



Exploring The Different Practices Of Organizations Supporting Employees With Disabilities

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Abstract

Equality in the workplace is important for providing equal opportunity to employees. Organizations should have different practices for including disabled employees in the workplace. Ethics and morality are important factors for managing the reputation of the organization. Different countries have different policies and regulations for disabled people to work equally. The Governments of different countries have created regulations for corporate organizations. Quality management in the workplace in terms of hiring employees is required for avoiding discrimination. The main purpose of this study is to evaluate the policy of different countries. It is for inclusion of disabled employees in the workplace. The policies of Sweden, the USA, the UK, and Australia for disabled candidates have been discussed in this study. The regulations are effective for managing inclusion and providing opportunities for disabled people to work. Achieving SDG 8, “Decent Work and Economic Growth,” which emphasizes inclusive employment of workers with disabilities, is crucial (United Nations 2015). Many countries have developed policies to support this goal, but challenges vary across regions.

Keywords: Employees/people with Disabilities, Best Practices, Organizations, Employment

Introduction

This literature review will examine the approaches used in various nations to support workers with impairments in the workplace. Even said, objective number 10 of the Sustainable Development Goals—reducing inequality—allows for equal chances for all people without differences such as disabilities and the creation of an equal space for everyone (Nations, 2023). The paper explores the different practices toward employees with disabilities that

organizations can adopt by examining existing research. By analysing the current state, strategies employed, challenges faced, and the outcomes achieved, this review will serve as a valuable resource for other scholars, decision-makers & policymakers. This study aims to investigate the various methods organizations adopt in different countries. It provides a comparative literature review of the support supplied by these organizations to employees with disabilities, including policies and strategies, work environments, technology adoption, and employment practices. The review draws on 34 papers published between 2018-2024, obtained from reputable databases such as Emerald, Academia, Scopus, and Research Gate.

This study has aimed to provide in-depth information on policies and legislation of different countries for disabled people. The study has completed a systematic review for analyzing the strategies of different countries for probability for disabled people. It is important to follow equality in the workplace of organizations in the country according to government policies. According to the opinion of Gould *et al.* (2021), equal opportunities for employees are important for managing ethics and sustainability in the organization. The country focuses on the GDP and economic development of the country. This study is effective in increasing employment and reducing poverty. Unemployment among disabled people in the country is a negative factor. It has a direct impact on the financial stability of the country and equality in the society. This is the purpose of the study to understand the challenges of countries to incorporate equality for disabled people in the workplace.

Findings

#	Author	Aim	Method	Findings	Relevance to the research topic	Country
1	Mzembe and Filimonau, 2024	This article aims to evaluate the importance of an ethical perspective for the hospitality industry to avoid discrimination for physically disabled employees.	A secondary qualitative method has been followed in this research	The hospitality industry will need to maintain ethics in the workplace to maintain equality among employees irrespective of physical disabilities	This article is relevant to the topic as it has evaluated the ethical practice of hospitality companies for physically disabled employees.	UK

2	Erdtman et al., 2022	To find new strategies and policies for physically disabled employees according to Universal design (UD).	primary qualitative method has been conducted via interview method	It is required to manage the policies and practices of UD to maintain equality as per the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)	This study is aligned with topic as it analysed the practices of equality	Sweden
3	Moscatelli et al., 2024	To find the importance of legislation for managing employment of physical disabilities	A secondary qualitative method has been utilized	the findings of this study are that legal rules are required for managing equality	it aligned with equality for physically challenged employees	Italy
4	Tomczak, 2022	Proper design of the work environment for managing the well-being of autistic employees	interview	modifying management and technology is effective	practice for physically challenged employees	UK
5	Jamin et al., (2024)	inclusion strategies of disabled employees	secondary database	hospitality companies should include disability	it has found in this article that inclusion strategies are beneficial for	UK

					managing diversity and inclusion	
6	Kersten et al., 2024	strategies to manage care for people with intellectual disabilities	exploratory qualitative study,	motivation and strategies of the CEO to provide care to intellectually disabled employees to manage equality	The aim of this research is aligned with objectives of the topic	UK
7	Mahasneh et al., 2023	to find the willingness of companies to hire physically challenged candidates	interview	it is beneficial for managing brand reputation	This article is aligned with the research topic that is regarding effective strategies to manage equality in the workplace for physical disabled employees	UK
8	Doyle and Bradley, 2023	Evaluate the importance of disabled coaching in the pandemic	survey 409 participants	It is effective for managing the skills of employees	aligned	UK
9	Toquero et al., 2023	Recommendations for including People with Disabilities	interview	law and educational intervention are effective	aligned with practices for inclusion	UK

10	Wolbring and Lillywhite, 2021	finding advantages of disability inclusion	secondary qualitative	Effective for managing ethics in the workplace	inclusion of disabled employees for diminishing discrimination	UK
11	Zańska et al., 2020	to find the impact of physically disabled ambassadors for an organization	online interview	it is beneficial for increasing awareness of managing equality	the findings is aligned as it discussed the effectiveness of ambassador strategies	Turkey
12	Layton et al., 2023	to find impact of assistance technologies on management of physically impaired employees	secondary qualitative	Technologies has a direct impact on managing inclusion and diversity of the workplace	It aligns with the practices of inclusion of physically impaired employees	UK
13	Hoque et al., 2025	This research aims to evaluate the impact of diversity, inclusion and equality for improving employee efficiency with physical disability	Survey Primary quantitative method	The policies of hospitality companies with equality, diversity and inclusion are effective for improving employee efficacy. It improves efficiency of physical challenged employees	It aligned with finding the correct practices of companies to include physical disabled employees in hospitality industry	United Kingdoms

14	Ochrach et al., 2021.	An assessment of disability inclusive mindset is the main regulation of this case scenario for a biotechnology multinational corporation.	An inductive qualitative case study analysis has been covered within this study.	The outcome of this study defines that biotechnology companies further benefited more employee resilience and proficiency with a productive workplace when it comes to installing the inclusivity outcomes for greater outcomes.	The inclusivity of the employee development program achieved more resilience for disabled workers which can be the most relevant part of this study.	USA
15	Østerud and Vedeler, 2024	Workplace engagement regulations and policies further covered in this study which is the primary goal of this segment.	Secondary quantitative	The employment facilities such as flexibilities have been improved for disabled workers to eliminate the challenges and gaps in the workplace.	An alignment of policy formulation with workers is the corresponding relevance with this scenario of this study.	Norway
16	Tefera et al., 2019	The aim is to define the challenges oriented with the disabled women	Secondary qualitative with a systematic	Motherhood, Educational imbalance, and Poor skills among women	The relevance of disabled women and their equality is the core functions	Portugal

		in the workplace of middle income countries.	review	are the most serious challenges while having equality within a workplace for challenged women.	of this study.	
17	Romeo and Yepes-Baldó, 2019.	Aim of this study is to derive special employment centres for the disabled workers and evaluation of their education level.	Secondary qualitative	People with disability having more scopes in employment without having any secondary educational level compared to regular workers.	An alignment with disabled workers and special employment perceptions in the workplace and requirements is an innovative term that is similar to this study.	Spain
18	Ebonyi et al., 2020.	This study refers to an aim regarding expectation management that allows o regulate the employment and changes in perspectives among mentally disabled persons in Kenya.	A mixed method using primary qualitative and quantitative has been used in this study.	Mental disability program has been initiated to provide support for a disabled workplace management and greater possibilities for disabled workers.	The disability management program is the main relevance of this study.	Kenya
19	Van Niekerk et al., 2022.	Aim of this scenario is to define the values of education, training and development to improve the wellness of disabled	A primary semi-structured qualitative method has been used taking interviews to	Educational awareness and training for disabled workers managed to enhance proficiency and wellness in the	The disabilities with the workplace can be easily served in this scenario.	Africa

		employees.	complete this study.	workplace.		
20	Weller, 2019	Aim of this study is to evaluate the role of digitalisation on the expenses of employees with disabilities in Germany.	Secondary qualitative methods with an “Ordinary Least Square test (OLS)” have been registered within this scenario.	A deployment of vocational training and educational development using IoT, it has captivated the growth and resilience of employees with disabilities.	Technology and education improved the employee satisfaction of disabled workers.	Germany
21	Phillips et al., 2024.	Aim of this study is to derive the “company-driven disability diversity” management and its implications on employee wellbeing.	Based on Consensual Qualitative Research (CQR).	The values of diversity management increases responsibilities and employee connectivity in the workplace.	The development and improvement of proficiency among disabled employees is relevant to this research.	USA
22	Lindsay et al., 2018.	Aim of this study is to derive the possible challenges and benefits of using disabled employees in the workplace.	A systematic literature review.	A talent acquisition of visible personalities can manage the growth and resilience of workers and promote equality.	The acquisition of management of disability management can be beneficial for the relevance of this study.	UK

23	Marques et al., 2020.	This study aimed at the evaluation of roles of managers to manage growth and nourishment among disabled employees.	Primary quantitative method has been used.	The role of managers conceptions figured out challenges associated with disabled workers and managed a dispute resolution optimisation.	Employees with disabilities is the key relevance of this study.	UK
24	Cook and Clement, 2019	Employees with invisible disabilities and its mitigation value in libraries are the core functions of this assessment.	Secondary qualitative Method.	A navigation strategy has been adopted for the invisibly disabled employees in libraries to manage more efficiency in the workplace.	The disabled employee improvement and development is the best part of this study.	US
25	Kusumi et al., 2023.	A peer-review about the severe disabilities among school students with intellectual disabilities during COVID-19.	Secondary qualitative method has been used.	The impact of COVID-19 outbreak has increased intellectual disabilities among students in Japan.	Students with disabilities are the main concern of this study.	Japan.
26	William et al., 2022.	Two major areas have been	Secondary qualitative	The role of representative	The bureaucracy can be mobilized	England

		covered in this segment “Representative Bureaucracy and disabled employees”.	data has been explored.	bureaucracy improved the ethics and women empowerment in the workplaces.	with a greater performance within data monitoring and development.	
27	Zeyen and Branzei, 2023	Aim of this study is to manifest the “body-centric cycle” of meaning-making among disabled workers who can be marginalized within this segment.	Primary quantitative using surveys have been covered in this study.	The role of body-centric work makes more critical complexes for the disabled people at work in recent times.	People with disabilities at work can be derived through body-centric cycling evaluation is the core relevance of the study.	UK
28	Bonaccio et al., 2020.	Aim of this study is to evaluate the correspondent participation of employees in the workplace.	Primary quantitative method using survey.	The value of a diverse workplace can manage to influence employee engagement within the workplace.	Employees with disabilities in the workplace with corresponding participation can be marginalized in this scenario.	Canada
29	Pérez et al., 2018.	Aim of this study is to define the “corporate social responsibility policies are beneficial for the commitment and absenteeism	Correlation and variance test has been covered for data	The values of CSR policies improved the dependency and absenteeism margin among disabled	The values of CSR regulations on the balance of business margin have been outlined within this scenario.	Spain

		among disabled workers.	analysis.	workers.		
30	Fawzy and Shore, 2019	This study aims to evaluate the implications of inclusive management values in the form of cultural changes for disabled employees.	Secondary qualitative method	The value of inclusive management improved engineering culture with elimination of workplace biases for disabled workers.	The workplace biases removal management can be considered as a greater possibility of data monitoring management	USA
31	Kismono and Pranabella, 2021	This study aims to outline the implications of “psychological empowerment” in the development of benevolent leadership for employee satisfaction.	Primary quantitative survey	Specifications of psychological development can be beneficial for the outcomes of employee wellbeing and moral support for disabled workers.	The leadership management for greater possibilities with data monitoring can be beneficial for this study.	Indonesia
32	Luu, 2019	The aim of this study is to disclose inclusive benevolent leadership for employee well-being management.	Common Method Variance CMV analysis	The values of inclusiveness of benevolent leadership outcomes raise employee motivation and special treatment for disabled workers with greater empowerment in any workplace.	The relevance of this study referred to greater progress of operational outcomes regarding leadership management for an opportunity and scopes for disabled workers in a workplace.	Australia

This visualizes all the keywords mentioned that are related to disability. By showcasing the different clusters, themes, and connections between different topics and emerging research trends and challenges faced during the period from 2018 to 2024.

Managing documentation is important for organizations for the development of legislation for disabled people. Different countries have different strategies and practices for managing documents and records. As per the opinion of Jammaers and Zanoni (2021), maintaining a count of documents is essential for avoiding conspiracy in the process of documentation. The United States has an 8k count on documents. It is important for managing transparency and traceability in the document process. The United Kingdom has around 6k count in documentation for managing records of legislation. Australia is another organization that needs to improve the documentation process as the account is 4k. These are potential for managing transparency in the legal system.

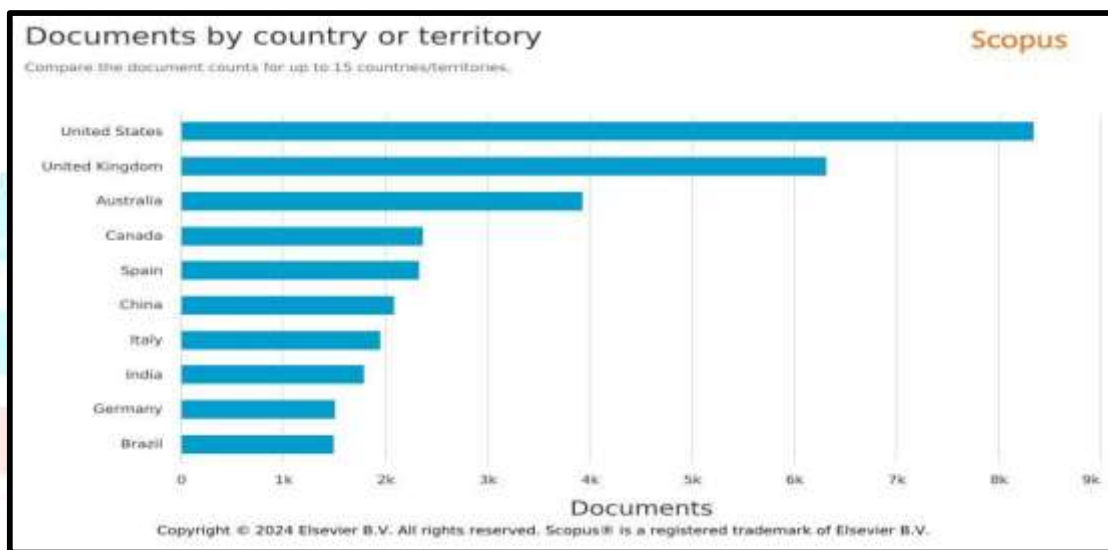


Figure 2: Document count by country (Source: Scopus data)

Every year the document count changes due to the procedures and legal processes of countries. As per the recent report, it can be found that the document account has increased at the end of 2023. The document count in 2018 was 4.5k. it has been increased to 5.5k At The end of 2019. The rate has been increasing over the years and the rate was 7.9k in 2023)Almalky, 2020). Due to different issues and challenges, the document account was reduced in 2024 which is 3.5k. Countries need to improve the legislation for disabled people for employment in different organizations.

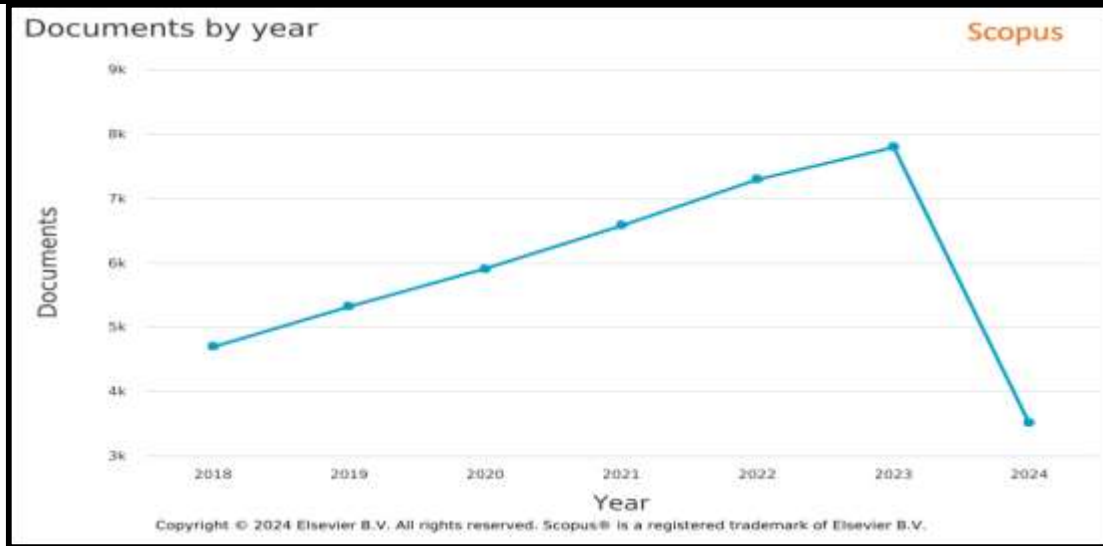


Figure 3: Document count by year (Source: Scopus data)

Research Questions

- What are the prevailing practices in different countries regarding employing individuals with disabilities?
- What challenges do organizations in these countries face when implementing disability-inclusive practices?
- What policies and strategies have these countries adopted to support employees with disabilities?
- What key recommendations have been suggested to promote disability inclusivity in the workplace?

Prevailing Practices

Netherland - Dutch Hospitality Industry

Although it's common knowledge that hiring persons with disabilities is expensive, government subsidies may serve as the primary motivator for such inclusions. It's conceivable that organizations may not want to hire people with disabilities since they are thought to be inefficient at work. While looking at best practices within this study where it emphasizes how important it is for organizations to put redistributive justice ideas into practice so that hiring decisions can be made fairly through performance reviews and so that the focus is not on disability. The study also emphasizes "procedural justice" and "distributive justice" as the two primary forms of fairness for those with disabilities. "Distributive justice" refers to how the results of such decisions are distributed in terms of fairness, such as rewards and costs whether they are shared fairly. "Procedural justice" is concerned with how decisions are made, such as whether they are transparent and guarantee justice. Open communication, the practice of having caregivers who support employees with disabilities, the positive attitude and support of employees within the organization and encouraging dialogue between leaders and employees with disabilities are all important ways to ensure ethics of care and to ensure consistency. These measures can help integrate

employees with disabilities to have a successful experience. Promoting the exchange of optimal methodologies and guaranteeing compliance with regulations in several sectors helps expedite the integration of people with disabilities. Improving the talents of people with disabilities can lead to their empowerment. Mentorship programs can also be implemented, and agencies can be contacted to obtain support for the integration of individuals with disabilities. changes made to the workplace to ensure that workers with disabilities can complete their responsibilities and use the right equipment to do their jobs well (Andrew Ngawenja Mzmbembe, 2024).

Sweden

Since the 1980s, when the "United Nations Convention on the Rights of Persons with Disabilities" (UNCRPD) was adopted, the term "universal design" (UD) has been used to ensure equal opportunities and end discrimination against disabled people. Sweden has been a leader in this area, having incorporated UD into many other policies as well as their national strategy for disability policy. Whereas the primary goal of inclusivity is to guarantee that goods and services are accessible and fulfil every need of society, regardless of whether those needs are associated with disability or not. In the education industry, helping employees with disabilities through assistive or customized learning programs where Universal design forms a suitable solution for all based on their needs such as assistive technologies and flexible learning curricula specifically for those with specific disabilities. Additionally, the workplace is equipped with accessible systems like ramps, movable desks, and elevators that make the work environment more comfortable and suitable for their accommodations. In addition, they typically accommodate people with disabilities during the employment process by looking into alternate choices for applications and interviews and making sure they are reachable through a variety of channels. Additionally, they guarantee the presence of supportive policies, such as those about non-discrimination, accommodations, and the management of diverse mental health conditions. They do have open communication where they hear from employees with disabilities and assess what needs to be addressed to make the workplace accessible to people of all abilities and impairments. Ensuring that the organization's employees participate in ongoing disability awareness training to emphasize the significance of the issue and cultivate a respectful and equal work environment. Additionally, organizations have a procedure whereby seasoned workers assist staff members with impairments via support networks, essentially serving as mentors to them (Emil Erdtman, 2022).

Prevailing Practices of the UK

The Government of the UK has generally different legislation and legal frameworks for improving equality in the organization. The legal policies in the UK are effective in providing equal opposition to the physically or mentally disabled population. "Equality Act 2010" has refrained from protecting people in the group of disability (legislation.gov.uk, 2024). From the point of view of Khayatzadeh-Mahani *et al.* (2023), this is to secure employment for people and avoid discrimination in the workplace. An individual should have rights and opportunities to get work without considering their physical and mental disability.

It is important for organizations to follow the government policy regarding work schemes. The initiatives of the government are to deliver support to organizations financially and to hire people from physically or mentally disabled groups (Hoque *et al.*, 2025). The government has started to provide a different equipment arrangement and appropriate workplaces for physically or mentally disabled people. This modification requires financial support and the government has provided it to the organization (Chan *et al.*, 2021). The training and development programs are beneficial for enhancing the awareness of disabled people. It will improve their opportunity to get the right treatment from their colleagues and authorities of the organization. The organization should modify the workplace environment and facilities for disabled people.

Along with these, the recruitment process needs to be modified in the organization of the UK as per the government initiative. The Government of the UK has encouraged different companies to hire disabled people without considering their condition. As per the opinion of Kuper *et al.* (2021), the organization has become more popular and improved its reputation in the market. It is the responsibility of an organization to manage ethical and legal factors for improving its brand image. Equity diversity and inclusion is one of the important factors for organizations to enhance cultural dimensions of the company. The organization should have a practice of training for disabled employees. Capability and efficiency of disabled employees is to enhance retention of employment.

Prevailing Practices of Australia

The government bodies of Australia have clear support for disabled people to get opportunities regarding employment. The Government of Australia has developed clear legislation for enhancing support. “Disability Discrimination Act 1992” is a framework of Australia to avoid discrimination in the workplace (humanrights.gov.au, 2024). The main purpose of these legal policies is to reduce discrimination and inequality for physically or mentally disabled people in employment. Along with this, the “National disability strategy 2020” has been researched in Australia to improve the living standards of people. As per the statement of Scanlon *et al.* (2021), this legislation has the purpose of providing equal opposition to disabled people in all dimensions and aspects of employment. The Government of Australia influences people with disabilities to participate in all kinds of activities (Luu, 2019). It improves the confidence and self-esteem of people with disabilities. The organization should develop different supportive programs for employees with disabilities.

The awareness of people with disabilities need to have awareness regarding job vacancies and the right way to access opportunities. Due to this reason, awareness is required for the management of the organization in terms of physical and mineral management. People with disabilities need to participate in different training programs to input device use and knowledge. The Australian government is also involved in providing financial support to disabled people and organizations to enhance employment (Mellifont *et al.*, 2021). The Australian government has developed a network system for improving awareness among the disabled population.

“The Australian Network on Disability” is an effective factor in improving the knowledge of employers and disabled people to find the correct job opportunities for them. Adjustment in the organization's workplace is the responsibility of the company. Along with stairs and leave for normal employees, the organization should arrange for a wheelchair. According to the perspective of Luu *et al.* (2021), it is justified to provide opportunities through arranging and providing flexibility to disabled employees. The training program is justified for improving the technical and interpersonal skills of disabled employees.

It improves the possibility of disabled candidates getting hired by the organization. Financial support from the government is another effective practice for improving quality and equality in society. The purpose of the government of Australia in developing the initiation and policies of the scheme is to maintain equality by reducing discrimination. As per the opinion of Green *et al.* (2021), the government authorities and workers should develop partnerships with NGOs and social care institutions. Social care providers need to teach disabled people to improve their knowledge regarding employment. The service of the organization should link with the requirement of disabled candidates in the organization. This employment is justified for improving employment in Australia.

Prevailing Practices of the USA

The policies and regulations of the USA are developed and adequate for managing equality in society. Avoiding discrimination in the employment process due to disability of employees has been implemented in the USA. The main framework of the US government is “The Americans with Disabilities Act” (ADA). These are different franchises and strategies in the organization for disabled employees (ada.gov, 2024). ADA is effective for managing the opportunity of physically or mentally disabled candidates to get a job. “Rehabilitation Act of 1973” has been recently refrained under section 503 in the USA. It is beneficial for discrimination in the workplace in terms of ability and disability.

All candidates have an equal opposite to join an organization in terms of skill and knowledge. “Work opportunity tax credit” (WOTC) is effective for managing the taxation process of disabled people. The government of the USA has reduced tax rates for employees who are physically or mentally disabled. It is beneficial for improving the living standards of people with different disabilities. The US government is advanced regarding equality and prohibiting discrimination in the workplace (Ochrach *et al.*, 2021). The company will need to follow the principle of the “Disability Equality Index”. It will improve the practice and behavior of organizations to assess the inclusion of disabled employees.

The organization should encourage its leaders and existing employees to maintain correct practices and behaviour to avoid humiliation. Bullying and harassment are criminal offenses in the USA according to government policy. It is strictly prohibited in the USA organization to bully or harass any disabled employee (Jurado-Caraballo *et al.*, 2023). The practices have the potential to improve the performance of organizations

and follow ethical guidelines. Flexibility will be different for disabled employees in the USA organization. It is justified to enhance the retention rate of physically disabled employees in organizations. The company will gain diversity in what

Challenges

Netherland - Dutch Hospitality Industry

One of the challenges is that organizations usually make judgments about the inclusion of individuals with disabilities based on preconceived beliefs. Managing employees with disabilities presents additional challenges as they are expected to provide care and are considered extra work, necessitating training. The second challenge is that organizations must strike a balance so that employees without disabilities are not ignored in favour of those with impairments, as this could lead to injustice and unfairness that ultimately result in inequality. The third challenge that was noted was the difficulty of fostering an environment where employees with disabilities feel more independent than reliant since the organization makes decisions for them in situations where they are unable to fully enjoy life. In addition to being problematic for an organization to adjust, hierarchical barriers can impede the open communication of employees with disabilities by preventing them from interacting or talking freely when they require care (Andrew Ngawenja Mzmbe, 2024).

Sweden

According to this study (Andrew Ngawenja Mzmbe, 2024), Conceptual Immaturity of Universal Design: UD is a relatively new concept in Swedish policy, leading to a lack of widespread understanding and maturity in its application. This immaturity creates inconsistencies in how UD is implemented across different sectors, such as education, housing, and working life.

Balancing Flexibility and Stability: There is a tension between the need for flexibility to accommodate diverse needs and the desire for stability and predictability in design. For example, flexible solutions may be perceived as unstable or confusing, while standardized solutions offer a sense of certainty but may not meet all individual needs.

Communication and Understanding: Communicating the reasons for UD and the importance of inclusivity can be challenging. There is often a struggle to explain these concepts succinctly to stakeholders, such as company managers, municipal officials, and university teachers (Phillips et al., 2024). Misunderstandings and resistance can arise from the use of unfamiliar terminology and the complexity of the concepts.

Implementation of Accessible Solutions: Despite ordering accessible solutions, organizations sometimes receive products that are not truly accessible (Phillips et al., 2024). This discrepancy can be due to a lack of understanding or capacity on the part of subcontractors, leading to frustration and inadequate solutions.

Economic Constraints: The financial implications of implementing flexible and accessible designs can be significant (Luu, 2019). There is a concern about the cost of storing and updating various types of assistive technology to meet the needs of all employees, which can be a barrier to widespread adoption.

Regulatory Compliance vs. Innovative Design: There is a dissonance between complying with minimum legal requirements for accessibility and striving for innovative, inclusive design. Often, the focus is on meeting basic standards rather than designing for broader inclusivity, which can limit the effectiveness of accessibility measures.

Categorization and Stereotypes: The practice of categorizing individuals by their disabilities can perpetuate stereotypes and lead to discriminatory practices (Luu, 2019). This categorization often results in separate solutions that do not account for the multidimensional nature of people's identities and experiences, limiting true inclusivity.

UK- British IT Industry

The current British IT industry has circulated a designed optimisation of changes in employee wellbeing assessment in the form of operational development. Through the administration of employee wellbeing performance in terms supporting their aspirations III-Treatment and “Disability Discrimination Act” has been circulated. This assessment of maintenance of treatment operation and additional support from the workers, the average expenses of the IT industry have been increased to a high margin. The biggest challenges of operating IT working with disabled workers further raised 75% of maintenance cost and supportive activities for the IT industry of the UK (Tomczak, 2022). Nearly three quarters of workers are having more maintenance costs in the IT sector industry of the UK. In addition, the medical care and help for their wellbeing can be crucial for the management-based controlling and changes the entire system for this scenario. Especially the treatment and medical care services are indulged in terms of physical and mental counselling to deliver a greater well-being performance in the UK region.

The role of managers in the form of developing employee wellbeing care practices for the disabled employee is another associative value of this scenario. As per Marques et al., (2020) the adaptation of workplace maintenance values and key project managers has captivated the training and development program in the UK hospitality industry. In addition, nourishment of skill-based training and care-based support has been captured within this practice of operational deliverables which is collectively the best part of operational deliverables (Kersten et al., 2024). Through the mobility of care-based application the “value-driven motivations” has been operated within this form of operational development which has greater and balanced values within this progress of functional mobility.

Australia - Australia Hospitality and Retail Industry

Apart from UK industries the employee wellbeing and performance has further embedded within a progress of value-drive review as well. Through the optimisation of greater possibilities of change management in workplace mobility the Australian hospitality sector has changed their employee retention strategies. As per Luu, (2019), “inclusive benevolent leadership method” has been applied to this scenario which is one of the most updated parts of employee wellbeing development optimization. Through the referral of changing system dynamics and progress of occasional development in terms of having changes in business upgradation it is addressed as the best values of performance development and profound changes of operational optimisation as well. Despite having these employee wellbeing operations, a higher cost of employee wages and enhancing the regulatory equality operations increased in the Australian hospitality sector. The cultural values of the Australian retail and hospitality sector has been damaged due to the operational deliverables of employee wellbeing management in business.

In Particular, the Australian hospitality sector has incorporated such leadership talents and training operations for the workers which is quite complex and challenging for the workers. In addition, the balance of operational deliverables can be marginalised within these changes of functional mobility and provided with greater responsibilities within this scenario of functional changes as well. The complexes of training and development can be underlined with a poor flexibility of working for the disabled workers. Retail business and supermarket stores require a physical interactive-based performance which is quite complex for the project manager or the workplace coordinator in the field of operational deliverables. The operational complexes and productivity challenges have been raised in the practices of employee wellbeing management in Australian organisations (Luu, 2019). The industrial challenges of higher costs and progress of productivity has been damaged in the form of operational deliverables.

USA- American Multinational Brands

The specified applications of the USA and its marginal development of disabled employees with greater productivity and changes of operational development. The multinational brands collectively provide opportunities for the disabled workers to maintain a great philanthropic identification of operational growth. Despite having employees with disabilities further includes major challenges within the progress of operational outcomes. As per Fawzy and Shore, (2019) the regulations of changes in business flexibilities are further embedded with greater possibilities with major cultural challenges. A greater challenge of cultural balance in terms of workplace coordination and productivity can be entailed with poor flexible changes within operational mobility as well.

These challenges can be entailed with poor regulations and changes in workplace cultural values in recent times. One of the biggest challenges of productivity is that it directly affects the shares and balance of this scenario

(Phillips et al., 2024). The review of operational performance development can be crucial in the changes of disabled employee-based performances within this scenario. The qualities of changes in business perfections can be marginalised within this scenario of operational deliverables (Ochrach et al., 2021). The greater responsibilities with occasional development and project value management can be damaged within this cultural balance of these changes in recent times. Analysing the impact of disabled employee challenges in workplace inequality and damages on the quality management services of USA multinational brands has been disclosed in this regard.

Policies & Strategies

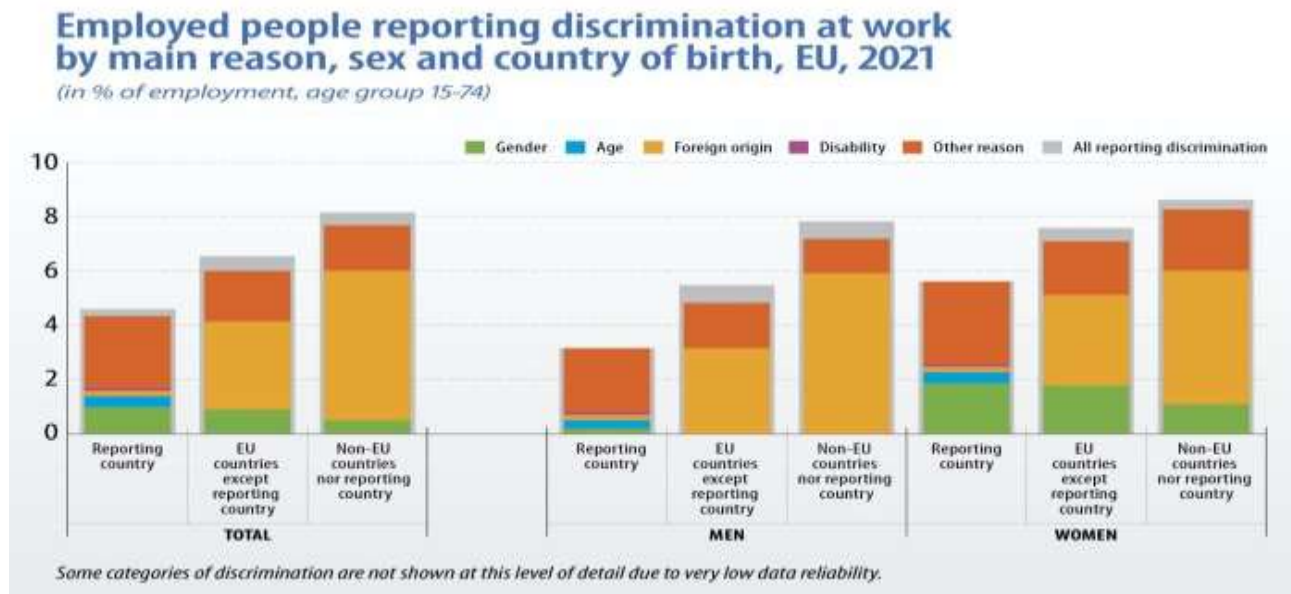
Netherland - Dutch Government

A participation act was developed in 2015 to enhance the involvement of those with disabilities and those without access to the workforce. Organizations are compelled by this act to hire people with disabilities and find them jobs, but they also fear penalties if they fail to do so. As a public service, these organizations strive to hire people with disabilities and fulfil their obligation to provide them with employment opportunities. (Andrew Ngawenja Mzmbe, 2024). The government of the Netherlands has collectively changed the values of employee wellbeing management can be crucial in the form of change management for these operational deliverables. The review of these systematic changes can be beneficial in the form of well-being and further greater responsibilities within this scenario. An adaptation of the policy of paying 70% in the form of non-working days to maximise the income of disabled workers in recent times (Zeyen and Branzei, 2023). The role of compensation and greater possibilities developing the maximisation of disabled employees with greater motivation and empowerment. The financial stability and possibilities with a greater understanding of functional achievement can be embedded within this Dutch governance system in this segment. The radical development of increasing wages for the disabled workers further makes working more responsible and it develops their well-being and presence of equality within this country.

Sweden

The composition of governance policies within Sweden in this scenario of disabled employees wellbeing management in this segment. The review of current approaches of Sweden government employee well-being approaches has been captured with a review and declaration of occasional skills-based training and development. As per Erdtman et al., (2022), it can be unveiled that “Sweden's disability policy” is the best for the regulatory policy that is appointed with greater responsibilities within this systematic changes within this segment. The application of “Universal Design (UD)” is a compulsory application of workplace maintenance including greater opportunities for the daily worker in this regard (William et al., 2022). The balance of adding values within experimental policy regulations and framework can be marginalised in this scenario. The role of UD management imposed a marginalisation with equality development outcomes which is a greater presence within operational

non-regulatory policies within this segment. The possible solutions can also be enhanced with skills development applications with international commitment-based outcomes.



Discrimination in the workplace percentage (Source: finex.com, 2021)

Additionally, demographic information sheds some light on national trends. Since the start of the epidemic, there has been a rise in racial discrimination, especially prejudice towards Asian and Asian American people. In 2020 alone, Asian Americans reported more than 1,100 incidents of harassment and discrimination. 58% of Asian Americans reported experiencing harassment at work in 2021 (finex.com, 2023).

Furthermore, 33% of individuals who report experiencing workplace discrimination do so because of their sexual orientation. Prejudice based on gender identity is by far the most prevalent. Ninety percent of transgender workers report having been the victim of assault, harassment, or maltreatment at work. A quarter of Black and Hispanic workers said they experienced discrimination in the previous year. Furthermore, almost 35% of Native Americans report having directly encountered workplace insults.

UK- Governance Policies

The UK governance is directly affiliated to the concept of change management and operational expertise within this scenario. The healthcare and development of workplace motivation can be embedded within this presence of government policies within this scenario. Through the experimental analysis of UK governance policies further encountered non-regulatory practices within this scenario of operational assessment as well. As per Mzembe and Filimonau, (2024) further declared complementary healthcare and III-healthcare management outcomes within this scenario which is one of the best forms of operational deliverables (Marques et al., 2020). The regulatory changes of operational values further encountered greater responsibilities within this scenario as

well. These governance policies further improved the motivational balance of employees with disability, especially in IT organisations. A way towards responsibilities and changes of operational growth further ensured within this governance policies within the UK.

Australian Regulatory Policies

The Australian policies and regulatory outcomes of functional deliverables is another complementary part of this segment. The Australian hospitality corporation provides an additional wage and supportive services can be outreached within this development to disable employees within this scenario. Supporting additional wages in the form of business flexibility can be entailed with greater responsibilities and it is added more resilience in the form of working deliverables in this regard (Luu, 2019). The governance of operational deliverables can be entailed with progress and development in the form of cultural development. Additional wages and payment especially in the non-working days can be crucial in the form of deliverable outcomes and it is added more value in the form of occasional deliverables as well. These changes can be empowered with greater responsibilities within functional deliverables as well.

US- Multinational Corporations

An assessment of formal policies of US multinational brands in their regulatory changes within operational deliverables can be embedded with a greater possibilities of operational values as well. As per Ochrach et al., (2021) can be embedded with greater possibilities with proper deliverables within this scenario of occasional outcomes within this scenario. The equality and promotional values with greater experimental analysis can be entailed with a greater resilience within operational development (Phillips et al., 2024). Through the optimization of functional disputes and changes of functional deliverables can be embedded with poor functional deliverables within this scenario. These policies will support the values of professional sustainability and progress of operational values within this complementary balance of this scenario as well.

Research limitations/implication

Exploring organisational well-being and optimising employee support monitoring are rational for maintaining a positive ambience for prosperity. Conducting this study with a systematic review of data synthesis is affiliated with possible limitations and implications to ensure quality findings. The main trait of conducting this research is publicly available databases regarding journal articles from different regions. Findings associated with employee wellbeing programs and different regional data syntheses have been conducted with major constraints and drawbacks. The main limitation aligned to this study is the lack of access and poor findings of journals associated with data synthesis (Jammaers, 2023). The selection of data was further associated with a higher chance of findings and changed the entire system dynamics of this scenario. The functional assimilation of data synthesis is quite time-consuming, reducing the entire timeline of this study. The flexibility of this study is further associated with greater drawbacks and changes within operational outcomes.

In addition, the secondary research does not enable participation of human-based data synthesis which is one of the biggest challenges of this study. Non-participatory practices of human-centric data do not provide any primary research reading on employee well-being practices in organisations regarding disabled employees. In addition, the lack of a potential primary database regarding research outcomes provides only qualitative databases associated with disabled employee wellbeing programs in business. The operational outcomes of this study are further associated with flexibility and numerical practices of data synthesis in recent times. These limitations further entailed the lack of detailed findings and exact challenges of employee well-being programs with disabled employees in recent times.

Practical implications

The development of employee well-being is one of the strongest concepts of developing potential business ethics and cultural development from an organisational perspective. The main result of developing and supporting disabled employees is entirely attained to develop CSR values and brand integrity in a business. In addition, this research portrayed each array of employee well-being programs to support disabled workers in different sectors. Not only discussing a significant region, this study further described a wide range of data including various countries' databases about employee well-being management. The functional practices of employee well-being management and apparent business development with employee well-being and change management have been discussed in this segment (Kersten *et al.*, 2023). Through the evaluation of this study strategic movement and different supporting activities in HR practices will be rectified with possible changes within marketing management. The optimisation of disabled employee outcomes has been anticipated within this scenario which is essential to disclose the values of employee development practices.

Apart from describing the beneficial and convenient sides of disabled employee support in the workplace, the negative sides have also been disclosed within this study. The key challenges of empowerment of disabled employees are the impact on practical productivity and the acceleration of workplace convenience. The possible changes within occasional terms of change management and challenges of efficiency management have further impacted this workplace. In Particular, disabling employees and dependency of the workplace on employee support can increase ethical inequalities in the workplace. These challenges encompass more disputes and issues within operational deliverables to this study as well.

Social implications

This study designs a greater social value for the community's responsibilities and well-being for disabled personalities in recent times. Through the review of this study, the role of employee support and empowerment practices within HRM practices of a workplace can be included to ensure organisational ethical practices. The inequalities and promotions of diversity management have been promoted within this segment. The possible deliverables of operational outcomes and changes management with disputes after including supporting employees with disabilities can be handled with the solutions of this study as well (Sanclemente *et al.*, 2023).

The feasible HRM values further mobilised with few changes and mobility of occasional outcomes within this segment is the biggest transition of this study. A radical promotion of supporting disabled personalities can be entailed with the transitional changes of this study. The outcomes of this study further managed to identify the key motivational and supporting activities to raise employee responsibilities associated with disabilities in recent times.

The changes with employee support and assessment of business development practices are further estimated to retrieve the best solutions within operational accountabilities. An advancement of employee well-being and change management practices within business outcomes can be printed through this study. The elimination of the negative impact of employee support and employment among disabled workers further handled these transitional effects on business outcomes. The functional deliverables of change management are further handled within this scenario of operational accountability as well. Apart from this this study will also promote equality and ensure the removal of discrimination from the social values in different regions especially in workplace culture.

Originality/value

This study is entirely an original and authentic piece of work including various social values assimilated to this study. This study is entirely aligned with the promotional values within employee well-being with special treatment for disabled workers. The requirement and acquisition of disabled workers within this scenario are the main values. Different arrays of examples of engaging employee engagement values within business further enabled operational estimation associated with operational accountability and changed the system of this study as well (Bend and Priola, 2023). The organisational benefits within operational values are further enabled within this study as well. Assessing all those journal articles, copyright-free and unbiased writing has been maintained to make an authentic and unique piece of work in this business. The elementary practices of operational deliverables further indulged within function flexibility to enhance the resilience of this study as well. These changes and essential values further make an authentic part of this study.

The main values of this study will be enriched with greater responsibilities of change management and the presence of an occasional balance of sustainability. The operational beneficiaries and balanced values of change management further indulged within functional deliverables (Østerud, 2023). Especially, the proficiency and change management within functional flexibility further entailed within operational verbals of this study. The values will be enriched with employee supporting management and promotes employee equality management in future.

Conclusions

Organizations need to manage modifications for physically and mentally disabled employees. Flexibility and opportunity for disabled candidates are important for prohibiting discrimination. It can be concluded that countries around the world have developed different legal regulations and frameworks for supporting disabled candidates to enhance employment. It is beneficial for countries to improve financial performance and gain more GDP. The financial growth of the countries will help them to become more effective in leading an effective life. This employment will improve the living standard and quality of disabled people around the world.

Discrimination in the workplace is not accepted according to government policies and legal acts. Due to this reason, organizations in different countries such as the USA, the UK, Sweden, and Australia have developed effective policies for employees. Equality in the treatment and facilities is important for managing diversity in the workplace. For the organization it is important to focus on managing leadership style for influencing existing employees and leaders to accept disabled colleagues. Enhancing awareness among disabled candidates is important for improving the employment rate. It is the responsibility of social care providers and NGOs to manage awareness among the population.

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