

Disability in Management Research: Towards Inclusive Career Development

This article addresses the limited integration of disability-related topics into management research, with a focus on inclusive career development. While diversity and inclusion are frequently emphasized in strategic organizational goals, disability remains an underexplored dimension. The aim of this study is to identify research trends, conceptual gaps, and emerging directions in academic literature on disability in the context of management and career studies. Using bibliometric analysis of 1325 articles from the “Web of Science” database, this research distinguishes dominant themes, author networks, and temporal shifts in focus. The findings reveal that most studies approach disability from a health or policy angle, with weak integration into strategic human resource or talent management discourse. The study highlights the need for a paradigmatic shift from a deficit-oriented to an empowerment-based approach and proposes directions for future inquiry in inclusive talent and career management.

Keywords: disability, management research, career, talent management, bibliometric analysis.

Šiame straipsnyje aptariamas ribotas su negalia susijusių temų integravimas į vadybos mokslinius tyrimus, daugiausia dėmesio skiriant įtraukiamam karjeros vystymui. Nors įvairovė ir įtrauktis dažnai akcentuojamos strateginiuose organizacijos tiksluose, negalia išlieka nepakankamai ištirtas aspektas. Šio tyrimo tikslas – nustatyti mokslinių tyrimų tendencijas, konceptualias spragas ir naujas kryptis mokslinėje literatūroje apie negalią vadybos ir karjeros studijų kontekste. Atliekant 1 325 straipsnių bibliometrinę analizę, remiantis „Web of Science“ duomenų baze, šiame tyrime išskiriamos dominuojančios temos, autorių tinklai ir laikui bėgant besikeičiantys tyrimų akcentai. Išvados atskleidžia, kad daugelyje tyrimų negalia vertinama iš sveikatos ar politikos pozicijų, o į strateginį žmoniškųjų išteklių ar talentų vadybos diskursą integruojama silpnai. Tyrimu pabrėžiama būtinybė pereiti nuo į trūkumus orientuoto požiūrio prie įgalinimo grįstos prieigos, siūlomos būsimų tyrimų apie įtraukiojo talentų ir karjeros valdymo galimybes kryptys.

Raktiniai žodžiai: negalia, vadybos tyrimai, karjera, talentų valdymas, bibliometrinė analizė.

Introduction

The United Nations (2006) defines persons with disabilities as those who have long-term physical, mental, intellectual, or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others. However, international frameworks

such as the Convention on the Rights of Persons with Disabilities (United Nations, 2006), the European Commission's Strategy for the Rights of Persons with Disabilities 2021–2030, the Charter of Fundamental Rights of the European Union (European Union, 2009), and the United Nations Agenda for Sustainable Development 2030 (United Nations,

n.d.) are not sufficient to ensure inclusion as defined in strategic documents (International Labour Organization, 2025; Neįgalumo ir darbingumo nustatymo tarnyba, 2014).

Barriers to inclusion are caused by various factors: negative employer attitudes, lack of physical and organizational accessibility, limited access to information, centralized decision-making processes, and a lack of reliable data on the situation of persons with disabilities (Berre, 2024; Bigby et al., 2017; Edwards et al., 2016; Farndale et al., 2019). Career development is becoming an increasingly relevant issue: in the modern labour market, employees are expected to demonstrate initiative rather than passively follow a career path outlined by employers. Achieving this requires not only personal capabilities but also supportive employer policies and practices (Kulkarni & Gopakumar, 2014).

Modern management increasingly emphasizes the value of diversity and inclusion within organizations. Employees with disabilities can contribute to innovation, strengthen organizational culture, enhance decision-making quality, and improve an organization's public image (Pantouvakis & Karakasnakis, 2019; Tucker & Nash, 2025) the purpose of this paper is to examine the associations between talent philosophies (innate/developable and exclusive/inclusive). Successful inclusion is linked to clear managerial actions—ranging from workplace accommodations to flexible learning models and clearly defined responsibilities (Shrey & Hursh, 1999). Employer education, the application of systematic solutions, and the involvement of employees with disabilities in

decision-making processes have become key preconditions for modern inclusion management (Bigby et al., 2017). These practices align with contemporary management principles, where value is created through collaboration, and disability is not viewed as a barrier when organizations are able to understand and integrate it effectively (Edwards et al., 2016).

Based on this theoretical perspective, it can be assumed that the inclusion of people with disabilities in the labour market is still often treated as a secondary issue or a matter of social policy, rather than as a question of organizational potential. Although modern management theories emphasize the benefits of diversity, the competencies, career opportunities, and talent management of people with disabilities continue to be addressed only fragmentarily. The emerging need to move beyond the traditional deficit model towards an empowerment and organisational value-based approach implies the need to assess how disability is reflected in management research. This requires a systematic assessment of the dominant discourses, the thematic strands and the dynamics of research intensity.

Despite the existence of international frameworks that promote equality, people with disabilities are still marginalised in management research. They are often viewed through the lens of cost, adaptation, or social policy, rather than being recognised as contributors to organisational value. This fragmented treatment indicates a conceptual gap between disability inclusion and core management theories—especially talent and career development models. There is a lack of research that frames disability not only

as a challenge but as a strategic opportunity. This leads to two key **research questions**:

1. How is disability inclusion conceptualised in management research?
2. To what extent is it linked to inclusive career development and strategic human resource practices?

The research object is academic literature on disability in management, with a focus on career and organisational aspects.

The aim of this research is to identify conceptual and thematic gaps in disability-related management research and to propose directions for integrating inclusive career development into strategic management discourse.

Methodology. This study is based on a bibliometric analysis of scientific publications retrieved from the “Web of Science” database using the keywords “disability” and “management.” The publication type was limited to articles in English, across the fields of management, education, sociology, psychology, political science, economics, healthcare, and environmental sciences. A total of 1325 publications were analysed using VOSviewer software, enabling visualisation of conceptual clusters, keyword co-occurrence, author networks, and temporal trends. In addition to the quantitative bibliometric analysis, the study also incorporates a conceptual reflection aimed at identifying theoretical gaps and proposing a shift towards an empowerment-based approach to disability and career development in management science. This dual approach allows not only for a mapping of research trends, but also for a broader discussion on the

integration of disability into strategic human resource frameworks.

Literature review

Historically, people with disabilities have often been treated as recipients of charity or care, rather than as individuals with the rights and capacities to make a meaningful contribution to society (Curryer et al., 2025). The managerial aspects of workplace adaptations for people with disabilities began to be analysed more intensively in the late 20th century, when the academic literature highlighted the need to look at disability management not only from a medical perspective, but also from an organisational and managerial perspective (Shrey & Hursh, 1999). The United Nations Convention on the Rights of Persons with Disabilities (2006) marked a turning point from a charity-based approach to disability towards the perception that people with disabilities are full citizens of society with the right to participate fully in society (Curryer et al., 2025).

Despite the fact that more than one billion people in the world have some form of physical, sensory or psychosocial impairment (Neigalumo ir darbingumo nustatymo tarnyba, 2014). The integration of the needs of this social group into management decisions has not been consistently included in research and organisational practice (Grewal & Van Der Sluis, 2024). Although there are internationally recognised documents on equal opportunities for persons with disabilities (European Commission, n.d., 2021; European Commission. Directorate General for Employment, Social Affairs

and Inclusion, 2021; United Nations, n.d., 2006) the treatment of disability in management science has been fragmented, and persons with disabilities are often seen as 'unusual' or 'limited' resources rather than as potential talents in an organisation (Celestino et al., 2024; Grewal & Van Der Sluis, 2024).

Challenges to successful inclusion include negative attitudes of society and employers: common stereotypes that people with disabilities are less productive lead to limited employability (Berre, 2024). Another major problem is the inadequate physical and organisational environment: many institutions lack structure, procedures, workplace adaptations, sensory solutions and technological access (International Labour Organization, 2025; Neįgalumo ir darbingumo nustatymo tarnyba, 2014). Career opportunities are also limited by the inaccessibility of information: many systems are not adapted to different communication needs (Farndale et al., 2019). In addition, there is often no provision for the individual to be involved in decision-making related to their education or employment (Bigby et al., 2017; Edwards et al., 2016). Thus, while the concept of disability has expanded from a medical to a social and managerial perspective, people with disabilities still face systemic barriers to employment, lower wages and greater occupational insecurity than their non-disabled peers (Berre, 2024; Bhaskar et al., 2023; Bigby et al., 2017; Edwards et al., 2016; Farndale et al., 2019; International Labour Organization, 2025; Tucker & Nash, 2025).

The dimension of inclusion, especially for people with disabilities, refers not only to the formal opportunity for

people with different abilities to participate in an organisation, but also to the systematic removal of barriers, adapted working conditions, flexible training and career planning (Anlesinya & Amponsah-Tawiah, 2020; Vilčiauskaitė et al., 2020). Workforce diversity can help to address labour shortages and, more broadly, a country can reap the economic benefits of increased gross domestic product, reduced social benefit costs, increased tax revenues and greater independence in old age for people with disabilities (Salkover, 2000; Tucker & Nash, 2025). Contemporary models are based on the assumption that the experiences, skills and attitudes of employees - including employees with disabilities - contribute to the quality of decisions, the enhancement of organisational culture and competitive advantage (Pantouvakis & Karakasaki, 2019). A more diverse workforce at all levels of an organisation offers many benefits, such as reducing the cost of discrimination, solving problems more effectively, encouraging innovation, increasing organisational effectiveness and better meeting the diverse needs of customers (Kulkarni & Gopakumar, 2014). Such an approach not only implies the implementation of equity principles, but also the strategic development of organisational capabilities, where different employee experiences become a source of innovation and solutions (Farndale et al., 2019; Tucker & Nash, 2025).

Effective management of the inclusion of people with disabilities relies on specific managerial competences to ensure both the coordination of individual cases and the implementation of systemic change (Shrey & Hursh, 1999). These competences include the ability

to understand the legal and social context, to assess the functional capacity of the worker, to coordinate the actions of different stakeholders and to apply organisational adaptations. Coordinated disability management in an organisation by a competent professional who is able to combine information about the functional capacity of the worker, the nature of the work, legal requirements and the organisation's capabilities can significantly reduce the cost of sickness absence and the time taken to return to work (Shrey & Hursh, 1999; Stuss, 2020).

It is also important to mention the impact of talent management in management research. Talent management in the modern organisation involves a set of strategic actions focused on identifying, attracting, developing and retaining key employees. It is not just about fulfilling HR functions, but a broad approach that encompasses the achievement of the organisation's long-term goals and competitive advantage (Stuss, 2020). This management practice combines strategic planning, employee engagement models and continuous competency development, emphasising not the search for universal 'best fit' but the ability to recognise value-creating potential in specific organisational contexts (King & Vaiman, 2019).

Across sectors, including hospitality, retail and services, companies are successfully integrating workers with disabilities into traditional work environments and are seeing growing benefits in terms of increased profitability and competitive advantages. In addition, some employees with disabilities achieve productivity levels that far exceed those of their non-disabled counterparts

(Tucker & Nash, 2025). Flexible working patterns in the workplace and the importance of the attitudes of organisational representatives towards persons with disabilities are highlighted as cornerstones of successful work inclusion. In a well-adapted environment, disability becomes a secondary factor, and the employee's abilities remain the main criterion. If they remain socially or economically marginalised, a potential productive resource is lost, which may eventually become a burden on society. Employers around the world are proving that people with disabilities are reliable employees, and there is a clear business rationale for promoting diversity in the workplace by including this group. Such inclusion not only directly improves productivity, but also indirectly boosts the morale of all employees and creates a positive image of the organisation in the eyes of stakeholders (Kulkarni & Gopakumar, 2014).

The managerial processes related to human diversity and inclusion include both the adaptation of the physical environment and managerial decisions aimed at employee retention (Salkever, 2000; Shrey & Hursh, 1999). The ability of an organisation to systematically adapt the working environment, including technological tools, learning opportunities and flexible working patterns, is inevitable when it comes to empowering people with disabilities (Stuss, 2020). Organisations seeking to become more open to diversity need to invest in adapting learning systems to ensure that employees with disabilities can participate equally in upskilling processes and career planning (Farndale et al., 2019). This approach includes recruitment,

retention, and return-to-work processes through systemic workplace solutions, adaptations, and a clear division of responsibilities between management and employees. Finally, the reduction of barriers to employment is also associated with managerial activities that include employer education, tailoring of vocational training, and the application of personalised solutions (Ghosh et al., 2022; Shrey & Breslin, 1992; Shrey & Hursh, 1999).

To ensure diversity in organisations, the participation of persons with disabilities in the labour market must not only include the responsibility of organisations to ensure an inclusive environment, but also the inclusion of persons with disabilities in the decision-making and management processes of organisations (Curryer et al., 2025). Representatives of this social group have and can represent their interests and contribute to the management of services or organisations (Bigby et al., 2024). This practice is becoming significant not only from a social inclusion perspective, but also from a management perspective, as it reflects the principles of modern governance, where value creation through collaboration and participation rather than a mechanism of control becomes important (Edwards et al., 2016). Empowerment also has a strong legal basis, with the United Nations Convention on the Rights of Persons with Disabilities emphasising the right to be included in decision-making, both in public life and the labour market (United Nations, 2006).

Methodology

The study is based on bibliometric analysis methodology. The data was collected from the international database of scientific publications “Web of Science” using the keywords “disability” and “management”. In a first step, filtering of the sources by subject area was applied. The following categories were included in the analysis: management, education, sociology, psychology, political science, economics, healthcare and environmental sciences. This choice is based on an interdisciplinary approach to assess the extent to which disability issues are integrated into research in management and related fields. The type of publication is ‘article’, the language is English, and the year of publication is unlimited. The resulting set of 1325 publications formed the basis of the analysis. The data were further processed using VOSviewer, a software that allows visualisation of the frequency, interrelationships and collaboration networks of concepts.

In a second step, data cross-sections were created based on:

- dominant keywords and thematic clusters;
- research areas;
- publication trends over time;
- the most active authors and their collaboration networks.

The temporal distribution of clusters in the visualisation enabled to identify shifts in the focus on disability-related topics in management has shifted across decades.

the terms ‘data’, ‘evaluation’, ‘study’, ‘experience’, ‘sample’ indicating both quantitative and qualitative approaches, which allows for disability to be analysed both as a set of objective indicators, and as an experiential phenomenon interacting with the organisational context.

There is a significant shift in the time axis: older work (pre-2015) is dominated by themes of trauma, return to work, costs and politics, while from 2018 onwards, terms reflecting aspects of inclusion, stigma, communication and empowerment become more prominent. This suggests that the research strand is gradually moving away from a deficit model and towards a holistic, human rights-based approach, which sees the person with disabilities as a worker with potential, rather than just a recipient of assistance.

The visualisation (Figure 2) shows that the concept of talent management is weakly integrated into the field of disability research, with only two themes:

disability and approach. Moreover, these links are in cyan, indicating that most of the publications mentioning these links were published before 2018. This means that the topic is not only not widely analysed, but also not actively developed in recent research papers.

This situation reveals a significant gap in the research literature: despite the growing focus on inclusion in organisations, the potential of persons with disabilities as talent management is still a neglected issue. This analysis confirms that the research strand linking disability and talent management is fragmented and requires targeted research attention.

The authors’ collaborative network study (Figure 3) shows that the authors’ collaboration in this field is not widespread, with a network formed by several smaller groups with fragmented interconnections. The visualisation highlights a few core authors, such as Amick, BC, Lamminpaa, Anne, Shrey, DE and

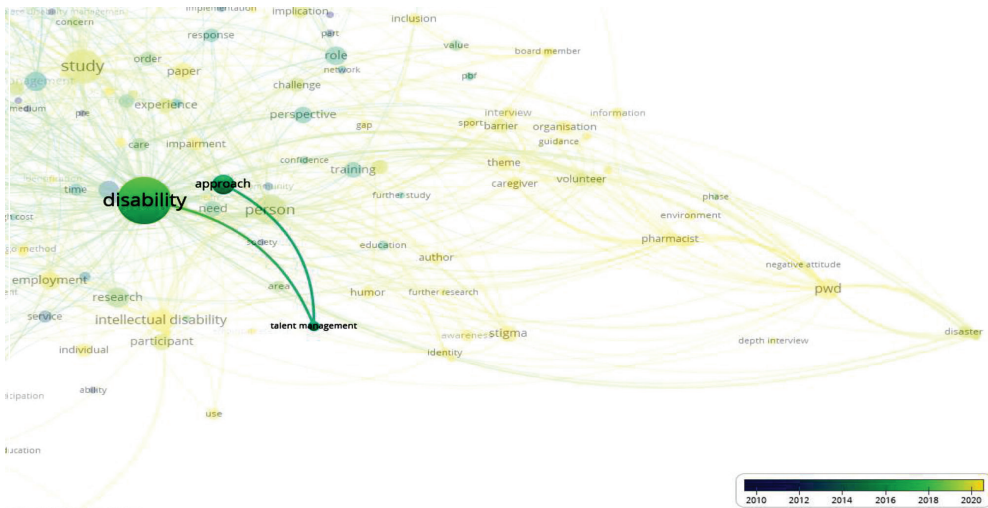


Fig. 2. Conceptual linkage between “disability” and “talent management” in academic research

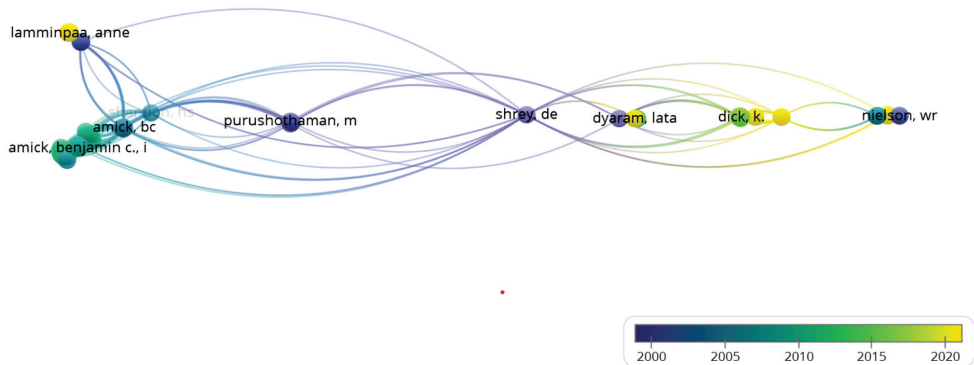


Fig. 3. Collaboration network of key authors in disability and management research

Dyaram, Lata, who occupy a central position, linking several other collaborator nodes. This shows their importance in the field of research on this topic.

In the context of disability management research, the most active authors (Figure 1) stand out not only in terms of the number of publications, but also in terms of their networks. The analysis was carried out with a minimum number of publications per author of 1, and the visualisation shows both the authors and their research links, colour-coded by periods of activity from 2000 to 2020. Most of the collaborative links observed date back to 2015, indicating that the most significant clusters were formed well over a decade ago. More recent publications (2018-2020), although they exist, are scattered and their authors are more loosely connected to each other, indicating a possible increase in individual interest in the topic, but still limited development of international cooperation.

One of the most prominent figures in the network is D. E. Shrey, who published most actively between 2000 and 2010. D. E. Shrey's research emphasises an interdisciplinary approach, bringing

together employers, workers and trade unions (Shrey & Hursh, 1999). His work prioritises the adaptation of the work environment and the search for durable solutions (Shrey & Breslin, 1992), and the importance of managerial decisions in the career development of persons with disabilities from the earliest stages of their career development (Hursh et al., 1982).

B. C. Amick III has a high citation count. His work focuses on work inclusion through health promotion, with an emphasis on ergonomics (Amick et al., 2003) and the impact of workplace policies on employee well-being (Amick, 1987). Studies have analysed how various factors in the work environment, both physical (Brewer et al., 2006), psychological (Amick & Smith, 1992) and social (McDonough & Amick, 2001), contribute to the maintenance of fitness for work and return to work.

H. S. Shannon's research focuses on the interaction between the work environment, organisational factors and employee health (Cunningham et al., 2002). A significant body of research has also focused on the impact of organisational practices on employee safety and

well-being (Geldart et al., 2010; Shannon et al., 2001). The analysis (Figure 3) shows a collaborative network between B. C. Amick III and H. S. Shannon – these authors combine the themes of health and work inclusion in their publications.

Another distinct group has formed around the author Lata Dyaram, who has been most active in publishing after 2015, and whose work has strong themes of management, inclusion, and empowerment of persons with disabilities (Jaiswal & Dyaram, 2020; Suresh & Dyaram, 2020) attention to their combined significance has been limited. Extant work highlights cognitive outcomes of diversity, while its impact on affect-related outcomes is underexplored. The purpose of this paper is to examine how employee perceptions of diversity (based on surface and/or knowledge attributes. Compared to previous publications by authors dealing with managerial aspects of persons with disabilities, Lata Dyaram's, work has a strong human resource management orientation (Santhanam et al., 2017).

Anne Lamminpaa is the most recent author of publications, with publications published around 2020. However, her contribution to research in the field of disability inclusion management can be observed in previous years (Hinkka et al., 2013). Her work, alongside workplace inclusion (Honkonen et al., 2024) and the well-being of persons with disabilities in the workplace (Geerdink et al., 2022) adds themes on leadership (Kuoppala et al., 2008). She works closely with the above-mentioned authors in developing themes related to work inclusion.

Considering the network structure, it can be argued that collaborative networks

in the field of disability management research are still fragmented, but some authors (e.g., D. E. Shrey) play the role of bridges between the different research themes. The overall network of collaborations is rather narrow, which only reaffirms the previous conclusion of the analysis: the topic is still niche, and the field of researchers limited.

Discussion

The bibliometric analysis revealed that the topic of persons with disabilities in management research is still fragmented and insufficiently structured. Although terms such as 'disability management', 'return to work' or 'intervention' dominate some clusters, their links to inclusion and organisational strategy are weak. The concept of inclusion is more often associated with social work, health or education research, but not with management in the strict sense.

We recorded a more pronounced intensity of research up to 2015, when topics related to health policy, trauma management and organisational measures were dominant. More recent research (post-2018) focuses on the psychosocial dimension, communication, workplace adaptation and empowerment, but is still poorly connected to the broader managerial discourse. This suggests that researchers are beginning to reflect on the importance of inclusion but lack a systematic approach to integrating this into organisations' talent management models. Moreover, the authors whose work formed the main research networks were mostly active

before 2015. Newer researchers have not yet formed stronger scientific links. This reflects not only the niche nature of the topic, but also the need to foster international collaboration, thematic consolidation and interdisciplinary research.

The bibliometric findings reveal that while interest in disability in management literature has grown, it remains largely peripheral and segmented. Much of the research is anchored in compliance, accommodation, or public health frameworks, with limited integration into mainstream management theories. This suggests that disability is still primarily treated as a social issue, rather than a strategic resource or part of inclusive leadership and talent development. A critical gap lies in the underutilisation of empowerment-based perspectives, which position people with disabilities as contributors to organisational knowledge, innovation, and culture. Incorporating these perspectives could enrich career development models, particularly in diversity management, sustainable HRM, and inclusive organisational culture research. Future research should move beyond representation and access issues to explore how career systems, leadership development, and strategic planning can be adapted to support people with disabilities not only as workers, but as leaders and agents of organisational change.

Conclusions

Persons with disabilities are still not systematically treated as a strategic human resource. Most of the studies in the scope of the analysis consider people with

disabilities in the context of health care, rehabilitation or social protection, rather than as equal employees in organisational development. This shows that management science is still dominated by a deficit-based approach rather than an empowerment and competency-based perspective.

Research on the intersection of talent management and disability is scarce and fragmented in its thematic weight. While there are isolated works in the literature linking disability to employee inclusion or skills development, a bibliometric analysis revealed only a few publications in this area. Most of these were published before 2018, and more recent publications are not yet sufficiently interconnected or forming a coherent line of research.

Researcher networks remain fragmented, and the dominant groups that have contributed most to the development of the topic have been active in the period 2000-2015. The visualisations show that close ties have developed only between a few groups of authors. This reflects the niche nature of the thematic area and the need to foster international, interdisciplinary scientific dialogue.

New research tends to focus more on empowerment, inclusion, adaptation of working conditions, but managerial analysis is still lacking. These studies raise important questions about the psychosocial environment, empowerment and decision-making co-creation, but they do not always relate to talent management models or human resource strategies. As a result, their impact on the field of management science remains limited.

The topic requires targeted development – it is necessary to develop a research framework that does not treat disability inclusion as a social or legal liability, but as a potential for value creation within organisations. Inclusive talent management could be a strategic tool for reducing social exclusion, creating diverse organisational cultures that value diversity and fostering innovative work environments that are ready for long-term development.

Limitations of the study

For this study, a single database, “Web of Science”, was chosen, so data from other

sources were not included in the analysis. This may have limited the scope of the study and the variety of studies. It is also worth noting that the visualisations were based on bibliographic data (keyword interactions, author collaborations) but did not analyse the full content of the articles. As a result, this study does not provide a comprehensive qualitative analysis of the content that could reveal deeper discursive or theoretical aspects. Furthermore, the selection of topics was limited to the fields of management, social sciences and health research, which means that potentially relevant research from other disciplines, such as technology or engineering, was left out.

References

1. Amick, B. C. (1987). The Politics of the Quality of Worklife in Automated Offices in the USA // *Behaviour & Information Technology*. Vol. 6 No. 4, pp. 467–482. doi: 10.1080/01449298708901857
2. Amick, B. C., Robertson, M. M., DeRango, K., Bazzani, L., Moore, A., Rooney, T., Harrist, R. (2003). Effect of Office Ergonomics Intervention on Reducing Musculoskeletal Symptoms // *Spine*. Vol. 28, No. 24, pp. 2706–2711. doi: 10.1097/01.BRS.0000099740.87791.F7
3. Amick, B. C., Smith, M. J. (1992). Stress, Computer-Based Work Monitoring and Measurement Systems: A Conceptual Overview // *Applied Ergonomics*. Vol. 23, No. 1, pp. 6–16. doi: 10.1016/0003-6870(92)90005-G
4. Anlesinya, A., Amponsah-Tawiah, K. (2020). Towards A Responsible Talent Management Model // *European Journal of Training and Development*. Vol. 44, No. 2/3, pp. 279–303. doi: 10.1108/EJTD-07-2019-0114
5. Berre, S. (2024). Exploring Disability Disadvantage in Hiring: A Factorial Survey among Norwegian Employers // *Work, Employment and Society*. Vol. 38, No. 4, pp. 1087–1106. doi: 10.1177/09500170231175776
6. Bhaskar, A., Baruch, Y., Gupta, S. (2023). Drivers Of Career Success Among the Visually Impaired: Improving Career Inclusivity and Sustainability in A Career Ecosystem // *Human Relations*. Vol. 76, No 10, pp. 1507–1544. doi: 10.1177/00187267221103529
7. Bigby, C., Bould, E., Beadle-Brown, J. (2017). Conundrums Of Supported Living: The Experiences of People with Intellectual Disability // *Journal of Intellectual & Developmental Disability*. Vol. 42, No. 4, pp. 309–319. doi: 10.3109/13668250.2016.1253051
8. Brewer, S., Eerd, D. V., Amick Iii, B. C., Irvin, E., Daum, K. M., Gerr, F., Moore, J. S., Cullen, K., Rempel, D. (2006). Workplace Interventions to Prevent Musculoskeletal and Visual Symptoms and Disorders Among Computer Users: A Systematic Review // *Journal of Occupational Rehabilitation*. Vol. 16, No. 3, pp. 317. doi: 10.1007/s10926-006-9031-6
9. Celestino, S., Garofano, A., Masiello, B., Izzo, F., Bonetti, E. (2024). Disability And Marketing: A Bibliometric Analysis and Systematic Literature Review // *Italian Journal of Marketing*. Vol. 2024, No. 3, pp. 311–337. doi: 10.1007/s43039-024-00098-3

10. Cunningham, C. E., Woodward, C. A., Shannon, H. S., MacIntosh, J., Lendrum, B., Rosenbloom, D., Brown, J. (2002). Readiness For Organizational Change: A Longitudinal Study of Workplace, Psychological and Behavioural Correlates // *Journal of Occupational and Organizational Psychology*. No. 75, Vol. 4, pp. 377–392. doi: 10.1348/096317902321119637
11. Curryer, B., Donelly, M., Roots, K., Spencer, M., Harding, W., Sneath, K. (2025). Inclusion Of People with Intellectual Disability in The Decision-Making and Governance of Disability and Community Organisations // *Journal of Intellectual & Developmental Disability*, pp. 1–14. doi: 10.3109/13668250.2025.2458124
12. Edwards, M. G., Soo, C., Greckhamer, T. (2016). Public Value Management: A Case Study of Transitional Change in Disability Sector Reform in Western Australia // *Australian Journal of Public Administration*. Vol. 75, No. 2, pp. 176–190. doi: 10.1111/1467-8500.12193
13. European Commission. (N. d.). The European Pillar of Social Rights in 20 principles. Internet access: <https://ec.europa.eu/social/main.jsp?catId=1606&langId=en#chapter-iii-social-protection-and-inclusion>
14. European Commission. (2021). Union of Equality: Strategy for the Rights of Persons with Disabilities 2021–2030.
15. European Commission. Directorate General for Employment, Social Affairs and Inclusion. (2021). Union of Equality: Strategy for The Rights of Persons with Disabilities 2021–2030. Publications Office. doi: 10.2767/31633
16. European Union. (2009). Charter of Fundamental Rights of the European Union // *Official Journal of the European Union*. C 326/391. Internet access: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A12012P%2FTXT>
17. Farndale, E., Morley, M. J., Valverde, M. (2019). Talent Management: Quo Vadis? // *BRQ Business Research Quarterly*. Vol. 22, No. 3, pp. 155–159. doi: 10.1016/j.brq.2019.06.001
18. Geerdink, E. O., Sewdas, R., Van Kempen, H., van Weeghel, J., Anema, H., Huysmans, M. (2022). Experiences, Needs and Expectations of Welfare Benefits Recipients Regarding the Welfare to Work Services and Their Caseworker – Preliminary Results from A Mixed Methods Study // *Safety and Health at Work*. Vol. 13, S114. doi: 10.1016/j.shaw.2021.12.1110
19. Geldart, S., Smith, C. A., Shannon, H. S., Lohfeld, L. (2010). Organizational Practices and Workplace Health and Safety: A Cross-Sectional Study in Manufacturing Companies // *Safety Science*. Vol. 48, No. 5, pp. 562–569. doi: 10.1016/j.ssci.2010.01.004
20. Ghosh, K., Liu, Y., Mishra, M. (2022). Labor Market Participation for Employees with Disabilities: A Cross-Organizational Review in India // *Disability & Society*, pp. 1–22. doi: 10.1080/09687599.2022.2093166
21. Grewal, L., van Der Sluis, H. (2024). Hidden Barriers to Marketplace Disability Accessibility: An Empirical Analysis of the Role of Perceived Trade-Offs // *Journal of Consumer Research*. Vol. 51, No. 1, pp. 66–78. doi: 10.1093/jcr/ucad051
22. Hinkka, K., Kuoppala, J., Väänänen-Tomppo, I., Lamminpää, A. (2013). Psychosocial Work Factors and Sick Leave, Occupational Accident, and Disability Pension: A Cohort Study of Civil Servants // *Journal of Occupational & Environmental Medicine*. Vol. 55, No. 2, pp. 191–197. doi: 10.1097/JOM.0b013e31827943fe
23. Honkonen, N., Lamminpää, A., Liira, J. (2024). Work Ability Meetings – Challenges and Resolutions, A Survey to Finnish Occupational Physicians // *Work*. Vol. 79, No. 3, pp. 1425–1432. doi: 10.3233/WOR-230331
24. Hursh, N. C., Shrey, D. E., Lasky, R. G., D'Amico, M. L. (1982). A Career Education Model for Students with Special Needs // *Teaching Exceptional Children*. Vol. 15, No. 1, pp. 52–56. doi: 10.1177/004005998201500112
25. International Labour Organization. (2025, April 4). Advancing Disability Inclusion in The Global Labour Market. Internet access: <https://www.ilo.org/resource/news/advancing-disability-inclusion-global-labour-market>
26. Jaiswal, A., Dyaram, L. (2020). Perceived Diversity and Employee Well-Being: Mediating Role of Inclusion // *Personnel Review*. Vol. 49, No. 5, pp. 1121–1139. doi: 10.1108/PR-12-2018-0511
27. King, K. A., Vaiman, V. (2019). Enabling Effective Talent Management Through a Macro-Contingent Approach: A Framework for Research and Practice // *BRQ Business Research Quarterly*. Vol. 22, No. 3, pp. 194–206. doi: 10.1016/j.brq.2019.04.005
28. Kulkarni, M., Gopakumar, K. (2014). Career Management Strategies of People with Disabilities // *Human Resource Management*.

- Vol. 53, No. 3, pp. 445–466. doi: 10.1002/hrm.21570
29. Kuoppala, J., Lamminpää, A., Liira, J., Vainio, H. (2008). Leadership, Job Well-Being, and Health Effects – A Systematic Review and a Meta-Analysis // *Journal of Occupational & Environmental Medicine*. Vol. 50, No. 8, pp. 904–915. doi: 10.1097/JOM.0b013e31817e918d
 30. McDonough, P., Amick, B. C. (2001). The Social Context of Health Selection: A Longitudinal Study of Health and Employment // *Social Science & Medicine*. Vol. 53, No. 1, pp. 135–145. doi: 10.1016/S0277-9536(00)00318-X
 31. Neįgalumo ir darbingumo nustatymo tarnyba. (2014). Pasaulinė ataskaita apie neįgalumą: Santrauka. Neįgalumo ir darbingumo nustatymo tarnyba prie Lietuvos Respublikos socialinės apsaugos ir darbo ministerijos. Internet access: https://iris.who.int/bitstream/handle/10665/70670/WHO_NMH_VIP_11.01_lit.pdf;sequence=64
 32. Pantouvakis, A., Karakasnakis, M. (2019). Exploring The Links Between Talent Philosophies and Talent Management in Service Organizations // *Industrial and Commercial Training*. Vol. 51, No. 4, pp. 277–286. doi: 10.1108/ICT-03-2019-0026
 33. Salkever, D. S. (2000). Employers' Disability Management Activities: Descriptors and an Exploratory Test of the Financial Incentives Hypothesis // *Journal of Occupational Rehabilitation*. Vol. 10, No. 3, pp. 199–214. doi: 10.1023/A:1026614418969
 34. Santhanam, N., Dyaram, L., Ziegler, H. (2017). Impact Of Human Resource Management Practices on Employee Turnover Intentions: Moderating Role of Psychological Contract Breach // *Journal of Indian Business Research*. Vol. 9, No. 3, pp. 212–228. doi: 10.1108/JIBR-10-2016-0116
 35. Shannon, H. S., Robson, L. S., Sale, J. E. M. (2001). Creating Safer and Healthier Workplaces: Role of Organizational Factors and Job Characteristics // *American Journal of Industrial Medicine*. Vol. 40, No. 3, pp. 319–334. doi: 10.1002/ajim.1106
 36. Shrey, D. E., Breslin, R. E. (1992). Disability Management in Industry: A Multidisciplinary Model for The Accommodation of Workers with Disabilities // *International Journal of Industrial Ergonomics*. Vol. 9, No. 2, pp. 183–190. doi: 10.1016/0169-8141(92)90116-H
 37. Shrey, D., Hursh, N. (1999). Workplace Disability Management: International Trends and Perspectives // *Journal of Occupational Rehabilitation*. Vol. 9, No. 1, pp. 45–59. doi: 10.1023/A:1021393432243
 38. Stuss, M. M. (2020). Talent Management – War for Talents // *Proceedings of the 11th Business & Management Conference, Dubai*. 11th Business & Management Conference, Dubai. doi: 10.20472/BMC.2020.011.013
 39. Suresh, V., Dyaram, L. (2020). Towards A Confluence: Disability Inclusion and Organizational Change // *Journal of Indian Business Research*. Vol. 12, No. 4, pp. 625–644. doi: 10.1108/JIBR-03-2019-0068
 40. Tucker, B. P., Nash, E. (2025). Good For Business: Towards A Management Control Research Agenda Relating to The Employment of Workers with Intellectual Disability // *Journal of Accounting Literature*. Vol. 47, No. 1, pp. 129–149. doi: 10.1108/JAL-01-2023-0013
 41. United Nations. (N. d.). Transforming Our World: The 2030 Agenda for Sustainable Development. Department of Economic and Social Affairs Sustainable Development. Retrieved 11 April 2025. doi: <https://sdgs.un.org/2030agenda>
 42. United Nations. (2006, December 12). Convention on the Rights of Persons with Disabilities. Sixty-first session of the General Assembly by resolution A/RES/61/106.
 43. Vilčiauskaitė, B., Savanevičienė, A., Navickas, V. (2020). Managing Older Talents in The Context of Aging Society // *Economics & Sociology*. Vol. 13, No. 4, pp. 213–226. doi: 10.14254/2071-789X.2020/13-4/13

The paper submitted: April 4, 2025

Prepared for publication: May 30, 2025

Rasa RUDAITIENĖ

NEGALIOS SAMPRATA VADYBOS MOKSLUOSE: ĮTRAUKIOSIOS KARJEROS LINK

S a n t r a u k a

Šiame straipsnyje pateikiama mokslinės literatūros, nagrinėjančios žmonių su negalia tematiką vadybos srityje, bibliometrinė analizė, akcentuojant karjeros aspektą. Nors įvairovės ir įtraukties sąvokos šiuolaikinėse organizacijose įgyja strateginę reikšmę, negalios klausimai vis dar nėra sistemškai įtraukti į talentų valdymo ar žmogiškųjų išteklių strategijas. Tyrime pabrėžiama būtinybė išsamiau suprasti, kaip asmenų su negalia įtraukties tema atspindi akademinuose vadybos tyrimuose ir kaip ji integruojama į organizacines praktikas.

Duomenys buvo renkami iš „Web of Science“ duomenų bazės, naudojant raktažodžius „disability“ ir „management“. Analizei atrinkti 1 325 straipsniai, apimantys vadybos, edukologijos, sociologijos, psichologijos, ekonomikos, sveikatos priežiūros ir aplinkosaugos mokslo sritis. Duomenų analizė atlikta naudojant „VOSviewer“ programą, leidžiančią identifikuoti teminius klasterius, sąvokų sąveikas, autorių tinklus ir tyrimų dinamiką laiko atžvilgiu.

Rezultatai parodė, kad negalios tema vadybos moksle vis dar nagrinėjama fragmentiškai,

o didžiausias tyrimų suaktyvėjimas pastebėtas 2000-aisiais. Dominuojančios temos buvo darbo vietos pritaikymas, grįžimo į darbą strategijos ir ekonominiai negalios aspektai. Naujesni tyrimai labiau orientuoti į psichosocialinius aspektus, komunikaciją ir įgalinimą, tačiau šios temos tebėra silpnai susijusios su pagrindinėmis vadybos teorijomis ar talentų valdymo sistemomis. Tyrimas taip pat atskleidė, kad talentų valdymo sąvoka retai siejama su negalia. Autorių bendradarbiavimo tinklai pasirodė esantys gana siauri ir koncentruoti aplink keletą pagrindinių autorių. Tai paryškina poreikį stiprinti tarpdisciplininį ir tarptautinį bendradarbiavimą, siekiant plėtoti negalios tematiką vadybos moksle.

Apibendrinant galima teigti, kad žmonės su negalia vis dar nėra traktuojami kaip strateginis žmogiškųjų išteklių segmentas. Siekiant pokyčio, būtina pereiti nuo deficitinio požiūrio prie tokio, kuris neįgaliųjų įtrauktį vertina kaip organizacinę vertę kuriančią galimybę. Tam reikia tikslingo įtraukiosios praktikos integravimo į karjeros planavimą, darbo vietų organizavimą ir vadybinius sprendimus.

