

# Optimizing Employee Resource Groups: Fostering Workplace Culture For The Behaviour Of Neurodivergent And Neurotypical Professionals

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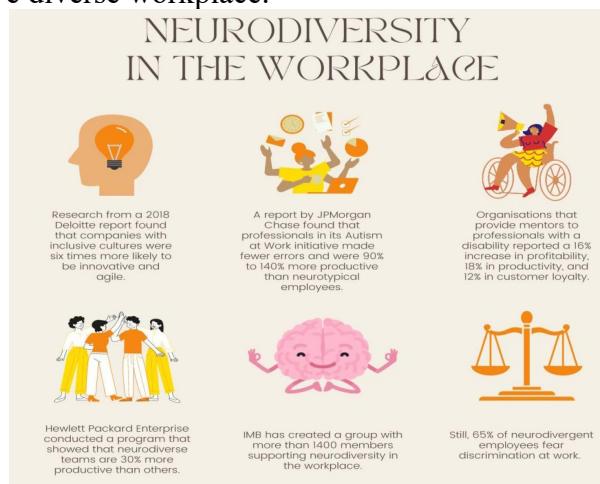
## Abstract:

This study analyzes the existing research on Employee Resource Groups in the areas of Technological Development and Information Technology(IT). This study explains the optimization of neurodivergent and neurotypical professionals by bridging workplace culture. By recognizing best practices and challenges, this study aims to develop strategies by creating inclusive and supporting work culture that make use of the strength of all employees, in-spite of their neurological differences. The Sample Size of the respondents are 207 who are working in the Technological development and Information Technology (IT). Quantitative data was analyzed with inferential Statistics using IBM SPSS Statistics 21. The findings will contribute for the improvement of employee resource groups to motivate both neurodivergent and neurotypical professionals.

**Keywords:** Neurodivergent, Neurotypical, Neurological and Employee Resource Groups.

## An Overview:

ERG have developed a vital channel for fostering inclusion within teams, well-being, cultural transformation and psychological safety. Introducing Neurodiversity with Employee Resource Groups is a new concept which focuses on the workplace culture in the areas of technological development and IT. Many Companies remain underutilized when it comes to addressing the complex behavioural interactions between neurodivergent and neurotypical professionals. As many organizations focuses on the contribution of the environments that are not only diverse but also deeply inclusive. This paper explores the critical thinking of neurodivergent and neurotypical professionals. The work culture of this professionals are quite complicated based on their behavioural pattern. Neurodiversity maybe the best place of innovation. This observations captures the unused ideology, critical thinking and potential within today's cognitive diverse workplace.



*Source: Chris Griffiths,*

[https://www.linkedin.com/posts/chris-griffiths\\_5897a498\\_neurodiversityneurodiversityatwork-inclusion-activity-7090323023949357056\\_degr/](https://www.linkedin.com/posts/chris-griffiths_5897a498_neurodiversityneurodiversityatwork-inclusion-activity-7090323023949357056_degr/)

### **Aim Of The Study:**

- ✓ To explore the association between Occupational Role and levels of Work Culture.
- ✓ To assess various factors of Employee Resource Groups.
- ✓ To evaluate the opinion of Neurodivergent Professionals.
- ✓ To analyse there are significant difference in Diverse Cognitive Profile among Neurodivergent and Neurotypical Professionals.
- ✓ To determine the relationship between Work Culture and Neurotypical Professionals.

### **Hypothesis:**

- ✧ **Alternative Hypothesis 1 :** The Occupational Role of Neurodivergent and Neurotypical professionals has significant effect on the level of work culture.
- ✧ **Alternative Hypothesis 2:** The perceptions and experiences are not equal to the average level.
- ✧ **Alternative Hypothesis 3:** There is a statistically significant difference in Diverse cognitive profile between Neurodivergent and Neurotypical professionals.
- ✧ **Alternative Hypothesis 4:** There is a moderate to strong positive relationship between Work Culture and Neurotypical professionals.

### **Literature Review:**

In the literature, several constructs such as employee resource groups, neurodivergent, neurotypical, workplace culture and customized accessibility are found to be significant

**Maria Khan et al. ( 2025 )** studied about leveraging social media to empower neurodivergent employees in the workplace. In this study neurodivergent employees are categorized in several aspects and also adopts narrative review to discuss the findings. Thematic analysis has been facilitated by ATLAS. As a result this study emphasize that leveraging SM applications, understanding Neurodivergent employees' specific needs and fostering an inclusive culture starting from organizational leadership can significantly contribute to promoting inclusion and support for NDEs in the workplace.

**Nadia Abdelmegeed Abdelwahed et al. ( 2024 )** explored the Islamic leadership influence on employee performance via organizational values, organizational culture and work motivation. This study aimed to examine the effect of Islamic leadership on employee Islamic performance directly and indirectly by bridging the connections between employees' Islamic organizational values, Islamic organizational culture, and Islamic work motivation among the employees of Egyptian banks. As a result this study's findings demonstrate that Islamic leadership has a positive and significant effect on Islamic organizational values, culture, employee Islamic performance and work motivation While Islamic organizational values and Islamic organizational culture do not significantly impact employee Islamic performance, Islamic work motivation is a significant predictor of employee Islamic performance.

**Yannick Griep et al. ( 2025 )** investigated the Inclusive Leadership Paradox: When Inclusion Efforts Lead to the Exclusion of Neurodivergent Professionals. This study explores Inclusion is a great goal, but leaders need to stop treating it as a one-size-fits all solution. In addition Neurodiverse employees do not necessarily want or need to be included in the same way as their neurotypical counterparts.

**Sven Bölte et al. ( 2024 )** examined the career guidance and employment issues for Neurodivergent Individuals: A Scoping Review and Stakeholder Consultation. This study

explains potential for neurodivergent individuals to contribute to organizations, career guidance for these individuals is a relatively new area. This study conducted a multidisciplinary project comprising a scoping review and stakeholder consultation to generate evidence-based recommendations for identifying and supporting career paths that lead to positive employment outcomes for neurodivergent individuals.

### Research Methodology:

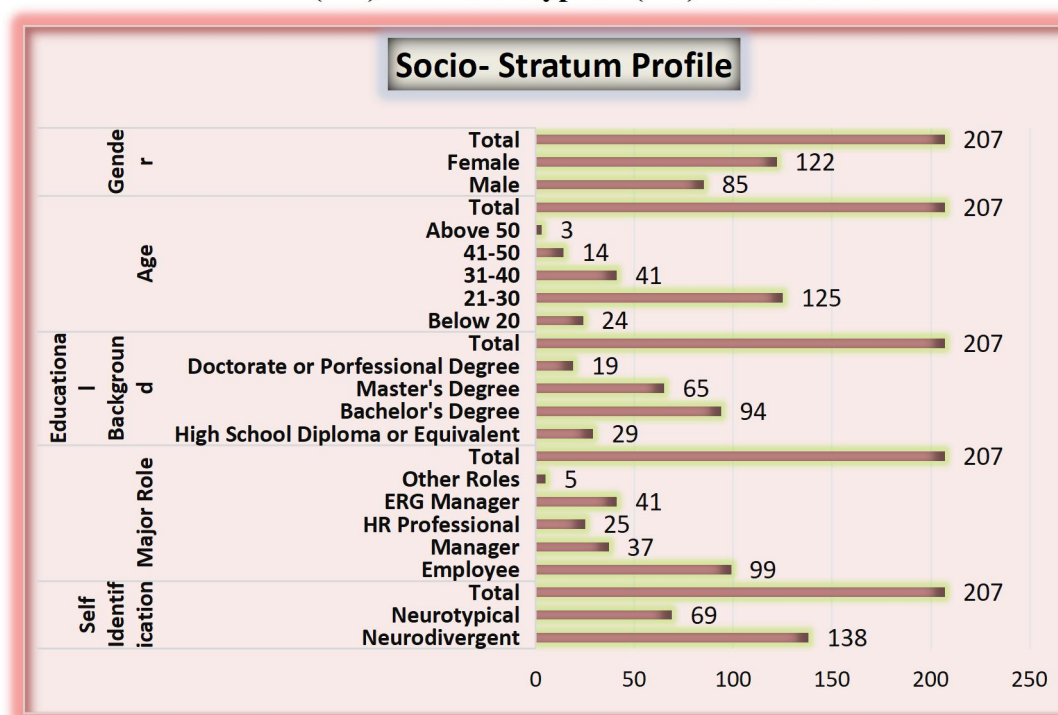
Employee Resource Groups deal with quantitative component to capture measurable outcomes of ERG to develop inclusive workplace culture and behavioural alignment among neurodivergent and neurotypical professionals. Employees from medium to large organizations with well-versed professionals in Information Technology (IT) and Technological Designing and Development sector. The quantitative component involves administering structured Likert- scale questionnaire close to 350 were distributed to employees out of which 207 were responded. Quantitative data was analyzed using descriptive and inferential statistics. This methodology aims to generate actionable insights for HRM practices by bridging empirical data with inclusive design strategies for ERGs.

### Statistical Tools Used For The Study:

- ✓ Simple Percentage Analysis
- ✓ Chi Square
- ✓ Exploratory Factor Analysis
- ✓ Correlation
- ✓ One- Way Annova
- ✓ One Sample t- Test

### Data And Interpretation:

**Figure 1: Demographic Profile of Employee Resource Group (ERG), Neurodivergent (ND) and Neurotypical (NT) Professionals**



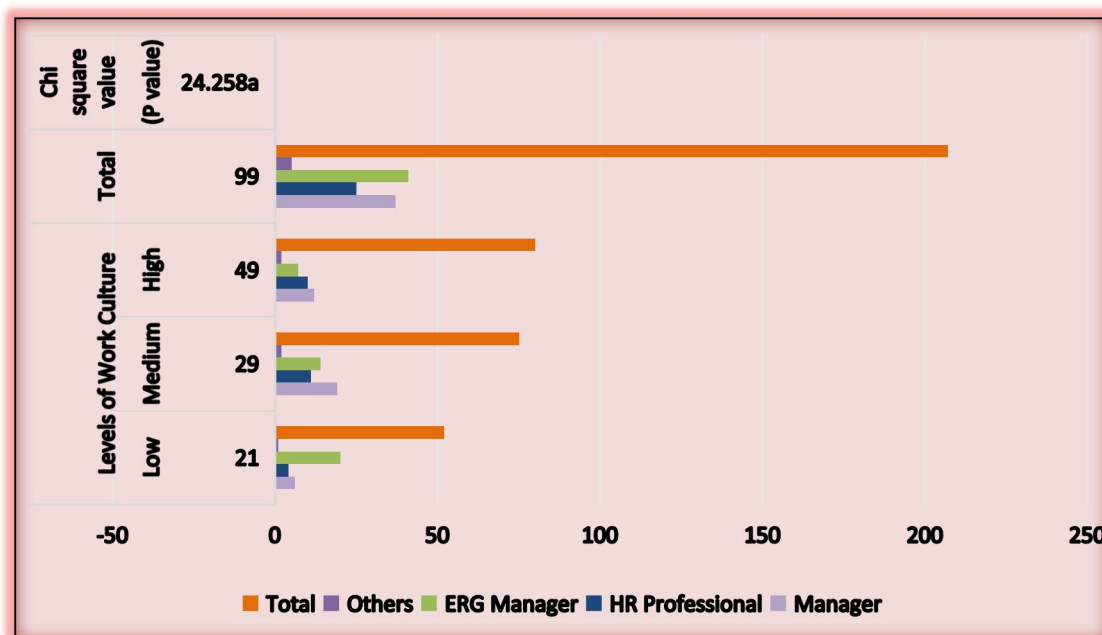
**Source : Primary Data**

Based on the demographic profile of the respondents, it is revealed that (122) of the respondents are Female. The majority of respondents (125) were between 21-30 years with the educational background of (94) Bachelors degree as a highest qualification. Nearly 99 of the respondents hold as employee under the major role category of which (138) of the respondents is classified as Neurodivergent Professionals.

**Table 1: Association between Occupational Role and levels of Work Culture.**

Variable		Levels of Work Culture			Total	Chi square value (P value)
		Low	Medium	High		
Occupational Role	Employee	21	29	49	99	24.258 <sup>a</sup> (.002)
	Manager	6	19	12	37	
	HR Professional	4	11	10	25	
	ERG Manager	20	14	7	41	
	Others	1	2	2	5	
	Total	52	75	80	207	

**Figure 2:**



**Source: Computed Data**

The above table shows a cross tabulation of occupational role based on the level of work culture. Only occupational role of 99 respondents from employee, 21 in low level, 29 in medium level and 49 in high level role in work culture. According to chi square values of 24.258<sup>a</sup> and p= 0.002 @ 0.01% level, there is a significant association between occupational role and level of work culture.

Table 2: Factors relating to Employee Resource Group Professionals

FACTOR	PARTICULAR	MEAN (SD)	COMMUNALITIES	VARIANCE (EIGEN VALUE)	FACTORS LOADING
Accessibility Advocacy & Organizational Integration	ERG provides opportunities for neurotypical professionals to learn about neurodiversity and accessibility.	1.87 (0.878)	.572	30.609	.729
	I feel comfortable discussing workplace accessibility needs within the ERG.	1.87 (0.880)	.435		.608
	ERG effectively communicates accessibility accommodations and workplace support options.	1.87 (0.803)	.493		.635
	ERG provides tailored accessibility resources that meet the needs of both neurodivergent and neurotypical professionals.	1.86 (0.884)	.541		.729
	ERG influences organizational policies to enhance workplace accessibility for neurodivergent employees.	1.91 (0.808)	.425		.584
	ERG participation has improved workplace culture regarding neurodiversity and inclusivity.	1.83 (0.884)	.461		.660

	ERG ensures leadership understands and prioritizes accessibility concerns.	1.84 (0.808)	.464		.501
Intergroup Understanding & Practical Adjustments	ERG facilitates meaningful discussions between neurodivergent and neurotypical employees.	1.44 (0.679)	.579	20.489	.761
	ERG initiatives improve mutual understanding between neurodivergent and neurotypical professionals.	1.92 (0.561)	.434		.650
	ERG ensures that neurodivergent professionals receive adequate workplace adjustments to perform their roles optimally.	1.86 (0.768)	.507		.566
	Total Variances=51.098 % Chronbach's Alpha Values=0.891%				
KMO and Bartlett's Test Kaiser-Meyer-Olkin Measure of Sampling Adequacy= 0.818 Bartlett's Test of Sphericity Approx. Chi-Square 499.119; df=45;Sig 0.000					

**Source: Computed Data**

The above table illustrates about ERG Professionals in an organization, while communalities ranging from 0.425 to 0.579 , which are crucial for factor analysis. The kaiser- Meyer - Olkin Measure of sampling adequacy stands at 0.818, while Bartlett's test of Sphercity is statistically significance at the 1% level with a Chi Square value of 499.119. this indicates that factorization is appropriate for analyzing the variables related to employee resource groups of employees in the organization. The total variance is 51.098% and the variables are categorized into two factors: Accessibility Advocacy & organizational integration and Inter-group Understanding & Practical Adjustments.

**Table 3: One Sample T test**

Statement	of	Test Value=3
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Neurodivergent Employee opinion	Mean	Std. Deviation	Std. Error Mean	t	df	Sig (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
								Lower	Upper
I feel comfortable discussing workplace challenges related to neurodiversity within the ERG.	1.67	.886	.062	21.576	206	.000	1.329	1.45	1.21
I feel empowered to advocate for my own accessibility needs through ERG discussions.	1.97	.756	.053	19.575	206	.000	1.029	1.13	.93
Neurotypical employees may unintentionally overlook or misunderstand the challenges I experience.	1.95	.866	.060	17.501	206	.000	1.053	1.17	.93
ERG's engagement methods sometimes fail to consider sensory or cognitive accessibility requirements	1.92	.897	.062	17.364	206	.000	1.082	1.20	.96
I have gained useful strategies from the ERG to improve workplace interactions with neurotypical colleagues	1.72	.798	.055	22.983	206	.000	1.275	1.38	1.17

**Source: Computed Data**

A one - sample t-test showed a P value less than 0.01, hence the null hypothesis is rejected at 1 % level of significance with regard to all the statements on Neurotypical employees. the



respondents experiences and perceptions are significantly different from the average response indicating a significance effect.

**Table 4: One Way Anova**

ANNOVA (DIVERSE COGNITIVE PROFILE AND NEUROTYPICAL PROFESSIONAL)						
		Sum Of Squares	df	Mean Square	F	Sig.
Diverse Cognitive Profile	Between Groups	64.176	1	64.176	9.087	0.003
	Within Groups	1447.746	205	7.062		
	Total	1511.923	206			

DIVERSE COGNITIVE PROFILE MEAN SCORE OF NEUROTYPICAL PROFESSIONAL					
		N	Mean	Std.Deviation	Std.Error
Diverse Cognitive Profile	Neurodivergent Professionals	138	8.59	2.388	.203
	Neurotypical Professionals	69	9.77	3.130	.377
	Total	207	8.98	2.709	.188

**Source: Computed Data**

Table 4 indicates that there is a statistically significant difference in Diverse Cognitive Profile scores between Neurodivergent Professional and Neurotypical Professional with a significant F- value (9.087) and a p value of (0.003). The mean score for Neurotypical professional (9.77) is higher than that for Neurodivergent professional (8.59) indicating that neurotypical professionals tend to have higher diverse cognitive profile.

**Table 5: Correlation Between Workplace Culture and Neurotypical employees:**

PARTICULARS	Work Culture	Neurotypical employees
Work Culture	1	0.632**
Neurotypical employees	0.632**	1

**Source: Computed Data**

**Note:** \*\*. Correlation is significant at the 0.01 level (2-tailed).



Table 5 represents the relationship between both variable. The correlation coefficient between work culture and Neurotypical employee is 0.632, which indicate 63.2 percentage moderate to strong positive correlation between work culture and neurotypical employees which is statistically significant.

### **Major Findings:**

- ✓ The findings of the study reveals that the majority of the respondents are female with an age group of 21-30 with an educational background of bachelor's degree. The majority of the respondents play a major role as an employee and the majority were self identified as neurodivergent.
- ✓ The chi- square, cross tabulation on occupational role finds that the employee is majority with 99 respondents with the level of 21 in low, 29 in medium and 49 in high role work culture. According to chi square values of 24.258<sup>a</sup> and  $p = 0.002 @ 0.01\%$  level, there is a significant association between occupational role and level of work culture.
- ✓ The Total variance of the factor explains that the factor of ERG professionals in an organization is 51.098% and the reliability of 10 items is high with the chronbach' alpha 0.891. The KMO Bartlett's test sphericity indicates that the data collected from the Employee Resource Groups is suitable for factor analysis.
- ✓ One sample t test explains that the opinion of neurotypical employee is significant at 1% with a P value less than 0.01. This explains that respondents experience and perceptions are different from the average responses.
- ✓ One Way ANOVA explains that diverse profile scores of neurodivergent professional and neurotypical professional is significant with F- value (9.087) and P value of (0.003). Neurotypical professionals tend to have higher diverse cognitive profile.
- ✓ Correlation analysis expresses that there is a moderate to strong positive relationship between work culture and neurotypical employees.

### **Conclusion:**

The optimization of Employee Resource Groups (ERG) presents a impactful opportunity - not merely to accommodate neurodiversity but to modernize workplace culture itself. This study contributes detailed understanding of Neurodivergent and Neurotypical Professionals experience work culture. The majority of the respondents are young educated and Females who self- identified as Neurodivergent professionals and Neurotypical professionals. There is a significant association between occupational role and levels of work culture suggesting that job responsibilities influence how employee engage with their organizational environment.the factor analysis confirms that employee resource groups (ERG) are effective and reliable in supporting diverse employees. The ERG can produce more passive support structures to proactive behavioural ecosystems. ERG can serve as behavioural spaces where the professionals should feel free to open up and share their innovative ideas and critical thinking. Neurotypical employees demonstrated significantly different perceptions and cognitive profiles compared to neurodivergent professionals. Additionally, the positive correlation between work culture and neurotypical professionals suggests that current cultural norms may be more aligned with neurotypical preferences. However for this potential to be realized, institutions must invest in cross - functional collaboration and leadership accountability. In re-imagining ERG's through this behavioural lens organizations signal a deeper commitment that inclusion is not a policy - it is a culture and legacy.

### **Scope For Further Research:**

- This study is focused on technological development and IT sector professionals the future researchers can focus on other sectors.
- Behavioural responses are collected in this paper, researchers can focus on culture and practical experience and not just neurotype.
- The data collection is limited to Chennai, Bangalore and Hyderabad Organizations, where the researchers can focus on other regions.

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