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Towards a Theoretical Model of Successful Employment Outcomes for People with Disabilities

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**Towards a Theoretical Model of Successful Employment Outcomes for People with
Disabilities**

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This thesis is presented as part of the requirement for the conferral of the degree:
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Abstract

This research responds to calls internationally and within Australia for research and initiatives that effectively increase the participation of people with disabilities in meaningful work – as a human right, a health determinant and an economic impetus. Disability, seen through the social model of disability which underpins this research, is a heterogeneous and ever-evolving concept that emanates from suboptimal interactions between individuals with impairments and aspects of their environment that impede their full participation in society. In contrast, often in medical and some governmental settings, these ‘impairments’ are often defined and categorised into ‘loss’ of bodily or mental function, loss of limbs, presence of illness or a disorder impacting on learning or emotional regulation; an intellectual, physical, sensory or mental disability.

This research emerged from a practical problem being experienced by people with disabilities, workplaces and society as a whole: unacceptably and persistently low rates of participation by people with disabilities in mainstream Australian workplaces. The purpose of this study was to conceptualise a holistic theoretical model adopting the social model of disability that identifies important factors which support and enable successful employment outcomes for people with disabilities. To achieve this, three separate studies were conducted.

Study 1 aimed to develop a conceptual model of successful employment outcomes for people with disabilities. Using the social model of disability as the theoretical framework, a scoping review was conducted which included 77 high-quality academic journal articles. It identified 16 factors associated with successful employment outcomes for people with disabilities, as documented in the extant literature. These factors spanned three key domains: (1) factors related to the individual with a disability (termed supply-side factors), which include the nature of the disability, disability disclosure, social support, personal motivation, prior work experience and sociodemographic factors; (2) factors related to employers (termed demand-side factors), which include employer attitudes, job characteristics, organisational characteristics, workplace concerns, and corporate culture and climate; and (3) factors related to broader society (termed environmental factors), which include legitimacy, government support, inter-organisational linkages, societal attitudes, and the state of the

economy. Findings from Study 1 informed the development of a conceptual model of successful employment outcomes for people with disabilities that could then be empirically examined in Studies 2 and 3.

Study 2 aimed to further develop the conceptual model proposed in Study 1 by empirically examining the perceived relative importance of factors and interrelationships between factors in the model. Semi-structured interviews were conducted with 47 participants including people with disabilities, employers and disability employment services providers. The outcome of Study 2 were qualitative insights about the perceived relative importance of different factors in the model and the interrelationships between them. Across the three domains, eight factors were perceived as being relatively more important than others for achieving successful employment outcomes for people with disabilities. They included three supply-side factors: nature of the disability, disability disclosure, and personal motivation; three demand-side factors: corporate culture and climate, job characteristics, and employer attitudes; and two environmental factors: government support and societal attitudes. There were also eight key interrelationships between factors identified to be important for achieving successful employment outcomes for people with disabilities. The qualitative insights regarding the perceived relative importance of factors in the model were then used to inform the design of Study 3.

Study 3 aimed to statistically test the relative predictive strength of the eight key model factors identified as being most important for successful employment outcomes in Study 2. An online survey was conducted with 803 participants, including both people who have, and do not have, disabilities. Classification and Regression Tree analysis was used to investigate the relative predictive strength of the eight factors. Five factors were identified as statistically significant predictors of successful employment outcomes for people with disabilities. These include three demand-side factors: corporate culture and climate, job characteristics, and employer attitudes; and two environmental factors: government support and societal attitudes. Four factors were also identified as statistically significant predictors of successful employment outcomes for people without disabilities. These included three demand-side factors: corporate culture and climate, job characteristics, and employer attitudes; and one supply-side factor: personal motivation. The outcome of Study 3 was statistical support for the relative strength of

model factors in predicting successful employment outcomes for people with disabilities, and insights regarding how these factors differ to those that predict successful employment outcomes for people without disabilities. Comparing the two cohorts was particularly useful because it highlighted that while some factors, such as corporate culture and climate, are beneficial for both people with and without disabilities, it is especially important for people with disabilities because they generally thrive in workplaces that have inclusive and supportive organisational cultures.

The present research makes two key theoretical contributions:

1. It proposes a new theoretical model of successful employment outcomes for people with disabilities in mainstream Australian workplaces. The strength of this model is that it takes a holistic approach by considering supply-side, demand-side and environmental factors that can enhance employment outcomes.
2. The triangulation of key stakeholder perspectives using both qualitative and quantitative data to provide a more holistic perspective on employment outcomes for people with disabilities. This approach is particularly important in this context of employment because work placements are only successful if all parties are satisfied.

The present research offers four key practical contributions:

1. For employers, it provides guidance regarding the aspects of the workplace that are important for ensuring people with disabilities can effectively work there.
2. For policy makers, it provides guidance regarding the systems and structures that are required to support people with disabilities and employers to achieve successful employment outcomes.
3. For disability advocates, findings enable a focus on the key aspects of change that are likely to have the biggest impact on delivering successful employment outcomes.

4. For people with disabilities, it provides understanding of the key elements related to their personal lives that can maximise the chances they will be successful in a mainstream job placement, for example social support.

The present research makes two methodological contributions:

1. It is the first study to use Classification and Regression Tree (CART) analysis to identify pathways for achieving successful employment outcomes for people with disabilities in mainstream settings.
2. It is the first study to use the theory elaboration approach to identify and explain the complex interrelationships between factors identified as important in achieving successful employment outcomes for people with disabilities.

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Certification

I, Paul Ochuko Ikutegbe, declare that this thesis submitted in fulfilment of the requirements for the conferral of the degree Doctor of Philosophy, from the University of Wollongong, is wholly my own work unless otherwise referenced or acknowledged. This document has not been submitted for qualifications at any other academic institution.

Paul Ochuko Ikutegbe

13th July 2023

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List of abbreviations

ABI	-	Acquired Brain Injury
ABS	-	Australian Bureau of Statistics
ADE	-	Australian Disability Enterprise
AHRC	-	Australian Human Rights Commission
ARC	-	Australian Research Council
BLS	-	Bureau of Labor Statistics
CART	-	Classification and Regression Tree
COAG	-	Council of Australian Governments
CRPD	-	Convention on the Rights of People with Disabilities
DCJ	-	Department of Communities and Justice
DDA	-	Disability Discrimination Act
DES	-	Disability Employment Services
DRC	-	Disability Royal Commission
DSS	-	Department of Social Services
FACS	-	Family and Community Services
GDP	-	Gross Domestic Product
IPTA	-	International Postgraduate Student Award
NDIA	-	National Disability Insurance Agency
NDIS	-	National Disability Insurance Scheme
NSW	-	New South Wales
OECD	-	Organisation for Economic Co-operation and Development
ONS	-	Office for National Statistics
PwD	-	People with Disabilities
SDG	-	Sustainable Development Goals
SME	-	Small and Medium-sized Enterprise
TtW	-	Transition to Work
UN	-	United Nations
UPIAS	-	Union of the Physically Impaired Against Segregation

CHAPTER 1 : Introduction

1.1 Background

In December 2006, following a decades-long global movement to change perceptions and attitudes towards people with disabilities, the United Nations General Assembly adopted the *Convention on the Rights of Persons with Disabilities*. The underlying purpose of the *Convention on the Rights of Persons with Disabilities* is “to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity” (United Nations General Assembly, 2006, p. 4).

When the United Nations adopted the *Convention on the Rights of Persons with Disabilities* as a human rights instrument it signaled a major shift in the way people with disabilities were to be treated around the world. It signified a move away from the traditional perception of people with disabilities as being helpless victims of circumstance, to being seen as full members of society entitled to the same rights and liberties as everyone else. The Convention covers a broad range of issues related to the treatment of people with disabilities and one of its key foci is employment. Article 27 of the Convention mandates member nations of the United Nations to recognise and protect the right of people with disabilities to work “on an equal basis with others” and in a “work environment that is open, inclusive and accessible to persons with disabilities” (United Nations General Assembly, 2006, p. 16).

Advancing the right of people with disabilities to work is not only a human rights issue but also a health issue, because employment is associated with greater well-being and improved health outcomes (Darcy et al., 2016). Participation in the workforce enables people with disabilities to "lead full work lives, contribute to household income, and not only meet basic needs but also invest in the future of their families and communities" (Heymann et al., 2023, p. 30). The World Health Organisation recognises that people with disabilities can work and are capable of performing most jobs given the right conditions (World Health Organisation, 2011). According to the Australian Human Rights Commission improving workforce participation for people with disabilities leads to three key benefits:

1. Access to an expanded social network that enables the individual to establish relationships with new people and develop a sense of community, which contributes to good health;
2. Opportunities to achieve economic empowerment which enables the individual to gain a sense of accomplishment, self-worth and the capacity to have a better quality of life; and
3. Opportunities to learn and develop important skills (such as time management and problem solving) that are valuable over the course of a person's life (Australian Human Rights Commission, 2016).

1.1.1 The business imperative

At a workplace level, there is a strong business case to promote greater labour market participation for people with disabilities because diverse workforces are associated with the long-term viability of organisations. Institutional theorists argue that organisations are inclined to align their practices and activities to the demands of the institutional context they are embedded in, which in turn gives them license to secure resources and have social legitimacy to operate (DiMaggio & Powell, 1983; Meyer & Rowan, 1977; Moore et al., 2017). This is especially evident in the case of large organisations which now face heightened pressure from stakeholders to be more inclusive of people with disabilities (Kalargyrou, 2014). Failure to conform and respond swiftly to such stakeholder demands can be detrimental to the organisation (Araten-Bergman, 2016; Jonsen et al., 2019).

The rapidly aging global population and growing labour shortages also support the business case for increased labour market participation for all people, including those with disabilities (Causa et al., 2022). As businesses compete to access previously untapped pools of skilled labour, one pool that is often overlooked is people with disabilities (Moore et al., 2018). Around 16 percent of the world's working age population (785 million people aged 15-64 years) have a disability (Cavanagh et al., 2017), and this number is likely to increase since the incidence of disability rises as

people age (Vornholt et al., 2018). Despite the high number of people with disabilities, this group is substantially underrepresented in the global workforce (United Nations, 2018).

People with disabilities are more likely than people without disabilities to be underemployed and unemployed for prolonged periods (Van Bueren et al., 2017). This trend is not only confined to developing economies (Mizunoya & Mitra, 2013), but it is also evident in many developed economies. For example, the labour market participation rate for people with disabilities in the United States of America is 19 percent compared to 66 percent for people without disabilities (Bureau of Labor Statistics, 2020). In Canada the participation rate for people with disabilities is 49 percent compared to 79 percent for people without disabilities (Turcotte, 2014); and in the United Kingdom the participation rate for people with disabilities is 53 percent compared to 82 percent for those without (Office for National Statistics, 2019). A similar pattern is evident across other Organisation for Economic Co-operation and Development (OECD) member nations where people with disabilities average an employment rate of around 40 percent compared to 75 percent for people without disabilities (Organisation for Economic Co-operation and Development, 2010).

Organisations that employ people with disabilities experience greater company profitability and productivity (Hartnett et al., 2011), sustained competitive advantage (Kalargyrou, 2014) and a workplace culture that is more inclusive and diverse (Lindsay, Cagliostro, et al., 2018). From a business standpoint, promoting organisational diversity by including people with disabilities in the workplace leads to several benefits. These include:

1. The opportunity to attract skilled labour from an untapped pool of job candidates that can help deal with skill shortages and peoplepower challenges;
2. A competitive advantage created by a more diverse workforce with a greater range of perspectives that can increase innovation and lateral thinking and increase profitability;
3. Lower employee turnover and increase retention of highly skilled and motivated

workers; and

4. Enhanced company image of being responsible and inclusive, which in turn fosters better relations with staff, customers and the community (Council of Small Business Organisations Australia, 2018).

1.1.2 The social imperative

From a pluralistic standpoint, social diversity is widely encouraged and regarded as beneficial because it makes societies fairer, more understanding and inclusive (Baglieri et al., 2011; Lennox, 2018). Pluralists acknowledge the importance of societies in which heterogeneous values, interests, human traits and identities can co-exist (Kekes, 1993). This makes for a complex society, however it also provides opportunities to recognise differences and collectively devise solutions that are beneficial to all parties (Wollenberg et al., 2005).

Growing calls for greater social diversity has led to the emergence of global movements such as *WeThe15*, an international campaign that “aims to end discrimination towards persons with disabilities and act as a global movement publicly campaigning for disability visibility, accessibility, and inclusion” (International Paralympic Committee, 2021). Greater workforce participation for people with disabilities leads to benefits for society, including:

1. More positive community attitudes towards people with disabilities, which promotes inclusion and tolerance in workplaces (Bollier AM et al., 2018).
2. Greater Gross Domestic Product (GDP) because more people are meaningfully engaged in employment (World Health Organisation, 2011).

Despite the myriad of benefits associated with employing people with disabilities, achieving greater labour market participation has been challenging and complex. It requires awareness and understanding of the personal, organisational and societal-level factors which may create barriers to participation in the workforce, but it also requires understanding of how such factors interact with each other to influence employment

outcomes for people with disabilities (Lindsay et al., 2015; Stone & Colella, 1996). A holistic understanding of what needs to be done to achieve greater workforce participation for people with disabilities is currently lacking in the extant literature. Most prior studies either focus only on factors related to the individual with the disability or only on factors related to employers. The present research seeks to address this gap in knowledge by taking a holistic approach to examining the factors associated with employment success for people with disabilities.

1.2 Current approaches to enhancing the mainstream employment of people with disabilities

Currently, there is no single accepted definition, or even conceptualisation, of disability (Dwertmann, 2016; Schur et al., 2013). Contemporary approaches towards managing disability understand it to be a heterogeneous concept (Smith et al., 2017) resulting in specific, often discipline-based models, directly informing public policy and shaping broader society's treatment of people with disabilities. This, in part, explains the divergence of very different societal perspectives on, and treatment of people with, disability in different parts of the world.

Some of the most prominent models emerging to shape our collective understanding of disability over time include: the *moral model* of disability where disability is a punishment from God in response to presumed immoral behaviour by the individual or their family (Mackelprang, 2010); the *medical model* which does not attribute blame for disability but, instead, has a strong focus on purely the biological factors associated with the disability (Bickenbach, 1993); the *functional model* which takes from the medical model but focuses on the deficits caused by medical 'impairment' (Tanenbaum, 1986); the *person-environment-occupation model* which considers interactions between the person with a disability, their environment and specific occupation (activities and tasks, not necessarily employment) (Law et al., 1996); the *biopsychosocial model* which extends this perspective to more deeply consider the biological, psychological and social factors associated with the person living with disability (Wade & Halligan, 2017); the *environmental model* which more closely focuses on reducing barriers to participation through reasonable adjustment and disability aids (Smart & Smart, 2006);

the *social model* which views society - rather than people with the disability – as the issue (Oliver, 1996); and, evolving from this, an emerging *difference model* seeking to promote acceptance of people with disabilities by arguing for disability to be “perceived within an expanded normal” (Breen & Forwell, 2020, p. 14).

Consider that the moral model, an early religious approach to explaining the phenomena of disability (still in existence in some societies today), encompasses a whole worldview considering disability as negative, positioning people with disabilities as complete social outcasts (Mackelprang, 2010). In contrast, the social model of disability (and its more recent iteration emerging as the difference model) seeks to ‘re-humanise’ disability with a worldview founded in social justice, emancipation and human rights while shifting society towards viewing disability as part of a broader spectrum of what can be considered ‘normal’ therefore fostering social inclusion. Historically, positioned between these two distinct worldviews, is the scientific worldview starting with the strictly medical models and transitioning over time towards approaches that acknowledge societal views and other factors impacting on the lives of people with disability. Clearly, some of these models are closely aligned with disciplines such as medicine (medical and functional models), occupational theory and/or workplace health & safety (functional model, person-environment-occupation model, biopsychosocial model and environmental model).

Despite the substantial contributions of these models of disability to our understanding of disability, they all have strengths and weaknesses that impact on their appropriateness within different societal settings (Smart, 2009). Moreover, some of these models can be relevant to the employment of people with disabilities; however, they are often limited by their inability to explain issues arising at the edge of their discipline...the very complex and inter-related aspects that this research seeks to focus on to reduce the employment gap between people living with and without disabilities.

It then becomes imperative for this study to understand the dominant models enacted in our context, in order to determine which worldview would best enable us to strive to enhance successful mainstream employment of people with disabilities in our setting. Within the English-speaking Western world, the two main perspectives that have greatly influenced the way disability is understood, particularly, are the medical model and the

social model (Darcy et al., 2016; Jones et al., 2014). Hence, it is necessary to gain a deeper understanding of how both models seek to enhance the mainstream employment of people with disabilities.

1.2.1 Medical model of disability

Definitions of disability that have been influenced by the medical model stem from an individualistic viewpoint that emphasises the impairment or health condition of the person as the source of the disability (Schur et al., 2013). It views disability as an unwanted health problem or condition (physical or mental) that needs to be resolved to return the individual back to normalcy (Darcy et al., 2016; Pfeiffer, 2001). The medical model is based on the premise that the person with disabilities lacks agency to make their own decisions and is always at the mercy of medical professionals, whose decision must always be followed to cure or accommodate the individual (Pfeiffer, 2001). Based on this worldview, people with disabilities who do not obey the directives of medical professionals suffer because they are excluded and denied opportunities to fully participate in society (Pfeiffer, 2001).

Although the medical model of disability is prevalent in many modern societies, it is widely criticised because of its limitations. First, the medical model assigns blame for the disability to the individual and tends to punish the individual for their impairment as long as the health condition or problem persists (Pfeiffer, 2001). Second, the medical model of disability is often criticised as the reason for the stigma experienced by people with disabilities due to its view of these individuals as objects of charity who are undervalued and need to be excluded or oppressed for the proper functioning of mainstream society (Darcy et al., 2016; Tregaskis, 2002). Finally, the medical model is criticised because it attributes a person's disability (i.e. the restrictions faced) solely to their biological impairments, thereby establishing a causal link between the disadvantages experienced by the individual and their health condition (Terzi, 2004). The medical model completely disregards the role of contextual factors contributing to the social exclusion and discrimination experienced by people with disabilities.

These criticisms of the medical model ultimately resulted in the emergence of the social model of disability (Oliver, 1996; UPIAS, 1976), which is an alternative approach to

understanding disability that rejects most of the underlying principles of the medical model of disability.

1.2.2 Social model of disability

Definitions of disability that have been influenced by the social model locate the disability in social structures or arrangements within society (Pfeiffer, 2001; Schur et al., 2013). The social model of disability was developed in direct opposition to the medical model. The origins of the social model of disability can be traced back to the disability movement of the 1970s. Specifically, a publication by the Union of the Physically Impaired against Segregation (UPIAS) in 1976 titled, *The Fundamental Principles of Disability*, is attributed with being the catalyst for the emergence of the social model of disability (Oliver, 1996, 2004). This publication outlined the core argument of the social model of disability:

“In our view it is society which disables physically impaired people. Disability is something imposed on top of our impairments by the way we are unnecessarily isolated and excluded from full participation in society.” (UPIAS, 1976, p. 14)

The social model of disability has since developed to become more widely accepted as a holistic approach to understanding the barriers hindering the full participation of people with disabilities in society (Oliver, 1996; Terzi, 2004). The social model of disability suggests that disability is not caused by an individual’s impairments or health challenges, but argues that disability is the result of “a mismatch between the needs of impaired individuals and their external environment” (Jones et al., 2014, p. 1223). The external environment, according to the social model, is inclusive of not only the individual’s physical environment, but also the economic and social environment that the individual is embedded in (Jones et al., 2014). This is generally reflected by societal attitudes and institutional norms.

Although the social model has been criticised for being too simplistic in its approach to understanding disability (Schur et al., 2013), it is credited with being responsible for an increase in interventions that have resulted in greater participation of people with disabilities in societies globally.

1.2.3 Selection of a worldview on disability

In the domain of enhancing the employment of people with disabilities, clearly the medical model in our context would reach its limitations quite quickly, as it cannot explain the role of employers in this endeavour. While the medical approach perhaps has some use in classifying ‘impairment’, for the purpose of providing reasonable adjustments to enable people with disabilities to succeed in the workplace, it cannot explain the potential impact that societal arrangements may have on the likelihood of people with disabilities achieving work conditions on par with people without disabilities. It is for these reasons that, while acknowledging the rich disciplinary knowledge of prior disability models, it is the social model of disability that enables us to step back from the immediacy of the disability itself and actually focus on which factors contribute to the successful employment of people with disabilities.

1.3 A social model of disability examination of factors that enable achievement of successful mainstream employment of people with disability

Using the social model of disability to examine the extant literature, numerous factors are identified which are postulated to influence employment outcomes for people with disabilities. These factors can broadly be grouped into three categories. The first category includes factors that relate to the person with the disability themselves, which for the purposes of this research will be termed “supply-side” factors. The second category includes factors that relate to the workplace, which for the purposes of this research will be termed “demand-side” factors. The third category are factors that relate to broader society, which for the purposes of this research will be called “environmental factors”.

1.3.1 Supply-side factors

Supply-side factors are those factors related to the person with the disability themselves. Such factors are usually considered in research when the aim is to improve the job skills, resilience and overall functioning of a person with a disability within the

workplace (Chan et al., 2010). The supply-side factors identified in the extant literature can be grouped into six sub-categories: the nature of the disability, disability disclosure, personal motivation, social support, prior work experience, and socio-demographic characteristics.

Employment outcomes can be influenced by the type and severity of disability because some disabilities are more prone to stigma and discrimination than others, for example cognitive and mental health disabilities (Gunderson & Lee, 2016; Tsang et al., 2007). People with highly stigmatised disabilities are unlikely to have successful employment outcomes despite the existence of several effective strategies for accommodating them at work (Smith et al., 2017). A key reason for this is employer beliefs that integrating such people into the workplace would be too difficult (Gladman & Waghorn, 2016).

People with invisible disabilities are faced with the issue of when and how to reveal information about their disabilities to others. This is a personal decision that can have long-lasting implications for their employment aspirations (Gewurtz et al., 2016; McKinney & Swartz, 2021). Disclosing a disability can have negative consequences, such as not being invited to interview for a job (McKinney & Swartz, 2021). However, it can also have positive consequences, such as greater employer trust, acceptance by work colleagues and better access to workplace accommodations (Ohl et al., 2017; Peterson et al., 2017).

Personal motivation is important for people with disabilities to obtain and keep employment in mainstream employment settings (McConkey & Mezza, 2001; Park & Park, 2021; Rose et al., 2005). When people with disabilities are motivated to work, they tend to be more resilient and driven to succeed in the workplace (Hemphill & Kulik, 2017; Lindstrom et al., 2011). Some of the key reasons people with disabilities want to work include monetary gains, social needs and family expectations (Andrews & Rose, 2010; Hemphill & Kulik, 2017).

People with disabilities are susceptible to family expectations about employment, including those of their parents (Carter et al., 2012; Gilson et al., 2018). Having a supportive family and peer network contributes to more successful employment outcomes because such networks can advocate for the interests of the person with a

disability in accessing job opportunities (Dorstyn et al., 2020; Park & Park, 2021; Petner-Arrey et al., 2016). However, family and peer networks that are overly supportive or protective can also adversely affect the individual's confidence at work and inadvertently limit their employment prospects (Lindsay, 2011; Lindsay et al., 2015).

Gaining early work experience increases the chances of successful employment outcomes because it exposes people with disabilities to the “concept of work and workplace culture” (Khayatzadeh-Mahani et al., 2020, p. 2700). Such exposure develops workplace socialisation skills and other desirable workplace attributes like work ethic, focus, and teamwork (Lindstrom et al., 2011; McConkey & Mezza, 2001). In addition, having prior work experience increases employer confidence in the work capacity of the person with a disability (McDonnall & Crudden, 2009). This is particularly important for young people with disabilities, evidenced by those undertaking work experience at high school being more likely to gain employment than those without work experience (Lindstrom et al., 2011; Wehman et al., 2015).

There is substantial evidence that socio-demographic characteristics play an important role in the likelihood that people with disabilities will experience successful employment outcomes. For example, people with disabilities are less likely to achieve successful employment outcomes if they are older (Burke-Miller et al., 2006; O'Neill et al., 2017), have lower levels of education (Grigal et al., 2011; Ohl et al., 2017), are female (Kaptein et al., 2009; O'Neill et al., 2017), are African American or Native American (Dutta et al., 2008; Gonzalez et al., 2011), have low-income backgrounds (Lindsay, 2011) or reside in rural areas (Kulkarni et al., 2016; Östlund & Johansson, 2018).

1.3.2 Demand-side factors

Demand-side factors relate to the employer and the workplace. Disability employment research typically considers these types of factors when addressing employer concerns about hiring and integrating people with disabilities into the workplace (Chan et al., 2010). Demand-side factors can be grouped into five sub-categories: employer attitudes, job characteristics, organisational characteristics, workplace concerns, and corporate

culture and climate.

Although employers generally have positive attitudes towards people with disabilities, most are hesitant about actually employing people with disabilities (Araten-Bergman, 2016). This is due to the prevalence of negative stereotypes about people with disabilities and employers' lack of disability awareness (Chen et al., 2016). Improving employer attitudes towards people with disabilities is pivotal to achieving successful mainstream employment outcomes (Dolce & Bates, 2019). For employer attitudes to improve, employers need to be given effective disability awareness training (McLoughlin, 2002) and more opportunities to have positive interactions with people with disabilities (Copeland et al., 2010; Gilbride et al., 2003). Employers are more likely to employ people with disabilities when they share frequent and positive experiences with each other (Zappella, 2015).

It is important for people with disabilities to carefully choose the types of mainstream jobs they pursue because inherent job demands can sometimes determine whether a person with disabilities will succeed (Houtenville & Kalargyrou, 2015; Stone & Colella, 1996). Successful employment outcomes are more likely when job demands are a good match for the functional capacity of the individual (Choe & Baldwin, 2017; Dreaver et al., 2020; Wen et al., 2023). Similarly, organisational characteristics (such as company size) may also influence mainstream employment outcomes as small organisations typically face more difficulties in accommodating people with disabilities compared to larger organisations (Jasper & Waldhart, 2013). This is mainly due to disparities in the available resources and the number of potential job opportunities between small and large organisations (De Jonge et al., 2001; Houtenville & Kalargyrou, 2012).

Workplace concerns present important considerations that may impact mainstream employment outcomes for people with disabilities. These include concerns about the costs involved in providing reasonable accommodations, the risk of legal liability if anything were to go wrong, and concerns about the capacity of the individual to perform well in the role (Fraser et al., 2011; Kaye et al., 2011). These concerns are often unsubstantiated but still contribute to employer reluctance to hire people with disabilities (Kaye et al., 2011). Addressing these types of workplace concerns is therefore necessary to increase employer willingness to hire people with disabilities.

Finally, people with disabilities are more likely to achieve successful employment outcomes in workplaces that have a strong positive corporate culture and climate (Schur et al., 2005; Schur et al., 2009). These workplaces tend to promote participative work practices (Meacham et al., 2017) and adopt best practices like diversity training, affinity groups and corporate diversity councils to improve the inclusion of people with disabilities (Madera, 2013). When a workplace has a good corporate culture and climate people with disabilities tend to feel psychologically safe and become more productive at work (Schur et al., 2005).

1.3.3 Environmental factors

Environmental factors are the systemic, social, economic and institutional practices that influence how people with disabilities are perceived within broader society (Shaw et al., 2014). Although these factors are beyond the immediate control of people with disabilities and employers, they still exert considerable indirect influence on mainstream employment outcomes for people with disabilities (Lindsay et al., 2015). Five categories of environmental factors are relevant to the present research: government support, legitimacy, inter-organisational linkages, societal attitudes, and state of the economy.

Government support is lauded as an enabler of successful mainstream employment outcomes for people with disabilities (Chen et al., 2016; Lindsay et al., 2015), but it can also be a disincentive when poorly designed (Chan et al., 2006; Dutta et al., 2008). People with disabilities who receive government support that is poorly designed tend to abandon their mainstream employment aspirations because they fear losing their benefits (Heyman et al., 2016; Rosenheck et al., 2006). Conversely, when government support is well designed and targeted, it can help people with disabilities gain and retain employment (Pack & Szirony, 2009).

In terms of legitimacy, disability laws can actually increase employment discrimination against people with disabilities if they are perceived to be coercive or preferential (Stone & Colella, 1996). Disability laws have also been found to have little impact on employer decisions regarding whether to hire people with disabilities (Kuznetsova & Bento, 2018; Kuznetsova & Yalcin, 2017). The limited influence of disability laws is

often attributed to poor employer knowledge of their legal obligations when employing people with disabilities (Acemoglu & Angrist, 2001; Beegle & Stock, 2003; Bell & Heitmueller, 2009; Kruse & Schur, 2003).

The extant literature advocates for greater inter-organisational linkages to facilitate successful mainstream employment outcomes for people with disabilities. Fostering greater collaboration between key disability stakeholder groups such as employers, trade unions, employment agencies, welfare authorities and schools is considered important for changing negative perceptions and overcoming obstacles associated with employing people with disabilities (Kaye et al., 2011; Lindsay, Duncanson, et al., 2018; Lindsay et al., 2015; Richards & Sang, 2016). Such collaboration facilitates a holistic and consistent approach to supporting people with disabilities in their efforts to gain and retain employment.

People with disabilities often face substantial stigma within the community (Bogenschutz et al., 2016; Lindsay, Duncanson, et al., 2018) and societal attitudes underpin their overall treatment in life settings, including employment. Where societal attitudes towards people with disabilities are negative, it is likely that employers' will be unwilling to employ them due to a fear of the unknown and misconceptions about their disabilities (Lindsay et al., 2015). Improving societal attitudes supports more successful employment outcomes for people with disabilities.

Finally, the international literature acknowledges the influence of the national economy on mainstream employment outcomes. Similarly to people without disabilities, people with disabilities are adversely impacted by rising unemployment in the economy (Chan et al., 2014). However, since people with disabilities generally experience greater risk of discrimination, they are doubly disadvantaged when job opportunities are in short supply and employers can be more selective about the people they hire because the national economy is in decline (Lindsay et al., 2015). Exploring ways to provide added protections for people with disabilities during times of economic volatility is therefore important for achieving successful employment outcomes.

1.4 Knowledge gaps and proposed research questions

The current review of the extant literature has revealed three key gaps in the body of knowledge which will be addressed in the present research.

1. Holistic examination of the factors associated with successful mainstream employment outcomes for people with disabilities

The majority of prior disability employment research tends to focus on a single group of factors associated with employment for people with disabilities. Most studies commonly examine either supply-side or demand-side factors in isolation, which presents an incomplete understanding of the factors influencing employment outcomes for people with disabilities in mainstream work settings.

This research addresses this gap by taking a holistic approach to understanding the influence of a broad range factors on employment outcomes for people with disabilities. The following research question is posed:

Research Question 1: What factors are associated with successful mainstream employment outcomes for people with disabilities?

2. Understanding of the relative importance of specific factors and interrelationships in enhancing mainstream employment outcomes for people with disabilities

Numerous disability employment studies have called for future research to investigate the relative importance of factors and the key interrelationships that facilitate successful employment outcomes (Beatty et al., 2019; Bonaccio et al., 2020; Lindsay, Cagliostro, et al., 2018; Vornholt et al., 2013; Vornholt et al., 2018). Such research would be valuable because examining each factor in isolation may mask the compounding effect of multiple factors interacting together. Therefore, two research questions are proposed to address this gap:

Research Question 2: What is the perceived relative importance of each factor in enhancing employment outcomes for people with disabilities?

***Research Question 3:** How are the different factors perceived to interact with each other to enhance employment outcomes for people with disabilities?*

3. Understanding of whether there are differences in the predictors of successful employment outcomes for people with disabilities and people without disabilities

It is not clear within the extant literature whether there are differences in the factors that predict successful employment outcomes for people with disabilities and for people without disabilities. If there are differences, employers would have greater clarity regarding what they need to do differently for people with disabilities to ensure their workplace is as inclusive for them as it is for other groups within their workforce. Therefore, three research questions are proposed to address this gap:

***Research Question 4:** What are the predictors of successful employment outcomes for people with disabilities?*

***Research Question 5:** What are the predictors of successful employment outcomes for people without disabilities?*

***Research Question 6:** Are there differences in the predictors of successful employment outcomes for people with and without disabilities?*

1.5 Research context

This study was conducted in Australia, where various levels of government place emphasis on disability employment as a metric for social inclusion (Commonwealth of Australia, 2011). One in six Australians have a disability and just over half of the 2.1 million people with disabilities of working age (people aged 15-64 years) participate in the Australian labour market (Australian Bureau of Statistics, 2018). Over the last two decades, the labour market participation rate for people with disabilities in Australia has

stagnated at 53 percent compared with 84 percent for people without disabilities (Australian Bureau of Statistics, 2018). This level of labour market participation is considerably lower than most OECD member countries. A comparative analysis of labour market participation rates for people with disabilities in OECD member nations rated Australia as average among 32 countries (Organisation for Economic Co-operation and Development, 2022). It is projected that Australia could add approximately \$50 billion to its GDP by 2050 if it successfully attained a rank within the top eight OECD member nations (PricewaterhouseCoopers, 2011).

In Australia there are two options for people with disabilities who wish to access paid employment: (1) mainstream employment and (2) sheltered employment. Mainstream employment, also termed open or competitive employment, refers to the employment of people with disabilities in the regular workforce. They work alongside people without disabilities and are entitled to comparable wages and work conditions (Cheng et al., 2018). Mainstream workplaces in Australia are overseen by the Fair Work Commission, a government agency that is responsible for ensuring minimum level work conditions for all employees (Fair Work Ombudsman, 2021).

Sheltered employment, also termed segregated or supported employment, refers to the employment of people with disabilities in work environments that consist mainly of other people with disabilities (Hemphill & Kulik, 2017). These types of workplaces are overseen by Australian Disability Enterprises and are an alternative for people with more severe disabilities who face barriers to work in mainstream employment settings.

There are valid arguments for the employment of people with disabilities in both mainstream and sheltered employment settings, however the present study focuses only on mainstream employment. This is due to most countries increasingly moving away from segregated employment systems that do not promote a more inclusive mainstream labour market (Burge et al., 2007; Hemphill & Kulik, 2017). It is also due to the priority of the Australian government to increase employment of people with disabilities in mainstream workplaces (Commonwealth of Australia, 2021).

In recent decades, the Australian government has implemented numerous measures in an effort to reduce barriers to full participation in society for people with disabilities.

Some key measures include:

1. The enactment of the *Disability Discrimination Act 1992* by the Parliament of Australia;
2. The ratification of the United Nations *Convention on the Rights of Persons with Disabilities* in 2008, which reflected Australia's commitment to protecting the rights of people with disabilities and progressively eliminating all barriers that prevent them from fully participating in society;
3. Endorsement of the *National Disability Strategy* by the Council of Australian Governments in 2011, which was the first time a unified and national approach was adopted to improve the lives and participation of people with disabilities in Australia (Commonwealth of Australia, 2011); and
4. Passing of the *National Disability Insurance Scheme Act 2013* by the Council of Australian Governments.

1.5.1 Disability employment in Australia

Australia has a range of legislation that aims to ensure the rights of people to work without discrimination on the basis of protected attributes such as age, disability, sexual orientation, gender, sex and race. For example, the *Sex Discrimination Act 1984* prevents discrimination based on sex, sexual orientation and gender; the *Racial Discrimination Act 1975* prevents discrimination based on race; and the *Age Discrimination Act 2004* prevents discrimination based on age. The overarching legal framework that prevents discrimination based on disability is the *Disability Discrimination Act 1992* (Australian Human Rights Commission, 2016).

The *Disability Discrimination Act 1992* defines disability and makes it unlawful to directly or indirectly discriminate against people with disabilities, their carers and/or associates in all life settings, including employment (Australian Government, 1992). In employment settings the *Disability Discrimination Act 1992* requires employers to provide *reasonable adjustments* to people with disabilities to enable them fulfil their

work aspirations (Australian Government, 1992). Employers must make an effort to accommodate the needs of a person with a disability in the workplace, unless it places unjustifiable hardship or strain on the employer (Darcy et al., 2016). Despite having disability legislation at the national and state or territory levels, full participation for people with disabilities in the Australian workforce is yet to be achieved.

People with disabilities in Australia account for around 18 percent of the total population (about 4.4 million people) (Australian Bureau of Statistics, 2018), yet their workforce participation is consistently low compared to people without disabilities (Australian Human Rights Commission, 2016). The poor rate of employment for people with disabilities is especially problematic given the challenges Australian businesses (especially Small and Medium Enterprises) face in trying to fill job vacancies (Council of Small Business Organisations Australia, 2018).

There have been various different explanations for the disparity in workforce participation rates for people with and without disabilities. Some suggest that workforce participation declines as the severity of the disability increases (Australian Bureau of Statistics, 2018). Negative stereotypes, stigma and discrimination against people with disabilities has also been blamed (Australian Human Rights Commission, 2016). Others suggest that the disparity in workforce participation is due to a lack of employer awareness, confidence and willingness to accommodate the needs of people with disabilities in their workplaces (Burke et al., 2013; Collaborative Partnership, 2018; Darcy et al., 2016). The type of disability has been postulated to influence workforce participation, for example people with intellectual and/or psychosocial disabilities are likely to experience additional difficulties in accessing employment (Royal Commission into Violence Abuse Neglect and Exploitation of People with Disability, 2021b). The disparity in workforce participation rates has also been attributed to structural barriers associated with the poor design and implementation of government support initiatives, such as Disability Employment Services and the Disability Support Pension (Royal Commission into Violence Abuse Neglect and Exploitation of People with Disability, 2021b). While these various factors have individually been found to contribute to the disparity in workforce participation rates of people with and without disabilities, no study has taken a holistic approach by considering all of these factors and how they interact with each other to influence employment outcomes for people with disabilities.

1.5.2 National Disability Insurance Scheme (NDIS)

Following recommendations from the Productivity Commission in 2011, the National Disability Insurance Scheme (NDIS) was established under the *National Disability Insurance Scheme Act 2013* (Reddihough et al., 2016). The NDIS represented a key social and economic reform that aimed to enable people with disabilities to fully participate in Australian society (National Disability Insurance Agency, 2017). The rollout of the scheme was completed in 2017 and was heralded as the most important Australian policy reform in over two decades (National Disability Insurance Agency, 2016).

The NDIS gave people with disabilities more autonomy to choose the types of support services they received, thereby facilitating greater independence and participation in society (National Disability Insurance Agency, 2016). It encouraged employment participation by funding transition-to-work support, specific workplace supports and income support payments (Productivity Commission, 2017; Reddihough et al., 2016). The NDIS adopted an insurance model approach in terms of its operations by providing lifetime financial support for Australians who are diagnosed with a disability prior to the age of 65 (National Disability Insurance Agency, 2020).

Since its inception, the NDIS has rapidly expanded from supporting around 30,000 people with disabilities in 2016 to almost 392,000 people with disabilities in 2020 (National Disability Insurance Agency, 2020). It has been estimated that the NDIS will generate paid employment for around 40,000 people with disabilities and 34,000 carers, as well as adding \$23 billion annually to Australia's gross domestic product (National Disability Services, 2016). The magnitude of these figures reinforces the importance of the NDIS to Australia's *National Disability Strategy*.

1.5.3 Disability strategy in Australia

Australia's approach to defining disability and the treatment of people with disabilities has been criticised for lacking consistency and being vague (Royal Commission into Violence Abuse Neglect and Exploitation of People with Disability, 2021a). The

Disability Discrimination Act 1992 defines disability as:

“(a) total or partial loss of the person’s bodily or mental functions; or (b) total or partial loss of a part of the body; or (c) the presence in the body of organisms causing disease or illness; or (d) the presence in the body of organisms capable of causing disease or illness; or (e) the malfunction, malformation or disfigurement of a part of the person’s body; or (f) a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction; or (g) a disorder, illness or disease that affects a person’s thought processes, perception of reality, emotions or judgment or that results in disturbed behaviour.” (Australian Government, 1992)

This definition has been criticised for being misaligned with the human rights view of disability, which considers disability to be a natural occurrence that must be respected (Australian Human Rights Commission, 2016). The *Act* has also been criticised for failing to reflect how people with disabilities perceive themselves (Australian Human Rights Commission, 2016). In addition to the *Disability Discrimination Act 1992* as the overarching Commonwealth law that informs understanding of disability and the treatment of people with disabilities in Australia, all states and territories have legislation that has been derived from it and are therefore similar in terms of their philosophical underpinnings and potential criticisms.

In 2008 Australia was one of the first countries to ratify the United Nations *Convention on the Rights of Persons with Disabilities* (Commonwealth of Australia, 2011). It recognises the evolving nature of disability and defines disability as a consequence of the “interaction between persons with impairments and attitudinal and environmental barriers that hinders their full and effective participation in society on an equal basis with others” (United Nations General Assembly, 2006, p. 2). The ratification of the *Convention on the Rights of Persons with Disabilities* by the Australian government symbolised a major shift in Australia’s approach to disability. The key focus now is the removal or reduction of institutional and societal barriers that hinder the full participation of people with disabilities in every aspect of their lives (Royal Commission into Violence Abuse Neglect and Exploitation of People with Disability, 2021a). The ratification of the *Convention on the Rights of Persons with Disabilities* by the Australian government was considered a positive step for people with disabilities.

However, the extent to which Australia complies with its overarching principles has been questioned, especially in terms of discrimination (Commonwealth of Australia, 2009). Consequently, the Australian government has implemented a number of initiatives in an attempt to bridge the gap between the lived experiences of people with disabilities and the standards required by the Convention.

Australia's renewed approach to disability is reflected in the *National Disability Strategy*. The Strategy is a 10 year national plan developed by the Council of Australian Governments to improve the lives of people with disabilities, their families and their carers by enabling them to fully participate in Australian society (Commonwealth of Australia, 2011). The *National Disability Strategy* includes six key policy areas: (1) inclusive and accessible communities; (2) rights protection, justice and legislation; (3) economic security; (4) personal and community support; (5) learning and skills; and (6) health and well-being.

Federal and state governments across Australia have unanimously stated as a priority their aim to increase workforce participation for people with disabilities. A theoretical model of successful employment outcomes for people with disabilities would therefore be highly relevant and practically useful in the Australian context. However in the first instance, the development of a theoretically-driven model will include consideration of the extant literature at the global level.

1.6 Methodology

1.6.1 Scope of research

The present research focuses on paid work for people with disabilities, particularly within mainstream employment settings. Mainstream employment involves “work in the regular workforce for which workers with disability receive wages and conditions of employment commensurate with workers without disability” (Cheng et al., 2018, p. 318). This is as opposed to sheltered or supported employment, where people with disabilities work under special arrangements due to challenges faced in participating in the regular workforce (Garrels & Sigstad, 2019; Hemphill & Kulik, 2017). Sheltered

employment is considered to create less inclusive labour-markets by segregating people with disabilities from the mainstream workforce (Smith et al., 2017). The focus of the present research on mainstream employment is consistent with global trends towards integrating people with disabilities into an inclusive workforce (Burge et al., 2007).

1.6.2 Research paradigm

Research paradigms are “systems of beliefs and practices that influence how researchers select both the questions they study and methods that they use to study them” (Morgan, 2007, p. 49). The present research is situated within the pragmatic paradigm (Clark & Creswell, 2008) with the social model of disability chosen as a theoretical lens through which the issue of low participation of people with disabilities in mainstream employment becomes visible. Pragmatism was initially developed by Charles Sanders Peirce, William James and John Dewey in the 1860s, and is a worldview concerned with the practical application of knowledge to solve real world issues (Teddlie & Tashakkori, 2003). Pragmatism is “a philosophical and epistemological framework for interrogating and evaluating ideas and beliefs in terms of their practical functioning” (Kelly & Cordeiro, 2020, p. 3). For the pragmatist, knowledge is valuable only when it provides practical solutions to concrete problems, or at least offers helpful guidance that inform action towards addressing real world problems (Patton, 2015).

The primary concern of pragmatism is the research problem and how best to address it (Creswell, 2007). This worldview emanates from “actions, situations, and consequences rather than antecedent conditions” (Creswell & Creswell, 2018, p. 10). The pragmatic approach is fundamentally guided by three core methodological principles: (1) focus on generating actionable knowledge; (2) acknowledgement of the links between experience, knowing and acting; and (3) viewing research as an experiential process (Kelly & Cordeiro, 2020). On the first principle, the starting point for any pragmatic research agenda is the desire to produce knowledge that is useful and practicable for solving real world problems (Creswell & Clark, 2011). This focus on producing actionable knowledge is particularly important when choosing research tools to ensure that the research undertaken sufficiently addresses the real-world issue being investigated.

The second principle highlights the focus of the pragmatist on achieving a better understanding of the research problem, and the generation of more reliable research findings “through triangulation of what respondents say and what can be observed” (Kelly & Cordeiro, 2020, p. 4). By recognising links between experience, knowing and acting, the pragmatist is able to reveal complex themes that are often overlooked, which can lead to more effective real-world solutions. The third principle focuses on the decision-making process that the pragmatist undergoes when investigating real world problems. The pragmatist constantly evaluates the potential consequences of taking different decisions during the research process, which fosters a deeper understanding of the problem under investigation (Kelly & Cordeiro, 2020).

Pragmatism also offers an alternative approach for dealing with the three central issues in social science research methodology: (1) connection of theory and data; (2) relationship to research process; and (3) inference from data (Morgan, 2007). First, the basis of all findings in pragmatism is abduction, which is a mixture of both deductive (theory-driven) and inductive reasoning (data-driven) supported by logic (Patton, 2015). This enables the pragmatist to connect theory to data and vice versa, in a flexible manner that results in a better understanding of the research problem and its real-world implications.

Second, intersubjectivity reflects the relationship between the pragmatist and the research process, which emphasises striking a balance between objective and subjective frames of reference (Clark & Creswell, 2008). The pragmatist resolves matters related to intersubjectivity by continually examining not only their own perspective, but also the perspectives of research participants and audiences, with a view to achieving mutual understanding (Patton, 2015). Third, transferability in pragmatism emphasises the belief that inferences from data can simultaneously be context-bound and generalisable (Shannon-Baker, 2016). The pragmatist seeks “to investigate the factors that affect whether the knowledge we gain can be transferred to other settings” (Morgan, 2007, p. 72). This is particularly important because it focuses on the practical application of research inferences to alternate settings or contexts (Kelly & Cordeiro, 2020).

For the pragmatist, the quality of any research is judged by “its intended purposes, available resources, procedures followed, and results obtained, all within a particular

context and for a specific audience” (Patton, 2002, p. 71). In fact, “a pragmatist would advocate using whatever philosophical or methodological approach works best for the particular research problem at issue” (Robson, 2011, p. 28). To produce quality pragmatic research, the pragmatist must recognise that different methods are more ideal than others for certain situations, and as such prioritise methodological appropriateness over methodological orthodoxy (Patton, 2002).

1.6.3 A mixed-methods approach

The present research seeks to increase the participation of people with disabilities in the mainstream labour market. The various components of the research require different epistemological ‘ways of knowing’. A mixed methods approach is appropriate because the pragmatic approach required both qualitative exploration and quantitative testing.

A mixed methods research design allows for “the collection or analysis of both quantitative and/or qualitative data in a single study [thesis] in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of data at one or more stages in the process of research” (Clark & Creswell, 2008, p. 165). A mixed-methods design that uses both qualitative and quantitative data is particularly useful when studying complex phenomenon to produce better policy outcomes (Marshall & Rossman, 1995). Table 1 provides an overview of the program of research, in which the qualitative phase preceded the quantitative phase (Creswell, 2015).

The iterative process of conducting the qualitative phase of the research before the quantitative phase was important because the topic being examined was relatively underexplored (Tashakkori & Teddlie, 1998). The insights gained from the initial qualitative phase were used to develop the initial conceptual model. They also informed the subsequent quantitative phase which involved testing findings from the qualitative phase (Creswell & Clark, 2011).

Table 1. Overview of research program

Aim: To enhance successful employment outcomes for people with disabilities in the mainstream labour market.			
Research paradigm: Pragmatism			
Design: Exploratory sequential mixed-methods			
	Study 1	Study 2	Study 3
Research questions	What factors are associated with successful mainstream employment outcomes for people with disabilities?	What is the perceived relative importance of each factor in enhancing employment outcomes for people with disabilities? How are the different factors perceived to interact with each other to enhance employment outcomes for people with disabilities?	What are the predictors of successful employment outcomes for people with disabilities? What are the predictors of successful employment outcomes for people without disabilities? Are there differences in the predictors of successful employment outcomes for people with and without disabilities?
Theoretical underpinnings	Social model of disability	Conceptual model of successful employment outcomes for people with disabilities	Conceptual model of successful employment outcomes for people with disabilities
Method	Scoping review of international literature	Qualitative interviews with n = 47 people with disabilities, employers and disability employment services providers	Online survey of n=803 people with disabilities and people without disabilities in Australia
Analysis	Thematic analysis	Constant comparative thematic approach	Classification and Regression Tree analysis
Publication	Successful employment outcomes for people with disabilities: A proposed conceptual model. Accepted in the <i>Consulting Psychology Journal: Practice and Research</i> .	Factors and key interactions influencing successful employment outcomes for people with disabilities. Published in the <i>Asia Pacific Journal of Human Resources</i> .	Important factors that enable successful employment outcomes for people with disabilities: An Australian study. Ready for submission to the <i>International Journal of Human Resource Management</i> .

1.6.4 Ethical considerations

This research was approved by the Social Sciences Human Research Ethics Committee at the University of Wollongong (2018/332). There are specific ethical considerations related to conducting research with people with disabilities. The ethical issues relevant to the present research are summarised below.

1. Sensitivity of the topic. People with disabilities may experience distress or discomfort when discussing their employment experiences, particularly if their past employment experiences have been negative. To mitigate this risk, participants with disabilities were given the opportunity to have a support person present with them during interviews. In the event that a participant did experience discomfort or distress the interview would have been stopped and participants would have been given the option to either continue the interview at a future time or withdraw from the research project completely. In the present study no participants indicated that they experienced any type of discomfort or distress because of the topic of the research.
2. Potential vulnerability of some participants. People with disabilities can have some people who could be considered as vulnerable within their population. The present research was supervised by a team of researchers who are experienced in conducting research involving potentially vulnerable populations, including people with disabilities. The experienced team ensured that ethical issues such as informed consent, access to support services, and dependent relationships were managed appropriately.
3. Capacity to provide informed consent. Participants were required to have the capacity to provide informed consent before participating in this study. The people with disabilities in this study have been assessed as suitable for mainstream employment within Australia, and were able to provide informed consent to participate. All participants were provided with a comprehensive Participant Information Sheet and a consent form to review with their support person if required, prior to participating in the research. All information provided to participants was edited for readability by some university staff who

work with or are members of the target population.

4. Capacity to partake in a one hour interview. Prior to interviews being conducted, people with disabilities were informed in writing and verbally that they could either complete the one hour interview in one session or split it over shorter periods. This was to ensure that participants were comfortable during interviews and that their preferences were accommodated.
5. Voluntary participation. All participants in this study were informed that their participation was completely voluntary, and that non-participation would not negatively impact them in any way. This information was provided in writing via the Participant Information Sheet, and was also verbally reiterated to participants before the interview commenced.

1.7 Thesis structure

This thesis adopts a ‘thesis by compilation’ structure. The University of Wollongong guidelines for thesis by compilation stipulate that “*overall, the quantity and quality of the material presented for examination needs to equate to that which would otherwise be presented in the traditional thesis format in the relevant discipline*” (University of Wollongong, 2017, p. 3). The requirement of the University of Wollongong Faculty of Business and Law is that three papers constitute the main body of a thesis by compilation. At least one of these papers must be either published or accepted for publication. The other two papers must be either published, under review by a scholarly journal or ready for submission to a scholarly journal.

In the present thesis, paper one has been accepted for publication by *Consulting Psychology Journal: Practice and Research* in a special issue on disability inclusion in the workplace. Paper two is published in the *Asia Pacific Journal of Human Resources*, and paper three is ready for submission to the *International Journal of Human Resource Management*. Therefore, this thesis as presented meets the requirements of a thesis by compilation at the University of Wollongong.

The present thesis is organised into five chapters as illustrated in Figure 1:

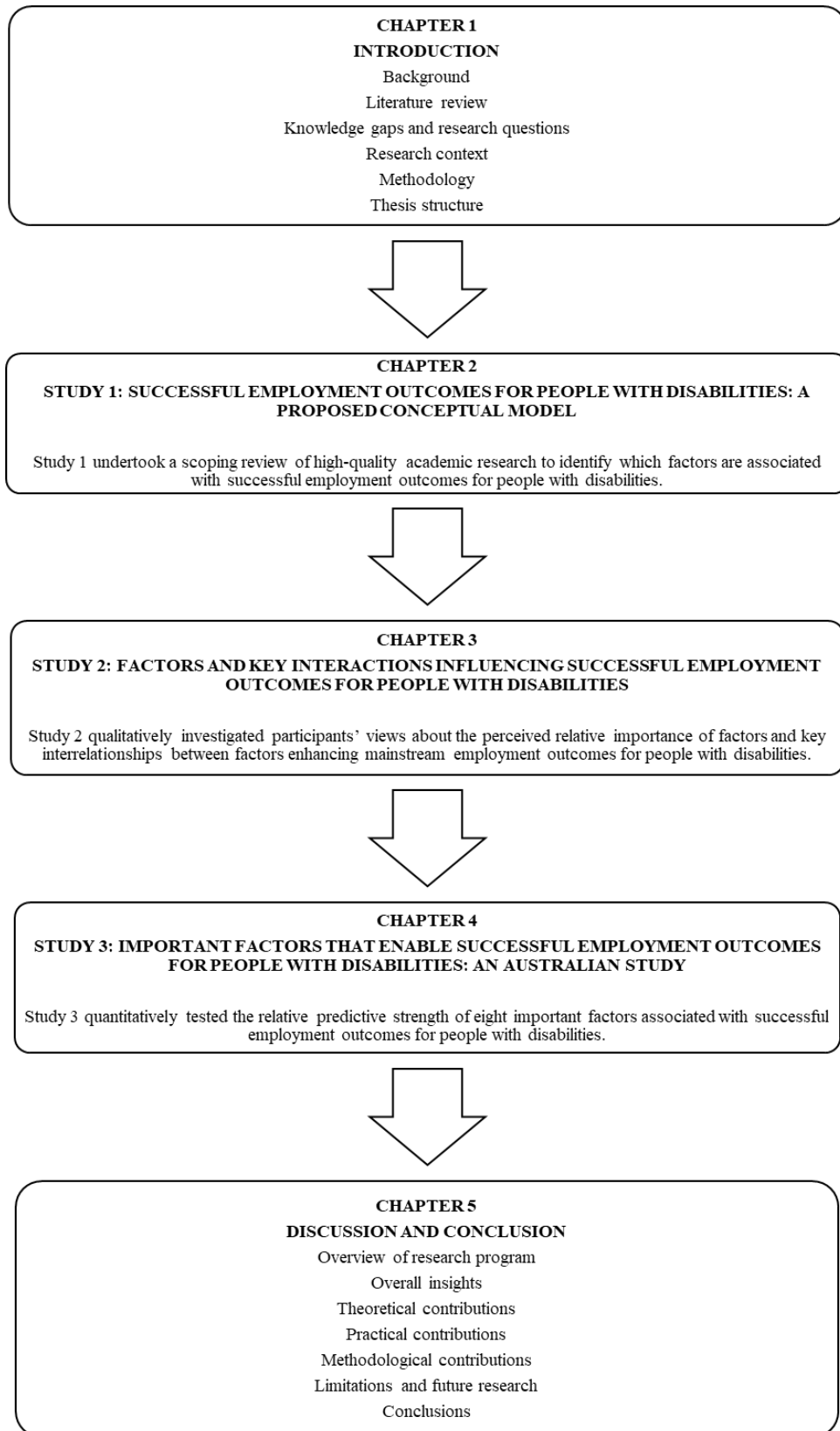


Figure 1. Thesis structure

Chapter 1 has presented an introduction and overview of the program of research presented in this thesis. The importance of the study is outlined from a human rights, business and social standpoint, as well as from an Australian perspective. The review of relevant literature focused on the experiences of people with disabilities in mainstream employment settings and several gaps in the body of knowledge were identified. Research questions were posed, and an overview of the theoretical underpinnings and research methodology were provided. Finally, the contributions of this research to knowledge and the ethical considerations associated with conducting research with people with disabilities were summarised.

Chapter 2 (Study 1) uses the social model of disability as a framework to conduct a scoping review of academic literature to identify factors associated with successful employment outcomes for people with disabilities. Findings identified 16 factors across three key domains that are associated with employment outcomes. These findings then inform the development of a conceptual model of successful employment outcomes for people with disabilities.

Chapter 3 (Study 2) qualitatively investigates the perceived relative importance of the factors identified in Study 1 and the interrelationships between them. Eight individual factors were perceived to be relatively more important for achieving successful employment outcomes for people with disabilities. Findings also identify eight key interrelationships between factors that enhanced mainstream employment outcomes for people with disabilities.

Chapter 4 (Study 3) uses Classification and Regression Tree analysis to statistically test the relative predictive strength of eight important factors that were identified as being strongly associated with successful employment outcomes in Study 2. Five factors are found to be statistically significant predictors of successful employment outcomes for people with disabilities.

Finally, Chapter 5 presents a discussion on the key insights from this research. Learnings from the three studies are integrated to develop an overarching understanding of the factors associated with successful employment outcomes for people with disabilities. This is followed by an explanation of the theoretical, practical and

methodological contributions of this research. The limitations of the research and possible future research directions are outlined, and the overall conclusions that can be drawn from this program of research are presented.

CHAPTER 2: Study 1

Paper 1: Ikutegbe, P., Randle M., Sheridan L., Gordon R., and Dolnicar S. (accepted 08 December 2021). Successful employment outcomes for people with disabilities: A proposed conceptual model. *Consulting Psychology Journal: Practice and Research*.

2.1 Foreword

Study 1 conducts a scoping review of relevant academic literature and includes 77 peer-reviewed articles published in high quality journals. The outcome is a conceptual model which includes the key factors associated with mainstream employment outcomes for people with disabilities. This paper has been accepted for publication by *Consulting Psychology Journal: Practice and Research* in a special issue on disability inclusion in the workplace. This journal is a publication of the American Psychological Association (Impact Factor: 1.22).

Consulting Psychology Journal: Practice and Research was an ideal outlet for this paper because it published a special issue on disability inclusion in the workplace, which is perfectly aligned with the topic of this study. The journal is well-known for publishing conceptual articles with practical implications. It has a high practitioner readership and so publishing in this outlet is likely to result in greater dissemination of findings to practitioners and policy makers.

2.2 Statement of contribution for Paper 1

Contributor	Statement of contribution
<p>Paul Ikutegbe (Candidate and first author)</p> <p>Signature: _ _____</p> <p>Date: 26/02/2023</p>	<p>Study conceptualisation and design, literature review, data collection, data analysis, interpretation of findings, model conceptualisation, primary drafting of manuscript, reviewing manuscript.</p>
<p>Senior Professor Melanie Randle (Principal supervisor and co-author)</p> <p>Signature: _ _____</p> <p>Date: 03.03.2023</p>	<p>Oversight of study conceptualisation and design, interpretation of findings, model conceptualisation, review and feedback on manuscript drafts and provision of feedback, provision of advice regarding manuscript revisions, leadership of higher degree research supervision team.</p>
<p>Associate Professor Robert Gordon (Co-supervisor and co-author)</p> <p>Signature: _____</p> <p>Date: 26/2/2023</p>	<p>Contribution to study conceptualisation and design, interpretation of findings, model conceptualisation, review and feedback on manuscript drafts, provision of advice regarding manuscript revisions, contribution to higher degree research supervision team.</p>
<p>Dr. Lynnaire Sheridan (Co-supervisor and co-author)</p> <p>Signature: _____</p> <p>Date: 25/2/23</p>	<p>Contribution to study conceptualisation and design, interpretation of findings, model conceptualisation, review and feedback on manuscript drafts, provision of advice regarding manuscript revisions, contribution to higher degree research supervision team.</p>
<p>Professor Sara Dolnicar (Co-author)</p> <p>Signature: _ _____</p> <p>Date: 03/03/2023</p>	<p>Contribution to overall conceptualisation and design of the study, feedback on manuscript drafts, provision of advice regarding manuscript revisions.</p>

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2.4 Appendices related to Paper 1

Appendix B1: Table S1: Key articles overview table.

CHAPTER 3: Study 2

Paper 2: Ikutegbe, P., Randle M., Sheridan L., Gordon R., and Dolnicar S. (2023). Factors and key interactions influencing successful employment outcomes for people with disabilities. *Asia Pacific Journal of Human Resources*.

3.1 Foreword

Study 2 conducts semi-structured interviews to collect qualitative data from 47 participants including 17 people with disabilities, 16 mainstream employers and 14 disability employment services providers. Using the conceptual framework developed in Study 1 (Paper 1), Study 2 (Paper 2) identifies eight factors perceived to be relatively more important for enhancing employment outcomes for people with disabilities. It also identifies eight key interrelationships between the model factors that are associated with successful employment outcomes. Paper 2 is published in the *Asia Pacific Journal of Human Resources*. This journal is a publication of Wiley-Blackwell (Impact Factor: 3.426).

Asia Pacific Journal of Human Resources was considered a suitable outlet for this paper because it is the official journal of the Australian Human Resources Institute, which is the national association representing human resource and people management professionals in Australia. The journal is well-known for publishing research on the development and practice of human resource management within the Asia Pacific. It has a strong readership base in the field of human resource management and so publishing in this outlet is likely to reach employers and managers who lead diversity and inclusion initiatives in Australian workplaces.

3.2 Statement of contribution for Paper 2

Contributor	Statement of contribution
<p>Paul Ikutegbe (Candidate and first author)</p> <p>Signature: _____</p> <p>Date: 26/02/2023</p>	<p>Study conceptualisation and design, literature review, data collection, data analysis, interpretation of findings, model conceptualisation, primary drafting of manuscript, reviewing manuscript.</p>
<p>Senior Professor Melanie Randle (Principal supervisor and co-author)</p> <p>Signature: _____</p> <p>Date: 03.03.2023</p>	<p>Oversight of study conceptualisation and design, interpretation of findings, model conceptualisation, review and feedback on manuscript drafts and provision of feedback, provision of advice regarding manuscript revisions, leadership of higher degree research supervision team.</p>
<p>Associate Professor Robert Gordon (Co-supervisor and co-author)</p> <p>Signature: _____</p> <p>Date: 26/2/2023</p>	<p>Contribution to study conceptualisation and design, interpretation of findings, model conceptualisation, review and feedback on manuscript drafts, provision of advice regarding manuscript revisions, contribution to higher degree research supervision team.</p>
<p>Dr. Lynnaire Sheridan (Co-supervisor and co-author)</p> <p>Signature: _____</p> <p>Date: 23/2/23</p>	<p>Contribution to study conceptualisation and design, interpretation of findings, model conceptualisation, review and feedback on manuscript drafts, provision of advice regarding manuscript revisions, contribution to higher degree research supervision team.</p>
<p>Professor Sara Dolnicar (Co-author)</p> <p>Signature: _____</p> <p>Date: 03/03/2023</p>	<p>Contribution to overall conceptualisation and design of the study, feedback on manuscript drafts, provision of advice regarding manuscript revisions.</p>

3.3 Paper 2

Factors and key interactions influencing successful employment outcomes for people with disabilities

ABSTRACT

Responding to the UN Convention on the Rights of People with Disabilities, many countries are trying to improve economic and social participation for people with disabilities. Yet, workforce participation remains substantially lower for people with disabilities than for people without disabilities. Building on a recently developed model of factors that influence mainstream employment outcomes for people with disabilities, this study utilises the social model of disability to examine the perceived relative importance of each factor and the interactions between them. We conducted 47 semi-structured interviews with people with disabilities, employers and disability employment services providers to identify eight factors that were most important in achieving successful employment outcomes: nature of the disability, disability disclosure, personal motivation, employer attitudes, job characteristics, corporate culture and climate, government support, and societal attitudes. Eight interactions between the factors were also identified. Findings provide insights that can guide the implementation of structural changes to ensure better employment outcomes for people with disabilities.

Keywords: disability, equity, human resource management, mainstream employment, successful employment outcomes.

INTRODUCTION

A shift away from medical models towards social models of disability have led to important shifts in social perspectives towards people with disabilities. These shifts are now reflected in national reporting requirements under the Convention on the Rights of People with Disabilities (United Nations General Assembly, 2006), which requires that countries improve the economic and social participation of people with disabilities. In addition, the full participation of people with disabilities in meaningful work is a key focus of Goal 8 of the United Nations Sustainable Development Goals: Decent work and economic growth (United Nations, 2018).

Work is just one sphere where society is perceived to have traditionally ‘disabled’ people. However increasingly, where reasonable adjustments are provided, the gainful employment of people with disabilities is considered viable, important, and, indeed, offers benefits for all stakeholders. For the individual with a disability it means increased income, greater financial independence and higher standards of living (Hemphill & Kulik, 2017). For employers, it means greater diversity in workforce talent and skills, greater productivity, higher employee retention and better attendance (Kalargyrou, 2014). For society, it means greater workforce participation, reduced demand on government welfare, increased gross domestic product, and greater tolerance and inclusion (Lindsay, Cagliostro, et al., 2018).

In line with this shift towards a social model of disability, modern trends in international policy have witnessed a shift away from segregated or sheltered work for people with disabilities towards greater inclusion in mainstream work (Cooke & Zhao, 2021; Hemphill & Kulik, 2017). The prioritisation of mainstream work for people with disabilities is valuable since mainstream jobs “offer the type of employment that is closest to full inclusion” (Voermans et al., 2021p. 240). Mainstream work is a particular focus because of the low labour market participation rates for people with disabilities (Mizunoya & Mitra, 2013). For example, in the USA the participation rate for people with disabilities is 19.3% compared to 66.3% for people without disabilities (Bureau of Labor Statistics, 2020), in the UK the participation rate is 53.2% compared to 81.8% (Office for National Statistics, 2019), and in Australia the participation rate is 53.4% compared to 84.1% (Australian Bureau of Statistics, 2018).

Despite the heterogeneity of disability as a concept (Pfeiffer, 2001; Smith et al., 2017), work is imperative for people with disabilities because of the life opportunities it provides (Darcy et al., 2016). These opportunities include economic empowerment, better quality of life and full participation in society (United Nations, 2018). It is worth noting that the work capacity of people with disabilities can be limited by the type and severity of disability they have (Jang et al., 2014). Ensuring success at work for people with disabilities may require the provision of workplace accommodations. For example, people with physical disabilities may require physical modifications to the workplace to make it accessible for them (Schur et al., 2014); people with intellectual disabilities may require changes to work duties to enable them perform the job well (Kuznetsova & Bento, 2018); and people with mental health conditions may require additional emotional support to enable them succeed at work (Cavanagh et al., 2017).

In isolation, the factors that contribute to successful employment outcomes for people with disabilities have been extensively studied. Sharing disability-related information with employers is often associated with positive employment outcomes for people with disabilities, such as the provision of appropriate workplace accommodation or adjustments and reduced risk of discrimination in future (Peterson et al., 2017). A good corporate culture is particularly beneficial for people with disabilities because people with disabilities in such workplaces feel valued (Bartram et al., 2019); and are more likely to stay employed for longer, be more productive, and have higher levels of job satisfaction (Schur et al., 2009). Access to targeted government support for people with disabilities also enhance successful employment outcomes by improving employer willingness to hire and retain people with disabilities (Chen et al., 2016; De Jonge et al., 2001).

Far less focus has been placed on how these factors interact with each other to influence employment outcomes. There are some exceptions. Some studies allude to the existence of such interactions, even if they are not the primary focus of the study. For example, the interaction between job characteristics and the nature of a person's disability has been previously established (Stone & Colella, 1996) - the physical demands of goods-producing jobs (such as construction and manufacturing) make them unsuitable for people with low physical functioning and often results in unsuccessful employment outcomes (Houtenville & Kalargyrou, 2015). A good job-match (alignment between a

person's functional capacity and the job demands) is then important for people with disabilities to achieve successful employment outcomes (Choe & Baldwin, 2017; Wen et al., 2023). Sustaining a good job-match is a continuous process (Smith et al., 2004) that requires ongoing adjustments due to the dynamic nature of individual needs and job demands. Research suggests, however, that the ideal is job-crafting (changing aspects of a job to suit personal preferences), a proactive employee-driven process that prevents job mismatch from occurring between the person with a disability and the job demands (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001).

Social support can improve the work motivation of people with disabilities (Andrews & Rose, 2010) - people with disabilities who receive support from family and peers are generally more motivated to find and keep employment due to the continuous encouragement and role modelling they receive from others (Carter et al., 2012; Meacham et al., 2019; Park & Park, 2021). Another established interaction is between the nature of the disability and a person's likelihood of sharing disability-related information, which has consequences for their employment outcomes (Jans et al., 2012). While the decision to share disability-related information is personal, some people with disabilities have little or no choice because of certain characteristics of their disability (McKinney & Swartz, 2021). For example, people with severe disabilities are more likely to share information about their disability early due to their need for workplace accommodations (McKinney & Swartz, 2021). This may not be the case for people with less severe disabilities that can be managed covertly, as they may only share disability-related information "out of necessity" (Peterson et al., 2017 447). Regardless of the circumstances that lead the person to share information about their disability, there is always a risk of discrimination if employers have negative attitudes towards people with disabilities (Gladman & Waghorn, 2016).

Employer attitudes towards people with disabilities may interact with specific socio-demographic characteristics (such as age, sex, education, and location), and profoundly impact on employment outcomes. People with disabilities who are younger, male, more educated, and reside in urban areas are more likely to be successfully employed than those who are older, female, less educated and reside in rural areas (Lindsay, 2011; O'Neill et al., 2017). Employer attitudes are also susceptible to the corporate culture of the workplace. Employers are more likely to exclude and discriminate against people

with disabilities when the culture of the workplace is poor (Schur et al., 2009). Corporate culture and climate may play an important role in shaping employer attitudes towards people with disabilities. Employers who have access to timely government support (such as tax credits, wage subsidies and training subsidies) tend to hold more positive attitudes towards people with disabilities and are more inclined to hire them (De Jonge et al., 2001; Houtenville & Kalargyrou, 2012). This suggests that an effective strategy to enhance employment outcomes for people with disabilities may involve boosting employer access to targeted and timely government support, which can help alleviate their concerns about having people with disabilities in the workplace.

Finally, employment outcomes for people with disabilities are susceptible to societal and cultural perceptions of disability. Negative social values and stigma associated with some disabilities exacerbate weak employment prospects for people with disabilities in certain cultures (Bogenschutz et al., 2016; Lindsay et al., 2015). For example, people with psychotic disorders are generally ostracised from Chinese workplaces due to the misconception that such individuals are dangerous, erratic, and under-performers (Tsang et al., 2007). Better understanding of the relationship between the nature of the disability and societal attitudes is imperative if people with disabilities are to achieve successful employment outcomes.

THEORETICAL FRAMEWORK

While the extant literature identifies important individual factors that determine employment outcomes for people with disabilities, it lacks (1) clarity on which factors are most important in facilitating positive employment outcomes, and (2) an understanding of how interactions between factors enhance employment success for people with disabilities. This has prompted calls for further research to explore and better understand these factors and the relationship between them (Bonaccio et al., 2020). The present study responds to this call and uses a recently proposed conceptual model of successful employment outcomes for people with disabilities (Ikutegbe et al., in press) (see Figure 1) to frame the investigation.

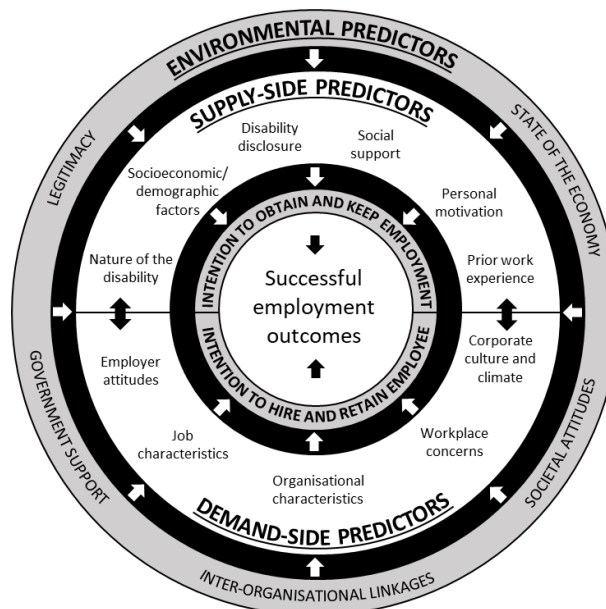
The model was developed based on the social model of disability (Oliver, 1996; Terzi, 2004; UPIAS, 1976), which considers that people with impairments are only ‘disabled’ when physical and broader social structures create barriers to their participation in

society (Jones et al., 2014; Scholz & Ingold, 2020). The strength of the social model over alternate models of disability lies in its capacity to improve the lives of people with disabilities by challenging the discrimination and prejudice they face (Levitt, 2017; Smart, 2009), which leads to greater inclusion in society. Contrary to the social model, other prominent models of disability (for example, the biomedical model) are often criticised for dehumanising people with disabilities and legitimatising the discrimination and prejudice they experience which excludes them from society (Smart & Smart, 2006). Using the social model of disability, we consider how both personal and contextual factors combine to inform the experiences of people with disabilities in the workplace. The theoretical framework for this study model postulates that successful employment outcomes emerge when supply-side factors (those related to the individual with a disability) combine effectively with demand-side factors (those related to the employer) within the broader context of environmental factors.

Figure 1

Conceptual Model of Successful Employment Outcomes for People with Disabilities

Source: Ikutegbe et al. (in press)



The present study uses this model as the theoretical framework for its empirical investigation of the perceived importance and interactions between the factors that contribute to successful employment outcomes for people with disabilities. Specifically, we pose the following research questions:

- (1) What is the perceived relative importance of each factor in enhancing employment outcomes for people with disabilities?
- (2) How are the different factors perceived to interact with each other to enhance employment outcomes for people with disabilities?

Theoretically, findings from this study add to our understanding of the factors that contribute to successful employment outcomes for people with disabilities by contributing insights regarding their relative importance and interaction effects. Practically, findings provide direction to employers regarding changes they could make to their workplaces to maximise the chances of successful employment outcomes for people with disabilities. This, in turn, contributes to national goals to improve the economic and social participation of people with disabilities in society, in this case through their attainment and retention of meaningful paid work.

METHODS

Study context

This study was conducted in New South Wales Australia. In 2016, the National Disability Insurance Scheme (NDIS) was implemented across Australia. The NDIS represented a major social and economic reform that aimed to increase social and economic participation of people with disabilities (National Disability Insurance Agency, 2017). A key objective of the NDIS is to provide increased opportunities for people with disabilities to obtain and retain employment in the mainstream labour market. To support achievement of this aim, the Australian government also introduced a Disability Employment Services program which provides assistance to employers to enable them adequately support and accommodate people with disabilities in the workplace (Department of Social Services, 2020). Providers of disability employment services are responsible for matching people with disabilities with potential employers to identify optimal employment opportunities that are sustainable and successful in the long term.

Research design

We utilised a qualitative design to explore the relative importance of, and interactions between, factors identified in the conceptual model as influencing employment outcomes for people with disabilities. Data were collected using semi-structured

interviews, which provided a flexible means of exploring the personal views of participants about potentially sensitive topics and gaining a rich understanding of participants' attitudes and beliefs (Bradley, 2013; Robson, 2011). Our research design therefore included both deductive processes of reasoning to interpret the meaning of the factors in the conceptual model of successful employment outcomes for people with disabilities, and inductive processes of reasoning to examine the strength of theoretical constructs and the interactions between them (Hyde, 2000).

Sample and recruitment

Our sampling strategy sought to garner different perspectives (Patton, 1990) and included 47 participants from three key stakeholder groups: people with disabilities, employers and disability employment services providers. People with disabilities (n=17) were recruited through a government-held database of school leavers with disabilities and convenience sampling. Employers (n=16, people responsible for making hiring decisions, such as line managers or human resource managers) were recruited through professional networks (such as LinkedIn) and snowball sampling. Disability employment services providers (n=14) were recruited via convenience sampling using contacts of the research team. Study participants were also heterogeneous with respect to other key characteristics, including disability type, industry, professional experience and sociodemographic attributes. Theoretical saturation (Glaser & Strauss, 1967) was reached after 47 interviews, at which point recruitment ceased as no new relevant insights were emerging from the additional interviews. The research design and recruitment methods complied with the requirements of an approved university ethics protocol (2018/332).

Participant information sheets and consent forms were emailed to individuals who expressed interest in the study. Both documents were written in plain language for easy understanding, and this was especially important for people with intellectual disabilities to ensure informed consent. Before commencing each interview, the interviewer always checked with study participants to ensure that they clearly understood the purpose and demands of the interview. Interviews did not commence until the interviewer was sure that study participants understood what they were committing to. The participant information sheet included information about the research purpose, researcher details, demands on participants, possible risks, funding information, research benefits, and

ethics review and complaint details.

Data collection and measures

All interviews with participants were completed between February – September 2020. On average, interviews lasted 50 minutes. In line with the approved study protocol, we assisted participants where necessary to ensure that each had a clear understanding of the information being sought. Interviews were conducted either face-to-face or via telephone or online, and interview recordings were transcribed verbatim. One participant with a disability responded to interview questions via email as a reasonable adjustment for their disability.

We used interview guides to probe participants' understanding of successful employment outcomes and explore factors that facilitate and hinder successful employment outcomes for people with disabilities. Questions were informed by the extant literature and the factors included in the theoretical framework, and included questions related to individuals (e.g., nature of the disability, personal motivation), the workplace (e.g., employer attitudes, job characteristics), and the environment (e.g., societal attitudes, government support).

Analysis

Data was analysed using a theoretically driven approach, which incorporated both theory-driven (deductive) and data-driven (inductive) elements (Syed & Nelson, 2015). We initially adopted a deductive approach by using predefined codes based on the constructs in the theoretical model (Krippendorff, 2013; Neuendorf, 2002). These predefined codes or overarching categories then informed an inductive coding process (Miles & Huberman, 1994), which involved coding primary data to develop sub-themes relevant to each category. Particularly, we applied the structuring theory elaboration approach (Fisher & Aguinis, 2017) to develop new insights about the Ikutegbe et al. (in press) model that more accurately reflect and explain our empirical observations. We used a constant comparative thematic approach (Miles & Huberman, 1994) which required frequent re-examination and strengthening of emergent sub-themes as additional interviews were conducted. We then selected key participant quotes to demonstrate the sub-themes identified. We use the term 'factors' rather than 'themes' when reporting our findings to ensure consistency with the conceptual model used in

this study.

We judged the perceived relative importance of each factor by examining: (1) the length of time participants spent talking about each factor; and (2) the number of participants across the three groups that argued in support of each factor being important for achieving successful employment outcomes. We also identified the key interactions in the model by examining repeated associations made by the participants between the factors. Each factor in the model was considered in the analysis, but only factors and interactions perceived by research participants to be relatively important for successful employment outcomes were included in the findings. We concluded by summarising the perceived relative importance of the factors in the model and the key interactions between them as evidenced by variations in participants' views in enhancing successful employment outcomes for people with disabilities.

Analysis of the empirical data involved an iterative process of reflecting and reviewing emergent findings. The first author initially reviewed the interview transcripts and coded the emergent themes using NVivo 12 software. This involved this author engaging in self-reflexivity, which is a process that requires researchers to probe themselves about how their research efforts are informed by their own personal experience of the subject matter being explored (Hayden & Hastings, 2022; Popoveniuc, 2014). The self-critique of the first author was then complemented by the three other researchers contributing to the analysis process by holding fortnightly meetings to scrutinise emergent findings for alternate interpretations of the data. These meetings informed re-analysis of the interview transcripts by the original interviewer (who was also the first author), which resulted in a refinement of themes and sub-themes.

The quality of the data analysis was ensured by focusing on the primary criteria of trustworthiness (Bryman, 2012), which requires: credibility (findings based on triangulated responses from multiple data sources); transferability (detailed description of the context and focus on people with disabilities); dependability (using a semi-structured interview guide); and confirmability (one team member analysed the raw data, while three other team members acted as auditors to ensure objectivity).

FINDINGS

Table 1 contains details of the sample description. The sample included 29 (61.7%) females and 18 (38.3%) males in total. 53% of people with disabilities were aged between 21 – 30 years old, with most participants (47%) having a physical disability. Employers were predominantly (81%) from large business organisations and most (81%) had at least six years professional experience. The majority (64%) of disability employment services providers had at least 11 years professional experience.

Table 1

Study participant details

Characteristics	N (%)
<i>People with disabilities (n = 17)</i>	
<i>Gender</i>	
Female	7 (41)
Male	10 (59)
<i>Age</i>	
0-20 years	1 (6)
21-30 years	9 (53)
31-40 years	2 (12)
41+ years	5 (29)
<i>Disability Type</i>	
Physical	8 (47)
Intellectual	4 (23)
Autism	2 (12)
Psychiatric	1 (6)
Vision	1 (6)
Acquired brain injury	1 (6)
<i>Employers (n = 16)</i>	
<i>Gender</i>	
Female	13 (81)
Male	3 (19)
<i>Company Size</i>	

Characteristics	N (%)
Small (1-19 employees)	2 (13)
Medium (20-199 employees)	1 (6)
Large (200+ employees)	13 (81)
<i>Industry</i>	
Hospitality	4 (25)
Financial services	2 (13)
Higher education	2 (13)
Manufacturing	1 (6)
Others	7 (43)
<i>Professional Experience</i>	
0-5 years	3 (19)
6-10 years	5 (31)
11-15 years	3 (19)
16+ years	5 (31)
<i>Disability employment services providers (n = 14)</i>	
<i>Gender</i>	
Female	9 (64)
Male	5 (36)
<i>Professional Experience</i>	
0-5 years	1 (7)
6-10 years	4 (29)
11-15 years	5 (35)
16+ years	4 (29)

Study findings are reported in relation to the two research questions. Where direct quotes are used, participants are referred to using a pseudonym and their stakeholder group to identify whose perspective is being represented.

Perceived relative importance of factors

All factors in the theoretical model of successful employment outcomes for people with disabilities (Ikutegbe et al., in press) were considered individually. Eight of the 16 factors in the model were identified as being perceived by participants as relatively more important in enhancing mainstream employment outcomes for people with disabilities. These eight factors are outlined below. The remaining eight factors in the model were discussed by participants, and there was general agreement that they did influence outcomes, however participants considered them less important and influential therefore they are not specifically discussed here.

Nature of the disability

Access to job opportunities were affected by the type and severity of the disability, and many participant spoke about how certain disabilities narrowed the types of jobs that might be suitable for that individual. For example, Anthony, who has a physical disability, explained that *“there's only certain jobs that I can actually do. [...] so unfortunately it does affect my employment prospects”*. Some disabilities are more stigmatised than others in the labour market which typically resulted in less successful employment outcomes. Fred, a disability employment services provider, described this stigma he had witnessed by saying: *“Look at the deaf and blind, they are quite discriminated against in a sense that people feel that they can't be productive. [...] And then mental health is very much seen as someone [who is] unstable and can't work”*. Despite these negative attitudes towards some types of disabilities, some employers were still willing to consider hiring: *“Someone's disability can prevent them from doing the role but if there are appropriate measures that you can take to support them, then that would be a consideration that we would have to take”* (Lily, employer).

Disability disclosure

Sharing disability-related information was an important but complicated *“personal choice”*. This is because the decision to share can make the individual vulnerable to discriminatory or other negative treatment by others. Rachel (person with a physical disability) explained that *“I find that they discriminate against you, even though they have non-discrimination policies. Even though they don't say it, you can sense it”*. While not completely discounting the risks associated with sharing disability-related

information, sharing can also lead to positive employment outcomes: *“I think it's a positive thing. [...] the fact that the person is open, honest, and communicating. If you're able to communicate these things and talk about them, there's not much that the two of you can't workshop together to overcome barriers and to make the recruitment work”* (Ella, employer). Lisa, a disability employment services provider, described her experience with employers that considered hiring people with disabilities by saying *“I think that each opportunity is unique. [Disability disclosure] would be on a case-by-case basis [...] because [disability disclosure] is such an unknown”*.

Personal motivation

People with disabilities want to work for a range of reasons, including for *“financial independence”*, *“social networking”*, to *“keep busy”*, *“contribute to society”*, and for a feeling of *“self-worth”*. Sofia, who has an intellectual disability, considered that being motivated to work is important because *“you're gaining more independence for yourself and you're earning your own money rather than having to rely on government assistance”*. Several participants believed that people with disabilities are more motivated to work than most people because they want to *“prove”* their doubters wrong. One disability employment services provider, explained that *“[people with disabilities] want to show that they can contribute to society as equally as anybody else”* (Eric). Employers agreed with this view, saying that people with disabilities viewed working as an opportunity to affirm to themselves and others that *“I can do this and this is not a problem for me”* (Kate).

Employer attitudes

There was general agreement that positive employer attitudes are essential in achieving successful employment outcomes for people with disabilities. As explained by one employer, their *“fear of the unknown”* was a key obstacle preventing the inclusion of people with disabilities in workplaces: *“Not from consciously saying we don't want to [hire people with disabilities], but how do we navigate [employer concerns]? Are we going to be okay in the way we communicate? [...] there's a little bit of fear around [people with disabilities'] own capability rather than the [employer]”* (Chloe). Disability employment services providers also shared this sentiment: *“[Employers] fear what they don't understand and rather than addressing [concerns about hiring people with disabilities], they just put a barrier up straight away”* (Naomi). Contrarily,

employers with positive attitudes towards people with disabilities are generally more open to offering “flexibility” and “tailoring” the work environment as needed. Bob, a person with a physical disability, explained that an employer with a positive attitude has “time to listen and not judge so much, but work with you through the issues that you face day-to-day and create a good and positive working environment”.

Job characteristics

Performance or capacity to perform the role was a key consideration for employers when hiring people with disabilities. For example, Lily (an employer) explained that “[hiring depends on] whether [people with disabilities] can meet the role requirements. So if you’re hiring a pilot and they have sight impairment, I wouldn’t hire someone that had a disability”. Emeka, a disability employment services provider, offered a similar view by saying: “the match between what the role is and what [the person with disabilities’] skillset is, is also important to determine that the person with the disability actually has the qualities that are required in the role”. Some people with disabilities described having made life-changes in order to ensure they were suitable for certain types of jobs: “I went back and retrained myself, got a degree and got into IT because I thought that was better suited to me and my situation” (Bob, person with a physical disability).

Corporate culture and climate

Workplace culture was identified as “absolutely important” for successful employment outcomes. As one employer explained, “it’s extremely important. Extremely important because unless you have empathy and unless you make the person with a disability welcome and wanted in the team, things don’t work out” (Tita). Frank, who has a physical disability, described how it felt working in an organisation with a positive workplace culture: “They believe in me. They don’t see me as a disability but see me as a person and that’s the biggest thing. [...] They see you as a human being. That you can do it but it might take time or it might take longer or it might take support, but are encouraging”. Disability employment services providers further affirmed the importance of a positive workplace culture, for example: “Workplace culture probably is the underpinning of why people do or don’t get hired with disability, to be honest. So I think it’s everything” (Fred).

Government support

Promoting awareness of government support programs, and making them more accessible and tailored to the specific needs of people with disabilities can yield better employment outcomes. There was frustration about the state of government support programs: *“When it comes to government initiatives and support, often you just don't know where to start to look for it. There's so many different agencies and so many different funding programs that it can be a real minefield to navigate and to find out what's available”* (Emma, employer). Some even described the support provided by government-funded employment agencies as *“non-existent”* and a *“tick a box”* exercise. Val, who has Autism, explained that *“[employment consultants] don't want to know you and help you [...], that's probably my biggest beef. As long as [employment consultants] are being ticked off as doing something, they don't really want to support the [person with disabilities] any more, which is disheartening”*. Scott, disability employment services provider, agreed that government support programs needed to be more effective to achieve successful employment outcomes: *“I don't think enough employers know about [government support programs]. I don't think it's well-run by the government. I don't think it's well-resourced by the government. Some of it is very bureaucratic. I can't tell you what I think the answer is at the moment, but I think it needs significant reform”*.

Societal attitudes

Opinions differed regarding societal attitudes towards people with disabilities. Some felt that societal attitudes had *“improved”*, while others felt they were *“worse”*. Sofia, who has an intellectual disability, felt that societal attitudes were positive and attributed the improvements to greater awareness: *“I think more people are more aware of [disabilities] now compared to what they used to be. We are a lot more understanding now and [employers] are willing to take a chance”*. Contrarily, Alice, who had been a disability employment services provider for decades, offered a more grim assessment of societal attitudes by saying *“I don't think it's changed much at all. I've been in this industry for 25 years and I can tell you, it's still the same conversation that I'm having with employers”*. While opinions differed on how society viewed people with disabilities, all participants acknowledged the influence of societal attitudes on labour market participation for people with disabilities. One employer summed up the state of societal attitudes by saying *“I think it's on a positive path, but there's a long way to go*

with a lot of stigma that has been preconceived or created” (Lily).

Key interactions between factors

The analysis process not only revealed which individual factors are perceived as relatively more important for achieving successful employment outcomes for people with disabilities, it also revealed the nature of the interactions (\leftrightarrow) between them. We identified eight different interactions between the factors. These are described in the following sections.

Corporate culture and climate \leftrightarrow disability disclosure

All participant groups agreed that a positive and supportive organisational culture is necessary for creating a psychologically safe environment that enables people to talk about their disability without fear of unfair treatment. As one employer stated, *“I guess that's the basis that I build the culture out on. If you want someone to disclose and perform effectively, they need to feel safe”* (Zoey). Several participants indicated that people with disabilities who felt unsafe at work were less likely to talk about their disability or succeed at work. Angela, a disability employment services provider, explained that: *“If you have a bad workplace culture you could open them up to neglect, abuse, bullying, or that sort of stuff and if they're in those sorts of situations they won't and shouldn't hang about”*.

One employer spoke about the importance of developing strategies that enhance the workplace culture to proactively create opportunities to have open discussions about personal needs, including disability. Ella, an employer, explained that *“one of the things we offer in that space is a ‘Manage Your Health at Work Plan’. [...] I guess that's an opportunity for a person to discuss something that they might find might come up in the workplace in regards to their health, so mental health or physical health. Then we would look at how, as an organisation, we can support them to manage that at work”*. Having the right corporate culture in an organisation makes an important difference not only in the willingness of individuals to share information about their disability, but the willingness of the organisation to accommodate them.

Nature of the disability \leftrightarrow job characteristics

Participants described how their specific type of disability shaped their employment experiences. Zubair, who has an intellectual disability, explained shared how he was

sometimes overlooked by employers when seeking retail jobs because of functional limitations associated with his intellectual disability: *“All the people who want jobs can read [...] the manager says, ‘I can get somebody to do it faster. If it's messy, it's slower’”*. Similarly, Phillip expressed how his Autism makes him unsuitable for roles involving teamwork and more suited to roles involving *“solo work”*. This suggests that the employment success of people with disabilities depends on achieving a good match between the individual's functional capacity and the specific job requirements. Disability employment services providers also emphasised the need for people with disabilities to be appropriately matched with roles that suit their functional capacity. For example, Emeka explained that *“if [the job requires that] they need to be good interpersonal communicators and it's someone that doesn't have those attributes, then that's not something that we're looking for”*. Samantha, another disability employment services provider, explained that *“the deal we have with the employer is if the person meets these agreed criteria, then you employ them. If they don't, you don't.”*

Government support ↔ employer attitudes

Participants recognised the importance of government support in achieving successful employment outcomes for people with disabilities. Some perceived a lack of awareness of available government support: *“I think it's the small to medium size employers that aren't aware that's there. I don't think they're aware that there is funding available”* (Zubair, person with an intellectual disability). Eric, a disability employment services provider, further explained that *“it comes down to education and not a great deal of employers are aware that there is funding to have disability awareness training presented at their workplace.”* Employers felt that having more information about government support would encourage them to include more people with disabilities in their workplace: *“Once you know [government support programs] are there, I think you can leverage them and access them. I think a lot of it is people just aren't aware [government support programs] are there”* (Zoey, employer).

Participants who were aware of government support options believed that government support was accessible and made a difference in helping workplaces become more inclusive. For example, Tita, an employer, emphasised that most of government support initiatives she used were *“very easily accessible”*. Another employer noted the benefits of having access to government support because *“it gives you the encouragement to hire people with disability but it also allows you to spend additional time training people*

with disability without affecting your payroll and productivity” (Madison).

Disability disclosure ↔ nature of the disability

In relation to how sharing disability-related information with an employer impacts employment prospects for people with disabilities, participants felt that it was a “*personal choice*” that depended on three important characteristics of the disability: (1) perceptibility; (2) severity; and (3) stigma. As Monica, a person with a sensory disability, explained, “*I really don't have a choice. The level of my vision loss means I have to disclose. It's obvious. I'm a guide dog user*”. Participants believed that people with severe or work-limiting disabilities should share this information with employers to help facilitate discussions about workplace accommodations. Alice, a disability employment services provider. Explained that “*if there are aspects of the job that their disability will impact on, then there is probably a need to disclose that.*” Eddy, an employer, agreed and remarked that “*it just all comes down to what ramifications does [disability disclosure] have? [...] it's probably always best to be upfront with [disability-related information] so that way you can, as a leader, make the right adaptation.*” Disabilities that attract stigma, such as mental illness and anxiety disorders, reduce the likelihood of disclosure because of the heightened risk of discrimination: “*There's still a stigma around mental health disabilities. I think people are still very concerned and very unwilling to take on board somebody if they know that they have depression or anxiety [...] and I think it probably causes a lot of people to not talk about those sorts of issues that they might have*” (Kate, employer).

Societal attitudes ↔ nature of the disability

Societal attitudes towards people with disabilities vary depending on the nature of the disability. Some participants with disabilities found their interactions with members of the public positive: “*We see much more open employment and I think so much more awareness. I think we're getting better*” (Monica, person with a sensory disability). Igho, who has a physical disability, shared a similar point of view: “*[The public] don't seem to worry. They just accept me for what I am.*” In contrast, other participants felt that societal attitudes towards people with disabilities were negative: “*mental health still has a major stigma attached to it. [...] if you have a mental illness then people inherently assume that you don't have that mental toughness so you can't do it*” (Kate, employer). Rose, who has a psychiatric disability, agreed and stated: “*I think you would*

be looked at differently. I don't tell anyone that I have any disabilities because I do think people look at you differently" (Rose). Overall, people with disabilities believed that when society has "*more awareness*" and "*understanding*" of the range of disabilities, as is the case with more obvious physical disabilities, reactions are more positive than when people have "*hidden disabilities*" such as psychological disabilities or mental illness.

Employer attitudes ↔ legitimacy

Participants agreed that laws promoting the inclusion of people with disabilities in workplaces were a positive influence: "*it's really good that there is that law to give that safety net. But again, I think its awareness for the person with the disabilities to know that there is that law in place*" (Mary, employer). Joan, who has a physical disability, believed that disability laws provide a platform to teach "*people how to accommodate and work with disability more ideally*". Participants noted how easy it is for employers to discriminate against people with disabilities despite the existing disability laws: "*having to prove discrimination is so hard and there's no real recourse. Even if you prove it, you have to go to court*" (Rachel, person with a physical disability). This belief was shared by Scott, a disability employment services provider, who called for greater emphasis to be placed on the "*application of those laws.*"

Inter-organisational linkages ↔ workplace concerns

Participants agreed there should be more collaboration between various stakeholder groups, such as people with disabilities, schools, employers, and disability employment services providers: "*It's crucial to partner with someone who's a specialist in the area of supporting people with disabilities in employment, otherwise you can really create some issues and not be successful at all*" (Emma, employer). Improved collaboration was believed to result in "*multi-disciplinary*" approaches and "*holistic*" solutions that were necessary for reducing complex employment barriers. Fred, a disability employment services provider, explained that "*businesses should lean on organisations like ours more and do it collaboratively, so the individual knows that they've got a non-biased support mechanism there in place in case it's required.*" Participants believed that most concerns associated with employing people with disabilities could potentially be overcome by collaborating and leveraging on the skills and experiences of other disability stakeholders.

State of the economy ↔ organisational characteristics

Participants felt that people with disabilities were more at risk of being overlooked for jobs and more likely to be retrenched in a declining economy than people without disabilities. Frank, who has a physical disability, explained that “*if the economy is down, [there is] no way people with disability will get jobs*”. Laura, a disability employment services provider, echoed this sentiment by saying “*obviously with COVID and rising unemployment, it's going to be tough for everybody. But it's also going to be very tough for job seekers with disability*”. Interestingly, some suggested that people with disabilities may be protected from the severe impacts of a declining economy if they work in large business organisations with ample resources, or critical industries that attract greater government support during periods of crisis: “*When things are going poorly, the government puts more money into services like ours. [...] You would then assume we're employing more people with a disability*” (Ella, employer).

Eight key interactions were identified from the 16 factors identified in the Ikutegbe et al. (in press) model. Table S1 (provided in the supplementary material) summarises each factor’s importance in the achievement of successful employment outcomes by contextualising them within the findings and linking the findings to supporting literature.

DISCUSSION

The present study provides empirical evidence to support the conceptual model of successful employment outcomes for people with disabilities (Ikutegbe et al., in press). The findings identified eight key individual factors and eight key interactions between the factors in the model that are important for achieving successful employment outcomes for people with disabilities. Particularly, the eight factors that were deemed most important by participants (nature of the disability, disability disclosure, personal motivation, employer attitudes, job characteristics, corporate culture and climate, government support, and societal attitudes) provide useful insights that can be utilised by disability stakeholders to improve mainstream employment outcomes for people with disabilities.

This extends the prior work and contributes to theory in two ways. First, it provides new insights regarding the perceived relative importance of each factor in the model. Eight

factors emerged as being most important in the achievement of successful employment outcomes: nature of the disability, disability disclosure, personal motivation, employer attitudes, job characteristics, corporate culture and climate, government support, and societal attitudes. For example, most study participants described corporate culture and climate as important for achieving better employment outcomes for people with disabilities. This implies that people with disabilities are more likely to achieve successful mainstream employment outcomes when the workplace culture is positive than when the workplace culture is toxic. This is consistent with prior studies that suggest that workplace culture has a significant influence on employment success for people with disabilities (McDonough et al., 2021; Schur et al., 2009). Similarly, personal motivation emerged as a key determinant of employment outcomes for people with disabilities. Almost all participants in this study expressed that being motivated to work was essential for mainstream employment success. Participants argued that the more reasons to work a person with disabilities has, the better their employment prospects. This is consistent with prior research that associate higher degrees of motivation with improved resilience at work and better long-term employment outcomes such as career advancement and higher wages (Lindstrom et al., 2011).

Second, we advance theory by identifying and elaborating on specific interactions between factors within the model. The present study advances theory by using the structuring theory elaboration approach (Fisher & Aguinis, 2017) to identify, isolate and focus on relationships between two or more constructs, with the aim of deriving a deeper understanding of how changes in one construct affects the other and vice versa. Using this approach, we identify eight key interactions between factors in the model that influence employment outcomes for people with disabilities. For example, an interaction we identified describes how and why corporate culture and climate impacts the willingness of people to share disability-related information. We found in this study that people in workplaces with a positive culture are more willing to share information about their disability than their counterparts in workplaces with a toxic culture. This is because a positive workplace culture is characterised by a sense of inclusion and psychological safety, while a toxic workplace culture is characterised by discrimination and fear. Prior studies have extensively researched disability disclosure (Jans et al., 2012; McKinney & Swartz, 2021) and corporate culture and climate (McDonough et al., 2021; Schur et al., 2009) in isolation, but we go further in the present study to identify

and unpack the mechanism driving the interaction between both constructs. We build on prior understanding of the constructs in the Ikutegbe et al. (in press) model by specifying the relations between them, which enables us to devise better approaches to enhance mainstream employment outcomes for people with disabilities. By so doing, we address calls for more research aimed at encouraging the employment of people with disabilities (Bonaccio et al., 2020) and respond to national and international imperatives to do so.

Based on our findings, we would like to propose that the *Ikutegbe et al. (in press) model* be further refined to reflect the perceptions of study participants based on our empirical findings. First, we emphasise the role of the eight factors that were perceived to be most important for enhancing successful employment outcomes. Second, we would like to infer the potential importance of interactions between different factors in the model to improve successful employment outcomes for people with disabilities. Specifically, we propose that our findings form the basis for future research that statistically tests the eight factors within the model perceived by participants to be most important for achieving successful employment outcomes. Doing so will help to determine the relative strength of the factors and the strength of the interactions between them. This will facilitate the development of a more generalisable model of successful employment outcomes for people with disabilities.

Finally, we would like to highlight that a key benefit of using the social model of disability as the theoretical lens underpinning our study was that it focused us on identifying solutions and strategies that can overcome societal and structural limitations (Nathan & Brown, 2018). The social model of disability made it possible for us to consider multiple key stakeholder perspectives to better understand employment outcomes for people with disabilities, with a view to removing barriers and fostering inclusion at work.

Practical implications

The present study has practical implications for human resource professionals and policymakers. First, our findings indicate that employment success is more achievable when a good job-match is found between the individual's functional capability, the job demands, and the employer's capacity to accommodate. This finding is consistent with

those of prior research that identified job-matching as a useful approach in improving employment outcomes for people with disabilities (Dreaver et al., 2020; Wen et al., 2023). Specifically, human resource professionals can partner with disability employment services providers to conduct regular workplace analysis to identify gaps or areas of mismatch between the needs of the employee, job and the employer. By fostering better collaboration with specialist disability employment services providers, human resource professionals can help employers to become more disability competent regarding the needs of people with disabilities and how best to accommodate them, thereby achieving the even more ideal situation of specific job-crafting (Royal Commission into Violence Abuse Neglect and Exploitation of People with Disability, 2021b).

Second, our findings suggest that government support is effective in improving employer attitudes towards people with disabilities. However, our study also found that government support is generally ineffective when it is unknown to employers and not tailored to the needs of employers with distinct characteristics (such as size and industry). Policymakers can improve awareness of government support programs by fostering stronger relationships with employers. Specifically, policymakers should reduce the red tape involved in accessing government support by streamlining the application and approval process associated with obtaining financial and non-financial assistance (Council of Small Business Organisations Australia, 2018). Policy-makers can also improve employer awareness by funding targeted information campaigns that provide clear industry- and occupation-specific guidance about employing people with disabilities (Fisher & Purcal, 2017). Identifying the core values, needs and concerns of each employer segment will enable policy-makers to better design government support programs and communication strategies that effectively target each segment of employers. This will ensure that the objectives of government support are met and people with disabilities achieve successful employment outcomes.

Finally, our findings indicate that people with disabilities are more likely to share information about their disabilities in workplaces with a psychologically safe and supportive culture. This is consistent with prior research that suggest that organisations with a positive corporate culture are best suited to support the inclusion and full participation of people with disabilities (Bartram et al., 2019; Schur et al., 2009). To

facilitate the creation of an inclusive corporate culture, human resource professionals should promote participative work practices (such as, corporate diversity councils, and employee networking and mentoring programs) that give all employees (including people with disabilities) a voice in workplace decision-making (Madera, 2013). This will ensure that people with disabilities feel safe and accepted in the workplace, with no fear of discrimination or exclusion.

Limitations

As the present study was conducted within the Australian context, there are limitations when generalising the findings to other countries. Future studies could conduct similar studies in other countries and cultural domains to investigate the generalisability of these findings. As the intention of the present study was to develop a broad understanding of this topic, we deliberately did not focus on one specific type of disability, employer or industry. Therefore, future research could also test the conceptual model in different contexts to ensure more focused findings relevant to each group.

The present study has qualitatively examined each construct in the model and their interactions. However, it needs quantitative testing to identify which particular constructs have a significant association with successful employment outcomes compared to the others. Future research may utilise the findings of this study to develop hypotheses that are statistically examinable. With a robust sample size, sophisticated statistical analyses, for example, multivariate regression, is able to determine the strength of the relationship between constructs in the model, as well as the explaining power of successful employment outcomes.

Conclusion

We advance the field of Human Resource Management and disabilities in the following ways: first, we identify eight individual factors that are most important in achieving successful employment outcomes for people with disabilities. Second, we identify eight key interactions between factors in the model that facilitate the achievement of successful employment outcomes for people with disabilities. Third, we contribute new insights regarding the necessary conditions to encourage people to engage in open discussions about disability, and the important role employers play in creating corporate

cultures that facilitate improved employment outcomes for people with disabilities.

KEY POINTS

1. Eight factors were identified as being most important for achieving successful mainstream employment outcomes.
2. Eight interactions were identified, which can inform implementation of structural changes in mainstream workplaces.
3. Job-matching and job-crafting were identified as effective strategies that lead to successful employment outcomes.

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3.4 Appendices related to Paper 2

Appendix C1: Table S1: Overview of findings.

Appendix C2: Invitation email for people with disabilities.

Appendix C3: Invitation email for employers.

Appendix C4: Participant information sheet for people with disabilities.

Appendix C5: Participant information sheet for employers.

Appendix C6: Consent form for people with disabilities.

Appendix C7: Consent form for employers.

Appendix C8: Interview guide for people with disabilities.

Appendix C9: Self-completion interview guide for people with disabilities.

Appendix C10: Interview guide for employers.

Appendix C11: A brief report on defining successful employment outcomes.

CHAPTER 4: Study 3

Paper 3: Ikutegbe, P., Randle M., Sheridan L., Gordon R., Allingham S., and Connolly A. (ready for submission). Important factors that enable successful employment outcomes for people with disabilities: An Australian study. *International Journal of Human Resource Management*.

4.1 Foreword

Study 3 (Paper 3) conducts an online survey with 803 people, including 392 people with disabilities and 411 people without disabilities. It identifies five factors that are statistically significant predictors of successful employment outcomes for people with disabilities. The target journal for Paper 3 is the *International Journal of Human Resource Management* (Impact Factor: 6.026).

The *International Journal of Human Resource Management* is considered a suitable outlet for Paper 3 because it has strong readership amongst human resource management (HRM) scholars and practitioners worldwide. The global reach of the journal will ensure that findings are disseminated to employers and human resource professionals beyond the Asia Pacific region.

4.2 Statement of contribution for Paper 3

Contributor	Statement of contribution
<p>Paul Ikutegbe (Candidate and first author)</p> <p>Signature: _____</p> <p>Date: 26/02/2023</p>	<p>Study conceptualisation and design, literature review, data collection, data analysis, interpretation of findings, model conceptualisation, primary drafting of manuscript, reviewing manuscript.</p>
<p>Senior Professor Melanie Randle (Principal supervisor and co-author)</p> <p>Signature: _____</p> <p>Date: 03.03.2023</p>	<p>Oversight of study conceptualisation and design, interpretation of findings, model conceptualisation, review and feedback on manuscript drafts and provision of feedback, provision of advice regarding manuscript revisions, leadership of higher degree research supervision team.</p>
<p>Associate Professor Robert Gordon (Co-supervisor and co-author)</p> <p>Signature: _____</p> <p>Date: 26/2/2023</p>	<p>Contribution to study conceptualisation and design, interpretation of findings, model conceptualisation, review and feedback on manuscript drafts, provision of advice regarding manuscript revisions, contribution to higher degree research supervision team.</p>
<p>Dr. Lynnaire Sheridan (Co-supervisor and co-author)</p> <p>Signature: _____</p> <p>Date: 25/2/23</p>	<p>Contribution to study conceptualisation and design, interpretation of findings, model conceptualisation, review and feedback on manuscript drafts, provision of advice regarding manuscript revisions, contribution to higher degree research supervision team.</p>
<p>Samuel Allingham (Co-author)</p> <p>Signature: _____</p> <p>Date: _____</p>	<p>Provision of guidance regarding statistical analysis methods and interpretation of statistical results, provision of feedback on manuscript drafts.</p>
<p>Alanna Connolly (Co-author)</p> <p>Signature: _____</p> <p>Date: _____</p>	<p>Provision of guidance regarding statistical analysis methods and interpretation of statistical results, provision of feedback on manuscript drafts.</p>

4.3 Paper 3

Important Factors that Enable Successful Employment Outcomes for People with Disabilities: An Australian Study

ABSTRACT

Introduction: Successful employment outcomes are often beyond the reach of people with disabilities, but little guidance is given about which factors best enable the achievement of this goal.

Methods: Using cross-sectional survey data from 803 people with disabilities and people without disabilities in Australia, we examine eight previously identified factors to determine their association with successful employment outcomes. Data analysis was conducted using classification and regression tree (CART) method.

Results: Five factors were statistically significant predictors of successful employment outcomes for people with disabilities: corporate culture and climate, job characteristics, government support, employer attitudes, and societal attitudes. Corporate culture and climate was the most statistically significant predictor of successful employment outcomes for people with disabilities. Two key interrelationships between important factors were also identified: (1) government support linking with corporate culture and climate; and (2) job characteristics linking with corporate culture and climate.

Conclusion: This research improves our understanding of disability employment and provides insights that can inform the creation of optimal pathways to achieve successful employment outcomes for people with disabilities.

Keywords: disability, people with disabilities, successful employment outcomes, Australia, CART analysis.

1. Introduction

Employment is an important milestone for people with disabilities because it provides access to numerous social, economic and psychological benefits (Cheng et al., 2018). People with disabilities can perform most jobs well under the right work conditions (World Health Organisation, 2011), but consistently experience significantly lower labour market participation rates, lower employment rates and higher unemployment rates (Organisation for Economic Co-operation and Development, 2010). Despite accounting for 15.6% (785 million) of the global workforce (Cavanagh et al., 2017), “the employment-to-population ratio of persons with disabilities aged 15 and older is almost half that of persons without disabilities” (United Nations, 2018, p. 10). Poor work outcomes for people with disabilities arise from widespread systemic employment discrimination stemming from prejudice within the broader society (Australian Human Rights Commission, 2016; Royal Commission into Violence Abuse Neglect and Exploitation of People with Disability, 2021b).

In recent decades, improving mainstream employment outcomes for people with disabilities has been a key focus of government reform globally. Article 27 of the United Nations Convention on the Rights of People with Disabilities recognises the social and economic imperative of ensuring better employment outcomes for people with disabilities (United Nations General Assembly, 2006). Goal 8 of the United Nations Sustainable Development Goals (i.e., decent work and economic growth) also emphasises the need for countries to promote policies that ensure full and productive employment for people with disabilities, as well as protection from discrimination and prejudice in mainstream workplaces (United Nations, 2018). The heightened urgency for, and international attention on, the participation of people with disabilities in workplaces is further encouraged by the rapid decline of the global working-age population (Vornholt et al., 2018) and efforts to engage traditionally marginalised groups in employment in order to mitigate the economic impact of labour shortages and subsequent adversely impacts on the world economy.

However, improving work outcomes for people with disabilities requires a better understanding of the factors that enable and drive success in mainstream employment settings. Fortunately, numerous studies have identified several factors that are

associated with employment success for people with disabilities: Being educated above high school level (particularly up to college or university level) is associated with successful work outcomes like higher wages for people with disabilities (Alverson & Yamamoto, 2018; O'Neill et al., 2015). Prevailing organisational values and norms may also determine how people with disabilities are treated within mainstream workplaces (Beatty et al., 2019; Stone & Colella, 1996). Employment in organisations with a good workplace culture enables people with disabilities to be more productive, feel included, enjoy working, and stay in the workforce for longer (McDonough et al., 2021; Schur et al., 2009). Adequately matching people with disabilities with jobs that they are within their functional capacity is often linked with better employment outcomes for both the individual and their organisation because the individual is more likely to perform the job well (Choe & Baldwin, 2017; Wen et al., 2023). People with disabilities are also more likely to succeed at work when they are accepted as full members of society with protected rights (Bogenschutz et al., 2016; Lindsay et al., 2015), and have access to adequate government support (like on-the-job support and assistive technology) that facilitate their sustained success in mainstream employment settings (Pack & Szirony, 2009). A theoretical model (*Ikutegbe et al., in press*) in Figure 2 posits that people with disabilities are most likely to achieve employment success when interactions between supply-side (i.e., related to the person), demand-side (i.e., related to the workplace) and environmental factors (i.e., related to the external context) occur in an effective manner.

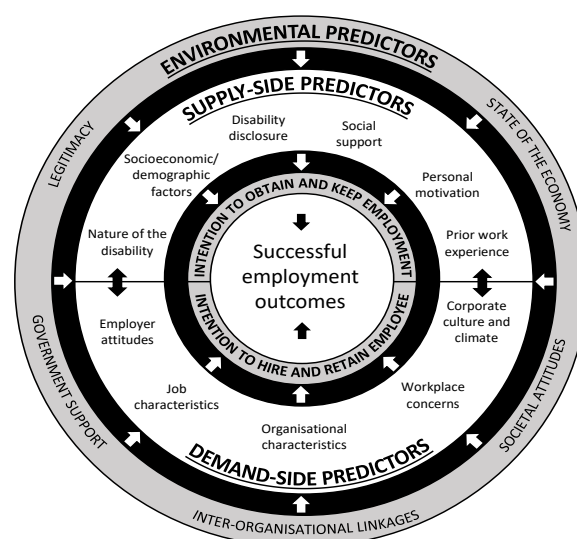


Figure 2. Conceptual model of successful employment outcomes for people with disabilities.

A recent qualitative study based on this conceptual model of successful employment outcomes for people with disabilities, identified that eight of the sixteen factors were perceived by participants as more critical to successful employment outcomes: nature of the disability, disability disclosure, personal motivation, employer attitudes, job characteristics, corporate culture and climate, government support, and societal attitudes (*Ikutegbe et al., 2023*). The present study therefore seeks to build on this work by quantitatively testing the eight aforementioned factors to determine whether they are in fact significantly associated with successful employment outcomes. Specifically, the following research questions are posed:

- (1) What are the predictors of successful employment outcomes for people with disabilities?
- (2) What are the predictors of successful employment outcomes for people without disabilities?
- (3) Are there differences in the predictors of successful employment outcomes for people with and without disabilities?

A cross-sectional study design was used to conduct a survey of employed people with disabilities and employed people without disabilities to evaluate the association between the eight factors identified and successful employment outcomes.

2. Theoretical Background

As it is derived from the conceptual model of successful employment outcomes for people with disabilities (*Ikutegbe et al., in press*), the present study is likewise underpinned by the social model of disability (Oliver, 1996; UPIAS, 1976). The social model of disability informs our understanding of disability as a fundamental failure of society to recognise and accommodate the needs and rights of people with disabilities (Riddle, 2020). A strength and benefit of using this theoretical lens in the present study is that “it more accurately corresponds to reality” (Riddle, 2020, p. 1511).

The social model enables us to clearly distinguish between the health condition of a person and their experience of disability; which is understood to be caused by barriers created by societal structures that are incompatible with the person (Jones et al., 2014;

Terzi, 2004). The capacity of the social model to promote social inclusion for people with disability far exceeds other models of disability (such as the medical model and functional model) because it consistently demands societal changes that reduce stigma and discrimination against people with disabilities (Levitt, 2017; Smart, 2009).

3. METHOD

3.1. Survey

The online survey instrument was designed to examine the interrelation, and perceived relative importance, of eight factors derived from an initial conceptual model of sixteen factors of successful employment outcomes for people with disabilities (see Figure 2) that were subsequently refined to eight via a qualitative study (*Ikutegbe et al., 2023*).

The survey was designed to be applied to two cohorts successfully employed in mainstream work: 1) people with and 2) people without disabilities. The University of Wollongong Human Research Ethics Committee approved this research (approval number 2018/332).

3.2. Sample and Data Collection

Study participants were recruited between November and December 2021 from a nationwide online panel that was designed to be nationally representative of the Australian workforce (Dynata, 2018). This study sought to recruit only study participants that were employed in Australian mainstream employment settings. A leading market research panel company was engaged by the authors to exclusively invite pre-validated individuals (through direct email and online marketing channels) that possess characteristics that satisfy specific study requirements. This targeted approach ensured that only eligible participants were invited to complete the survey. Third-party digital fingerprint technology was also used to prevent the duplication of study participants, which further enhanced the reliability of the data.

The use of online panels in research has become more widespread in recent times because it is particularly useful for recruiting large samples easily and quickly (Evans & Mathur, 2005), and it enables greater access to marginalised populations in the workforce (such as people with disabilities) that are often difficult to reach (Thompson et al., 2013). Online panels have also been proven to be just as effective as traditional

survey approaches (Evans & Mathur, 2005; Hansen & Pedersen, 2012). Participants on the panel that completed the survey received rewards through a structured incentive scheme that was administered by the panel company. The incentive scheme offered participants that completed the survey a variety of reward options including gift vouchers, charitable donations and partner products or services.

Email invitations were sent to pre-validated panellists to participate in the survey. The email invitation contained a participant information sheet that provided panellists with an overview of the study and a web link to access the online survey. Panellists were excluded from the study due to any of the following reasons: (1) below 18 years of age; (2) unemployed; (3) self-employed; (4) employed for less than three months or 90 days; (5) employed in sheltered or supported employment settings; (6) no consent given; (7) failed to complete the survey; and (8) data quality issues, such as providing contradictory or nonsensical responses.

3.3. *Definitions of Factor Measures*

Mainstream employment success (MES)

Mainstream employment success (MES) is used in the present analysis to denote successful employment outcomes. It was operationalised by adopting a combined index that considers both the traditional criteria (i.e., continuous employment for 90 days or more, regular work hours, and paid work) as per Ikutegbe et al. (in press) and a new, nuanced, set of questions that employees can use to express their subjective assessment which found the definition of success to be “when people with disabilities have jobs that they enjoy, within organisations that provide ideal working conditions, where their values are aligned and they possess the competencies and personality traits to perform the job well” (see Appendix C11).

The traditional criteria were applied to determine a person’s eligibility to be a panellist and respond to the questionnaire. The subjective variable was a self-reported assessment of mainstream employment success measured using a new three-item scale where participants responded to these items using a 100-point scale ranging from 1 (strongly disagree) to 100 (strongly agree). For this measure, people indicated the extent to which they agreed or disagreed with each of the following statements regarding their

feelings about their job: “I like my job”; “I am able to progress in my job”; and “I am able to achieve my full potential in my job.” We averaged across the three items for an overall score.

Age

Participants self-reported their year of birth. The current age of each participant was then derived by subtracting the year of birth indicated from the survey completion date.

Gender

Participants self-reported their gender. Gender was coded 1 for “male”; 2 for “female”; 3 for “prefer not to say”; and 4 for “other.”

Personal motivation

Personal motivation was measured using a five-item scale. Participants responded to these items using a 100-point scale ranging from 1 (strongly disagree) to 100 (strongly agree). Participants indicated the extent to which they agreed or disagreed with each of the following statements: “Having a job enables me to be financially independent”; “Having a job enables me to contribute to my community”; “Having a job gives me a purpose in life”; “Having a job enables me to socialise with people I work with”; and “Having a job enables me to always keep busy.” We averaged across the five items for an overall score.

Job characteristics

Job characteristics was measured using a three-item scale. Participants responded to these items using a 100-point scale ranging from 1 (strongly disagree) to 100 (strongly agree). Participants indicated the extent to which they agreed or disagreed with each of the following statements: “My knowledge, skills and abilities enable me to be good at my job”; “I am happy to stay in my job for the foreseeable future”; and “I am suited well for my job.” We averaged across the three items for an overall score.

Corporate culture and climate

Corporate culture and climate was measured using a five-item scale. Participants responded to these items using a 100-point scale ranging from 1 (strongly disagree) to 100 (strongly agree). Participants indicated the extent to which they agreed or disagreed

with each of the following statements: “I am allowed to make decisions at work”; “Managers at my workplace support me when needed”; “My workplace recognises and values my contribution”; “I feel like my workplace is where I belong”; and “The staff at my workplace care for one another.” We averaged across the five items for an overall score.

Employer attitudes

Employer attitudes was measured using a four-item scale. Participants responded to these items using a 100-point scale ranging from 1 (strongly disagree) to 100 (strongly agree). Participants indicated the extent to which they agreed or disagreed with each of the following statements: “My employer employs me because I am productive at work”; “My employer employs me because I am a loyal employee”; “My employer employs me because I am reliable”; and “My employer employs me because they value having a diverse range of employees.” We averaged across the four items for an overall score.

Societal attitudes

This measure only applied to the disability cohort and societal attitudes was measured using a four-item scale. Participants responded to these items using a 100-point scale ranging from 1 (strongly disagree) to 100 (strongly agree). Participants indicated the extent to which they agreed or disagreed with each of the following statements: “Most people in society believe people with disabilities can live independently”; “Most people in society treat people with disabilities fairly”; “Most people in society believe people with disabilities are just as capable as anyone else”; and “Most people in society believe people with disabilities have a bright future.” We averaged across the four items for an overall score.

Government support

This measure only applied to the disability cohort and government support was measured using a three-item scale. Participants responded to these items using a 100-point scale ranging from 1 (strongly disagree) to 100 (strongly agree). Participants indicated the extent to which they agreed or disagreed with each of the following statements: “If needed, I know where to find information about government support for people with disabilities”; “It is easy for people with disabilities to access disability support from the government”; and “The government support provided to people with

disabilities is adequate.” We averaged across the three items for an overall score.

Disability disclosure

This measure only applied to the disability cohort and disability disclosure was measured using a single-item scale. Participants responded to this item using a 100-point scale ranging from 1 (strongly disagree) to 100 (strongly agree). Participants indicated the extent to which they agreed or disagreed with the following statement: “I am comfortable with telling an employer about my disability.”

Nature of the disability

This measure only applied to the disability cohort and nature of the disability was measured by asking participants to respond to three items that provided additional information about their disability. The items were: “Which of the following types of disability do you have”; “Which of the following best describes the severity of your disability”; and “In your experience, is it obvious to other people that you have a disability.”

3.4. Data analysis

Data was cleaned using the IBM SPSS Statistics 27.0 software. Postcodes were used to determine the geographical remoteness of areas where participants resided (using the Modified Monash Model) (Australian Government, 2021). Descriptive statistics were used in the initial analysis of the data. Bivariate correlations (i.e., Spearman’s rank correlation coefficient) were calculated to investigate the direction and strength of the relationship between the variables. Correlation values were interpreted following the guidelines of Cohen (1988): small correlation is defined as $rho = .10$ to $.29$; medium correlation is defined as $rho = .30$ to $.49$; and large correlation is defined as $rho = .50$ to 1.00 . For the purpose of this study, predictor variables that had a small, medium or large correlation with the outcome variable were included in the regression model. It should be noted that the correlation between predictor and outcome variables met these parameters.

A multiple regression analysis was initially considered, but was discarded because the data contravened the assumption of normality (i.e. the data was highly skewed).

Therefore, CART was selected as a suitable method for analysing the data because it was statistically robust, non-parametric, and non-linear (Breiman et al., 1984; Poulsen et al., 2011). CART is a recursive partitioning method that uses a decision tree with binary splits to examine each predictor variable, to identify those that are strongly associated with the outcome variable (Breiman et al., 1984; Fonarow et al., 2005). A regression tree analysis was used specifically in this study because the outcome variable was continuous. The R statistical software program was used for the analysis (R Core Team, 2022). CART is particularly beneficial to this study because it handles highly skewed numerical data, uncovers meaningful complex relationships, and is relatively easy to interpret (Greene et al., 2019; Lewis, 2000; Zhang & Singer, 1999).

4. RESULTS

4.1. *Sample characteristics*

A total of 1,019 panellists initially completed the online survey. Further screening based on a selection criteria resulted in the exclusion of 216 panellists, as only 803 panellists (78.8%) were included in the final sample. Figure 3 contains a flowchart that illustrates how the screening process was applied in the present study.

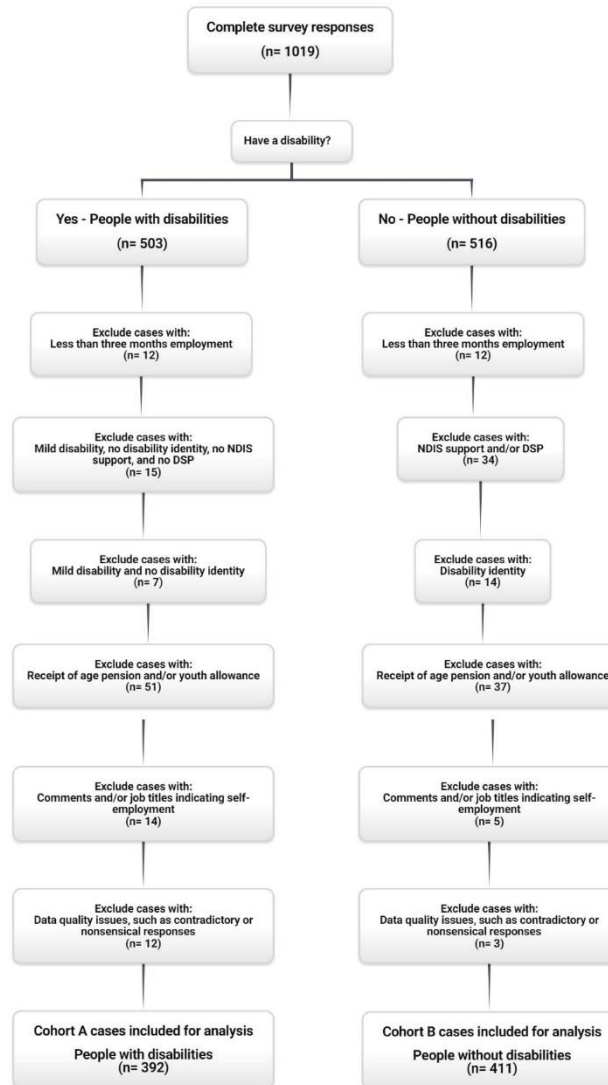


Figure 3. Study screening process flowchart.

The final sample is comprised of 392 (48.8%) people with disabilities and 411 (51.2%) people without disabilities. Participant ages ranged from 18 to 83 years, with a mean age of 45.91 years (SD 13.046). It is of interest that 78.5% of participants were aged at least 35 years old, 55% were females, 83.5% obtained post-secondary education, 76.8% resided in a metropolitan location, and 95.6% spoke English as a main language. All participants were employed in full-time, part-time or casual employment for at least 90 days. Participants were employed in a diverse range of industries, with a significant percentage in Health care and social services (13%) and Retail trade (10.5%). The predominant work classifications among participants were Professionals (28.4%) and Managers (23%), which are typical for highly educated individuals. Table 2 contains the demographics of the final sample that was used for analysis.

Table 2. Participants' age, gender, location, education, and work classification.

	<i>People with disabilities (N = 392)</i>	<i>People without disabilities (N = 411)</i>	<i>Total (%) (N = 803)</i>
Age (in years)			
18 – 24	20	18	38 (4.7%)
25 – 34	83	52	135 (16.8%)
35 – 44	113	101	214 (26.7%)
45 – 54	86	88	174 (21.7%)
55 – 64	74	106	180 (22.4%)
65 +	16	46	62 (7.7%)
Gender			
Male	155	206	361 (45.0%)
Female	237	205	442 (55.0%)
Location			
Metropolitan	284	333	617 (76.8%)
Regional or rural	108	78	186 (23.2%)
Highest level of education			
Primary school	4	1	5 (0.6%)
High school	54	73	127 (15.8%)
TAFE/Technical training	144	126	270 (33.6%)
University undergraduate	112	138	250 (31.1%)
University postgraduate	74	69	143 (17.8%)
Other education (post-high school)	4	4	8 (1.0%)
Work classification			
Manager	79	106	185 (23.0%)
Professional	105	123	228 (28.4%)
Technician and trades worker	18	25	43 (5.4%)
Community and personal service worker	27	20	47 (5.9%)
Clerical and administrative worker	83	67	150 (18.7%)
Sales worker	41	24	65 (8.1%)
Machinery operators and driver	8	13	21 (2.6%)
Labourer	31	33	64 (8.0%)

A considerable percentage of participants in the disability cohort (n= 392) self-reported having multiple disabilities (33.2%), with physical (37.5%) and psychosocial (37%) types of disability being most common. 92.4% of the disability cohort self-reported having a level of disability severity that ranged from moderate to profound, and 63% of the disability cohort self-reported having a disability that was not obvious to other people.

Table 3 provides an overview of specific characteristics that are associated with the disability cohort (n = 392).

Table 3. Overview of characteristics associated with the disability cohort

	<i>n</i>
<i>Type of disability</i>	
Autism	48
Intellectual	35
Neurological	48
Acquired Brain Injury (ABI)	24
Sensory	37
Psychosocial	145
Physical	147
Other types of disability	79
Multiple disabilities	130
<i>Severity of disability</i>	
Mild limitation	30
Moderate limitation	132
Severe limitation	172
Profound limitation	58
<i>Is the disability obvious to other people?</i>	
Yes (visible)	145
No (invisible)	247

4.2. Regression tree analysis for people with disabilities (*n* = 392)

Five of the eight original factors emerged as important predictor variables for mainstream employment success of people with disabilities. Figure 4 depicts the regression tree analysis which identifies these five factors in order of importance as follows: corporate culture and climate; government support; job characteristics; employer attitudes; and societal attitudes. Notably, nature of the disability, disability disclosure and personal motivation did not emerge as important and so do not feature in the regression tree below.

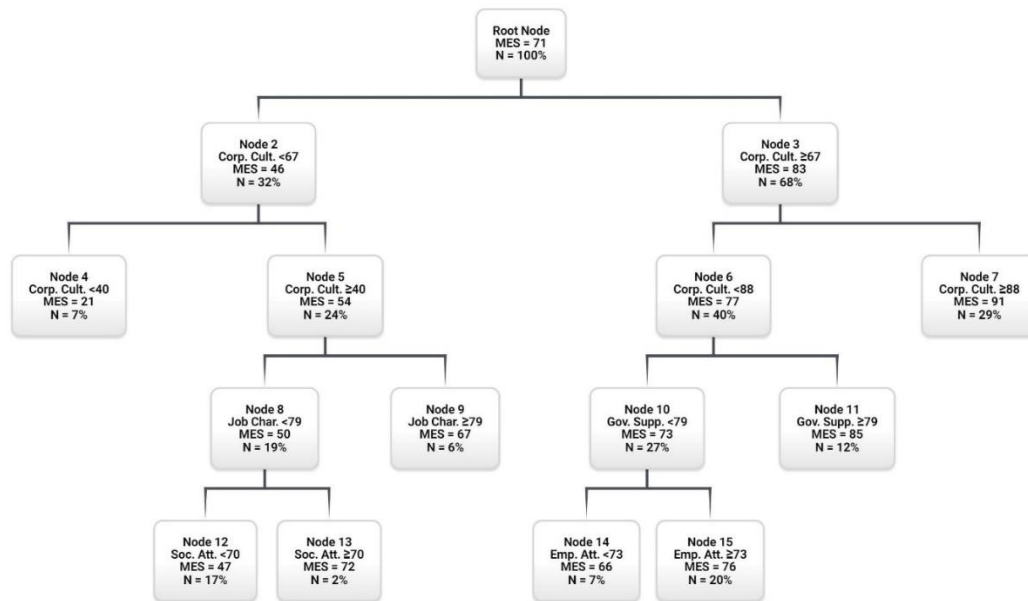


Figure 4. Regression tree analysis of variables predicting Mainstream Employment Success (MES) for the people with disabilities.¹

The root node of the regression tree indicates that all 392 participants in the disability cohort had an overall mean score of 71 for mainstream employment success (where 100 was the highest mean score attainable on a scale of 1-100). After the root node, the regression tree should be interpreted from top to bottom, with the right-side nodes (after each binary split) depicting the highest mean score of mainstream employment success at each level of the regression tree, with the highest overall score in node 7. Conversely, the left-side nodes (after each binary split) depict the lowest mean score of mainstream employment success at each level of the regression tree, with the lowest overall score in node 4.

So now in more technical terms, the results of the regression tree analysis is outlined below. Node 2 and node 3 contained people with disabilities displaying mean scores for corporate culture and climate of < 67 and ≥ 67 respectively. Node 2 was then split by corporate culture and climate into node 4 (< 40 mean score) and node 5 (≥ 40 mean score). Node 4 could not be split further into two significantly discrete groups for any variable, which made it a terminal node. Node 5 was split by job characteristics into node 8 (< 79 mean score) and node 9 (≥ 79 mean score). Node 9 was a terminal node.

¹ Higher mean scores = Higher perceived mainstream employment success (MES).

Node 8 was split by societal attitudes into node 12 (< 70 mean score) and node 13 (≥ 70 mean score). Nodes 12 and 13 could not be split further, which made both of them terminal nodes.

Node 3 was split by corporate culture and climate into node 6 (< 88 mean score) and node 7 (≥ 88 mean score). However, node 7 could not be split further into two significantly discrete groups for any variable, making it a terminal node. Node 6 was split by government support into node 10 (< 79 mean score) and node 11 (≥ 79 mean score). Node 11 could not be split further into two significantly discrete groups for any variable, which made it a terminal node. Node 10 was split by employer attitudes into node 14 (< 73 mean score) and node 15 (≥ 73 mean score). However, Nodes 14 and 15 could not be split further, which made them both terminal nodes.

Essentially, this means that of the five factors that were statistically significant predictors of mainstream employment success for people with disabilities, corporate culture and climate (node 7) was the single most important predictor variable associated with mainstream employment success for people with disabilities. About 29% of the disability cohort reported the highest level of mainstream employment success when mean scores for corporate culture and climate was at its highest (≥ 88), regardless of ~~the predictor variables~~ the results of the regression tree analysis for the disability cohort, including defining characteristics of significantly discrete subgroups for any predictor variable associated with mainstream employment success.

Table 4. Overview of results from the regression tree for the disability cohort (n = 392).²

² Higher mean scores = Higher perceived mainstream employment success (MES)

Group	Defining characteristics	Mean MES	% of cohort
Group 1 (Node 7)	Corporate culture and climate (≥ 88 mean score)	91	29%
Group 2 (Node 11)	Corporate culture and climate (67-88 mean score); combined with Government support (≥ 79 mean score)	85	12%
Group 3 (Node 15)	Corporate culture and climate (67-88 mean score); combined with Government support (< 79 mean score); and Employer Attitudes (≥ 73 mean score)	76	20%
Group 4 (Node 14)	Corporate culture and climate (67-88 mean score); combined with Government support (< 79 mean score); and Employer Attitudes (< 73 mean score)	66	7%
Group 5 (Node 9)	Corporate culture and climate (40-67 mean score); combined with Job Characteristics (≥ 79 mean score)	67	6%
Group 6 (Node 13)	Corporate culture and climate (40-67 mean score); combined with Job Characteristics (< 79 mean score); and Societal Attitudes (≥ 70 mean score)	72	2%
Group 7 (Node 12)	Corporate culture and climate (40-67 mean score); combined with Job Characteristics (< 79 mean score); and Societal Attitudes (< 70 mean score)	47	17%
Group 8 (Node 4)	Corporate culture and climate (< 40 mean score)	21	7%

4.3. Regression tree analysis for people without disabilities (n = 411)

Four predictor variables (i.e., nature of the disability, disability disclosure, societal attitudes and government support) were excluded from this regression tree analysis because they did not emerge as relevant to participants in this cohort. Figure 5 depicts the regression tree analysis which identifies four predictor variables that are important for mainstream employment success of people without disabilities. In order of

importance, these four predictor variables were: corporate culture and climate, job characteristics, personal motivation, and employer attitudes.

The root node of the regression tree indicates that all 411 participants in the non-disability cohort had an overall mean score of 72 for mainstream employment success (where 100 was the highest mean score attainable on a scale of 1-100). As per above, this regression tree should be interpreted from top to bottom, with the highest overall mean score of mainstream employment success being node 13 on the far-right, and the lowest mean score of mainstream employment success being node 4 on the far-left.

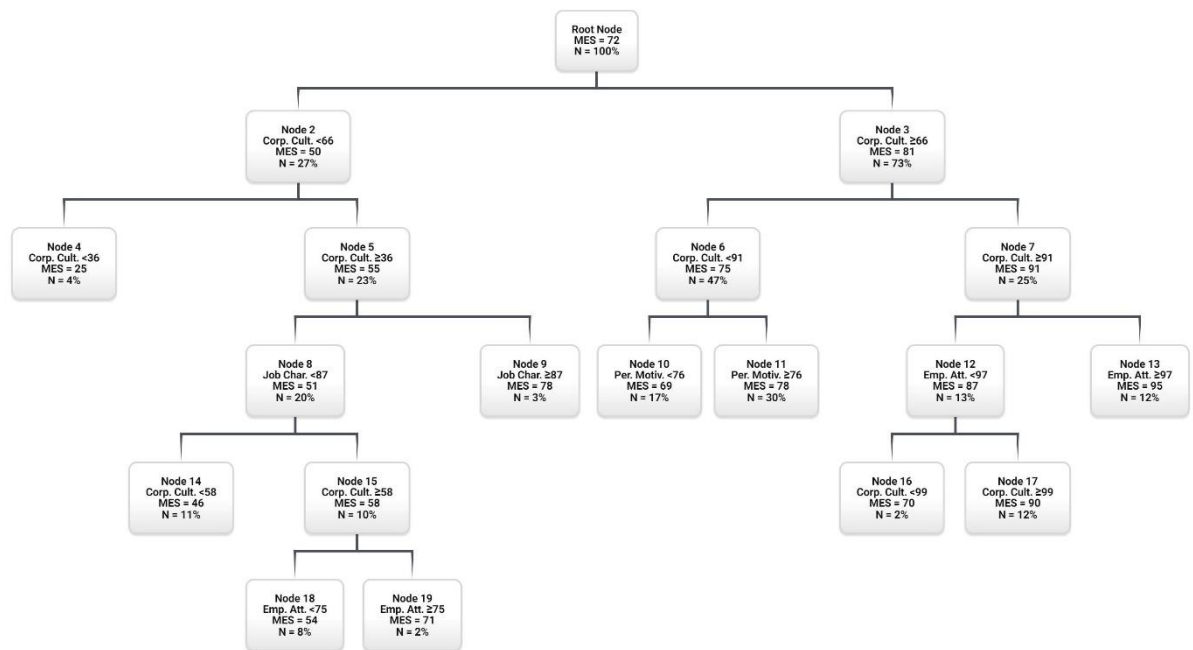


Figure 5. Regression tree analysis of variables predicting Mainstream Employment Success (MES) for people without disabilities.³

The regression tree analysis identified five terminal nodes that predicted lower levels of mainstream employment success (25 to 70 mean score) and five terminal nodes that predicted higher levels of mainstream employment success (71 to 95 mean score). Node 2 and node 3 contained people without disabilities displaying mean scores for corporate culture and climate of < 66 and ≥ 66 respectively.

Node 2 was split by corporate culture and climate into nodes 4 (< 36 mean score) and

³ Higher mean scores = Higher perceived mainstream employment success (MES)

node 5 (≥ 36 mean score). Node 4 could not be split further into two significantly discrete groups for any variable, which made it a terminal node. Node 5 was split by job characteristics into node 8 (< 87 mean score) and node 9 (≥ 87 mean score). Node 9 could not be split further, which made it a terminal node. Node 8 was split by corporate culture and climate into node 14 (< 58 mean score) and node 15 (≥ 58 mean score). Node 14 could not be split further into two significantly discrete groups for any variable, which made it a terminal node. Node 15 was split by employer attitudes into node 18 (< 75 mean score) and node 19 (≥ 75 mean score). Both nodes 18 and 19 could not be split further, which made them terminal nodes.

Node 3 was split by corporate culture and climate into node 6 (< 91 mean score) and node 7 (≥ 91 mean score). Node 6 was split by personal motivation into node 10 (< 76 mean score) and node 11 (≥ 76 mean score). However, both node 10 and node 11 could not be split further into two significantly discrete groups for any variable, which made them terminal nodes. Node 7 was split by employer attitudes into node 12 (< 97 mean score) and node 13 (≥ 97 mean score). Node 13 could not be split further, which made it a terminal node. Node 12 was split by corporate culture and climate into node 16 (< 99 mean score) and node 17 (≥ 99 mean score). Both nodes 16 and 17 could not be split further into two significantly discrete groups for any variable, which made them terminal nodes.

The regression tree analysis for the non-disability cohort also identified corporate culture and climate as the single most important predictor variable associated with mainstream employment success for people without disabilities. Interestingly, about 12% of the non-disability cohort reported the highest level of mainstream employment success (node 13) when mean scores for both corporate culture and climate (≥ 91) and employer attitudes (≥ 97) were at their highest, regardless of other predictor variables. Table 5 summarises the results of the regression tree analysis for the non-disability cohort.

Table 5. Overview of results from the regression tree for the non-disability cohort (n = 411).⁴

⁴ Higher mean scores = Higher perceived mainstream employment success (MES)

Group	Defining characteristics	Mean MES	% of cohort
Group 1 (Node 13)	Corporate culture and climate (≥ 91 mean score); combined with Employer attitudes (≥ 97 mean score)	95	12%
Group 2 (Node 17)	Employer attitudes (< 97 mean score); combined with Corporate culture and climate (≥ 99 mean score)	90	12%
Group 3 (Node 11)	Corporate culture and climate (66-90 mean score); combined with Personal motivation (≥ 76 mean score)	78	30%
Group 4 (Node 9)	Corporate culture and climate (36-65 mean score); combined with Job characteristics (≥ 87 mean score)	78	3%
Group 5 (Node 19)	Corporate culture and climate (58-65 mean score); combined with Job characteristics (< 87 mean score); and Employer attitudes (≥ 75 mean score)	71	2%
Group 6 (Node 16)	Corporate culture and climate (91-99 mean score); combined with Employer attitudes (< 97 mean score)	70	2%
Group 7 (Node 10)	Corporate culture and climate (66-90 mean score); combined with Personal motivation (< 76 mean score)	69	17%
Group 8 (Node 18)	Corporate culture and climate (58-65 mean score); combined with Job characteristics (< 87 mean score); and Employer attitudes (< 75)	54	8%
Group 9 (Node 14)	Corporate culture and climate (36-57 mean score); combined with Job characteristics (< 87 mean score)	46	11%
Group 10 (Node 4)	Corporate culture and climate (< 36 mean score)	25	4%

Overall, corporate culture and climate had the strongest association with mainstream employment success in the disability and non-disability cohort. Job characteristics and employer attitudes were also strongly associated with mainstream employment success for participants in both cohorts. Government support and societal attitudes were strongly associated with mainstream employment success for only the disability cohort, while personal motivation was strongly associated with mainstream employment success for

only the non-disability cohort.

5. DISCUSSION

The primary aim of the present study was to identify factors that are significantly associated with successful employment outcomes for people with disabilities. The results indicated that five important factors were statistically significant predictors of successful employment outcomes for people with disabilities. These factors were: corporate culture and climate, government support, job characteristics, employer attitudes, and societal attitudes. Similarly, the results also indicated that four important factors were statistically significant predictors of successful employment outcomes for people without disabilities. These factors were: corporate culture and climate, job characteristics, personal motivation, and employer attitudes. When taken together, three key insights gleaned from the results of the present study are of interest to enhance successful employment outcomes, particularly for people with disabilities.

First, the regression trees for both disability and non-disability cohorts indicate that corporate culture and climate, a *demand-side* factor (see Figure 2), is the single most significant predictor of successful employment outcomes. Prior studies have often cited corporate culture and climate as a primary indicator of how people with disabilities would fare in the workplace (Gilbride et al., 2003; McDonough et al., 2021). Although a good corporate culture and climate is beneficial for people without disabilities, as demonstrated here, it is especially important for people with disabilities seeking new job opportunities, career advancement or simply job retention (Schur et al., 2009). This is because people with disabilities generally thrive in organisations that have an inclusive and supportive corporate culture and climate (Baldrige & Swift, 2016; Meacham et al., 2019). Conversely, a poor corporate culture and climate “can create attitudinal, behavioural, and physical barriers for workers and job applicants with disabilities” (Schur et al., 2005, p. 5).

Second, the regression tree for the disability cohort indicates that providing optimal levels of government support (an *environmental* factor in Figure 2) to people with disabilities in workplaces with a suboptimal corporate culture and climate can mitigate potential barriers to successful employment outcomes. Prior studies indicate that

government support is an effective incentive to improve mainstream employment outcomes for people with disabilities (Greenan et al., 2002; Waghorn et al., 2019). People with disabilities that have access to government support like on-the-job training, rehabilitation technology services, and vocational rehabilitation counselling services generally enjoy favourable mainstream employment outcomes (Pack & Szirony, 2009). Similarly, small and medium-sized employers with limited resources often respond positively to employing people with disabilities when it is accompanied by targeted government support like tax credits and wage subsidies (Fraser et al., 2011).

Finally, the regression trees for both disability and non-disability cohorts indicate that alignment between the person and job characteristics (i.e. optimal job-match) does not guarantee high levels of mainstream employment success if corporate culture and climate is suboptimal. The effect of this interrelationship was particularly prominent within the disability cohort as lower levels of mainstream employment success were achieved under such conditions than compared to the non-disability cohort. Although prior studies support using job-matching to enhance mainstream employment outcomes (such as higher earnings and increased work hours) for people with disabilities (Choe & Baldwin, 2017; Dreaver et al., 2020), present results go further to emphasise that a good corporate culture and climate is still very necessary for this job-matching to be effective.

Notably, none of the *supply-side* factors considered in the present study (i.e. nature of the disability, disability disclosure and personal motivation identified in Figure 2) were statistically significant predictors of successful employment outcomes for people with disabilities. Prior studies have suggested that supply-side factors are typically more important during the pre-employment period, where people with disabilities receive necessary skills training and support to enter the workforce successfully (Chan et al., 2010). Therefore, a possible explanation for the lack of supply-side factors in the regression tree of the disability cohort could be because all study participants had already obtained mainstream employment.

Theoretical implications

First, we advance theory by building on prior research (*Ikutegbe et al., in press; Ikutegbe et al., 2023*) to develop a new survey instrument that collects self-reported data from participants about factors associated with successful employment outcomes. The

data collected was then used to statistically model which factors best enable successful employment outcomes, particularly for people with disabilities. Five important factors were identified as statistically significant predictors of successful employment outcomes for people with disabilities: corporate culture and climate, job characteristics, government support, societal attitudes and employer attitudes. Notably, corporate culture and climate emerged as the single most significant predictor of successful employment outcomes for people with disabilities.

Second, we demonstrated that a good job-match may not necessarily lead to successful employment outcomes for people with disabilities if the *demand-side* corporate culture and climate of the workplace is poor. Similarly, we demonstrated that the adverse effects of a suboptimal corporate culture and climate on successful employment outcomes could be mitigated by providing well-designed and targeted *environmental* government support to people with disabilities and their employers.

Practical implications

This study offers several practical implications to Human Resource (HR) professionals and managers seeking to improve mainstream employment outcomes for people with disabilities. First, since corporate culture and climate was identified as the single most significant predictor of successful employment outcomes, HR professionals should intensify efforts to create positive and inclusive workplaces that benefit everyone, including people with disabilities. Particularly, HR professionals can ensure full inclusion for people with disabilities at work by promoting egalitarian policies and practices that emphasise fairness and equal access to resources and opportunities. Promoting egalitarian policies and practices at work would protect all employees, including people with disabilities, from discrimination and ensure that all employees feel psychologically safe to voice their opinions and request job accommodations when required.

Second, our study indicates that government support can mitigate shortfalls in successful employment outcomes for people with disabilities when corporate culture and climate is not ideal. Therefore, HR professionals and managers should become better informed about government incentives that may be available to support people with disabilities and their employers. Although time and resource constraints (especially

for small and medium-sized employers) are known to limit employer knowledge of government support (Greenan et al., 2002), partnering with specialist disability employment services can help overcome this barrier. HR professionals can become informed about government support by consulting with disability employment services at little to no costs (Schur et al., 2014). Alternatively, HR professionals can simply participate in networking events with disability employment services to gain information about government support available to people with disabilities.

Finally, our results indicate that job-matching makes a valuable contribution to successful employment outcomes for people with disabilities. Hence, HR professionals are encouraged to embed job-matching in all recruitment and selection practices. Job-matching would eliminate or minimise employment discrimination against people with disabilities because it does not focus on the disability itself, rather it focuses on whether the person can fulfil the requirements of the job (Wen et al., 2023). Furthermore, HR professionals can foster ongoing successful employment outcomes for people with disabilities by conducting regular reviews of job demands to ensure a good match with the individual. Such reviews would help to identify areas of job-mismatch early and facilitate the discovery of solutions that can restore alignment.

Limitations and directions for future research

First, the present study has a contextual limitation due to its focus on the Australian workforce. Notwithstanding the insights gained from studying people with disabilities in mainstream Australian workplaces, we acknowledge that our results may not be generalised to other countries. Conducting similar research in countries that have institutional and socio-cultural contexts that are different from Australia may yield new insights that vary from what we observed. Future research should investigate how the factors identified in the present study are associated with successful employment outcomes for people with disabilities in other national contexts. Utilising such knowledge from diverse contexts will have the double-effect of advancing our collective understanding of disability in mainstream employment settings, and give human resource professionals effective approaches to foster successful employment outcomes for people with disabilities in a global workforce.

Second, the present study excluded study participants that were unemployed, self-

employed, or had mainstream employment for less than 90 days. Therefore, results may not be generalisable beyond people with disabilities and people without disabilities in mainstream employment for minimum 90 days. Furthermore, the sample in the present study mainly comprised of tertiary educated individuals in professional roles, which may limit the generalisability of results to people with disabilities and people without disabilities in non-professional roles (such as a tradesperson).

Third, the survey tool was purposefully designed for use in this research context. As a novel survey tool, it is yet to be fully validated (Tsang, Royse & Terkawi, 2017). While efforts were made, through the various authors - including statisticians - reviewing the questionnaire for content validity, it is proposed that further construct validity be undertaken.

Fourth, a limitation of using the CART method to analyse data is that it may be difficult to replicate results because of different approaches to model fitting. Notwithstanding this shortcoming, future research should see CART as a suitable alternative to more traditional methods (like multiple linear regression or multiple logistic regression), especially when conducting studies with datasets that are challenging for traditional methods of analysis (Henrard et al., 2015). CART is ideal for presenting an easily understood summary of covariate associations between variables that can inform better decision making and the creation of new hypotheses for future research.

Conclusion

The present study provides new insights into the factors important for achieving successful employment outcomes for people with disabilities. In particular, we advance knowledge in the following ways: first, we identify five important factors that are statistically significant predictors of successful employment outcomes for people with disabilities. Second, we determined that corporate culture and climate is the single most significant predictor of successful employment outcomes for people with disabilities. Finally, we provide new insights about two interrelationships between important factors that contribute to successful employment outcomes for people with disabilities. We hope that these results increase mainstream employment participation for people with disabilities by focusing stakeholders on the tangible opportunities that different factors presented here offer for achieving successful employment outcomes.

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4.4 Appendices related to Paper 3

Appendix D1: Participant information sheet for survey participants.

Appendix D2: Survey instrument.

CHAPTER 5: Discussion and conclusion

5.1 Overview of research program

The present research emerged from a practical problem being experienced by people with disabilities, workplaces and society as a whole: the unacceptably and persistently low rate of participation of people with disabilities in mainstream Australian workplaces. A pragmatic mixed-methods approach was adopted to investigate this issue across a series of studies. The context for the research was disability employment in Australia, which has recently been through a period of reform in relation to government funded support for people with disabilities. A key aim of this reform was to enable more people with disabilities to enter the mainstream workforce and thereby facilitate greater inclusion for this group within society and enable them to reach their full potential.

Study 1 aimed to develop a conceptual model of successful employment outcomes for people with disabilities. It addressed research question 1: *What factors are associated with successful mainstream employment outcomes for people with disabilities?* Using the social model of disability as the theoretical framework, a scoping review was conducted which included 77 high-quality academic journal articles. This review informed the development of a conceptual model of successful employment outcomes for people with disabilities, which could then be empirically tested in Studies 2 and 3.

The aim of Study 2 was to refine the conceptual model developed in Study 1 by empirically examining the perceived relative importance of factors and interrelationships between factors in the model. It addressed research question 2: *What is the perceived relative importance of each factor in enhancing employment outcomes for people with disabilities?* and research question 3: *How are the different factors perceived to interact with each other to enhance employment outcomes for people with disabilities?* Semi-structured interviews were conducted with 47 participants including people with disabilities, employers and disability employment service providers. The outcome of Study 2 was qualitative insights about the perceived relative importance of different factors in the model and the interrelationships between them. The qualitative insights regarding the perceived relative importance of factors in the model were then used to inform the design of Study 3.

Study 3 aimed to statistically test the relative predictive strength of the key factors in the theoretical model identified in Study 2. It addressed research question 4: *What factors are statistically significant predictors of successful employment outcomes for people with disabilities?*, research question 5: *What factors are statistically significant predictors of successful employment outcomes for people without disabilities?*, and research question 6: *Are there differences in the statistically significant predictors of successful employment for people with and without disabilities?* Study 3 involved conducting an online survey with 803 participants, including both people who have and do not have disabilities. Classification and Regression Tree analysis was used to investigate the association between the eight key factors identified in Study 2 and successful employment outcomes. The outcome of Study 3 was the identification of the statistically significant predictors of successful employment outcomes for both cohorts: people with and without disabilities, and the differences between them.

5.2 Overall insights

Study 1 identified a range of factors associated with successful employment outcomes for people with disabilities, as documented in the extant literature. These factors spanned three key domains: (1) factors related to the individual with a disability (supply-side factors); (2) factors related to employers (demand-side factors); and (3) factors related to broader society (environmental factors). A conceptual model was developed to illustrate these three domains, thereby providing a more holistic perspective than prior studies which largely consider individual domains in isolation. All three domains must be considered when aiming to improve employment outcomes for people with disabilities, because initiatives designed to improve one domain may be less effective if significant barriers still exist in another domain.

The outcome of Study 1 was a proposed conceptual model, however the study design did not include any empirical validation of the model. This literature review did not allow for an in-depth understanding of the relative importance of factors in the model, or how these factors interact with each other. Studies 2 and 3 aimed to contribute empirical support for the conceptual model and provide a more in-depth understanding

of employment outcomes of people with disabilities in mainstream settings.

The key insights from Study 2 included that eight factors in the conceptual model are perceived to be relatively more important for successful employment outcomes for people with disabilities. The eight factors came from each of the three domains, with three on the supply-side, three on the demand-side, and two environmental factors. There were also eight key interactions identified, providing qualitative evidence that the model factors interact with each other, both within domains and across domains, to amplify their association with employment outcomes.

The key insights from Study 3 was the identification of five factors within the model that are statistically significant predictors of successful employment outcomes for people with disabilities. The use of CART analysis also provided insights regarding the pathways to more successful outcomes, which involves focusing on corporate culture and climate, government support, job characteristics, employer attitudes, and societal attitudes. For example, corporate culture and climate was a significant predictor of successful employment outcomes and the optimal pathway to achieving success. This is consistent with prior research that suggests good work culture and climate creates a psychologically safe environment for people with disabilities to thrive (Gilbride et al., 2003; Meacham et al., 2017; Schur et al., 2005; Schur et al., 2009).

5.3 Theoretical contributions

The present research advances theoretical knowledge in two ways. First, it offers a new theoretical model of successful employment outcomes for people with disabilities. Second, it triangulates key stakeholder perspectives using qualitative and quantitative data to provide a more holistic perspective on employment outcomes for people with disabilities.

5.3.1 A new theoretical model of successful employment outcomes for people with disabilities

The present research proposed a new theoretical model of successful employment

outcomes for people with disabilities in the mainstream labour market. The strength of this model is that it takes a holistic approach to examining supply-side, demand-side and environmental factors that can enhance employment outcomes for people with disabilities. This contribution is important as most attempts to explain the employment outcomes of people with disabilities consider selected factors in isolation, which is problematic for investigating complex social phenomena such as disability employment.

The present study offers a more holistic model because it is underpinned by the social model of disability, which allows for exploration of wide-ranging factors that enhance mainstream employment outcomes for people with disabilities. Unlike other models (e.g. the biomedical model) that may ostracise people with disabilities from employment (Smart, 2009), the social model advances our understanding of ways to create inclusive workplaces such that no employees are disabled.

5.3.2 Triangulation of key stakeholder perspectives

Limited studies have investigated the experiences of people with disabilities in mainstream employment, and most are informed by a single stakeholder perspective (Baldrige & Swift, 2016; McKinney & Swartz, 2021; Tucker & Degeneffe, 2017). The present research advances knowledge by investigating and triangulating multi-stakeholder perspectives. In the context of employment for people with disabilities in mainstream settings, this is important because employment will only be successful when the needs of both employees and employers are met. In addition to employees and employers, the present study also considered the perspective of disability employment service providers who have a unique perspective because they serve as intermediaries between both stakeholder groups in trying to place people with disabilities in paid jobs.

5.4 Practical contributions

The insights provided by this research have practical implications for employers, governments, disability advocates and people with disabilities. First, it provides guidance to employers regarding which aspects related to their workplaces are important for ensuring people with disabilities can effectively work and feel like they

belong there. Second, it provides guidance to government and policy makers regarding the systems and structures required to support people with disabilities and employers to achieve successful employment outcomes. Third, it enables disability advocates to focus on key aspects of change that are likely to have the biggest impact on successful employment outcomes. Fourth, it gives people with disabilities an understanding of the key elements related to their personal lives that can maximise their likelihood of being successful in a mainstream job placement.

5.4.1 Implications for employers

The present research provides insights that enable organisations to identify which aspects of their workplace may be presenting barriers to people with disabilities becoming employees and be more proactive in ensuring their workplaces are inclusive for all people. Three key factors associated with the workplace were identified as being important for successful employment outcomes for people with disabilities: corporate culture and climate, employer attitudes and job characteristics. Knowing this, employers can assess their own organisation in relation to these factors and make any necessary changes to ensure their organisation is inclusive of people with disabilities.

For example, having the right corporate culture is important for promoting inclusion of people with disabilities in the workplace because it informs which human and social capital will be valued and rewarded by the organisation (Metz et al., 2022). If an employer determined that their organisation's corporate culture was one of homogeneity and exclusivity, they could create formal linkages with relevant groups such as disability affinity groups or corporate diversity councils to develop or adopt organisational development opportunities such as diversity training (Madera, 2013). Such programs have been shown to be effective in promoting psychological safety and career development for people with disabilities, which leads to increased productivity and a more inclusive workplace (Kulkarni, 2016).

Organisations that would like to hire more people with disabilities but are concerned about the attitudes of the individuals making hiring decisions could implement a range of initiatives to improve attitudes. For example, they could create opportunities for managers to hear from other managers who have had positive experiences with

employees who have disabilities. They could also mandate disability awareness training which would give employers access to accurate information in order to counteract negative misconceptions and stereotypes and improve attitudes (Dolce & Bates, 2019). Requiring more diversity in recruitment panel can also help counteract individual biases against people with disabilities during the hiring process (Tholen, 2023). Similarly, leveraging on innovative technologies such as digital matching and screening technologies can help neutralise individual biases during recruitment and performance evaluation because such processes become more objective (Walkowiak, 2023).

Knowing that job characteristics are also a key factor in successful employment outcomes for people with disabilities also offers opportunities for employers to make positive changes within their organisation. Strategies such as job-matching and job-crafting can be very effective in creating employment opportunities suitable for the unique needs of people with disabilities (Wen et al., 2023). Adopting such strategies requires a flexible approach and lateral thinking by individual managers and people hiring new staff. Employers could formally adopt these types of strategies and communicate them to all managers through organisational policies and guidelines.

5.4.2 Implications for government

Governments and policy makers can use findings to develop systems and structures that reduce the barriers to employment and effectively support people with disabilities and employers to achieve successful employment outcomes. Two environmental factors were identified as being particularly important in predicting employment outcomes for people with disabilities: government support and societal attitudes. In terms of government support, the more nuanced insights provided by Study 2 revealed two particular aspects of government support that limit its effectiveness: low employer awareness of the supports available and difficulty in accessing supports.

Governments could raise awareness of the supports offered for workplaces that hire people with disabilities by providing tailored communications that target different types of employers that face different types of barriers. For example, small and medium-sized organisations which typically have lower financial reserves are likely to respond favourably to communications that emphasise the financial supports offered by

government such as tax credits (Fraser et al., 2011). Governments could also improve the efficiency and accessibility of available supports by reducing the cumbersome bureaucratic process involved in accessing them (Kuznetsova & Yalcin, 2017). This could be achieved, for example, by introducing “more streamlined processes through a dedicated agency with a key liaison contact who can help manage the process and the paperwork” (Council of Small Business Organisations Australia, 2018, p. 30).

Societal attitudes were also found to be a significant predictor of successful employment outcomes for people with disabilities. Generally speaking, people with certain types of disabilities such as intellectual disabilities or mental illness are likely to face more negative attitudes within the community, largely due to ignorance regarding these types of disabilities (Australian Institute of Health and Welfare, 2022). One way of addressing such negative attitudes is through government-funded social marketing campaigns which have in the past been found to be effective in improving community attitudes towards people with disabilities (Randle & Reis, 2016). These include, for example, the ‘Like Minds, Like Mine’ campaign in New Zealand, the ‘Time to Change’ campaign in the UK and the ‘See Me’ campaign that ran in Scotland and was successful in penetrating the market and producing more positive attitudes towards people with disabilities (Randle & Reis, 2016). As well as community-wide approaches, social marketing campaigns could also specifically target employers within their workplaces to educate them on the benefits of having a diverse workforce and including people with disabilities in the workplace, and how best to accommodate them.

5.4.3 Implications for disability advocates

Disability advocates, and specifically disability employment service providers, could use findings from this study to create better matches between employees and potential employers. For example, disability disclosure is one of the key factors associated with successful employment outcomes, and so disability employment service providers could discuss this with job applicants prior to being matched with employment opportunities. Disability advocates could also support people with disabilities in developing effective strategies to manage disability disclosure at work, not just with their manager but also in relation to other employees and stakeholders such as customers or clients. This could include training focused on impression management, self-presentation, socialisation,

and how to make job accommodation requests (Chan et al., 2010; Lindsay et al., 2015).

Disability employment service providers could also explain the importance of effective job-matching and job-crafting with employers when discussing potential job placements for people with disabilities. Disability employment service providers are in a position to influence employers to increase their flexibility in terms of modifying position descriptions and job opportunities to suit the individual needs of potential employees with disabilities.

5.4.4 Implications for people with disabilities

For people with disabilities, findings from the present research highlight the aspects of their personal lives which can influence their likelihood of achieving successful employment outcomes. In some cases, the person with a disability may be able to change their circumstances or their own behaviour in ways that increase this likelihood. For example, knowing that the timing of disability disclosure can impact the likelihood of successful outcomes can be considered by the individual and factored into their decision making about if and when to disclose their disability to their employer (Peterson et al., 2017; McKinney & Swartz, 2021).

Level of social support was another factor associated with successful employment outcomes for people with disabilities (Gilson et al., 2018). Knowing this, people with disabilities could tell their friends and family when they are applying for jobs so they are not alone in the process and have appropriate support if needed. People with disabilities are more likely to find and retain employment when they have a social support network that provides them with emotional support, motivation and resources (Dixon & Reddacliff, 2001). Social support could also be strengthened by utilising disability employment service providers who can offer specialised support through the job placement process and during employment. For example, transition specialists can enhance the employment prospects of people with disabilities by providing them with specialised career support like resume writing, interview coaching and vocational assessment services (Lindstrom et al., 2011). People with disabilities could also use the insights from the present research to understand the perspective of employers and better prepare themselves for a mainstream workplace because they are more aware of

potential employer expectations and concerns.

5.5 Methodological contributions

The present study offers two methodological contributions. First, it uses Classification and Regression Tree (CART) analysis to identify pathways for enhancing employment outcomes for people with disabilities. Second, it uses a theory elaboration approach to develop novel insights that explain empirical observations about employment outcomes for people with disabilities.

5.5.1 Classification and Regression Tree (CART) analysis

This is the first research to use Classification and Regression Tree (CART) analysis to identify pathways for enhancing employment outcomes for people with disabilities in mainstream settings. Previous disability employment research has largely used parametric statistical techniques like logistic regression and multiple linear regression. Such statistical techniques are not suitable for analysing data that deviate from parametric assumptions (like normal distribution) because they can lead to inaccurate conclusions (Lewis, 2000). The CART technique was considered suitable for this study because it can contend with highly skewed numerical data to uncover meaningful complex relationships and is relatively easy to interpret (Greene et al., 2019; Lewis, 2000; Zhang & Singer, 1999). Moreover, the use of CART in the present research responds to the call for actionable ‘pathways’ towards successful employment for people with disabilities as “there is a relative neglect about pathways to successful post-injury employment in the competitive job market” (Dorstyn et al., 2023, p. 247).

Although commonly used in clinical research, the novel application of CART analysis in Study 3 helped to identify optimal pathways to enhance employment outcomes for people with disabilities. Methodologically, the types of insights gained here by using CART may be of interest for research involving other groups who are underrepresented in mainstream workplaces such as First Nations peoples, people from the LGBTQI+ community, refugees, migrants and older workers.

5.5.2 The theory elaboration approach

The present study is the first to use a theory elaboration approach to identify and explain complex interrelationships in mainstream employment for people with disabilities. This approach is particularly useful because it links conceptual models to empirical observations, which leads to more accurate inferences (Fisher & Aguinis, 2017). The application of this approach in Study 2 uncovered novel insights about interrelationships between factors in the conceptual model that may have been overlooked otherwise. For example, it was the use of theory elaboration approach that revealed the nature of the interrelationship that exists between corporate culture and climate and disability disclosure.

5.6 Limitations and recommendation for future research

The context of this research was disability employment in Australia and the findings may not be generalisable to other countries with different systems of support for, and attitudes towards, people with disabilities. Future research could investigate how the factors examined in the present research contribute to mainstream employment outcomes for people with disabilities in other countries to derive context-specific insights.

The present research is based on cross-sectional data that reflects the self-reported perceptions of participants. Findings have identified five factors (corporate culture and climate, job characteristics, government support, employer attitudes, and societal attitudes) to be significant predictors of successful employment outcomes for people with disabilities. However, the design of this research does not allow for any causal conclusions to be drawn. Future research involving experimental designs or longitudinal datasets would add to the body of knowledge by identifying such causal relationships. This type of research would produce further understanding regarding the relative impact of factors within in the model on long-term employment outcomes.

The present research was conducted during the COVID-19 pandemic. This impacted the data collection for Study 2 because some participants with disabilities were unable to

participate in face-to-face interviews as originally intended. Some interviews could be conducted online, but some participants were either unable or unwilling to participate in an online forum and this made achieving the intended sample size more challenging and time consuming.

The model proposed in the present research was generic and deliberately designed to account for all types of disabilities so as to gain a broad understanding of the topic. Because of this, findings are not specific to any particular type of disability. Future research should test the model's suitability for specific types of disability to provide more nuanced insights. Such research may be able to determine whether the weighting of factors in the model (in terms of relative strength) and the interrelationships between them varies for different types of disability.

The present research covered a broad range of factors that enhance mainstream employment outcomes for people with disabilities. Due to the multitude of factors covered in the present research, it was not possible to investigate some key factors such as employer attitudes in more detail. More research is required to focus more specifically on each of these key factors to derive a deeper understanding of how they enhance mainstream employment outcomes for people with disabilities. For example, future research could investigate how to improve employer attitudes towards hiring and retaining people with disabilities in mainstream employment settings.

The final limitation relates to the definition of successful employment outcomes for people with disabilities. It was beyond the scope of the present study to formally create such a definition. Rather, we allowed participants to use their own subjective definition of success when answering questions and giving their opinions. However, during the study it was apparent that there are many different definitions of successful employment outcomes, both within the literature and amongst individual participants. Future studies could develop a definition of successful employment outcomes for people with disabilities and a scale to measure them in a valid and reliable way. The qualitative data from Study 2 has been used to start the process of developing such a definition to address this gap. This very preliminary work is included as a working paper in the form of a brief research report at Appendix C11, however this still requires substantial work before such a definition and validated measure could be proposed.

5.7 Conclusion

There are numerous individual, social, cultural, and economic benefits to having people with disabilities participate in mainstream workplaces. However, few studies have investigated the range of factors that predict successful employment outcomes for people with disabilities. The present research highlights the fact that the employment of people with disabilities in mainstream workplaces is complex and multifaceted. Findings indicate that some factors are more important in terms of enhancing employment outcomes for people with disabilities, such as corporate culture and climate, government support, job characteristics, employer attitudes, and societal attitudes. If prioritised, improvements in these areas are likely to have greater impact on the likelihood of successful employment outcomes than others. Various stakeholders are important in achieving such outcomes including employers, government, disability advocates, and people with disabilities themselves. All stakeholders have an important role to play in taking action within their own sphere of influence to provide a supportive and optimal working environment that maximises successful employment outcomes for people with disabilities.

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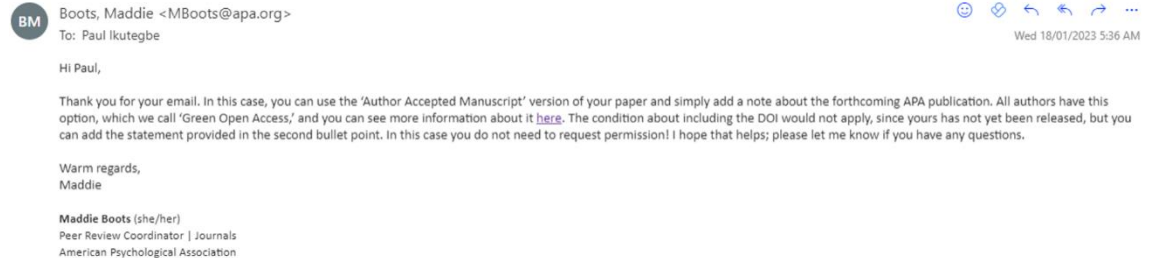
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APPENDICES

Appendix A: Permission to reproduce publication

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Appendix B: Appendices for Paper 1

1. Supplementary Table S1: Key Articles Overview Table

Author/Date	Research Aim	Theoretical Model	Analysis	Approach/Data Collection	Context/Sample Characteristics	Emergent Themes	Dependent Variable	Independent Variable	Successful Employment	Key Findings	Limitation/Gaps/ Future Research
Alverson and Yamamoto (2018)**	To identify and investigate significant predictors of employment outcomes for individuals with Autism Spectrum Disorder (ASD).	n/a	Hierarchical linear modeling (HLM) analysis	Quantitative Non-experimental design Multilevel statistical analysis of a 10-year secondary dataset	USA 47,312 VR clients with Autism Spectrum Disorder (ASD)	Gender, ethnicity, education level, and government support.	Competitive employment	Gender, ethnicity, attained educational level, IEP status in high school, secondary disability status, and total number of VR services.	Achievement of stable competitive employment with or without supports, for at least 90 days.	Total number of VR services, ethnicity, gender, and attained education level were significant predictors of positive employment outcomes.	Need to account for state-level effects to identify aspects to influence employment outcomes.
Ameri et al. (2018)	To investigate potential employment discrimination against people with Spinal cord injury and Asperger's syndrome.	n/a	Regression discontinuity modeling analysis	Quantitative Experimental design	USA 6,016 fictitious job applications for accounting roles	Disability disclosure, legitimacy, organisational characteristics and job characteristics.	Any employer interest, call-back for interview	Employer size, private/closely held, publicly held, government, multi-establishment, federal contractor status, and industry.	n/a	Employers express less interest in job applicants with disabilities than in otherwise-similar job applicants without disabilities. Higher qualifications do not erase the labour market disadvantages associated	Need to assess types of social cognition in hiring behaviour involving people with disabilities.

Author/Date	Research Aim	Theoretical Model	Analysis	Approach/Data Collection	Context/Sample Characteristics	Emergent Themes	Dependent Variable	Independent Variable	Successful Employment	Key Findings	Limitation/Gaps/ Future Research
										with disability. Publicly held companies were more likely to have smaller disability gaps than private companies due to the greater visibility of publicly held companies.	
Andrew and Rose (2010)	To examine what factors motivate people with Intellectual Disabilities (ID) to work.	n/a	Thematic analysis	Qualitative Focus groups	UK 10 young work-age adults with mild ID at a Further Education (FE) college in England	Personal motivation.	Employment outcome	Motivation	n/a	Motivation to work is influenced by three factors: monetary gain, social aspects, and perceived competence.	Future studies should involve a larger sample of people with mild ID to make findings more generalisable.
Araten-Bergman (2016)	To explore the relation between managers' attitudes, intentions, and the actual hiring of people with disabilities.	Theory of planned behaviour	Multivariate regression analysis	Quantitative Longitudinal survey	Israel An initial survey of 250 managers, followed by a second survey of 146 managers after six months.	Employer attitudes, corporate culture and climate, and legitimacy.	Intention to hire, actual hiring behaviour	Organisational size, industry type, attitudes, subjective norms, perceived behavioural control, and diversity climate indicators	n/a	Organisational diversity climate via formal disability hiring policy and disability training, were significant predictors of actual hiring behaviour. Managers' attitudes and intentions were not significant predictors of	Reliance on self-report may be susceptible to social desirability bias.

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										actual hiring behaviour.	
Baldwin, Costley and Warren (2014)	To provide a detailed overview of the occupational activities and experiences of 130 adults with Asperger's Disorder (AD) and High Functioning Autism (HFA).	n/a	Comparative statistical analysis	Quantitative Secondary analysis of the We Belong survey project dataset.	Australia 130 adults with Asperger's Disorder (AD) and High Functioning Autism (HFA).	Educational level, job characteristics, government support, and workplace concerns.	Employment outcome	Type of occupation, occupational skill level, type of job contract, hours of work, job-seeking support, support received in the workplace, and positive and negative experiences of employment.	n/a	People with autism are prone to 'over-education' which exposes them to negative employment outcomes such as job mismatch, low job satisfaction, and greater probability of unemployment.	Reliance on participants' self-selection on the basis that they did not have an Intellectual Disability (ID).
Bogenschutz, Im and Liang (2016)	To construct the meaning of a good life for people with disabilities in Vietnam.	Ecological model	Thematic analysis	Qualitative Semi-structured interview	Vietnam 15 parents of people with disabilities, 3 self-advocates with different disabilities, 6 professionals, and 4 government officials.	Social support, personal motivation, societal attitudes, government support.	Good life	Personal factors, interpersonal factors, community factors, and socio-cultural factors.	n/a	A good life was influenced by factors in four ecological levels: personal, interpersonal, community, and sociocultural levels. Stigma was identified as a barrier to the good life. A good life was perceived to be the ability to be integrated with the broader	Limited generalisability of findings due to data being based on only the Vietnam context.

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Burge, Ouellette-Kuntz and Lysaght (2007)	To elucidate public perceptions regarding work inclusion of people with an intellectual disability.	Social distance	Chi square statistical analysis	Quantitative Survey	Canada 680 members of the public.	Workplace concerns, and societal attitudes.	Public perceptions	Gender, age, education level, employment status, income level, geographic area, having a family member with ID.	n/a	community. Gender, age, education level, and employment status significantly influenced public perceptions towards hiring people with ID. Public perceptions toward the mainstream employment of people with ID are strongly positive. Negative attitudes of other employees was identified as a major barrier to hiring people with ID.	Over-representation of female participants in the study.
Burke-Miller et al. (2006)**	To examine the relationship between demographic characteristics and employment outcomes of people with mental illness disabilities.	n/a	Random-effects logistic regression analysis	Quantitative Experimental design Secondary analysis of the Employment	USA 1,273 participants with mental illnesses (psychiatric disabilities).	Previous work experience, age, education, ethnicity and gender.	Competitive employment, work for 40 hours or more in a single month	Prior work history, age, gender, race/ethnicity, and education.	To work in a job that pays minimum wage or higher; is located in a mainstream,	Having prior work history, younger age, higher education level, and being white were strongly associated with	Limited generalisability of findings due to the study context.

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				Intervention Demonstration Program (EIDP) dataset.					integrated setting; is not set-aside for mental health consumers ; and is consumer-owned.	competitive employment and greater working hours. Males were more likely to receive greater working hours than females.	
Carter, Austin and Trainor (2012)**	To examine the impact of four predictors or factors (student demographic, student skill, family and school) on the early post-school employment of young adults with severe disabilities.	n/a	Logistic regression model	Quantitative Secondary analysis of the National Longitudinal Transition Study-2 (NLTS-2) from 2000 to 2010.	USA 450 young adults with severe disabilities (Intellectual disability, Multiple disabilities or Autism)	Previous work experience, social support, gender, and job characteristics.	Current employment status	Age, gender, race/ethnicity, disability category, work history, skill factors, family factors.	A job that pays greater than or equal to minimum wage and where employees with disabilities were not in the majority.	Exposure to early work experiences and family expectations of the student's capability were strongly associated with post-school employment. Males were almost more likely than females to secure post-school employment.	Future research should model long-term outcomes by extensively using longitudinal data.
Chan et al. (2006)	To examine demographic and service factors affecting employment outcomes of people with orthopaedic disabilities in public vocational rehabilitation programs in the United States.	n/a	Chi-squared automatic interaction detector (CHAID) analysis	Quantitative Secondary analysis of the Rehabilitation Service Administration (RSA-911) dataset for 2001.	USA 74,861 people with orthopaedic disabilities.	Government support and inter-organisational linkage.	Employment outcome	<i>Personal history variables</i> (gender, race, severity of disability, age, education, and government benefits) <i>Rehabilitation services variables</i> (assessment, university training,	n/a	Competitive employment outcomes were more likely for women who had no work disincentives, no transportation barriers, and received counselling,	The use of archival data makes the study susceptible to systematic bias.

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								vocational training, on-the-job training, counselling and guidance, job-finding services, job placement, and personal assistance services)		<p>university training, and job placement services.</p> <p>Receipt of government benefits and health insurance were identified as disincentive to competitive employment.</p> <p>Job placement service was the most significant predictor of employment outcomes.</p>	
Chan et al. (2014)**	To examine the relationship between state unemployment rate and its interaction with personal factors influencing the employment outcomes of people with disabilities receiving state vocational rehabilitation services.	n/a	Hierarchical linear modeling (HLM) analysis	Quantitative Secondary analysis of the Rehabilitation Service Administration (RSA-911) dataset for 2005 and 2009.	USA 621,066 people with multiple disabilities.	State of the economy, government support, age, gender, ethnicity and nature of disability.	Competitive employment	Gender, age, race/ethnicity, primary disability type, significant disability, education level, public cash support received, public medical benefits support received, and state unemployment rate.	Work in the competitive labour market performed on a fulltime or a part-time basis in an integrated setting where the client is compensated at or above the minimum wage but not less than the	<p>State unemployment rate was negatively associated with the likelihood of securing competitive employment.</p> <p>State unemployment rate affects the employment outcomes of people with different types of disabilities in disparate ways.</p>	This study did not consider long-term employment outcomes for people with disabilities. Longitudinal future research is warranted to address this limitation.

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									customary wage or benefits paid by the employer to others without disabilities performing the same work.		
Chen et al. (2016)	To investigate the perceptions of Hispanic small business owners toward hiring people with disabilities.	n/a	Multiple regression analysis	Quantitative Survey	USA 217 Hispanic small business owners.	Employer attitudes, workplace concerns, organisational concerns, legitimacy and inter-organisational linkage.	Employer attitudes	<i>General demographics</i> (age, marital status, level of education, sex, primary language spoken at home, and disability status). <i>Business characteristics</i> (business type, company size, years since established, and awareness about the ADA).	n/a	Three predictors significantly associated with hiring decisions included: exposure to family member or friend with a disability, marital status, and awareness of legislation. Employers perceive people with sensory or physical disabilities more positively than those with emotional disabilities.	Reliance on self-report may be susceptible to social desirability bias.
Copeland et al. (2010)	To determine the dimensionality of the Affective Reactions scale and	n/a	Exploratory factor analysis, multiple	Quantitative Survey	USA 142 employers (business	Employer attitudes, and corporate	ADA knowledge, reasonableness of	Negative perceptions, willingness to accommodate, and	n/a	Positive attitudes toward accommodatio	Findings may not be easily generalised as only

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	to determine whether employer attitudes towards employees with disabilities are related to ADA knowledge, perceived reasonableness of workplace accommodations, and experience working with employees with disabilities.		regression analysis		owners/presidents/CEOs, HR professionals, managers and supervisors).	culture and climate.	accommodations, and level of experience.	equal treatment.		ns and equal treatment were significantly associated with beliefs about reasonableness of accommodations. Greater experience working with people with disabilities can result in positive employer attitudes.	employers in Colorado, USA participated in the study.
Darcy, Taylor and Green (2016)	To identify key areas of discrimination in the employment of people with disabilities.	Social model of disability	Interpretive thematic analysis Statistical analysis (frequencies, cross-tabulations and chi-square tests)	Mixed-methods Secondary analysis of natural data from the Australian Human Rights Commission (AHRC).	Australia 987 complaint cases from the AHRC.	Nature of disability, workplace concerns, employer attitudes, corporate culture and climate.	Employment outcome	Type of disability, industry sector, business type, category of discrimination, gender, and compensation	n/a	Type of disability is significantly related to the likelihood of being discriminated against in employment.	Insights are limited because only summaries of the full complaint cases were examined.
De Jonge, Rodger and Fitzgibbon (2001)	To examine the factors that facilitate and hinder the integrating of assistive technology that help people with disabilities into the workplace.	n/a	Thematic analysis	Qualitative Semi-structured interview	Australia 15 people with acquired and congenital disabilities, 8 employers and 4 co-workers.	Workplace concerns, corporate culture and climate, organisational characteristics	Employment outcome	Assistive technology	n/a	Large companies are more likely to afford Assistive Technology and IT support for people with disabilities than small	Further research should consider people with disabilities who have not been successful in gaining

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										companies due to the resource gap. Positive and supportive workplace environments are important for the integration of people with disabilities.	employment and the barriers they experience.
Dixon and Reddacliff (2001)	To examine the contributions families make to the success of young adults with mild intellectual disabilities (ID) in competitive employment.	n/a	Content analysis	Qualitative Semi-structured interview	Australia 15 young adults with mild intellectual disabilities and some of their family members.	Social support	Competitive employment	Family support	n/a	Participants' families tend to interact with them as if they were in an earlier developmental stage except in the area of employment Family characteristics associated with competitive employment outcomes included: moral support, practical assistance, role models of appropriate work ethic, protection from difficulties and exploitation, and family	Further research with a larger sample from diverse backgrounds is required to confirm family's contributions.

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Dreaver et al. (2019)*** *	To explore the organisational and individual factors facilitating successful employment of adults with ASD (Autism) from the employers' perspective.	n/a	Thematic analysis	Qualitative Semi-structured interview	Australia and Sweden 4 company directors and 16 line managers of persons with ASD in Australia and Sweden.	Corporate culture and climate, workplace concerns, employer attitudes, job characteristics	Successful employment	Knowledge and understanding of ASD, work environment, and job match.	Maintaining employment for 6 months or more in a competitive market, whereby an individual obtains compensation at, or above minimum wage.	Employer knowledge and understanding of ASD influenced all stages of the employment process and is critical to successful employment outcomes. A supportive work environment facilitates improved employment outcomes for people with ASD. A holistic approach to job matching is critical to achieving successful employment outcomes for people with ASD.	Need for holistic studies that also considers the perspectives of people with disabilities and the broader context.
Dutta et al. (2008)**	To identify key factors associated with successful employment outcomes for people with sensory/communicative, physical, and	n/a	Logistic regression analysis	Quantitative Secondary analysis of the Rehabilitation Service Administrat	USA 15,000 people with sensory/communicative, physical, or mental disabilities.	Government support, nature of disability, ethnicity, age, gender, education	Competitive employment	<i>Demographic variables</i> (gender, race/ethnicity, age, education, pre-service employment status, and co-occurring disability)	Employment for at least 90 days in an integrated setting, self-employment	Provision of cash or medical benefits had an adverse effect on employment outcome.	The use of archival data makes the finding susceptible to systematic bias.

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	mental disabilities.			ion (RSA-911) database for 2005.				<p><i>Disincentive variables</i> (number of government benefits)</p> <p><i>Rehabilitation services variables</i> (assessment, diagnosis and treatment of impairments, counselling and guidance, college/university training, occupational/vocational training, on-the-job training, remedial/literacy training, miscellaneous training, job readiness training, augmentative skills training, miscellaneous training, job search assistance, job placement assistance, on-the-job supports, transportation services, maintenance, rehabilitation technology, reader services, interpreter services, personal attendant services, technical assistance services,</p>	nt, or employment in a state-managed Business Enterprise Program (BEP) that is performed on a full-time or part-time basis for which an individual is compensated at or above the minimum wage.	Age, ethnicity and education were significant predictors of competitive employment. Job placement, on-the-job support, maintenance, and other services were significant predictors of employment success across all impairment groups.	

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								information and referral services, and other services).			
Ellison et al. (2003)	To understand how disability disclosure is approached by professionals and managers with serious psychiatric disabilities.	n/a	Multivariate logistic regression modeling	Quantitative Survey	USA 495 professionals or managers with serious mental disabilities.	Disability disclosure	The occurrence of disclosure, the circumstances of disclosure, and the timing of disclosure.	Age, gender, educational, income, race, receipt of federal disability benefits, diagnosis, occupational setting.	n/a	The timing of disclosure was significantly related to diagnosis. Receipt of federal disability benefits had a significantly negative relation to disclosure. People with lower income were more likely to disclose when applying for or given the job than those with higher income. Disclosure was facilitated by: supportive work environment, job security, and absence of fear of negative consequences.	Reliance on self-report may be susceptible to social desirability bias.
Fraser et al. (2010)	To better understand employer beliefs,	Theory of Planned Behaviour	Thematic analysis	Qualitative Focus	USA 20 employers from	Employer attitudes, organisatio	Intention to hire	Workplace concerns, organisational size,	n/a	Intention to hire was strongly	Reliance on self-report may be

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	perceived norms, and perceptions of control in relation to hiring outreach efforts towards qualified workers with disabilities.	(TPB)		groups	different industries and company sizes (6 small, 8 medium and 6 large)	nal characteristics, workplace concerns, inter-organisational linkages		employer attitudes, subjective norms, and perceived control		influenced by company size. Litigation and financial risk, and aversion were significant concerns for small companies. Mid-sized companies cited team managers and co-workers perception as major barriers to employment. Larger companies had no litigation or financial concerns but desired more high-calibre information about the benefits.	susceptible to social desirability bias.
Fraser et al. (2011)	To examine the intentions of employers to reach out toward qualified workers with disabilities as part of their hiring pool recruitment activity.	Theory of Planned Behaviour (TPB)	Multiple regression analysis	Quantitative Survey	USA 92 employers from different industries and company sizes.	Employer attitudes, organisational characteristics, workplace concerns, inter-organisational linkages	Intention to hire	Age, gender, education, industry type, job title, company size, receipt of disability awareness training, employer attitudes, subjective norms, and perceived control	n/a	Behavioural beliefs (bottom-line and litigation concerns) were more significant for small companies. Normative	Convenience sampling makes the study prone to selection bias. Future studies should consider random sampling to be more

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										<p>beliefs (team managers and co-worker receptivity) were significant for mid-sized and larger companies.</p> <p>Control beliefs were neutral for mid-sized companies but more significant for larger companies.</p> <p>All companies had concerns about the efficacy/efficiency of contact with Vocational Rehabilitation agencies.</p>	representative and to reduce selection bias.
Gilbride et al. (2003)	To identify specific workplace factors that characterise employers open to inclusion of people with disabilities.	Grounded theory	n/a	Qualitative Focus groups, Semi-structured interviews	USA 16 employed people with different disabilities, 49 employers and 9 placement providers.	Corporate culture and climate, job characteristics, inter-organisational linkages	Inclusion of people with disabilities,	Employer attitudes	n/a	<p>Inclusive employers were characterised by factors associated with: work cultural issues, job match, and employer experience and support.</p> <p>Workplace culture has a</p>	The small sample size make the findings less generalisable.

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										strong influence on the likelihood of employment success.	
Gilson et al. (2018)	To examine the perspectives of parents and other family members regarding priorities, concerns and ways to improve employment outcomes for adults with Intellectual and Developmental Disabilities (IDD).	n/a	Linear regression analysis	Quantitative Survey	USA 673 parents and other family members of adults with IDD.	Social support	Community-based employment	Age, gender, primary disability, education, challenging behaviours, job concerns, race/ethnicity, geographic locale, home setting, employment status, functional skills rating, disability severity,	n/a	Family members of people with IDD valued qualitative dimensions of potential work experiences (workplace culture and job satisfaction) more highly than prevailing employment metrics (rate of pay, hours per week, benefits). Family expectations regarding integrated employment are significantly associated with the employment outcome of the person with IDD.	Future research should consider longitudinal data to examine earlier family expectations against later employment outcomes.
Gladman and Waghorn (2016)	To examine the personal experiences of people with serious mental illness when	n/a	Applied Thematic Analysis (ATA)	Qualitative In-depth interviews	Australia 39 people with serious mental illness.	Nature of disability, disability disclosure, workplace	Competitive employment	Personal experiences, age, sex, diagnostic category, and type of employment	n/a	Negative employment experiences far exceeded positive	Findings were based on only a small number of open-ended

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	seeking, obtaining and maintaining competitive employment.					concerns		service assistance.		experience for people with disabilities. People with mental illness are more likely to experience negative employment outcomes after disclosing their disability. Disability disclosure is a trigger for negative employment outcomes, stigma and unfair discrimination.	questions.
Gonzalez, Rosenthal and Kim (2011)**	To examine the effects of demographic characteristics on employment outcomes of persons with specific learning disabilities	n/a	Chi-square Automatic Interaction Detector (CHAID)	Quantitative Secondary analysis of the Rehabilitation Services Administration (RSA-911) database for 2007.	USA 30,265 people with specific learning disability.	Gender, age, ethnicity, education, government support	Competitive employment	Gender, race/ethnicity, disability type, age, education, and public support.	Employment in an integrated setting, self-employment or employment in a state-managed Business Enterprise Program (BEP) that is performed on a full-time or part-time	Receipt of public support is the most influential predictor of successful employment. Receipt of public support significantly reduced the likelihood of employment success. Gender, race/ethnicity, age, and education also	Future research is needed to determine if any distinctions exist among the different types of specific learning disabilities.

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									basis for which an individual is compensated at or above the minimum wage.	significantly influence competitive employment outcomes.	
Greenan, Wu and Black (2002)	To understand the existing barriers and enablers to the employment of people with disabilities.	n/a	Descriptive statistical analysis	Quantitative Survey	USA 250 employers of people with disabilities.	Employer attitudes, job characteristics, organisational characteristics, workplace concerns, government support, legitimacy.	Competitive employment	Level of employer disability awareness, employer attitudes, employer concerns, and government support.	n/a	Public support was the most effective incentive factor to encourage employers to hire people with disabilities. Employers favour hiring people with disabilities that have high potential to work (academic skills, interpersonal skills and positive attitude towards work).	Future studies should consider adopting naturalistic approaches like case-study, to gain an in-depth understanding of the issues.
Grigal, Hart and Migliore (2011)	To compare the transition planning, Post-secondary School Education (PSE), and employment outcomes of students with	n/a	Cohen effect size h ; binominal distribution	Quantitative Secondary analysis of the National Longitudinal Transition Survey 2	USA More than 520 students with intellectual disabilities.	Education, gender, ethnicity.	Employment outcomes (competitive employment, supported employment, and sheltered employment).	Demographics (gender, race/ethnicity). <i>Transition planning characteristics</i> (post-high school	n/a	Students with ID were less likely to have postsecondary education or competitive employment goals and	Need to identify the factors that affect the quality of the employment outcomes of students with

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	intellectual and other disabilities.			(NLTS-2) database from 2000 to 2009.				goals, postsecondary education, contacts with external programs, and participation of external professional).		outcomes. Attainment of PSE was associated with a greater likelihood of employment for students with ID. Low post-school expectations were associated with reduced likelihood of students with ID having outcomes such as competitive employment and PSE.	intellectual disabilities.
Gunderson and Lee (2016)	To estimate the extent of pay discrimination against persons with a disability in Canada.	n/a	Multiple regression analysis, decomposition technique	Quantitative Secondary analysis of the 2006 Participation and Activity Limitation Survey (PALS)	Canada 2,200 people with different disabilities and 32,400 people without disabilities.	Nature of disability, education, gender, place of residence, state of the economy.	Pay/earnings	Age, marital status, gender, Aboriginal status, visible minority status, immigrant status, education, region, rural-urban status, hours worked, and type of limitation,	n/a	People with a disability earn about 21% less than people without a disability. People with disabilities receive lower returns or earnings because of restrictions associated with age, being female and working in an urban	The survey data used fails to provide information about the organisational factors that contribute to the discrimination against people with disabilities.

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										environment. Pay is negatively affected by some types of limitation (mobility, memory and emotional limitations). Acquiring higher education is associated with getting higher pay for people with a disability.	
Harcourt, Lam and Harcourt (2005)	To explore the nature of discrimination against disabled job applicants.	Institutional theory Rational economic theory	Binomial logistic regression	Quantitative Case-study approach	New Zealand 227 New Zealand business organisations from various industries.	Legitimacy, organisational characteristics, workplace concerns.	Disability	Work accident insurance levy (ACC), civil service, public sector, union density, EEO trust, HR institute, and organisational/log size.	n/a	Employers that pay higher insurance premiums are more likely to discriminate on the basis of disability. Large employers are less likely to discriminate on the basis of disability. Civil service organisations are less likely to discriminate on the basis of disability.	Difficult to generalise study findings because it is based on only New Zealand data.

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										Union density was insignificant regarding the likelihood to discriminate on the basis of disability.	
Hartnett et al. (2011)	Explores the nature of benefits derived by employers for employing people with disabilities, as well as company motivations for providing accommodations.	n/a	Descriptive statistical analysis	Quantitative Survey	USA 387 employers of people with disabilities (279 large, 102 medium, and 6 small company size).	Corporate culture and climate, organisational characteristics, workplace concerns	Employer benefits.	Number of accommodations provided. Company size Employee demographics	n/a	Providing workplace accommodations leads to positive financial and business outcomes for employers of all sizes.	Reliance on self-report may be susceptible to social desirability bias.
Hemphill and Kulik (2017)	To determine which people in sheltered employment aspire to a job in mainstream employment.	n/a	Factor analysis	Qualitative In-depth interviews	Australia 64 people with mainly intellectual disabilities.	Personal motivation	Job aspiration/ Intention to stay in a job.	Job fit Age Job tenure	n/a	Job fit positively affects intention to stay in a job but can be detrimental to job aspirations. Age and job tenure do not influence intention to stay.	Future research should consider how other factors (like severity of disability and education) influence the job prospects of people with disabilities.
Heyman, Stokes and Siperstein (2016)	To understand factors related to high-quality competitive employment for adults with Intellectual Disabilities (ID).	n/a	Logistic regression	Quantitative Survey	USA 153 parents/guardians of adult children with intellectual disabilities who were competitively employed.	Government support	Job quality (i.e. wages, work hours, and health benefits/ insurance).	Job stability, adaptive behaviour, age, and gender.	n/a	Greater job stability was significantly related with greater job quality. Adaptive behaviour is a salient	Future research should use longitudinal data to identify a better measure of job stability by tracking individuals'

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										<p>predictor of job quality for some individuals with ID.</p> <p>Gender and age were not significantly related with job quality.</p>	career paths over time.
Houtenville and Kalargyrou (2012)	To ascertain the concerns and challenges that employers have towards the employment of people with disabilities.	Resource-based theory of competitive advantage.	Descriptive statistical analysis	Quantitative Secondary analysis of data from the 2008 ODEP Survey of Employer Perspectives on the Employment of People with Disabilities.	USA 320 employers of different company sizes, from the hospitality and leisure industry. (113 small, 104 medium, and 103 large companies).	Organisational characteristics, Government support, Workplace concerns	Employment outcome	Company size	n/a	<p>Bottom-line concerns are the main barriers to employing people with disabilities.</p> <p>Large companies are more likely to hire people with disabilities than smaller companies.</p>	Future research should study the relationship between proactively hiring people with disabilities and increasing the psychological safety of current employees.
Houtenville and Kalargyrou (2015)	To investigate the perspectives and opinions of employers in the hospitality industry in comparison with employers in other industries regarding the reasons behind employer intentions, attitudes and decisions when recruiting people with disabilities.	Resource-based theory.	Logistic regression	Quantitative Secondary analysis of data from the 2008 ODEP Survey of Employer Perspectives on the Employment of People with Disabilities.	USA 3,126 employers from different industries.	Organisational characteristics, job characteristics, workplace concerns	Employer decision to hire	Company industry, Company size	n/a	Companies in service-producing industries are more likely to hire people with disabilities than companies in goods-producing industries.	Future research should investigate why the service industry is more proactive in hiring people with disabilities than the goods-producing

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Jang et al. (2013)**	To explore employment status and identify factors that may affect the employment outcomes of people with visual impairments who receive disability employment services.	n/a	Descriptive statistical analysis	Quantitative Ex post facto design Secondary analysis of data from the Taiwanese National Vocational Rehabilitation Services (NVRS) Documentary System from 2008 - 2010.	Taiwan 313 visually impaired people with disabilities.	Education, inter-organisational linkages	Employment outcome	<i>Person-related variables</i> (i.e. age, gender, marital status, severity of impairment, work experience, vocational qualification, being an income earner, community mobility, and living with others). Number of encounters clients had with pre-employment and post-employment services.	Employment for at least 90 days in an integrated setting, performed on a full-time or part-time basis, for which an individual was compensated at or above the minimum wage set by the government.	Fewer pre-employment services, more post-employment services, higher education level and having vocational qualifications are significantly associated with successful employment outcomes. No significant relationship between employment outcome and age, marital status, work experience.	Industry. Future research should examine the influence of the job satisfaction of employed people with disabilities on the employment rate.
Jans, Kaye and Jones (2012)	To explore the lived experiences of competitively employed people with disabilities and how they secured employment, especially their decisions about disclosure or discussion of disability status.	Grounded theory	n/a	Qualitative Focus groups	USA 41 successfully employed people with different types of disabilities.	Disability disclosure	Employment outcome	Disability disclosure	n/a	The decision to disclose or discuss disability status is influenced by: the nature of the disability, the need for workplace accommodation, and perceived disability-	Reliance on self-report may be susceptible to social desirability bias.

Author/Date	Research Aim	Theoretical Model	Analysis	Approach/Data Collection	Context/Sample Characteristics	Emergent Themes	Dependent Variable	Independent Variable	Successful Employment	Key Findings	Limitation/Gaps/ Future Research
										friendliness of organisations.	
Jasper and Waldhart (2013)	To examine what concerns leisure and hospitality employers most when considering hiring people with disabilities, as well as what hiring practices best alleviate these concerns.	Theory of Planned Behaviour (TPB)	Descriptive statistical analysis.	Quantitative Secondary analysis of data from the 2008 ODEP Survey of Employer Perspectives on the Employment of People with Disabilities.	USA 320 employers of different company sizes, from the hospitality and leisure industry. (113 small, 104 medium, and 103 large companies).	Organisational characteristics, employer attitudes, workplace concerns	Employment outcome	Company size	n/a	Large employers are more likely to hire people with disabilities than smaller employers. Smaller employers perceive greater challenges associated with hiring people with disabilities than larger employers.	There is a lack of information about participants in the study. Future research should examine how socio-demographic factors impact employer perceptions.
Jones et al. (2014)	To examine the relationship between disability, job mismatch, earnings and job satisfaction.	Social model of disability	Multivariate regression analysis	Quantitative Secondary analysis of data from the Household, Income and Labour Dynamics in Australia (HILDA) Survey (2001–08).	Australia 8,000 observations per wave of working-age employees from the HILDA survey (2001–2008).	Education	Earnings/wages, Job satisfaction, Job mismatch (over-education)	Work-limiting disability	n/a	There is a negative correlation between work-limiting disability and both earnings and job satisfaction. Work-limiting disability is positively related to over-education, because the onset of disability leads to downward occupational	Reliance on self-report may be susceptible to social desirability bias.

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										movement.	
Kaptein, Gignac and Badley (2009)	To investigate the factors that may affect the work force participation of people with arthritis disability, with an emphasis on gender differences.	n/a	Logistic regression	Quantitative Secondary analysis of data from the Canadian 2001 Participation and Activity Limitation Survey (PALS).	Canada 9,869 working-age people with arthritis disability.	Gender, age, education,	Labour force status	Gender, age, marital status, education, duration of limitation, disability severity	n/a	Being female, single, older, and having less education and more severe pain and disability were associated with being out of the labour force. Duration of limitation was not a significant predictor of employment status for either gender. Perceived discrimination was more likely to be reported by employed men than employed women.	Findings are limited because the study data can only provide associations rather than casual relationships.
Kaye, Jans and Jones (2011)	To identify the main reasons why employers do not hire people with disabilities and to explore strategies for overcoming those barriers to employment.	n/a	Descriptive statistical analysis	Quantitative Survey	USA 463 HR professionals and managers from companies known to be resistant to complying with the ADA's employment provisions.	Workplace concerns, employer attitudes	Employment outcome	Employer attitudes	n/a	Employer ignorance, costs concern, and fear of legal liability, are the primary barriers to hiring and retaining people with disabilities.	Reliance on self-report may be susceptible to social desirability bias.

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										Strategies to overcome the barriers include providing employers with: awareness and expertise, subsidies and financial incentives, and protection from legal risks.	
Khayatzaheh-Mahani et al. (2019)	To understand the barriers to the employment of people with Developmental Disabilities (DD) and contribute to effective disability employment policies.	n/a	Descriptive statistical analysis, Thematic analysis	Qualitative Nominal Group Technique (NGT), Delphi technique, Focus group	Canada 31 stakeholders from six distinct categories (5 persons with DD and their families/caregivers, 3 employers, 3 vocational training professionals, 5 non-profit organizations and other disability organizations, 5 policy makers, and 10 researchers and academics).	Prior work experience, employer attitudes, workplace concerns, societal attitudes	Employment outcome	Types of employment barriers	n/a	The top three barriers to employment of people with DD are: Employers' knowledge, capacity, attitudes, and management practices, late start to the "concept of work", and stigma.	Future research should develop cross-sectoral collaborations using a Whole of Government' approach to account for different stakeholder views.
Kirk-Brown and Van Dijk (2016)	To examine the relationship between job resources, perceptions of psychological safety at work, affective	Job Demands-Resources (JD-R) model	Multi-group SEM analysis	Quantitative Survey	Australia 604 employees with and without chronic illness (92 employees with chronic illness and 512 general	Corporate culture and climate, legitimacy	Affective commitment, Turnover intentions	Psychological safety, Job resources	n/a	The relationship between job resources and affective commitment was partially and	Future research should use longitudinal or experimental design to strengthen casual

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	commitment and turnover intentions for employees with chronic illness compared to employees without illness.				employees without chronic illness).					significantly mediated by perceptions of psychological safety. Higher levels of affective commitment resulted in lower turnover intentions for both groups of employees, but the effect is stronger for employees without chronic illness.	inferences.
Kulkarni (2016)	To outline employer initiatives aimed at developing careers of employees with a disability.	n/a	Exploratory method	Qualitative In-depth interviews	India 17 human resource personnel in companies with good policies for hiring people with disabilities.	Corporate culture and climate	Career success	Career development initiatives	n/a	Employers supported a career development philosophy that was based on signalling meritocracy and not engaging in any positive or negative discrimination.	Findings may not be generalisable due to small sample size.
Kulkarni and Rodrigues (2014)	To understand how large and economically successful organisations in India engage with the issue of disability internally and externally, and communicate such	Institutional theory	Content analysis	Qualitative Secondary analysis of data from the annual reports of 91 large organisations (2009-	India 91 large Indian companies.	Legitimacy, organisational characteristics	Company engagement with disability issues	Organisational age, global presence, industry-type, and sector of operation	n/a	Organisational age and sector of operation significantly impacts the way companies communicate their engagement	Future research should simultaneously examine different avenues used by companies to communicate

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	engagements through their annual reports.			2010).						with disability issues. Industry-type and global presence had no significant on how companies communicate their engagement with disability issues.	their engagement with disability issues.
Kulkarni, Boehm and Basu (2016)	To examine what human resource systems and disability management practices were used by multinational companies in India and Germany to foster inclusion of people with disabilities.	n/a	Thematic analysis	Qualitative Semi-structured interviews	India and Germany 4 employers from multinational corporations in India and Germany.	Place of residence, corporate culture and climate	Workplace inclusion	Geographical location	n/a	The guiding principles employers use to increase inclusion of people with disabilities are: harnessing diversity, multi-stakeholder engagement, and engagement with the external ecosystem.	Findings may be prone to bias due to the use of a convenience sample. Generalisability concerns due to small sample size.
Kuznetsova and Bento (2018)	To explore employers' responses to policy measures aimed at promoting the inclusion of persons with disabilities into mainstream employment by providing	n/a	Thematic analysis, Shift-share analysis	Multi-method In-depth interviews, Secondary analysis of data from the Norwegian disabled	Norway 12 senior and mid-level managers from two large Norwegian private companies employing people with disabilities.	Legitimacy, employer attitudes, government support	Employment outcomes	Provision of workplace adaptations	n/a	Employers are more likely to provide workplace adaptations for their own employees than for newly hired people with disabilities.	Generalisability concerns due to small sample size. Future research should conduct a large-scale survey to examine the

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	workplace adaptations.			people Labour Force Survey (LFS) 2006–2015.						Public support and funding has no significant impact on employers' likelihood of providing workplace adaptation.	casual relationships between the adaptations provided and employment outcomes.
Kuznetsova and Yalcin (2017)	An investigation into how large companies respond to public policy measures to ensure the inclusion of persons with disabilities in mainstream employment.	Neo-institutional theory	Thematic analysis	Qualitative Semi-structured interview	Norway and Sweden 12 managers from four large companies (two Norwegian companies and two Swedish companies).	Legitimacy, Government support	Employment outcome	Legislation, financial support	n/a	Anti-discrimination legislation and financial incentives had little direct impact on companies' practices and managerial decisions to employ more people with disabilities. Financial support while helpful, is not a primary reason to be inclusive of people with disabilities.	The small sample size makes finding less generalisable. Future research should consider a larger sample of companies from different sectors and of different sizes.
Lindsay (2011)	Examining the barriers experienced by teens and young adults with disabilities in getting and maintaining	n/a	Multivariate regression model	Quantitative Secondary analysis of data from the Canadian 2006	Canada 1,898 young people (aged 15-24) with different disabilities.	Nature of the disability, gender, place of residence	Employment outcome, Discrimination	Severity of disability, education, gender, limitation duration, geographical location and type of disability.	n/a	Socio-demographic characteristics (e.g. income level, geographical location and gender etc.)	Need for future research to examine gender dimensions of work experiences among young

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	employment.			Participation and Activity Limitation Survey (PALS).						influenced the types of barriers experienced.	people with disabilities.
Lindsay et al. (2015)	To explore the extent to which youth with physical disabilities encounter different barriers to finding employment compared to youth without disabilities.	Ecological theory	Constant comparative approach	Qualitative In-depth interviews	Canada 15 youth with physical disabilities, 16 youth without disabilities, 9 youth employers, and 10 job counsellors.	Social support, disability disclosure, government support, legitimacy, inter-organisational linkages, societal attitudes, state of the economy	Employment outcome	Types of employment barriers	n/a	The peers, family and social networks of youth with disabilities can act as barriers to employment. System level barriers (such as lack of funding and disability awareness policies) also limit the employment opportunities of youth with disabilities.	Findings may be less generalisable because they are based on data from one city. Future research should explore different contexts
Lindsay et al. (2018)	To explore the experiences of youth with physical disabilities and clinicians who support them in their transition to post-secondary education (PSE).	Ecological theory	Constant comparative Approach	Qualitative In-depth interviews	Canada 20 youth with physical disabilities and 10 clinicians.	Social support, disability disclosure, government support, legitimacy, inter-organisational linkages, societal attitudes, state of the	Employment outcome	Education	n/a	Peers and family expectations have both negative and positive influences on the transition to PSE and subsequently, employment. Societal attitudes	Findings may be less generalisable because the sample was recruited from only one hospital.

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						economy				influence the transition experience of youth with physical disabilities.	
Lindstrom, Doren and Miesch (2011)	To examine the process of career development for young adults with disabilities and the factors that contribute to their employment in living wage occupations.	n/a	Explanatory methods	Qualitative, Case-study In-depth interviews	USA Eight young adults with different disabilities.	Education, gender, prior work experience, social support, personal motivation, inter-organisational linkages	Living wage employment	Work experience, transition services and supports, education, gender, personal attributes, and family support and expectation	n/a	Initial employment is influenced by: participation in work experience, transition services and support, and family support and expectations. Ongoing career advancement and living wage employment is influenced by: having postsecondary education or training, stability of employment, and personal attributes (self-efficacy, persistence and coping skills).	Reliance on self-report may be susceptible to social desirability bias and may not accurately reflect the experiences.
Madera (2013)	To examine the best practice diversity management	n/a	Content analysis, benchmark assessment	Qualitative Secondary analysis of	USA 14 large customer service companies	Corporate culture and climate	Highly diverse workforce	Diversity management practices	n/a	Corporate diversity councils and employee	Findings may not be generalisable because the

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	programs used by customer service organisations.			data from the 2010 Diversity Inc. Top 50 Companies for Diversity.	from multiple industries.					affinity groups are widely adopted for effective diversity management. Organizations need to offer a broad set of diversity management practices in order to have an effective approach to diversity management.	data used is based on a small sample and similar organisations. Future research should explore a larger sample and other types of organisations.
McKinney and Swartz (2019)	An examination of the experiences of people with disabilities relating to job application forms and advertisements, interviews, confidentiality and disclosure of disability, as well as medical and psychometric testing.	n/a	Thematic analysis	Qualitative Semi-structured interview	South Africa 72 people with different disabilities.	Disability disclosure, legitimacy, corporate culture and climate	Employment outcome	Disability disclosure	n/a	The decision whether to disclose disability status has a significant influence on employment outcome. People with disabilities could face discrimination at every stage in the recruitment process despite progressive legislation.	Finding were based only on the experiences of people with disabilities. Future research should consider the experiences of employers to provide a more holistic perspective on the subject.
McLoughlin (2002)	To determine the factors that employers consider when deciding to	Personal construct theory	n/a	Qualitative Structured interview	USA 120 employers and potential employers	Workplace concerns, employer attitudes	Employment outcome	Employers' disability awareness	n/a	Employers' lack of disability awareness is a	Findings may not be generalised because it

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	hire people with disabilities.				of people with disabilities from different industries.					major barrier to hiring people with disabilities. Employer attitudes are susceptible to changes through additional information, education or experience.	based on the views of employers in only one location.
Meacham et al. (2017)	To examine how HR policies and practices enable and/or hinder the employment, participation and well-being of Workers with Intellectual Disabilities (WWID).	Social exchange theory Social climate	Content analysis	Qualitative, case-study In-depth interview, focus group	Australia Interviews with three HR managers, three department managers, 17 workers with intellectual disabilities. Focus groups of 16 supervisors and 24 work colleagues.	Corporate culture and climate	Employment outcome	HRM policies and practices	n/a	HRM plays an enabling role in promoting a social climate of inclusion for the workplace participation of people with intellectual disabilities.	Finding are less generalisable because data was limited to only three hotels in the hospitality industry. Future research should broaden its scope to include other industries.
Meacham et al. (2019)	An examination of the employment experience of workers with intellectual disability (WWID) in the hotel sector in Australia.	Corporate social responsibility	Thematic analysis	Qualitative, case-study Semi-structured interview, focus group	Australia Interviews with three HR managers, three department managers, 16 supervisors and 19 workers with intellectual disabilities. Focus groups with	Corporate culture and climate	Employment outcome	HRM policies and practices	n/a	Participative work practices help WWID feel included in a workplace. Promoting an ethical climate can help WWID have a more authentic	May be less generalisable because data was limited to only the hospitality industry. Future research should broaden its scope to

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					16 supervisors and 24 colleagues.					work experience and foster their social inclusion in the workplace.	include other industries.
Mitra and Kruse (2016)	To investigate worker displacement across disability status and try to address unobserved heterogeneity and potential different returns on characteristics across disability status.	n/a	Logistic regression analysis	Quantitative Secondary analysis of data from the 2010, 2012 and 2014 Current Population Survey (CPS), including the Displaced Worker Supplements (DWS).	USA 5,687 people with different disabilities and 152,919 people without disabilities.	Nature of the disability	Job displacement	Disability status	n/a	People with disabilities are more likely to experience an involuntary job loss than people without disabilities. People with mobility and cognitive impairments are more likely to experience job loss than those with hearing and vision impairments.	Need for future research to use longitudinal data to examine new variables that may be associated with job displacement of people with disabilities.
Moore, McDonald and Bartlett (2018)	To examine how disability-inclusive recruitment practices and the local organisational operating environment affects the future employment opportunities for people with Intellectual Disabilities (ID).	The three institutional pillar model	Axial coding	Qualitative, case-study Semi-structured interview	Australia 28 managers and co-workers of people with ID from a single large retail company.	Workplace concerns	Future employment opportunities	Recruitment practices, local organisational operating environment	n/a	Future employment opportunities for people with ID are influenced by technological changes to work environments and an increasing focus on efficiency.	Findings may be less generalisable because it is based on data from only one organisation.
Nelissen et al. (2016)	To examine how and when	Reasoned Action	Confirmatory factor analysis	Quantitative	The Netherlands	Employer attitudes	Inclusive behaviour	Stereotype	n/a	Stereotypes toward people	This research is based on

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	stereotypes toward people with disabilities relates to inclusive behaviour in the workplace.	Approach	(CFA)	Survey	313 co-workers dyads of people with disability from seven companies.					with disabilities are not directly related to inclusive behaviour. There is an indirect relationship of stereotypes through attitudes toward the employment of people with disabilities on inclusive behaviour.	only a section of Reasoned Action Approach. Future research should consider using the complete theory to have a broader view on how to influence inclusive behaviour.
O'Neill et al. (2017) **	To examine how the type of impairment interacts with personal and demographic characteristics (including age, gender, educational attainment, and race/ethnicity) to predict competitive employment outcomes.	n/a	Logistic regression	Quantitative Secondary analysis of data from the Rehabilitation Services Administration Case Service Report (RSA-911) from 2010 to 2013.	USA 354,414 people with different disabilities.	Nature of the disability, gender, age, education	Employment outcome	Type of impairment, age, gender, education, and ethnicity.	Work in an integrated setting at competitive wages.	People with visual impairment are most unlikely to be competitively employed. People with mobility, orthopaedic, or mental impairments; women; older clients; and those with lower levels of educational attainment are also unlikely to be competitively employed.	The use of archival data makes the finding susceptible to systematic bias.

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Ohl et al. (2017)	An examination of the employment characteristics and histories of both employed and unemployed adults with Autism Spectrum Disorder (ASD), and the factors that contributed to their employment status.	Effort-Reward Imbalance (ERI) model	Multivariate logistic regression	Quantitative Survey	USA 254 people with Autism Spectrum Disorders (ASD).	Gender, education, disability disclosure	Employment status	Age, gender, disability disclosure, education, comorbidity, ERI ratio	n/a	Disability disclosure and education level were significant predictors of employment status. Comorbidity, age and gender were not significant predictors of employment status.	Reliance on self-report may be susceptible to social desirability bias. The sample is not nationally representative and therefore, not generalisable.
Östlund and Johansson (2018)	To explore the experiences of actively employed people with disabilities and the barriers they have encountered to remain in the workforce.	n/a	Thematic analysis	Qualitative In-depth interviews	Sweden 20 actively employed people with different disabilities.	Place of residence, government support	Employment outcome	Type of employment barrier	n/a	The major groups of barriers encountered are: Environmental participation barriers, catch-22 situations, jungle of devices, and inflexibility of welfare services.	The use of snowball sampling makes the study susceptible to potential sampling bias.
Pack and Szirony (2009)	To identify factors that can contribute to the attainment of competitive employment among people with physical and sensory disabilities.	n/a	Logistic regression analysis	Quantitative Secondary analysis of data from the National Rehabilitation Database (RSA-911) for 2004.	USA 14,985 people with physical and sensory disabilities.	Education, government support	Competitive employment	<i>Demographic-effect variables:</i> Age, gender, race, education level at application, employment status at application, weekly earnings at application, public support amount at application, and significance of the	n/a	People with more severe disabilities were more likely to have successful employment outcomes than those with less severe disabilities.	The use of archival data makes the finding susceptible to systematic bias.

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								disability. <i>Service-related variables:</i> VR counselling and guidance, college education, vocational/occupational training, job search assistance, job placement assistance, on-the-job support, maintenance payments, and rehabilitation technology.		Significant predictors of competitive employment included: employment status at application, public support amount at application, significance of disability, whether treatment was received, VR counselling and guidance, receipt of a college education, provision of vocational training, job search assistance, receipt of job placement assistance, on-the-job support, receipt of maintenance payments, and provision of rehabilitation technology services.	
Peterson, Gordon and Neale (2017)	To identify critical success factors that enable and/or sustain open employment of	n/a	Thematic content analysis	Qualitative, case-study Semi-structured	New Zealand 15 pairs of employees with mental illness and	Disability disclosure	Open employment	Disability disclosure, employment relationship, employment rights,	Employment success can be measured by gaining	Four critical success factors for open employment include:	Future studies should examine factors that contribute to

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	people with experience of mental illness.			interview	their respective employers.			and workplace flexibility	or maintaining employment.	disclosure of mental illness; the relationship between employer and employee; employment rights and obligations; and the work environment.	successful long-term career progression for people with experience of mental illness.
Petner-Arrey, Howell-Moneta and Lysaght (2016)	To better understand the experiences of people with Intellectual & Developmental Disabilities (IDD) gaining and sustaining productive roles.	Grounded theory	Grounded theory approach	Qualitative Semi-structured interviews	Canada 74 adults with IDD and their families or care-givers as proxies.	Social support	Employment outcome	Provision of social network support	n/a	Parents were strongly associated with identifying the right job-fit for individuals with IDD. Parents and caregivers were also barriers to successful employment outcomes in some instances. Parents and caregivers are prone to fatigue and burn-out in the absence of strengthened support networks.	This research is based on self-reported descriptions of personal histories rather than actual observation of actual practices or behaviours. It makes the study prone to social desirability bias.
Rosenheck et al.	To examine the factors associated	n/a	Multinomial logistic	Quantitative	USA	Government support,	Competitive employment	Age, ethnicity, education, public	n/a	Competitive employment	Need for more experimental

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(2006)	with participation in competitive employment or other vocational activities in a large group of patients with schizophrenia.		regression	Secondary analysis of baseline data from the Clinical Antipsychotic Trials of Intervention Effectiveness (CATIE) study from 2001 to 2003.	1,438 participants with Schizophrenia.	ethnicity		support, receipt of rehabilitation services		was negatively associated with receipt of disability payments as well as with being black. Higher level of education was robustly associated with competitive employment. Greater access to rehabilitation services was associated with greater participation in competitive employment.	studies to identify factors that affect employment among people with schizophrenia.
Russinova, Bloch and Lyass (2007)	An examination of the patterns of competitive employment among individuals with serious mental illness who are in vocational recovery.	Vocational recovery model	Stepwise multivariate logistic regression	Quantitative , longitudinal Survey	USA 328 people with serious mental illness.	Nature of the disability	Competitive employment	Gender, race, marital status, education, psychiatric diagnosis, current receipt of disability benefits, use of psychotropic medications, psychotherapy, and self-help.	Six months continuous competitive employment of at least 10 hours per week.	People with severe mental illness can sustain competitive employment over prolonged periods of time. Key predictors of work interruptions include: mental illness severity, receipt of Social Security	Future research should develop a better understanding of the interplay between illness and the work-related factors influencing the employment outcomes of individuals in vocational

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										benefits, and difficulties with daily functioning.	recovery.
Schur et al. (2009)	To examine the disparities faced by employees with disabilities among different organisations, and how corporate culture influences these disparities.	n/a	Multivariate logistic regression (OLS and Probit)	Quantitative Secondary analysis of the National Bureau of Economic Research (NBER) Shared Capitalism Research Project dataset, from 2001-2006.	USA 29,897 employees from 14 companies (1,645 people with disabilities and 28,252 people without disabilities).	Corporate culture and climate, job characteristic	Likelihood of turnover, willing to work hard for company, loyalty to company, job satisfaction	Age, sex, race, education, years of tenure, occupation, hours worked per week, and union status.	n/a	Company climate and culture have a large influence on employees with disabilities. Corporate cultures that are responsive to the needs of all employees are especially beneficial for employees with disabilities.	The archival dataset used in this research was not originally meant to study disability issues, and gives not information about severity and type of disability.
Sheridan and Kotevski (2014)	An examination of the learning experiences and additional learnings of students who were tutored by a teacher with a quadriplegia mixed type cerebral palsy.	n/a	Thematic analysis	Quantitative Survey	Australia 53 university students.	Workplace concerns	Perception of job performance/productivity	Disability status	n/a	Greater exposure to people with disability fosters the shift in focus from 'disability' to 'ability'. Students had a positive outlook on the inclusion of a teacher with disabilities in the workplace.	Future research should investigate how universities can integrate disability into academic teaching practice by overcoming barriers that hinder people with disabilities from undertaking this work.
Smith et	To examine the	n/a	Path analysis	Quantitative	Australia	Workplace	Employer	Work	n/a	Employers'	Reliance on

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al. (2004)	relationships between employer satisfaction and employer perceptions of job-match, and future hiring intentions toward people who have a disability.			Survey	656 employers of people with disabilities.	concerns, corporate culture and climate	satisfaction, future hiring intentions	performance, perceptions of job-match		<p>perception of the job-match process was a determinant of their perceptions of work performance and employer satisfaction.</p> <p>Comparative ratings on employer satisfaction for employees with and without a disability were seen as an important indicator of future hiring intentions toward people with disabilities.</p>	self-report may be susceptible to social desirability bias.
Strauser et al. (2010)	To investigate the relationship among vocational rehabilitation services and competitive employment outcomes in young cancer survivors of working age.	n/a	Multivariate logistic regression analysis	Quantitative Secondary analysis of data from the Rehabilitation Services Administration Database (RSA-911) for 2004 and 2005.	USA 368 young adult cancer survivors.	Government support	Competitive employment	Demographic characteristics, work disincentives, and vocational rehabilitation services.	Employment in an integrated setting, self-employment, or employment in a state-managed Business Enterprise Program (BEP) that is	<p>Receipt of cash or medical benefits reduced the likelihood of competitive employment.</p> <p>Provision of job search assistance and on-the-job support increased the likelihood of</p>	The use of archival data makes the study susceptible to systematic bias.

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									performed on a full-time or part-time basis for which an individual is compensated at or above the minimum wage.	competitive employment by four times. Being female and receiving vocational services were associated with greater likelihood of competitive employment.	
Tsang et al. (2007)	To explore the similarities and differences of employers' concerns about hiring people with psychotic disorder in the US and China.	Lay theory	Content analysis	Qualitative Semi-structured interview	USA, Hong Kong and China 100 small-size employers (40 USA, 30 Hong Kong and 30 China).	Employer attitudes, societal attitudes	Competitive employment	Employer concerns	n/a	Chinese employers were more likely to perceive that people with mental illness would exhibit a weaker work ethic and less loyalty to the company. There are differences between the workplace concerns of employers in the US and China. Common employer concerns included: perceptions of dangerousness, reduced productivity,	The data is not nationally representative and therefore, less generalisable. Future studies should examine the cross-cultural differences based on the lay theory approach.

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										presence of strange behaviours, and risk of relapse.	
Tucker and Degeneffe (2017)**	To identify vocational rehabilitation (VR) services associated with employment outcomes of individuals with traumatic brain injury (TBI) who received college training and increased their highest level of postsecondary education completed.	n/a	Logistic regression model	Quantitative Secondary analysis of data from the Rehabilitation Services Administration Database (RSA-911), from 2009 to 2013.	USA 1,221 individuals with TBI.	Government support, ethnicity, age	Competitive employment	<i>Demographic variables</i> (age, gender, race, ethnicity, and income at application) <i>VR service variables</i> (vocational rehabilitation counselling and guidance, job readiness training, job placement assistance, personal assistance services, and interpreter services)	Employment in an integrated setting, self-employment, or state-managed Business Enterprise Program that is performed on a full-time or part-time basis for which an individual is compensated at or above the minimum wage.	Ethnicity and age are significant predictors of competitive employment. VR counselling and guidance, job readiness training, job placement assistance, and personal assistance services are significant predictors of competitive employment.	The use of archival data makes the study susceptible to systematic bias. Future studies should use more robust measurements of the VR services provided to enhance prediction of outcomes of VR participants.
Vedeler (2009)	To identify facilitators and barriers in the successful transition of people with mobility disabilities into employment.	Perspective dualism	Life-span approach	Qualitative Semi-structured interview	Norway 15 people with mobility disabilities.	Inter-organisational linkages, government support	Mainstream employment	Welfare service delivery	n/a	Welfare service delivery process is a major barrier to mainstream employment. Welfare service delivery hinders	The small sample size limits the generalisability of the study. Data reflects only the perspective of people with disabilities. Future studies

Author/Date	Research Aim	Theoretical Model	Analysis	Approach/Data Collection	Context/Sample Characteristics	Emergent Themes	Dependent Variable	Independent Variable	Successful Employment	Key Findings	Limitation/Gaps/ Future Research
										mainstream employment due to lack of provider knowledge, timeliness of service, and coordination among service agencies. Welfare service eligibility criteria is a barrier to mainstream employment.	should solicit the views of other stakeholders like employers.
Wehman et al. (2015)	To determine variables associated with post-high school competitive employment for youth with a range of disabilities.	n/a	Logistic regression analysis	Quantitative Secondary analysis of data from the second National Longitudinal Transition Study (NLTS-2).	USA 2,900 special education students who exited high school in the 2002/2003 school year.	Gender, social support, prior work experience	Competitive employment	Disability type, gender, race, community type, household income level, household education, living situation, family receipt of any benefits, age, parent's expectation of self-support, parent's expectation of a job.	Any paid job where the youth was making at least minimum wage and employed in a setting where the most of the employees did not have disabilities.	The strongest predictors of competitive employment were high school employment experiences and parental expectations of a job. Type of disability, gender, age, community type, and living situation were not associated with competitive employment.	Future studies should attempt to better define employment success using measures such as earnings and disability benefits, employment retention, job-match with student transitional goals.
White and	To identify	n/a	Correlation	Qualitative	USA	Nature of	Employment	Disability	Placement	Duration of	Findings may

Author/Date	Research Aim	Theoretical Model	Analysis	Approach/Data Collection	Context/Sample Characteristics	Emergent Themes	Dependent Variable	Independent Variable	Successful Employment	Key Findings	Limitation/Gaps/ Future Research
Weiner (2004)	variables that most successfully predict integrated employment outcomes for students with severe disabilities.		analysis	Structured interviews	104 students with different severe disabilities.	the disability	outcome	characteristics, gender, ethnicity, home setting, duration of community-based training (CBT), duration of on-the-job training, the Least Restrictive Environment (LRE) or the degree of physical integration with non-disabled peers.	in a paid community based job with non-disabled peers at the time of graduation, with post-graduation follow up support by an adult agency that provides supported employment services.	CBT including on-the-job training, and LRE or degree of physical integration, were significant predictors of successful integrated employment. Ethnicity, disability characteristics and home setting were not significantly associated with employment outcome.	not be generalised because data was based on only one location in the USA.
Zappella (2015)	To investigate the attitudes of employers toward people with intellectual disabilities during the hiring process.	n/a	Interpretative phenomenological approach (IPA)	Qualitative In-depth interviews	Italy 30 representatives of small and medium-sized Italian companies (six owners, 16 human resource managers, and eight colleagues of the worker with a disability). 30 workers with intellectual disabilities.	Organisational characteristics, employer attitudes	Employment	Employer attitudes	n/a	Employer attitudes toward people with disabilities are influenced by three factors: personal characteristics of employers, selection process, and concerns and opinions of employers. Employers are more likely to recruit people	Data was based on only Italy, which limits the generalisation of study findings.

Author/ Date	Research Aim	Theoretic al Model	Analysis	Approach/ Data Collection	Context/ Sample Characteristics	Emergent Themes	Dependent Variable	Independent Variable	Successful Employment	Key Findings	Limitation/G aps/ Future Research
										with disabilities if they view it as beneficial to both parties, than when they perceive it as mandatory compliance.	

Appendix C: Appendices for Paper 2

1. Supplementary Table S1: Overview of findings

Factors	Findings	Academic research with concurring evidence
<i>Supply-side Factors</i>		
Nature of the disability	People with disabilities that have greater levels of severity and stigma may experience more challenges to achieve successful employment outcomes, compared to people with disabilities that have lower levels of severity and stigma.	Lindsay (2011); O'Neill et al. (2017)
Disability disclosure	Deciding whether or not to share disability-related information with employers may influence the likelihood of people with disabilities achieving successful employment outcomes. If the decision is made to share disability-related information, choosing the right time and approach to sharing disability-related information is important for achieving successful employment outcomes.	Jans et al. (2012); Ellison et al. 2003); Ohl et al. (2017)
Personal motivation	Achieving successful employment outcomes for people with disabilities is only possible when the individual has a genuine desire to work, but this may be lacking for individuals that do not want to work.	Andrews and Rose (2010); Lindstrom, Doren and Miesch (2011)
Social support	Any support received from family and/or friends generally helps people with disabilities achieve successful employment outcomes, but social support may be less important to the individual depending on the severity of disability.	Petner-Arrey, Howell-Moneta and Lysaght (2016); Gilson et al. (2018)
Prior work experience	Having relevant work experience generally improves the employment prospects of people with disabilities, but the importance of having prior work experience may be	Carter et al. (2012); Lindstrom, Doren and Miesch

Factors	Findings	Academic research with concurring evidence
	limited by the nature of the role because some jobs do not require prior work experience.	(2011)
Socio-demographic factors	The likelihood of achieving successful employment outcomes for people with disabilities may be greatly influenced by the age, educational level and geographical location of the individual, but the gender and ethnicity of the individual appears to be less influential in determining employment outcomes.	Burke-Miller et al. (2006); Dutta et al. (2008)
<i>Demand-side Factors</i>		
Employer attitudes	Employers are more willing to hire and retain people with disabilities in workplaces when they are exposed to greater disability education and awareness.	Kaye, Jans and Jones (2011); Zappella (2015)
Job characteristics	The requirements and nature of some jobs may impose restrictions on the functional capacity of people with disabilities to perform them. The restrictions created by the characteristics of the job may also influence the likelihood of people with disabilities being provided with workplace accommodations.	Ali et al. (2011); Houtenville and Kalargyrou (2015)
Corporate culture and climate	The corporate culture of an organisation informs how people in the workplace interact and treat people with disabilities. Having an inclusive corporate culture and climate enhances the likelihood of people with disabilities achieving successful employment outcomes.	Schur et al. (2009)
Organisational characteristics	People with disabilities may find it easier to achieve successful employment outcomes in organisations of certain sizes and within specific industries, compared to others. Large business organisations generally have access to more jobs and resources to accommodate people with disabilities, compared to small business organisations that lack ample resources and jobs needed to accommodate people with disabilities.	Fraser et al. (2011); Jasper and Waldhart (2013); Ameri et al. (2018)

Factors	Findings	Academic research with concurring evidence
Workplace concerns	Addressing workplace concerns associated with employing people with disabilities can assist them to achieve successful employment outcomes. Failing to address these concerns can create additional barriers that limit the prospects of people with disabilities in the workplace.	Greenan, Wu and Black (2002); Kaye, Jans and Jones (2011)
<i>Environmental Factors</i>		
Government support	The provision of targeted, accessible and well-designed government incentives to people with disabilities and employers can promote better employment outcomes for people with disabilities. Providing wage subsidies to employers can encourage the hiring and retention of more people with disabilities. Skills training can also be provided to people with disabilities to get them better work-ready for employment.	Pack and Szirony (2009)
Societal attitudes	People with disabilities are more likely to achieve successful employment outcomes in areas where societal attitudes are positive towards them. Promoting greater public disability awareness campaigns and education generally improves societal attitudes towards people with disabilities.	Burge, Ouellette-Kuntz and Lysaght (2007); Lindsay et al. (2015)
Legitimacy	Legislating effective laws ensure that the rights of people with disabilities are guaranteed and protected in all settings, including employment. Promoting greater awareness of these laws and making them enforceable will ensure that discrimination against people with disabilities is minimised, thereby increasing their chances of achieving successful employment outcomes.	Acemoglu and Angrist (2001); Bell and Heitmueller (2009); Beegle and Stock (2003)
Inter-organisational linkages	Greater collaboration between different stakeholder groups (e.g., schools, employers, disability advocacy bodies and government agencies) promotes knowledge-sharing about how best to successfully transition people with disabilities into the workplace. Increased partnerships help to address the concerns and needs of each group, which enhances the employment prospects of people with disabilities.	Lindsay et al. (2018)

Factors	Findings	Academic research with concurring evidence
State of the economy	People with disabilities generally fair better in periods of economic growth than economic decline. This is because employers are more likely to hire and retain people with disabilities when the economy is flourishing, which enhances successful employment outcomes.	Chan et al. (2014); Lindsay et al. (2015)

2. Invitation email to people with disabilities

Email invitation from FACS to School Leavers: Interviews Stage 1



UNIVERSITY
OF WOLLONGONG
AUSTRALIA

**TITLE: GREATER INCLUSION OF PEOPLE WITH A DISABILITY IN
AUSTRALIAN WORKPLACES**

Subject: Invitation to participate in UOW research

Dear [name]

FACS is partnering with the University of Wollongong to conduct a research project titled "Greater inclusion of people with a disability in Australian workplaces: A social marketing challenge".

The purpose of the research is to investigate issues associated with people with disabilities gaining successful employment opportunities. The first stage in this project is to interview school leavers who have participated in the Department of Family and Community Services Transition to Work program. The Department of Family and Community Services has suggested some individuals who may be interested in participating, which is why I am emailing you.

If you would like to be involved you will be interviewed by one of the researchers at a location that suits you. The interview will take around one hour and, with your permission, be audio recorded. The questions they will ask you relate to your employment experiences. This may include your personal circumstances (e.g., health issues, living arrangements), social factors (e.g., family relationships, social support networks), environmental factors (e.g., workplace environment, management style, colleagues) and economic factors (e.g., appropriateness of employment options, overall financial impact of paid work).

Findings will help to develop a model of successful employment for people with a disability. Results will also be used to design a questionnaire for later use in this research project.

Your participation in this study is entirely voluntary, if you choose not to it will not have any effect on your relationship with the Department of Family and Community Services or the University of Wollongong. If you choose to participate you will receive a \$50 gift voucher in appreciation of your time.

More information about the study can be found on the Participant Information Sheet attached. If you are interested in being involved please contact Paul Ikutegbe at the University of Wollongong on phone or email pi686@uowmail.edu.au to arrange an interview time that suits you.

Regards,

Ms Tanya Smyth
Director, Inclusion and Early Intervention
NSW Department of Family and Community Services

3. Invitation email to employers

Email from FACS to Employers: Stage 1 Interviews



UNIVERSITY
OF WOLLONGONG
AUSTRALIA

**TITLE: GREATER INCLUSION OF PEOPLE WITH A DISABILITY IN
AUSTRALIAN WORKPLACES**

Subject: Invitation to participate in UOW research

Dear [Name]

The NSW Department of Communities and Justice is partnering with the University of Wollongong to conduct a research project titled "Greater inclusion of people with a disability in Australian workplaces".

The purpose of the research is to investigate issues associated with hiring people with a disability in Australia. The first stage in this project is to interview employers regarding their experiences with people with a disability. We are contacting employers to ask if you would also like to be involved.

If you would like to participate you will be interviewed by one of the researchers at a location that suits you. The interview will take around one hour and, with your permission, be audio recorded. You will be asked questions about your experience of employing people with a disability. Findings will help to develop a model of successful employment for people with a disability. Results will also be used to design a questionnaire for later use in a later stage of this research project.

Your participation in this study is entirely voluntary; if you choose not to participate it will not have any effect on your relationship with the NSW Department of Communities and Justice or the University of Wollongong.

More information about the study can be found on the Participant Information Sheet attached. If you are interested in being involved please contact Paul Ikutegbe at the University of Wollongong on phone or email pi686@uowmail.edu.au to arrange an interview time that suits you.

Regards,

Tanya Smyth
Director, Inclusion and Early Intervention
NSW Department of Family and Community Services

4. Participant Information Sheet for people with disabilities



UNIVERSITY
OF WOLLONGONG
AUSTRALIA

Participant Information Sheet for School Leavers

Stage 1 Interviews

TITLE: GREATER INCLUSION OF PEOPLE WITH A DISABILITY IN AUSTRALIAN WORKPLACES

Purpose of the research

This is an invitation for you to participate in a research project being conducted by a PhD student and staff at the University of Wollongong and the University of Queensland. The purpose of the research is to investigate how to increase employer willingness to hire people with a disability in Australia. The first stage of this project involves interviews with both participants in the Department of Family and Community Services Transition to Work program and employers, hence this invitation for you to participate.

Researchers

Professor Melanie Randle, School of Management, Operations and Marketing, University of Wollongong, 02 4221 4858, mrandle@uow.edu.au

Associate Professor Rob Gordon, Australian Health Services Research Institute, University of Wollongong, 02 4221 4280, robz@uow.edu.au

Dr Lynnaire Sheridan, School of Management, Operations and Marketing, University of Wollongong, 02 4221 3654, lynnaire@uow.edu.au

Professor Kathy Eagar, Australian health Services Research Institute, University of Wollongong, 02 4221 5735,

Professor Sara Dolnicar, UQ Business School, University of Queensland, 07 3365 6702, s.dolnicar@uq.edu.au

Tanya Smyth, NSW Department of Family and Community Services, 02 8753 8121, Tanya.Smyth@facs.nsw.gov.au

Mr Paul Ikutegbe, School of Management, Operations and Marketing, University of Wollongong, pi686@uowmail.edu.au

Method and demands on participants

If you agree to be involved you will be asked to participate in an interview conducted at a time and place convenient for you. The interview will last around one hour and will be audio recorded with your permission. You will be asked questions relating to your employment experiences. This may include your personal circumstances (e.g., health issues, living arrangements), social factors (e.g., family relationships, social support networks), environmental factors (e.g., workplace environment, management style, colleagues) and economic factors (e.g., appropriateness of employment options, overall financial impact of paid work).

Possible risks, inconveniences and discomforts

The topic of the discussion – inclusion of people with disabilities in Australian workplaces – is a potentially sensitive topic for some people. There is a risk you may experience some discomfort during the interview. To minimise the chances of this occurring, you have the option of having a support person present during the interview. You also have the option of splitting the interview into a number of shorter discussions rather than one hour-long discussion. Your involvement in the study is voluntary and you may withdraw from the study at any time including withdrawing any data you have provided by contacting the researchers up to six weeks after the interview. Declining this invitation to participate will not negatively impact your relationship with the NSW Department of Family and Community Services or the University of Wollongong.

Funding and benefits of the research

This study is part of a larger program of research being funded by the Australian Research Council Linkage Scheme and conducted in partnership with the NSW Department of Family and Community Services. The overall program of research is valued at \$455,000 in funding and in-kind contributions over three years. Findings will help to develop a model of sustainable employment for people with a disability and reduce negative employer attitudes to hiring people with a disability. Results will also be used to design a questionnaire for later use in this research project. Findings may be disseminated through journal articles, industry publications and conference presentations. The will also be used for a PhD thesis. Results will only be reported in ways that ensure participants cannot be identified. If you choose to participate in an interview you will receive a \$50 gift voucher in appreciation of your time.

Ethics review and complaints

This study has been reviewed by the Social Sciences Human Research Ethics Committee at the University of Wollongong (Reference: 2018/332). If you have any concerns or complaints about the way this research is conducted you can contact the Research Ethics Manager on (02) 4221 4457 or email rso-ethics@uow.edu.au.

If you would like to participate please contact Paul Ikutegbe using the contact details above to arrange an interview time. Thank you for your interest in this study.

5. Participant Information Sheet for employers



Participant Information Sheet for Employers

UNIVERSITY
OF WOLLONGONG
AUSTRALIA

TITLE: GREATER INCLUSION OF PEOPLE WITH A DISABILITY IN AUSTRALIAN WORKPLACES

Purpose of the research

This is an invitation for you to participate in a research project being conducted by a PhD student and staff at the University of Wollongong and the University of Queensland. The purpose of the research is to investigate issues associated with hiring people with a disability in Australia. The first stage in the project involves conducting interviews with both employers and school leavers with a disability, hence this invitation for you to participate.

Researchers

Professor Melanie Randle, School of Management, Operations & Marketing, University of Wollongong, 02 4221 4858, mrandle@uow.edu.au

Associate Professor Rob Gordon, Australian Health Services Research Institute, University of Wollongong, 02 4221 4280, rob@uow.edu.au

Dr Lynnaire Sheridan, School of Management, Operations & Marketing, University of Wollongong, 02 4221 3654, lynnaire@uow.edu.au

Professor Kathy Eagar, Australian Health Services Research Institute, University of Wollongong, 02 4221 5735,

Professor Sara Dolnicar, UQ Business School, University of Queensland, 07 3365 6702, s.dolnicar@uq.edu.au

Tanya Smyth, NSW Department of Family and Community Services, 02 8753 8121, Tanya.Smyth@facs.nsw.gov.au

Mr Paul Ikutegbe, School of Management, Operations & Marketing, University of Wollongong, pi686@uowmail.edu.au

Method and demands on participants

If you agree to be involved you will be asked to participate in an interview conducted at a location convenient to you which is likely to last around one hour. With your permission, the interview will be audio recorded. You will be asked questions about your experiences employing people with a disability.

Possible risks, inconveniences and discomforts

Apart from the one hour of your time for the interview, we do not foresee any risks for you. Your involvement in the study is voluntary and you may withdraw from the study at any time and withdraw any data you have provided by contacting the researchers up to six weeks after the interview. Declining the invitation to participate will not negatively impact your relationship with the NSW Department of Community Services or the University of Wollongong.

Funding and benefits of the research

This study is part of a larger program of research being funded by the Australian Research Council Linkage Scheme and conducted in partnership with the NSW Department of Family and Community Services. The overall program of research is valued at \$455,000 in funding and in-kind contributions over three years. Findings will be used to design a questionnaire for later use in this project, and for the development of a theoretical model of successful employment for people with a disability. Results may also be published in journal articles, industry reports, conference presentations and a PhD Thesis. Results will only be reported in ways that ensure the identity of participants remains confidential.

Ethics review and complaints

This study has been reviewed by the Social Sciences Human Research Ethics Committee at the University of Wollongong (2018/332). If you have any concerns or complaints about the way this research is conducted you can contact the Ethics Officer on (02) 4221 3386 or email rso-ethics@uow.edu.au.

*If you would like to participate please contact Paul Ikutegbe using the contact details above to arrange an interview time.
Thank you for your interest in this study.*

6. Consent form for people with disabilities



UNIVERSITY
OF WOLLONGONG
AUSTRALIA

Consent Form for School Leavers Stage 1 Interviews

**TITLE: GREATER INCLUSION OF PEOPLE WITH DISABILITY IN
AUSTRALIAN WORKPLACES**

Researchers

Professor Melanie Randle, University of Wollongong
Associate Professor Rob Gordon, University of Wollongong
Dr Lynnaire Sheridan, University of Wollongong
Professor Kathy Eagar, University of Wollongong
Professor Sara Dolnicar, University of Queensland
Tanya Smyth, NSW Department of Family and Community Services
Mr Paul Ikutegbe, University of Wollongong

I have been given information about the research project titled "Greater inclusion of people with disability in Australian workplaces" and discussed it with researchers from the University of Wollongong.

I have been advised of the potential risks and burdens associated with this research and have had an opportunity to ask the researcher any questions I have about the research and my participation.

I understand that my participation in this research is voluntary. I am free to decline the invitation to participate and I am free to withdraw from the study at any time and withdraw any information provided by contacting the researchers up to six weeks after the interview. My refusal to participate or withdrawal of consent will not affect my relationship with the NSW Department of Family and Community Services or the University of Wollongong.

If I have any enquiries about the research, I can contact Paul Ikutegbe on _____ or pi686@uowmail.edu.au.
If I have any concerns or complaints about the way this research is conducted I can contact the Ethics Officer at the University of Wollongong on 02 4221 3386 or email rso-ethics@uow.edu.au.

By signing below I am indicating my consent to (please tick):

- Participate in an interview which is likely to last a total of one hour
- Be audio recorded during the interview

I understand that the data collected from my participation will be used for the development of a questionnaire and findings may also be disseminated through journal publications, industry reports, conference presentations and a PhD thesis, and I consent for it to be used in that manner.

..... /...../.....
Signature Date

.....Name (please print)

7. Consent form for employers

Consent Form for Employers
Stage 1 Interviews



UNIVERSITY
OF WOLLONGONG
AUSTRALIA

**TITLE: GREATER INCLUSION OF PEOPLE WITH DISABILITY IN AUSTRALIAN
WORKPLACES**

Researchers

Professor Melanie Randle, University of Wollongong
Associate Professor Rob Gordon, University of Wollongong
Dr Lynnaire Sheridan, University of Wollongong
Professor Kathy Eagar, University of Wollongong
Professor Sara Dolnicar, University of Queensland
Tanya Smyth, NSW Department of Family and Community Services
Mr Paul Ikutegbe, University of Wollongong

I have been given information about the research project titled "Greater inclusion of people with a disability in Australian workplaces" and discussed it with researchers from the University of Wollongong.

I have been advised of any burdens associated with this research, which include one hour of my time to participate in the interview. I have had an opportunity to ask the researcher any questions I have about the research and my participation.

I understand that my participation in this research is voluntary. I am free to decline the invitation to participate and I am free to withdraw from the study at any time and withdraw any data provided by contacting the researchers up to six weeks after the interview. My refusal to participate or withdrawal of consent will not affect my relationship with the NSW Department of Family and Community Services or the University of Wollongong.

If I have any enquiries about the research, I can contact Paul Ikutegbe on _____ or pi686@uowmail.edu.au.
If I have any concerns or complaints about the way this research is conducted I can contact the Ethics Officer at the University of Wollongong on 02 4221 3386 or email rso-ethics@uow.edu.au.

By signing below I am indicating my consent to (please tick):

- Participate in a one hour interview
- Be audio recorded during the interview

I understand that the data collected from my participation will be used for the development of a questionnaire and findings may also be disseminated through journal publications, industry reports, conference presentations and a PhD Thesis, and I consent for it to be used in that manner.

..... /...../.....
Signature Date

.....
Name (please print)

8. Interview guide for people with disabilities, page 1 of 2



UNIVERSITY
OF WOLLONGONG
AUSTRALIA

Stage 1 interview guide for school leavers

TITLE: GREATER INCLUSION OF PEOPLE WITH A DISABILITY IN AUSTRALIAN WORKPLACES

Participant profiling questions

- What year did you participate in the Transition to Work (TTW) program?
- What is your age?
- What is the highest level of education completed by you? (e.g. High school, TAFE, University)
- How would you describe your current living arrangements? (e.g. Alone/Not alone)
- Have you had any employment since completing the TTW program?
 - If yes, what type of employment did you have? (e.g. Full-time, Part-time, Casual)
- Are you currently employed?
 - If yes, can you tell me about your current job? (E.g. who is their employer, what type of work they do, how long they have been there, how many hours a week they work etc.)
 - If no, could you tell me the reason you are not currently working? Would you like to have a job? Are you looking for one now? If not, do you think you will look for one in future?
- What suburb do you currently live in?
- What best describes the nature of the disability(s) you are living with?

Introduction

- Ice breaker questions:
 - While we are talking today, I would like to describe your disability as you would like it described. Are there any specific terms or phrases I should use to describe your disability or condition?
 - Could you generally describe your abilities but also aspects of daily life that are affected by your disability? How do you manage that?
- How do you feel about your employment prospects if you were looking for a job now?
- How would you describe your ideal job? How would you feel if you had this job?

Determinants of successful employment

- Prompts to elicit supply-side factors that could influence successful employment outcomes:
 - How do you feel about working? Why do you want to/not want to work? [*personal motivation*]
 - Do you think your disability will impact on your ability to obtain and keep a job? [*nature of disability*]
 - Would you be comfortable discussing your disability with potential employers? [*disability disclosure*]
 - i. If yes, when do you think you would do this?
 - ii. If no, why would you not want to tell them?
 - How do your family and friends feel about you working? Do they or have they helped you look for jobs? [*social support*]
 - How important do you think your past work experience is to potential employers? [*prior work experience*]
 - How much do you think each of the following factors impact on your ability to obtain and keep a job? [*socioeconomic/demographic factors*]
 - i. Where you live
 - ii. Your level of education
 - iii. Your gender
 - iv. Your family income
 - v. Your age
 - vi. Your ethnicity/race

Contd. Interview guide for people with disabilities, page 2 of 2

- Prompts to elicit **demand-side factors** that could influence successful employment outcomes:
 - What type of person do you think makes a good manager? [*employer attitudes*]
 - What aspects of a workplace do you think impacts on your ability to do your job effectively? How do you manage these? Have you experienced any issues with co-workers/customers that relate to your disability? [*workplace concerns*]
 - You mentioned earlier that your ideal job is _____, what is it about this job that you would particularly like? [*job characteristics*]
 - Do you need anything in particular from an employer to support you in a workplace? (Prompt: examples from previous employment experiences?) [*organisational characteristics*] & [*corporate culture and climate*]

- Prompts to elicit **environmental factors** that could influence successful employment outcomes:
 - Do you think the government does a good job of supporting people like you to obtain and keep a job? (Prompt: can you give any examples of the government doing this well or not so well?) How have you found government support to people like you with disabilities since the COVID-19/Coronavirus pandemic? [*availability and accessibility of funding*]
 - Do you know of any laws that protect your rights as a person living with disabilities? [*legitimacy*]
 - i. If yes, do you think the laws do a good job of supporting you? [Prompt: both in life generally and in work]
 - ii. If no, how do you know your rights as a person living with disabilities?
 - Generally speaking, do you think that the state of the economy affects your ability to find and keep a job? How has the impact of the COVID-19/Coronavirus pandemic on the Australian economy affected your ability to obtain and keep a job? [*economy*]
 - Have you experienced employers working with external bodies like non-governmental organisations and government agencies in supporting your disability needs? (Prompt: do you think any such cooperation is effective/ineffective in supporting your employment needs?) [*inter-organisational linkage*]
 - Generally speaking, how have you found the attitudes of people in the community towards you having a disability? (Prompt: are they particularly positive/negative?) Do you find that there are certain types of people in the community who are more likely to have positive/negative attitudes towards you having a disability? (Prompt: can you give examples?) Have you found that attitudes have changed over time? (Prompt: do you think they are more positive/negative than they used to be?) How have you found the attitudes of people in the community towards you with a disability since the COVID-19/Coronavirus pandemic? [*societal attitudes*]

Concluding comments

- Do you have any suggestions as to how society in general, or workplaces specifically, could do a better job of including people living with disabilities?

9. Self-completion interview guide for people with disabilities, page 1 of 4



UNIVERSITY
OF WOLLONGONG
AUSTRALIA

Stage 1 interview guide for school leavers

TITLE: GREATER INCLUSION OF PEOPLE WITH A DISABILITY IN AUSTRALIAN WORKPLACES

First, we just have a few questions about you, your disability, and your employment history.

1. After you left school, did you participate in the NSW government's Transition to Work (TTW) program? (please select one option)
 Yes (If yes, what year did you participate?): _____
 No
 Don't know
2. How old are you? (please write/type) _____
3. Which of the following best describes (or is most equivalent to) the highest level of education or training you have completed? (please select one option only)
 Below Year 10
 Year 10
 Year 12
 TAFE Certificate / Diploma
 University Degree / Diploma
 Other (please specify): _____
4. How would you describe your current living arrangements? (please select one option)
 I live alone
 I live with my family/friends
 Other (please write): _____
5. Have you had any paid employment since leaving school? (please select one option)
 No
 Yes (please provided details, including who the employer was and what type of work it involved)
6. Are you currently employed? (please select one option)
 No [go to Q7]
 Yes (please tell me about your current job, including who the employer is and what type of work it involved. If your current job is the same as your answer to question 5 please note this below and go to Q7)
7. [Only if answered "No" in question 6] What is the reason you not currently employed? (please write)
8. What suburb do you currently live in? (please write) _____
9. Please describe the nature and name (if applicable) of your disability(s)? (please write)
10. What aspects of your daily life are affected by your disability? (please write)

Contd. Self-completion interview guide for people with disabilities, page 2 of 4

11. How do you manage daily life challenges while having a disability? *(please write)*

12. How do you feel about your employment prospects if you were to look for a paid job now? *(please write)*

13. How would you describe your perfect/ideal paid job? *(please write)*

14. How would you feel if you had your perfect/ideal job? *(please write)*

15. Thinking about the perfect/ideal job you mentioned earlier, what is it about this job that makes it perfect/ideal? *(please specify)*

The following questions will ask about your employment experiences and factors that may affect your experiences in the workplace.

16. How important is having a paid job to you? *(please select one box on the line below)*

Not at
all important

Extremely
important

0 _____ 1 _____ 2 _____ 3 _____ 4

17. Do you want to have a paid job? *(please select one option)*

- No
 Yes

18. Why do you want to/not want to have a job? *(please write)*

19. Do you think your disability affects your ability to have a job? *(please select one option)*

- No *(please explain)*
 Yes *(please explain)*

20. Would you be comfortable discussing your disability with your current and/or potential future employers? *(please select one option)*

- No *(please explain why you would not be comfortable discussing it below)*
 Yes *(please explain why you are comfortable discussing it below)*

21. How do your family and/or friends feel about you having a job? *(please write)*

22. Do your family and/or friends help you look for work? *(please select one option)*

- No
 Yes *(how have they helped you look for work?)*

Contd. Self-completion interview guide for people with disabilities, page 3 of 4

23. On the scale below, please indicate how influential each of the following factors are in you being able to find and keep a paid job (please select one for each)

	Not influential			Very influential	
a. Your gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Your family income level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Your level of education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Your age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Your previous work experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Where you live/place of residence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Your ethnicity/race	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. What type of person do you think makes a good manager for you personally? (please write)

25. Do you have any workplace concerns/issues that impact your ability to do your job well? (please select one option)

- No [go to Q27]
 Yes (please specify)

26. [Only if answered "Yes" in Q25] How do you manage these workplace concerns? (please write)

27. Have you experienced any issues with co-workers and/or clients that relate to your disability? (please select one option)

- No
 Yes (please specify)

28. Do you need anything in particular from an employer to support you in the workplace?

- No
 Yes (please specify)

29. How satisfied are you with government efforts to support people with your type of disability to have a paid job? (please write)

30. Are you aware of any laws that protect your rights as a person with a disability? (please select one option)

- No [go to Q31]
 Yes (please write what laws you are aware of, and how effective you think these laws are)

31. [Only if answered "No" in Q30] What do people do that make you feel as though you are being discriminated against because of your disability? (please write)

Contd. Self-completion interview guide for people with disabilities, page 4 of 4

32. Generally speaking, do you think that the state of the Australian economy affects your ability to obtain and keep a job? *(please select one option)*
- No
- Yes *(please explain how it affects your ability to obtain and keep a paid job)*

33. Thinking about any previous and your current employment, have you experienced employers working with external bodies like non-government organisations and government agencies in supporting your disability needs? *(please select one option)*
- No
- Yes *(please specify)*
- Not sure

Finally, we would like to ask you a few questions about your experiences as someone with a disability within the community.

34. Generally speaking, how have you found the attitudes of people in the community towards you having a disability? *(please write, for example are attitudes generally positive or negative?)*

35. On the scale below, please indicate how much you agree with each of the following statements *(please select one for each statement)*

	Strongly disagree				Strongly agree
a. People in the community have positive attitudes towards people with disabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Societal attitudes towards people with disabilities has changed for the better over time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36. Can you give examples of positive and/or negative experiences you have had with people in the community regarding your disability? *(please write)*

37. Do you have any suggestions on how society in general, and/or workplaces specifically, could do a better job of including people with disabilities? *(please write)*

Thank you for your time. This is the end of the questionnaire.

10. Interview guide for employers



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Stage 1 interview guide for employers

TITLE: GREATER INCLUSION OF PEOPLE WITH A DISABILITY IN AUSTRALIAN WORKPLACES

Introduction

- Firstly I just have a few questions about you and your role:
 - Could you please tell me about [organisation name]? How long have you worked here?
 - What is your role here? How long have you been in this particular role?
 - What is the highest level of education completed by you?
 - How many employees are employed in your organisation?
 - Have you previously worked with people with disabilities? [Prompt: in what capacity did you work with them? E.g. colleague, supervisor, employee etc.]
 - Have you ever employed someone with a disability, either at your current or previous workplaces?
 - i. If yes, could you tell me about that? [Prompt: what the job was, how you came to hire them (e.g. was it through a disability employment agency? Direct application?) What was the nature of the job?]
 - ii. If no, why not? Would you consider hiring someone with a disability in future?
 - Generally speaking, have you had much experience dealing with people with disabilities outside of the workplace?

Determinants of successful employment

Prompts to elicit **demand-side factors** that could influence successful employment outcomes:

- You mentioned earlier your experiences working with someone with a disability, what do you think are the benefits/challenges of employing them? [*employer attitudes*]
- What are the key qualities you look for in an employee with disabilities? [*employer attitudes/job characteristics*]
- What do you do in your organisation to support the inclusion of people with disabilities? What factors hinder inclusion in your organisation? [*employer attitudes/organisational characteristics*]
- What key issues do you consider when deciding to recruit someone with a disability? (Possible prompts: Financial and legal concerns? WHS concerns? Accessibility and mobility concerns? Productivity concerns? Co-worker and customer concerns?) [*workplace concerns*]
- How does your workplace culture affect the way you support people with disabilities? [*corporate culture and climate*]

Prompts to elicit **supply-side factors** that could influence successful employment outcomes:

- Generally speaking, how do you think the type of disability someone has affects their employment prospects? [*nature of disability*]
- If someone discloses that they have a disability, does it influence your decision to hire them? When do you feel is the best time for a job applicant to disclose their disability? Why? [*disability disclosure*]
- Why do you think people with disabilities want to work? [*personal motivation*]
- Tell me about your experience with family/friends of people with disabilities helping them find employment? How important are they to the successful employment of a person with disabilities? [*social support*]
- How important is the previous work experience of a job applicant with disability in your hiring decision? [*prior work experience*]
- Does the age, ethnicity/race, level of education and gender of a job applicant with disabilities influence your hiring decision? If so, how? [*socioeconomic/demographic factors*]
- What impact does where the person with disability lives have on their likelihood of being hired? [*socioeconomic/demographic factors*]

Prompts to elicit **environmental factors** that could influence successful employment outcomes:

- Generally speaking, how would you describe societal attitudes towards people with disabilities? In what ways do you feel that attitudes are changing over time? [*societal attitudes*]
- Do you have experience collaborating with external organisations to support inclusion of people with disabilities in your workplace? [Prompt: e.g. external business organisations, disability support providers, government agencies etc.] How effective are these collaborations in supporting the inclusion of people with disabilities in your workplace? [*inter-organisational linkage*]
- Does the state of the economy have any impact on your willingness to hire people with disabilities? Can you describe how it affects your decision to hire people with disabilities? How has the impact of the COVID-19/Coronavirus pandemic on the Australian economy affected your willingness to hire people with disabilities? [*economy*]
- Are you aware of any particular laws that protect the rights of people with disabilities in Australia? How effective/ineffective do you think current Australian laws are in supporting the inclusion of people with disabilities in the workplace? [*legitimacy*]
- Are you aware of any government funding and/or support initiatives to encourage businesses to employ people with disabilities? How accessible are these government initiatives? Has your own organisation made use of such government support initiatives? If no, why not? [*availability and accessibility of funding*]

Concluding comments

- Do you have additional comments or suggestions on what could be done to improve the inclusion of people with disabilities in the workplace?
- More generally, do you have any further comments or points for my consideration?

11. Working paper: The definition of successful employment outcomes for people with disabilities

DEFINING SUCCESSFUL EMPLOYMENT OUTCOMES FOR PEOPLE WITH DISABILITIES: A BRIEF REPORT

ABSTRACT

Background: People with disabilities comprise 15.6% of the global population, but little is known about what a successful employment outcome means for this untapped talent pool.

Objective: The aim of this study is to examine how successful employment outcomes for people with disabilities is defined.

Method: 47 semi-structured interviews were conducted with participants from three key stakeholder groups in Australia comprising of people with disabilities, mainstream employers, and disability employment services providers. All interviews were completed between February 2020 and September 2020. A constant comparative thematic approach was used to analyze the data collected from participants.

Results: There were five components that underpinned successful employment outcomes for people with disabilities: ideal work conditions, job enjoyment, values alignment, personality traits, and job specific competencies. The synthesis of these five components led to the development of a new holistic definition of successful employment outcomes for people with disabilities in the mainstream labour market.

Conclusion: This study proposes an empirically-based definition of successful employment outcomes for people with disabilities based on five key components. Adopting this more superior definition would ensure that effective strategies are developed to enhance labour market participation and employment outcomes for people with disabilities.

Keywords: disability, successful employment outcomes, people with disabilities, Australia

INTRODUCTION

The United Nations Convention on the Rights of People with Disabilities (UNCRPD) has produced a societal imperative to engage people with disabilities in work (United Nations General Assembly, 2006). As a result, many governments have proposed social and economic reforms that facilitate successful employment outcomes. Across member countries of the Organization for Economic Co-operation and Development (OECD), these reforms fall under one of three categories: “an expansion of employment integration measures; an improvement of the institutional set up; and a tightening of benefit schemes” (Organisation for Economic Co-operation and Development, 2010, p. 78). Whether these reforms achieve their aim, however, depends on how “success” is defined and, historically, this has been limited to quantitative performance objectives. Indeed, most empirical studies on successful employment outcomes for people with disabilities use numerical indicators such as: duration of continuous employment; work hours; and pay (Alverson & Yamamoto, 2018; Carter et al., 2012; Dreaver et al., 2020; Jang et al., 2013).

However, such numerical indicators neglect intangible and subjective aspects of success, such as the feeling of personal accomplishment, recognition, and work-life balance (Abele & Spurk, 2009; Dyke & Duxbury, 2011; Heslin, 2005). Subjective success is not only important for overall employment, it has a substantial influence over objective success in the long-run (Abele & Spurk, 2009). Subjective success is arguably more influential in determining employee attitudes to work than objective success (Dyke & Duxbury, 2011). Defining successful employment outcomes without accounting for the perspectives of key individual stakeholders may result in an incomplete definition that overlooks elements that are important to achieve success (Hees et al., 2012).

This study aims to provide an empirically-based definition of successful employment outcomes for people with disabilities that accounts for intangible and subjective factors from the perspective of key disability employment stakeholders. By advancing knowledge about the meaning of successful employment outcomes for people with disabilities, we contribute to facilitating better employment outcomes and full participation for people with disabilities in the workforce, which provides psychological and social benefits (Cheng et al., 2018). Our empirical investigation is guided by the Ikutegbe et al. (in press) model of successful employment outcomes for people with disabilities, in taking a holistic approach to defining success and considers the

perspective of different stakeholders (Figure 1).

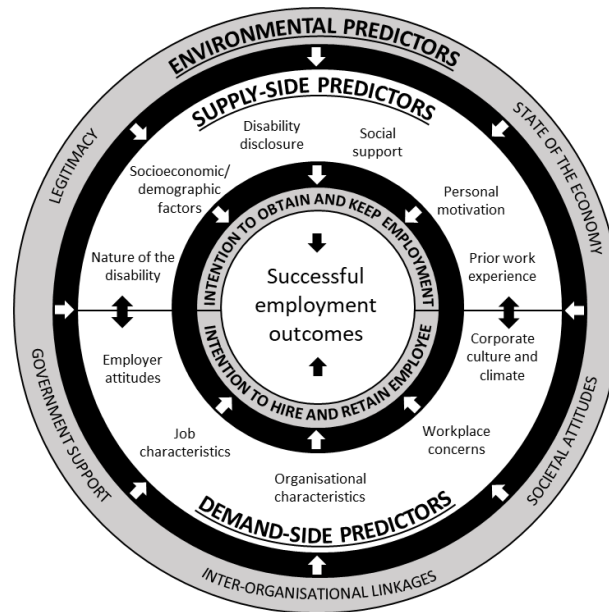


Fig. 1. Conceptual model of successful employment outcomes for people with disabilities

METHODS

In developing the definition of successful employment outcomes for people with disabilities, we included perspectives from three key stakeholder groups: people with disabilities, employers and disability employment services providers. The latter group are government funded specialist for-profit and not-for-profit organizations skilled in supporting people with disabilities with their employment needs and assisting employers to facilitate people with disabilities to achieve successful workplace outcomes. Australia was selected as a sample site because to effectively and efficiently distribute disability employment funding, the Australian government measures the relative performance of disability employment services providers against two indicators: efficiency (the average time taken to attain employment for participants) and effectiveness (the number of participants supported to keep continuous employment) (Department of Social Services, 2018) – it was the ideal environment to explore the other less tangible contributors.

The sample included 47 individuals (29 female and 18 male) from New South Wales, Australia. The sample comprised 17 were individuals with a range of different disabilities including intellectual disabilities and Autism. Sixteen participants were mainstream employers from a range of industries including hospitality, financial

services, higher education, and manufacturing. Fourteen participants were disability employment services providers who had professional experiences that ranged from five to 27 years. The University of Wollongong Human Research Ethics Committee approved this study (protocol number 2018/332).

We conducted semi-structured interviews with the 47 participants. All interviews were completed between February 2020 and September 2020. During each interview, we asked about the 16 factors associated with successful employment outcomes for people with disabilities according to the model of successful employment outcomes shown in Figure 1. Participants were also asked what constituted successful employment outcomes for people with disabilities.

Data was analyzed using a constant comparative thematic approach (Miles & Huberman, 1994), which calls for continual re-examination and strengthening of emergent themes as interviews are conducted. A constant comparative thematic approach is suitable for the current study because it ensures that we consider as many similarities and differences as possible from the perspectives of participants in each stakeholder group (Glaser & Strauss, 1967). We refer to study participants using pseudonyms and their stakeholder group to reflect the perspective being presented. Participation in the study was voluntary and all responses were de-identified.

RESULTS

Five key components emerged as participants described what they considered to be a successful employment outcome for people with disabilities: ideal work conditions, job enjoyment, values alignment, personality traits, and job specific competencies.

Ideal working conditions

Providing access to flexible working arrangements was central to this theme. Sarah, a disability employment services provider, explained that *“people might be perfectly capable within their own home... but the minute they leave their house, they come unstuck.”* This sentiment was shared by Kate (an employer) who acknowledged that *“for people with certain disabilities [flexible working arrangements] would be really, really, really useful.”*

Ideal work conditions focused on the individual’s preferred work style and environment. Rachel (person with a disability) explained how important it is for her have the right work conditions to perform her best: *“I am one of those independent people. I work best*

alone and being home I feel safe and can be more productive, whereas outside I feel uncomfortable.” Frank (person with a disability) also expressed his need to have the right conditions to succeed at work: “Accessibility [and] space. I can walk but I still need space because of my hand movement. I also need time and I need the person who is the boss or the manager to understand that I do need a bit more time”.

Job enjoyment

People with disabilities view their employment as successful if they participate in tasks or activities that they are interested in and genuinely enjoy. Emma (an employer) explained, *“We always look for people who are passionate about working for us, who are absolutely keen.”* Eric, a disability employment services provider, held similar views, sharing that employers *“look for someone who is genuinely keen to work”*. When asked about future job aspirations, Bob (person with a disability) expressed a strong desire to only perform jobs that he enjoyed, saying, *“the ideal job is doing something you love”*.

Values alignment

Participants emphasized the importance of alignment between personal values of the individual and that of the organization. For example, Laura (a disability employment services provider) stated *“We need people who work for us to really care about their co-workers and to be a positive contributor to our culture. And we need them to care about our mission and the work that we do.”* This sentiment was echoed by John (an employer) who explained that sharing the same values as the organization was vital for success: *“If you’ve got the right attitude and cultural desire to contribute culturally and desire to support people, whether it be in your team or your customer base, I don’t think it matters whether you’ve got a disability or not.”* People with disabilities agreed about the importance of values alignment, including Frank (person with a disability) who stated *“Do you want to work for a company that judges you based on your appearance? I don’t, and I hate to sound rude but I would hate to work for a company that judge people based on their disability.”*

Personality traits

Almost all participants felt that it was necessary for the individual to demonstrate specific personality traits that were desirable at work for the employment to be deemed

successful. Ella (an employer) explained that her organization always sought to recruit people that were “*honest*”, “*vulnerable*” and “*open*”. Similarly, Scott (a disability employment services provider) identified enthusiasm as a key personality trait for successful employment outcomes: “*If they look towards enthusiasm, most people with disabilities are enthusiastic, and enthusiasm can be good for the business, and good for the employee.*”

Monica (person with a disability) focused more on confidence as a key trait: “*I think it's got easier as I've got older. Maybe that's because I have developed more confidence, and I'm a much more outspoken and direct person, compared to when I was younger.*”

Other personality traits that participants felt contributed to successful employment outcomes included commitment, initiative, drive and having a strong work ethic.

Job specific competencies

Participants agreed that employment is successful only if the individual hired possesses the right skillset to perform job duties or tasks well. As Emeka (a disability employment services provider) explained, “*The match between what the role is and what their skillset is, is also important [...] that the person with the disability actually has the qualities that are required in the role*”. Kate (an employer) agreed on the importance of being competent to do the job: “*if the job needs you to be at a counter serving students for a whole shift and for whatever reason that's not going to be possible, then that could be a problem*”. Bob (person with a disability) explained that the onset of his disability required him to learn new skills to improve his chances of achieving a successful employment outcomes: “*That's why I changed. That's why I went back and retrained myself, got a degree and got into IT because I thought that was better suited to me and my situation.*”

Table 1 provides an overview of key phrases used by study participants to describe the five components that constitute successful employment outcomes for people with disabilities.

Table 1*Overview of key phrases*

Components	Participant phrases	Key understanding
Ideal working conditions	<i>“I work best alone”; “able to work from home”; “I am not good at teamwork”; “a flexible environment”; “probably one to two days a week”; “probably a higher income”</i>	The individual’s ideal work environment and style when working.
Job enjoyment	<i>“doing something that you love”; “I’ve always been passionate about food”; “where I can fix things”; “something I’m passionate about”; “something fun that I enjoy doing”</i>	Specific tasks or roles that the individual enjoys doing.
Values alignment	<i>“looking to identify a values alignment”; “ability to be part of the culture”; “ability to fit in with a team”; “a positive contributor to our culture”; “we’re looking for cultural fits”</i>	Alignment of personal values and organisational values.
Personality traits	<i>“the right kind of attitude and mindset”; “the initiative and the enthusiasm”; “the right attitude and the willingness”; “having an attitude that’s like curious”; “good work</i>	Individual qualities that make a person a valuable employee.

Components	Participant phrases	Key understanding
	<i>ethics and attitude</i> "; <i>"people who can communicate well</i> "; <i>"comes down to a person's personality"</i>	
Job specific competencies	<i>"if they can do that job</i> "; <i>"has the skills to do the job</i> "; <i>"meet the selection criteria</i> "; <i>"they can meet requirements</i> "; <i>"qualities that are required in the role</i> "; <i>"the right skill set"</i>	Knowledge, skills and abilities that are required to perform a job effectively.

Table 1. Overview of key phrases

Based on the five key components identified, and based on a thematic analysis of participant views, we propose the following definition of successful employment outcomes for people with disabilities:

Successful employment outcomes are achieved when people with disabilities have jobs that they enjoy, within organizations that provide ideal working conditions, where their values are aligned and they possess the competencies and personality traits to perform the job well.

CONCLUSION

While the disability literature still lacks a widely accepted definition of successful employment outcomes for people with disabilities, our findings have identified five components that underpin a more holistic definition of successful employment outcomes. Specifically, ideal working conditions, job enjoyment, values alignment, personality traits, and job specific competencies are the key components underpinning a successful employment outcome for people with disabilities in the mainstream labour market. The new definition proposed in the present research is empirically-based and better reflects how people with disabilities and their employers view success in the workplace.

This new definition is informed by key stakeholder perspectives and provides a better understanding of what is required for people with disabilities to view their employment outcome as successful. Human resource professionals, managers, policymakers and other key disability stakeholders should emphasise these five components in any strategy aimed at facilitating the achievement of successful employment outcomes for people with disabilities.

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Appendix D: Appendices for Paper 3

1. Participant Information Sheet for survey participants



UNIVERSITY
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Participant Information Sheet

TITLE: GREATER INCLUSION IN AUSTRALIAN WORKPLACES

Purpose of the research

This is an invitation for you to participate in a research project being conducted by a PhD student and staff at the University of Wollongong and the University of Queensland. The purpose of the research is to investigate issues associated with successfully gaining employment after leaving school. One part of this project involves an online survey with people who are currently employed in Australian workplaces, hence this invitation is for you to participate.

Researchers

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Method and demands on participants

If you agree to be involved you will be asked to participate in an online survey which will take about 20 minutes. You will be asked questions about your work experiences. If at any time you want to take a break, you can save the survey and finish answering the remaining questions at another time.

Possible risks, inconveniences and discomforts

Some questions may be sensitive for participants if they have had negative work experiences. In the event that you experience any distress the following support services are available:

Lifeline	13 11 14	www.lifeline.org.au
Salvo Care Line	1300 363 622	www.salvos.org.au/salvocareline
Beyondblue	1300 22 4636	www.beyondblue.org.au

Your involvement in the study is voluntary and you may withdraw from the study at any time by simply closing your internet browser. Declining this invitation to participate will not negatively impact your relationship with the University of Wollongong or the University of Queensland. The responses you provide are anonymous, therefore you will not be able to withdraw your data after your answers are submitted at the end of the survey.

Funding and benefits of the research

This study is part of a larger program of research being funded by the Australian Research Council Linkage Scheme and conducted in partnership with the NSW Department of Family and Community Services. The overall program of research is valued at \$455,000 in funding and in-kind contributions over three years. Findings will help to develop a model of successful employment outcomes. Results will only be reported in ways that ensure participants cannot be identified.

Ethics review and complaints

This study has been reviewed by the Social Sciences Human Research Ethics Committee at the University of Wollongong (2018/332). If you have any concerns or complaints about the conduct of this research you can contact the Ethics Officer on (02) 4221 3386 or email rso-ethics@uow.edu.au.

Thank you for your interest in this study.

2. Survey instrument, page 1 of 7

Please check the two boxes below before beginning survey

- I have read and understand the Participant Information Statement given to me.
- I would like to participate in this study.

SCREENING/QUOTA QUESTIONS

- i. **What year were you born?** *(Please select one option from the dropdown menu below)*
- ii. **What is your gender?** *(Please select one option only)*
 Male
 Female
 Prefer not to say
 Other *(please specify)*: _____
- iii. **What is your postcode?** *(Please type your postcode in the box below)*
- iv. **Do you currently have a paid job (e.g. full-time, part-time or casual employment)?** *(Please select one option only)*
 Yes
 No *[discontinue]*
- v. **Do you have a disability?** *(Please select one option only)*
 Yes
 No
- vi. **Which of the following best describes the type of employment you currently have?** *(Please select one option only)*
[Only for people with disabilities].
 Mainstream or open employment (i.e. regular work alongside people without disabilities)
 Supported employment (i.e. specially designed work for people with disabilities) *[discontinue]*

Survey questions

1. **The next few questions relate to your disability. Are you happy to proceed and answer them?** *(Please select one option only)* [Only for people with disabilities]
 Yes
 No *[discontinue]*

2. **What year were you first diagnosed with a disability?** *(Please select one option from the dropdown menu below)* [Only for people with disabilities]

Year (Choose an item.)

3. **Which of the following types of disability do you have?** *(Please select as many as apply)* [Only for people with disabilities]

a. Autism (such as Autism Spectrum Disorder and Asperger's syndrome.)	<input type="checkbox"/>
b. Intellectual (associated with difficulties in learning such as Down syndrome, Fragile X syndrome, and Fetal alcohol spectrum disorder.)	<input type="checkbox"/>
c. Neurological (such as epilepsy, dementia, Multiple Sclerosis, and Parkinson's disease.)	<input type="checkbox"/>
d. Acquired brain injury (associated with brain damage after birth, which may arise from accidents, brain tumours, stroke etc.)	<input type="checkbox"/>
e. Sensory (associated with loss of speech, sight or hearing such as aphonia, blindness, deafness or dual sensory impairment.)	<input type="checkbox"/>
f. Psychosocial (associated with mental health conditions that result in social interaction difficulties such as mental illness, schizophrenia, mood disorders, and anxiety disorders.)	<input type="checkbox"/>
g. Physical (associated with long-term loss of bodily functions such as inability to use hands, legs, cerebral palsy, chronic pains.)	<input type="checkbox"/>
h. Other (Any long-term health condition or illness that restrict daily activities.)	<input type="checkbox"/>

4. **Which of the following best describes the severity of your disability?** *(Please select one option only)* [Only for people with disabilities]
 I have a great need for help with things and/or am unable to do many activities on my own
 I sometimes need help and/or I have difficulty with some things
 I don't really need help but I do have some difficulty with some things
 I don't need help and have no difficulty with things, but I do use aids and/or have some limitations

5. **In your experience, is it obvious to other people that you have a disability?** *(Please select one option only)* [Only for people with disabilities]
 Yes, it is immediately obvious to most people that I have a disability.
 No, it is not obvious to most people that I have a disability.
 Other *(please specify)*: _____

6. **What is your current job?** *(Please type your current job in the box below)*

7. **How long have you been employed by your current employer?** *(Please select one option from each dropdown menu below)*

« Number of Years (Choose an item.) Number of Years »

« Number of Months (Choose an item.) Number of Months »

Contd. Survey instrument, page 3 of 7

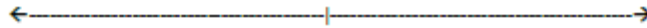
8. **In total, how many employers have you had since leaving high school?** *(Please select one option from the dropdown menu below)*
 Choose an item. Choose an item. Choose an item. Choose an item. Choose an item.

255

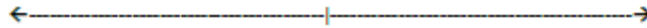
Contd. Survey instrument, page 4 of 7

14. Please indicate the extent to which you agree or disagree with each of the following statements. (Please move the slider to the appropriate point on the scale)

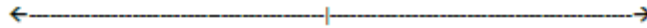
a. I am allowed to make decisions at work.
Strongly disagree Neither agree nor disagree Strongly agree



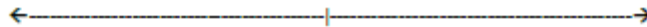
b. Managers at my workplace support me when needed.
Strongly disagree Neither agree nor disagree Strongly agree



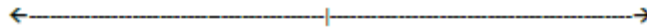
c. My workplace recognises and values my contribution.
Strongly disagree Neither agree nor disagree Strongly agree



d. I feel like my workplace is where I belong.
Strongly disagree Neither agree nor disagree Strongly agree

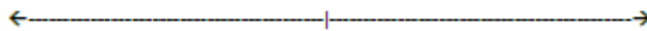


e. The staff at my workplace care for one another.
Strongly disagree Neither agree nor disagree Strongly agree

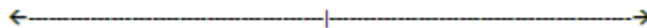


15. Please indicate the extent to which you agree or disagree with each of the following statements. (Please move the slider to the appropriate point on the scale)

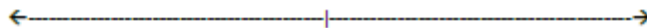
a. My employer employs me because I am productive at work.
Strongly disagree Neither agree nor disagree Strongly agree



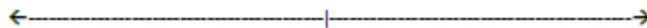
b. My employer employs me because I am a loyal employee.
Strongly disagree Neither agree nor disagree Strongly agree



c. My employer employs me because I am reliable.
Strongly disagree Neither agree nor disagree Strongly agree



d. My employer employs me because they value having a diverse range of employees.
Strongly disagree Neither agree nor disagree Strongly agree



Contd. Survey instrument, page 5 of 7

16. Please indicate the extent to which you agree or disagree with each of the following statements in terms of how you feel about your job. (Please move the slider to the appropriate point on the scale)

- a. I like my job.
Strongly disagree Neither agree nor disagree Strongly agree
←-----|-----→
- b. I am able to progress in my job.
Strongly disagree Neither agree nor disagree Strongly agree
←-----|-----→
- c. I am able to achieve my full potential in my job.
Strongly disagree Neither agree nor disagree Strongly agree
←-----|-----→

17. Thinking about societal attitudes broadly, please indicate the extent to which you agree or disagree with each of the following statements. (Please move the slider to the appropriate point on the scale)

- a. Most people in society believe people with disabilities can live independently.
Strongly disagree Neither agree nor disagree Strongly agree
←-----|-----→
- b. Most people in society treat people with disabilities fairly.
Strongly disagree Neither agree nor disagree Strongly agree
←-----|-----→
- c. Most people in society believe people with disabilities are just as capable as anyone else.
Strongly disagree Neither agree nor disagree Strongly agree
←-----|-----→
- d. Most people in society believe people with disabilities have a bright future.
Strongly disagree Neither agree nor disagree Strongly agree
←-----|-----→

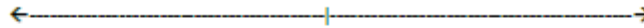
18. Thinking about disability support from the government, please indicate the extent to which you agree or disagree with each of the following statements. (Please move the slider to the appropriate point on the scale)

- a. If needed, I know where to find information about government support for people with disabilities.
Strongly disagree Neither agree nor disagree Strongly agree
←-----|-----→
- b. It is easy for people with disabilities to access disability support from the government.
Strongly disagree Neither agree nor disagree Strongly agree
←-----|-----→
- c. The government support provided to people with disabilities is adequate.
Strongly disagree Neither agree nor disagree Strongly agree
←-----|-----→

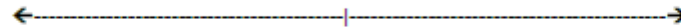
Contd. Survey instrument, page 6 of 7

19. Please indicate the extent to which you agree or disagree with each of the following statements. (Please move the slider to the appropriate point on the scale)

- a. I am comfortable with telling my employer about my disability. [Only for people with disabilities]
 Strongly disagree Neither agree nor disagree Strongly agree



- b. I believe that people with disabilities are probably comfortable with telling their employer about their disability. [Only for people without disabilities]
 Strongly disagree Neither agree nor disagree Strongly agree



20. Ideally, when would you prefer to tell an employer about your disability? (Please select one option only) [Only for people with disabilities]

- When I submit the job application
- During the job interview
- When I am offered the job
- After starting in the job
- Never, or only when absolutely necessary

21. If someone with a disability was applying for a job, when do you think they should ideally tell the employer about their disability? (Please select one option only) [Only for people without disabilities]

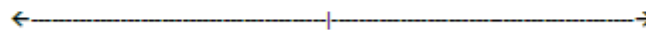
- When they submit the job application
- During the job interview
- When they are offered the job
- After starting in the job
- Never, or only when absolutely necessary

22. During the time you have been with your current employer, have you ever... (Please select only one option for each question below)

	Yes	No
a. Thought about looking for a new job?	<input type="checkbox"/>	<input type="checkbox"/>
b. Looked for a new job?	<input type="checkbox"/>	<input type="checkbox"/>
c. Enquired about another job that was advertised?	<input type="checkbox"/>	<input type="checkbox"/>
d. Applied for another job?	<input type="checkbox"/>	<input type="checkbox"/>

23. Overall, how satisfied are you with your job? (Please move the slider to the appropriate point on the scale)

- Completely dissatisfied Neither satisfied nor dissatisfied Completely satisfied



24. What is your highest level of education? (Please select one option only)

- Primary school
- High school
- TAFE/Technical training
- University (undergraduate)
- University (postgraduate)
- Other (please specify): _____

25. **In what country were you born?** *(Please type your country of birth in the box below)*

26. **What language do you mainly speak at home?** *(Please select one option only)*

- English
 Other *(please specify)*: _____

27. **Do you currently receive support from the government through any of the following schemes?** *(Please select as many as apply)*

- Job Seeker Payment
 Disability Support Pension
 Age Pension
 NDIS
 Youth Allowance
 None of the above

28. **Do you identify with any of the following groups?** *(Please select as many as apply)*

- Aboriginal and/or Torres Strait Islander Peoples
 Culturally and Linguistically Diverse (CALD) communities
 LGBTQI+ community
 People with disabilities
 Other *(please specify)*: _____
 None of the above

29. **This is the end of the survey. If you would like to provide any additional feedback, please type your comments in the box below.**

Thank you for your time.