Journal of Management Studies and Development
Vol. 4, No. 03, pp. 349-363
journal.iistr.org/index.php/JMSD
DOI: 10.56741/jmsd.v4i03.1366

Modelling the Integration of People with Disabilities into the Labor Market

[1]Hajaina Ravoaja
Corresponding Author: * ravoaja.hajaina@gmail.com
[1] Oniversity FJKM Ravelojaona, Antananarivo, Madagascar

ARTICLE INFO

Article history
Received 6 September 2025
Revised 26 September 2025
Accepted 1 October 2025

Keywords
Corporate Social Responsibility
Labor Market Integration
Literature Review
People with Disabilities

ABSTRACT

In this paper, a systematic review of the literature on the labor market integration (LMI) of people with disabilities (PWD) was conducted. PWD's LMI is characterized by obtaining a (first) job, by the suitability of this job, by its security and maintenance, by a long-term career, by participation in the labor market, and by finding the meaning of this job. The stakeholder perspective of integrating PWD into the labor market could be extended to the long term. Thanks to the results and analysis supplied by this research, these partners will be able to channel their actions along the six phases identified. This article will enable the people involved to gain a better understanding of the phenomenon, solve the problems, and better assume their responsibilities. This study responds to the lack of literature review on the PWD's LMI and provides an analysis and organization of this knowledge.

This is an open-access article under the CC–BY-SA license.

Introduction

We need to distinguish among assimilation, inclusion, and integration. Assimilation is an adaptation to society by newcomers and is the responsibility of the latter alone [1]-[4]. Inclusion advocates the mutual adaptation of newcomers and people who welcome them [4],[5]-[10] and takes into account senses of belonging and value in uniqueness that consider similarity and difference [9],[10]. In the concept of integration, this adaptation is the

responsibility of society, labor market actors, and institutions [4],[10],[11]. Integration involves reciprocal adaptation between newcomers and the policies and practices of the host society to meet the needs of these newcomers [4],[11]. Whereas assimilation is one-way, inclusion and integration are two-way. Inclusion can be seen as the antonym of exclusion, whereas integration has an approach that involves all stakeholders. When inclusion means involving the same group, i.e., people with disabilities, integration calls for a differentiated approach based on the specific characteristics of each person.

Conforming to the United Nations Convention on the Rights of Persons with Disabilities, these people have long-term physical, mental, intellectual, or sensory impairments that, combined with a variety of barriers, may prevent their full and effective participation in society on an equal basis with others [12]. According to the World Health Organization, disability is an impairment, a limitation of activities and participation, related to the negative aspects of the interaction between a person suffering from a health problem and the environmental and personal contextual factors of that person [13]. According to the same organization, on 7 March 2023, the number of people with a significant disability was 1.3 billion, or 16% of the world's population, or 1 in 6 people [14]. The level of job insecurity for these people is high. They experience high levels of underemployment and unemployment [15],[16]. Employers would benefit from considering them [17] and creating harmony between these people and people who do not have a disability [18].

In this paper, the term “people with disabilities” (PWD) was chosen to refer to people before their specific characteristics. The employment of PWD is justified by a lack of skills, the increasing age of employees, where older people are increasingly living with a disability, changes in society's point of view, and the legal framework [15],[19],[20]. Promoting inclusion, diversity, and equity thus contributes to sustainable development.

Literature Review

Labor market integration (LMI) has been the subject of several studies that have focused on the meaning of this concept. Some have limited it to access to employment, whereas others have assigned it a deeper and broader meaning. Whatever any case, PWD have more difficulty integrating into the labor market than people without disabilities do [21]. The fact is that employers are not open to recruiting PWD because of fear, uncertainty, and a lack of experience working with them [22],[23]. PWD face discrimination [24]. However, 160 employers in the United States have been satisfied with PWD's supported employment [25]. This study aims to summarize the definitions of integration into the labor market that have been found, particularly those relating to PWD, in the context of efforts to promote equality, equity, diversity, and inclusion.

Integration into the labor market has been characterized by entry into the labor market [26]. Beyond access to employment, LMI is characterized by security, particularly the permanence of employment, which can be measured by its duration and career perspective [27]-[29]. This integration is also effective when the job obtained corresponds to the expectations of those entering the labor market [30]. In addition, it works in the formal economy [31], has decent wages, and avoids casual work [32]. Fixed-term and temporary workers are less socially affiliated and therefore less integrated in the workplace than permanent workers are [33]. Societal integration opens up the construction and expansion of social networks [34].

Research on American workers has shown that their labor market positions predict their rewards beyond the effects of gender, race, and human capital. Position in the structure is a significant determinant of earnings [35]. Research on Greek students who studied abroad and returned to Greece to work after graduation connected labor market integration to obtaining a job [36]. The literature lacks an overview of the current state of knowledge on the labor market integration of people with disabilities to improve awareness, understanding, and decision-making on the part of the players involved. One particular form of organization supporting PWD is the sheltered workshop (SW). In Spain, SWs advocate the possibility for PWD to access ordinary jobs as an alternative to LMI [37]. Work integration social enterprises (WISEs) in the United States are SWs that provide employment and training opportunities as well as routes into the mainstream labor market [38].

Past literature reviews have not specified the integration of people with disabilities into the labor market. Instead, they have discussed networked services designed for PWD's (re)employment [39], their return-to-work [40], WISEs that promote employment for PWD [38], work disability policies and programs [41], the way PWD are treated at work [16], their acceptance by their colleagues [42], their recruitment [43], their participation at work [44], their inclusion in the workforce [45],[46], and their inclusion in the labor market [47]. This work helps to fill this gap. It delivers answers to the following question: How should the PWD's LMI be understood? A discussion of the extent of significance stated in the selected studies will be produced.

Methods

In compliance with the question posed above, we conducted a systematic literature review on the PWD's LMI. Six tasks were carried out: defining the time horizon, selecting suitable databases, deploying the research strategy, defining the inclusion and exclusion criteria, conducting the research, and extracting and analyzing the data [48],[49].

Concerning the data sources and search strategies, in accordance with best practices [50], two electronic databases were systematically searched: Web of Science (WoS) and Scopus. These are among the most highly valued databases. Peer-reviewed studies with articles written or translated into English were pinpointed between 1993 and 2023. The keywords used for the search were "labor market integration," and "people with disabilities," and "disabled" and "disability" and "disabilities". Among these words, the group of words "labor market integration" has been combined with each of the others.

The titles and abstracts of the selected studies were reviewed. The aforementioned criteria were used to determine paper eligibility for inclusion in the study. The full texts of potentially relevant studies were reviewed for final inclusion. The extracted data were recorded in an evidence table. The quality of each sample was assessed. To ensure the quality of the articles used in the literature review, only those that met the following criteria were included: the article was available in an International Scientific Index (ISI)-listed peer-reviewed journal, and it addressed PWD's LMI. This study focuses on scientific journal articles. The following articles were excluded: scientific publications such as conference papers, as well as research papers presenting very general results in which those related to persons with disabilities are not highlighted, and articles that do not express the meaning of PWD's LMI.

The selection of the articles for review was conducted in three rounds. The first round of analysis involved screening the title and abstract. The second round was the analysis of the articles. The eligibility and selection criteria were established as specified by the research question, and the results were organized. Studies with no full text available were excluded. In the third round, all the results were read and integrated into a single document. Articles in this round were retrieved for a comprehensive examination to determine their inclusion in this study. To address the specific research question, all papers that did not describe research examining the sense of PWDs' LMI were eliminated.

To construct the analysis corpus, the listed studies were organized by year of publication and by alphabetical order of the first author's name. The articles were coded with a number, and a thematic content analysis was carried out [51]-[53]. Using the keywords "labor market integration", 724 papers were found. The search based on the inclusion criteria yielded a total of 39 articles, of which 18 were quantitative and 21 were qualitative, including 6 reviews. Seven articles that did not define the LMI of PWD were excluded. The final number of articles studied was 32. For data extraction and analysis, a system of categories and codes was introduced to facilitate cross-sectional analysis of the studies. This made it possible to examine publications systematically and compare them, enabling differences and similarities to be located and examined [54]. The following diagram shows the process for including articles in the systematic literature review.

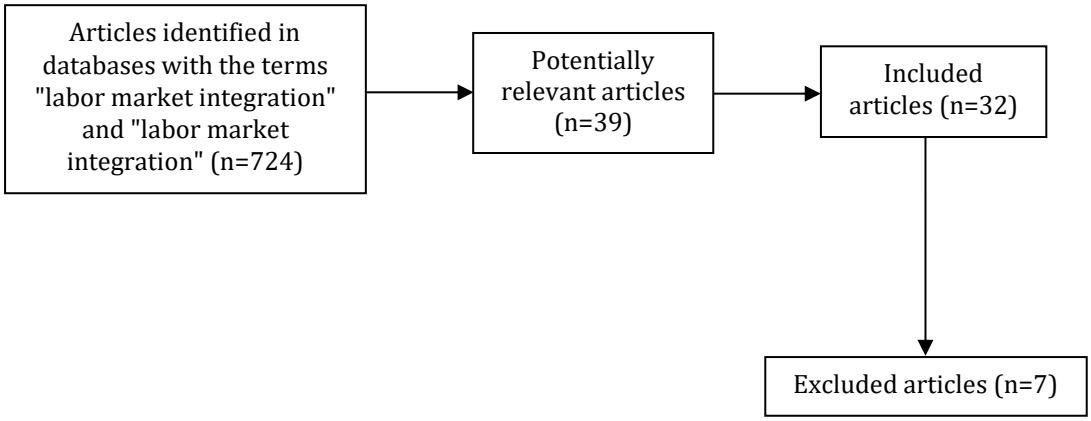


Fig. 1. Flowchart of the Systematic Review Process

Results

Of the 39 articles selected, 32 each evoke a meaning of LMI applied to PWD. Of these 32 articles, 15 are characterized by a quantitative research methodology, and for the other 17, the authors have adopted qualitative methods, including 4 literature reviews. These 39 papers indicate that there are two types of disability: physical and nonphysical. However, regardless of the form of disability, it is more difficult for PWD to integrate into the labor market. The seven excluded articles focused on disability policies and programs [55]-[59] and the changes and challenges accompanying the transition to adulthood [60],[61].

In what follows, the definitions of Persons with Disabilities' (PWD) Labor Market Integration (LMI) from these 32 documents are discussed in greater detail. The concept of LMI encompasses a range of interpretations that vary according to the authors' perspectives and research contexts. For some scholars, LMI is understood as the initial stage of entering the workforce, referring specifically to obtaining one's first job [41], [62]–[66]. Others extend the definition to include the long-term retention of employment, spanning as much as fifteen years of a professional career [67]. Several studies propose that being employed [38]–[40], [68]–[83] signifies full integration into the regular labor market [84] and mainstream companies [85]. Moreover, the concept is associated with the suitability of work positions for PWD [86] and their active participation in various labor market activities [70]. In this context, LMI is not limited to access but also includes the ability to secure and sustain employment [41], [87]. Networked services (public, private, and multisectoral) play a vital role in promoting (re)employment through innovation, coproduction, and cocreation [39]. Additionally, Social Workshops (SWs) and Work Integration Social Enterprises (WISEs) contribute significantly to facilitating employment, while entrepreneurship and business management are also viewed as essential components of PWD's LMI [88]. See Table 1 for a summary.

Table 1. The Summary of Selected Papers

No	Reference Number	Issue / Topics	Type of Research
1	[38]–[40], [68]–[83]	Employment of PWD as equivalent to integration into the regular labor market	Quantitative
2	[41], [62]–[66]	First entry of PWD into employment (getting the first job)	Quantitative
3	[67]	Long-term job retention of PWD (up to fifteen years of career)	Quantitative
4	[84], [85]	Integration of PWD into regular labor market and companies	Qualitative
5	[86]	Suitability of PWD's jobs and their participation in the labor market	Qualitative
6	[41], [87]	Securing and maintaining PWD employment	Quantitative
7	[39]	Role of networked services (public, private, multisector) in fostering (re)employment of PWD	Qualitative
8	[88]	Creation and management of businesses by/for PWD	Qualitative
9	[55]–[59]	Disability policies and programs (excluded from LMI analysis)	Policy-focused / Excluded
10	[60], [61]	Transition to adulthood: changes and challenges for PWD	Qualitative / Excluded

Discussion

This systematic review of the literature on PWD's LMI has made it possible to trace the meanings attributed to this notion so that it can be conceptualized. Given the different stages of PWD's LMI, this notion can be structured. It begins with access to a first job [62],[63],[41], [64]-[66]. Then, job suitability also marks this integration [86]. Next, it is a matter of PWD securing and keeping this job, which is the responsibility of both parties: PWD and their employers [41], [87]. This may take the form of a permanent, open-ended contract. Job security is also represented by the probability that the PWD will keep her or his job. As a result, we need to talk about careers. It is therefore the responsibility of PWD and their employers to plan long-term careers for these people. In this case, the development of human resources through training [89]-[91] and internal career development [92] is essential. With respect to PWD who are in a position after their first job, maintaining, securing, and projecting these jobs in the long term is important [67]. The duration is not necessarily limited to fifteen years but extends to the entire period of professional activity before retirement.

The last criterion is inherent in the content and quality of the work provided, where the participation of these people in the advancement of the organizations in which they work comes into effect [70]. Finally, faced with the exclusion of PWD from the labor market, finding the meaning of work is the final point: it should be seen from the PWD's perspective [93]. This is a sensitive issue, as PWD generally have low levels of pay, their jobs are neither secure nor flexible, their employers do not treat them properly or even treat them badly [94], and their job satisfaction is low, leading them to leave their jobs despite their organizational commitment [95]. Indeed, PWD have not been treated fairly well compared with people

without disabilities [96]. The creation and management of a business have been excluded from the definitions of PWD's LMI because, from this point of view, it is no longer a question of integrating the existing employment market but of creating a new labor market [88]. These steps are shown in Fig. 2.

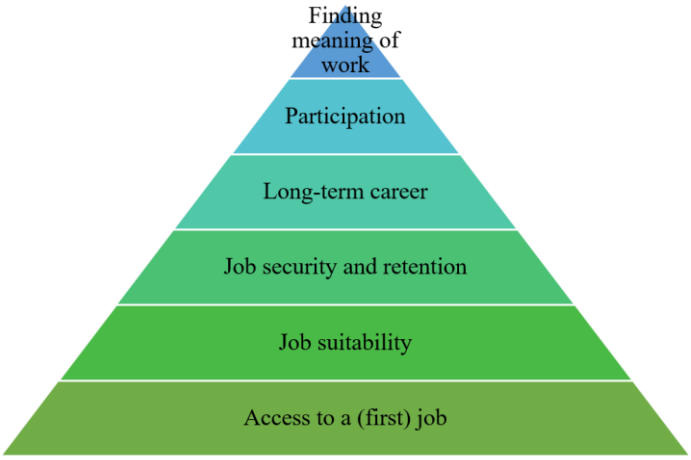


Fig. 2. Six Phases of The Labor Market Integration of People with Disabilities

Fig. 2 illustrates a hierarchical framework for understanding the stages of Labor Market Integration (LMI) for Persons with Disabilities (PWD). At the base of the pyramid lies "Access to a (first) job," representing the foundational step of obtaining initial employment, which is often the most significant barrier for PWD. The next level, "Job suitability," highlights the importance of aligning an individual's skills, abilities, and needs with the nature of the work and workplace environment. Progressing upward, "Job security and retention" signifies the stage where maintaining stable employment becomes crucial for long-term economic and social inclusion. Above this is "Long-term career," emphasizing career development, advancement opportunities, and continuous participation in the labor market over time. The subsequent level, "Participation," extends beyond employment itself, reflecting active engagement, contribution, and inclusion within the workplace and broader professional community. At the pinnacle of the pyramid is "Finding meaning of work," symbolizing the ultimate goal of achieving fulfillment, purpose, and identity through one's occupation. Collectively, this model suggests that LMI for PWD evolves from basic employment access to a more profound sense of belonging and purpose, representing both structural and personal dimensions of integration into the labor market.

Implications

From a practical perspective, in the interests of fairness, equality [97], diversity, and inclusion, employers should be more open to recruiting PWD [98]. Socially responsible HRM practices have an important role to play in their LMI [99]. This starts with making workplaces

physically accessible to PWD. Considering these steps in PWD's LMI, employers are better equipped to monitor the quality of PWD employment [96]. That said, the level of this quality corresponds to the position of each PWD in this hierarchy of their LMI criteria. These phases may be linked to HRM practices such as selection, training and development, performance appraisal, and compensation and benefits [100]-[102]. Selection plays a key role in access to the first job and subsequent jobs. As the job's suitability for the characteristics of the PWD in question is assessed at the time of selection [103]-[106], it extends to periodic performance appraisals [90],[107]-[109]. These characteristics include the correspondence between the field of study and the professional field, as well as the level of education and training. Next is job security for PWDs and their retention. The willingness to stay with the organization indefinitely can also be assessed at the periodic performance assessment stage [90], [107]-[109]. Thus, appropriate career management is needed for PWDs, where the long term is the horizon in sight. After that, PWD's participation in the labor market and the fact that they are an integral part of it are also detected during periodic performance evaluations, as is the discovery of the meaning of work [90],[107]-[109]. Tailored to PWD, these HRM practices should consider the six phases of their LMI journey.

In an approach geared towards PWD, in the second stage of the LMI, the design of their jobs has an impact on their correspondence with the specific characteristics of these people. It might be possible to assign them fewer tasks or less demanding activities, transfer tasks to colleagues, and allocate operations flexibly according to their aspirations and skills (job carving). Inclusive job design, therefore, involves examining the tasks that would suit these people, with inclusive working conditions, including aspects of the social environment, accessibility, and flexibility at work [110].

Once the PWD and their employers are aware of the PWD's LMI pathway, it follows that at each periodic performance appraisal interview, the two parties should reach an agreement on how they perceive the situation of these PWD on this LMI road to agree on areas for improvement. The HRM practice that covers this entire process is therefore performance appraisal [90],[107]-[109]. This impacts their compensation and benefits [108]. HRM practices, therefore, play a role in each phase of the PWD's LMI process.

These results can help PWD set LMI targets, develop LMI strategies, and monitor their progress. Because of their specific characteristics, PWD are more dependent on the measures taken by employers to help them than other people are. For employers, supporting PWDs' LMI enables them to fulfil their economic, legal, ethical, and philanthropic responsibilities. PWD's LMI is part of corporate social responsibility (CSR) [111].

At the international and national levels, the results of this study can serve as a reference for the formulation of policies related to PWDs' employment. These policies should also have

a long-term focus and should give greater consideration to the challenges PWD face in being integrated into the labor market indefinitely, according to these six steps.

Future research could empirically test these six phases individually and in general. From a qualitative perspective, future research could collect and analyze PWD's perceptions of their LMI, the antecedents of that LMI, and its outcomes. Thus, for these quantitative and qualitative studies, each type of disability could be dealt with, and then, an overall view would also designate a better understanding of PWD's LMI phenomenon, the way in which each stakeholder manages it, and the general coordination of related actions.

Conclusion

While LMI in general is difficult because of economic crises, PWD are sidelined by society, employees, and employers because of their disabilities. Applied to PWD and bearing in mind all the literature in this article, integration into the labor market begins with access to the first job and extends to the end of the professional career. It is a matter for themselves and all the stakeholders involved. This paper enables PWD, decision-makers, and employees in public and private organizations to determine how to integrate PWD into the labor market. Once they have taken stock of the situation, they will be in a better position to implement the elements that promote this integration and improve their relationships and collaboration. Owing to the findings and analysis offered by this research, these partners will be able to target their actions more closely in agreement with developments in the situation of the PWD's LMI in the six phases diagnosed. Ultimately, diversity, equality, and equity are the responsibility of all organizations and people who regulate and employ PWD. On the one hand, future research should empirically verify these six stages. On the other hand, the collection and analysis of PWD's perceptions of their LMI, the antecedents of that LMI, and its outcomes should be undertaken. The limitation of this research lies in the databases used to select the articles studied.

Conflict of Interest

The authors declare no conflict of interest.

References

[1] Berry, J. W. (1997), *Immigration, acculturation, and adaptation*, Applied Psychology, Vol. 46, No. 1, pp. 5-34. ISSN: 1021-5573.
[2] Bourhis, R. Y., Moise, L. C., Perreault, S., Senecal, S. (1997), *Towards an interactive acculturation model: A social psychological approach*, International Journal of Psychology, Vol. 32, No. 6, pp. 369-386. https://doi.org/10.1080/002075997400629
[3] Gordon, M. M. (1964), *Assimilation in American life*, Oxford University Press.
[4] Omanović, V., Langley, A. (2021), *Assimilation, Integration or Inclusion? A Dialectical Perspective on the Organizational Socialization of Migrants*, Journal of Management Inquiry, Vol. 32, No. 1, pp. 77-97. https://doi.org/10.1177/10564926211063777

[5] Ferdman, B. M. (2017), *Paradoxes of inclusion: Understanding and managing the tensions of diversity and multiculturalism*, The Journal of Applied Behavioral Science, Vol. 53, No. 2, pp. 235-263. https://doi.org/10.1177/0021886317702608
[6] Houtkamp, C. (2015), *Beyond assimilation and integration: The shift to 'national' and 'transnational' inclusion*, Acta Universitatis Sapientiae, European and Regional Studies, Vol. 8, No. 1, pp. 73-87. https://doi.org/10.1515/auseur-2015-0014
[7] Ortlieb, R., Sieben, B. (2014), *The making of inclusion as structuration: Empirical evidence of a multinational company*, Equality, Diversity and Inclusion, Vol. 33, No. 3, pp. 235-248. https://doi.org/10.1108/EDI-06-2012-0052
[8] Roberson, Q. M. (2006), *Disentangling the meanings of diversity and inclusion in organizations*, Group & Organization Management, Vol. 31, No. 2, pp. 212–236. https://doi.org/10.1177/1059601104273064
[9] Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Holcombe Ehrhart, K., and Singh, G. (2011*), Inclusion and diversity in work groups: A review and model for future research*, Journal of Management, Vol. 37, No. 4, pp. 1262-1289. https://doi.org/10.1177/0149206310385943
[10] Ager, A., Strang, A. (2008), *Understanding integration: A conceptual framework*, Journal of Refugee Studies, Vol. 21, no 2, pp. 166-191. https://doi.org/10.1093/jrs/fen016
[11] Berry, J. W. (2011), *Integration and multiculturalism: Ways towards social solidarity*, Papers on Social Representations, Vol. 20, No. 1, 2.1-2.21.
[12] United Nations (2006), *United Nations Convention on the Rights of Persons with Disabilities*. https://www.un.org/disabilities/documents/convention/convention_accessible_pdf.pdf
[13] World Health Organization (2011), *World report on disability 2011*, Geneva, Switzerland. https://www.who.int/teams/noncommunicable-diseases/sensory-functions-disability-and-rehabilitation/world-report-on-disability
[14] World Health Organization (2023), *Disability and health website*. https://www.who.int/news-room/fact-sheets/detail/disability-and-health
[15] Baldridge, D. C., Beatty, J., Böhm, S. A., Kulkarni, M., Moore, M. (2018), Persons with (dis)abilities, In A. Colella, E. King (Eds.), *The Oxford Handbook of Workplace Discrimination*, pp. 111–127, Oxford University Press. https://doi.org/10.1093/oxfordhb/9780199363643.013.9
[16] Beatty, J. E., Baldridge, D. C., Boehm, S. A., Kulkarni, M., Colella, A. J. (2019), *On the treatment of persons with disabilities in organizations: A review and research agenda*, Human Resource Management, Vol. 58, No. 2, pp. 119–137. https://doi.org/10.1002/hrm.21940
[17] Lengnick-Hall, M. L., Gaunt, P. M., Kulkarni, M. (2008), *Overlooked and underutilized: Persons with disabilities are an untapped human resource*, Human Resource Management, Vol. 47, No. 2, pp. 255–273. https://doi.org/10.1002/hrm.20211
[18] Schur, L., Nishii, L., Adya, M., Kruse, D., Bruyere, S. M., and Blanck, P. (2014), *Accommodating employees with and without disabilities*, Human Resource Management, Vol. 53, No. 4, pp. 593–621. https://doi.org/10.1002/hrm.21607
[19] Baumgärtner, M. K., Dwertmann, D. J. G., Boehm, S. A., Bruch, H. (2015), *Job satisfaction of employees with disabilities: The role of perceived structural flexibility*, Human Resource Management, Vol. 54, No. 2, pp. 323–343. https://doi.org/10.1108/EDI-05-2013-0032 https://doi.org/10.1002/hrm.21673
[20] Kulkarni, M. (2016), *Organizational career development initiatives for employees with a disability*, The International Journal of Human Resource Management, Vol. 27, No. 14, pp. 1662–1679. https://doi.org/10.1080/09585192.2015.1137611
[21] Lerner, D., Adler, D. A., Chang, H., Lapitsky, L., Hood, M. Y., Perissinotto, C., Reed, J., McLaughlin, T. J., Berndt, E. R., Rogers, W. H. (2004), *Unemployment, job retention, and productivity loss among employees with depression*, Psychiatric Services, Vol. 55, no. 12, pp. 1371-1378. https://doi.org/10.1176/appi.ps.55.12.1371
[22] Jones, P., Schmidt, R. A. (2004), *Retail employment and disability*, International Journal of Retail & Distribution Management, Vol. 32, No. 8, pp. 426-429. https://doi.org/10.1108/09590550410549293
[23] Scheid, T. L. (2005), *Stigma as a barrier to employment: Mental disability and the Americans with Disabilities Act*, International Journal of Law and Psychiatry, Vol. 28, No. 6, pp. 670-690.
[24] Fujimoto, Y., Rentschler, R., Le, H., Edwards, D., Härtel, C. E. (2014), *Lessons learned from community organizations: Inclusion of people with disabilities and others*, British Journal of Management, Vol. 25, No. 3, pp. 518-537. https://doi.org/10.1111/1467-8551.12034
[25] Morgan, R. L., Alexander, M. (2005), *The employer's perception: Employment of individuals with developmental disabilities*, Journal of Vocational Rehabilitation, Vol. 23, No. 1, pp. 39-49.

[26] Matković, T., Kogan, I. (2014), *Relative worth of a bachelor's degree: Patterns of labour market integration among drop-outs and graduates in sequential and integrated tertiary education systems*, Acta Sociologica, Vol. 57, No. 2, pp. 101-118. https://doi.org/10.1177/0001699313481813
[27] Gallie D., White M., Cheng Y., Tomlinson M. (1998), *Restructuring the employment relationship*, Oxford University Press.
[28] Gallie, D. (2007), *Employment regimes and the quality of work*, Oxford University Press.
[29] McGovern, P., Hill, S., Mills, C., White, M. (2007), *Market, class and employment*, Oxford University Press.
[30] Lippmann, S. (2008), *Rethinking risk in the new economy: Age and cohort effects on unemployment and re-employment*, Human Relations, Vol. *9*, pp. 1259-1292.
[31] Ram, M., Edwards, P., Jones, T. (2007), *Staying underground: Informal work, small firms and employment regulation in the UK*, Work and Occupations, Vol. 34, pp. 318-44.
[32] Jurik, N. (2005), *Bootstrap Dreams: U. S. microenterprise development in an era of welfare reform*, Cornell University Press.
[33] Gundert, S., Hohendanner, C. (2013), *Do fixed-term and temporary agency workers feel socially excluded? Labour market integration and social well-being in Germany*, Acta Sociologica, Vol. 57, No. 2, pp. 135-152. https://doi.org/10.1177/0001699313496588
[34] Gundert, S., Hohendanner, C. (2011), *Temporary work and fixed-term employment: Social participation is a question of stable jobs*, IAB Short Report, Vol. 4. http://doku.iab.de/kurzber/2011/kb0411.pdf
[35] Reid, L. W., Rubin, B. A. (2005), *Integrating Economic Dualism And Labor Market Segmentation: The Effects of Race, Gender, and Structural Location on Earnings*, 1974–2000, The Sociological Quarterly, Vol. 44, No. 3, pp. 405-432. https://doi.org/10.1111/j.1533-8525.2003.tb00539.x
[36] Lianos, T. P., Asteriou, D., Agiomirgianakis, G. M. (2004), *Foreign university graduates in the Greek labour market: Employment, salaries and overeducation*, International Journal of Finance and Economics, Vol. 9, No. 2, pp. 151-164. https://doi.org/10.1002/ijfe.238
[37] López-Penabad, M.-C., Maside-Sanfiz, J. M., Torrelles-Manent, J., López-Andión, C. (2021), *Performance evaluation of sheltered workshops. Does legal status matter?*, Sustainability (Switzerland), Vol. 13, No. 3, pp. 1-18. https://doi.org/10.3390/su13031100
[38] Cooney, K. (2016), *Work Integration Social Enterprises in the United States: Operating at the Nexus of Public Policy, Markets, and Community*, Nonprofit Policy Forum, Vol. 7, No. 4, pp. 435-460. https://doi.org/10.1515/npf-2016-0009
[39] Andreassen, T. A., Breit, E., Saltkjel, T. (2020), *Research approaches to networked employment services: A systematic review*, Social Policy & Administration, Vol. 54, No. 7, pp. 1179-1197. https://doi.org/10.1111/spol.12597
[40] Clayton, S., Barr, B., Nylen, L., Burström, B., Thielen, K., Diderichsen, F., Dahl, E., Whitehead, M. (2012), *Effectiveness of return-to-work interventions for disabled people: A systematic review of government initiatives focused on changing the behaviour of employers*, European Journal of Public Health, Vol. 22, no. 3, pp. 434-439. https://doi.org/10.1093/eurpub/ckr101
[41] MacEachen, E., Du, B., Bartel, E., Ekberg, K., Tompa, E., Kosny, A., Petricone, I., Stapleton, J. (2017), *Scoping Review of Work Disability Policies and Programs*, International Journal of Disability Management, Vol. 12, pp. 1-11. https://doi.org/10.1017/idm.2017.1
[42] Vornholt, K., Uitdewilligen, S., Nijhuis, F. J. N. (2013), *Factors affecting the acceptance of people with disabilities at work: a literature review*, Journal of Occupational Rehabilitation, Vol. 23, pp. 463–475. https://doi.org/10.1007/s10926-013-9426-0
[43] Lindsay, S., Cagliostro, E., Albarico, M., Mortaji, N. Karon, L. (2018), *A systematic review of the benefits of hiring people with disabilities*, Journal of Occupational Rehabilitation, Vol. 28, pp. 634–655. https://doi.org/10.1007/s10926-018-9756-z
[44] Jansen, J., van Ooijen, R., Koning, P.W.C., Boot, C. R. L., Brouwer, S. (2021), *The role of the employer in supporting work participation of workers with disabilities: a systematic literature review using an interdisciplinary approach*, Journal of Occupational Rehabilitation, Vol. 31, pp. 916–949. https://doi.org/10.1007/s10926-021-09978-3
[45] Schloemer-Jarvis, A., Bader, B., and Böhm, S. A. (2021), *The role of human resource practices for including persons with disabilities in the workforce: a systematic literature review*, The International Journal of Human Resource Management, Vol. 33, No. 1, pp. 45–98. https://doi.org/10.1080/09585192.2021.1996433

[46] Moriña, A., Biagiotti, G. (2022), *Inclusion at university, transition to employment and employability of graduates with disabilities: A systematic review*, International Journal of Educational Development, Vol. 93, No. 102647. https://doi.org/10.1016/j.ijedudev.2022.102647
[47] Rydland HT, Bentsen HL, Ervik R, Grønning, K., Islam, K., Kjerstad, E., Lindén, T. S. (2023), *Promoting labour market inclusion of the chronically ill: a scoping review of Scandinavian countries' efforts*, Scandinavian Journal of Public Health, Vol. 51, No. 8, pp. 1097-1107. https://doi.org/10.1177/14034948221096005
[48] Soni, G., Kodali, R. (2011) *A critical analysis of supply chain management content in empirical research*, Business Process Management Journal, Vol. 17, pp. 238–266. https://doi.org/10.1108/14637151111122338
[49] Manoharan, A. Singal, M. (2017) *A systematic literature review of research on diversity and diversity management in the hospitality literature*, International Journal of Hospitality Management, Vol. 66, pp. 77–91. https://doi.org/10.1016/j.ijhm.2017.07.002
[50] Short, J. (2009), *The art of writing a review article*, Journal of Management, Vol. 35, pp. 1312–1317.
[51] Durach, C. F., Kembro, J., Wieland, A. (2017), *A new paradigm for systematic literature reviews in supply chain management*, Journal of Supply Chain Management, Vol. 53, pp. 67-85. https://doi.org/10. 1111/jscm.12145
[52] Paul, J., Criado, A. R. (2020*), The art of writing literature review: What do we know and what do we need to know ?*, International Business Review, Vol. 29, No. 4, pp. 101717, ISSN 0969-5931. https://doi.org/10.1016/j.ibusrev.2020.101717
[53] Webster, J., and Watson, R. T. (2002), *Analyzing the past to prepare for the future: writing a literature review*, MIS Quarterly, Vol. 26, xiii–xxiii.
[54] Miles, M., Huberman, A. M. (1984), *Qualitative data analysis: A source book of new methods*, Sage.
[55] Froyland, K., Andreassen, T. A., InnvÆr, S. (2019), *Contrasting Supply-side, Demand-side and Combined Approaches to Labour Market Integration*, Journal of Social Policy, Vol. 48, No. 2, pp. 311-328. https://doi.org/10.1017/S0047279418000491
[56] König, A. (1996), *Vocational training and employment for people with psychosocial disabilities: An international perspective*, Psychiatric Rehabilitation Journal, Vol. 20, No. 4, pp. 79-84.
[57] Tschanz, C., and Staub, I. (2017), *Disability-policy models in European welfare regimes: comparing the distribution of social protection, labour-market integration and civil rights*, Disability and Society, Vol. 32, No. 8, pp. 1199-1215. https://doi.org/10.1080/09687599.2017.1344826
[58] Vall Castelló, J. (2017), *What happens to the employment of disabled individuals when all financial disincentives to work are abolished?*, Health Economics (United Kingdom), Vol. 26, pp. 158-174. https://doi.org/10.1002/hec.3533
[59] Waldschmidt, A. (2009), *Disability policy of the European Union: The supranational level*, Alter, Vol. 3, No. 1, pp. 8-23. https://doi.org/10.1016/j.alter.2008.12.002
[60] Pallisera, M., Fullana, J., Puyaltó, C., Vilà, M. (2016), *Changes and challenges in the transition to adulthood: views and experiences of young people with learning disabilities and their families*, European Journal of Special Needs Education, Vol. 31, No. 3, pp. 391-406. https://doi.org/10.1080/08856257.2016.1163014
[61] Price, J., Blanc, C. (2018), *Social Integration and Inclusion: Predictors, Practices and Obstacles*, Nova Science Publishers.
[62] Breznitz, D., Zehavi, A. (2022), *Promoting inclusive innovation for disabled people in four countries: who does what and why?*, Disability and Society. https://doi.org/10.1080/09687599.2022.2093698
[63] Reims, N. (2016), *Labour market status and subjective health in young people with disabilities during their first entry into the labour market*, Sozialer Fortschritt, Vol. 65, No. 6, pp. 127-135. https://doi.org/10.3790/sfo.65.6.127
[64] Altwicker-Hámori, S., Dratva, J. (2019), *Disability pension receipt in young adults: An analysis of the Swiss Social Protection and labour market (SESAM) data,* BMC Public Health, Vol. 19, No. 1, pp. 831. https://doi.org/10.1186/s12889-019-7098-1
[65] Birau, F. R., Dănăcică, D.-E., Spulbar, C. M. (2019), *Social exclusion and labor market integration of people with disabilities. A case study for Romania*, Sustainability (Switzerland), Vol. 11, No. 18, pp. 5014. https://doi.org/10.3390/su11185014
[66] Reims, N., Gruber, S. (2014), *Young rehabilitants in vocational training at the transition to the labour market*, Rehabilitation (Germany), Vol. 53, No. 6, pp. 376-383. https://doi.org/10.1055/s-0034-1370986

[67] Andersson Joona, P., Datta Gupta, N. (2022), *Labour market integration of FRY refugees in Sweden vs. Denmark*. International Migration, Vol. 61, No. 2, pp. 241-259. https://doi.org/10.1111/imig.13007
[68] Barranha, R., Teixeira, T., Quarenta, J., von Doellinger, O. (2021), *Living conditions of patients with schizophrenia spectrum disorders in the region of 'Tâmega e Sousa' (Portugal)*, International Journal of Social Psychiatry, Vol. 67, No. 5, pp. 441-447. https://doi.org/10.1177/0020764020962534
[69] Böheim R., Leoni T. (2018), *Sickness and disability policies: Reform paths in OECD countries between 1990 and 2014*, International Journal of Social Welfare, Vol. 27, No. 2, pp. 168-185. https://doi.org/10.1111/ijsw.12295
[70] Chui, C. H.-K., Chan, C. H., Chandra, Y. (2021), *The role of social enterprises in facilitating labour market integration for people with disabilities: A convenient deflection from policy mainstreaming?*, Journal of Social Policy, Vol. 52, No. 1, pp. 176-196. https://doi.org/10.1017/S0047279421000490
[71] Cueto B., Rodríguez V. (2014), *Sheltered Employment Centres and Labour Market Integration of People with Disabilities: A Quasi-Experimental Evaluation Using Spanish Data*, *AIEL Series in Labour Economics*, Vol. 7, pp. 65-91. https://doi.org/10.1007/978-3-319-04376-0_5
[72] De Ridder, K. A. A., Pape, K., Cuypers, K., Johnsen, R., Holmen, T. L., Westin, S., Bjørngaard, J. H. (2013), *High school dropout and long-term sickness and disability in young adulthood: A prospective propensity score stratified cohort study (the Young-HUNT study)*, BMC Public Health, Vol. 13, No. 1, pp. 941. https://doi.org/10.1186/1471-2458-13-941
[73] Džunić, M., Stanković, J., Janković-Milić, V. (2018), *Multi-criteria approach in evaluating contribution of social entrepreneurship to the employment of socially-excluded groups*, Technological and Economic Development of Economy, Vol. 24, No. 5, pp. 1885-1908. https://doi.org/10.3846/20294913.2017.1347906
[74] Hadjar, A., Kotitschke, E. (2021), *How the Welfare-State Regime Shapes the Gap in Subjective Well-Being Between People With and Without Disabilities*, Kolner Zeitschrift fur Soziologie und Sozialpsychologie, Vol. 73, No. 4, pp. 501-525 https://doi.org/10.1007/s11577-021-00805-4
[75] Hocquet, J.-Y. (2018), The French government's perspective on disability and employment, In Marin B., Prinz C. (Eds.), *Transforming Disability Welfare Policies: Towards Work and Equal Opportunities*, Routledge, pp. 57-64. https://doi.org/10.4324/9781315235769-5
[76] Hollederer, A., Voigtländer, S. (2016), *Health of the unemployed and its effects on labour market integration: Results of the Labour Market and Social Security (PASS) panel study, waves 3 to 7 (2008/09–2013)*, Bundesgesundheitsblatt - Gesundheitsforschung – Gesundheitsschutz, Vol. 59, No. 5, pp. 652-661. https://doi.org/10.1007/s00103-016-2341-8
[77] Kuznetsova, Y., Yalcin, B., Priestley, M. (2017), *Labour Market Integration and Equality for Disabled People: A Comparative Analysis of Nordic and Baltic Countries*, Social Policy and Administration, Vol. 51, No. 4, pp. 577-597. https://doi.org/10.1111/spol.12314
[78] Nys, A., Meeusen, L., Corluy, V. (2016), *Who cares? A Counterfactual Analysis of Household Work Intensity in Households with Disabled Family Members*, Social Indicators Research, Vol. 128, No. 2, pp. 675-691. https://doi.org/10.1007/s11205-015-1050-2
[79] Rauch, A., Dornette, J. (2010), *Equal rights and equal duties? Activating labour market policy and the participation of long-term unemployed people with disabilities after the reform of the German Welfare State*, Journal of Social Policy, Vol. 39, No. 1, pp. 53-70. https://doi.org/10.1017/S0047279409990419
[80] Reims, N., Schels, B. (2021), *Typical school-to-work transitions of young adults with disabilities in Germany – a cohort study of recipients of vocational rehabilitation services after leaving school in 2008*, Disability and Rehabilitation, Vol. 44, No. 20, pp. 5834–5846. https://doi.org/10.1080/09638288.2021.1948115
[81] Reims, N., Tophoven, S. (2021), *Double burden of disability and poverty: Does vocational rehabilitation ease the school-to-work transition?*, Social Inclusion, Vol. 9, No. 4, pp. 92-102. https://doi.org/10.17645/si.v9i4.4649
[82] Samper, M. B., and Fernández, A. C. (2017), *Labor insertion of people with disabilities in public employment. Legal-economic analysis of the situation in the Community of Madrid*, CIRIEC-España Revista de Economia Publica, Social y Cooperativa, Vol. 91, pp. 203-234. https://doi.org/10.7203/CIRIEC-E.91.10738
[83] Timpka, T., and Hermansson, A.-C. (1996), *War-wounded refugees: Labor market integration after two years in Sweden*, International Journal of Social Welfare, Vol. 5, No. 4, pp. 278-285.

[84] Vilà, M., Pallisera, M., and Fullana, J. (2007), *Work integration of people with disabilities in the regular labour market: What can we do to improve these processes?*, Journal of Intellectual and Developmental Disability, Vol. 32, No. 1, pp. 10-18. https://doi.org/10.1080/13668250701196807

[85] Papakonstantinou, D., Papadopoulos, K. (2017), *The impact of information on employers' attitudes towards employees with visual impairments*, Journal of Vocational Rehabilitation, Vol. 47, No. 1, pp. 99-107. https://doi.org/10.3233/JVR-170886

[86] Gilbride, D., Stensrud, R., Vandergoot, D., Golden, K. (2003), *Identification of the characteristics of work environments and employers open to hiring and accommodating people with disabilities*, Rehabilitation Counseling Bulletin, Vol. 46, No. 3, pp. 130–137. https://doi.org/10.1177/00343552030460030101

[87] Graham, J. R., Jones, M. E., Shier, M. (2010), *Tipping points: What participants found valuable in labour market training programmes for vulnerable groups*, International Journal of Social Welfare, Vol. 19, No. 1, pp. 63-72. https://doi.org/10.1111/j.1468-2397.2008.00630.x

[88] Kobus-Ostrowska, D., Papakonstantinou, D. (2020), *Labor market integration of people with disabilities according to Polish and Greek legislation*, Comparative Economic Research, Vol. 23, No. 1, pp. 111-126. https://doi.org/10.18778/1508-2008.23.07

[89] Yanadori, Y., and Van Jaarsveld, D. D. (2014), *The relationships of informal high performance work practices to job satisfaction and workplace profitability*, Industrial Relations: A Journal of Economy and Society, Vol. 53, pp. 501–534. https://doi.org/10.1111/irel.12066

[90] Kehoe, R. R., Wright, P. M. (2013), *The impact of high-performance human resource practices on employees' attitudes and behaviours*, Journal of Management, Vol. 39, No. 2, pp. 366–391. https://doi.org/10.1177/0149206310365901

[91] Katou, A. A., Budhwar, P. S., Patel, C. (2014), *Content vs. Process in the HRM-Performance Relationship: An Empirical Examination*, Human Resource Management, Vol. 53, No. 4, pp. 527–544. https://doi.org/10.1002/hrm.21606

[92] Kuvaas, B. (2008), *An exploration of how the employee-organisation relationship affects the linkage between perception of developmental human resource practices and employee outcomes*, Journal of Management Studies, Vol. 45, pp. 1–25. https://doi.org/10.1111/j.1467-6486.2007.00710.x

[93] Barnes, C., Mercer, G. (2005), *Disability, work, and welfare: Challenging the social exclusion of disabled people*, Work, Employment and Society, Vol. 19, No. 3, pp. 527–545. https://doi.org/10.1177/0950017005055669

[94] Fevre, R., Robinson, A., Lewis, D., Jones, T. (2013), *The ill-treatment of employees with disabilities in British workplaces*, Work, Employment and Society, Vol. 27, No. 2, pp. 288–307. https://doi.org/10.1177/0950017012460311

[95] Schur, L., Han, K., Kim, A., Ameri, M., Blanck, P., and Kruse, D. (2017), *Disability at Work: A Look Back and Forward*, Journal of Occupational Rehabilitation, Vol. 27, No. 4, pp. 482–497. https://doi.org/10.1007/s10926-017-9739-5

[96] Roulstone, A., and Warren, J. (2007), *Applying a barriers approach to monitoring disabled people's employment: Implications for the Disability Discrimination Act 2005*, Disability & Society, Vol. 21, No. 2, pp. 115–131. https://doi.org/10.1080/09687590500498036

[97] Bengisu, M., Balta, S. (2011), *Employment of the workforce with disabilities in the hospitality industry*, Journal of Sustainable Tourism, Vol. 19, No. 1, pp. 35-57. https://doi.org/10.1080/09669582.2010.499172.

[98] Miethlich, B., Šlahor, L.. (2018), *Employment of persons with disabilities as a corporate social responsibility initiative: necessity and variants of implementation*, Innovations in Science and Education, CBU International Conference, Prague, CBU Research Institute, pp. 350-355, https://doi.org/10.12955/cbup.v6.1181.

[99] Cavanagh, J., Meacham, H., Bartram, T., Oakman, J., Bigby, C., Fossey, E. (2016), *Supporting workers with disabilities: A scoping review of the role of human resource management in contemporary organisations*, Asia Pacific Journal of Human Resources. https://doi.org/10.1111/1744-7941.12111

[100] Posthuma R. A., Campion M. C., Masimova M. Campion M. A. (2013), *A high-performance work practices taxonomy: integrating the literature and directing future research*, Journal of Management, Vol. 39, No. 5, https://doi.org/10.1177/014920631347818

[101] Albrecht S. L., Bakker A. B., Gruman J. A., Macey W. H., Saks A. M. (2015), *Employee engagement, human resource management practices and competitive advantage: An integrated approach,* Journal of Organizational Effectiveness: People and Performance, Vol. 2, No. 1, pp. 7-35. https://doi.org/10.1108/JOEPP-08-2014-0042

[102] Monteiro, N. P., Straume, O. R. (2024), *Management Practices, Pay, and Pay Inequality*, Journal of Labor Research, Vol. 45, pp. 254–304. https://doi.org/10.1007/s12122-024-09357-w
[103] Edgar, F., Geare, A. (2005), *HRM practice and employee attitudes: Different measures-different results*, Personnel Review, Vol. 34, No. 5, pp. 534–549. https://doi.org/10.1108/00483480510612503
[104] Liu, D., Gong, Y., Zhou, J., Huang, J. C. (2017), *Human resource systems, employee creativity, and firm innovation: The moderating role of firm ownership*, Academy of Management Journal, Vol. 60, No. 3, pp. 1164–1188. https://doi.org/10.5465/amj.2015.0230
[105] Jensen, J. M., Patel, P. C., Messersmith, J. G. (2013), *High-performance work systems and job control: Consequences for anxiety, role overload, and turnover intentions*, Journal of Management, Vol. 39, No. 6, pp. 1699–1724. https://doi.org/10.1177/0149206311419663
[106] Yamamoto, H. (2013), *The relationship between employees' perceptions of human resource management and their retention: From the viewpoint of attitudes toward job-specialties*, The International Journal of Human Resource Management, Vol. 24, No. 4, pp. 747–767. https://doi.org/10.1080/09585192.2012.697478
[107] Conway, E., Fu, N., Monks, K., Alfes, K., Bailey, C. (2016), *Demands or resources? The relationship between HR practices, employee engagement, and emotional exhaustion within a hybrid model of employment relations*, Human Resource Management, 55(5), 901–917. https://doi.org/10.1002/hrm.21691
[108] Castanheira, F., Story, J. (2016), *Making good things last longer: The role of savoring on the relationship between HRM and positive employee outcomes*, Human Resource Management, Vol. 55, No. 6, pp. 985–1000. https://doi.org/10.1002/hrm.21704
[109] Alfes, K., Shantz, A. D., Truss, C., Soane, E. C. (2013), *The link between perceived human resource management practices, engagement and employee behaviour: A moderated mediation model*, The International Journal of Human Resource Management, Vol. 24, No. 2, pp. 330–351. https://doi.org/10.1080/09585192.2012.679950
[110] Teborg, S., Hünefeld, L., and Gerdes, T. S. (2024), *Exploring the working conditions of disabled employees: a scoping review*, Journal of Occupational Medicine and Toxicology, Vol. 19, No. 2, pp. 1-18. https://doi.org/10.1186/s12995-023-00397-z
[111] Carroll, A. B. (1991), *The pyramid of corporate social responsibility: toward the moral management of organizational stakeholders*, Business Horizons, Vol. 34, No. 4, pp. 39-48. https://doi.org/10.1016/0007-6813(91)90005-G.

Author



Hajaina Ravoaja is affiliated with the Oniversity FJKM Ravelojaona (OniFRa), Gilpin, Ampandrana, Antananarivo, Madagascar. This article is part of his research into vulnerable people: young people who have difficulty finding a job or stabilising in the labour market, and displaced persons. (email: ravoaja.hajaina@gmail.com).