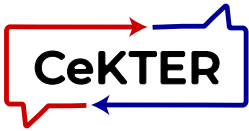


# eScholarship@UMassChan

## Employment Outcomes among People with Disabilities: Employer-Related Determinants

Item Type	CeKTER (Center on Knowledge Translation for Employment Research)
Authors	Russinova, Zlatka;de Wet, Anneliese;Bloch, Philippe;Shulman, Alex
DOI	<a href="https://doi.org/10.13028/e273-3332">10.13028/e273-3332</a>
Publisher	UMass Chan Medical School
Rights	© 2025 Boston University & UMass Chan Medical School. All Rights Reserved.
Download date	2025-11-25 22:31:56
Item License	<a href="https://creativecommons.org/licenses/by-nc-sa/4.0/">https://creativecommons.org/licenses/by-nc-sa/4.0/</a>
Link to Item	<a href="https://hdl.handle.net/20.500.14038/54369">https://hdl.handle.net/20.500.14038/54369</a>



# Employment Outcomes among People with Disabilities: Employer-Related Determinants

## *Selected Findings from NIDILRR-funded Disability Employment Research in the 21<sup>st</sup> Century*

A systematic scoping review of research published between 2000 and 2020 on employment of people with disabilities, that was funded by the National Institute on Disability, Independent Living, and Rehabilitation Research (NIDILRR), was conducted by CeKTER researchers. All papers comparing people with disabilities to those without were excluded from the systematic scoping review. Among over 100 publications reviewed there was a wide and very disparate array of findings with numerous variables used and varying research questions. This result belies summative findings. There are numerous ways of organizing the disparate findings. This brief is part of a series of findings from CeKTER's systematic scoping review. In this brief we report on findings about employer-related determinants impacting the employment of people with disabilities, including the hiring and retention of employees with disabilities. Please note that all comparisons are always about corresponding peers with disabilities.

## Hiring of People with Disabilities

- Openness of employers to hire people with disabilities is associated with:<sup>1</sup>
  - Presence of people with disabilities with other workers
  - Balanced treatment of people with disabilities
  - Having flexible management style
  - Having focus on workers' performance
  - Provision of accommodations
  - Provision of "cafeteria-style" benefits
  - Job match relevant to disability
  - Seeking input from people with disabilities
  - Focus on essential job functions rather than marginal functions
  - Availability of internships
  - Partnership with a community rehabilitation program
- Hiring of people with disabilities is associated with:<sup>2</sup>
  - Employer's view of people with disabilities as a viable source of labor for the organization
- Openness of employers to hire people with visual impairments is associated with:<sup>3</sup>
  - Previous hiring of a person with visual impairment
  - Knowledge about how work tasks can be accomplished by people with visual impairments
  - Partnership with a vocational rehabilitation (VR) agency
- Hiring of people with visual impairments is associated with:
  - Communications with a VR agency<sup>4,5</sup>
  - Having positive attitudes toward people with visual impairments<sup>4,5</sup>
  - Company size (in favor of large companies)<sup>5</sup>
  - Having established company policies<sup>5</sup>
  - Having a personal relationship with a person with a visual impairment<sup>5</sup>
  - Receipt of job applications from individuals with visual impairment<sup>5</sup>

# Retention of Employees with Disabilities

➤ Retention of workers with disabilities is associated with:<sup>2</sup>

- Provision of personal development opportunities to employees at every level
- Seeking the ideas and involvement of employees
- Assuring employees know how their work supports the company mission
- Absence and disability management practices related to improving health and managing health conditions
- Consistent return to work procedures
- Employee-oriented culture
- Focus on health and safety promotion
- Early intervention to delay/prevent employment exits due to health impairment



## References

1. 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, 46*(3), 130–137.
2. Habeck, R., Hunt, A., Rachel, C. H., Kregel, J., & Chan, F. (2010). Employee retention and integrated disability management practices as demand side factors. *Journal of Occupational Rehabilitation, 20*, 443–455.
3. McDonnall, M. C., & Crudden, A. (2018). Predictors of employer attitudes toward blind employees, revisited. *Journal of Vocational Rehabilitation, 48*(2), 221–231.
4. McDonnall, M. C. (2018). Factors associated with employer hiring decisions regarding people who are blind or have low vision. *Journal of Visual Impairment & Blindness, 112*(2), 197–203.
5. McDonnall, M. C., & Antonelli, K. (2019). A second look at factors associated with employer hiring behavior regarding people who are blind or have low vision. *Journal of Visual Impairment & Blindness, 113*(6), 538–550.

**Suggested Citation:** Russinova, Z., De Wet, A., Bloch, P., & Shulman, A. M. (2025). Employment Outcomes among People with Disabilities: Employer-Related Determinants: Selected Findings from NIDILRR-funded Disability Employment Research in the 21<sup>st</sup> Century. *Psychiatry Information in Brief*. Worcester, MA: UMass Chan Medical School & Boston University, Center on Knowledge Translation for Employment Research.

The contents of this product were funded by the National Institute on Disability, Independent Living, and Rehabilitation Research (NIDILRR), Grant #90DPEM0004. NIDILRR is a Center within the Administration for Community Living (ACL). ACL is an agency in the Department of Health and Human Services (HHS). The contents of this product do not necessarily represent the policy of NIDILRR, ACL, or HHS and you should not assume endorsement by the Federal Government.

