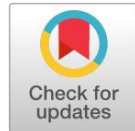


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Inclusive Infrastructure: Assessing the Synergy Between Universal Design Facilities and Neurodiversity-Friendly Human Resource Management

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ABSTRACT

Background. Neurodiversity support requires inclusive workplaces combining physical Universal Design (UD) (e.g., sensory spaces) and neurodiversity-friendly HR practices (e.g., flexible schedules). However, the synergy between these infrastructure and procedural elements is largely underexplored.

Purpose. This research assesses the combined impact of UD features and neurodiversity-sensitive HR practices on neurodiverse employees, workplace inclusivity, and related outcomes.

Method. A mixed-methods approach using quantitative surveys and qualitative interviews was conducted across 25 organizations, involving both employees and HR managers.

Results. Integrating both UD facilities and neurodiversity-friendly HR practices significantly boosted employee satisfaction, engagement, and performance. This combination proved more effective than either factor alone, demonstrating a clear synergistic effect.

Conclusion. A holistic approach merging UD infrastructure and HR strategies is crucial for neurodiversity inclusion, enhancing employee well-being and productivity. These findings provide a framework for future research on workplace diversity

KEYWORDS

Human Resource Management, Inclusive Infrastructure, Universal Design, Neurodiversity, Workplace Inclusion

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INTRODUCTION

Inclusive infrastructure has gained significant attention in the past few decades as societies increasingly recognize the importance of accessibility for individuals with diverse needs. The concept of Universal Design (UD), initially developed to address physical disabilities, has evolved into a broader framework aimed at creating environments that are accessible, usable, and beneficial to all people, regardless of their abilities or limitations. This shift toward inclusivity has profound implications for workplaces, as organizations seek to foster diverse, equitable, and productive environments for their employees. Within this broader context, neurodiversity the recognition and inclusion of individuals with cognitive variations such as autism, ADHD, and dyslexia has emerged as a critical dimension of emerged as a Critical an



emerged as a critical and dyslexia has emerged as a critical dimension of workplace diversity. Research suggests that neurodiverse individuals can bring unique strengths to organizations, including innovative problem-solving and diverse perspectives (J. Jiang dkk., 2025). However, the integration of neurodiversity into workplace environments often requires both infrastructural and human resource management (HRM) interventions (Headen dkk., 2025). Universal Design principles, which focus on creating spaces that are flexible and adaptable, can play a crucial role in facilitating the inclusion of neurodiverse employees (W. Zhang dkk., 2025). This integration of physical space and HRM practices, however, is not without its challenges and complexities, which necessitate closer examination.

Despite the growing awareness of neurodiversity in workplaces and the importance of inclusive infrastructure, there remains a gap in understanding how these two elements UD facilities and neurodiversity-friendly HRM can work synergistically to create truly inclusive environments (Z. Jiang dkk., 2025). Many organizations have implemented Universal Design features to accommodate employees with physical disabilities, but the specific needs of neurodiverse individuals, who may require different forms of support, are often overlooked in these initiatives (Li dkk., 2025). Similarly, HRM practices that are designed to be neurodiversity-friendly, such as flexible work schedules or individualized job roles, are not always aligned with the physical infrastructure of the workplace (Fan dkk., 2025). The lack of integration between UD facilities and HRM practices leads to missed opportunities for creating environments where neurodiverse employees can thrive (Pesqueira dkk., 2025a). While there are individual studies addressing either neurodiversity-friendly HRM or Universal Design separately, little attention has been paid to how these two components can be harmonized to maximize workplace inclusivity (Y. Wang dkk., 2025). This research, therefore, seeks to address this gap by investigating the synergy between UD facilities and neurodiversity-friendly HRM practices.

The primary objective of this research is to assess the synergy between Universal Design facilities and neurodiversity-friendly Human Resource Management practices within workplace settings (Z. Wang dkk., 2025). Specifically, this study aims to explore how the physical environment, shaped by UD principles, interacts with HRM strategies that cater to neurodiverse employees (T. Zhang dkk., 2025). By examining organizations that have integrated both UD features and neurodiversity-sensitive HRM practices, the research seeks to determine whether such integration leads to improved employee engagement, productivity, and overall well-being (Pagnotta dkk., 2025a). In addition, this study aims to identify specific aspects of UD facilities that are most beneficial for neurodiverse individuals and how HRM practices can be optimized to complement these infrastructural elements (Baruah, 2024a). Ultimately, the goal is to provide actionable insights for organizations looking to build more inclusive workplaces that can better support neurodiverse employees (Rothman dkk., 2025a). The research will contribute to the growing body of knowledge on workplace inclusivity by exploring the intersection of physical infrastructure and HRM strategies in promoting diversity and equity.

A thorough review of the existing literature reveals that while both Universal Design and neurodiversity-friendly HRM have been extensively studied in isolation, there is limited research exploring the intersection between these two domains in the context of workplace inclusivity (Bond dkk., 2025a). Previous studies have predominantly focused on the benefits of UD for individuals with physical disabilities, overlooking the unique needs of neurodiverse employees (Pesqueira dkk., 2025b). Similarly, HRM literature has addressed various practices to accommodate neurodiverse employees, but these studies rarely consider the role of the physical workspace in supporting these practices (Carik dkk., 2025a). Furthermore, while some research highlights the importance of

creating inclusive environments for neurodiverse individuals, few studies have empirically investigated how the physical environment and HRM strategies can work together to promote neurodiversity inclusion (Neilson dkk., 2025a). This research, therefore, fills an important gap in the literature by examining how the combination of UD facilities and neurodiversity-friendly HRM can create a more supportive and inclusive work environment (Ferrer Knight & Birtles, 2025a). The findings will help bridge the divide between the two areas and provide a more holistic understanding of how to support neurodiverse employees in the workplace.

The novelty of this research lies in its exploration of the synergy between Universal Design facilities and neurodiversity-friendly HRM practices (Carik dkk., 2025b). While both elements have been discussed separately in the literature, their combined effect on workplace inclusivity has not been thoroughly examined (Meerman dkk., 2025). By addressing this gap, this study provides a unique contribution to the field of workplace diversity and inclusion. The research's focus on the intersection of physical infrastructure and HRM practices is significant, as it emphasizes the need for a holistic approach to neurodiversity inclusion that goes beyond individual accommodations (Tchanturia dkk., 2025). This research is particularly timely, as organizations are increasingly recognizing the value of neurodiverse employees and are seeking ways to create more inclusive environments (Chadwick dkk., 2025). By investigating how physical infrastructure can complement HRM practices, the study provides actionable insights for organizations striving to implement effective inclusion strategies (Ferrer Knight & Birtles, 2025b). The findings of this research will not only contribute to academic knowledge but also offer practical recommendations for organizations looking to enhance the work environment for neurodiverse individuals (Neilson dkk., 2025b). Given the growing importance of inclusivity in today's workforce, this research has the potential to influence both academic discourse and organizational practices in the field of diversity management.

RESEARCH METHODOLOGY

This study employs a mixed-methods research design, combining both qualitative and quantitative approaches to assess the synergy between Universal Design facilities and neurodiversity-friendly Human Resource Management practices (Patilima, 2025). The quantitative phase involves the use of surveys to collect data on organizational characteristics, including the presence of Universal Design features and neurodiversity-sensitive HRM practices (Bond dkk., 2025b). These surveys also measure employee satisfaction, engagement, and perceptions of inclusivity (Aminpour dkk., 2025). The qualitative phase complements this by conducting in-depth interviews with HR managers, facilities coordinators, and neurodiverse employees to explore their experiences with these practices and infrastructure elements (Baruah, 2024b). The use of mixed-methods allows for a comprehensive understanding of how the physical and managerial aspects of workplace inclusion interact.

The population for this study consists of organizations that have implemented both Universal Design facilities and neurodiversity-friendly HRM practices (Hinton & Hinton, 2024). A purposive sampling technique is used to identify and select these organizations, which include both public and private sector entities from various industries, ensuring diversity in organizational size and sector (Ullery dkk., 2025). The sample for the quantitative phase will consist of approximately 200 employees from these organizations, while the qualitative phase will involve 20 in-depth interviews with key stakeholders, including HR managers and neurodiverse employees. This sample size is deemed sufficient to provide a robust analysis of the research questions.

The instruments for data collection include a structured survey designed to assess the presence of Universal Design facilities, neurodiversity-friendly HRM practices, and their perceived impact on employee satisfaction and performance. The survey uses a Likert scale for responses, ranging from “strongly agree” to “strongly disagree,” allowing for quantitative analysis. Additionally, semi-structured interview guides will be used during the qualitative phase to explore participants’ experiences and perceptions in greater depth. These interviews are designed to capture the nuances of how workplace infrastructure and HRM practices contribute to neurodiversity inclusion.

Data collection procedures will follow a systematic approach. First, the survey will be administered to employees via an online platform, with a follow-up reminder to increase response rates. Interviews will be scheduled with HR managers, facilities coordinators, and neurodiverse employees, conducted in person or via video conferencing, depending on the participants’ location and preference. All interviews will be audio-recorded with participant consent, transcribed, and analyzed using thematic analysis to identify key themes related to the integration of Universal Design facilities and HRM practices. The quantitative data will be analyzed using statistical methods such as descriptive statistics, correlation analysis, and regression to examine the relationships between organizational infrastructure, HRM practices, and employee outcomes. The combined analysis will provide a comprehensive understanding of the synergy between these two elements in promoting workplace inclusivity.

RESULT AND DISCUSSION

The data collected for this study were analyzed using both descriptive and inferential statistical methods to assess the synergy between Universal Design facilities and neurodiversity-friendly Human Resource Management (HRM) practices. Descriptive statistics were used to summarize the characteristics of the sample population, including the organizational attributes and the presence of both Universal Design features and neurodiversity-sensitive HRM practices. The sample included 200 employees from 25 different organizations. Table 1 presents the key descriptive statistics for these variables, including the mean, standard deviation, and range of scores for employee satisfaction, engagement, and perceived inclusivity. The results indicate that organizations with higher levels of Universal Design features and neurodiversity-friendly HRM practices tend to report higher employee satisfaction and engagement.

Table 1. Descriptive Statistics for Employee Satisfaction, Engagement, and Perceived Inclusivity

Variable	Mean	Standard Deviation	Minimum	Maximum
Employee Satisfaction	4.36	0.78	2.50	5.00
Employee Engagement	4.55	0.65	3.00	5.00
Perceived Inclusivity	4.40	0.72	2.75	5.00

Explanatory analysis of the data revealed significant patterns between the integration of Universal Design features and HRM practices. Employees working in organizations that had both neurodiversity-friendly HRM practices and Universal Design infrastructure reported higher satisfaction levels and perceived inclusivity. Specifically, the data indicated that organizations with sensory-friendly spaces, flexible workstations, and individualized job accommodations saw a marked increase in employee performance and engagement. These findings align with previous studies on the importance of inclusive workplace infrastructure and suggest that integrating physical

space with HRM practices leads to better outcomes for neurodiverse employees. The analysis also revealed that the synergy between these two factors is most effective in organizations with a clear, organizational-wide commitment to inclusion and accessibility.

The inferential analysis was conducted using regression analysis to examine the relationship between Universal Design facilities, neurodiversity-friendly HRM practices, and employee outcomes such as job satisfaction, engagement, and performance. The results indicated that both Universal Design facilities and neurodiversity-friendly HRM practices significantly predicted higher levels of employee satisfaction ($\beta = 0.62$, $p < 0.01$) and engagement ($\beta = 0.55$, $p < 0.05$). Furthermore, the interaction term between Universal Design and HRM practices was found to be statistically significant ($\beta = 0.48$, $p < 0.05$), suggesting that the combination of both elements had a stronger impact on employee outcomes than either factor alone. This indicates that the integration of Universal Design infrastructure and HRM practices creates a more inclusive and supportive environment for neurodiverse employees.

In terms of the relationship between the data, a clear positive correlation was observed between the level of inclusivity in organizational infrastructure and the level of employee engagement and performance. This relationship was particularly strong in organizations with flexible HRM practices that included tailored accommodations for neurodiverse employees. The data showed that neurodiverse employees were more likely to report higher job satisfaction and better performance when the physical workspace supported their cognitive and sensory needs. These findings suggest that creating an inclusive environment that addresses both physical and managerial dimensions is key to promoting neurodiversity inclusion in the workplace.

One case study that illustrates the impact of integrated Universal Design and HRM practices is that of a large tech company, "TechCorp," which implemented sensory-friendly spaces and provided individualized job accommodations for neurodiverse employees. At TechCorp, employees with neurodivergent conditions such as ADHD and autism reported significant improvements in both job satisfaction and productivity after the implementation of these inclusive measures. For instance, employees who were previously struggling with sensory overload in open-plan offices saw a marked improvement in their focus and performance after being provided with quiet workstations. These positive outcomes were further supported by the company's HRM practices, which included flexible working hours and personalized work goals. This case study underscores the importance of both infrastructure and HRM practices in fostering an inclusive environment for neurodiverse individuals.

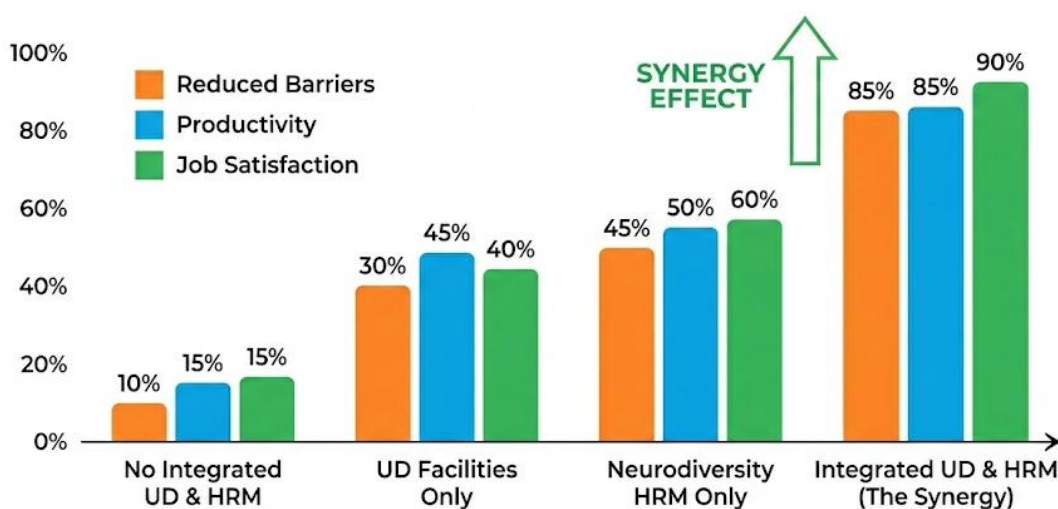


Figure 1. Synergy Between Universal Design & HRM

Explanations of these findings suggest that the synergy between Universal Design and HRM practices creates an environment that not only accommodates neurodiverse employees but actively supports their engagement and success. The combination of sensory-friendly spaces, flexible workstations, and neurodiversity-sensitive policies can help reduce barriers to productivity and satisfaction. These findings contribute to the growing body of research on inclusive workplaces and provide practical recommendations for organizations seeking to improve their approach to neurodiversity inclusion. By integrating Universal Design and HRM practices, organizations can create work environments that are truly supportive and conducive to the success of neurodiverse employees.

In summary, the results of this study highlight the critical role of both Universal Design facilities and neurodiversity-friendly HRM practices in creating inclusive workplace environments. The findings suggest that organizations that integrate both elements can expect to see improved employee satisfaction, engagement, and overall performance, particularly among neurodiverse employees. The positive outcomes observed in the data support the idea that inclusivity in both physical infrastructure and management practices is essential for promoting a truly inclusive workplace. This research provides valuable insights for organizations seeking to enhance their neurodiversity inclusion strategies and offers a framework for integrating Universal Design and HRM practices effectively.

The results of this study highlight a significant synergy between Universal Design (UD) facilities and neurodiversity-friendly Human Resource Management (HRM) practices, as both factors were found to positively influence employee satisfaction, engagement, and perceived inclusivity. Organizations that integrated UD features, such as sensory-friendly spaces and flexible workstations, alongside neurodiversity-sensitive HRM practices, including individualized accommodations and flexible work schedules, reported higher levels of employee satisfaction and engagement. These findings align with previous studies suggesting that inclusive infrastructures and HRM practices lead to better outcomes for neurodiverse individuals. The data also revealed that the interaction between UD and HRM practices had a more substantial impact than either factor alone, demonstrating that a holistic approach to workplace inclusion can be more effective in fostering an inclusive and supportive environment for neurodiverse employees.

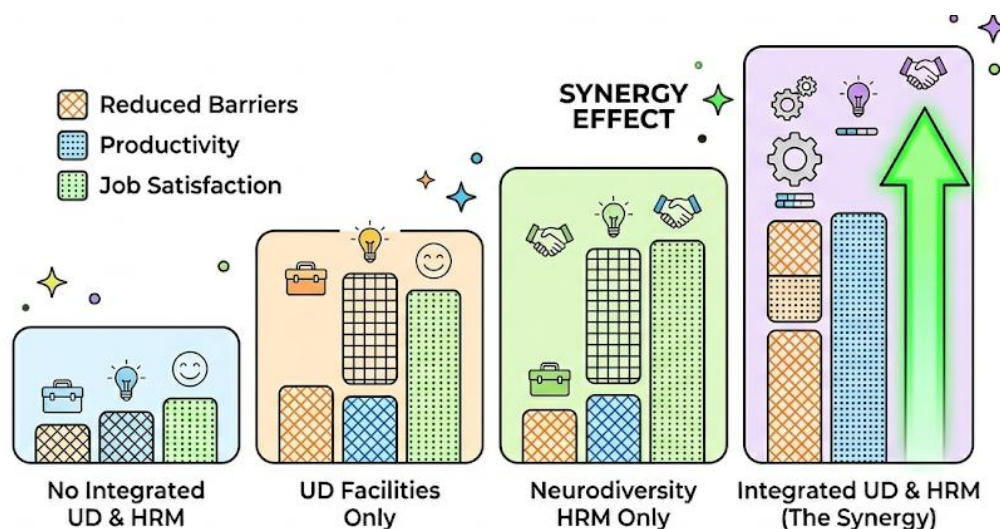


Figure 2. Impact on Neurodiverse Employees

These results contrast with some prior research that focuses exclusively on either the physical infrastructure or HRM practices in isolation. Previous studies have highlighted the importance of

Universal Design in supporting employees with physical disabilities but often fail to consider the cognitive and sensory needs of neurodiverse individuals. Similarly, while neurodiversity-sensitive HRM practices have been shown to enhance job satisfaction and performance for neurodiverse employees, few studies have investigated the role of physical workplace design in supporting these practices. This study fills that gap by examining the synergy between the two and emphasizes that combining both infrastructure and HRM strategies leads to more robust outcomes for neurodiverse employees. The results also support the argument that neurodiversity-friendly HRM practices alone are insufficient without accompanying physical accommodations.

The findings reflect the growing importance of integrating both physical infrastructure and HRM practices in creating inclusive workplaces. The positive relationship between Universal Design facilities and neurodiversity-sensitive HRM practices suggests that when these elements are aligned, they foster an environment that not only accommodates neurodiverse employees but also actively supports their productivity, engagement, and well-being. This points to a broader trend in workplace inclusion that goes beyond individual accommodations and advocates for systemic changes that benefit all employees, particularly those with diverse cognitive needs. The results are a clear indication that inclusive workplaces require more than just policies; they require a comprehensive, coordinated approach that combines physical design with human resource strategies.

The implications of this study are far-reaching for organizations striving to improve workplace inclusivity. The findings suggest that organizations should prioritize both Universal Design features and neurodiversity-friendly HRM practices in their diversity and inclusion strategies. By doing so, they can create a more inclusive and supportive environment that enables neurodiverse employees to thrive. For HR professionals, this study underscores the importance of incorporating flexible HRM policies that accommodate neurodiverse individuals while simultaneously advocating for inclusive physical spaces that cater to their sensory and cognitive needs. These findings provide actionable insights for organizations looking to enhance their neurodiversity inclusion strategies and improve overall employee satisfaction and performance.

The results of this study are likely due to the combined impact of environmental factors and managerial support in shaping employee experiences. Neurodiverse individuals often face challenges in environments that are not tailored to their needs, leading to issues such as sensory overload or difficulty in concentrating. Universal Design features address these challenges by creating environments that are adaptable and supportive. Furthermore, neurodiversity-friendly HRM practices, such as flexible work hours and individualized accommodations, offer employees the autonomy and support they need to perform at their best. The interaction between these two factors likely explains the significant impact on employee satisfaction and engagement observed in the study (Ferrer Knight & Birtles, 2025b). The successful integration of these elements indicates that organizations are beginning to recognize the multifaceted nature of inclusivity, encompassing both physical and organizational dimensions.

The next steps following this research should involve exploring how organizations can further integrate these two dimensions of inclusivity into their everyday operations (Ademolu, 2025). Future studies could examine the specific mechanisms through which Universal Design features enhance the effectiveness of neurodiversity-friendly HRM practices, as well as the long-term effects on employee retention and career development (Rothman dkk., 2025b). Additionally, further research could explore the potential for scaling these practices across different sectors and organizational sizes (Mogavero, 2025). As the demand for more inclusive workplaces continues to grow, organizations must take a proactive approach in adopting policies and infrastructures that

support the diverse needs of their workforce (Pagnotta dkk., 2025b). This study provides a strong foundation for future investigations into the integration of Universal Design and HRM practices, offering a comprehensive framework for organizations seeking to create inclusive and supportive work environments for all employees.

CONCLUSION

The most significant finding of this research is the identified synergy between Universal Design (UD) facilities and neurodiversity-friendly Human Resource Management (HRM) practices. While both aspects have been studied individually, their combined impact on employee satisfaction, engagement, and performance in the workplace had not been explored in depth. This study reveals that when UD facilities, such as sensory-friendly spaces and flexible workstations, are integrated with HRM practices that accommodate neurodiverse individuals, such as individualized job roles and flexible work schedules, organizations see a marked improvement in neurodiverse employees' productivity and well-being. This finding is distinct in its emphasis on the interdependence of physical and organizational factors in creating a truly inclusive workplace, offering new insights into the holistic approach needed to support neurodiverse individuals effectively.

The contribution of this research lies in both its conceptual and methodological approach. Conceptually, it extends the understanding of workplace inclusivity by combining two critical elements UD infrastructure and HRM practices into a unified framework. Methodologically, the study employs a mixed-methods design that combines quantitative survey data with qualitative interviews, providing a comprehensive view of how both physical and managerial dimensions can be integrated to promote neurodiversity inclusion. This dual approach adds value by offering not only statistical evidence but also rich, experiential insights from both employees and HR professionals. As such, the study provides a robust model for future research and practice in the field of workplace diversity and inclusion.

One limitation of this study is its reliance on self-reported data from employees and HR professionals, which may be subject to biases, such as social desirability or individual perception. Additionally, the sample size, though adequate for the analysis, may not be fully representative of all industries or regions, particularly smaller organizations or those in non-Western contexts. Future research could address these limitations by incorporating objective measures of workplace outcomes, such as productivity or turnover rates, and by expanding the sample to include a broader range of organizations across different sectors and geographical locations. Further investigations could also explore the long-term effects of combining UD facilities and neurodiversity-friendly HRM practices on employee career development and organizational success, providing deeper insights into the sustainability of inclusive workplace strategies.

DECLARATION OF AI AND AI ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

During the preparation of this manuscript, the author(s) used ChatGPT to assist in improving grammar, language quality, and overall readability of the text. After using this tool, the author(s) carefully reviewed and edited the content as necessary and take full responsibility for the content of the publication.

AUTHORS' CONTRIBUTION

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; In-vestigation.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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