

NEURODIVERSITY IN HUMAN RESOURCE MANAGEMENT: A BIBLIOMETRIC ANALYSIS AND RESEARCH AGENDA FOR INDONESIA

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Abstract

Neurodiversity conceptualizes autism, attention-deficit/hyperactivity disorder (ADHD), dyslexia, and related cognitive differences as natural variations in human cognition rather than individual deficits. Although this perspective has gained increasing attention in human resource management (HRM), the intellectual structure and relevance of the existing literature to the Indonesian context remain insufficiently understood. This study maps the development of global research on neurodiversity and HRM and identifies research priorities for Indonesia. A bibliometric analysis was conducted using 993 records retrieved through a Boolean search combining neurodiversity- and HRM-related terms. Following a PRISMA-guided screening process, keyword co-occurrence, density, overlay, and total link-strength analyses were performed using VOSviewer. The analysis identified 43 dominant terms grouped into four thematic clusters: (1) inclusive HRM and diversity management, (2) workplace accommodation and disclosure, (3) intervention and school-to-work transition, and (4) ADHD and occupational mental health. The findings indicate that autism spectrum disorder and ADHD remain the most prominent topics in the literature. The field has gradually shifted from predominantly clinical and educational perspectives in 2020–2021 toward workplace accommodation in 2022 and more strategic HRM-oriented discussions during 2023–2024. However, link-strength analysis reveals that relationships between core HRM concepts and issues of accommodation, disclosure, and occupational mental health remain relatively fragmented. Moreover, Indonesia-specific and developing-country perspectives are absent from the dominant keyword structure. These findings demonstrate a substantial geographical and conceptual research gap. Accordingly, the study proposes five priority research themes to advance neurodiversity-inclusive HRM in Indonesia and provides a foundation for future empirical, policy-oriented, and organizational research.

Keywords: *bibliometric analysis; diversity management; inclusive workplace; neurodivergent employees; strategic human resource management; workplace accommodation*

1. INTRODUCTION

The concept of neurodiversity was introduced to describe neurological differences, including autism, attention-deficit/hyperactivity disorder (ADHD), dyslexia, and related cognitive variations, as part of the natural diversity of human functioning rather than solely as pathological conditions requiring correction (Singer, 1999). Over the past decade, this perspective has gradually moved beyond disability advocacy and clinical discourse into organizational and management research. This development has encouraged a shift from a medical and deficit-based understanding of disability toward social, relational, and

strengths-based perspectives that emphasize the interaction between individual characteristics and workplace conditions (CIPD, 2018; Doyle, 2020). Within human resource management (HRM), such a shift is particularly important because it repositions neurodivergent employees from being viewed primarily as subjects of legal compliance or workplace adjustment to being recognized as potential contributors of distinctive cognitive capabilities. These capabilities may include pattern recognition, sustained concentration, analytical precision, innovative thinking, and creative problem-solving, provided that organizations establish appropriate systems of support and job design (Austin & Pisano, 2017).

The growing recognition of neurodiversity has important implications for the design and implementation of HRM practices. Conventional recruitment, selection, performance management, communication, and career-development systems are often based on standardized assumptions regarding communication style, social interaction, concentration, and behavioral conformity. Such practices may unintentionally disadvantage neurodivergent candidates and employees, even when they possess competencies that are highly relevant to organizational performance. In response, neurodiversity-inclusive HRM emphasizes recruitment procedures that reduce unnecessary social barriers, workplace accommodations tailored to individual needs, flexible job design, psychologically safe disclosure mechanisms, and managerial training that improves understanding of neurological differences. Emerging evidence suggests that these practices can improve employee inclusion, reduce the psychological and emotional costs associated with masking, support more constructive disclosure experiences, and strengthen employees' ability to contribute effectively to organizational goals (Kersten et al., 2024; Vargas-Salas et al., 2025).

Despite this development, the existing literature remains fragmented across clinical psychology, education, disability studies, occupational health, organizational behavior, and HRM. A substantial proportion of prior research continues to focus on diagnosis, educational intervention, and school-to-work transition rather than on strategic workforce management. Even within workplace studies, attention is frequently concentrated on accommodation and individual adjustment, while broader HRM issues such as talent acquisition, performance evaluation, leadership, employee development, retention, organizational culture, and long-term career progression remain less systematically integrated. This fragmentation limits understanding of how neurodiversity can be embedded within a coherent HRM system rather than addressed through isolated organizational initiatives.

The geographical concentration of the literature creates an additional limitation. Most empirical and conceptual studies have been conducted in Western and developed-country settings, where disability legislation, organizational resources, labor-market institutions, and public awareness may differ considerably from those in emerging economies. Consequently, it remains uncertain whether the assumptions, interventions, and organizational practices identified in those settings can be directly transferred to Indonesia. Indonesian workplaces

are characterized by considerable variation in organizational size, managerial capacity, employment formality, cultural expectations, and access to occupational support. Dedicated guidance concerning neurodiversity-inclusive recruitment, disclosure, accommodation, managerial capability, and career development also remains at an early stage (Ong & Jamil, 2024). This context indicates the need for a research agenda that is sensitive not only to neurological differences but also to the institutional, cultural, and organizational realities of the Indonesian labor market.

The rapid expansion and multidisciplinary nature of neurodiversity research make conventional narrative reviews insufficient for identifying the field's overall intellectual structure. Individual studies may explain particular workplace experiences or interventions, but they do not necessarily reveal how dominant concepts are connected, which themes have developed over time, and which areas remain weakly integrated. Bibliometric analysis offers a systematic approach to addressing this limitation by examining publication patterns, keyword relationships, thematic clusters, and the evolution of research topics. In particular, keyword co-occurrence mapping can identify the conceptual architecture of a field by visualizing how frequently key terms appear together and how research themes are organized into related clusters (Van Eck & Waltman, 2010).

Accordingly, this study applies a PRISMA-guided search and screening procedure (Page et al., 2021) combined with VOSviewer-based keyword co-occurrence, density, overlay, and link-strength analyses. The study has three objectives. First, it identifies the major thematic clusters that structure global research at the intersection of neurodiversity and HRM. Second, it traces the development of these themes between 2020 and 2024 to determine whether the literature has shifted from clinical and educational orientations toward workplace and strategic HRM perspectives. Third, it evaluates the extent to which the current knowledge structure addresses issues relevant to Indonesia and uses the identified gaps to formulate a neurodiversity-inclusive HRM research agenda for the country.

This study contributes to the literature in three respects. Conceptually, it consolidates a multidisciplinary body of research into an interpretable thematic structure. Methodologically, it combines systematic screening with bibliometric visualization to examine both the content and development of the field. Contextually, it extends the discussion beyond dominant Western settings by identifying priority areas for empirical, organizational, and policy-oriented research on neurodiversity-inclusive HRM in Indonesia.

2. RESEARCH METHOD

Bibliographic records were retrieved using the Boolean search string ("neurodiversity" OR "neurodivergent" OR "ADHD" OR "autism" OR "dyslexia") AND ("HRM" OR "Human Resource Management" OR "workplace" OR "organizational effectiveness"), applied to titles and abstracts. The initial search returned 993 records. Screening and de-duplication

followed the PRISMA 2020 guidelines (Page et al., 2021); records were retained only if they were peer-reviewed journal articles or conference papers addressing a neurodivergent condition within an employment or organizational setting, leaving [N] records eligible for keyword analysis (see PRISMA flow diagram).

Keyword co-occurrence data were processed in VOSviewer (Van Eck & Waltman, 2010) using full counting with a minimum term-occurrence threshold of five. During term filtering, generic and structural terms with no substantive conceptual content were manually excluded for example chapter, paper, theory, literature, systematic review, and qualitative study together with terms belonging to adjacent literatures such as parent, family, adolescent, child, and teacher, which reflect child-development and education research rather than the adult workplace. Core HRM and neurodiversity terms (e.g., human resource management, organization, neurodiversity, inclusion, workplace accommodation, disclosure, employment outcome, mental health) were retained. This filtering strategy follows established practice for improving thematic coherence in keyword co-occurrence maps (Van Eck & Waltman, 2010).

VOSviewer's default clustering algorithm (resolution = 1.0) grouped the retained terms into thematic clusters, reported here as three complementary maps: a network visualization (terms colored by cluster), an overlay visualization (terms colored by the average publication year of their co-occurrences, indicating temporal trends), and a density visualization (terms shaded by occurrence frequency, indicating research intensity). Cluster themes were interpreted qualitatively from their constituent top-ranked keywords, and link strength between clusters was read from the thickness of the connecting lines in the network map.

3. RESULTS AND DISCUSSION

Keyword co-occurrence analysis yielded 43 terms meeting the minimum-occurrence threshold, organized by VOSviewer into four clusters (Table 1). The following subsections present the network, density, and overlay visualizations in turn, before discussing the link-strength pattern that motivates a distinct research agenda for Indonesia.

3.1 Thematic Cluster Mapping (Network Visualization)

Figure 1 shows the network visualization of keyword co-occurrence, with terms colored by cluster membership; node size reflects occurrence frequency and line thickness reflects co-occurrence strength. Table 1 summarizes each cluster's size, thematic focus, and full keyword membership.

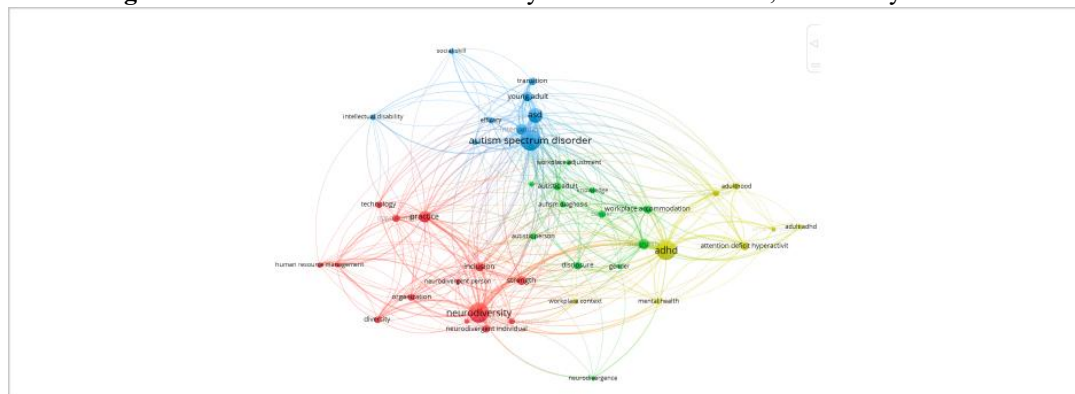
Table 1 VOSviewer cluster summary (43 items, 4 clusters)

Cluster	n	Thematic Focus	Representative Keywords (VOSviewer items)
1 — Red	14	Inclusive HRM & Diversity Management	diversity; hrm; human resource management; inclusion; neurodivergent; neurodivergent employee; neurodivergent individual;

			neurodivergent person; neurodiversity; opportunity; organization; practice; strength; technology
2 — Green	12	Workplace Accommodation & Disclosure	autism diagnosis; autistic adult; autistic person; barrier; diagnosis; disclosure; gender; knowledge; neurodivergence; workplace accommodation; workplace adjustment; workplace support
3 — Blue	9	Intervention & School-to-Work Transition	asd; autism spectrum disorder; efficacy; employment outcome; intellectual disability; intervention; social skill; transition; young adult
4 — Yellow	8	ADHD & Occupational Mental Health	adhd; adhd symptom; adult adhd; adulthood; attention deficit hyperactivity; mental health; symptom; workplace context

Note. Full counting, minimum term occurrence = 5. Source: authors' VOSviewer analysis
Source: Data Processed, 2026

Figure 1. Network visualization of keyword co-occurrence, colored by cluster.



Source: Data Processed, 2026

Cluster 1 (red, 14 items) is anchored by neurodiversity, practice, and inclusion, and connects strongly to human resource management, organization, diversity, and strength, reflecting a strategic HRM perspective in which neurodivergent employees are framed as a source of distinctive strengths rather than a compliance concern (Kersten et al., 2024; Ong & Jamil, 2024). Cluster 2 (green, 12 items) is built around workplace accommodation, workplace adjustment, and disclosure, alongside autism diagnosis, barrier, and gender, and represents the operational and interpersonal side of inclusion: how work environments are adapted for autistic adults, and the closely related, gender-inflected question of whether employees disclose their condition at all (Vargas-Salas et al., 2025). Cluster 3 (blue, 9 items) is dominated by autism spectrum disorder, young adult, transition, and social skill, reflecting a substantial literature on the school-to-work transition for young autistic adults and the interventions used to support it. Cluster 4 (yellow, 8 items) centers on adhd, adult adhd, and mental health, capturing a more clinically specific and comparatively recent stream of research on adult ADHD symptoms and their interaction with workplace conditions and psychological distress (Nagata et al., 2019).

autism diagnosis, and technology a practical, operational framing. The most recent records (2023–2024, yellow) concentrate on adult adhd, mental health, neurodivergence, and terms linked to HRM and inclusion a strategic HRM framing. Read together, the three maps show a field that has moved from a medical model of disability toward a social and, most recently, a strategic HRM model (CIPD, 2018; Doyle, 2020), while remaining anchored in two clinical diagnostic categories (ASD, ADHD) rather than the fuller range of neurodivergent conditions.

3.3 Link Strength and the Research Gap for Indonesia

In the network map, human resource management and organization already show thick connecting lines to the red cluster's core (neurodiversity, practice), indicating that the conceptual link between HRM and neurodiversity is comparatively well established in the global literature. The lines connecting human resource management to workplace accommodation, disclosure, and mental health are visibly thinner, suggesting that the operational and well-being dimensions of neurodiversity-inclusive HRM are less developed than the strategic, conceptual dimension. Two further gaps stand out. First, no geographic or cultural-context terms Indonesia, developing countries, collectivist culture appear among the 43 retained keywords, even though Indonesia has its own disability-employment research base outside the neurodiversity framing specifically (see, e.g., Poerwanti, 2017, on workplace inclusion for employees with disabilities in Indonesia). Second, the map is dominated by two diagnostic categories autism spectrum disorder (Clusters 2–3) and ADHD (Cluster 4) while other neurodivergent conditions such as dyslexia and dyscalculia are largely absent, suggesting they remain under-studied within an HRM frame even globally.

3.4 From PRISMA Screening to a Knowledge Map: Toward an Indonesian Agenda

The PRISMA screening and the VOSviewer mapping serve complementary purposes. PRISMA (Page et al., 2021) answers a quantity question of 993 initially retrieved records, which are relevant enough to retain while VOSviewer (Van Eck & Waltman, 2010) answers a structure question, showing that the retained literature converges on 43 recurring terms across four themes. Because the resulting map is dominated by clinical categories rather than by organizational or country context, the PRISMA-to-VOSviewer pipeline itself helps make the research gap visible: a systematic screening of a broad, internationally indexed literature still returns almost no Indonesia-specific or strategic-HRM-heavy material. Building on this gap, Table 2 proposes five priority research themes for neurodiversity-inclusive HRM in Indonesia, spanning the strategic, operational, and well-being dimensions identified in Clusters 1–4.

Table 2 Priority research themes for neurodiversity-inclusive HRM in Indonesia

No	Priority Research Theme	Suggested Focus and Methods
1	Inclusive Recruitment & Selection	How Indonesian organizations can design neurodivergent-friendly job postings, selection tools, and interviews; field surveys of HR practice and analysis of Indonesian labor-law provisions.
2	Workplace Accommodation Policy	Low-cost, context-appropriate accommodation frameworks for Indonesian organizations; case studies of early-adopter employers and structured manager interviews.
3	Disclosure & Stigma Management	Factors shaping neurodivergent employees' willingness to disclose in Indonesian workplaces; interviews and disclosure-scenario (vignette) experiments.
4	Inclusive Performance Management & Leadership	Adapting appraisal criteria and leadership behavior to recognize neurodivergent strengths; qualitative studies with supervisors and neurodivergent staff.
5	Neurodiversity Climate Measurement	Development and validation of a Bahasa Indonesia neurodiversity-inclusion climate scale; scale development and nationwide organizational surveys.

Note. Themes are ordered to progress from entry point (recruitment) to sustained inclusion (climate).

Source: Data Processed, 2026

4. CONCLUSION

This bibliometric analysis mapped the global literature on neurodiversity and HRM into four thematic clusters inclusive HRM and diversity management, workplace accommodation and disclosure, education-to-work transition, and ADHD and occupational mental health and traced a shift from a clinical and educational framing (2020–2021) toward accommodation-focused (2022) and, most recently, strategic HRM framing (2023–2024). Autism spectrum disorder and ADHD dominate the field, while connections between core HRM terms and the accommodation, disclosure, and mental-health clusters remain comparatively thin, and no Indonesia-specific or developing-country terms appear among the retained keywords. This indicates that neurodiversity-inclusive HRM is a live and growing theoretical concern globally, but one whose operational guidance for HR practice and whose applicability to emerging economies such as Indonesia remains underdeveloped. The five priority research themes proposed in Table 2 offer a starting agenda for closing this gap; future work should combine bibliometric mapping of this kind with primary data collection from Indonesian organizations and neurodivergent employees themselves. As with any bibliometric study, these findings are bounded by the coverage of the source database and search terms used, and the cluster labels involve an element of interpretive judgment; researchers extending this map should treat the four clusters as a starting point rather than a final classification.

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