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## **Inclusive Recruitment of Disabled Workers in Industry 4.0 Era Through the Disability Equality Training Approach**

### **Hamsinah B.**

Program Pasca Sarjana, Universitas Pamulang  
hamsinahbaharuddin12@gmail.com

### **Umi Ruilowati**

Program Pasca Sarjana, Universitas Pamulang  
dosen00061@unpam.ac.id

### **Fitri Marsela**

Program Pasca Sarjana, Universitas Pamulang  
fitrimarselaa@gmail.com

### **Taswanda Taryo**

Program Pasca Sarjana, Universitas Pamulang  
taswandataryo@gmail.com

### **Abstract**

Disabled workers are needed to work optimally in their fields of formal sectors and to minimize the lack of training for internal staff to build a supportive work environment by HRD (human resource development). a specifically-specialized training regarding the potential and characteristics of disabled workers is required. The aim of this research is to examine the need for a special method to make disabled workers truly acceptable in the formal sector, both government and private. A mixed method that can bridge this gap includes Disability Equality Training (DET) which increases companies' understanding and awareness of the rights, potential, and needs of disabled workers. The results showed managerial policies and commitment, reflected in organizational awareness to view disability as part of human resource diversity, not as an individual limitation. The government is advised to integrate DET into their HR management strategies and ensure accessible and inclusive digital recruitment systems. Governments and policymakers need to strengthen regulatory support and encourage cross-sector collaboration to expand employment opportunities for disabled workers. More organizations and industry sectors need to develop a more comprehensive inclusive recruitment model within the context of digital transformation.

**Keywords:** Inclusive, Recruitment, Disabled Workforce, Disability Equality Training

## INTRODUCTION

The issue of equality in the workplace has become a global concern, particularly following the emergence of the Sustainable Development Goals (SDGs), particularly goals 8 (decent work for all) and 10 (reduced inequalities) (Kuefeoglue, 2022). In Indonesia, people with disabilities are a group that continues to be significantly disadvantaged in terms of access to fair and decent employment opportunities. According to Statistics Indonesia (BPS) data, there were approximately 21.23 million people with disabilities in Indonesia in 2023 (as seen in Table 1), but only approximately 763,925 (approximately 0.55% of the total national workforce) were actively employed. Even more concerning, the majority of them work in the informal sector, with minimal income and social protection.

bias also exacerbate the challenges, making non-inclusive recruitment strategies a real barrier for many people with disabilities to enter the formal workforce (Yumni et al., 2024).

One approach that can bridge this gap is through Disability Equality Training (DET), an equality-based training program aimed at increasing companies' understanding and awareness of the rights, potential, and needs of workers with disabilities [(Bezyak et al., 2025), (Phillips et al., 2024), (Vornholt et al., 2021), (Adjei & Agyeman, 2024), (Higashida, 2021), (Igei, 2020)]. In the context of technological developments and digital transformation in Industry 4.0 (I4.0) era, this approach needs to be adapted to the dynamics of labor market needs and modern HR management strategies.

The followings experience on inclusive recruitment of disabled workers and the inclusive

**Table 1.** Number of disabled workers and their absorption in Indonesia

Year	Population of disabilities (working age)	Disabled workers	Labour absorption	Status of informal	Status of formal
2020	22.5 millions	NA	NA	NA	NA
2022	NA	720,748	0.53%	75%	0.23%
2023	21.23 millions	763,925	0.55%	NA	NA

Source: BPS 2023, Ministry of Social Affairs of the Republic of Indonesia.

The Indonesian government has issued regulations supporting employment inclusion for people with disabilities, such as Law No. 8 of 2016 concerning Persons with Disabilities, which requires private companies to employ at least 1% of their workers with disabilities. However, implementation remains very limited. Many companies lack preparedness in terms of policies, recruitment systems, and HR understanding. One of the biggest obstacles frequently encountered is the lack of preparedness for inclusive recruitment strategies. Some common findings include job posting designs that are not friendly to applicants with disabilities, selection processes that do not consider accessibility, minimal training for internal staff to build a supportive work environment, and a lack of understanding among HR personnel about the potential and characteristics of workers with disabilities. Social stigma and structural

organizational strategy not only emphasizes diversity but also creates a work environment that values, accepts, and provides equal opportunities for all individuals to contribute according to their capacity [(Lussier & Hendon, 2019; Jaiswal & Dyaram, 2020), (Julien, 2025)]. In the context of recruitment, an inclusive approach aims to create a fair, transparent, and bias-free selection process, thus providing equal opportunities for all candidates. In addition to supporting social justice, inclusive recruitment also broadens the talent pool, increases the organization's attractiveness as an employer of choice, and fosters innovation and competitive advantage through diverse perspectives (Satzger & Vogel, 2023).

Furthermore, (Herceg, 2020) conducted a study focused on the employer perspective and did not specifically examine DET interventions or I4.0 technology. The main barriers for people with

disabilities were stigma, work adaptation, lack of training, internal policies, and accommodations. Second, a study by (Phillips et al., 2024) stated that inclusive recruitment strategies are highly relevant due to the impact of an inclusive culture, and found that an inclusive organizational culture increases the productivity and loyalty of workers with disabilities. Furthermore, (Bezyak et al., 2025) conducted a study focused on HR training to reduce implicit bias and support inclusion relevant to DET, and found that HR needs training related to implicit bias, inclusion strategies, and real-life case studies.

Meanwhile, (Vornholt et al., 2021) stated that inclusion strategies are effective if there is an organizational culture and internal training that is closely related to inclusive organizational and HR practices. In (Adjei & Agyeman, 2024), it was a study that focused on the importance of inclusion training parallel to DET and the results showed that training positively changed participants' perceptions and the importance of follow-up. In addition, (Yumni et al., 2024) discussed organizational management and policies related to inclusion and the results showed that organizational policies, training and accommodation are important for inclusion. Finally, (Julien, 2025) conducted a study on the role of inclusive technology in the context of I4.0 and the results showed that technology is not an HR/DET strategy, it turns out that there are quite potential technologies (AR, robots, gamification) for HR/DET that may be used, but validation is still limited.

Of all previous studies, none have been conducted on the inclusivity of disabled workers in Indonesia. These previous studies did not involve the National Commission on Disabilities (KND), an independent institution, in accordance with Law Number 8 of 2016 concerning Persons with Disabilities, tasked with monitoring respect for the rights of persons with disabilities, providing policy recommendations, and overseeing the implementation of disability rights in Indonesia. Therefore, this study is the latest and has been conducted using not only qualitative but also quantitative or mixed methods. This has been

conducted to successfully analyze inclusive recruitment strategies for workers with disabilities through the DET approach and its adaptation to the digital era. The research was qualitatively conducted through analysis from two sides: workers with disabilities and companies/organizations, as well as through interviews with HR practitioners and candidates with disabilities (Sugiyono, 2019). The results of this study are expected to provide recommendations for inclusive recruitment strategies that are right on target and can be implemented by HR teams as part of the organization's commitment to creating a fair and equal work environment for all individuals.

## **METHODS**

This research, depicted in Figure 1, uses a mixed method and a phenomenological approach to analyze inclusive recruitment strategies for workers with disabilities through the Detection and Evaluation (DET) approach in Industry 4.0 era (Herceg, 2020). The book on phenomenological research methodology, which mentions the Husserlian and Heideggerian approaches Wiranata (2024). The researcher plays an active role in interpreting the meaning of these experiences while considering the participants' social and personal contexts. Instead of qualitative method, such as observation through interviews, data-calculated quantitative were also adapted to comprehensively analyze the results of the research for the future disabled-workers' prospects.

This approach not only describes experiences but also seeks to understand their meaning through thematic analysis and written reflection. Data were totally collected through semi-structured interviews, limited observation, and document analysis. Using a purposive sampling technique, four informants were selected, consisting of disabled workers, two human capital practitioners, and one regulatory representative from KND (National Commission on Disabilities) and final conclusions were finally achieved and written at the end of this paper.

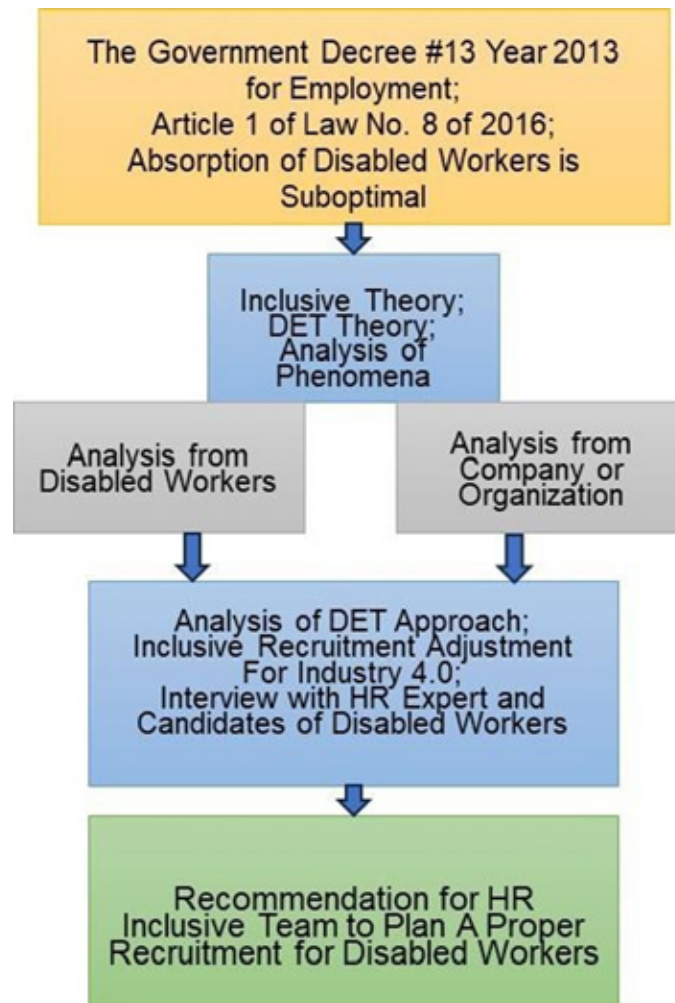


Figure 1. Road map of research.

## RESULTS

This research focuses on analyzing inclusive recruitment strategies for workers with disabilities in Industry 4.0 (I4.0) era through the DET approach, with KONEKIN (Koneksi Indonesia Inklusif) as the case study. KONEKIN is a social-inclusive institution that acts as a liaison between workers with disabilities and the world of work, as well as a provider of inclusive recruitment services and accessibility assessments in Indonesia. The KONEKIN is a social enterprise dedicated to empowering and educating people with disabilities to foster an inclusive economy. Since 2018, KONEKIN has partnered with over 100 disability communities, 33 organizations, and over 10,000 individuals to address disability issues through services and programs.

Furthermore, this organization integrates capacity development for workers with

disabilities, mentoring companies in inclusive hiring practices, and implementing DET as a foundation for organizational culture transformation. KONEKIN was selected purposively because this organization represents technology-based inclusive recruitment practices and an equal rights approach relevant to the I4.0 context. Through its accessible digital platform, hybrid implementation of DET and accessibility assessments, KONEKIN demonstrates the implementation of an operationally integrated inclusive recruitment system.

### Interview process

During the interview, it was found that the Expert on Disability Employment and Regulation, Mrs. Rachmita (Mrs. Mita) Maun Harahap, ST., M.Sn. (Commissioner of the National Commission on Disabilities of the Republic of Indonesia - KND), stated: "The Indonesian

government has affirmed the obligation for companies to employ a minimum of 1% of their workforce with disabilities. However, Mrs. Mitha emphasized that regulatory compliance is not the core of inclusion, and that inclusion must stem from moral and humanitarian awareness, not simply legal compliance. This can be achieved by providing equal opportunities and appropriate support. She also emphasized the importance of openness in inclusiveness, and that the workforce with disabilities is open to the need and suitability of adequate accessibility, and that recruiters or human capital are open and supportive of this information.

KONEKIN has implemented inclusive recruitment, employing 30% of its workforce with disabilities. KONEKIN has a program on inclusive recruitment for workers with disabilities and companies that need assistance in absorbing workers with disabilities with the motto BERSIAP, BERDAYA and BERKARYA. The BERSIAP program is the mentoring stage after participants completing the main program. The focus is on providing 1-on-1 consultation sessions on career preparation, such as job search strategies, CV preparation, and interview preparation. Motto BERSIAP also aims to ensure graduates remain responsive to the latest industry trends and are ready to compete in the world of work.

Meanwhile, BERDAYA focuses on strengthening the capacity and insight of participants through weekly discussions (BERDAYA Talks). In each session, participants discuss the latest topics related to the world of work and industry. This way, they are always updated on labor market trends and are able to increase competitiveness and employment. Last but not least, BERKARYA is a form of continuous learning support for workers with disabilities. Beyond job placement, this program also helps them build networks, provide mutual support, and strengthen skills to survive and thrive in the workforce. The goal of all of the above is to create an inclusive and supportive work environment.

**Labor absorption through inclusive recruitment programs**

According to the research implemented, the educational background of KONEKIN program participants is dominated by bachelor's degree graduates (71.2%). This indicates that the majority of candidates have a high level of education and are ready to enter the professional job market, with a bachelor's degree (71.2%), high school/vocational high school (20.7%), diploma (3.3%), and master's degree (1.1%). These findings demonstrate that KONEKIN has successfully recruited talented individuals with disabilities with strong academic qualifications to fill various positions in the formal workforce.

The composition of KONEKIN program participants also demonstrates the diversity of disability types, demonstrating the inclusiveness of the programs: auditory sensory (39.1%), physical (26.6%), visual sensory (14.8%), mental (14.1%), and multiple disabilities (3.1%). These data confirm that KONEKIN provides access and opportunities for various disability groups to develop and receive support tailored to their needs. It is expected that in the near future, due to the serious engagement of the Labor Ministry of Indonesia as well as the more involvement of private companies and the ministries, there will be more recruited disabled workers in the Country.

It is noted that the recruitment process at KONEKIN is systematically and structured through five main stages: administrative selection, behavioral interviews, mini-work simulations, reference checks, and post-placement support. Each stage has a specific objective: ensuring that accepted candidates not only meet formal qualifications but also demonstrate work readiness, professional ethics, and the ability to adapt to an inclusive work environment. Administrative selection is the initial stage of the candidate screening process based on qualifications established by the company. At this stage, KONEKIN reviews all administrative documents such as CVs, diplomas, portfolios, and Employment Information Service System (SILK) Reports.

Within an inclusive context, KONEKIN also considers the aspect of equal access by providing opportunities for candidates with disabilities to

complete documents in a format appropriate to their abilities. This stage ensures that all candidates are fairly assessed based on competency and administrative completeness, not physical limitations. Figure 4 also shows the second-step-behavioral interviews which are aimed to explore candidates' work behaviors, values, and interpersonal competencies based on past work experiences. KONEKIN uses a competency-based interview format with the STAR (Situation, Task, Action, Result) method, a program to assess aspects such as discipline, communication, teamwork skills, and commitment to inclusion. These interviews are also conducted sensitively to the needs of candidates with disabilities, for example by providing sign language interpreters or additional time. This stage plays a crucial role in assessing the candidate's cultural and behavioral fit with the organization's values, which emphasize diversity and empathy.

The mini-work simulation process, a 3<sup>rd</sup> step practical-based assessment that mimics a real-life work situation, is needed to directly measure technical skills and work behaviors, including initiative, accuracy, cooperation, and problem-solving. At KONEKIN, these simulations can take the form of customer service role-plays, data entry, or simple case studies, tailored to the

type of disability to ensure the process remains inclusive and fair. This stage is a crucial tool in ensuring candidate readiness from day one (job readiness). Reference checks are dedicated to verify information provided by candidates by contacting professional references, such as previous employers or educational institutions.

The primary goal is to obtain an objective picture of the candidate's work ethic, reliability, and professional track record. This process maintains the confidentiality of personal data and obtains prior consent from the candidate, in line with ethical principles and data protection. Finally, post-placement support, the final stage of the recruitment process, provides post-placement assistance. The support is provided during the first month through the BERSIAP program, where alumni receive individual consultations and mentoring from the KONEKIN team. This approach aligns with the concept of onboarding, where ongoing post-recruitment support plays a crucial role in improving the adaptation, retention, and job satisfaction of new employees. Specifically for workers with disabilities, post-placement support also includes social support and ongoing training (through the BERDAYA and BERKARYA programs) to ensure they can adapt to the work environment and achieve optimal performance.



Figure 2. Selection procedure for new workers at KONEKIN.

It is noted that KONEKIN applies an important, valid procedure to select new workers and the Figure 2 shows a clear step-by-step how to select the new workers including disabled ones. The selection procedure for new workers at KONEKIN is structured with the principles of non-discrimination and universal accessibility, meaning that all selection stages are designed to be open and accessible to all applicants, including those with disabilities. This approach reflects the application of the concept of inclusive recruitment.

The selection procedure at KONEKIN consists of five main steps as follows, such as, a) Accessibility check which ensures that the recruitment process and work environment are accessible to candidates with various disabilities. Accessibility checks include reviewing physical facilities, digital systems, and communications to ensure they do not pose barriers to applicants. For example, KONEKIN ensures that vacancy information, application forms, and interview platforms are accessible to applicants with visual or hearing impairments; b) Job posting which shares job openings through various channels, such as, websites, social media, or universities. KONEKIN uses an inclusive communication approach and non-discriminatory statements. This aims to attract a diverse range of applicants and create employer branding as an organization open to diversity; c) Administrative procedures which evaluate documents submitted by applicants, such as, CVs, diplomas, and portfolios.

This procedure is carried out by ensuring that candidates meet the minimum qualifications set by the company. Administrative assessments are conducted while still considering the context of disability, meaning the assessment focuses on competency and work potential, not on physical limitations. Administrative selection has a strategic function in streamlining the selection process by filtering applicants who best suit the position requirements.

KONEKIN emphasizes objectivity by using measurable criteria, so that this stage does not cause bias or discrimination against applicants with certain conditions; d) HR & User Interviews,

namely, interviews which are conducted by HR and users, direct superiors or representatives of divisions that require workers. The goal is to dig deeper into the personality, motivation, interpersonal skills, and suitability of candidates with organizational culture. Interviews at KONEKIN use a behavioral-based interview approach with the STAR method (Situation, Task, Action, Result) so that the assessment of candidate competencies is more objective.

During interviews for candidates with disabilities, the company also provides reasonable accommodations, such as providing sign language interpreters or accessible online interview platforms. Psychometric testing and supplementary selection are the final stages used to assess personality, logical thinking, cognitive abilities, and suitability for the position applied for. Additionally, additional tests, such as, work simulations or case studies may be administered, depending on the position's requirements and the characteristics of the candidate's disability. These tests serve as objective instruments to measure individual potential beyond administrative data and interview results. KONEKIN ensures that the testing process is conducted inclusively, for example by providing additional time or alternative formats for applicants who require adjustments to ensure fair and valid assessment results.

The KONEKIN implements an inclusive recruitment strategy through optimizing digital technology, adapting its HRIS system to be accessible, and providing internal DET training. The importance of "understanding the meaning of disability" is emphasized by the HR team to prevent bias in the selection process. Overall, the stages of the selection procedure at the Organization reflects the implementation of the Inclusive Human Resource Management (IHRM) paradigm, where the company focuses not only on assessing technical competency but also on providing access and fairness in the selection process. Every step, from accessibility checks to additional psychological testing, is designed to reduce the potential for discrimination and ensure that all candidates are assessed based on their

abilities and potential.

Therefore, KONEKIN's selection process serves not only as a recruitment mechanism but also as a social strategy to strengthen the company's commitment to inclusivity and diversity in the workplace. Employees with disabilities described positive experiences working in an environment that provided equal participation. They also cited adaptive training and communication from HR as key factors that made them feel accepted, not privileged. KONEKIN emphasized the importance of inclusive training based on DET or similar disability training, enabling recruiters to assess based on empathy, not sympathy.

### Summary of interview results

Interviews were conducted with four informants, including workers with disabilities, a human capital team consisting of two informants, and the KND Commissioner. The interviews were based on the dimensions and indicators of inclusive recruitment, exploring experiences from both the workforce and employers through Human Capital. These indicators include process fairness, accessibility, candidate diversity, engagement and participation, and the results

of the recruitment process to recruit competent candidates. Therefore, these interviews are expected to provide a comprehensive overview and serve as a first step in formulating an inclusive recruitment strategy in Industry 4.0 (I4.0) era using the DET approach. Based on the interviews, several important findings were obtained, and the results provided an interpretation of the relationships between patterns, as shown in Table 2.

Table 2 also highlights that the dimensions of inclusion do not stand alone but are interconnected and reinforce each other to achieve substantive and sustainable outcomes for workers with disabilities. The research findings indicate that DET plays a crucial role in shifting organizational paradigms from a charity-based approach to a rights-based approach in recruiting workers with disabilities, a practice consistent with the theory of inclusive human resource management. Furthermore, digitizing recruitment systems has been shown to increase accessibility for workers with disabilities when designed with accessibility principles in mind. This research also found that the success of inclusive recruitment is influenced

**Table 2.** Interpretation of relationships between dimensions

No.	Relationship between dimensions	Analytical meaning
1.	Process of justice ↔ Accessibility	Equal access is a prerequisite for achieving fairness in the selection process. Without accessibility, fairness is merely formal, not substantive.
2.	Candidate diversity ↔ Engagement and participation	Diversity is only meaningful if it is accompanied by the active participation of people with disabilities in decision-making and work implementation.
3.	Recruitment results ↔ DET	DET training improves the quality of recruitment results because HR is more sensitive to the needs of diverse disability populations and able to adapt systems.
4.	Accessibility ↔ Digital technology	Technology can be a bridge or a barrier depending on the organization's readiness and the level of digital literacy of individuals with disabilities.
5.	Engagement ↔ Recruitment results	The higher the level of inclusion of people with disabilities in the workplace, the higher the satisfaction and retention of an inclusive workforce.

Source: Data analyzed in 2025.

by increased awareness among HR practitioners facilitated through DET. This finding supports the social model of disability, which emphasizes that the primary barriers lie within the organizational system, not the individual. Therefore, DET plays a key role in fostering the effective and sustainable implementation of inclusive recruitment.

Based on the experiences of HR practitioners, inclusivity does not emerge as an instant understanding but rather develops through a process of interaction, reflection, and ongoing learning. Initially, some HR practitioners viewed the recruitment of workers with disabilities as part of a normative obligation or regulatory compliance. However, through direct involvement in the inclusive recruitment process and participation in DET, a more profound shift in perspective occurred. This experience reflects a shift in awareness, from simply understanding disability as a limitation to understanding that individuals with disabilities possess equal professional competence, potential, and capacity.

This process is not only cognitive but also reflective, as HR practitioners begin to question their initial assumptions and develop new understandings based on lived experience. This transformation demonstrates that inclusivity is not simply an organizational policy, but a construct of meaning formed through direct experience and personal reflection. In this context, DET serves as

an interpretive medium that opens up a dialogue between experience, knowledge, and new awareness. This training helps HR practitioners understand disability not as a limiting identity, but as part of human diversity. Thus, the experience of participating in DET becomes a reflective point that allows for the reconstruction of the meaning of the concept of inclusivity in recruitment practices.

#### **Absorption of disabled workers**

It should be emphasized that disabled workers have the right to equal employment opportunities without discrimination, but their participation in the workforce still faces challenges in terms of decent work accommodations, including transportation. Based on BPS data, access to education for disabled workers is still limited, with the majority only completing elementary school or lower, which affects access to decent work. Table 3 presents a discussion of the estimated number of disabled workers until 2027. It should be noted that this prediction is based on estimating the number of disabled workers since 2020. Therefore, the relevant ministries need to continue to anticipate and prepare effective solutions so that disabled workers can work in the formal sector. By considering that, it can be concluded that the number of disabled workers continues to increase along with the population of Indonesia in the future.

**Table 3.** Predictive disabled workers in 2027.

<b>Year</b>	<b>Population of disabilities (working age)</b>	<b>Disabled workers</b>	<b>Disabled workers (%)</b>
2020	22.5 millions	NA	NA
2022	NA	720,748	0.53%
2023	21.23 millions	763,925	0.55%
2025	25.12 millions	808,996	0.58%
2027 (Predictive)	26.60 millions	856,726	0.61%

Source: Data analyzed in 2026; NA, not available.

As mentioned previously, public transportation is a very crucial need for disabled workers and for this, KONEKIN conducted a survey of 160 people with various disabilities across 18 provinces, including Sumatra, Java, West Nusa Tenggara, Kalimantan, and Sulawesi. The survey was implemented with disabled people who actively use public transportation. They then shared their opinions about the need for access to public transportation. From the survey, some stated the need for public access, while others were neutral or did not know.

Furthermore, they also used a variety of public transportation, including buses, commuter trains (KRL), and online motorcycle taxis. Others used private vehicles, and a very small number stated they did not utilize public transportation at all. Of those who used public transportation, some stated they had access, some had not accessed it, and some did not know. Finally, a summary of the survey results can be clearly seen in Table 4.

Based on research experience with KONEKIN, this research demonstrates that Disabled Entrepreneurship Training (DET) plays a crucial role in shifting organizational paradigms from a charity-based approach to a rights-based approach in recruiting workers with disabilities, a practice consistent with the theory of inclusive human resource management. Given that the world is currently entering the digital era, digitizing recruitment systems has been shown to increase accessibility for disabled workers when designed with accessibility principles in mind. The research also found that the success of inclusive recruitment is influenced by increased awareness among HR practitioners facilitated through DET. It is also noted that inclusivity does not emerge as an instant understanding but rather develops through a process of interaction, reflection, and ongoing learning. All of these previous processes were not only cognitive but also reflective, with HR practitioners initially making assumptions

**Table 4.** Survey result on 160 active disabled workers using public transportation (KONEKIN)

Questions on public transportation	Opinions of public transportation for disabled workers		
Access for public transportation	76.3% Yes	14.4% Abstain	9.4% Not active
Type of public transportation used	48.8% (Bus, KRL, Ojol etc.)	45.6% Private	5.6% Not use
Acceptability of public transport	43.0 Yes	43.8% No	13.1% Not use

Source: Data analyzed in 2026.

## DISCUSSION

In this discussion, it is emphasized that inclusive issues require many interconnected elements, starting from the recruitment process, special training for disabled workers, and openness not only from employers but also from the government. This requires, in particular, the continued support and encouragement of the government, particularly the Ministry of Manpower. The National Commission for Disabled Workers (KND) also plays a crucial role in bridging information from the government and accommodating the aspirations of all disabled people nationwide.

and developing new understandings based on their experiences in the field.

It should be emphasized that disabled workers have the right to equal employment opportunities without discrimination, but their participation in the workforce still faces challenges in terms of decent work accommodations, including transportation. Table 2 clearly shows the acceptance of disabled workers in Indonesia is very low, at less than 1% from 2020 to 2025, and no data on the disability population in Indonesia has been found yet.

Therefore, this research predicts the disability population and the number of disabled workers

until 2027 and this based on the trend of growth from years 2022 to 2025. Finally, in 2027, there would be around 0.61% of disabled workers to join formal sectors and the number is of course a very small number. To improve the number of disabled workers to be recruited by formal sectors, the relevant, strategic action of the Ministries need to continuously provide effective solutions and hence the disabled workers in Indonesia will significantly improve to work in formal sectors in the near future.

From the above explanation, there are several strategic steps that need to be taken, including, a) The Ministry of Manpower needs to continue to seek efforts so that state-owned enterprises can accept them to work at least 2% of the workforce needed; b) BAPPENAS needs to create a medium and long- term strategy so that their sustainability to become proper workers can run sustainably; c) The Ministry of Finance needs to fully support what is planned by BAPPENAS; d) The Ministry of Social Affairs needs to continue and improve existing programs so that they are increasingly qualified; e) The Ministry of Transportation needs to prepare safe, decent, proper and comfortable public transportation; f) The government needs to collaborate with KONEKIN and related foundations, so that DET can be of interest to them so that inclusive education continues to run well and g) The Ministry of Communication and Digital needs to be involved so that socialization regarding disabled workers can be conveyed easily and widely to all levels of Indonesian society.

## CONCLUSION

Disability Equality Training (DET) not only raises HR practitioners' awareness of the principle of equal rights but also encourages a paradigm shift in organizations from a compassion-based approach to a rights-based one, resulting in a more equitable, accessible, and participatory recruitment process. Digitalization designed with accessibility principles has been shown to be a means of empowerment and strengthen a sustainable inclusive recruitment system.

These findings underscore the strategic role of DET in bridging the gap between inclusion

policies and organizational recruitment practices. Based on these findings, organizations are advised to integrate DET into their HR management strategies and ensure accessible and inclusive digital recruitment systems. Governments and policymakers need to strengthen regulatory support and encourage cross- sector collaboration to expand employment opportunities for disabled workers. Future research is recommended to involve more organizations and industry sectors to develop a more comprehensive inclusive recruitment model within the context of digital transformation.

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