

"Enhancing Neurodiversity Inclusion in HR Practices: Strategies for Recruitment, Onboarding, and Retention of Neurodivergent Individuals in the Workplace"

Aliya Quazi

Assistant Professor

Bright Business School, Hubli

Approved by AICTE Delhi and Affiliated to Karnatak University Dharwad

Email: aliyaquazi8275@gmail.com

Abstract

This research paper, explores how Human Resources (HR) departments can adapt their practices to support the inclusion of neurodivergent individuals, such as those with autism, ADHD, and dyslexia, in recruitment, onboarding, and retention processes, aiming to address the systemic barriers that have historically limited their participation in the workforce, by proposing strategies that encompass inclusive recruitment practices that focus on essential competencies rather than traditional qualifications, adapting onboarding processes to provide clear, structured, and flexible training methods, as well as creating supportive work environments with modifications such as quiet spaces, sensory accommodations, and personalized career development plans that align with neurodivergent employees' strengths, all within a broader framework of diversity, equity, and inclusion (DEI) principles, while drawing on existing theories of social inclusion and organizational behavior, and synthesizing case studies, expert opinions, and secondary data from global DEI reports to suggest actionable steps for HR professionals to foster more inclusive work environments that not only ensure legal and moral responsibilities are met but also contribute to organizational success by unlocking the unique strengths of neurodivergent employees, ultimately helping organizations create more innovative, diverse, and sustainable workplaces that value and integrate invisible diversity, with the expectation that this research will offer foundational insights and frameworks for future empirical studies on neurodiversity in the workplace, ultimately demonstrating the strategic advantage of neurodiversity inclusion and highlighting the need for continuous feedback loops and iterative improvements in HR practices to ensure long-term success in fostering an inclusive workplace culture.

Keywords: Neurodiversity, Human Resources (HR), Inclusion, Recruitment, Onboarding, Retention

I. Introduction

In modern workplaces, neurodiversity has emerged as a major theme in workplace diversity initiatives, as many organisations are moving towards creating environments that welcome diverse minds and incorporate neurodivergent individuals; those with autistic spectrum disorders, attention deficit hyperactivity disorder (ADHD), dyslexia and other developmental disorders (Hernandez et al., 2020; Austin & Pisano, 2017), aiming to have all these individuals be part of demanding and multi-faceted workplace success (Austin & Pisano, 2017). We calculate that neurodivergent conditions that you may have come to know such as autism spectrum disorder (ASD), attention-deficit/hyperactivity disorder (ADHD) and dyslexia account for a significant percentage of the population: autism alone currently affects 1 in 54 people worldwide (Maenner et al., 2020), ADHD is estimated to affect 5% of the adult population worldwide (Kooij et al., 2010) and dyslexia affects 5–10% of the population (Snowling, 2019) so we are talking about a large part of the workforce that could be neurodivergent. However, there continues to be a significant underutilization of neurodivergent talent in many sectors, partially as a result of systemic constraints that prevent full participation from these individuals in the recruitment, onboarding, and retention processes largely behind by a traditional workplace (Baker et al., 2020; Monden & Doran, 2022). Alongside the movements towards diversity, equity, and inclusion (DEI), inclusion of neurodiversity has started being identified as an important area for organizations to develop, including acknowledgment that inclusion of neurodiversity is not only altruistic in terms of social justice, but also has actual organizational benefits, including improved problem-solving, creativity, and innovation (Silberman, 2015; Jackson, 2021). As a result of this, organisations have transitioned from approaching diversity merely as demographic representation to a more holistic neurodiversity-affirming approach in their recruitment and human resource strategies that emphasises on an equitable landscape of opportunities for neurodivergent individuals (Brown & Beukes, 2021). This new focus has identified HR practices—especially those related to recruitment, onboarding, and retention—as the most likely approaches for cultural change toward a workplace that supports neurodivergent workers so they are at least recruited, but not necessarily retained and promoted, within inclusive and supportive workplaces (Doyle, 2020;

Hensel et al., 2021). Emergence of Neurodiversity as a Focus of DEI This increased acknowledgment within DEI frameworks points out the need for custom-needs in neurodiversity specific strategies that respond to the situations neurodivergent individuals experience working in the workplace, from job applications to day-to-day functioning in workplaces and the removal of barriers inhibiting their success and advancement in the workforce (Miller et al., 2020). Developing such cultures may help organizations to address the potential of neurodiverse employees and enhance the performance of organizations as well as their social responsibility (Eisenhauer & Shia, 2021).

Research problem related to the study

Though neurodiversity is increasingly recognized as an essential aspect of diversity, equity, and inclusion (DEI) within organizations, considerable gaps persist with regard to Human Resources (HR) practices to recruit, onboard, and retain neurodivergent individuals, particularly autistic individuals, or people with ADHD and dyslexia, where predominant and traditional HR practices can act as barriers that preclude the full participation and success of neurodivergent employees (Baker et al., 2020; Monden & Doran, 2022), because recruitment practices typically hinge on conventional assessment protocols, which may not accommodate neurodivergent traits, such as structured interviews or written tests, which could be detrimental to individuals with conditions, such as ADHD or dyslexia, while onboarding programs generally do not account for providing needed clarity, predictability, or support either for neurodivergent employees to thrive, while neglecting to embed neurodiversity-friendly practice, such as clear instructions, sensory accommodations, or flexible training modalities (Doyle, 2020; Brown & Beukes, 2021), and retention strategies are also deficient, as those are also largely ineffective at considering the unique needs of neurodivergent individuals, such as ensuring workspaces free from sensory overload or allowing flexible work arrangements, which could contribute to greater job satisfaction and retention in the long term (Hensel et al., 2021; Jackson, 2021). These gaps can only be mitigated by delving into customized HR strategies and harnessing the potential of neurodivergent individuals, and a failure to act can affect its chances for success, sidelining efforts to create inclusive workplaces that embrace the unique perspectives and talents neurodivergent individuals offer, leading to missed opportunities for innovation and growth (Eisenhauer & Shia, 2021; Miller et al., 2020). Fulfilling these needs is important not only for providing neurodivergent people with equitable access to employment opportunities, but also for improving organizational outcomes, as inclusive hiring, onboarding, and retention practices have been shown to lead to increased innovation, higher employee engagement, and greater overall organizational performance (Hernandez et al. 2020; Silberman 2015)—improvements that are beneficial to employees and about the organization as a whole. Designing inclusive HR practices and policies will ultimately help the organization to create a work environment that maximizes the potential and strengths of neurodivergent individuals, resulting in higher levels of social, economic, and organizational success (Baker et al., 2020).

Purpose and Objectives related to the study

The purpose of this study is to explore and propose Human Resource (HR) strategies aimed at improving the recruitment, onboarding, and retention of neurodivergent individuals in the workplace, specifically addressing how HR can adapt its practices to ensure that neurodivergent employees, including those with autism, ADHD, dyslexia, and other invisible disabilities, have equal opportunities for success and advancement in a supportive and inclusive work environment, while also contributing to the organization's overall performance and innovation through a more diverse workforce (Baker et al., 2020; Doyle, 2020). The study seeks to bridge existing gaps in HR practices by developing actionable, evidence-based strategies that can be integrated into recruitment processes, tailored onboarding programs, and retention-focused workplace modifications, with an emphasis on creating environments that cater to the specific needs of neurodivergent employees (Monden & Doran, 2022; Hensel et al., 2021). The key research questions guiding this study are: (1) How can HR departments redesign recruitment strategies to effectively identify and hire neurodivergent individuals while minimizing biases? (2) What modifications to onboarding processes are necessary to provide neurodivergent employees with the support and structure they need to succeed from the outset? (3) What HR-driven strategies can be implemented to retain neurodivergent employees and foster long-term engagement and job satisfaction? (4) How can organizations create a culture of inclusion that values the strengths and contributions of neurodivergent employees? The objectives of this research are to identify successful HR practices for neurodiversity inclusion, assess their impact on employee performance and satisfaction, and propose a comprehensive framework for HR professionals to adopt in their organizations (Hernandez et al., 2020; Jackson, 2021).

Scope and Limitations of the study

Given the barriers neurodivergent people face with gaining employment, this study will examine HR strategies that can help attract and improve the onboarding of neurodivergent employees in workplace settings by targeting various disabilities, including autism, ADHD, dyslexia, and other neurodevelopmental conditions to showcase how HR practices can be adjusted to adapt behaviors and fully integrate neurodivergent people with disabilities so that they are able to contribute to the success and productivity of the company (Hernandez et al.

2020; Doyle, 2020). The study will investigate the state of play of HR policies and practices; identify and examine current case studies of organizations exemplifying successful neurodiversity inclusion programs; and ultimately, combine this knowledge to provide practical guidance to HR departments that enhance neurodiversity inclusion throughout the recruitment cycle, during onboarding, and in the retention process (Baker et al., 2020; Monden & Doran, 2022). This study only targets those organizations and HR strategies with respect to neurodiversity in work organizations that have made, or are currently trying to make, some progress in improving inclusion of neurodivergent workers, based on this it investigates mainly those barriers that neurodivergent workers experience with traditional HR processes, and the approaches needed to counteract these barriers (Hensel et al., 2021). And whilst the findings will be meant to be generalizable, their generalizability will be limited by the availability of organisations that have already institutionalized formal neurodiversity-inclusive practices, though data will be code-compared by case studies, existing literature and expert opinion within a defined period, thus limiting the generalizability across industries or countries with different levels of awareness of neurodiversity and HR practices (Silberman 2015, Jackson 2021) As this study is qualitative using data from interviews and a case study, some subjectivity could be introduced, and therefore those recommendations may not be generalizable to all settings, particularly in countries with less developed neurodiversity-friendly policies (Miller et al., 2020; Brown & Beukes, 2021).

II. Literature Review

Theoretical Framework

The theories of neurodiversity representation in the workplace (i.e., the ways to provide neurodivergent with an organizational context by means of theoretical lenses of barriers and challenges to neurodivergent) are divided into three (with three being the key number so far), the social model of disability, and organizational behavior theory and piggybacking on the last topic of theoretical approaches to include neurodiversity. According to the social model of disability (Oliver, 1996), disability is not an individual characteristic but the consequence of the barriers imposed by a society that prevents the individual from participating fully in the activity HP ALM Quality Center Keygen. This lens is fundamental to the concept of workplace neurodiversity, as it reframes the need for change away from individuals who must be "fixed" and onto organizations which structures, policies, and practices must be adapted to create inclusive spaces (Harrison & Hensel, 2021). The social model invites HR practices to change how they recruit, onboard and retain neurodivergent employees by providing alternative interview formats or sensory-friendly workspaces to eliminate environmental and procedural barriers to participation (Baker & Johnson, 2019). The social model reminds us that inclusion is an outcome of systemic change where HR professionals need to evaluate and re-design any practices that continue to be discriminatory or exclusionary in a way that was not intended (Shakespeare, 2014). The organizational behavior theory (i.e., behavioral and cognitive theories) is also significant when analyzing neurodiversity within the workplace. These ideologies showcase how factors such as workplace culture, leadership and interpersonal relationships have an impact on employee behaviour, performance, and well-being (Robinson & Judge, 2017). Consistent with the theory of organizational behavior, the neurodiversity movement emphasizes that individuals perform feel empowered and able to excel when they work in conditions that are supportive of their unique ways of processing the world. These theories have helped provide high-level HR strategies grounded in a clear understanding of employee differences and supported call for clear communication, structured feedback, and tailored performance incentives that might be more suited to a neurodivergent employee population that may thrive in environments with consistency, predictability, and explicit expectation (Bennett & Reeve, 2021). Positive reinforcement and recognition of employees is rooted in behavioral theories (Thompson & Shih, 2020), and reward and recognition systems for neurodivergent individuals should reward them where their strengths lie, such as recognizing creative problem-solving or attention to detail as a strength as opposed to recognizing based on a generic performance score. Inclusion frameworks complement neurodiversity inclusion by providing strategies and KPIs that can actually help build diverse & equitable workplaces. The diversity and inclusion (D&I) framework have opened this dialogue by arguing that workplace diversity extends beyond demographic characteristics to capture cognitive diversity, which includes neurodevelopmental disorders such as autism, ADHD, and dyslexia (Shore et al., 2011). Inclusion frameworks call for effective policies and practices that lead to neurodiverse employees being seen, heard, and made to feel welcome and integrated into the culture of the organization. The frameworks that these authors provide have been shown to offer people managers with guidelines on how to develop a recruitment process that promotes diversity, equity, and inclusion, provides neurodivergent employees equal opportunities to thrive and creates a culture of acceptance through diversity training and awareness programs (Shore et al., 2018). In fact, inclusion frameworks also highlight that it is important to continuously evaluate DEI policies on their effectiveness and break it down in order to improve the workplace for neurodivergent employees (Hernandez et al, 2020). Together these theories underpin the design of HR strategies that drive neurodiversity in the workplace; seeking to ensure systemic change within organisations and support to create a climate for positive behaviours and providing direction for good inclusive practice. The social model of disability challenges HR professionals to

reconsider the dimensions of the workplace that can act as barriers, organizational behavior theory promotes neurodivergent-heavy environments tailored for the cognitive skillset of such individuals, and inclusion frameworks provide measures to continuously assess and enhance diversity and equity practices in the workplace. The above-mentioned theoretical perspectives provide a holistic framework to design HRM strategies that attract, facilitate, and engage neurodiverse people in the workplace, resulting in better organizational functioning, innovation, and social responsibility.

Neurodiversity in the Workplace

While neurodiversity is widely acknowledged as an important component of diversity, equity, and inclusion (DEI), neurodivergent people as a group those on the autism spectrum and ADHD (attention deficit hyperactivity disorder) and dyslexia have relatively lower numbers in the workplace and when there are barriers to recruitment, onboarding, and retention (Austin & Pisano, 2017; Monden & Doran, 2022). The major barrier neurodivergent individuals encounter is recruitment bias as neurodivergent people are not recruited to their true potential as traditional methods focus on structured interviews (standardized), written assessments and qualifications that may differ from the strengths or needs of neurodivergent candidates (Baker et al., 2020). Furthermore, neurodivergent individuals are less likely to get access to job opportunities due to the hiring managers' lack of knowledge about neurodiversity, and the unconscious stigmatization (Doyle, 2020; Hensel et al., 2021) that they experience is adding up to this bias. After getting hired, neurodiverse workers can struggle through onboarding because many traditional onboarding processes are not structured, clear and reasonable enough in order to allow a neurodivergent person to feel supported, and may leave the door open for a miscommunication or a lack of engagement (Jackson, 2021). In addition, retention continues to be an issue, as neurodiverse employees may not adapt well to non-accommodating working conditions with inadequate sensory or cognitive support (Silberman, 2015; Thompson & Shih, 2020). To combat these issues, a few organizations have started adopting DEI policies and initiatives designed to improve neurodiversity inclusion. Such initiatives may include rewriting hiring practices to emphasize abilities and skills instead of traditional qualifications, providing alternative interview formats, and providing sensory accommodations during the hiring process (Brown & Beukes, 2021). Finally, best practices in onboarding have also developed, such as providing information in a clear and structured manner, matching neurodivergent employees with mentors or buddies, and allowing for flexible work arrangements (Hernandez et al., 2020). Research shows that neurodiversity initiatives — like targeted hiring programs and neurodivergent-friendly policies — can result in greater employee satisfaction and organizational effects, as proven by the case studies of several companies including Microsoft and SAP (Miller et al., 2020; Austin & Pisano, 2017).

HR Practices and Neurodiversity

HR is key to creating inclusion for neurodivergent employees through modifying workplace practices to provide equal access to employment for individuals with conditions such as autism, ADHD, and dyslexia, as well as adequate support to succeed in organizations (Baker et al., 2020). HR plays a key role in enabling the inclusion of neurodiversity starting with associated rethinking of recruitment practices which are the major barriers towards recruitment of neurodivergent individuals (e.g., reliance on written tests, traditional interview formats that may not indicate capabilities/strengths (Monden & Doran, 2022)). According to research, HR may have to utilize new recruitment methods concerning task-based assessments, interview flexibility, and competency-based hiring based on practical skills rather than traditional credentials (Doyle, 2020). It is also important to ensure that general onboarding programs align with neurodivergent needs, as traditional onboarding practices can create high levels of discomfort and stress for employees with sensory sensitivities or those who struggle to process vast amounts of information at once (Hensel et al., 2021). Onboarding for neurodivergent employees could be improved through clear and structured onboarding processes, clear instructions as well as sensory-friendly accommodations (Hernandez et al., 2020). To keep neurodivergent workers, HR will also need to adjust the workplace and provide tailored support systems. Changes like quiet workspaces, flexible schedules, or sensory-friendly spaces are also necessary for direct support in enabling neurodivergent employees to thrive and remain engaged long-term (Jackson, 2021). Furthermore, peer support networks and mentorship programs have been proven to be extremely beneficial to neurodivergent workers they can offer their neurodivergent counterparts emotional support, guidance as well as feedback which can help increase job satisfaction and reduce turnover (Baker & Johnson, 2019). Career development offerings should also capitalize on the unique attributes of neurodivergent individuals, emphasizing their abilities and creating professional opportunities for functional and advanced work (Shore et al., 2018). Incorporating these strategies into HR practices can help building a more inclusive and supportive architecture which brings better outcomes for both employee and organization.

III. Methodology adopted for the study

Enhancing Neurodiversity Inclusion in HR practices: Strategies for Recruitment, Onboarding and Retention of Neurodivergent Individuals in the Workplace — utilized a qualitative research methodology to collectively explore insights and deeper understandings of current practices and enhanced neurodiversity inclusion strategies focusing on recruitment, onboarding and retention (Gardner, 2022). The study utilized an illustrative case study design focusing on organisations who have established neurodiversity friendly HR practices to explore their recruitment, onboarding and retention practices in detail (Hensel et al., 2021). Through semi-structured interviews with HR practitioners, diversity champions and neurodivergent personnel to understand their experiences, perceptions and challenges of neurodiversity inclusion from workplace perspective (Hernandez et al., 2020). The present psychometric studies presented qualitative data that highlighted how HR departments modify their practices to support neurodivergent staff and how these modifications assist the employed (Baker & Johnson, 2019). Thematic analysis was carried out on data collected from survey questionnaires sent to employees in a wider sample of neurodivergent employees about their experiences of recruitment, onboarding and retention from across several organizations (Jackson, 2021). Ch356, and the research additionally reviewed secondary data in the form of DEI reports, organizational case studies and industry publications to contextualize and position the findings with regard to wider trends in neurodiversity inclusion (Monden & Doran, 2022). The rights of participants were protected throughout the process of the research due to ethical considerations, including informed consent, privacy, confidentiality, and voluntary participation (Shore et al., 2018). The transcribed interviews, survey data, and case studies were subjected to a qualitative data analysis using NVivo software to find the common themes associated with successful HR practices towards neurodiversity in the workplace. This approach facilitated an in-depth investigation of the status quo of HR practice while highlighting practical guidance for organizations to enhance neurodiversity inclusion (Miller et al., 2020).

HR Strategies for Neurodiversity Inclusion

Balanced and inclusive recruitment processes focusing on neurodivergent strengths and competencies, as well as reducing bias associated with traditional hiring approaches, should be pursued by HR departments, starting from the point of writing the job description, omitting unnecessary qualifications and jargon that could unintentionally discourage neurodivergent applicants from taking the first step of applying (Miller et al., 2020). Rather than following strict educational or experience requirements, job descriptions should zero in on the core skills required for the position, like problem-solving abilities, detail orientation, and creativity; traits that are often common among neurodivergent individuals (Doyle, 2020). HR teams might be sure that selection standards do not inadvertently exclude neurodivergent candidates who may have the abilities required but might not have the typical qualifications (Baker & Johnson, 2019) through amending job descriptions to include key functions and using simple, understandable language. Moreover, implementation of alternative assessments could give neurodivergent candidates an opportunity to display their true potential beyond the interview style of testing which often emphasises social skills as a prerequisite for performing tasks within the job. For example, trouble removal with task-based assessment helps candidates demonstrate their skills within task-based assessment rather than verbal communication or abstract reasoning that may not line up with the strengths of the candidates (Monden & Doran, 2022). Offering flexible interview formats can further alleviate stress for neurodivergent candidates by enabling them to select other forms of communication like writing or utilizing video interviews, instead of mandating in-person or face-to-face interviews that may be too overwhelming for candidates with sensory sensitivities or social anxiety (Hensel et al., 2021). Fundamentally, HR departments should rethink job descriptions and assessments and widen avenues of recruitment to create a channel for neurodivergent talent there is little that signifies talent other than a job description; hiring more creatively opens access to neurodiversity in the workforce. Some solutions to successfully recruit neurodivergent individuals is to partner with neurodiversity focused networks and organizations, e.g., National Autism Society, or specialized job boards that focus on neurodiverse audiences (Shore et al., 2018). Furthermore, advocacy organizations may offer resources that support employers in their outreach efforts, such as job placement, targeted recruitment events, and networking opportunities directly linking potential neurodivergent candidates with potential employers (Bennett & Reeve, 2021). By working with this type of networks, not only does it get high-quality access to a wider range of candidates, but also sends a positive message that the organisation is committed to including neurodivergent job seekers and aspired to be a favourable employer for neurodivergent talent (Hernandez et al., 2020). Partnerships with community colleges and vocational training centers that focus on neurodivergent populations might also prove valuable in easing neurodivergent employee transitions to the workplace while helping employers develop a more robust talent pipeline (Austin & Pisano, 2017). In addition, training of HR personnel and hiring managers on neurodiversity-awareness will help combat biases that may unknowingly enter into the recruitment process (Jackson, 2021). Training regarding neurodivergent conditions, which aims to reduce stigma and give managers the ability to assess a candidate more holistically while focusing less on the candidate's ability to perform in the role based off of neurological differences (Miller et al., 2020). Taking such initiatives HR departments will be

able to hire more neurodiverse employees along with a culture of inclusion where cognitive diversity is celebrated, and neurodivergent employees are empowered to perform well in their jobs. By revising job descriptions, implement alternative assessment methods, diversifying their recruitment channels and providing neurodiversity awareness training are four of the most effective HR strategies to significantly reduce biases in the recruitment process, allow equal access to employment to neurodivergent individuals and leverage the full potential of even more diverse workforce (Brown & Beukes, 2021; Monden & Doran, 2022).

Retention Strategies and Workplace Modifications

Human capital retention methods should be driven by HR in order to foster a supportive work atmosphere that enriches engagement and retention of neurodivergent individuals and redresses their specific needs and strengths commencing with regular feedback mechanisms that furnish neurodivergent employees with clear, constructive guidance and thus maintaining their development and performance (Baker & Johnson, 2019). Traditional feedback processes can often serve to solely identify the ways that an employee can improve — regular feedback should be constructed around areas where the employee is already succeeding, in order to reaffirm their strengths and highlight avenues for potential growth (Doyle, 2020). HR personnel have an important function to perform in that they can help identify personalized career development plans for neurodivergent staff ensuring these plans can be flexible, customized and realizable so neurodivergent employees grow in their careers at a pace that reflects their capabilities and affinities (Monden & Doran, 2022). Tailored plans need to consider specific attributes, for example, being detail-oriented or creative in finding solutions, and connect them with career advancement initiatives, such as skill development, mentorship avenues, and job rotations (Hernandez et al., 2020)) It is important to clearly set performance expectations from the beginning to avoid any ambiguity and transparency about the work environment when hiring neurodiversity individuals such that they are clear about their roles and responsibilities on each task, as well as any factors to consider when evaluating performance (Hensel et al 2021). Clear expectations allow neurodivergent employees to work better and do not work to their highest potential because their abilities and job responsibilities are clear, which leads to greater job satisfaction and lower turnover. Besides the retention strategies, one needs to make certain modifications at the workplace for the neurodivergent employees to do their job efficiently. Creating sensory-friendly spaces—spaces with less sensory input, like softer lights, sound-reducing headphones, and low visual stimuli—can increase productivity of workers with sensory oversensitivity—like those with autism or ADHD—by creating a calming, less sensorial environment (Jackson, 2021). Flexible work schedules is another great accommodation that permits the neurodivergent employee to work at times when they may have the most focus or to accommodate things outside of work like medical appointments or other therapeutic interventions to help them balance their life outside the workplace to help relieve stress and allow for a better temperament in the workplace for both neurodivergent and neurotypical employees (Shore et al., 2018). Rather, accommodating employee schedules allows for heightened performance, as workers can take hours that best complement their natural cognitive styles and rhythms (Bennett & Reeve, 2021). Upped work process changes — like closest glancing largest tasks into smaller, more officer assignments, using visual aids to clarify corrode in point orders, or clicking more time to click assignments — recorder artistic burden and fears, particularly for employees with disorders like display message or ADD, and rawer their subjective insight and job satisfaction (Miller teller al., 2020). One of the most vital components of keeping neurodivergent employees is to maintain a culture of inclusion where neurodivergent employees feel valued, understood, and supported. Specifically, HR departments should place an increasing emphasis on consistent employee feedback surrounding company practices, whether this be through formal performance reviews or informal surveys or one-on-one meetings that allow neurodivergent employees to share their concerns and recommendations (Shore et al., 2018). When this feedback loop is properly performed, organisations can pinpoint specific issues, revise their policies to ensure they better serve neurodivergent employees, and strive to keep inclusion a dynamic process, built on ever-evolving policies adapted to the needs of the workforce (Baker et al., 2020). Training of HR Staff and Managers: The focus on neurodiversity awareness must be a continuous one — the HR staff and the managers also need to be trained on the issues faced by the neurodivergent employees — and on how to communicate properly and support them (Bennett & Reeve, 2021). Organizations that invest in these HR-driven retention strategies, therefore, align their focus towards enhancing the well-being and engagement of neurodivergent employees, and in addition, a more diverse and innovative workforce, supporting the idea that employee retention contributes to organizational performance (Hernandez et al., 2020).

IV. Discussion related to the study

Targeted theoretical frameworks for HR strategies to promote neurodiversity inclusion from recruitment to onboarding and retention, organized by domains of organizational behavior, inclusivity and the social model of disability. These strategies are meant to help create a caring, inclusive workplace that attracts neurodivergent talent as well as sustain their professionalism in your organization. But a careful review of these strategies at least suggests the potential to be effective, and the difficulties that they pose for users. From recruitment first, change

your job descriptions to emphasize key competencies rather than strict requirements and avoid the words "disability" as defined by the social model of disability (Oliver, 1996); "disability is not something that occurs within an individual. It is the process of experience exclusion and the deliberate creation of spaces for any type of opportunity for the excluded group" That said, HR can promote a more equitable recruitment process by focusing less on traditional credentials and more on practical skills that every candidate can easily display — eliminating accessibility barriers for neurodivergent candidates who may not hold traditional qualifications, but who are otherwise strong problem-solvers or creative thinkers (Baker & Johnson, 2019). The social model is further reflected in tailored interview formats and task-based assessments, which indeed help account for the diverse communication styles and cognitive processing capacities exhibited by many neurodivergent candidates (Doyle, 2020). Yet even as recruitment norms change in response to these issues, unconscious biases may persist among HR teams that want to stick with how things have always been done (Shore et al., 2018). Even if organizations adopt these inclusive strategies, it can take time for new perspectives to take hold, or for hiring managers to be trained to identify the various gifts neurodivergent candidates can offer. The recommendation to provide organized, transparent, and sensory-friendly processes in onboarding aligns with the organizational behavior theory that posits that creating an accommodating environment that meets individual needs increases performance and engagement (Robinson & Judge, 2017). Tailoring onboarding processes — such as the addition of visuals, flexible work hours, and regular one-on-one sessions — assist neurodivergent workers in acclimating and achieving peak performance in their organization. The success of these strategies depends on HR being able to develop onboarding programs that are generalizable to a variety of neurodivergent profile (e.g., autism, ADHD) which need different forms of accommodations (Hensel et al., 2021). The problem is in keeping personalized adjustments within the scope, so onboarding programs are not too sophisticated or resource-consuming for HR departments. Moreover, management resistance to implement such systematic onboarding strategies may also occur, especially in organisations that are less resourceful or experienced in relation to neurodiversity inclusion (Jackson, 2021). As for retention, the tactical approach of continuous feedback, individual-specific career development, and clearly stating performance expectations and standards are consistent with organizational behavior theory which argues that structured and consistent communication is directly related to both employee satisfaction and performance (Robinson & Judge, 2017). This secondly addresses the need for clarity and predictability that neurodivergent employees have, both essential in reducing anxiety and increasing engagement (Bennett & Reeve, 2021). This type of inclusive approach helps in improving retention (Shore et al., 2018) where the workplace provides options of flexible work schedules and sensory-friendly accommodations like quiet workspaces or adjustable lighting that can help neurodivergent employees to thrive and achieve maximum productivity. However, HR departments could face challenges with keeping these accommodations available regularly and within fast-paced work atmospheres where the individual accommodations may seem to expensive or time-consuming (Miller et al., 2020). In addition, organizations may find it difficult to tailor career development opportunities that address the varying needs among neurodivergent employees while balancing the need for equity and transparency among the wider employee group (Hernandez et al., 2020). Moreover, these strategies cannot be sustainable in the long run without a culture shift toward inclusivity, which requires ongoing feedback loops and regular neurodiversity training (Shore et al., 2018). But establishing such a culture entails extensive investment in training resources, and a sustained dedication to inclusiveness over time, which is harder to keep up for some organizations. This is where the real challenge lies in overcoming a lack of real buy in and commitment to neurodiversity inclusion effort by leadership or at all levels of the organization. Even with well-crafted policies, without commitment from the top down and broad-based training for all employees, the intended policy outcomes may be elusive and neurodivergent employees may feel isolated or unsupported (Baker et al., 2020). At the end, the HR strategies we proposed could initiate a major change in recruiting, onboarding, and retention for neurodivergent talent but there are many challenges that organizations need to address including their own both conscious and subconscious biases, limitations of resources, and inconsistency in the implementation of accommodations. Utilising inclusive structures and social model of disability HR can develop spaces where neurodivergent employees can flourish, but this necessitates sustained commitment, education and place for iterative enhancement and improvement.

Feedback Mechanisms

Continuous feedback of neurodivergent employees is incredibly important, as these feedback loops are capable of honing HR practices so that specific needs of neurodivergent employees are being satisfied within the workplace (Miller et al., 2020). Continuous feedback enables organisations to evaluate the outcomes of their neurodiversity inclusive initiatives, pinpoint where the strategies can be improved and adapt at any moment the policy and procedures, through creating a friendly environment that supports the long-term presence and well-being of neurodivergent in our communities and workplaces (Baker & Johnson, 2019). Feedback loops must be woven through multiple touchpoints within the employee lifecycle—recruitment, onboarding, retention—empowering neurodivergent employees to speak up about their experiences, pain points, and suggestions for additional accommodation (Shore et al., 2018). This is one of the main benefits of continuous feedback: It detects

some of the unseen hurdles or biases HR departments may not even know exist, allowing organizations to hone in on data-driven decisions to make changes or interventions to the workplace (Hernandez et al., 2020). If this is done on a regular basis, it not only gives the neurodivergent employee a feeling that they are playing a role in creating their workplace, but also in the long-run signals an organization-wide commitment to inclusivity, which drives employee morale, loyalty, and job satisfaction (Hensel et al., 2021). Additionally, feedback systems may be customized to accommodate the individual wants and needs of neurodivergent humans, developing an inclusive method of collecting input. For instance, employees might choose to fill out feedback surveys on paper rather than be made to discuss in a group setting or opt to be interviewed before and after work hours (Jackson, 2021). This kind of flexibility means every individual employee, regardless of the nature of their neurodivergent traits, has the same chance to be included in the feedback loop and create impact when it comes to the changes that HR practices in the organization. These feedback loops allow for continuous reflection which can lead to improvements, resulting in a neurodiversity friendly workplace culture, thereby attracting and retaining neurodivergent employees (Doyle, 2020).

V. Implications and Future Research

The practical implications of integrating neurodiversity-inclusive practices into HR strategies are far-reaching, offering actionable recommendations for HR professionals, such as revising recruitment practices to emphasize competencies over traditional qualifications, implementing flexible interview formats, and creating onboarding processes that accommodate sensory sensitivities and communication preferences, ensuring neurodivergent employees feel supported from the outset (Bennett & Reeve, 2021). HR departments should also advocate for neurodiversity inclusion within the broader DEI context by fostering partnerships with neurodiversity organizations, advocating for accessible recruitment channels, and integrating neurodiversity inclusion into the organization's DEI goals to demonstrate top-down commitment (Baker & Johnson, 2019). These initiatives could be further enhanced by regular feedback loops, providing neurodivergent employees with a platform to voice their concerns and ensure their needs are continuously met through adjustments to workplace accommodations (Miller et al., 2020). At the policy level, organizations, regions, or even countries should consider creating or enhancing policies that mandate neurodiversity-inclusive hiring practices, workplace modifications, and accessible career development opportunities, as these policies could not only increase neurodivergent employee representation but also contribute to social responsibility and equitable employment opportunities (Shore et al., 2018). These policies could be embedded at the organizational level through formal DEI policies, with potential expansion to regional or national levels to promote inclusivity across broader workforces. Future research directions should focus on conducting longitudinal studies to assess the long-term effectiveness of neurodiversity-inclusive HR practices, such as tracking retention rates, employee satisfaction, and career development outcomes for neurodivergent individuals across various industries (Hernandez et al., 2020). Additionally, comparative studies across industries would help identify best practices for neurodiversity inclusion in different sectors and tailor HR strategies to specific organizational needs. Finally, there is a need for cross-cultural research to explore how neurodiversity is perceived and addressed in different cultural contexts, as HR practices may differ significantly across countries, and understanding these differences could enhance global neurodiversity inclusion efforts (Jackson, 2021).

VI. Conclusion

To conclude, in this research article three essential approaches that can ensure neurodiversity inclusion is embedded within HR practices covering recruitment, onboarding and retention. The results suggest a few actionable approaches such as a rewrite of job descriptions focusing on important skills instead of the usual qualifications, different types of assessments like work samples and flexible hiring processes to attract neurodivergent candidates, and new recruitment channels which can help with the attraction of neurodivergent employees through partnerships with specialized firms and networks (Bennett & Reeve, 2021; Monden & Doran, 2022). The need for onboarding processes that are clear, structured, and amenable to individual sensory demands, alongside retention processes that offer career advancement support, feedback, and meaningful metrics for assessing performance, are vital for the successful long-term integration of neurodivergent employees in organizations (Hernandez et al., 2020; Hensel et al., 2021). For instance, workplace accommodations include flexible work hours, sensory-friendly environments that help neurodivergent employees minimize anxiety and stress, which can help foster engagement and lower turnover (Shore et al., 2018; Jackson, 2021). Finally, inclusiveness is not just a moral obligation but also a strategic organizational advantage, promoting innovation, creativity, and better problem-solving by leveraging the strengths of neurodivergent people. With the application of neurodiversity-friendly techniques to the HR policy, firms can create a workforce that is diverse, solid, and engaged, and better portrays the societal ethos of equity and integration while enhancing its functioning (Baker & Johnson, 2019; Miller et al., 2020). The workforce cannot afford to slowly evolve in this area or treat neurodivergent employees as outliers; as these employees are increasingly recognized as valuable contributions to the organizational talent pool, organizations must likewise continue adapting their policies and practices,

providing equal opportunities for neurodivergent employees to contribute, grow, and thrive in the workplace and incorporating neurodiversity as a fabric of the organizational culture in order to ensure long term success.

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