. (2016)	Quantitative	313 employee-colleague dyads in 7 organizations	Organizational inclusion, performance, professional stress, stereotypes
Pagan (2014)	Quantitative	Employees with disabilities	Job satisfaction, inclusive leadership, person-job fit, job stress, perceived organizational support
Pagan-Rodriguez (2015)	Quantitative	36 employees currently disability Longitudinal data (1989-2008)	Job satisfaction, continuing education
Peters et Brown (2009)	Qualitative	305 respondents (nurses, auxiliaries) and other professions (e.g. office	Person-job fit inclusive leadership, perceived organizational support (at-

		workers, paramedical professions, etc.)	titudes and reactions of colleagues), perceived organizational justice
Ranjatoelina (2018)	Quantitative	Three inclusive companies: Vitamine T, APF Entreprises, and Ethik Investment	Organizational inclusion, performance, skills (and resources), leadership
Sabat et al. (2014)	Not empirical study	Managing Directors and Directors of the 3 companies	Organizational empathy, person-job fit, HR practices, stigma, discrimination, inclusive organizational culture, perceived organizational support
Schur et al. (2009)	Quantitative	Business of 24 employees	Job satisfaction, leadership, organizational culture, organizational practices (HR), organizational justice, perceived organizational support, discrimination
Shantz et al. (2018)	Quantitative	1,251 employees with disabilities 9,959 employees without disabilities	Job satisfaction, inclusive leadership, HR practices
Shore et al. (2009)	NA	NA (research model)	Organizational inclusion, practices HR, leadership, performance, organizational culture
Stone and Colella (1996)	NA	NA (research model)	Legal context, organizational justice, inclusive leadership, HR practices, performance, organizational culture
Stone et Williams (1997)	NA	NA (research model)	HR practices, person-job fit, performance, stereotypes, inclusive leadership, organizational culture
Whitt et al. (2014)	NA	NA (research model)	Organizational culture,

			person-job fit, organizational empathy, performance, inclusive leadership, well-being at work, stigma, perceived organizational support
Williams & Whitt et Terrace (2010)	Qualitative	72 cases of workplace conflicts involving 76 complainants	Performance, organizational empathy, organizational socialization, organizational culture, person-job fit, stereotypes
Zhu (2019)	Quantitative	485 employees with disabilities	Organizational climate, organizational inclusion, job satisfaction, professional well-being

In general, the greatest part of the Education was Anglo-Saxon ($n = 17$), European ($n = 8$) or Asian ($n = 4$). Furthermore, 78% of the searches ($n = 25$) resulted in an empirical analysis, while seven they were purely theoretical in nature. Most empirical studies have used a methodology of quantitative research ($n = 15$). Always in terms descriptive, the employees with disability I am the main stakeholders involved, with 16 of the 32 research projects selected. Others may also be involved stakeholders, such as managers, directors and supervisors ($n = 7$), managers and responsible from the resources human ($n = 3$), responsible of organizations trade unions, legal or for their disability ($n = 2$), researchers working on the integration of people with disabilities ($n = 1$) or colleagues of Work inside of of the organization ($n = 1$). It goes noticed That someone research Not they have specified the study population ($n = 9$). Furthermore, the majority of studies ($n = 20$) do not mentioned the type of disability. For those who have, the most common disability ($n = 10$) is sensory (auditory or visual). Furthermore, more than half of the studies did not provides no detail on the visible or invisible nature of the disability ($n = 17$). Finally, the rank of disability (mild, moderate or severe) is almost never mentioned in research ($n = 30$). It should be noted that this lack of detail in the studies conducted can be explained by the difficulty of understanding disability in organizations, especially its possible invisible nature. This could make acceptance of the disability more difficult, as other employees may think that the person is not really affected by the consequences of his disability or, on the contrary, that he is making them worse (Colella et al., 2004). Similarly, according to Lyons et al. (2018), some employees may choose not to disclose or have their disability recognized because the risks associated with disclosure are greater than the potential expected benefits (e.g., obtaining accommodations) (Whitt et al., 2014). In addition to these preliminary descriptive components, the examination of the selected research allowed us to identify variables related to the organizational inclusion of people with disabilities, in relation to our research problem. These variables, which include both organizational and individual aspects, are presented in Table 1 and are classified into

three categories. Some of these variables relate to the organization itself and the factors that contribute to the success of inclusion. Other variables concern the situation of the disabled person within the organization or the relationship between the individual and the organization. One of the main findings of the research is the recognition of organizational and individual variables in understanding the effective inclusion of people with disabilities.

3.1 Variables related organisation to inclusion of workers with disability

The organizational variables identified in the systematic literature review are presented below:

- *Practices organizational:* Some organizational practices that improve inclusivity, such as disability awareness campaigns, have the potential to improve employers' understanding of anti-discrimination legislation (Jackson et al., 2010). Such practices include methods such as “professional coaching and tailored management based on the skills and competences” of the employees in question (Ranjatoelina, 2018). These practices arise from policies implemented by several governments, with the use of financial incentives aimed at motivating organizations to “implement structural changes that improve employment opportunities for people with disabilities” (Moore et al., 2017).
- *Support organisational perceived:* Organizational inclusion is also likely to be associated with perceptions of support received from the organization. In the studies cited above it is stated that the level of trust in the organization will be higher if the disabled individual receives more support. Furthermore, colleagues of disabled people show less skepticism towards work adaptation procedures (Colella et al., 2004). The feeling of support from various actors within the organization, such as leaders, unions and colleagues, improves the sense of inclusion within the organization for employees with disabilities.
- *Discrimination:* Workers with disabilities within organizations may encounter discriminatory practices. These practices appear to arise from the unfounded belief that people with disabilities do not have the knowledge, skills and abilities necessary to perform the required tasks or that their performance is inferior to that of non-disabled people (Lengnick-Hall et al., 2008). As a result, these discriminatory practices have a negative impact on the organizational inclusion of this particular population. Workers with disabilities are more likely to secure part-time positions or face greater difficulty in achieving progressive professional development opportunities. Furthermore, their chances of receiving promotions are reduced (Jackson et al., 2010).
- *Culture And climate organisational:* Research conducted by Araten-Bergman (2016) in Israel involving 236 human resources managers indicates that the recruitment of people with disabilities within organizations is not influenced by the positive attitudes and intentions of employers and managers. Therefore, it is imperative that organizations establish concrete policies that promote diversity, particularly through written and explicit policies on the recruitment of people with disabilities. Simply implementing new inclusive practices, such as training managers on disability issues, is insufficient. The inclusiveness of an organization also depends on the existing organizational climate. Indeed, a climate that embraces diversity facilitates the development of individuals' adaptability to change. An organizational

climate characterized by diversity allows employees with disabilities to receive the necessary support to meet their specific requirements, while avoiding discrimination (Luu, 2019).

- *Justice organizational*: Studies that assume that higher levels of organizational justice correspond to higher levels of inclusion suggest that employees with disabilities are sensitive to ethical climates and favor companies perceived as fair and caring for all employees (Stone and Colella, 1996). When employees trust and feel recognized by the organization, receive support and have autonomy, they are less likely to perceive the implementation of certain work practices as unfair. As a result, the perceived level of organizational inclusion among all employees in the company is likely to increase.
- *Socialization organizational*: The creation of networks built around community activities within the entity is also a determining factor for organizational inclusion (Fujimoto et al., 2014). It is critical to recognize that these activities can be formal (related to work performed within the entity) or informal (participation in external events organized by the entity, for example).
- *Empathy organizational*: Organizational empathy stands for emotional understanding of hierarchy, assistance from colleagues and recognition in the workplace. Thus, the greater the degree of compassion, the broader the organizational inclusion. If people with disabilities feel emotionally "understood" by the hierarchy, supported in their duties by colleagues and if their work is duly appreciated, then they perceive themselves as included in the entity (Luu, 2019).

3.2. Variables individual related to inclusion organizational and workers with disability

The following are presented single linked variables to inclusion of people c or n disability within organizations.

Satisfaction working: According to Baumgärtner et al. (2010), people with disabilities experience a marked level of job satisfaction compared to non-disabled employees in work environments perceived as highly hierarchical and centralized. In contrast, researchers have found that when working conditions are perceived as less centralized and more flexible, employees with disabilities report higher levels of satisfaction than their non-disabled counterparts.

Performance individual: In terms of individual performance, a study conducted in the Netherlands (Nelissen et al., 2016) indicated that when colleagues show positive attitudes towards people with disabilities, this contributes to improving the performance of those individuals.

Stress from Work: Furthermore, according to Nelissen et al. (2016), there is a correlation between work-related pressure and the practice of inclusiveness. When experiencing work-related stress, coworkers and supervisors are more likely to engage employees with disabilities who they perceive as friendly and empathetic.

Wellbeing to the Work: Furthermore, Bartram's (2018) qualitative investigation, conducted in Australia with managers and directors through semi-structured interviews, reveals that the ethical management of people with intellectual disabilities promotes greater social integration and greater self-reported satisfaction. This research demonstrates that managers and directors extend their efforts in the workplace by cultivating friendly relationships with people with disabilities. Another study, conducted by Lanctôt and Corbière (2012), verifies that it is the relationship developed between employees through social activities, rather than the nature of the tasks

to be performed, that improves the quality of working life and the loyalty of disabled employees on the job.

3.3. Variables linking the individual to the organisation that influence the inclusion of workers with disabilities

Lastly, if there is a correlation between organisational and individual factors and the inclusion of individuals with disabilities within the organisation, it appears that there are additional variables of 'alignment' between the individual and the organisation that also have an impact on the inclusion of workers with disabilities. These variables encompass leadership and the compatibility between the individual and their job role.

Leadership: Supervisors play a significant role as "moral agents" in promoting the inclusion and well-being of employees with disabilities, as stated by Bartram et al. (2018). According to Kulkarni and Lengnick-Hall (2011), supervisors not only provide support in task completion but also help with the "personal problems" of employees with disabilities. Luu (2019) has introduced the concept of benevolent leadership in her research conducted in Vietnam, involving 663 employees with disabilities. This concept encompasses various types of leadership, including the "transformational," ethical, and social leadership. Leaders ensure that employees with disabilities have the necessary resources to carry out their assigned tasks. Furthermore, they contribute to the implementation of training programs, treat individuals fairly, utilize their abilities positively, and address their need for psychological security.

Person-job matching: Besides, person-job fit "refers to the way in which a person's profile is matched with the requirements of the job (match between requirements and abilities) and to the way in which the needs expressed by the person concerned are in line by the job offered" (Ybema et al., 2020). For Colella et al. (2004), colleagues and supervisors are therefore important players in the process of the plan of the work. Colleagues can offer help to disabled employees like changing some work tasks that are unsuitable for their disability or adapting their schedules. To understand the issue of organisational inclusion of people with disabilities, the results of our research revealed the existence of both organisational and/or individual variables. These results are then enriched by a conceptual analysis but also through the prism of elements specific to the public sector.

4. Discussion of the Results

In the subsequent part of this investigation, we put forth, through deliberation, a theoretical examination of the factors associated with organizational incorporation, as discerned utilizing the RSL.

The RSL emphasizes the significance of organizational variables that demonstrate leaders' aspiration to establish a culture of inclusivity (Dugas, 2023). This culture of including individuals with disabilities appears to exemplify organizations' desire to combat discrimination and foster diversity. It also enables the challenge of societal biases that associate disability with underperformance. Additionally, it facilitates a socialization process that enhances the resources and skills of these individuals, thereby contributing to the creation of enhanced organizational value. This is achieved through the implementation of practices that promote empathy for the "other," as well as fostering a work environment characterized by inclusivity, justice,

and a supportive climate. By combating stereotypes and discrimination, organizations that actively promote inclusion and implement inclusive practices elevate the level of support provided to their members while promoting empathy, justice, and socialization. The impact of these organizational variables aligns with the work of Argyris (1995), who concluded that a learning organization should encourage its members to question the values that underlie their actions and serve as sources of organizational inertia, adopting a more positive and proactive approach (Shore et al., 2009). In this regard, Huber (1991) posits that an economic entity learns when the interpretation and elaboration of information can alter the range of possible behaviors. Consequently, organizations have the option to embrace a positive evolutionary process that promotes genuine inclusivity of individuals with disabilities. Therefore, when it comes to the organizational inclusion of people with disabilities, which can sometimes encounter discrimination and resistance towards diversity (Lyons et al., 2018), organizations could become learners and engage in a collective effort to acquire and develop skills that bring about lasting and profound changes in the management of situations and the situations themselves (Koenig, 2015). The significance of individual variables is emphasized by the RSL. On one hand, the performance of individuals with disabilities is a matter of concern, while on the other hand, their professional lives and satisfaction at work come into play. The well-being and management of professional stress also contribute to the multifaceted nature of this issue. The question of performance holds great importance due to the existing prejudices regarding the skills of individuals with disabilities. Often, a handicap is erroneously associated with underperformance. Nevertheless, examining individual variables sheds light on the well-being and self-actualization of people with disabilities. The interplay between organizational and individual variables, however, raises certain questions. Therefore, organizations face the challenge of providing opportunities for individuals to express their "capabilities," as defined by Sen (2008). In this context, organizations should adopt a virtuous business approach and consider the true potential of individuals, especially those with disabilities. A just organization is one that maximizes opportunities for its members to act. This concept also facilitates the creation of a professional environment that promotes inclusion and aligns with the actual possibilities of individuals with disabilities. Consequently, a socially just structure must consider the diversity of its members or those deserving of membership. Finally, our RSL reveals a lack of empirical research among the identified articles. In fact, 30% of the selected research is purely theoretical. Furthermore, when field studies on organizational inclusion are conducted, they exhibit significant heterogeneity in terms of chosen methods. Measuring disability presents challenges, and the surveys used are not always appropriate or accessible for studying specific types of disabilities. Additionally, existing research often fails to adequately address the population of people with disabilities, despite being the primary focus. Little information is provided regarding the type or severity of difficulties experienced by this population. Consequently, conducting a meta-analysis to compare research findings is currently unfeasible, as is typically the case with systematic reviews in management (Tranfield et al., 2003). Moreover, the identified research tends to be partial, examining variables in isolation without comprehensive modelling or precise identification of complex relationships between different variables. Certain variables can be considered either antecedents or consequences of inclusion, such as work stress or well-being. It is important to note that the identified variables have not been studied in connection with public policies

and legal obligations imposed on businesses. However, it can be hypothesized that the legal and institutional environment significantly influences organizations' desire to enhance their perceived societal citizenship.

A further aspect that deserves investigation are the results focused on the public sector. The findings of our RSL indicate a dearth of research specifically focused on the inclusion of workers with disabilities in the public sector. This can be attributed to the fact that our article selection method consisted solely of including articles published in academic journals and written in English. Consequently, non-academic publications such as professional journals or mainstream newspapers were excluded, further contributing to the limited knowledge regarding inclusion by public employers. Specifically, only six out of thirty-two articles address this topic. Out of these six articles, two pertain to companies operating in the social sector (Lanctôt and Corbière, 2012; Ranjatoelina, 2018). The surveyed population in these articles is highly diverse, encompassing individuals with disabilities (Fujimoto et al., 2014), managers (Dwertmann and Boehm, 2016), company directors (Ranjatoelina, 2018), union leaders, and specialists from various countries (Germany, United Kingdom, Australia, United States, France, Canada). In this regard, Foster and Foch (2010) emphasize the crucial role played by local and regional unions in the implementation of work arrangements, especially when they collaborate with government agencies specializing in the employment and retention of individuals with work-related disabilities. However, the absence of clear procedures pertaining to the negotiation of these adjustments can impede the effectiveness of unions, as can their lack of training in disability-related matters (Foster and Foch, 2010). This is the reason why individuals facing a disability must have access to a specialized service tailored to their specific needs, as is the case within voluntary organizations. The coordination efforts between the disabled worker, their employer, union representatives, and government agencies are thus crucial in promoting organizational inclusion, from a collective and organizational standpoint, without treating disability as an isolated issue (Foster and Foch, 2010). In a study conducted by Fujimoto et al. (2014), individuals with disabilities, as well as managers and government officials without disabilities, were interviewed. These researchers provided a definition of inclusion that is based on the active participation of all members, regardless of their disabilities, in shared activities (whether professional or non-professional), which fosters a sense of identity and belonging within the organization. The government officials also identified physical and digital accessibility, as well as effective leadership, as means of promoting inclusion (Fujimoto et al., 2014). Lastly, within the public sector, the alignment between individuals and their job, combined with benevolent leadership, contributes to enhancing the motivation and well-being of employees, whether they have disabilities or not (Bright, 2008).

5. Conclusion

Ultimately, our research made it possible to explore the existing literature on inclusion organization of people with disabilities, on an international scale. The research on disability is indeed at the heart of public policy issue current, knowing that human resources practices are still poorly developed (Lengnick-Hall et al., 2008). Research carried out on the public sector firstly highlighted the important role third-party facilitators, such as unions, which serve as intermediary bodies promoting implementation of an internal policy for the inclusion of people with disabilities. This research then highlighted the role of para-state institutions, vectors of dissemination of a

culture of inclusiveness while participating financially via subsidies to workstation arrangements promoting a better person-job match. As an expansion of current scholarly investigation, it is conceivable to undertake a study that proposes a comprehensive model of global analysis based on the key variables identified in this literature review. This proposed model would combine HR practices, person-job fit, leadership, perceived organizational support, HR performance, and organizational inclusion, incorporating explanatory, explained, and moderating variables. To address the limitations identified in this review, the model should be specifically tailored to the population of individuals with disabilities, considering the type and severity of difficulties encountered by this group. Such perspectives would enable meeting the current needs of public and private institutions that recognize the significance of organizational inclusion for people with disabilities. From a policy standpoint, the implementation of anti-discrimination laws has played a role in increasing the employment rate of individuals with disabilities. Additionally, these laws have provided a framework for defining disability and establishing reasonable workplace accommodations (Lengnick-Hall et al., 2008). However, there is a lack of clear guidance on how to apply these laws, which can sometimes pose challenges for employers (Carpenter and Paetzold, 2013). Furthermore, there appear to be significant opportunities at the employer level to enhance practices and foster cultures of organizational inclusion, areas where future research can contribute to advancement. Given that organizational inclusion of individuals with disabilities is a delicate and ever-evolving process marked by the coexistence of exclusionary and inclusive pressures from various stakeholders within an organization (Jammaers, 2020), it is crucial to bolster both scientific knowledge and managerial progress to address this complex and essential question.

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