Neurodiversity-Inclusive Human Resource Practices and Employee Resourcefulness: A Study of Mobile Telecommunication Companies in Rivers State, Nigeria

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https://doi.org/10.56201/ijssmr.vol.12no11.2026.pg291.307

Abstract
The increasing recognition of cognitive diversity in contemporary workplaces has created a need for human resource practices that provide equitable opportunities, appropriate workplace support, and career development for employees with diverse neurological profiles. This study examined the relationship between neurodiversity inclusion human resource practices and employee resourcefulness in mobile telecommunication companies in Rivers State, Nigeria. The study was anchored on Conservation of Resources Theory and Ability Motivation Opportunity Theory. A cross-sectional survey research design was adopted. The population comprised 198 permanent employees drawn from the regional head offices of MTN Nigeria, Airtel Nigeria, Globacom Nigeria Limited, and 9mobile Nigeria. The sample size of 132 was determined using the Taro Yamane formula, while proportionate stratified random sampling was used to select respondents from the four companies. Primary data were collected through a structured questionnaire using a five-point Likert scale. Neurodiversity inclusion human resource practices were measured through inclusive recruitment, workplace accommodation, and inclusive career development, while employee resourcefulness was treated as a unidimensional construct. The instrument was subjected to face and content validity, while reliability was assessed using Cronbach's Alpha. Data were analysed using descriptive statistics and Pearson Product Moment Correlation. The findings revealed positive relationships between inclusive recruitment and employee resourcefulness, workplace accommodation and employee resourcefulness, and inclusive career development and employee resourcefulness. The study concludes that neurodiversity inclusion human resource practices constitute important organisational conditions for strengthening employees' capacity to utilise available resources, adapt to workplace demands, solve problems, and demonstrate initiative. The study recommends stronger inclusive recruitment practices, appropriate workplace accommodation, and equitable access to career development opportunities within mobile telecommunication companies.

Keywords: *Neurodiversity, human resource, inclusive recruitment, workplace accommodation, inclusive*

1. Introduction

As business environments become more and more complex, the need for employees who can adapt to shifting customer expectations, technologies, and competitive pressures has grown as well. Modern organisations are increasingly reliant on employees who can think for themselves, solve problems creatively and make good use of the resources available. Licata et al. (2003) relate employee resourcefulness to the employee's ability to overcome workplace limitations through initiative, creativity and effective use of resources. These abilities indicate employee resourcefulness. Employees that acquire and mobilise available resources are better able to manage demands at work (Hobfoll, 2002). The adaptive capabilities are important in the face of evolving work conditions (Kanfer & Ackerman, 2004). In the telecommunications sector, with rapid technological development, digital transformation and fierce competition, employee resourcefulness as an important factor is critical for maintaining the organisational competitiveness and service quality. In Rivers State, telecommunication companies require their employees to be flexible to changing customer needs, technological developments and service requirements. In the light of these conditions, it is important to examine the human resource practices that may foster an environment in which employees can develop and exercise their resourcefulness effectively.

One of the human resource approaches, which can be the basis for the creation of such an environment, is neurodiversity inclusion human resource practices. In 1999, Singer introduced the notion of neurodiversity, which treats neurological differences as a matter of human diversity, not deficiency. Doyle (2020) points out that neurodiversity inclusion requires HR practices that support inclusive career development, a supportive working environment, fair recruitment and appropriate workplace accommodation. This view is supported by. Austin and Pisano (2017) state that organisations that acknowledge cognitive differences can tap into the different ways of thinking, creativity and analytical reasoning and problem-solving. Also, Shore et al. (2018) associate inclusive workplaces with psychological safety, trust, and sense of belonging, which can encourage employees to use their skills with more confidence. Consequently, these procedures establish a logical connection between the organisational environment and employee resourcefulness, especially in the telecommunications industry, which hinges on technological adaptation, customer responsiveness, knowledge sharing and innovation for its organisational performance. Although the relationship between inclusive human resource practices and employee outcomes has attracted considerable scholarly attention, most existing studies have focused on demographic diversity, disability inclusion, gender diversity, multicultural workforce management, and inclusive general workplace climates. Nishii, 2013; Roberson, 2019; Shore et al., 2018) have linked inclusive workplace practices with employee engagement, organisational commitment, innovative work behaviour, job satisfaction, organisational citizenship behaviour and organisational performance. However, the link between employee resourcefulness and human resource practices highlighting neurodiversity inclusion has been relatively under-researched. Thus, the current literature does not provide enough evidence to determine whether inclusive recruitment, workplace accommodation and inclusive career development can improve employees' ability to utilise available resources, solve workplace problems, adjust to evolving demands and show initiative. This limited evidence is especially noticeable in African organisations where empirical studies on neurodiversity inclusion are relatively scarce. This study explores the relationship between employee resourcefulness and human resource practices aimed

at neurodiversity inclusion in telecommunication companies in Rivers State, Nigeria. This study is based on a theoretical, contextual and geographical gap. The purpose of this study is to examine the relationship between neurodiversity inclusion human resource practices and employee resourcefulness in mobile telecommunication companies in Rivers State, Nigeria

2. Literature Review

2.1 Theoretical Review

The theoretical base is a conceptual framework that allows explaining the relation between the variables that are the object of the study. It provides established perspectives explaining how and why the independent variable is expected to influence the dependent variable. This investigation is grounded on the Conservation of Resources Theory and the Ability Motivation Opportunity Theory because both theories give relevant explanations to the relationship between employee resourcefulness and human resource practices that emphasise neurodiversity inclusion in telecommunication companies in Rivers State Nigeria.

i. Conservation of Resources Theory

The Conservation of Resources Theory (Hobfoll, 1989) describes the process of people gaining, maintaining and developing resources that help them cope with workplace demands and function effectively. Resources are defined as including personal capabilities, knowledge, skills, social relationships, organisational support, opportunities and favourable working conditions (. According to Hobfoll (2002), resources can assist employees in dealing with difficulties but loss of resources may result in psychological strain. In the present study, organisational resources such as inclusive recruitment, workplace accommodation and inclusive career development can help effectively utilise the capabilities of employees with diverse neurological profiles. Inclusive recruitment allows equal access to employment, workplace accommodation eliminates barriers to effective performance, and inclusive career development enhances knowledge and competencies. These resources can enhance employees' resourcefulness by boosting their confidence, adaptability, initiative and ability to solve problems in the workplace. The theory, therefore, provides a basis for explaining how the inclusion of neurodiversity HR practices can lead to the effective utilisation of resources by employees of mobile telecommunication companies in Rivers State, Nigeria (Halbesleben et al., 2014; Hobfoll, 1989, 2002).

ii. Ability Motivation Opportunity Theory

According to the Ability Motivation Opportunity Theory (Appelbaum et al., 2000), the effectiveness of employee behaviour is determined by three factors: the motivation of employees to employ their abilities, the opportunities to use these abilities in the organization, and the abilities of the employees. Human resource practices can improve the knowledge and skills of employees, their willingness to contribute and create opportunities for effective performance and participation (Boxall & Purcell, 2016). The present study uses inclusive recruitment to recruit employees with diverse cognitive abilities and talents, workplace accommodation to enable employees to use their abilities without facing unnecessary obstacles and inclusive career development to improve employees' competence through professional development and learning. These practices should help employees to become more adaptive, to take the initiative, to solve problems and to make use of the resources they have. The theory elucidates how neurodiversity inclusion human resource practices can yield the skills and opportunities that are essential for employee resourcefulness in

mobile telecommunication companies in Rivers State, Nigeria (Appelbaum et al., 2000; Boxall & Purcell, 2016; Jiang et al., 2012).

2.2 Neurodiversity Inclusion Human Resource Practices

Increasingly, organisations are recognising that workforce diversity is not only about demographic characteristics, but also about differences in cognitive functioning, learning patterns, communication styles, and problem-solving approaches (see, for example, the scholarly attention to neurodiversity inclusion human resource practices). The idea is based on the notion of neurodiversity as introduced by Singer (1999). Singer said that neurological variations such as autism spectrum disorder, attention deficit hyperactivity disorder, dyslexia, dyspraxia, dyscalculia and Tourette syndrome should be viewed as organic expressions of human diversity rather than as conditions that diminish a person's capacity to contribute to society. This was a departure from the traditional medical view that neurological differences were primarily deficits that needed to be treated or fixed. More work has since developed this view, showing that organisations can gain significant advantages from diverse cognitive abilities within employees when appropriate employment practices are in place. Austin and Pisano (2017) contend that organisations that embrace neurodiversity are often rewarded with improvements in creativity, analytical reasoning, innovation and complex problem solving. This is because employees with differing neurological profiles often possess specific strengths that align with the organisation's agenda. In a related contribution Doyle (2020) argues that individual capabilities as well as organisational systems that determine if employees are able to effectively use their strengths impact on employee performance. These developments have made the inclusion of neurodiversity a major issue in contemporary human resource management, as organisations seek to develop workforces that can adapt to the rapid pace of technological innovation and organisational change.

The neurodiversity shift in human resource management has led to a shift in focus from identifying cognitive differences to developing employment practices that allow employees with a range of neurological characteristics to fully participate in organisational activities. "Neurodiversity inclusion human resource practices" are policies, procedures and managerial actions of organisations that are designed to remove barriers to facilitate participation and career progression. Shore et al. (2018) define inclusive workplaces as those where people feel fair treatment, a sense of belonging, participation, and recognition of individual uniqueness. These conditions help employees to feel confident in contributing and using their abilities without the fear of exclusion. Roberson (2019) also argues that inclusion is not merely about representation in the workforce, but about organisational systems that provide equal access to resources, opportunities, and professional development for employees. This corresponds to the position of the Chartered Institute of Personnel and Development (CIPD, 2024) that neuroinclusive human resource practices include accessible recruitment processes, appropriate workplace adjustments, equal learning opportunities, inclusive performance management and career advancement systems that acknowledge different cognitive strengths. These practices build organisational capability by creating environments where employees can contribute according to their competencies rather than being constrained by traditional assumptions about the workplace. In the present study, we define neurodiversity inclusion human resource practices as strategic human resource initiatives that promote equitable employment opportunities and create organisational conditions that enable employees with different neurological characteristics to perform effectively. The key practices examined in this study are inclusive recruitment, workplace accommodation and inclusive career development which operationalise the construct.

i. Inclusive Recruitment

Inclusive recruitment refers to human resource practices that allow applicants with diverse backgrounds and abilities to prove their competence without unnecessary barriers. It guarantees equal access to employment opportunities for all individuals. Within the framework of neurodiversity, it recognises that persons with diverse neurological profiles might exhibit knowledge, skills, creativity, analytical ability, and attention to detail in diverse ways. Armstrong and Taylor (2023) emphasise that for effective recruitment, it is essential to establish competencies aligned with company needs and to guarantee the fairness of the recruitment process. Breaugh (2017) underscores the need to eliminate unnecessary obstacles that could hinder qualified candidates from entering the talent pool. Neuroinclusive recruitment may include accessible vacancy announcements, simple application processes, structured interviews, practical skills assessments, flexible assessment methods and recruitment staff who are aware of cognitive diversity. Kirby and Smith (2021) note that inclusive recruitment enables employers to access talent that could be missed by traditional recruitment systems. The CIPD (2024) links inclusive recruitment with workforce capability, innovation, organisational learning and diverse problem solving. Roberson (2019) also finds that the use of fair and inclusive recruitment can improve applicants' perceptions of procedural fairness and organisational attractiveness. For the purpose of the present study, inclusive recruitment is defined as human resource practices that offer persons with different neurological characteristics equal opportunities to be part of recruitment processes and to show their competencies through fair, accessible and unbiased employment procedures.

ii. Workplace Accommodation

Workplace accommodation is the intentional alteration of the physical environment, work processes, communication methods, technology, or job design to enable employees to do their jobs without unnecessary barriers. Historically, it has been used in disability management but has also been increasingly used in neurodiversity to acknowledge differences in sensory responses, information processing, communication, and organization of tasks. Lindsay et al. (2021) state that accommodations that are appropriate can facilitate greater participation in organisational activities and Kulkarni and Lengnick Hall (2014) explain that accommodations can improve the utilisation of employee capabilities through reduction of environmental barriers. Some of these practices that can be implemented include flexible working hours, quiet work spaces, assistive technology, straightforward communication processes, structured task allocation, modified supervisory approaches, and adjustments to sensory conditions. Doyle (2020) states that appropriate accommodation enables neurodiverse employees to better use their abilities. Santuzzi et al. (2014) link workplace accommodation to job satisfaction, organisational commitment, wellbeing and performance. Schur et al. (2014) suggest that the provision of adequate accommodations further strengthens the relationship between organisational effectiveness, productivity and employee retention. In this study, workplace accommodation is defined as human resource practices that appropriately modify work environments, communication systems, job design, and organisational processes to enhance effectiveness and utilisation of the capabilities of the employees with a variety of neurological characteristics.

iii. Inclusive Career Development

Inclusive career development is defined as organisational practices that offer employees equal opportunities to develop competencies, enhance capabilities and advance their careers. It recognises the diversity of learning preferences, communication styles, and cognitive strengths

from the neurodiversity perspective and also offers equal opportunities for professional development. De Vos and Van der Heijden (2017) suggest that career development is an ongoing process that improves knowledge, adaptability, employability and professional development and as structured learning experiences that equip employees for their present duties and future positions (Noe, 2020). Inclusive career development in neurodiverse workplaces can build on accessible training, including coaching, mentoring, leadership development, professional certification, succession planning, and clear systems of promotion. Clarke (2018) states that inclusive development practices can optimise the potential of employees through the creation of learning environments that accommodate individual differences. Collings et al. (2019) link equitable career development to talent retention, workforce capability and organisational performance. Shore et al. (2018) also note that providing equal access to learning and career development opportunities can improve employee engagement and commitment. In the present investigation, inclusive career development is a term that refers to human resource practices that provide employees with a variety of neurological characteristics equal opportunities for learning, mentoring, professional development and career advancement, which enables them to enhance their competencies and effectively contribute to the organization's objectives.

2.3 Concept of Employee Resourcefulness

Employee resourcefulness is the ability of an employee to solve problems in the workplace by using available resources, adapting, persevering, being creative and taking initiative. The idea is that a person can do the work they are supposed to do even if something unexpected happens, the needs of the organization change, or they do not have a lot of resources. Resourceful employees actively explore alternative approaches and gather relevant information, use available resources, and develop practical solutions that enable task accomplishment, not resorting to formal organisational support alone. John W. Licata and his collaborators (Licata et al., 2003) introduced the notion of job resourcefulness as a stable behavioural disposition that allows employees to overcome workplace constraints and at the same time perform their jobs effectively. This contribution helped the construct to gain prominence. Albert Bandura (1997) indicated that people with high self-efficacy are more likely to exhibit adaptive behaviour, initiative and persistence when confronted with challenging work situations. Similarly, Fred Luthans et al. (2007) argue that positive psychological capacities increase employees' confidence and resilience and this enables them to cope effectively with organisational demands. These perspectives theorise employee resourcefulness as a behavioural capability that allows employees to transform potential opportunities into productive work outcomes under operational constraints and uncertainty.

Today's organisations regard employee resourcefulness as a critical driver of effectiveness, enabling them to improve innovation, service quality, customer satisfaction, operational agility and continuous improvement. Resourcefulness is also closely linked to employees who are more likely to learn, adapt to technological innovations, solve problems independently and work with colleagues to achieve organisational objectives. According to Karatepe and Olugbade (2009) resourceful employees can solve customer and work-related problems without excessive supervision, which enables them to manage high levels of performance. Similarly, Harris, Artis, Walters, and Licata (2006) state that employee resourcefulness positively influences organisational productivity, effectiveness of customer service, and job performance. This is because employees are continuously trying to find practical solutions to the problems at work. In this study, employee resourcefulness is conceptualised as a unidimensional construct, representing the ability of

employees to be productive in the face of work challenges, adapt, creatively solve problems, and make effective use of available organisational resources.

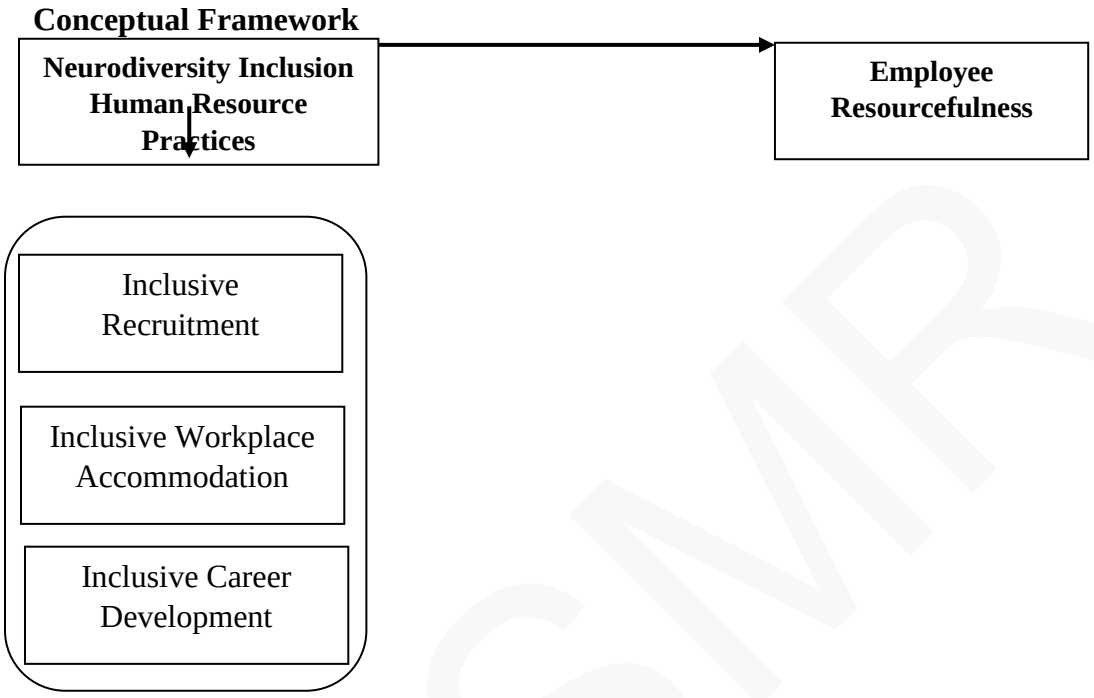

Figure 1: Conceptual framework on the relationship between Neurodiversity Inclusion Human Resource Practices and Employee Resourcefulness in telecommunication companies operating in Rivers State, Nigeria.
Source: Desk Research (2026). The dimensions of Neurodiversity Inclusion Human Resource Practices were adapted from the works of Doyle (2020), Shore, Cleveland, and Sanchez (2018), Roberson (2019), Austin and Pisano (2017), and the Chartered Institute of Personnel and Development (2024).

2.4 Empirical Review

i. Inclusive Recruitment and Employee Resourcefulness

In St. Louis, Carter et al. (2023) explored inclusive recruitment strategies to enhance sociodemographic diversity of research participants. In this study we used participant-produced data, staff salary records and participant observation to assess recruitment effectiveness and costs. However, findings showed that face-to-face recruitment yielded the highest representation of under-represented groups, although at a cost of requiring a larger number of financial resources. The most cost-effective recruitment strategy was word of mouth and the highest recruitment costs were associated with newspaper advertising. The study found that using a mix of different recruitment strategies can improve diversity outcomes, but financial requirements will differ.
Khan et al. (2023) developed a multistage theoretical framework for building and managing neurodiverse work environments. The framework included literature relevant to organisational behaviour, diversity management and neurodiversity. It listed inclusive recruitment and selection as the first step in successful neurodiversity management along with fair supervision, employee development and engagement practices. It found effective neurodiversity management can

enhance organisational performance and employee inclusion, while reducing the barriers to employment for neurodivergent individuals. Kusuma and Mahmuda (2025) qualitatively reviewed ten scholarly articles to investigate inclusive recruitment strategies for achieving workforce diversity within multicultural work environments. Their research found that inclusive recruitment drives problem solving and innovation, improves organisational performance and results in a more diverse workforce. The study also found that recruitment bias and the difficulties of developing inclusive organisational cultures remained ongoing challenges. The researchers therefore highlighted the necessity of pairing inclusive recruitment with retention efforts and cultural awareness programs to make sure workforce diversity is sustainable. Lee et al. (2025) examined employer practices in overcoming recruitment barriers affecting refugee employment in Australia. The evidence gathered indicates 39 employers using innovative recruitment approaches to overcome immediate and structural employment barriers. While most employers used adaptive strategies to overcome immediate recruitment challenges, only a few used transformative strategies that may reduce structural employment disparities. The study emphasises the importance of targeted organisational interventions in establishing more inclusive recruitment processes.

ii. Workplace Accommodation and Employee Resourcefulness

Heinze (2025) conducted a systematic review of the employment outcomes and workplace accommodations of employees with autism. The review synthesised evidence from ten empirical studies and identified assistive technology, organisational and environmental adaptations, supervisory support and psychosocial interventions as significant forms of workplace accommodation. Results showed that workplace accommodations increased productivity, job satisfaction, employment stability and job acquisition. Organisational stigma, inconsistent policy implementation, limited awareness and variations in organisational culture hampered successful inclusion. The study then went on to demonstrate the role of supportive organisational settings and individualised accommodations in providing better employment outcomes for autistic employees. Man et al. (2020) examined the relationship between employee creative performance and workplace accommodation from the perspective of self-efficacy theory. The study used a multi-wave, multi-source field design involving 300 employees with varying degrees of disability. Results indicated that workplace accommodation increased employee creativity through an increased creative self-efficacy. The findings suggest that accommodation practices can create conditions that allow employees to make better use of their abilities and contribute to organisational objectives. Mukhammad Mizan Zulmi et al. (2021) did a qualitative case study on the inclusive human resource management practices of PT SAMA in Indonesia for employees with disabilities. The findings revealed that disability-inclusive practices were positively correlated to effective collaboration with colleagues and positive employee work performance. Organisational acceptance, communication, flexibility, management of workloads, supportive work family culture and accessible physical work environments were identified as critical conditions facilitating inclusion. The inquiry also called for more proactive recruitment strategies, focusing on people with disabilities. Valles et al. (2025) explored the effect of workplace accommodations on the employment outcomes of persons with disabilities in Jagna, Bohol. The data were analysed using frequency distributions, percentages and weighted means. The study involved employees, employers, managers and human resource practitioners. The most prevalent accommodation practices were flexible work schedules, coworker assistance, and commuting, whereas assistive technologies and infrastructural modifications were the least common due to financial constraints.

The findings showed that workplace accommodations increased employee confidence, retention and job performance but organisational and cultural barriers persisted.

iii. Inclusive Career Development and Employee Resourcefulness

Ferdiana et al. (2023) examined the effects of organisational commitment, career development, and organisational support on university employees' retention. The quantitative data was gathered through a survey of 70 employees from a population of 391. The results showed that organisational commitment, career development, and organisational support had significant positive effects on employee retention. The research has shown that opportunities for career advancement and organisational support can improve employment outcomes and enhance attachment of employees to the organisations. Suherman et al. (2023) studied the effect of employee engagement and career development toward employee performance at PT Pos Indonesia. The study used multiple regression analysis to analyse the relationships between variables. A descriptive explanatory survey was conducted on 87 employees. The results showed that employee engagement and career development, individually and simultaneously, significantly affected employee performance. The results imply that organisations should provide the right engagement practices to employees to improve their performance, provided that the organization is ready to invest in their career development.

2.5 Empirical Gap and Hypotheses Premise

As evidenced by the studies reviewed, inclusive recruitment, workplace accommodation and career development are associated with a number of positive employee and organisational outcomes, such as creativity, performance, retention, job satisfaction and employment stability. However, employee resourcefulness has not been directly investigated as the criterion variable in the empirical literature reviewed. Nonetheless, the bulk of available research is centred on consequences, such as employee creativity, performance, retention, engagement and satisfaction, with little empirical focus on employees' capacity to adapt to restrictions, to initiate solutions, to stay effective in the face of changing conditions at work and to make use of available resources. This points to the empirical gap that the present study seeks to address by looking at inclusive recruitment, workplace accommodation and inclusive career development within the framework of employee resourcefulness. The following hypotheses were developed based on the empirical literature review of neurodiversity inclusion human resource practices and employee resourcefulness:

H_{01}: There is no significant relationship between inclusive recruitment and employee resourcefulness in mobile telecommunication companies in Rivers State, Nigeria.

H_{02}: There is no significant relationship between workplace accommodation and employee resourcefulness in mobile telecommunication companies in Rivers State, Nigeria.

H_{03}: There is no significant relationship between inclusive career development and employee resourcefulness in mobile telecommunication companies in Rivers State, Nigeria.

3. Methodology

This study used cross-sectional survey research design to examine the relationship between employee resourcefulness and neurodiversity inclusion human resource practices among employees of telecommunication companies in Rivers State, Nigeria. The design was deemed appropriate as it allowed the collection of quantitative data from the respondents at one point in time without manipulation of the study variables. It also allowed the examination of naturally

occurring relationships between the predictor and criterion variables. The population was made up of one hundred and ninety-eight (198) permanent employees sourced from the regional head offices of the four major licensed mobile telecommunication companies in Rivers State, namely MTN Nigeria, Airtel Nigeria, Globacom Nigeria Limited and 9mobile Nigeria. The sample size of 132 was determined using the Taro Yamane (1967) formula at 5 percent level of precision. Proportionate stratified random sampling technique was employed so that each organization was adequately represented. Simple random sampling was then used to select individual respondents within each stratum. Primary data was gathered by means of a structured questionnaire developed from the existing literature. The questionnaire was designed on a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1). Neurodiversity inclusion human resource practices were operationalised such as inclusive recruitment, workplace accommodation, and inclusive career development and employee resourcefulness was assessed as a unidimensional construct. Face and content validity of the instrument were tested. Reliability was measured using Cronbach's Alpha coefficient, with a minimum coefficient of 0.70 accepted based on the recommendation of Nunnally and Bernstein (1994). The completed questionnaires were coded and analysed using the Statistical Package for the Social Sciences (SPSS), Version 27. Demographic characteristics of the respondents were presented using descriptive statistics (frequencies, percentages, means and standard deviations). The hypotheses were examined using Spearman Rank Order Correlation Coefficient at 0.05 level of significance. Null hypotheses were rejected when the probability value was less than 0.05 and retained when the probability value was equal or greater than 0.05.

4. Data Analysis and Findings

The detailed report on the distribution for the questionnaire administration, retrieval and use in line with the mobile telecommunication companies in Rivers State, Nigeria in this study is shown on table 1.

Table 1: Distributions and Retrieved Copies of Questionnaire

S/N	Distributed Copies	Retrieved Copies	Not Retrieved Copies	Used Copies
Total	**132**	**372**	**7**	**125**

Source: Field Survey**,** 2026

Table 1 shows the distribution, retrieval and utilisation of the questionnaires administered to the employees of the selected telecommunication companies. A total of 132 questionnaires were distributed and 125 copies were retrieved representing 94.7%. Seven copies were not retrieved representing 5.3%. All copies retrieved were deemed suitable for analysis, representing 100% of retrieved questionnaires and 94.7% of total questionnaires distributed. The high retrieval rate of respondents indicates their sufficient participation and provides a solid basis for the statistical analysis of the correlation between employee resourcefulness and human resource practices that emphasise neurodiversity inclusion.

Univariate Analysis

The univariate analysis assessed the degree of perception of the neurodiversity inclusion human resource practices and employee resourcefulness of the employees of the mobile telecommunication companies in Rivers State, Nigeria that was the focus of the investigation by analysing each study variable separately. Responses were measured on a five-point Likert scale from Strongly Disagree to Strongly Agree. Descriptive statistics such as mean scores and standard deviations were utilised to explain the perceptions of the respondents and to determine the level of manifestation of each construct. Mean scores are the average responses and standard deviations show the level of variation. The adapted scale was modified from Asawo (2009) and used for interpretation. Mean values 1.0-2.4 indicated low manifestation, 2.5-3.4 indicated moderate manifestation, 3.5-4.4 indicated high manifestation and 4.5 and above indicated very high manifestation. The analysis provided an empirical basis for the subsequent bivariate analysis of the relationship between employee resourcefulness and human resource practices that emphasise neurodiversity inclusion. The summary distribution of the study variables is presented in Table 2.

Table 2: Univariate Analysis of the Study Variables

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Cronbach's Alpha
Inclusive Recruitment	125	1.00	5.00	4.012	0.764	0.901
Workplace Accommodation	125	1.20	5.00	3.968	0.801	0.918
Inclusive Career Development	125	1.40	5.00	3.925	0.783	0.894
Employee Resourcefulness	125	1.80	5.00	4.087	0.736	0.912

Source: SPSS Output, 2026

The mean averages of all variables of the study in Table 2 are high, suggesting that the constructs are well manifested among employees of mobile telecommunication companies in Rivers State. The average score for inclusive recruitment was 4.012, suggesting that employees generally felt the recruitment process was fair and accessible. The mean score for the workplace accommodation was 3.968, indicating that there was a significant degree of adaptation of work conditions and processes to accommodate the needs of employees. The lowest mean was for inclusive career development (3.925) although this still indicates a high level of manifestation suggesting that employees perceived reasonably strong access to learning, mentoring and progression opportunities. The employees generally showed a great deal of initiative, adaptability and problem-solving capacity. This is shown by the highest mean value of 4.087 for employee resourcefulness. The standard deviation values (0.736–0.801) indicate that the respondents' opinions on the variables are moderate. The Cronbach's Alpha coefficients (varying from 0.894 to 0.918) ensured that the measurement scales had high internal consistency and reliability for the study.

Bivariate Data Analysis

This section presents the results of the hypothesis tests at the bivariate level of analysis. The Pearson Product Moment Correlation was used, with a significance level set at 0.05 (95% confidence). The decision rule is: if $p < 0.05$, reject the null hypothesis and conclude a significant relationship; if $p > 0.05$, accept the null hypothesis, indicating no significant relationship.

Neurodiversity Inclusion Human Resource Practices and Employee Resourcefulness

Table 3 presents the correlation results obtained for neurodiversity inclusion human resource practices and employee resourcefulness, along with the statistical test of significance (p-value), enabling the research questions to be answered and findings generalised to the study population.

Table 3: Summary of Correlations between Neurodiversity Inclusion HR Practices and Employee Resourcefulness

Relationship	Pearson Correlation (r)	Sig. (2-tailed)	N	Decision
Inclusive Recruitment → Employee Resourcefulness	.724**	.000	125	Reject H_{01}
Workplace Accommodation → Employee Resourcefulness	.777**	.000	125	Reject H_{02}
Inclusive Career Development → Employee Resourcefulness	.842**	.000	125	Reject H_{03}

***Correlation is significant at the 0.01 level (2-tailed). Source: SPSS Output, 2026*

Research Question 1: What is the relationship between inclusive recruitment and employee resourcefulness in mobile telecommunication companies in Rivers State, Nigeria? Table 3 shows a strong positive relationship (r = .724), indicating that higher levels of inclusive recruitment are associated with higher levels of employee resourcefulness — equitable recruitment opportunities, recognition of diverse cognitive abilities, and reduced recruitment barriers enable employees to utilise their capabilities and respond effectively to workplace demands. The relationship is statistically significant ($p = .000 < .05$); the null hypothesis (H_{01}) is therefore rejected, establishing a significant positive relationship between inclusive recruitment and employee resourcefulness.

Research Question 2: What is the relationship between workplace accommodation and employee resourcefulness in mobile telecommunication companies in Rivers State, Nigeria? Table 3 shows a strong positive relationship (r = .777), indicating that appropriate adjustments to work conditions, communication processes, and the work environment enable employees to utilise available resources, adapt to workplace demands, solve problems, and sustain effective performance. The relationship is statistically significant ($p = .000 < .05$); the null hypothesis (H_{02}) is therefore rejected, establishing a significant positive relationship between workplace accommodation and employee resourcefulness.

Research Question 3: What is the relationship between inclusive career development and employee resourcefulness in mobile telecommunication companies in Rivers State, Nigeria? Table 3 shows the strongest relationship among the three practices (r = .842), indicating that equitable opportunities for learning, mentoring, competency development, and career progression strengthen employees' capacity to utilise available resources, adapt to workplace demands, solve problems, and contribute effectively to organisational objectives. The relationship is statistically significant ($p = .000 < .05$); the null hypothesis (H_{03}) is therefore rejected, establishing a significant positive relationship between inclusive career development and employee resourcefulness.

5. Discussion of Findings

Inclusive Recruitment and Employee Resourcefulness in Mobile Telecommunication Companies in Rivers State, Nigeria

The results reveal a significant positive relationship between inclusive recruitment and employee resourcefulness in mobile telecommunication companies in Rivers State, Nigeria. This implies that policies that offer equal employment opportunities, value cognitive diversity, and remove unnecessary barriers prepare employees to effectively leverage their talents, be proactive, solve problems, and utilise available resources. This finding supports Khan et al. (2023), who identified inclusive recruitment as a basis for neurodiverse workplaces, and Kusuma and Mahmuda (2025), who linked it to workforce diversity, innovation, and problem-solving. Carter et al. (2023), Lee et al. (2025), and Mukhammad Mizan Zulmi et al. (2021) also supported the idea that inclusive employment practices contribute to participation and performance. This is explained by Conservation of Resources Theory, which posits that employees seek to acquire and protect resources to deal with workplace demands. Inclusive recruitment thus becomes an organisational resource through which employees contribute knowledge, skills and initiative. Furthermore, Ability Motivation Opportunity Theory, framed by Appelbaum et al. (2000), argues that effectiveness is dependent on ability, motivation and opportunity. Inclusive recruitment provides access to a range of abilities and the opportunity to apply them. Collectively these theories point to inclusive recruitment creating a nurturing environment for employee resourcefulness in these organisations.

Workplace Accommodation and Employee Resourcefulness in Mobile Telecommunication Companies in Rivers State, Nigeria

Results indicate a positive, significant relationship between employee resourcefulness and workplace accommodation in mobile telecommunication companies in Rivers State, Nigeria, correlating with Heinze (2025) who found that assistive technology and organisational adaptations improved employment outcomes of employees with autism and Man et al. (2020) who established a relationship between workplace accommodation and creative self-efficacy and creativity. Organisational support and flexibility have also been linked to performance as reported by Mukhammad Mizan Zulmi et al. (2021) and Valles et al. (2025). Hobfoll (1989, 2002) posits that workplace resources assist employees in conserving and mobilising personal resources during times of demand, allowing accommodation to concentrate on problem solving. Appelbaum et al. (2000) emphasise that employees require opportunities to utilise their capabilities, which accommodation facilitates through supportive working conditions. The strong positive correlation therefore implies that workplace accommodation is associated with higher employee resourcefulness within these organisations.

Inclusive Career Development and Employee Resourcefulness in Mobile Telecommunication Companies in Rivers State, Nigeria

The findings reveal a very strong positive relationship between inclusive career development and employee resourcefulness in mobile telecommunication companies in Rivers State, Nigeria, suggesting that equal access to training, mentoring, professional development, and career progression boosts employee knowledge, skills, confidence, adaptability, and ability to respond to workplace demands. This is in line with Ferdiana et al. (2023), who connected career development to positive employee outcomes, and Suherman et al. (2023), who found a significant relationship between employee performance This is further explained by the Conservation of Resources Theory

which views knowledge, skills, experience and professional opportunities as resources that help employees cope with workplace demands, and the Ability Motivation Opportunity Theory which views ability and opportunity as conditions for effective behaviour. Career development is characterised by the growth of ability through learning and mentoring, and the provision of opportunities to apply acquired competencies. Thus, the significant positive relationship indicates that inclusive career development relates to stronger employee resourcefulness in mobile telecommunication companies in Rivers State, Nigeria.

6. Conclusion and Recommendations

The study concludes that neurodiversity inclusion human resource practices are positively associated with employee resourcefulness in mobile telecommunication companies in Rivers State, Nigeria. The findings indicate that inclusive recruitment, workplace accommodation, and inclusive career development each contribute to employees' capacity to utilise available resources, adapt to changing work demands, solve problems, and demonstrate initiative. Inclusive recruitment provides equitable access to employment and recognises diverse cognitive capabilities; workplace accommodation creates conditions that enable employees to apply their capabilities effectively; while inclusive career development strengthens employees' knowledge, skills, and competencies. The findings are consistent with the Conservation of Resources Theory and Ability Motivation Opportunity Theory, which explain how organisational resources and appropriate opportunities can enhance employees' capacity to apply their abilities and respond effectively to workplace demands.

Following, it is recommended that:

i. Management should strengthen inclusive recruitment practices to identify employees with diverse cognitive abilities, problem-solving capacity, creativity, and initiative, giving adequate attention to independent thinking and adaptability rather than relying excessively on conventional indicators of suitability. Recruitment personnel should also receive training on neurodiversity so that capable applicants are not excluded through inappropriate procedures, helping the organisation build a workforce that strengthens resourceful responses to workplace challenges.

ii. Management should provide workplace accommodations that address individual needs relating to communication, work processes, schedules, technology, and the work environment, supported by accessible channels through which employees can communicate accommodation needs and receive timely support. Reducing unnecessary barriers allows employees to devote greater attention to problem-solving, adaptability, initiative, and effective use of organisational resources.

iii. Management should provide equitable career development opportunities—training, mentoring, professional development, and promotion—that are accessible to employees with diverse cognitive profiles and recognise their individual strengths. These programmes should also encourage independent problem-solving, adaptive thinking, and continuous learning, strengthening employees' resource base and their capacity to respond effectively to workplace challenges

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