



Analysis of the Causes of Low Recruitment Rates of People with Disabilities in Private Companies in West Java Province, Indonesia

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Abstract. This study aims to analyze the reasons for the low recruitment rates of people with disabilities in private companies in West Java Province, where the figure does not reach 1% of the total number of employees, which contradicts the mandate of Law No. 8 of 2016 concerning People with Disabilities. The method used is mixed method research with an explanatory sequential design, combining quantitative surveys (questionnaires to HR practitioners) and qualitative (interviews with HR practitioners, government representatives, Vocational Training Centers, and people with disabilities). The research findings identify that Candidate Sources (CS), Recruitment Process (RP), Accessibility and Accommodation (AA), and Government Role (GR) are at a high level of constraint. Meanwhile, the factors of Company Commitment (CC), Candidate Competence (CC), and Perception and Stigma (PS) are at a low level of constraint. Nevertheless, these factors remain important and should not be overlooked. The study concludes that to increase the recruitment rates of people with disabilities, companies must focus on developing strategies to attract candidates and improve the recruitment process and accessibility. Stronger support from the government is also needed to assist companies. The commitment of companies and the competence of people with disabilities must continue to be enhanced, and perceptions and stigma need to be changed. These actions are essential to improve the recruitment rates of people with disabilities and to create an inclusive and equitable work environment for all individuals, including people with disabilities.

Keywords: People with Disabilities, Recruitment, Law on People with Disabilities

1 Introduction

Disability is a pressing global issue, particularly in the context of labor market inclusion. Over one billion people, or approximately 15% of the world's population, live with disabilities, and more than 70% of them are of working age. The exclusion of people with disabilities (PWD) from the labor force not only infringes upon their fundamental rights but also results in substantial economic losses due to untapped potential

[1]. Recognizing this, the United Nations Convention on the Rights of Persons with Disabilities (CRPD), which came into effect in 2008, calls on nations to promote the inclusion of PWD in economic and social development. Likewise, the Sustainable Development Goals (SDGs), specifically Goal 8 Decent Work and Economic Growth, emphasize the importance of achieving full and productive employment and decent work for all, including people with disabilities. This goal aligns with efforts to ensure equal pay for work of equal value and promote inclusive economic growth for sustainable development [2].

Despite these global frameworks, barriers to the meaningful participation of PWD in the workforce persist across the world. Numerous studies have demonstrated that many people with disabilities encounter significant obstacles, including societal stigma, inaccessible workplaces, and discriminatory hiring practices[3]. While some individuals, such as Stephen Hawking, serve as global symbols of overcoming disability, these cases are often exceptions rather than the norm. Most PWD require systemic support to access equitable employment opportunities. This support includes inclusive policies, workplace accommodations, and societal acceptance [4]. Without such measures, PWD remain marginalized, unable to contribute their skills and talents to the economy.

In Indonesia, the government has demonstrated its commitment to addressing these challenges through legal and policy frameworks, including the enactment of Law No. 8 of 2016 on People with Disabilities. This law stipulates that private companies are required to employ at least 1% of their workforce from the PWD community, while government agencies must employ a minimum of 2% [5]. Despite the existence of these mandates, implementation remains inconsistent, and the gap between policy and practice is stark. For instance, although Indonesia has one of the largest populations of working-age PWD in Southeast Asia, the employment rate for PWD remains disproportionately low, particularly in the private sector.

The province of West Java serves as a critical case study for understanding these disparities. West Java is home to the highest number of working-age PWD in Indonesia, with approximately 2.71 million people, representing 16.43% of the national total [6]. However, data on employment placements for PWD in the province reveal an alarming reality. In 2022 and 2023, only 30 PWD were formally employed in West Java each year, a number that falls far short of the provincial labor market's potential and the legal obligations set forth by the government [6]. This stark disparity highlights systemic challenges in the recruitment and inclusion of PWD in private companies.

Previous research has identified several factors contributing to the low recruitment rates of PWD. These include a lack of company commitment to inclusive hiring practices, inadequate workplace accessibility and accommodations, limited availability of skilled PWD candidates, and persistent negative stigmas surrounding their employability [7][8]. Additionally, recruitment processes are often not tailored to the needs of PWD, which further hinders their chances of securing employment. The role of the government in enforcing policies and supporting private companies to meet their obligations has also been called into question, as inconsistent enforcement and a lack of incentives have left many companies noncompliant with disability employment quotas [9].

Addressing these barriers is not only a legal and ethical imperative but also an economic opportunity. Companies that embrace workplace inclusion and diversity can benefit from increased innovation, improved employee morale, and enhanced company reputation [10]. Furthermore, increasing the participation of PWD in the labor force is essential for achieving the SDGs, particularly Goal 8, which underscores the importance of inclusive economic growth and equal opportunities for all.

This study seeks to explore the underlying causes of the low recruitment rates of PWD in private companies in West Java Province, Indonesia. By identifying and analyzing the challenges faced by these companies, the research aims to provide actionable recommendations to bridge the gap between policy and practice. The findings will contribute to the broader discourse on disability inclusion in the workforce, offering insights for policymakers, businesses, and advocates working toward a more equitable and inclusive labor market.

2 Methods

This study employs a mixed-methods approach using an Explanatory Sequential Design, which integrates both quantitative and qualitative research phases. The research commenced with the collection of quantitative data through an online survey, followed by qualitative interviews to provide a deeper understanding of the quantitative findings. The survey targeted HR practitioners from large and medium-sized private companies in West Java Province, as they are directly involved in recruitment processes, including hiring people with disabilities. The survey instrument was distributed using Microsoft Forms, leveraging social networking systems and HR forums to efficiently reach respondents across the region. The sampling strategy employed was non-random convenience sampling, where participants were selected based on their accessibility and willingness to participate during the data collection period [11]. This method allowed the researcher to gather primary data efficiently, given time and resource constraints. The survey questions were designed using a 4-point Likert scale, ranging from 1 (Strongly Disagree) to 4 (Strongly Agree), which eliminated neutral options to reduce central tendency bias and improve data reliability [12].

The qualitative phase included interviews with key stakeholders to gain additional insights and context. These stakeholders included HR representatives from companies employing people with disabilities, officers from the Manpower Office (Government) responsible for disability workforce programs, leaders of vocational training centers (LPK) specializing in empowering individuals with disabilities, and disabled individuals themselves who are entering the workforce. This approach provided a holistic understanding by incorporating perspectives from various actors directly or indirectly involved in disability recruitment processes. The interviews were guided by themes identified in the quantitative survey, such as Company Commitment (CC), Candidate Source (CS), Candidate Competencies (CC), Recruitment Process (RP), Accessibility and Accommodation (AA), Government Role (GR) and Perception and Stigma (PS) toward employing people with disabilities. By integrating these two phases, the study

aimed to triangulate data and provide a comprehensive analysis of the research problem.

The survey instrument was developed based on prior studies and relevant frameworks, ensuring that key variables were addressed. Variables included Company Commitment (CC), Candidate Source (CS), Candidate Competencies (CC), Recruitment Process (RP), Accessibility and Accommodation (AA), Government Role (GR) and Perception and Stigma (PS) of disability employment [7] [13] [14]. Each variable was broken down into specific indicators to capture detailed responses. For instance, Company Commitment (CC) was measured through indicators such as awareness of disability law, specific disability-related policies, and the existence of diversity and inclusion programs.

Data analysis was conducted using both descriptive and thematic approaches. Quantitative data were analyzed using descriptive statistics to summarize and interpret the survey findings, while qualitative data were subjected to thematic analysis to identify patterns and insights across interviews. Additionally, the validity and reliability of the survey instrument were ensured through construct validity testing and Cronbach's alpha analysis. A Cronbach's alpha value exceeding 0.60 was considered acceptable to confirm internal consistency of the scales used [11]. The integration of both quantitative and qualitative findings provided a deeper and more nuanced understanding of the factors influencing the low recruitment rates of individuals with disabilities in private companies in West Java Province, Indonesia.

3 Results and Discussion

3.1 Result Description

This study examined the challenges faced by private companies in West Java Province, Indonesia in recruiting people with disabilities (PWD). A total of 30 HR practitioners participated as respondents by completing an online questionnaire, while qualitative data were gathered through interviews with additional stakeholders, including HR practitioners, government representatives, vocational training center (LPK) leaders, and people with disabilities. The findings highlight factor affecting low recruitment rate of PWD as shown on below chart.

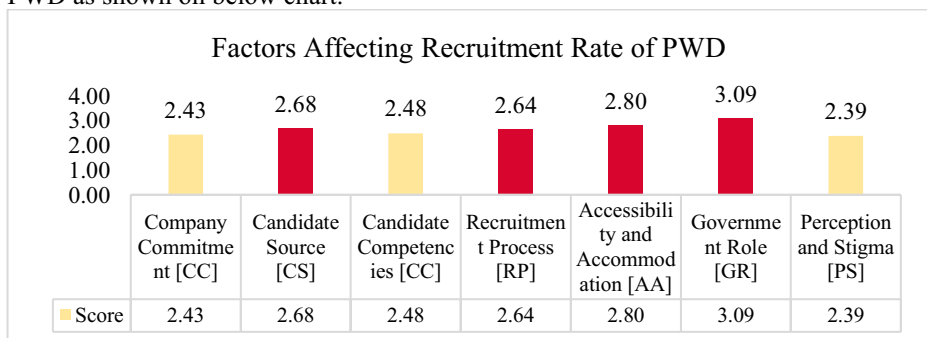


Fig. 1. Factors Affecting Low Recruitment Rate of PWD.

The findings presented in the slide illustrate the key factors influencing the recruitment rates of people with disabilities (PWD) in private companies in West Java Province. Seven variables were analyzed, including Company Commitment (CC), Candidate Source (CS), Candidate Competencies (CC), Recruitment Process (RP), Accessibility and Accommodation (AA), Government Role (GR), and Perception and Stigma (PS). Each factor was scored to assess its level of impact, with higher scores indicating more significant barriers. Candidate Sources (CS), Recruitment Process (RP), Accessibility and Accommodation (AA), and Government Role (GR) are at a high level of constraint. Notably, Government Role (GR) scored the highest at 3.09, reflecting critical challenges such as inadequate socialization of regulations, limited incentives, and insufficient public facilities to support PWD inclusion. Similarly, Accessibility and Accommodation (AA) received a high score of 2.80, highlighting the lack of workplace adjustments and infrastructure needed for PWD employees, such as flexible schedules, transportation support, and accessible communication tools. Recruitment Process (RP) and Candidate Source (CS) also presented substantial barriers, with scores of 2.64 and 2.68, respectively. Companies often fail to adapt their recruitment systems to accommodate PWD, with limited provision of flexible test times, recruitment assistance, or disability-friendly tools. Additionally, sourcing qualified PWD candidates remains a challenge due to the absence of dedicated job portals, partnerships with vocational training centers, and effective talent pool development.

The factors of Company Commitment (CC), Candidate Competence (CC), and Perception and Stigma (PS) are at a low level of constraint. Corporate Commitment (CC) and Candidate Competencies (CC) scored lower at 2.43 and 2.48, respectively, indicating moderate barriers. While companies show some awareness of their obligations to recruit PWD, many lack proactive inclusion policies and structured DEI programs. On the candidate side, PWD often face challenges such as insufficient work experience, lower education levels, and communication barriers, limiting their ability to meet company expectations. Perception and Stigma (PS) scored the lowest at 2.39, suggesting that societal attitudes toward PWD are improving, although stigma and misconceptions about their productivity and the costs of accommodations persist. These findings underscore the need for comprehensive and collaborative efforts among private companies, government agencies, and vocational training institutions to address these barriers and foster a more inclusive labor market for PWD in West Java Province.

Company Commitment (CC). The findings indicate that Corporate Commitment remains a significant challenge in the recruitment of people with disabilities (PWD), with an overall score categorized as low (average: 2.43). Many companies are either unaware of the regulations stipulated in Indonesia's Law No. 8 of 2016 or have yet to implement the required 1% employment quota for PWD. Key barriers include the absence of special policies for PWD recruitment, Diversity, Equity, and Inclusion (DEI) programs, and structured assessments of work environments to ensure they are disability-friendly. Additionally, facilities for accessibility and accommodation, such as physical adjustments or assistive tools, are often not provided, and most companies lack dedicated teams to manage PWD recruitment efforts. In some cases, companies reported hiring PWD only due to external audits or customer demands.

Interview findings further highlight these challenges. Government representatives acknowledged that while some companies have implemented policies for recruiting PWD, many still lack the necessary commitment and actionable strategies to meet legal requirements. HR practitioners from certain companies demonstrated proactive efforts by establishing policies that promote diversity, inclusion, and equal opportunities for PWD. However, other companies admitted to having limited understanding of the regulations, which results in a lack of clear commitment to PWD recruitment. Additionally, vocational training centers noted that overall company awareness regarding PWD recruitment remains low, with many organizations holding negative stereotypes, such as concerns over productivity, despite the availability of government support.

These findings suggest that while some companies are taking steps toward creating inclusive workplaces, the overall level of corporate commitment remains insufficient, highlighting the need for stronger enforcement of regulations, better awareness campaigns, and targeted support for companies to implement inclusive practices effectively.

Candidate Sources (CS). The finding indicates Candidate Sources play a critical barrier in the recruitment of people with disabilities (PWD), with an overall score categorized as high (average: 2.71). Many companies have not utilized dedicated job portals or platforms specifically designed for PWD recruitment, limiting the visibility of job opportunities. Furthermore, PWD often face challenges in accessing job vacancies due to the absence of clear, inclusive job advertisements. A significant portion of companies have yet to establish collaborations with vocational training centers (LPK) or non-governmental organizations (NGOs) that support PWD employment. Additionally, companies frequently fail to provide PWD-friendly application processes, such as simplified online systems or accommodations for specific needs, resulting in low application rates from PWD candidates.

Interview findings reinforced these challenges. Government representatives highlighted that companies face difficulties in sourcing qualified PWD candidates, citing the lack of an effective talent pool and the suboptimal functioning of existing disability service units. HR practitioners from certain companies acknowledged that their recruitment efforts are constrained by the absence of partnerships with social organizations or LPKs, and they plan to address this by building collaborations to identify suitable candidates. From the perspective of PWD, many rely on communities and social media platforms to share and access job opportunities, underscoring the limited reach of traditional recruitment methods for this group.

These findings suggest that improving candidate sourcing requires a multi-faceted approach, including the development of inclusive recruitment platforms, better collaboration with institutions supporting PWD, and enhanced efforts to make job application processes more accessible and visible to PWD candidates.

Candidate Competencies (CC). The finding indicates Candidate Competencies represent a moderate barrier in the recruitment of people with disabilities (PWD), with an overall score categorized as low (average: 2.43). While PWD candidates generally possess adequate knowledge, skills, and education levels, several challenges remain. The most significant issue identified was the lack of work experience, followed by other

required capabilities. Poor communication skills and insufficient formal education are also cited as barriers, particularly for candidates with hearing impairments or limited access to inclusive education systems. Despite these challenges, the findings suggest that PWD candidates are capable of meeting basic job requirements, but employers often prioritize experience and advanced qualifications, which many candidates lack.

Interview findings supported these observations. Government representatives emphasized that the education level of PWD remains low, often due to stigma and shame from families, which hinders the development of competencies and limits opportunities for formal education. HR practitioners noted that while many PWD demonstrate good knowledge and technical skills, communication difficulties often create obstacles during recruitment processes. Vocational training centers highlighted the unique challenges in preparing PWD for the workforce, such as varying training timelines, adapting learning methods to individual needs, and difficulties in finding suitable trainers. From the perspective of PWD candidates, communication barriers and societal stigma are the primary challenges they face, making it difficult to showcase their abilities during interviews.

The findings suggest that improving candidate competencies requires addressing systemic challenges in education and training, providing mentorship programs to increase work experience, and creating inclusive recruitment processes that focus on potential rather than solely on prior experience.

Recruitment Process (RS). The finding indicates Recruitment Process constitutes a significant barrier in the hiring of people with disabilities (PWD), with an overall score categorized as high (average: 2.64). Many companies have yet to develop specific internal procedures tailored to PWD recruitment, such as providing accessible tools for recruitment tests or offering assistance during the application process. Additionally, limited flexibility in test timing for PWD candidates further exacerbates the challenges faced by this group. While companies generally conduct standardized recruitment processes for all candidates, PWD often encounter obstacles, such as difficulties in demonstrating their competencies during interviews or failing health tests due to rigid medical requirements. These findings highlight the need for companies to adopt inclusive recruitment practices that account for the unique needs of PWD.

Interview findings reinforced these observations. Government representatives noted that the recruitment process remains largely non-inclusive, as many companies do not provide assistance or accommodations for PWD during the selection process. Furthermore, recruitment efforts are often limited to individuals with physical disabilities of lower severity. HR practitioners indicated that applying uniform recruitment processes for all candidates often creates challenges, particularly for PWD with communication difficulties, which may hinder their performance during assessments. Vocational training centers highlighted the importance of providing sign language interpreters and conducting training programs to prepare both PWD and their future colleagues for successful workplace integration. From the perspective of PWD, the absence of sign language interpreters during interviews presents significant communication barriers, making it difficult for them to express their abilities effectively.

These findings suggest that improving the recruitment process requires the implementation of inclusive practices, such as developing disability-friendly recruitment tools, offering tailored assistance, and providing training for both recruiters and employees to foster an inclusive workplace environment. Additionally, companies must move beyond standardized procedures to ensure that PWD candidates are evaluated fairly and equitably.

Accessibility and Accommodation (AA). The finding indicates Accessibility and Accommodation as a significant barrier in the employment of people with disabilities (PWD), with an overall score categorized as high (average: 2.80). Many companies have yet to provide adequate physical, informational, and digital accessibility, or implement accommodations tailored to the needs of PWD. Key challenges include the absence of special accessibility features, such as guiding blocks and disability-friendly communication tools, and the lack of digital accessibility solutions, such as text-to-speech or speech-to-text applications. Flexible work schedules for PWD and regulations for workplace assistants, such as sign language interpreters, are also largely absent. Additionally, companies often fail to provide special leave or appropriate onboarding periods for PWD, and many workplaces report infrastructure that is not ready to support disability-inclusive environments.

Interview findings further emphasized these barriers. Government representatives noted that while some companies have successfully implemented accessibility and accommodation measures, many others have yet to address these needs comprehensively. Vocational training centers highlighted transportation challenges as a significant factor limiting PWD participation in recruitment and work activities. For example, the absence of company-provided transportation options often hinders PWD from attending job interviews or working efficiently. From the perspective of PWD, there is hope that companies will better understand their needs and provide accommodations such as sign language interpreters to facilitate communication and workplace integration.

The findings suggest that improving accessibility and accommodation requires companies to invest in inclusive infrastructure, adopt disability-friendly workplace policies, and collaborate with government and advocacy organizations to implement practical solutions. These efforts are essential for creating equitable opportunities for PWD and fostering a truly inclusive work environment.

Government Role (GR). The finding indicates Government Role as a significant factor influencing the recruitment of people with disabilities (PWD), with an overall score categorized as high (average: 3.09). While the government has issued regulations to support PWD recruitment, such as Law No. 8 of 2016, the implementation of these measures has been limited. Key challenges include inadequate socialization of regulations, insufficient education and training programs for PWD, and the lack of effective government incentives to encourage companies to hire PWD. Additionally, public facilities remain largely inaccessible, and consultation services for companies seeking to improve their PWD recruitment processes are insufficiently developed. There is also no dedicated job vacancy portal for PWD, further complicating the connection between PWD and potential employers.

Interview findings further emphasized these barriers. Government representatives noted that while efforts such as job canvassing and the creation of online and offline recruitment channels have been undertaken, the Disability Service Unit has not yet functioned optimally, and the data on PWD candidates remain limited. HR practitioners expressed concerns about the lack of knowledge and sudden scheduling of government-led socialization events, which hinder companies from fully understanding and implementing regulations. Vocational training centers highlighted obstacles such as complicated licensing procedures for inclusive education programs and challenges in placing graduates from special schools (SLB) into the workforce. They also emphasized the need for systemic improvements in education and skill development for PWD to enhance their employability.

The findings suggest that strengthening the government's role in PWD recruitment requires more consistent socialization of regulations, improved training and education programs, better incentives for companies, and enhanced public facilities to support PWD inclusion. Additionally, clear guidance and accessible consultation services are essential for ensuring that companies can effectively navigate the regulatory framework and create inclusive workplaces.

Perception and Stigma (PS). The finding indicates Perception and Stigma as a notable barrier in the recruitment of people with disabilities (PWD), with an overall score categorized as low (average: 2.39). While companies generally exhibit supportive attitudes toward diversity and inclusion, negative perceptions persist in some cases, particularly regarding the productivity and operational effectiveness of PWD. Other challenges include concerns about perceived high costs associated with hiring PWD, such as providing accommodations, and insufficient corporate training to address stigma among non-disabled employees. Additionally, a lack of awareness among employees and discomfort in working alongside PWD were reported as minor barriers.

Interview findings further highlight the persistence of stigma in certain organizations. Government Representatives noted that while some companies show no stigma, others still hold negative assumptions due to limited exposure to PWD in the workforce. HR practitioners revealed perceptions that PWD may hinder production processes or fail to meet performance targets, particularly in sectors that demand physical labor or strict deadlines. Vocational training centers pointed out skepticism from external parties regarding their role, with some believing that training centers are merely seeking government funding without making meaningful contributions to PWD empowerment. From the perspective of PWD, stigma continues to be an obstacle, with many individuals reporting doubts about their abilities simply because of their disabilities.

The findings suggest that addressing perception and stigma requires comprehensive strategies, including targeted awareness campaigns, corporate training programs to educate employees, and initiatives to highlight the capabilities and contributions of PWD in the workplace. By fostering a culture of acceptance and reducing misconceptions, companies can create a more inclusive environment that supports PWD and promotes equitable employment opportunities.

3.2 Instrument Test

To ensure the reliability and validity of the questionnaire used in this study, both validity and reliability tests were conducted. The validity test aimed to determine whether the questionnaire items accurately measured the variables under investigation. Validity was assessed using Pearson's correlation coefficient, with items considered valid if the correlation coefficient (r) exceeded the critical value of 0.361 ($r > 0.361$) and the significance level was less than 0.05 ($\text{Sig} < 0.05$) [15]. The results showed that all items across the seven variables—Corporate Commitment (KP), Candidate Sources (SK), Candidate Competencies (KK), Recruitment Process (PR), Accessibility and Accommodation (AA), Government Role (PP), and Perception and Stigma (PS)—met these criteria, indicating that the questionnaire items were valid.

Specifically, the validity scores for each variable demonstrated strong correlations. For example, the Company Commitment (CC) variable had r -values ranging from 0.644 to 0.954, all of which were significant at $p < 0.05$. Similarly, the Candidate Sources (CS) variable showed r -values between 0.805 to 0.959, the Candidate Competency (CC) variable showed r -values 0.921 to 0.958, Recruitment Process (RP) variable showed r -values between 0.612 and 0.868, while the Accessibility and Accommodation (AA) variable ranged from 0.556 to 0.930. Government Role (GR) variable showed r -values between 0.613 and 0.883 and Government Role (GR) variable showed r -values between 0.749 and 0.880. Across all variables, the results confirmed that each item was valid for measuring its intended construct.

The reliability of the instrument was tested using Cronbach's Alpha, with a threshold value of 0.60 indicating acceptable reliability [15]. The results indicated that all variables were highly reliable, with Cronbach's Alpha values ranging from 0.894 to 0.966. Specifically, the Corporate Commitment (CC) variable achieved a Cronbach's Alpha of 0.962, and the Candidate Sources (CS) variable scored 0.966, both exceeding the threshold for strong internal consistency. Other variables, such as Candidate Competencies (CC) and Perception and Stigma (PS), also demonstrated high reliability, with Cronbach's Alpha values of 0.894 and 0.922, respectively.

In summary, the validity and reliability tests confirmed the robustness of the research instrument. The questionnaire items demonstrated high validity in capturing the intended constructs and strong reliability, ensuring consistent and trustworthy data collection. These results provide confidence in the instrument's ability to support the study's objectives and generate credible findings.

4 Conclusion

This study reveals a multifaceted landscape of constraints and opportunities in the recruitment of people with disabilities, highlighting the urgent need for systemic reform across both private and public sectors. The most significant barriers are Candidate Source (CS), Recruitment Process (RP), Accessibility and Accommodation (AA), and Government Role (GR) that underscore the structural and procedural shortcomings that continue to limit equitable access to employment. Despite growing awareness of disability inclusion, companies often fail to utilize effective outreach channels, resulting in

limited visibility of job opportunities among candidates with disabilities. Recruitment processes remain largely non-inclusive, lacking the necessary accommodations such as assistive technologies, flexible testing schedules, and tailored interview formats that would allow candidates to fully demonstrate their potential. Furthermore, physical and digital accessibility within workplaces remains insufficient, with many organizations falling short of meeting basic standards for inclusive infrastructure and support services. Government efforts, while commendable in regulatory intent, suffer from inadequate dissemination, minimal incentives, and limited direct support to companies, thereby weakening the overall ecosystem for disability-inclusive employment.

Conversely, the study identifies lower levels of constraint in Company Commitment (CC), Candidate Competence (CC), and Perception and Stigma (PS), though these areas still require strategic attention. While some companies express a willingness to comply with disability inclusion mandates, formalized policies and measurable actions remain scarce. The lack of internal reporting mechanisms and reliance on external pressure to drive recruitment efforts reflect a superficial commitment that must evolve into a deeper, values-driven approach. Candidate competence, though not a primary barrier, is influenced by disparities in education and access to vocational training, which hinder the readiness of individuals with disabilities to enter competitive job markets. Persistent negative perceptions and stigmas such as assumptions about productivity and cost continue to shape hiring decisions, despite a growing understanding of the value of diversity and inclusion.

To address these challenges, the study recommends a holistic and integrated strategy that includes the development of inclusive job dissemination platforms, reform of recruitment procedures to accommodate diverse needs, and enhancement of workplace accessibility. Companies must invest in disability-friendly technologies, flexible work arrangements, and inclusive human resource practices that empower all employees. Government agencies should intensify efforts to socialize existing regulations, expand incentive programs, and provide technical assistance to employers. Additionally, targeted education and awareness campaigns are essential to dismantle stigmas and foster a culture of respect and equity within organizations.

Ultimately, improving the recruitment rate of people with disabilities is not merely a matter of compliance, but it is a transformative opportunity to build more resilient, innovative, and socially responsible organizations. By embracing inclusive practices, companies can unlock untapped talent, enrich their organizational culture, and contribute to a more just and equitable society. The findings of this study serve as a call to action for stakeholders across sectors to collaborate in creating a future where employment is accessible to all, regardless of physical or cognitive differences.

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