International Journal on Management Education & Emerging Technology
ISSN: 2583-9438

The Role of Cross-Cultural and Neurodiversity Inclusion Practices in the BPO Industry: A Systematic Literature Review

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Abstract

This systematic literature review (SLR) examines the significance of cross-cultural and neurodiversity inclusion in the BPO business model, using a scoping review to map practices, challenges, and gaps. The study followed the six PSALSAR phases (Protocol, Search, Appraisal, Synthesis, Analysis, Report), and the Analysis phase applied the Ability-Motivation-Opportunity (AMO) framework while being geared by and grounded in the International Labour Organization's (ILO) Transformative Agenda for Equality, Diversity and Inclusion. In accordance with the PSALSAR protocol, 367 records were obtained from Scopus, Google Scholar, and Web of Science, and this number has been minimized to 74 publications within the framework of screening and evaluation process of articles published between 2021 and 2025. Out of 367 records, 170 articles remained after duplicates and grey literature were removed (25 in 2021, 30 in 2022, 50 in 2023, 43 in 2024, and 22 in 2025), with publication volume rising from 2021, peaking in 2023, and declining in 2024-2025. Further, when two-cycle coding of 74 publications was made, it was demonstrated that a total number of 57 first-level description codes has been produced, which was then combined to nine second-level analytical codes, falling under six major themes: Inclusive Recruitment & Talent Recognition, Cross-Cultural Competency & Awareness Training, Equitable Performance Management & Recognition, Flexible Work Arrangements & Accommodations, Supportive Leadership & Inclusive Culture, and Structural Barriers & Implementation Gaps. Based on the AMO framework, six themes identified in the literature review have been mapped against six HRM functions: Recruitment and Selection, Training and Development, Performance Management, Safety and Health at Work, Employee Relations and Engagement, and Compensation and Benefits. Finally, it was found that the biggest degree of matching with ILO Transformative Agenda takes place within ILO-aligned equity audits, meaning equitable pay rates, pay transparency, compensation anti-discrimination audits, and inclusive design of social benefits.

Article Info

Keywords:
Ability-Motivation-Opportunity (AMO) Framework, Business Process Outsourcing (BPO), Cross-Cultural Inclusion, Human Resource, ILO Transformative Agenda, Neurodiversity Inclusion, Systematic Literature Review

Date of Submission: 22/05/2026
Date of Review: 11/06/2026
Date of Acceptance: 21/06/2026
IJMEET / Volume 4, Issue 2, 2026
ISSN: 2583-9438

INTRODUCTION

The business process outsourcing (BPO) industry has emerged as a key factor in global economic growth and job creation, providing millions of people a source of income (Malik et al., 2021). The Philippines is listed as leading global outsourcing destination among its core hubs with a total of more than 1.5 million people working in the sector and a contribution of 29 billion USD to the country's economy in 2022 (Everest Group, 2023). The workforce in the industry is made up of people from different languages, ethnicities, and nationalities that serve international clients in different time zones and from different cultures (Ramirez & Santos, 2024). Hence, cross-cultural and neurodiversity inclusion has become a significant concern for human resource management (HRM) in this sector with implications for employee performance and retention.

The focus of this study is on the role of cross-cultural and neurodiversity inclusion practices in the BPO industry, a topic that affects the implementation and management of HRM practices in areas like recruitment and selection, training and development, performance management, compensation and benefits, employee relations and engagement, and health and safety. Even with policies in effect, it still exists a significant gap between the industry's stated commitment to inclusion and its actual implementation. Shore et al. (2022) define diversity, the mere existence of people with different demographics, from inclusion, the level to which diverse people feel a sense of belonging, authenticity, and recognition of their unique contribution. Additionally, there is still limited comprehension of the intersection of cross-cultural and neurodiversity inclusion in the Philippines because of a lack of empirical research, regardless of the financial value of the BPO sector and its highly diverse workforce. The need for such inclusion is anchored on the Transformative Agenda for Equality, Diversity, and Inclusion of the International Labour Organization (ILO) (International Labour Organization, 2022), and is in line with SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities) (United Nations, 2015) and with NEDA's AmBisyon Natin 2040 vision of an innovative and globally competitive workforce.

The aim of this work is to assess, through a systematic literature review based on the PSALSAR framework and the Ability-Motivation-Opportunity (AMO) framework how the cross-cultural and neurodiversity inclusion approaches in the BPO industry are aligned to the principles of the ILO in addressing the gaps in training, support from leadership, and organizational culture. It thus hopes to contribute to the deeper understanding of inclusive HRM in the BPO sector and to establish the foundation for further research including primary field-based research in the Philippine BPO context that can lead to better employee retention, higher service quality, and sustainable development.

Theoretical Framework

This study mainly focuses on the AMO Framework (Ability-Motivation-Opportunity) developed by Appelbaum et al. (2000) to emphasize the relationship between Human Resource Management (HRM) practices and organizational performance, thus providing a full picture of how HR practices produce productive employees and good production. The AMO Framework states that there are three distinct but related factors that naturally affect the performance of the workers, which are the ability of the workers to perform (ability), the motivation of the workers to perform (motivation) and the opportunity given to the workers to perform (opportunity) by the management or the workplace.

The three elements work in a multiplicative manner so that the deficiency of one factor has a considerable impact on the overall performance regardless of the strength of others (Kalyani, 2021; Al Habsi, Farhana, &

Karim, 2021). This multiplicative interdependence becomes even more evident in the case of diversity and inclusiveness of personality types, as it points out that bringing in the diverse talent (ability) alone is no substitute for the necessity of motivating the staff through inclusive cultures and creating opportunity through proper adjustments and supportive systems, too.

Statement of the Problem

In the current diverse setting, creating an environment that truly embraces and supports employees is key to increasing employee performance and retention. The essence of the problem is the contribution of human

resource management to the successful implementation and management of strategic practices and initiatives that go beyond surface-level inclusion by responding to the specific needs and demands of a cross-cultural and neurodivergent workforce. First of all, the aim of this study is to seek answers to the following questions:

1. What are the practices of HR personnel based on the HRM functions on cross-cultural and diversity inclusion? neurodiversity inclusion?
   1.1 Employee Recruitment and Selection
   1.2 Training and Development
   1.3 Performance Management
   1.4 Compensation and Benefits Management
   1.5 Employee Relations and Engagement
   1.6 Health and Safety
2. What challenges do HR personnel and organizations encounter in implementing cross-cultural and neurodiversity-inclusive HRM practices compared with standard practices?
3. What are the best practices of human resource management on cross-cultural and neurodiversity that have been identified by researchers in the literature?

Scope and Limitation

The research is a systematic literature review (SLR) with a scoping orientation. It explores cross-cultural and neurodiversity inclusion practices in BPO companies and synthesizes global studies that extend beyond the Philippines. However, the Philippine BPO industry is the best to understand and interpret the context that applies to operations in Metro Manila and other large outsourcing destinations. This study aims to identify the factors that influence organizational policies, training programs, leadership styles, and work culture that decide whether organizations accept or reject employees from diverse cultural backgrounds and neurodiverse individuals with autism, ADHD, dyslexia, etc. The study assessed the impact of inclusion practices on employee retention, perceived inclusion and engagement, and service quality. The research explores how documented practices in the literature measure up against the principles of the International Labor Organization's Transformative Agenda for Equality, Diversity and Inclusion. The review covers empirical and theoretical studies that analyze voice and non-voice BPO operations. The review is based on medium and large-scale organizations with formal diversity and inclusion programs. The study examines existing academic literature while using publicly available institutional reports and academic databases that were accessible during the research period. The results of the research depend on three factors, which include the selected studies' quality and their research scope and the methods used in their investigation. The study does not include unpublished organizational data together with confidential HR records and all real-time company-specific practices.

Significance of the Study

This research and its results are expected to provide valuable benefits to the following groups or sectors:

To the Human Resource Management Practitioners. This research will help HR practitioners gain knowledge about their roles in recruitment and selection, training and development, performance management, employee engagement and relations, compensation and benefits, and employee support related to neurodiversity and cross-cultural inclusion. The study's outcome will also assist in recognizing obstacles that HR professionals need to overcome in implementing inclusive workplace practices.

To the Employees. The outcome of this research will support diverse employees in various sectors, especially those of varying cultural identities and neurodiverse workers, in that the workplace will be better in terms of inclusiveness, stability, assistance programs, and amenities. This will lead to increased job satisfaction, retention, enthusiasm, and equal opportunities for employee advancement thanks to inclusive HR practices.

To the Business Process Outsourcing (BPO) Companies. The results of this research will assist BPO businesses to comprehend the value of inclusive practices in Human Resource Management (HRM). These results will instruct how to satisfy various requirements of workers for enhancing their productivity, engagement, and loyalty in the career area no matter the hardships that employees in the BPO industry regularly face.

To the Managers and Organizational Leaders. Managers and organizational leaders will also understand the importance of inclusive leadership and organizational culture in creating a workplace that accepts diversity and encourages teamwork and people development, positively affecting employee retention and performance.
To the Policy Maker and Industry Stakeholders. This study also contributes to the efforts of policy makers and industry stakeholders in boosting their campaigns for embedding cross-cultural and neurodiversity inclusion in BPO by adopting various inclusion measures meeting the requirements of the International Labor Organization (ILO) Agenda for Diversity, Equality, and Inclusion.
To the Future Researchers. The research provides a basic knowledge of the changing trends of human resources management so that academicians can develop and benefit from the results. The successful application of the findings will facilitate the creation of inclusive HRM practices and policies across diverse sectors by considering innovative strategies to enhance productivity in today's work environment.

Definition of Terms
The following terms used are defined conceptually and operationally in the context of the study to assist readers in understanding the meaning and significance of this research.
Ability-Motivation-Opportunity (AMO) Framework -The AMO Theory in this study is a strategic human resource framework that explains that employee performance in the BPO industry is influenced by three main factors, namely, Ability (skills, competencies, and training of employees), Motivation (engagement, commitment, and willingness to perform), and Opportunity (inclusive structures and support systems that allow employees to contribute effectively).
Business Process Outsourcing (BPO) - Outsourcing client functions such as voice/non-voice customer service, IT, HR or accounting to third party companies, across time zones, using a variety of workers, for global clients.

Compensation and Benefits Management -Strategic design & administration of equitable rewards, pay & benefits in BPO firms, promoting distributive justice & motivation, reducing turnover of diverse cross-cultural and neurodivergent workforce, and aligning with ILO principles of dignified, non-discriminatory work.
Cross-Cultural Diversity - It is the presence of workers coming from different nationalities, languages, ethnicities and cultural norms in Philippine BPO firms catering to international clients. It requires cultural intelligence to improve the quality of service and to adhere to ILO principles of non-discrimination.
Employee Recruitment and Selection - BPO companies adopt inclusive approaches to develop cross-cultural and neurodivergent talent and follow ILO non-discrimination standards to ensure that they have sufficient number of employees with the right skills in the right jobs at the right time to meet organisational objectives.
Employee Relations and Engagement -Practice fostering neurodiverse and cross-cultural BPO employees a sense of commitment, energy and connection in human resource management, inclusion means creating a supportive environment and appreciation to foster belonging and retention.
Health and Safety - Involves protecting BPO employees from work-related injuries and ensuring freedom from physical or emotional illness, including accommodations like noise-canceling tools and flexible arrangements for neurodivergent individuals.
Human Resources Outsourcing (HRO) - Contracting out comprehensive HR functions when outsourced to Philippine BPO companies, such as payroll and recruitment, that lack support for neurodiversity or intercultural training.
Inclusion - The active integration of cross-cultural and neurodivergent employees (e.g., via belongingness, authenticity, and unique contribution recognition), bridging diversity gaps per ILO's Transformative Agenda. Inclusive Human Resource Management - BPO companies is a set of HRM strategies based on the AMO framework to reduce exclusionary practices in line with ILO equality standards and to improve capabilities (skill development), motivation (fair recognition) and opportunities (accommodations) for cross-cultural and neurodivergent employees .
Neurodiversity - Refers to the natural variation in how individuals think, process information, communicate, and interact, including autism, ADHD, dyslexia, and dyspraxia.

Performance Management - Target focused process that ensures BPO company operations to enhance productivity of the employees, team and organisation. It is an objective assessment mode using appropriate standards to inspire and acknowledge neurodiverse and multicultural views for fair results.

PSALSAR Framework - In this study, the PSALSAR framework describes a systematic process called Systematic Literature Review (SLR). It was based on the SLR procedures developed by Mengist et al. which comprised of six sequential phases for systematic discovery, evaluation, analytical processing and reporting of necessary literature..

Rigid Processes - Inflexible BPO workloads that undermine AMO prospects and ILO transformational goals that ignore neurodivergent needs or cultural differences.

Superficial Policies - Diversity statements of business process outsourcing (BPO) companies are missing empirical data, such as training metrics, and repeatedly fail to convert ILO principles into tangible inclusivity for workers of diverse cultural identities and neurodivergent conditions.

Training and Development - BPO programmes support the ILO anti-discrimination initiative through training HR and employees on neurodiversity and cross-cultural competency (e.g., ADHD strengths in detailed tasks) and developing AMO skills.

LITERATURE REVIEW

Strategic HRM and the AMO Framework

Strategic Human Resource emerges from the concept of synthesis of HR practices into an interrelated approach that is in accordance with business strategy. The success of HR practices is contingent upon this synthesis, whereby the practises contribute to achieving results via the employee actions, e.g. keeping them within the organization, motivating them, and contributing to their job satisfaction as proposed by AMO and RBV bases (Kalyani, 2021; Al Habsi, Farhana, & Karim, 2021). Congruence between strategic HRM practices and organizational goals leads to a definite competitive advantage (Chaudhuri & Mukherjee, 2022; Kareska, 2023; Astuti et al., 2023). However, there is still not sufficient empirical data supporting the hypothesis that the practices can generate increased benefits in inclusive contexts (Schloemer-Jarvis, Bader, & Böhm, 2022). It has been found that HR practices can be transformed and amplified through predictive analytics, AI, and big data (Belal et al., 2022; Syam, 2024; Hina et al., 2025) further allowing for more transparent, personalized, and evidence-based HR practices. Thus, while the use of analytics in HR practices is evident today, human-centered approaches are still relevant for organization's achievements in SHRM (Ampauleng et al., 2024; Fatmawati et al., 2025; Hina et al., 2025).

Organizational Culture, Climate, and Leadership

The International Labour Organization's (ILO) Transformative Agenda identified organisational culture and climate as the major determinants of employee retention, performance and equity. In BPOs, many HRM attributions for gratitude and stress management lead to a positive organizational culture and climate resulting in better work and contextual performance (De Jesus et al., 2023; SEM in Pakistan BPOs, 2023). De Jesus et al., 2023, Ali et al., 2023, Salem & Almerri, 2023; Mehari et al., 2024 noted that gratitude, ethics and engagement as mediators of organizational culture on performance and retention in BPO firms, public sectors and manufacturing industries. Leadership competencies are also important. Cohesion and innovation connect to cultural awareness, empathy, adaptability and inclusive leadership practices (Zhang, 2023; Dudek, 2023; Erbil et al., 2024). Empathy is often described as one of the traits of good leadership particularly in the identification and support of neurodiverse employees (Kaaria & Karemu, 2024; Singh, 2024).Also, diversity may create the perception of conflicts in the absence of leadership skills and inclusion issues (Liu et al., 2023; Subarna et al., 2023).

Diversity Management and Neurodiversity

Researchers are in agreement that diversity does not mean inclusion but they do not agree on where the emphasis should be. Rollnik-Sadowska and Grabińska (2024) provide deeper psychological and supervisory insights. As for Liu, Zhu and Wang (2023), diversity can be damaging if not well managed and expose organizations to risks from poor decision making and migrant workers. Recruitment, development programs, leadership training and accountability are part of the organization's diversity management (Kulkarni, 2024).

Shinde (2025) revealed that effective implementation of DEI strategies can ensure stability instead of tension among employees.

Neurodiverse individuals such as autistic individuals, those with attention deficit hyperactivity disorder, and those with dyslexia have distinctive ways of thinking and are usually very good at doing things like problem-solving, coming up with innovations, and checking the accuracy of information but are still having to face difficulties in working culture, being in places where they are overstimulated by sensory inputs, and working in inflexible organizations (McDowall and Doyle, 2022; Khan, Grabarski, and Buckmaster 2023). Recent findings have highlighted the need for systematic cultural adjustment, flexible work arrangements and psychological safety according to the needs of neurodivergent employees (Khan et al., 2023; Vargas-Salas et al., 2025). ILO encourages HR Professionals to go beyond compliance and promote real inclusion.

Barriers to Inclusive HRM

Recent research shows that, despite increased awareness, current inclusion efforts are inconsistent and inadequate. According to Erbil and Özbilgin (2024) this is due to the persisting "neuronormative" perception of most HR— an assumption that all individuals think, communicate and work in the same way. On the other hand, Nair, Kumar, and Bhargava (2025) highlights fear of discrimination, lack of managerial support, and negative perceptions within teams as barriers that hinder the career progression and well-being of neurodivergent employees. Gottardello, Calvard, and Song (2025) suggests that neurodivergent employees who belong in minority groups experience "double barriers. While Kulkarni (2024) revealed that 40% of participants pointed out that the absence of leadership support was a significant barrier to inclusivity in their organization.

Core HR Practices, Retention, and Cross-Cultural Management

The identified key practices that influence retention include recruitment, training, performance management and compensation (Musoka & Gathii, 2022; Ngero et al., 2022; Chand, 2022; Mohebi et al., 2022; An, 2022; Farrukh et al., 2022). Transparency and fairness in performance management are good for retention and motivation but results are context-dependent (Shrestha & Prajapati, 2024; Parmar & Pathak, 2022). Justice perceptions including distributive justice have a relationship with trust, satisfaction and commitment. SHRM practices have also been linked to employee resilience, engagement and performance (Lu et al., 2022). Sector specific studies show that HR practices should be industry specific. For instance, these include Bose's (2022) work on HR policies and turnover in India's BPO sector and Akpa et al. (2022) on green HRM and work life balance in hospitality.

Cultural diversity has been observed to have a positive effect on employee satisfaction, innovation, and organizational performance if managed properly in an organization (Miminoshvili & Erne, 2021; Aggarwal & Wu, 2021; Sahib et al., 2021). Blind hiring, cultural awareness training and structured interviews reduce exclusion within the framework of multiculturalism. However, the results of the studies related to the effects of motivational and behavioral cultural intelligence have been contradictory (Majda et al., 2021; Urgun, 2025). The recent studies are more concerned about cultural competence and leadership. The importance of adoptive HR strategies and continuous development is highlighted. (Zhang 2023; Astuti et al. 2023; Majda et al. 2021).

Technology, Knowledge Management, and Organizational Performance

Technology contributes to improving decision-making and increasing retention. AI allows for increases in performance, especially regarding the governmental or competitive sectors (Indrasari & Pamuji, 2023), BDPA improves HRM practices for retention purposes (Belal et al., 2022), and HR analytics is said to improve turnover intentions (Khaliq & Saritha, 2023), and enhances collaboration in multicultural environment (Dewi et al., 2024). In Knowledge Management, proper outsourcing of human resources and the effective engagement of stakeholders, determines the competitiveness of organizations (Xiao, Cooke, & Xiao, 2023). Knowledge continuity during the risk of turnover is underpinned by on-the-job training and KPIs that meet social and business needs (Ferdousi & Abedin, 2023; Agustinus et al., 2023) Strategic HRM practices like cultural intelligence, diversity management, green HRM (GHRM), and inclusive cultures not only are still the most effective way of hiring, leading to better retention, engagement and innovation of the employees in the organization (Alexandra et al., 2021; Olu-Ogunleye & Akanji, 2025; Palupiningtyas et al., 2025; Shrestha & Prajapati, 2024).

Synthesis and Research Gap

As the literature shows, in BPO application of cross-cultural and neurodiversity principles is not about the implementation of policies or one-off training. It's a mix of recruitment, housing, leadership practices and digital resources. Constant investments in cultural intelligence, psychological safety and technology-driven surveillance are necessary to address neuronormative biases, resource limitations, and leadership deficiencies in inclusion efforts. There is theoretical evidence in support of inclusive HRM and practical evidence that points to the necessity of transparent, data-driven systems and the model based on the ILO. Empirical research on the nexus of cross-cultural and neurodiversity inclusion in the BPO sector is largely missing. This gap motivates the present review.

METHODOLOGY

Research Design

This study involved a systematic literature review (SLR) to explore the relevance of cross-cultural and neurodiversity inclusion in the business process outsourcing (BPO) industry. This SLR was chosen as it is best suited for synthesizing existing empirical and conceptual research questions in a rapidly evolving area of literature and allows for evaluating structured evidence across peer-reviewed studies. With this approach, researchers managed to identify the existing work in the field of cross-cultural and neurodiversity inclusion across BPO environments and to underline some elements that are commonly found in the various pieces of literature as well as gaps that create the foundation for future research. The study was based on the ILO transformative agenda for equality, diversity, and inclusion. A systematic literature review is an organized way of studying the literature related to particular research. This form of research means the careful identification and analysis of previous studies according to unambiguous procedures, ensuring consistency and reliability. Whereas, unlike traditional narrative reviews that involve personal interpretations or selective use of literature sources, systematic reviews follow particular steps to reduce bias and create a consistent picture of the available data (Mengist et al., 2020). This study is a systematic literature review (SLR) with a scoping review. Like a scoping review, it maps the breadth of evidence, themes, and gaps in an emerging area. Like an SLR, it uses a pre-defined protocol, documented searches, explicit eligibility criteria, and quality appraisal to reduce bias. The review followed the PSALSAR framework (Mengist et al., 2020), which has six phases: Protocol, Search, Appraisal, Synthesis, Analysis, and Report The initial protocol development stage is focused on clearly defining the scope of the research, inclusion/exclusion criteria, and quality assessment criteria before conducting the literature search. The reporting stage is introduced later, at the end of the process, for the purpose of ensuring that the outcomes are presented in an understandable way.

Data Generation Method

The study employed the PSALSAR Framework to conduct a systematic literature review, while the 15-step AMO Framework executed its functions through the analysis stage to perform systematic research analysis and a thorough theoretical investigation of cross-cultural and neurodiversity inclusion studies within the Philippine business process outsourcing sector.

Step 1. The Protocol (P) established the PSALSAR Framework needed its core research methods to establish their review framework because this step defined research boundaries together with assessment standards and operational methods. The protocol phase of this study established three research questions that investigated HRM functions together with HRM difficulties and HRM solutions for cross-cultural and neurodiversity inclusion in the Philippine BPO industry. The protocol identified relevant academic databases including Scopus, Web of Science, and Google Scholar for studies published between 2021 and 2025, alongside ILO publications, and created detailed search strings using keywords such as "business process outsourcing", "cross-cultural inclusion", "neurodiversity" and "HRM practices" for a comprehensive search of all relevant evidence. The inclusion criteria required peer-reviewed empirical or conceptual studies published in English between 2021 and 2025 focusing on cross-cultural or neurodiversity inclusion practices within BPO or closely related global service contexts. The set quality assessment requirements of the system are in conformity with the AMO Framework (Ability-Motivation-Opportunity) and ILO's Transformative Agenda and SDG 8 and SDG 10 and NEDA's AmBisyon Natin 2040. The protocol step provided a structured process that enabled the

researchers to study the research gap between cross-cultural and neurodiversity inclusion in the Philippine BPO industry as it provided strict guidelines to minimize research bias.

Step 2. The Search (S) stage was a systematic search strategy as described in the Protocol stage. The stage included comprehensive database searches across a wide range of academic venues to find all relevant literature on cross-cultural and neurodiversity inclusion within the BPO industry. The databases searched were Scopus, Web of Science, and Google Scholar, supplemented by ILO publication repositories and backward checking of the reference lists of key articles. Searches were conducted in October-November 2025 and covered publications from 2021-2025. The stage required the execution of fixed search patterns using Scopus, Web of Science, Google Scholar and ILO publication repositories together with the Boolean operators (AND/OR) to connect keywords such as BPO, cross-cultural inclusion, neurodiversity inclusion, HRM systems, and diversity management to monitor the number of results obtained from each database. Search involved filtering out titles and abstracts of articles and eliminating duplicates from databases, as well as making revisions in reference lists of the most important articles in order to find more relevant studies that could not be discovered during initial database queries. Records were eligible if they were peer-reviewed journal articles that (a) addressed cross-cultural or neurodiversity inclusion in BPO or comparable service-industry settings, (b) described or evaluated an HRM function or practice, (c) were relevant to the AMO framework, and (d) met the minimum quality rating set in the protocol; duplicates, conference papers, book chapters, editorials, meta-analyses, fee-based articles, and purely narrative reviews were excluded. The research team explored grey literature sources, such as ILO policy briefs and BPO corporate reports from big companies in the Philippines and private publications of the industry, to find out all practical challenges of implementation and new practices of inclusion out of the scope of academic publications, which was consulted for context only and not included in the final corpus. The research team completed the process of searching by creating the final database of sources that was assembled by the means of documenting the whole searching process, including all decisions taken and retrieved numbers as recorded in the search log. The search yielded 367 records, which were then screened as described in the Results and Discussion.

Step 3. The Appraisal (A) step examined the complete range of literature collected during the Search phase to determine which academic studies met the standards for final synthesis and analysis work. The research context used specific quality criteria to assess each study, which included all studies that examined cross-cultural or neurodiversity aspects in BPO or comparable service industry environments and the studies that contained complete descriptions of HRM practices that connected to employee retention and performance and engagement outcomes and the studies that showed whether their findings supported or contradicted ILO principles of equality and inclusion and the studies that delivered specific organizational practice or policy development recommendations. The authorship of studies was a determinant of the methodological strength and research question relevance, therefore quality ratings, high, moderate and low were assigned to studies. Analysts dealt with low quality studies by excluding them from analysis or keeping them separate to protect primary results from negative impact. The appraisal process detected potential biases that existed in each study, including publication bias, which showed a preference for positive results, and selection bias, which affected participant recruitment.

Step 4. The Synthesis (S) step used systematic methods to organize and combine research results from the evaluated literature, which helped to discover existing knowledge patterns and points of agreement and disagreement and missing information about cross-cultural and neurodiversity inclusion in the BPO sector. Thematic synthesis methodology created data extraction matrices, which enabled researchers to collect essential study information about HRM practices studied through recruitment and training and policy design and performance management and support systems and accommodations and leadership approaches and monitoring mechanisms and their corresponding cross-cultural and neurodiversity populations and theoretical frameworks and methodological approaches and employee outcomes, which included retention and engagement and performance and perceived inclusion and the obstacles and facilitators of successful inclusion and their relationship to ILO Transformative Agenda principles. Inductive coding methods were used to analyze the extracted data, which allowed the researchers to identify research themes based on the study analysis. Based

on their analytical themes, the initial descriptive codes (e.g. “language training programs”, “flexible work arrangements”, “bias in recruitment”) were grouped into clusters corresponding to the research questions, i.e. the AMO Framework dimensions and six core HRM functions.

Step 5. Analysis (A) The synthesized evidence was interpreted to draw meaningful conclusions on the state of cross-cultural and neurodiversity inclusion in the BPO industry, by comparing the actual practices with the ILO’s Transformative Agenda for Equality, Diversity and Inclusion and the theoretical predictions of the AMO Framework. The research used a 15-step methodological process which defined detailed analysis procedures to study AMO dimensions through cross-cultural and neurodiversity inclusion research within the Philippine BPO industry.

Instrumentation

The research instrument provided a structured method which researchers used to conduct their complete literature review, which investigated how different cultures and neurodiverse people were included in Business Process Outsourcing (BPO) operations according to the International Labour Organization (ILO) Transformative Agenda for Equality, Diversity, and Inclusion requirements. The instrument was the PSALSAR protocol (Mengist et al., 2020), and informed by scoping-review guidance for the mapping aims.

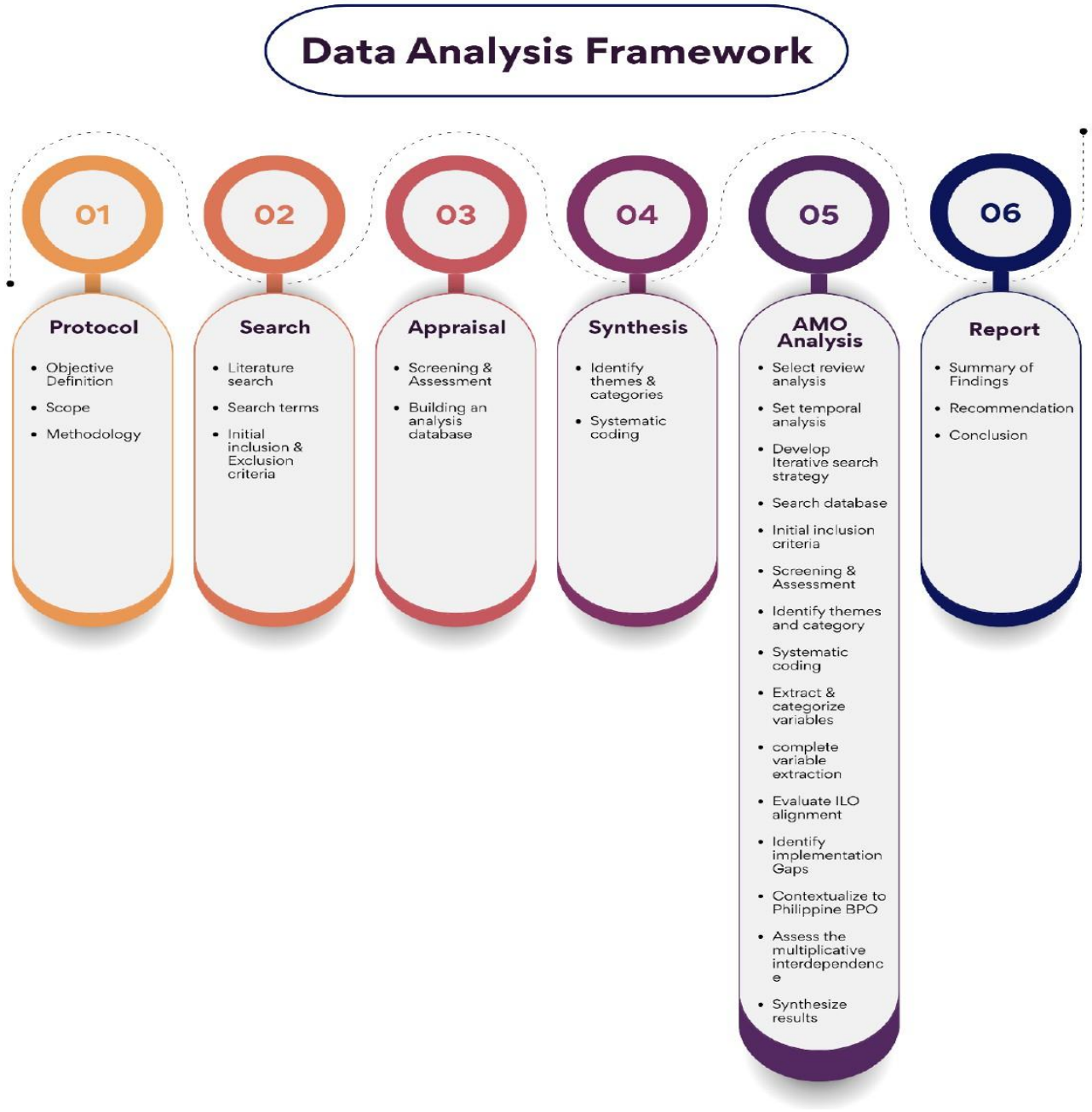


Figure 1Data Analysis Framework

Ethical Considerations and Use of AI

This study did not involve primary data collection or human subjects and relied only on secondary data that was published. All sources were cited and attributed, conflicts of interest were disclosed, and documentation of the review (search results, inclusion and exclusion decisions, extraction forms, analysis notes) was recorded and stored with encryption. They presented conflicting findings per studies instead of selectively picking only the supporting ones, employed respectful language avoiding stereotypes about cultural groups and neurodivergent persons, and cautioned against translating global findings to the Philippine context without adaptation. A UREC approved form is also included in the thesis appendices.

The researchers say the AI search engine was only used for literature retrieval, in accordance with Executive Order No. 46, Series of 2024 of the Polytechnic University of the Philippines (Article 6.4, University Policy on the Use of AI in Research Projects and Other Creative Activities). It did not generate, interpret, or synthesize results, or decide how studies were evaluated. General-purpose AI tools were used in the Results and Discussion stage only to help organize and assign codes to the qualitative data from the 74 publications, and the research group reviewed all AI-assisted work.

RESULTS & DISCUSSION

The screening phase started with screening of titles and abstracts of the 367 citations that were identified across three databases such as Scopus, Web of Science, and Google Scholar in the search phase. At the Appraisal stage, duplication, grey literature, conference papers, book chapters, and editorials were filtered out, since they lack the level of rigor involved in the peer-review process of journal articles, thus lowering the quality threshold set in the protocol. This narrowed down the number of citations from 367 to 170 citations, with 197 citations being discarded.

The assessment process was then conducted in two sequential phases. Firstly, there was an abstract full reading of the 170 records available, where meta-analyses, fee-based articles, and only narrative reviews were removed from consideration since such papers do not provide any extractable empirical or conceptual content. As a result, the number of records was decreased to 107, leaving 63 articles excluded. Secondly, a full-text eligibility assessment was performed for the remaining 107 articles, where articles having no relation to a particular HRM function, no relevance to the AMO framework, or having no relevance to the BPO industry or other service-related organizations were excluded from consideration. In result, 33 articles were excluded and 74 articles were left eligible for analysis in the systematic literature review synthesis.

The 170 articles that remained after duplicates and grey literature were removed were distributed across the 2021-2025 timeframe as follows: 25 publications in 2021, 30 in 2022, 50 in 2023, 43 in 2024, and 22 in 2025. These were then evaluated through abstract reading and full-text eligibility appraisal, yielding the final 74 included studies. It was through such chronological arrangement that the authors managed to track the development trend regarding the academic interest in cross-cultural and neurodiverse HRM practices in BPOs, as reflected in the 170 screened articles, particularly evident since 2023. The 74 selected studies were compiled to construct the database for analysis. After constructing the database for analysis, the 74 publications were thematically categorized to form the foundation for the synthesis and coding process to be discussed below.

Table 4

AMO Analysis: Identify Themes and Category and Systematic Coding

Second-Level Code (Analytical)	First-Level Codes that fed into it (Descriptive)	HRM Functions	AMO Dimension	Thematic Category

structured neurodiversity-aw are onboarding	• neurodiversity-informed job posting language • accessible application process design • competency-based assessment over credentials • diversity-conscious sourcing channels • structured diverse interview panels • bias-mitigated screening tools • culturally-sensitive onboarding protocols • neurodivergent talent pipeline development	Recruitment & Selection	A · M · O	Inclusive recruitment & talent recognition
Second-Level Code (Analytical)	First-Level Codes that fed into it (Descriptive)	HRM Functions	AMO Dimension	Thematic Category
cross-cultural mentorship programs	• cultural awareness sensitization sessions • intercultural communication skills workshops • neurodiversity awareness training for managers • neurodivergent-inclusive skill-building modules • mandatory diversity and inclusion sensitization • leadership commitment to inclusive training signaling • cross-cultural peer mentorship pairing • neurodiverse employee coaching and support circles • cultural intelligence (CQ) development programs	Training & Development	A · M · O	Cross-cultural competency & awareness training
bias-mitigated performance appraisal	• neurotype-neutral performance standards • strength-based performance evaluation frameworks • culturally-adapted feedback delivery • transparent and consistent appraisal criteria • unbiased multi-rater (360-degree) feedback systems • recognition programs for diverse performance styles • accommodated evaluation environments • continuous real-time performance feedback tools	Performance Management	A · M · O	Equitable performance management & recognition

flexible sensory accommodations	• sensory-adjusted workspace modifications • flexible scheduling and shift accommodation • remote and hybrid work provision for neurodivergent staff • mental health destigmatization programs • employee wellbeing and occupational health monitoring • neurodiversity-informed occupational safety training • reasonable adjustment documentation and review processes • co-designed accommodation standard-feature approach	Health & Safety	M · O	Flexible work arrangements & accommodations
employee resource groups for diverse staff	• employee resource groups for neurodiverse staff • employee resource groups for culturally diverse staff • belonging and psychological safety initiatives • inclusive communication channel design • cultural liaison officer programs • intersectional identity support programs	Employee Relations & Engagement	M · O	Supportive leadership & inclusive culture
leader empathy development	• leader empathy and adaptive communication training • open-door leadership culture formalization • psychological safety climate measurement • diversity disclosure and confidentiality protocols	Employee Relations & Engagement	A · M · O	Supportive leadership & inclusive culture
Second-Level Code (Analytical)	First-Level Codes that fed into it (Descriptive)	HRM Functions	AMO Dimension	Thematic Category
superficial DEI policy	• superficial DEI policy without implementation mechanisms • performative inclusion without resource allocation • manager neurodiversity knowledge deficit • neuronormative institutional design barriers • BPO script-rigidity penalizing	All six HRM Functions (cross-cutting barrier)	M · O (failure mode)	Structural barriers & implementation gaps

	neurodivergent workers • absence of neurodiversity data collection and monitoring			
digital accessibility tools	• digital accessibility and assistive technology provision	Health & Safety	O	Flexible work arrangements & accommodations
ILO-aligned equity audits	• market-benchmarked equitable pay structures • pay transparency and equity communication policies • anti-discrimination compensation auditing • neurodiversity-informed flexible benefits design • accessible benefits enrollment systems • performance-reward alignment with inclusive metrics • ILO Transformative Agenda alignment audits • absence of neurodiversity data collection and monitoring	Compensation & Benefits + Cross-cutting	A · M · O	Structural barriers & implementation gaps

Table 4 illustrates the result of the coding process consisting of two cycles used in analyzing 74 papers collected for this study by showing how 57 types of descriptive codes were merged into nine types of analytical codes that were grouped into six thematic themes and correlated to six HRM functions as well as to three AMO dimensions of Ability, Motivation, and Opportunity. Taken as a whole, the table indicates that the application of HRM practices aimed at providing inclusive employment to neurodiverse and culturally different employees working in BPO environment does not pertain to one specific function, but it operates on a distributed basis meaning that recruitment, training, performance management, occupational health and safety, employee relations, and compensation practices are interdependent and the problem of persistent structural failure occurs at each and every of them.Identify Implementation Gap

The findings also reveal an important implementation gap even after identifying various literature in a range of inclusive practice. This gap highlights the contrast between actual workplace practice and commitment of organization . This is represented by the second-level code, superficial DEI policy, which is a code that emerged as a category of failure. Such code refers to superficial DEI policies that are enacted without implementation systems and concrete mechanisms (Liu et al., 2023; Erbil et al., 2024; Rosa & Bucco, 2025). This code also notes the gap from performative inclusion practices without the adequate resource for allocation on these initiatives (Doyle & McDowall, 2022). Collectively, these sources imply that neurodiversity inclusion research and practice tend to stay aspirational rather than operational.

Evaluate ILO alignment

The result showed the principle of the ILO transformative agenda from equality, diversity, and inclusion can be substantially aligned with neurodiversity-inclusive HRM practices, especially when inclusion is translated from organizational commitment into concrete and measurable HRM practice. The alignment is most noticeable in the second-level code ILO aligned equity audits which include equitable compensation structure, pay transparency, aunty-discrimination compensation audits, inclusive benefits, performance-reward alignment, and organizational audits. Conroy and Vogus (2025) and Shinde (2025) on market-benchmarked equal pay structures, as well as Rosa and Bucco (2025), who also position pay transparency and ILO-aligned audits as institutional requirements instead of optional gestures, all clearly support this trend. The absence of neurodiversity data collection and monitoring, identified by Doyle and Mcdowall (2022) and cross-referenced against the ILO transformative agenda itself, highlights the fact that accountability infrastructure is what makes inclusion measurable and reversible over time.

Identify Implementation Gap

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Contextualize to the Philippine BPO Sector

The BPO (business process outsourcing) environment in the Philippines has to be sensitive to the needs of both clients and workers. The sector is shift-based and stimulation is high so it is also important to be able to make flexible accommodations for sensory needs. Findings suggest that the adaptation of the workspace is also important to fulfil sensory needs in the BPO domain (Khan et al., 2025; Branicki et al., 2024). This means that with the factors of the industry, concrete development of workspace accommodations are important to provide a better environment for BPO employees. Literatures also reveal that flexibility in scheduling and shift accommodations are also important for employees working within the BPO industry, highlighting the necessity to develop these accommodations (Szulc, 2022; McDowall et al., 2025; Vargas-Salas et al., 2025). Moreover, the BPO sector is fully dependent on digital platforms and communication technologies, and the results also indicated the significance of digital accessibility tools due to that factor (Walkowiak, 2024; Khan et al., 2025). Moreover, the Philippine BPO setting accentuates the need to offer leadership training that fosters their empathy and flexible communication as Shift supervisors have a significant impact on the lives of employees on a day-to-day basis and their impact is substantial (Singh, 2025; Presbitero et al., 2024; Longmire et al., 2025)

Assess the Multiplicative Interdependence

The findings support an interpretation in which rather than being isolated components of neurodiversity-inclusive HRM, Ability, motivation, and opportunity are interdependent. This is because visible three major second-level codes, structured neurodiversity-aware onboarding, cross-cultural mentorship programs, and bias-mitigated performance appraisal, are classified as AMO. This interdependence is particularly evident in the code for cross-cultural mentorship programs, where skills and knowledge (Liu, 2024; Mouboua, 2024; Aggarwal & Wu, 2021; Khan et al., 2023) function as ability-building mechanisms, leadership commitment and signaling (Buengeler et al., 2018; Longmire et al., 2025) operate as motivation-enhancing mechanisms, and cross-cultural peer mentorship pairing and coaching circles (Mouboua, 2024; Presbitero et al., 2024; McDowall et al., 2025; Szulc & McGregor, 2022) function as opportunity-providing mechanisms. Thus, the effectiveness of the intervention emerges from the interaction of the three dimensions rather than from training alone.

RQ1. HR practices by function

Recruitment and selection. Eight first-level practices were consolidated into structured neurodiversity-aware onboarding: neurodiversity-informed job postings, accessible application design, competency-based assessment over credentials, diversity-conscious sourcing, structured diverse interview panels, bias-mitigated screening, culturally sensitive onboarding, and neurodivergent talent pipelines (Ong & Jamil, 2024; Rollnik-Sadowska & Grabińska, 2024; Schloemer-Jarvis et al., 2022; Kulkari, 2024; Mouboua et al., 2024). Because the code spans all three AMO dimensions, recruitment appears to do three jobs at once: building applicant-facing accessibility (ability), signaling organizational values (motivation), and widening structural access to the pipeline (opportunity).

Training and development. Practices include cultural awareness sessions, intercultural communication workshops, neurodiversity awareness training for managers, neurodivergent-inclusive skill-building modules, mandatory DEI sensitization, visible leadership participation in training, peer mentorship pairing, coaching circles, and cultural intelligence development (Liu, 2024; Zhang, 2023; Khan et al., 2023; Erbil et al., 2024; Aggarwal & Wu, 2021). In the mentorship code, skills transfer builds ability, leadership signaling sustains motivation, and peer pairing provides opportunity.

Performance management. Practices include neurotype-neutral performance standards (LeFevre-Levy et al., 2023), strengths-based evaluation, culturally adapted feedback, transparent and consistent appraisal criteria, multi-rater feedback, recognition of diverse performance styles, accommodated evaluation environments, and continuous feedback tools that replace high-stakes annual reviews.

Health and safety. This function was coded mainly for motivation and opportunity. It includes sensory-adjusted workspaces, flexible scheduling and shift accommodation, remote and hybrid work (Branicki et al., 2024; Vargas-Salas et al., 2025), mental health destigmatization, wellbeing monitoring, documented reasonable adjustments, and digital accessibility tools such as screen readers and speech-to-text software (Khan et al., 2025). A notable variant is the co-designed, standard-feature approach, which builds accessibility in by default rather than requiring each employee to disclose and request an exception.

Employee relations and engagement. Practices include employee resource groups, belonging and psychological safety initiatives, inclusive communication channels, cultural liaison officers who bridge employees and international clients, intersectional identity support, leader empathy and adaptive communication training, psychological safety measurement, and confidential disclosure protocols.

Compensation and benefits. ILO-aligned equity audits comprise market-benchmarked equitable pay, pay transparency, anti-discrimination pay auditing, flexible benefits design, accessible benefits enrollment, performance-reward alignment with inclusive metrics, and audits of HR policy against ILO standards (Shinde, 2025). Only three of the nine second-level codes (structured onboarding, cross-cultural mentorship, and bias-mitigated appraisal) were coded across all three AMO dimensions. In each, effectiveness comes from the interaction of separate sub-mechanisms rather than from any single lever, which suggests that the most mature practices in this literature are those designed to build ability, motivation, and opportunity together.

RQ2. Implementation challenges

The one code treated as a failure mode across all six HRM functions was superficial DEI policy. Organizations adopt the language of inclusion without the quantifiable targets, accountability structures, monitoring systems, or budgets needed to implement it (Liu et al., 2023; Erbil et al., 2024). This differs from standard HRM practice. A payroll administrator applying a wage law makes few interpretive judgments, whereas a shift supervisor must decide on the spot how to respond to a neurodivergent employee's communication style, usually without specific training. Standards, scripts, and KPIs are also built around neurotypical communication assumptions, in contrast with neutral rules such as statutory wage floors (Erbil et al., 2024).

In BPO, client-driven scripts and KPI structures built around eye contact, tone, and response penalize neurodivergent workers who are otherwise competent. This echoes evidence that offshore BPO performance is shaped by client-driven expectations (Hameed et al., 2023). The literature also points to an absence of neurodiversity data collection and monitoring: unlike gender or tenure, neurodiversity has no comparable accountability infrastructure, so organizations cannot test whether their commitments produce results.

Read through the AMO lens, some barriers also act as latent motivators. Script rigidity limits opportunity, but because deviations from a script are easy to detect, it also makes the case for neurotype-neutral performance standards. A superficial policy is a weak opportunity mechanism, yet it still signals leadership commitment that

can be converted into implementation. The overall shift in the literature is from accommodating individuals case by case toward designing systems (recruitment, performance standards, scheduling, communication, and data) that fit a broader range of employees from the outset.

RQ3. Best practices and ILO alignment

Four principles recur across the studies. First, inclusion works as a full life-cycle system, running from accessible recruitment through mentorship, resource groups, and leader empathy, and embedded in formal HRM systems such as appraisal, pay, and equity audits; it erodes wherever structures are left unchanged. Second, interventions that combine ability, motivation, and opportunity outperform single-dimension ones. An employee may have the skills for a job, but if performance standards center on script adherence, the opportunity to show competence is limited. Likewise, sensory accommodations expand participation only when employees are confident enough to use them and managers are willing to support them. Third, retention and inclusion outcomes appear to depend on systemic fit more than on policy statements, which is why the field is moving toward co-designed, standard-feature accommodation (Branicki et al., 2024). Fourth, ILO alignment serves as a benchmark that separates auditable practice from aspirational policy; alignment is strongest in the equity-audit code, where pay equity, pay transparency, and anti-discrimination audits are treated as institutional requirements (Shinde, 2025).

These findings fit the BPO context. The sector is shift-based, high in stimulation, dependent on digital platforms, and driven by client metrics, so sensory and scheduling accommodations, digital accessibility tools, and supervisor-level empathy training are especially relevant. Cultural liaison officers can also link local operations to the internationally comparable standards that global clients expect (Mouboua et al., 2024). The results are consistent with Khan et al. (2023), who stress early-stage practices such as recruitment and onboarding, and with Erbil et al. (2024), who locate the problem in system design. They also qualify Schloemer-Jarvis et al. (2022), who found no consensus on which hiring stages need adjustment; the present synthesis suggests that no single stage suffices. Several limitations apply. The review is limited to English-language, open-access studies from three databases, and few of the included studies were conducted in the Philippines, so the findings are interpreted for, rather than demonstrated in, the Philippine BPO setting. Coding was assisted by general-purpose Al tools under researcher control, and no independent double-coding or inter-coder agreement check was reported.

CONCLUSION

Based on the synthesized evidence, the following conclusions are drawn in direct response to the study's research questions.

1. The findings on the practices of HR personnel show that the inclusion of culturally diverse and neurodiverse workers in the BPO sector is not dependent on a single activity. It is spread across the six HRM functions: Recruitment and Selection, Training and Development, Performance Management, Health and Safety, Employee Relations and Engagement, and Compensation and

2. Benefits. The six themes identified were Inclusive recruitment and talent recognition; Cross-cultural competency and awareness training; Equitable performance management and recognition; Flexible work arrangements and accommodations; Supportive leadership and inclusive culture, and Structural barriers and implementation gaps. There are five themes each corresponding to one function and a sixth common to all functions. Thus, the human resource practices outlined in the reviewed studies see inclusiveness as a continuous system.

3. According to the literature referenced, the challenges faced by HR departments differ qualitatively from the general compliance challenges that HR departments face. Standard practices like wage compliance rely on fixed rules of compliance, while the unique challenges presented by cross-cultural and neurodiversity-sensitive practices require an application based on case-by-case individual managerial judgment; institutions were not initially set up for neurodiverse or culturally different employees; furthermore, in BPO firms this means they have to deal with verbal instructions and KPIs based on

traditional communication methods. Another challenge that organizations face in this area is the lack of data related to neurodiversity outcomes and therefore they cannot assess if they are able to deliver what they promise.

Instead of simply mentioning the evident best practices, the literature converges on four principles that would summarize the best practices identified by experts: inclusion is implemented effectively as a system and not just a program; the combination of Ability, Motivation, and Opportunity ensures far superior performance to any single-pronged interaction; organizational mechanism impacts retention and inclusion results and not merely the formulated policy document; and aiming for the ILO Transformative Agenda helps understand true selection of practices.

This makes it clear that the literature sends a very important message to HRM practitioners concerning neurodiversity and cross-cultural inclusion in the BPO sector. Indeed, the major discovery made as a result of examining the papers was that diversity policy by itself cannot ensure an inclusive environment; such a situation is possible only on the condition that an organization's hiring practices, standards for work performance, scheduling, means of communication, and methods of remuneration were accommodated since the start accordingly, not afterwards.

As far as the intersection of neurodiversity and cultural inclusion is concerned, this issue has been almost entirely neglected in empirical studies despite the fact that the sector has historical importance and a truly diverse workforce. The current review is aimed at addressing this gap by bringing together all practices, challenges, and pieces of evidence examined in the AMO-structured synthesis that are transferable into the BPO industry. At the same time, the review shows the limitations of the literature-based review: not a lot of studies have been conducted specifically in the Philippines, thus, even if the gap is closed from the theoretical viewpoint, the absence of practical findings prevents making any judgments regarding local companies.

RECOMMENDATIONS

Based on the findings and conclusions of this review, the following recommendations are as follows.

On HR Practices (RQ1). The integration of inclusive practice into all six HRM functions means that responsibility for cross-cultural and neurodiversity inclusion can be shared more effectively across Recruitment and Selection, Training and Development, Performance Management, Health and Safety,

Employee Relations and Engagement and Compensation and Benefits , rather than kept in one separate unit. Furthermore, the fact that only three second-level codes – i.e. structured onboarding, cross-cultural mentoring, and bias-mediated appraisal – managed to achieve the whole AMO combination reflects a new area of interest: functions that currently only fall under one or two AMO dimensions (such as Health and Safety or Compensation and Benefits) may be of interest because using the concept of accommodation together with manager training and applying clear implementation rules could lead to positive results in these particular cases as well.

On Challenges in Implementation (RQ2). The conception of a lack of regular neurodiversity data collection as a contributing barrier by the review indicates that organizations should focus on developing internal monitoring mechanisms, in the same way they have prepared similar ones for tenure or gender. Furthermore, studies show that gaps of managers' knowledge and neuronorms in the institutions can be viewed as structural problems rather than individual ones and thus, methods directed at the system's changes—KPIs, instructions, and evaluation systems—may help more than methods targeted at increasing managers' awareness only. Also, the finding of BPO that client-driven instructions may create the disadvantage for neurodivergent workers indicates that measuring rubrics that are used in interacting with clients should be further studied. Lastly, the fact that superficial policy in DEI is the only failure mode across all the HRM functions indicates that the correlation between declared policy and those resources spent, accountability, and control deserves deeper investigations.

On Best Practices (RQ3). The agreement among various authors in regard to inclusion as a full lifecycle process may imply that mapping current practices of recruitment, training, evaluation, accommodation, and remuneration against the worked out strategy may help find the points where there are breakdowns in continuity

among activities. The discovery that retention and inclusion results seem to be more closely connected with systemic compatibility than with mere statements of policy indicates that the role of such mechanisms as mentoring, employee resource groups, and developing empathy among the leaders may be more significant than what could be found in the policy document. As the function of ILO alignment performs in the literature the function of comparison point based on which one can distinguish between auditable practices and aspiration policies, the framework may give the company an opportunity to use this point of reference to evaluate its existing practices of remuneration, recruitment, and accommodation, especially for BPO companies that have already been exposed to international standards.

Future Researchers and Reviewers. Future investigations are recommended to be performed in terms of primary field-based research among BPO companies in the Philippines in order to empirically prove whether practices, themes and AMO-based patterns given in the global literature synthesis do indeed function in the local operational context. Such validation should include research into the lived experience of neurodivergent and culturally diverse BPO employees directly, through voice of employee and self-report methods, and thus making research add seasoned perspective that is (unfortunately) not usually covered by the vast majority of literature on the subject. When considering the approach through the prism of voice of employee perspective it is also highly advisable to conduct research into intersectional identity experience which includes employees being neurodiverse and culturally diverse at the same time, an aspect covered by only a few studies reviewed despite its topicality in terms of revealing the workplace obstacles due to the intersection of identities. On the other side, it is recommended to employ quantitative methods to find out if AMO practices interact in their effect on retention, engagement and service quality outcomes. Going even one step further researchers should conduct longitudinal studies of companies' evolution from shallow implementation of DEI policy towards its actual realization. From the methodological point of view researchers should widen their databases even beyond Scopus, Google Scholar, and Web of Science, use at least two independent coders with a proper inter-coder agreement check and conduct their research regardless of language restrictions.

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ACKNOWLEDGMENTS

The authors would like to thank all persons who contributed toward the completion of this thesis and the article based on this thesis.

The faculty of the College of Business Administration, Polytechnic University of the Philippines – Taguig Campus for the guidance, helpful suggestions, and unwavering support in the preparation of this study.

To the thesis adviser, Sheryl 'Sharima' Morales, for her generous sharing of time, expertise and encouragement. Their patience, critical insight and timely direction guided the authors through each phase of research from conceptualization to final writing.

To the panel members for their insightful comments, rigorous questions and valuable recommendations during the defense and revision stages

To the University Research Ethics Committee for review of the research protocol and to ensure that the study adhered to ethical standards in the conduct of research.

To our families and friends for their unconditional love, understanding and moral support during the hard stages of this research.

Above all, to the Almighty God, for the wisdom, strength and perseverance that made this work possible.