

Neurodiversity Management in HRM: A Systematic Literature Review and Research Agenda

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Abstract

Workplace neurodiversity has gained increasing visibility in management and HRM, yet many organisational systems remain implicitly designed for neurotypical employees, creating barriers across the employee lifecycle. Building on diversity management, the resource-based view, and organisational justice perspectives, this paper examines how HRM can support neurodivergent employees while enabling organisations to benefit from cognitive diversity in an ethical and sustainable manner. The study aims to synthesise the HRM-oriented neurodiversity literature and identify the main conceptual and empirical gaps that currently limit evidence-based guidance.

A systematic literature review was conducted using Scopus, Web of Science, and Google Scholar, covering publications from 2015 to 2025. Records were screened against predefined inclusion criteria and analysed through thematic coding across key HRM domains: recruitment, selection, onboarding, job design, workplace adjustments, performance management, learning, development, wellbeing and retention. The review also assessed how studies position neurodiversity within diversity management – e.g., inclusion versus assimilation logics, the role of organisational culture, and responsibility for accommodations – and how these framings relate to justice and value creation.

Findings indicate rapid growth in publications but an uneven and fragmented evidence base. Research is frequently concentrated on recruitment-focused initiatives – often centred on autism – while post-hire practices and other neurodivergent profiles receive less systematic attention. Definitions and operationalisations of “neurodiversity” vary substantially, and rigorous evaluations of HR interventions, including potential unintended consequences, remain scarce. The paper proposes a research agenda and outlines an ND-HRM framework linking inclusive diversity management principles, strengths identification, wellbeing supports, and justice-oriented HR systems to sustainable employee and organisational outcomes.

Keywords: neurodiversity, neurodivergence, management, HRM, systematic literature review, work